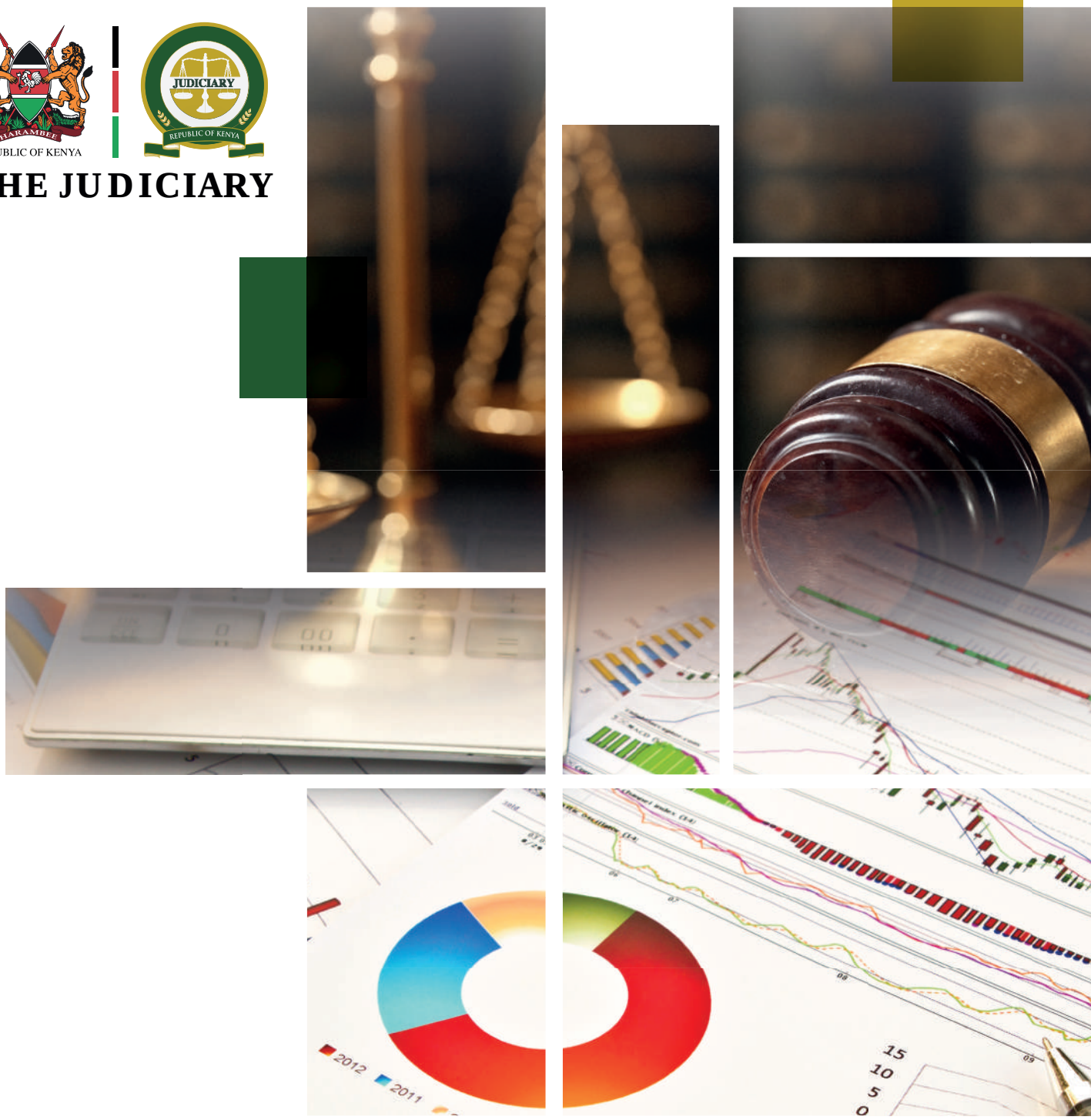
REPUBLIC OF KENYA

THE JUDICIARY



Judiciary Performance Evaluation Report FY 2024/2025

10th Cycle of Performance Management Implementation

Social Transformation
through Access to Justice

Judiciary Performance Evaluation Report FY 2024/2025

10th Cycle of Performance Management Implementation

June, 2026





VISION

To be an independent institution of excellence in the delivery of justice to all.



MISSION

To dispense justice in a fair, timely, accountable and accessible manner, uphold the rule of law, advance indigenous jurisprudence, protect and promote the Constitution.



FOREWORD

It gives me great pleasure to present the Performance Management and Measurement Understanding (PMMU) Evaluation Report for the Financial Year 2024/2025. This report provides a comprehensive assessment of the performance of courts and administrative units across the Judiciary and reflects our continued commitment to strengthening accountability, efficiency, and service delivery in the administration of justice.

The PMMU framework remains a cornerstone of the Judiciary's performance management architecture. Through this framework, the Judiciary systematically measures institutional performance against agreed targets and service delivery standards, thereby promoting a results-oriented culture across all court stations and administrative units. Over the years, PMMU has evolved into an invaluable tool for institutional learning, identification of operational challenges, and evidence-based decision-making. It continues to drive institutional excellence in service delivery while providing a reliable measure of the progress made towards realizing the aspirations of the Social Transformation through Access to Justice (STAJ) blueprint.

The results of the FY 2024/2025 evaluation indicate that the Judiciary attained an overall performance score of 88.12 per cent, placing it within the "Good" performance category. This achievement reflects sustained institutional effort and commitment towards meeting the public's expectations for efficient and expeditious justice delivery. However, the findings also demonstrate that further efforts are required to address emerging operational challenges to sustain the gains already realized in improving the efficiency and effectiveness of justice delivery.

Several court levels and administrative units recorded commendable performance during the period under review. In particular, the Supreme Court, Magistrates' Courts, and Kadhi Courts achieved high performance scores, reflecting effective case management practices, improved case clearance rates, and strengthened registry operations. At the same time, the evaluation identifies areas requiring targeted interventions,

including managing increasing caseload pressures, strengthening ICT systems, improving infrastructure, and enhancing institutional coordination across the Judiciary.

The continued automation of key Judiciary processes remained a significant driver of performance, enhancing inclusivity and access to justice. Notable initiatives included E-Filing and E-Payment systems, which enabled advocates and litigants to file cases, pay court fees, and submit documents online without physically visiting court registries; the Case Tracking System (CTS), which automated critical registry operations such as case registration, cause list generation, and preparation of court orders; and the expanded use of virtual court hearings, which facilitated the conduct of court proceedings across the country through digital platforms.

These initiatives significantly improved access to court services, reduced physical and logistical barriers, enhanced convenience for court users, minimized unnecessary human interaction and opportunities for corruption, and lowered the cost of accessing and delivering justice.

The performance framework also emphasized the importance of innovation in service delivery by encouraging the development and application of new ideas, work methods, knowledge solutions, and technological advancements to improve efficiency, effectiveness, and service quality. These innovations supported Judges, Judicial Officers, Judiciary staff, advocates, and court users by enhancing productivity, accuracy, and reliability in court operations.

Among the notable innovations identified during the evaluation period were the Supreme Court Self-Representing Litigants E-Guide to support court users appearing without legal representation; the High Court Uridhi Portal which tracks the entire lifecycle of succession causes from payment through eCitizen, filing at court stations, processing at the Principal Registry, transmission to the Government Printer, and final gazettement; and a national essay writing competition among students of various levels on the theme "Elimination of Child Labour and Access to Justice" during the Employment and Labour Relations Annual Symposium III to amplify children's voices on issues of child labour and access to justice

The Judiciary remains firmly committed to continuous improvement in the administration of justice. As we implement the recommendations contained in this report, we shall continue to strengthen case management practices, enhance institutional efficiency, and promote innovative approaches to dispute resolution, including the expanded use of Alternative Justice Systems (AJS) and Alternative Dispute Resolution (ADR) mechanisms. These efforts are critical to ensuring that justice remains timely, accessible, affordable, and responsive to the needs of all Kenyans.

I wish to commend all Judges, Judicial Officers, Judiciary staff, the Administration of Justice and Performance Management Committee (AJPMC), and the Directorate of Strategy, Planning and Organisational Productivity (DSPOP) for their dedication and commitment in implementing the PMMU framework and contributing to the preparation of this report. Their unwavering pursuit of excellence in service delivery continues to advance the Judiciary's constitutional mandate and strategic objectives.

It is my hope that the findings and recommendations contained in this report will inform policy and management decisions, strengthen institutional performance, and guide the Judiciary in its ongoing journey towards a more efficient, accountable, innovative, and people-centred justice system.

HON. JUSTICE MARTHA K. KOOME, EGH
CHIEF JUSTICE & CHAIRPERSON,
JUDICIAL SERVICE COMMISSION

EXECUTIVE SUMMARY

This report presents the findings of the Judiciary's Performance Management and Measurement Understanding (PMMU) Evaluation for the Financial Year 2024/2025. The evaluation assessed the performance of courts and administrative units across the Judiciary and identified key innovations that enhanced service delivery. The assessment measured the extent to which implementing units achieved agreed performance targets under the PMMU framework, a key accountability and performance management tool that supports the realization of the Judiciary's Social Transformation through Access to Justice (STAJ) agenda. The evaluation covered all court levels including the Supreme Court, Court of Appeal, High Court, Employment and Labour Relations Court (ELRC), Environment and Land Court (ELC), Magistrates' Courts, Small Claims Courts (SCCs), Kadhi Courts, Tribunals as well as administrative offices registries, and directorates.

The Judiciary attained an overall performance score of 88.12 per cent in FY 2024/2025, compared to 95.29 per cent in FY 2023/2024 which was still within the "Good" performance grade, demonstrating that most courts and administrative units continued to meet their key performance targets. The change in performance trend is attributable to increasing caseloads, shortage of judges and judicial officers, expansion of small claims courts, resource constraints, delays in processing proceedings, and other operational challenges that affected service delivery in some court stations.

Despite these challenges, the Judiciary recorded significant achievements in case management and backlog reduction. During the year 647,686 cases were resolved against 621,425 cases filed, resulting in a case clearance rate of 104 per cent. In matters involving children, 17,316 cases were resolved against 15,670 filings, achieving a 111 per cent case clearance rate. The Judiciary also reduced its backlog by 27 per cent, from 272,678 cases in FY 2022/2023 to 244,267 cases in FY 2024/2025, reflecting sustained efforts by judges, judicial officers, and staff to enhance case resolution.

Performance in key service delivery indicators remained strong. Registry operations achieved an institutional average score of 88 per cent, while 75 per cent of judgments were delivered as scheduled. The expansion of Alternative Justice Systems (AJS) and Alternative Dispute Resolution (ADR) mechanisms, which recorded an average performance of 89 per cent, continued to enhance access to justice through people centred approaches. Additionally, the expansion of Small Claims Courts from 26 stations in FY 2023/2024 to 38 stations in FY 2024/2025 broadened access to affordable and expeditious justice services.

Performance outcomes varied across court levels. The Supreme Court recorded 96.30 per cent, while Kadhi Courts emerged among the highest performing court systems with 95.41 per cent, reflecting strong performance in case management, registry operations, and administration. The Court of Appeal improved from 81.64 per cent in FY 2023/2024 to 84.97 per cent in FY 2024/2025. However, some courts experienced performance declines, including the Employment and Labour Relations Court 88.67 per cent from 100 per cent in 2023-2024 the High Court 86.80 per cent from 97.7 per cent and Magistrates' Courts 87.12 per cent from 94 per cent, largely due to increasing workloads and operational constraints.

Across the Judiciary, 94 implementing units attained a "Very Good" performance grade, while 244 units achieved a "Good" performance grade, demonstrating that the majority of courts and administrative units maintained satisfactory service delivery standards. Administrative units also continued to perform strongly, particularly in institutional planning, financial management, internal controls, and operational support services.

The evaluation further highlights key institutional strengths, including improved case clearance rates, enhanced registry efficiency, strengthened case management practices, and sustained performance

across most administrative units. At the same time, it identifies persistent challenges such as rising caseloads, delays in case determination, ICT system limitations, procurement and infrastructure constraints, and staffing shortages that continue to affect performance in some stations.

The evaluation also assessed innovations in service delivery. A total of 98 submissions were received and reviewed out of which 5, were recognized as service delivery innovations, 11 as good practices, 46 as replications of existing initiatives, and 9 as notable mentions, demonstrating a growing culture of innovation and continuous improvement across the Judiciary.

Overall, the FY 2024/2025 PMMU Evaluation confirms that the Judiciary continues to strengthen performance management, accountability, and service delivery. The findings provide valuable evidence to inform policy decisions, resource allocation, and targeted interventions aimed at improving efficiency, reducing case backlog, promoting innovation, and enhancing access to justice for all.





ACKNOWLEDGEMENTS

The successful completion of the 2024/2025 Performance Management and Measurement Understanding (PMMU) Evaluation Report reflects the collective commitment, leadership support, and institutional collaboration, demonstrated in the Judiciary. The evaluation process benefited immensely from the strategic oversight and facilitative role played by the Judiciary leadership and various governance structures that continue to champion the institutionalization of results-based performance management.

I wish to convey my sincere appreciation to the Chief Justice and President of the Supreme Court, Martha Koome, for her visionary leadership and steadfast commitment to strengthening performance management in the Judiciary. Her strategic direction, anchored on accountability for results, institutional efficiency, and excellence in service delivery, has continued to provide impetus towards aligning the Judiciary's operational performance with its strategic priorities and transformation agenda - Judiciary and Administration of Justice Blueprint (STAJ). I also extend my gratitude to the Deputy Chief Justice, Philomena Mwilu, under whose docket the performance management function is domiciled, for her guidance and oversight in enhancing the operationalization of the PMMU framework across judicial and administrative units.

Special appreciation is extended to the Chief Registrar of the Judiciary, Winfridah Boyani Mokaya, for facilitating the provision of the requisite resources and administrative support necessary for the implementation of PMMU programmes, including conducting of the evaluation exercise and preparation of this report. I commend the leadership of the courts and administrative units, including the President of the Court of Appeal, Principal and Presiding Judges, Judges, Heads of Stations, Judicial Officers, Registrars, Heads of Directorates, Departments, and staff, for their commitment to embracing performance management principles and fostering a culture of accountability, service excellence, and continuous institutional improvement.

Special recognition goes to the members of the Administration of Justice and Performance Management Committee (AJPMC) for their stewardship and technical contribution in overseeing the evaluation process. Their dedication and diligence in undertaking the rigorous assessment of courts and administrative units greatly enriched the credibility of the findings contained in this report. The Committee members include Court of Appeal Judges Hon. Lady Justice Lydia Achode - Vice-Chairperson AJPMC, Hon. Justice Mwaniki Gachoka and Hon Justice Stephen Radido, as well as High Court Judges Hon. Justice Jairus Ngaah, Hon Lady Justice Letizia Wachira and Hon. Justice Joseph Were. Other members include Environment and Land Court Judge Hon. Justice Emmanuel Washe, OCRJ Registrar Hon. Esther Nyaiyaki, Registrar High Court Hon. Clara Omondi, Magistrates' Courts Registrar Hon. Caroline Kabucho and Registrar of Tribunals Hon. Anne Asuga. Deputy Registrar Magistrate

Court Hon. Ishaq Abdujabar, HOS - Milimani Small Claims Court Hon. Manuela Kinyanjui, Deputy Registrar OCJ Hon. Faith Muguongo, Director HRMD&A Dr Elizabeth Kalei, Director Finance Ms. Beatrice Kamau and Dr Masha Barasa of the ODCJ, constitute other members of the committee.

Finally, I acknowledge and commend the technical leadership, analytical expertise, and logistical coordination provided by the Directorate of Strategy, Planning and Organisational Productivity, under the leadership of the Director and Secretary to AJPMC, Dr. Joseph Osewe. The Directorate played a central role in data provision, coordinating the evaluation exercise, undertaking performance analysis, and consolidating the findings into this report. The DSPOP team members include George Obai- Head of Performance Co-ordination Division, Dominic Nyambane, Gilbert Kipkirui, Victor Lumumba, Everlyne Simiyu, John Mbiti, Patrick Ngobiro, Solomon Onaya, Rosemary James, Mercy Mutisya, Caroline Mungai, Alex Njeru, Linda Lukhale, Martin Astiba, Eric Kocheli, Stanford Mwangi, Yussuf Jarso, Eugene Omondi, Margaret Ochieng, Mercy Chemutai, Steve Njehia, Leonard Melly and Samwel Chemwolo.

HON. LADY JUSTICE AGNES MURGOR
CHAIRPERSON, AJPMC AND JUDGE OF APPEAL



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THE SUPREME COURT OF KENYA

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ACRONYMS

ADR	Alternative Dispute Resolution
AIE	Authority to Incur Expenditure
AJPMC	Administration of Justice Performance Management Committee
AJS	Alternative Justice Systems
BPRT	Business Premises Rent Tribunal
CAM	Court Annexed Mediation
CAMAT	Communications and Multimedia Appeals Tribunal
CCR	Case Clearance Rate
CJ	Chief Justice
COA	Court of Appeal
CUC	Court Users Committee
DICT	Directorate of Information and Communication Technology
DSPOP	Directorate of Strategy, Planning and Organisational Productivity
ELC	Environment and Land Court
ELRC	Employment and Labour Relations Court
ERP	Enterprise Resource Planning
FY	Financial Year
GBV	Gender-Based Violence
HC	High Court
HQ	Headquarters
ICT	Information and Communication Technology
IFMIS	Integrated Financial Management Information System
JSC	Judicial Service Commission
JTI	Judiciary Training Institute
MC	Magistrates' Courts
NCAJ	National Council on the Administration of Justice
OCJ	Office of the Chief Justice
OCRJ	Office of the Chief Registrar of the Judiciary
OJO	Office of the Judiciary Ombudsman
PMMU	Performance Management and Measurement Understanding
PPDT	Political Parties Disputes Tribunal
RRT	Rent Restriction Tribunal
SCC	Small Claims Court
SDT	Sports Disputes Tribunal
STAJ	Social Transformation Throgh Access to Justice
SCoK	Supreme Court of Kenya
TCR	Trial Completion Rate
TTC	Time to Case Completion

DEFINITION OF TERMS

Backlog of Cases
Refers to cases that remain unresolved in court beyond the established case processing timelines as provided for in the Judiciary's case management guidelines and performance standards.

Case Clearance Rate (CCR)
A performance indicator that measures the number of cases resolved in a given period as a proportion of the number of cases filed during the same period. A CCR of 100 per cent or above indicates that a court is resolving at least as many cases as it receives.

Case Disposal Rate
The proportion of cases concluded within a specified period relative to the total number of cases pending and filed during the same period.

Case Management
The systematic management of cases from filing to conclusion through structured procedures, timelines, and judicial oversight to ensure efficient and timely resolution of disputes.

Composite Score
The aggregate performance score derived from the weighted scores of all indicators used in evaluating the performance of a court or administrative unit under the PMMU framework.

Court Annexed Mediation (CAM)
A structured mediation process conducted under the supervision of the court, where accredited mediators assist disputing parties to reach a mutually acceptable settlement before the matter proceeds to full trial.

Evaluation Cycle
The defined period during which performance is assessed under the PMMU framework, usually corresponding to a financial year.

Judicial Productivity
A measure of the output of judicial officers based on the number of cases handled, heard, and determined within a given period relative to the set performance targets.

Performance Grade
The rating assigned to a court or administrative unit based on its composite performance score under the PMMU evaluation framework.

Performance Indicator
A measurable variable used to assess progress towards achieving specific performance targets and service delivery objectives.

Performance Management and Measurement Understanding (PMMU)
A performance management framework adopted by the Judiciary to monitor, measure, and evaluate the performance of courts and administrative units against agreed targets and service delivery standards.

Registry Efficiency
The effectiveness and timeliness with which court registries process filings, maintain court records, manage case documentation, and support the administration of justice.

Service Delivery Standards
Established benchmarks that guide the quality, timeliness, and efficiency of services provided by courts and administrative units.

Target
A predefined level of performance that a court or administrative unit is expected to achieve within a specified evaluation period.

Timeliness of Case Resolution
The extent to which cases are concluded within the prescribed timelines set by the Judiciary's case management guidelines and performance standards.

Trial Completion Rate (TCR)
A performance indicator that measures the proportion of cases that proceed to full hearing and are concluded through trial within a given period.

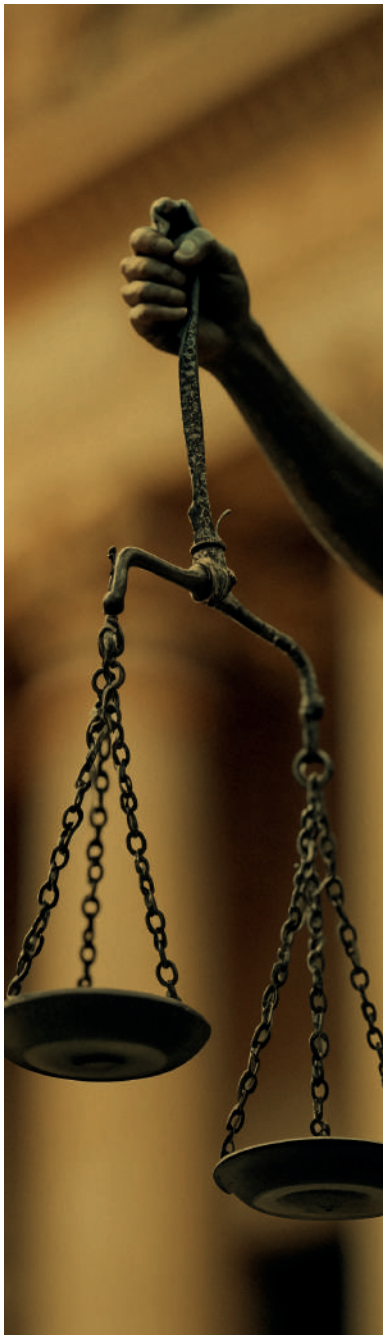
Time to Case Completion (TTC)
The average period taken from the filing of a case to its final determination.





CHAPTER ONE

Introduction



1.1 Background

The Constitution of Kenya entrusts the Judiciary with the responsibility to dispense justice expeditiously, fairly, and accountably. Further, as a public institution, the Judiciary is responsible for ensuring prudent use of public resources and for demonstrating measurable results to the people of Kenya. These constitutional imperatives have underscored the need for sustained institutional reforms aimed at improving service delivery, strengthening accountability, and enhancing public confidence in the administration of justice. It is against this backdrop that the Judiciary introduced performance management and measurement system in 2015/2016 to enhance the transformation journey for delivery of quality service.

The performance system is designed to provide a structured, evidence-based approach to planning, monitoring, evaluation, and decision-making. Through this process, courts and administrative units set annual performance targets, systematically collect and analyze data, and use the results to inform resource allocation, operational improvements, and policy interventions. By tracking performance against agreed standards, the process supports improved efficiency and effectiveness in court operations. It promotes optimal utilization of resources while facilitating identification and resolution of systemic and operational bottlenecks that contribute to case delays and other challenges. Performance measurement is now in its 10 cycle and is aligned with the Judiciary blueprint of **Social Transformation through Access to Justice,** which places emphasis on inclusive, people-centred, and responsive justice delivery.

1.1.1 The Performance Management Framework

Performance measurement and evaluation in the Judiciary is anchored on a systematic, structured, and cyclical framework designed to drive continuous improvement in service delivery. The framework comprises a sequence of interrelated stages that begin with strategic planning and review of institutional goals, identification of key priorities, allocation of resources, and setting of annual performance targets. This is followed by the implementation of agreed actions, regular monitoring through monthly and quarterly reporting, performance evaluation, and the public dissemination of results. The cycle promotes a results-based management approach that strengthens accountability, supports evidence-based decision-making, and enhances transparency. It integrates planning, implementation, monitoring, evaluation, and feedback while ensuring alignment with the Judiciary's strategic direction and reform agenda.

The various stages of the annual Performance Management and Measurement cycle are illustrated in the flow chart below.

1.1.2 The Annual Performance Management Cycle



1.1.3 The Performance Management and Measurement Understanding

The Judiciary Performance Management Framework contains several tools and metrics that facilitate objective assessment of the Judiciary's performance against clearly defined goals and standards. The main tool within this framework is the Performance Management and Measurement Understanding (PMMU), which provides a comprehensive and structured mechanism for evaluating institutional performance. The tool is modelled on the **Balanced Scorecard approach**. It is organized around five key performance perspectives, ensuring a holistic and balanced assessment of service delivery, operational efficiency, and overall institutional effectiveness across the Judiciary. These perspectives include the Core Mandate, Financial, Customer, Internal Business Processes as well as Innovation and Learning.

1. **Core Mandate:** This perspective assesses the extent to which courts and units are delivering on their primary mandate, particularly in supporting the expeditious and effective dispensation of justice.

2. **Financial**: The perspective evaluates the prudent utilization of financial resources, budget absorption, cost management, and efforts towards mitigating against audit observations

3. **Customer:** The perspective focuses on service delivery standards and measures aimed at meeting the needs and expectations of court users, including accessibility, responsiveness, and quality of services.

4. **Internal Business Processes:** The perspective examines the efficiency and effectiveness of institutional structures, systems and operational processes that create a conducive environment for the delivery of judicial services.

5. **Innovation and Learning**: The perspective promotes continuous improvement through innovation, adoption of new technologies and practices, organizational culture change, and staff capacity development necessary to support the Judiciary's mandate.

1.1.4 The Performance Measures

The International Framework for Court Excellence (IFCE) provides globally recognized standards and measures that are widely used by judiciaries as benchmarks for effective and high-quality delivery of justice. The Kenyan Judiciary has adopted and contextualized these standards as the foundation of its Performance Management Framework, from which various Key Performance Indicators (KPIs) are derived to assess and improve institutional performance.

The key performance measures include:

Access to Justice – Evaluates the extent to which court users are able to access services, including affordability of user fees, physical proximity to courts, use of online and digital services and the simplicity and user-friendliness of court procedures.

Case Clearance Rate – Measures the proportion of cases resolved within a given period relative to the number of new cases filed or received during the same period.

Timely Case Determination – Assesses adherence to established timelines and standards for the disposal of cases.

Case Backlog Reduction – Monitors progress made in reducing cases that have remained pending in the court system beyond the prescribed timelines, mostly over a year

Trial Date Certainty – Tracks the predictability and reliability of scheduled court events, including hearings, and the timely delivery of judgments or rulings after the conclusion of proceedings.

Remand Custody Period – Measures the duration an accused person remains in custody pending trial or the conclusion of legal processes.

Court File Integrity – Assesses the efficiency of registry operations, including proper records management, file completeness, and the accuracy and security of case information.

Productivity – Measures the number of cases resolved within a given period relative to the number of Judges or Judicial Officers in a court.

Court User Satisfaction – Evaluates feedback from court users through surveys to identify service gaps and improve service delivery.

Employee Engagement – Assesses staff satisfaction and engagement through internal surveys aimed at improving working conditions and organizational performance.

Adoption of Alternative Dispute Resolution (ADR) / Alternative Justice Systems (AJS) – Tracks the promotion and use of non-adversarial dispute resolution mechanisms such as mediation, arbitration, negotiation, conciliation, and community-based or traditional justice processes.

Harmonization of Service Delivery Standards – Ensures consistency and uniformity in practices and procedures across courts, including the establishment of service tracking mechanisms and systems for receiving and addressing public complaints and feedback.

Stakeholder Collaboration – Measures efforts to build and strengthen partnerships with justice sector actors and other stakeholders to enhance the efficiency and effectiveness of the justice system.

1.2 The Scope of Evaluation

The 10th cycle of PMMU evaluation covered a total of 351 units comprising 330 courts and 21 administrative units. Table 1 presents the number of units assessed during the 2024/2025 period.

Status of the PMMUs Implementation

Table 1: Status of the PMMUs Implementation

Category	Number Of Units Evaluated
Supreme Court	1
Courts of Appeal	6
High Courts Stations/ Divisions	51
Employment and Labour Relations Courts,	10
Environment and Land Courts	37
Magistrates' Courts,	138
Tribunals	15
Kadhis' Courts	38
Small Claims Court	34
Administrative Units- Offices	1
Administrative Units- Registries	7
Administrative Units- Directorates	11
Administrative Units- SAJAs	2
Total	**351**

1.2.1 Trend of PMMU Implementing Units

The number of units implementing PMMU have increased over time from 227 units in 2015/16 when it was first introduced to 351units in 2024/2025. Figure 1 shows the trend of units implementing PMMUs for the last 10 years.

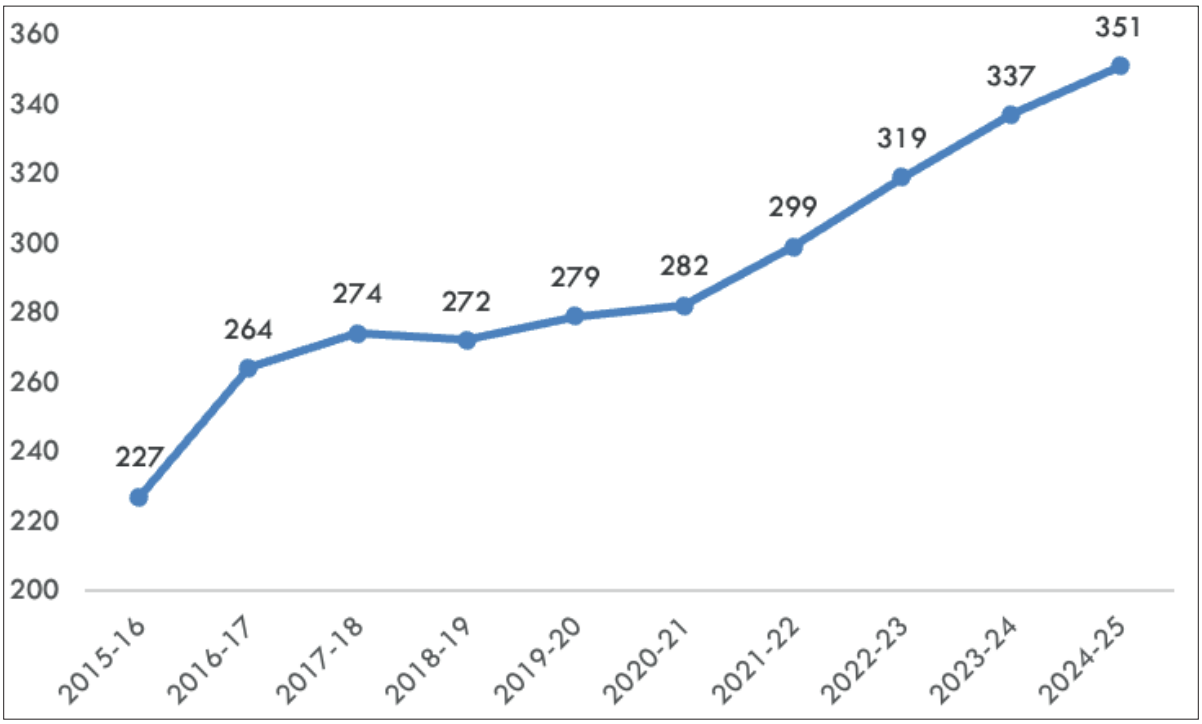


Figure 1: Trend of Units implementing PMMU

1.3 The Purpose of Performance Evaluation

The primary objective for conducting the PMMU evaluation in 2024-2025 was to establish the progress made by the Judiciary on the delivery of justice and the extent to which the evaluated units met their signed targets. Specifically, the evaluation was carried out to:

i. Establish the overall Judiciary scorecard
ii. Determine the achievement levels of various courts and units
iii. Identify the best-performing units for recognition and appreciation
iv. Provide evidence-based information for informed policy and decision-making
v. Identify best practices and service delivery innovations for replication
vi. Enhance efficiency, accountability and quality service delivery

1.4 The Evaluation Approach

The performance evaluation was unit-based and conducted physically at the level of individual courts and administrative units. The exercise was undertaken by six evaluation teams, each led by a member of the AJPMC and supported by technical staff from the Directorate of Strategy, Planning and Organizational Productivity.

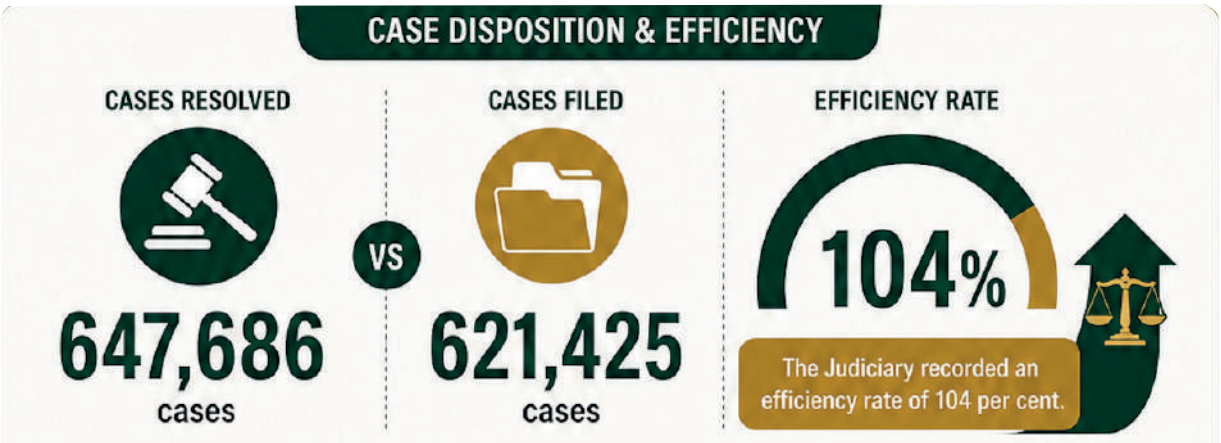
To minimize disruption, the teams conducted the exercise without interrupting court proceedings, ensuring continuity of judicial functions and safeguarding the integrity of court activities. The evaluation process was participatory and transparent, allowing input from judges, judicial officers, and staff.

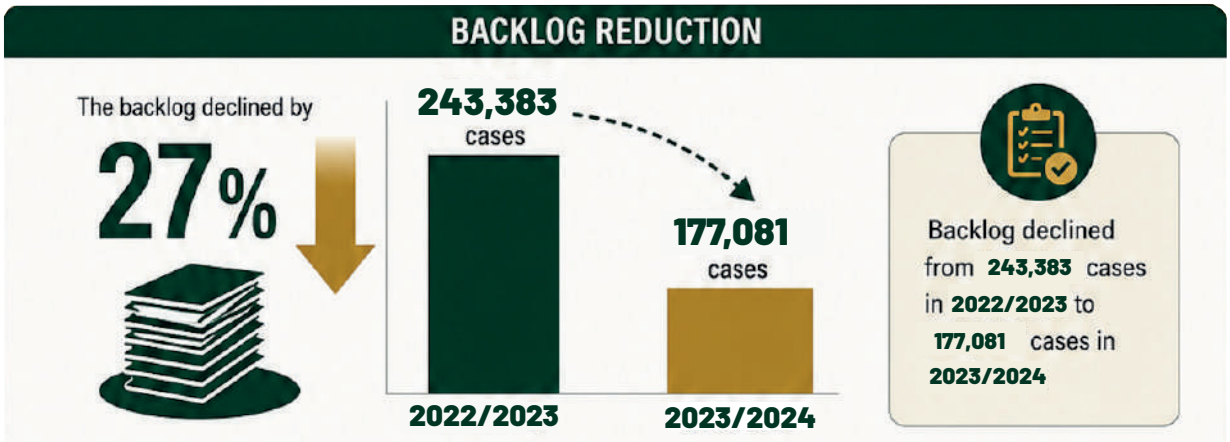
A mixed-methods approach was applied, combining quantitative and qualitative techniques. The methods used included:

- Analysis of data from the Case Tracking System (CTS), validated against manual case registers and at times case files
- Review of administrative and performance reports
- On-site observations to verify reported information against actual practice
- Consultations with judges, judicial officers, and staff
- Benchmarking performance against baseline results and established best practices

To enhance objectivity and standardization, the teams applied the PMMU Guidelines for FY 2024/2025 and relied on the Judiciary Annual Caseload Statistics Report for 2024/2025. The report provided key data, including the number of cases filed, resolved, and pending (backlog) across all courts.

During the reporting period, the Judiciary continued to enhance efficiency, strengthen case management, and improve service delivery across all courts and administrative units.





For performance indicators not captured in the CTS, evaluation teams reviewed documentary evidence submitted by the respective units where relevant. External factors that may have influenced performance were also taken into account.

The evaluation process followed the steps outlined below.

1. **Evidence Collection:** Heads of implementing units submitted documentary evidence for all performance indicators.
2. **Use of Caseload Statistics:** Performance data generated from the CTS and analysed in the Judiciary Annual Caseload Statistics Report was used for applicable indicators.
3. **Sampling:** Random sampling was undertaken for indicators not captured in the CTS and to complement data obtained from CTS
4. **Evidence Review:** Evaluation teams examined the evidence that was submitted for completeness and accuracy.
5. **Consensus Scoring:** The teams deliberated on the adequacy of the evidence and reached consensus on the scores through participatory discussions involving both the unit representatives and evaluators.
6. **Data Entry:** Agreed scores were captured in the automated performance management system to determine actual achievement per indicator.
7. **Computation of Composite Scores:** Overall performance was calculated by aggregating scores across all indicators.
8. **Ranking:** Courts and units were ranked based on their composite scores. Top-performing units in each category were identified. The results were publicly launched by the Chief Justice.
9. **Dissemination:** The Annual PMMU Evaluation Report was shared with all courts and administrative units for feedback and performance improvement.

1.5 Classification of Indicators and Grading System

The PMMU indicators were classified into three broad categories consistent with the performance attributes as follows.

1. **Normal Indicators:** They entailed indicators whose achievements exceeded 100 per cent. For instance, a target of a case clearance rate of 105 per cent and an achievement of 130 per cent in a court
2. **Declining Indicators:** Represented situations where the achievement of a target was based on a "decrease in value" so that the lower the value from the target the better the performance. An example of this type of indicator is the reduction in remand custody period from 150 days to 80 days

The grading criteria for both normal and declining indicators are represented in Table 2.

Table 2: Grading Criteria – Normal and Declining Indicators

Score	Performance Grade
120% and Above	Outstanding
Between 100% and 120%	Excellent
From 94% to 100%	Very Good
Between 75% and 94%	Good
From 50% to 75%	Fair
Below 50%	Poor

3. **Special Indicators:** Represented indicators where the best achievement could not exceed 100 per cent. For instance, the indicator of delivery of judgements within 60 days of conclusion of hearing could not exceed 100 per cent. The highest score a unit can attain on all special indicators is 100 per cent. The grading system for special indicators is shown in Table 3.

Table 3: Grading Criteria- Special Indicators

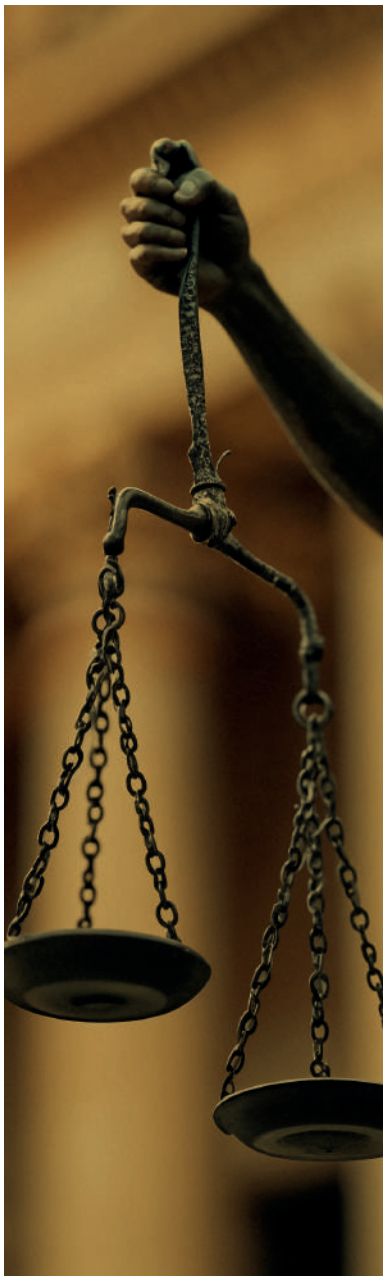
Score	Performance Grade
100%	Outstanding
Between 98% and 100%	Excellent
From 94% to 98%	Very Good
Between 76% and 94%	Good
From 50% to 76%	Fair
Below 50%	Poor





CHAPTER TWO

Performance Evaluation Results of Courts and Administrative Units



2.1 Introduction

This chapter presents the results of the Performance Management and Measurement Understanding (PMMU) evaluation for the Financial Year 2024/2025. The evaluation assessed the performance of courts and administrative units across the Judiciary based on the extent to which they achieved the targets set in their respective PMMUs. Therefore, the analysis provides an evidence-based assessment of institutional performance in relation to the Judiciary's core mandate of delivering justice efficiently, expeditiously, and in accordance with established service standards.

The chapter provides a comprehensive overview of the performance of all court levels and key administrative units in the Judiciary. It covers the performance of the Supreme Court, Court of Appeal, High Court stations and divisions, Employment and Labour Relations Court, Environment and Land Court, Magistrates' Courts, Small Claims Courts and Kadhi Courts as well as Tribunals. In addition, it covers the performance of administrative offices, registries, and directorates. The presentation of results is structured to enable comparison across the different courts and units while highlighting performance trends, top-performing units, and areas requiring improvement.

The analysis is organized around key thematic areas used in the PMMU framework to evaluate judicial and institutional performance. These include efficiency in timely case resolution, court productivity, case backlog reduction, case management and judicial efficiency, registry and documentation efficiency, court administration, and the promotion of Alternative Justice Systems (AJS). Through these thematic areas, the chapter provides a balanced assessment of the Judiciary's effectiveness in improving service delivery, strengthening operational efficiency, and enhancing access to justice.

Generally, the findings presented in this chapter highlight the progress made by the Judiciary in strengthening performance management and improving the administration of justice during the 10th cycle of PMMU implementation. The results also provide critical insights that inform institutional learning, policy decisions, and targeted interventions aimed at enhancing efficiency, accountability, and service delivery across the Judiciary.

2.2 Evaluation Thematic Areas

The courts' performance was categorized into several thematic areas to assess overall efficiency, effectiveness, productivity and consistency in service delivery. These key thematic areas included the following.

a. **Efficiency in Timely Case Resolution**: The evaluation in this thematic area focused on the efficiency levels of courts in resolving cases within set timelines. Specifically, the assessment considered the following.
   - Determination of criminal and civil cases within 360 days of filing for the High Courts and Magistrates' Courts.
   - Determination of civil and criminal appeals within 180 days of receipt of records for Court of Appeal.
   - Determination of substantive claims within 360 days for Employment and Labour Relations Court and land suits within 360 days in the Environment and Land Court among other cases.

b. **Court Productivity:** The evaluation measured the number of cases resolved per Judge and Judicial Officers, annually set at 110 and 220 judgments and rulings, which close a case, referred to as merit productivity. Additionally, there were cases resolved through other forms including consents, dismissals and withdrawals, which also contributed to judicial productivity, referred to as other productivity.

c. **Case Backlog Reduction**: Backlog reduction is a key strategy under the STAJ blueprint, which aims to conclude all cases pending over a long period of time mostly up to three years.

d. **Case Management and Judicial Efficiency:** Assessment under this thematic area focused on the court's efficiency in ensuring timely rendering of court decisions and minimizing systemic bottlenecks. Key performance indicators included:

- Delivery of judgments and rulings within 60 days of the conclusion of the hearing.
- Delivery of judgments and rulings on the date first scheduled.

e. **Registry and Documentation Efficiency:** Measured the effectiveness of court registries in handling case files, records management, documentation processing, and issuance of court orders. Indicators assessed under this thematic area included:
   - Implementation of Registry Manual Procedures
   - Maintenance and updating of all registers
   - Preparation of decrees and warrants within 4 days
   - Submission of accurate monthly court returns

f. **Court Administration:** In this thematic area, the effectiveness of administrative functions that support the smooth operation of court processes were evaluated. This included case scheduling, communication, resource management, and stakeholder engagement. Key indicators included:
   - The trials/hearings held as scheduled on the first listing
   - Advance communication of adjournments
   - Stakeholder engagement
   - Submission of court proceedings for appealed matters within 60 days of receipt of notice

g. **Promotion of AJS/ADR/Mediation:** This assessed the extent to which courts integrated Alternative Justice Systems (AJS), Alternative Dispute Resolution (ADR), and mediation to compliment formal court litigation process.

h. **Most Improved Court:** Under this category, measurement focused on the extent of performance improvement of the court or unit compared to the previous year.

i. **Consistent Performance in a Court:** The assessment focused on the court that had performed consistently well over a period of 5 years.

2.3 Overall Judiciary Scorecard

During the Financial Year 2024/2025, the Judiciary attained an overall performance score of **88.12 per cent** out of a possible 120 per cent, reflecting a decline from the **95.29 per cent** recorded in FY 2023/2024. Although the institution continued to demonstrate high performance across most court levels and administrative units, the results indicate a gradual downward trend in overall institutional performance over the past two evaluation cycles where it recorded 95.29 and 97.67 per cent, respectively. This suggests the presence of emerging operational and systemic challenges that require targeted policy and administrative interventions to restore the previous upward trajectory of institutional performance.

The analysis of performance across the different court levels shows mixed results during the reporting period. Kadhis' Courts recorded the highest performance at 95.41 per cent, reflecting sustained efficiency in case resolution, effective case management practices, and consistent adherence to registry and administrative standards. Further, Magistrates' Courts demonstrated a performance of 87.12 per cent, representing a decline from the 94.00 per cent recorded in the previous financial year. The Supreme Court achieved a **Very Good** performance grade with 96.30 per cent, reflecting improvements in bench productivity, case clearance rate, and timely delivery of judgments and rulings.

Other court levels recorded relatively impressive performance outcomes. The Court of Appeal attained 84.97 per cent, showing a notable improvement from 81.64 per cent in FY 2023/2024, while the Environment and Land Court (ELC) recorded 89.97 per cent, representing a slight improvement from 88.39 per cent achieved in the previous financial year. The Employment and Labour Relations Court experienced a performance decline, recording 87.67 per cent, compared to the high-performance score of 100 per cent attained in the two preceding financial years.

Overally, the performance results demonstrate that while most courts continued to maintain performance within the **"Good" to "Very Good"** range, the slight institutional decline reflects increasing caseload pressures, resource constraints, and operational inefficiencies affecting some court stations – specifically adjournments and delay in processing of proceedings.

The growing caseload across court stations, particularly in the superior courts and specialized courts strained available judicial and administrative capacity which affected case clearance rates, timeliness in delivery of judgments and adherence to other case disposition timelines. The performance decline in the ELRC from 100 per cent in the previous year to 87.67 per cent in FY 2024/2025, exacerbated the situation.

Similarly, the Small Claims Court recorded relatively low performance levels compared to other court categories, with 5 units attaining "Fair" grades with the majority achieving "Good", which ultimately affected the overall Judiciary performance. The rapid expansion of Small Claims Courts from 26 stations in 2023-2024 to 38 in 2024-2025, without corresponding operational support, the stringent timelines for concluding cases, shortage of adjucators as well as staff, and inadequate infrastructure hindered their optimal performance.

Nonetheless, the Judiciary continues to demonstrate strong institutional capacity to deliver justice efficiently while progressively strengthening the implementation of the Performance Management and Measurement Understanding framework. The highlights of this performance are presented in Table 4.

Table 4: Overall Judiciary Scorecard

Courts/ Implementing Unit	2020/21	2021 /22	2022/23	2023/24	2024/25		
	Performance Score (%)	Performance Score (%)	Performance Score (%)	Performance Score (%)	Performance Score (%)	Composite Score	Performance grade
Supreme Court	100	100	99.51	94..06	96.30	1.8479	Very Good
COA	79.81	79.81	84.18	81.64	84.97	2.4326	Good
High Court	75.00	90.57	89.43	97.70	86.80	2.2183	Good
ELRC	81.09	92.54	100	100	88.67	2.1903	Good
ELC	87.65	86.34	88.04	88.39	89.97	2.0721	Good
Magistrates' Courts	90.08	94.46	94.62	94.00	87.12	2.1982	Good
Small Claims Court	-	77.81	90.5	79.79	82.34	2.4616	Good
Kadhis' Courts	97.89	92.91	95.56	100	95.41	1.7548	Very Good
Tribunals	98.38	100.00	100	92.27	89.91	2.0726	Good
All Courts	**88.91**	**93.28**	**97.16**	**94.81**	**88.12**	**2.3198**	**Good**
Administrative Units	91.2	100	100	100	97.45	1.3985	Good
Overall - Judiciary	**89.03**	**93.71**	**97.67**	**95.29**	**88.12**	**2.3198**	**Good**

2.4 Overall Judiciary Performance Grade

A detailed analysis of the FY 2024/2025 PMMU evaluation results for the 351 implementing units indicates that none attained the Outstanding, Excellent, or Poor performance grades. During the evaluation period, a total of 94 units achieved a "Very Good" performance grade, reflecting a high level of compliance with the established performance targets and service delivery standards under the PMMU framework. In addition, the majority of the evaluated units, 244 units attained

a "Good" performance grade, demonstrating generally, a satisfactory performance across the Judiciary. A total of 13 other units, achieved a "Fair" grade. The distribution of units across the various performance grades attained during the evaluation period is presented in Table 5**.**

Table 5: Distribution of Performance Grades

Courts/ Implementing Unit	Very Good	Good	Fair
Supreme Court	1	0	0
COA	0	6	0
High Court	13	35	3
ELRC	4	5	1
ELC	7	28	2
Magistrates' Courts	18	118	2
Small Claims Court	0	29	5
Kadhis' Courts	29	9	0
Tribunals	8	7	0
Registrars	5	2	0
Directorates	5	6	0
Other implementing Units	1	2	0
Total	**94**	**244**	**13**

2.5 SUPREME COURT PERFORMANCE

The Supreme Court of Kenya is the apex court in the country, established under Article 163 of the Constitution and operationalized by the Supreme Court Act No. 7 of 2011. It has exclusive original jurisdiction over presidential election petitions, appellate jurisdiction over appeals from the Court of Appeal, and authority to issue advisory opinions to Government entities. In addition, the Court hears appeals from tribunals under Article 168(8) and operates in Nairobi with sub-registries in Mombasa and Kisumu to enhance access to justice.

During the period under review, the court was evaluated on several indicators including;

i. Hearing and determination of advisory opinions
ii. Hearing and determination of appeals from Court of Appeal and Tribunals
iii. Delivery of judgments and rulings within 90 days from date of benching
iv. Case clearance rate
v. Reduction of case backlog
vi. Merit and other bench productivity

2.5.1 Overall Performance of the Supreme Court

a. Performance Grade for the Supreme Court

The Court attained a "Very Good" performance grade with a composite score of 1.8479 (96.30%), an improvement from 1.9376 (94.06) attained in FY 2023/24.

b. Performance Trend

The court recorded a significant improvement in performance, rising from 94.06 per cent in the previous financial year to 96.30 per cent in FY 2024/25. Notably, the court's performance was above the overall performance for the institution.

Figure 2 presents the performance trend for the court over the past 5 years in comparison with the overall Judiciary performance

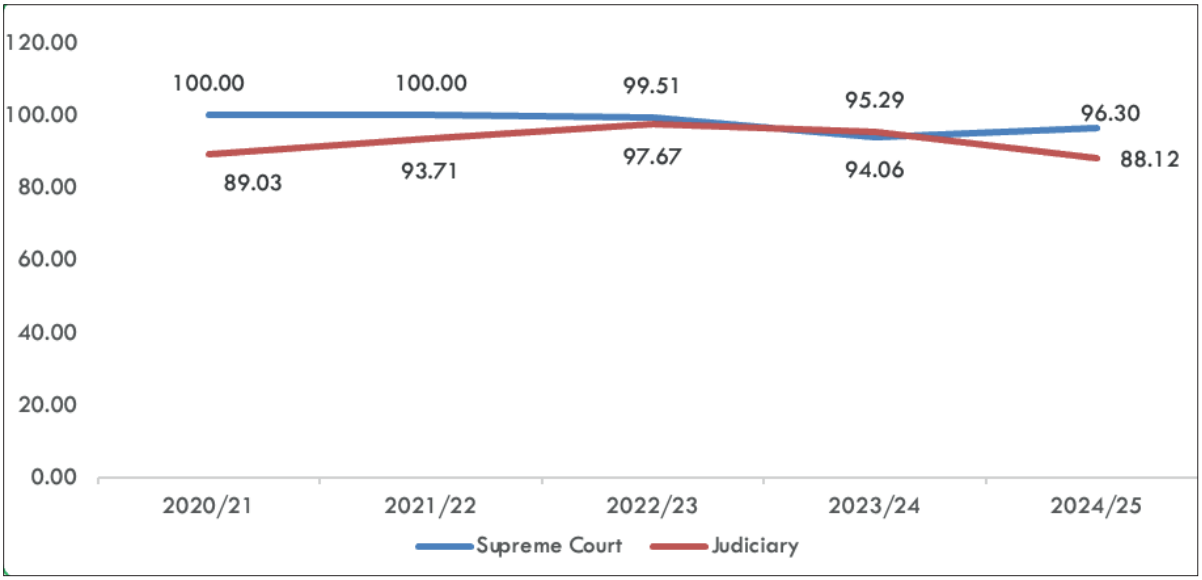


Figure 2: Performance Trend for Supreme Court FY 2020/21 – FY 2024/25

2.5.2 Performance of Supreme Court on Thematic Areas

a. Timely Case Resolution

During the reference period, the court concluded 50 per cent of advisory opinions within 90 days from close of hearing. This was a decline from the previous achievement of 94 per cent in the FY 2023/24. Additionally, the court determined 48 per cent of appeals from the Court of Appeal within 90 days.

b. Case Clearance Rate

The Court registered a significant improvement in the case clearance rate, rising from 82 per cent recorded in the previous year to 103 per cent during the review period.

c. Bench Productivity

The court's overall bench productivity rose to 71 cases during the review period, marking a notable improvement compared to 67 cases recorded in FY 2023/24. Of the 71 cases concluded, 70 were categorized under merit productivity (judgments and rulings delivered case closed), while only one case was recorded under other productivity.

d. Case Management and Judicial Efficiency

The court delivered 71 per cent of the judgments and rulings within 90 days from the date of benching, which was an improvement from 60 per cent recorded in the previous financial year. All judgments and rulings were delivered on the date first scheduled.

e. Registry and Documentation Efficiency

The Supreme Court updated the Case Tracking System (CTS) with accurate returns, which provided reliable data on filed cases, dispositions, backlog and other operational metrics, enabling effective monitoring of performance and informed decision-making. The court achieved 100 per cent on this thematic area.

f. Court Administration Efficiency

The Supreme Court adhered to scheduled hearing dates, ensuring that cases proceeded without unnecessary delays. During the reference period, the court achieved 100 per cent on trial date certainty. Trial date certainty is key as it promotes timely access to justice, reduces case backlog, and enhances effective case management practice as well as strengthening public confidence in the legal system. Additionally, the court also disseminated all the decisions to the National Council for Law Reporting within seven days from date of delivery, underscoring the court's commitment to timely communication and accessibility of its judgments.

g. Case Backlog Reduction

In FY 2024/25, the case backlog in the Supreme Court declined from 7 to 3 cases, representing a significant reduction of 57 per cent an improvement from the previous financial year, during which the court experienced an increase in backlog.

2.6 COURT OF APPEAL PERFORMANCE

The Court of Appeal is the second-highest court in the country's judicial hierarchy. Its mandate is established under Article 164(3) of the Constitution. The Court is mandated to hear and determine appeals arising from the High Court, ELRC, and the ELC.

Six Court of Appeal stations/divisions were evaluated during the period. These comprised the Nairobi Court of Appeal (Criminal and Civil Divisions), Mombasa, Nakuru, Nyeri, and Kisumu stations. Eldoret Court of Appeal was not included in the evaluation, as it had not been fully operationalized during the reference period.

The court was evaluated on several indicators including:

i. Civil and Criminal Appeals concluded within 180 days from the date of receipt of the records of appeal
ii. Judgments and rulings rendered within 120 days after close of submissions
iii. Delivery of judgments and rulings as first scheduled
iv. Case clearance rate
v. Reduction of case backlog
vi. Bench productivity

2.6.1 Overall Performance for the Court of Appeal

a. Resolved cases by Court of Appeal

During the period under review, the court of appeal resolved 3,718 cases. This was an increase of 887 cases from 2,832 resolved the previous year. The trend of resolved cases by the court of appeal in the last six years is represented in **Figure 2.**

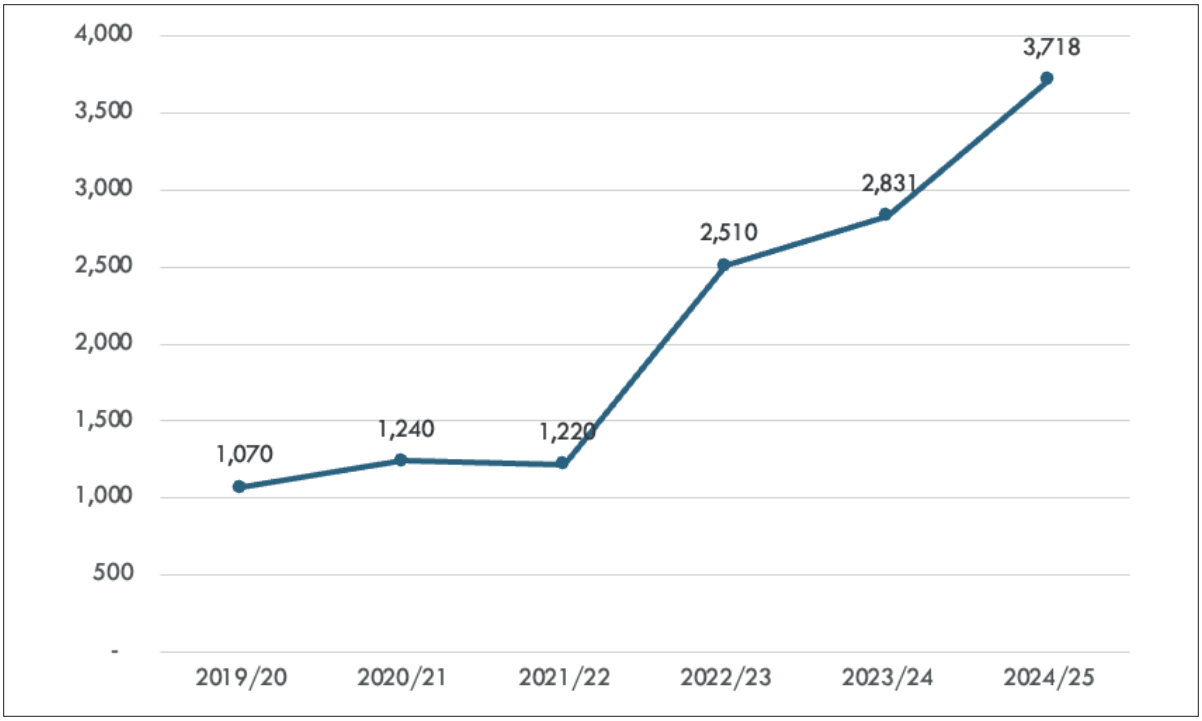


Figure 3: Trend of Resolved cases by the Court of Appeal

b. Performance Grade of Court of Appeal

The Court of Appeal attained an overall performance rating of "Good" with a composite score of 2.4326 equivalent to 84.97 per cent in FY 2024/25. This was an improvement from 2.4961 (81.64 per cent) recorded in the previous financial year. All the courts attained "Good" performance grade. During the same period, the Court faced a shortage of judges, which impacted its capacity to efficiently handle the increasing workload and deliver timely justice.

In FY 2024/25, Nairobi Court of Appeal - Criminal Division emerged the top performing court with a performance score of 90.07 per cent followed by Mombasa Court of Appeal with a performance score of 90.04 per cent. Details on performance for each court/division are presented in Table 6.

Table 6: Overall performance for the COA

Court of Appeal Station/Division	Composite Score	Performance Score	Performance Grade
Nairobi Court of Appeal - Criminal Division	2.2987	90.07	Good
Mombasa	2.3037	90.04	Good
Nairobi Court of Appeal - Civil Division	2.3229	89.63	Good
Kisumu	2.3352	89.28	Good
Nakuru	2.5842	82.17	Good
Nyeri	2.7509	77.40	Good

c. Performance Trend

The Court of Appeal demonstrated a significant improvement in performance. Its overall performance rose to 84.97 per cent in FY 2024/25 from 81.64 per cent in the previous period. This achievement was below the overall performance score for the institution. The performance trend for the court compared to the Judiciary over the past 5 years is shown in Figure 3.

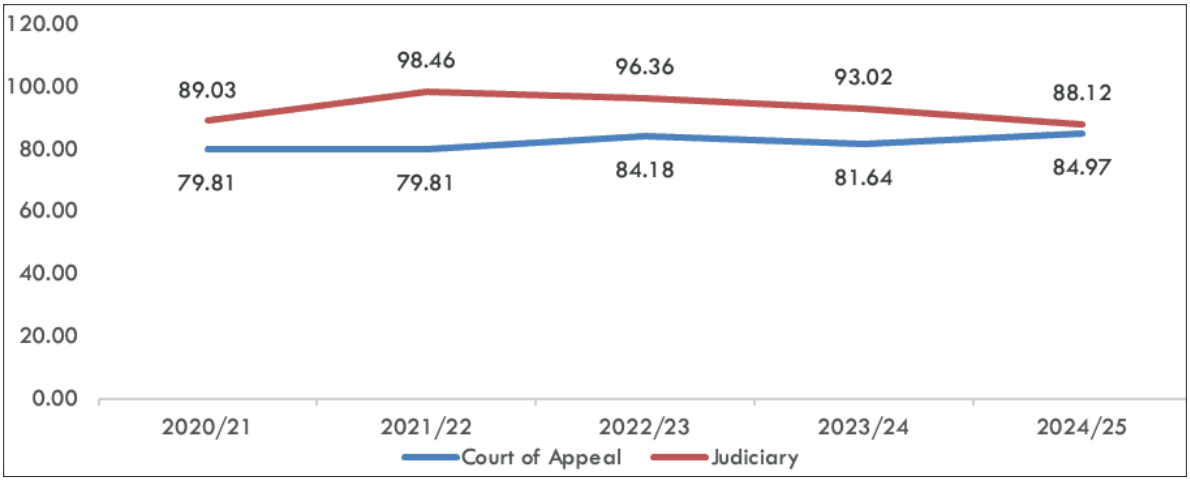


Figure 3: Overall performance trend for Court of Appeal over the past 5 years

d. Most Improved Court of Appeal Station/Division

Nairobi Court of Appeal - Civil Division emerged the most improved with 17.75 per cent change followed by Nyeri and Nakuru with an improvement of 8.82 per cent and 8.22 per cent, respectively. Table 7 highlights the percentage improvement in performance for the various stations/division.

Table 7: Most improved Court of Appeal Station/Division

Court of Appeal Station/Division	Composite Score FY 2023/24	Composite Score FY 2024/25	Variation	% Improvement
Nairobi Court of Appeal - Civil Division	2.8311	2.3229	0.5082	17.95
Nyeri	3.0169	2.7509	0.2660	8.82
Nakuru	2.8156	2.5842	0.2314	8.22
Nairobi Court of Appeal - Criminal Division	2.3800	2.2987	0.0813	3.42

e. Consistent Top Performing Court of Appeal

For the last four years of implementation of Performance management, Mombasa COA emerged the top consistent Court of Appeal. The court had an average composite score of 2.2119 as illustrated in Table 8.

Table 8: Consistent Best Performer in the Court of Appeal

Court of Appeal Station/Division	Composite Score FY 2021/22	Composite Score FY 2022/23	Composite Score FY 2023/24	Composite Score FY 2024/25	Average Composite Score
Best Composite Score	**2.0282**	**1.6943**	**1.8672**	**2.4326**	**2.0056**
Mombasa	2.5613	2.1155	1.8672	2.3037	2.2119
Nairobi Court of Appeal - Civil Division	2.0282	1.6943	2.8311	2.3229	2.2191
Kisumu	2.8447	1.7347	2.0661	2.3352	2.2452
Nakuru	-	2.2387	2.8156	2.5842	2.5462
Nairobi Court of Appeal - Criminal Division	2.9438	3.0652	2.38	2.2987	2.6719
Nyeri	-	3.307	3.0169	2.7509	3.0249

2.6.2 Performance of Court of Appeal Stations/Divisions on Thematic Areas

Table 9: Performance of Court of Appeal on Thematic Areas

Court Station/Division	Composite Score	Performance Score	Performance Grade	Timely Case Resolutions	CCR	Merit Bench Productivity	Other Bench Productivity	Case Management & Judicial Efficiency	Promotion of AJS/ADR/ CAM	Registry Efficiency	Court Administration
Nairobi Court of Appeal - Criminal Division	2.2987	90.07	Good	13	121	44	256	68	-	96	69
Mombasa	2.3037	90.04	Good	12	91	316	154	49	100	100	88
Nairobi Court of Appeal - Civil Division	2.3229	89.63	Good	27	66	378	198	53	80	99	64
Kisumu	2.3352	89.28	Good	43	93	468	188	65	100	99	95
Nakuru	2.5842	82.17	Good	-	92	323	201	94	80	100	73
Nyeri	2.7509	77.40	Good	1	71	385	166	59	100	100	95

a. Timely Case Resolution

On average, the Court of Appeal had timely resolution rate of 17 per cent in FY 2024/25. Kisumu was the best court in this thematic area with an average score of 43 per cent. The court resolved 86 per cent of criminal appeal cases within 180 days from the date of receipt of the records of appeal. However, it did not resolve any civil appeals within the stipulated timelines. It was followed by Nairobi COA - Civil Division with an average score of 27 per cent.

b. Case Clearance Rate

The Court of Appeal recorded an average Case Clearance Rate (CCR) of 89 per cent. Nairobi Court of Appeal – Criminal Division emerged the best with a CCR of 121 per cent.

c. Bench Productivity

The overall merit bench productivity for the Court of Appeal was 319 cases which was an improvement compared to last year's bench productivity of 227. The bench at Kisumu was the best with merit productivity of 468 cases. The bench also recorded other productivity of 188 cases.

d. Case Management and Judicial Efficiency

The average performance score on case management and judicial efficiency in the Court of Appeal was 68 per cent. Nakuru was the best court with an average performance score of 94 per cent. The court delivered 94 per cent of judgments and rulings within 120 days after close of submission and 93 per cent on the date first scheduled. Nairobi Court of Appeal Criminal Division emerged second, followed by Kisumu which recorded an average score of 68 and 65 per cent respectively.

e. Promotion of AJS/ADR/ Mediation

As part of enhancing access to justice and expeditious disposal of cases, 5 courts promoted Alternative Justice Systems (AJS), Alternative Dispute Resolution (ADR), and mediation, attaining a performance score of over 80 per cent. Notably, there were no AJS/ADR initiatives undertaken in Nairobi Court of Appeal – Criminal Division, probably due to the limited applicability of such mechanisms in criminal proceedings.

f. Registry and Documentation Efficiency

On average, registry and documentation efficiency for the court was 99 per cent. Mombasa, Nakuru and Nyeri emerged the best in this thematic area. The courts achieved 100 per cent on updating the Case Tracking System with accurate monthly returns.

g. Court Administration Efficiency

On court administration efficiency, the average score for the court was 79 per cent. Kisumu and Nyeri emerged as the top-performing courts with average performance score of 95 per cent each. Both courts heard 90 per cent of the appeals listed for hearing, disseminated all their decisions within seven days from date of delivery and implemented all activities on stakeholder engagement.

h. Case Backlog Reduction

On average, the court reduced case backlog by 195 cases during the reference period. Kisumu bench emerged the best on backlog reduction. It reduced the backlog by 294 cases. It was followed by Nairobi Court of appeal - Civil Division, which reduced the backlog by 214 cases. More details on reduction of case backlog per bench is highlighted in Table 11.

Table 10: Reduction of case backlog in Court of Appeal per Bench

Court station/Division	Backlog 30/6/2024	Backlog 30/6/2025	Change in Backlog	% Change in Backlog	No. of Benches	Reduction of Backlog per Bench
Kisumu	1,509	1,215	294	-19	1	294
Nairobi Court of Appeal - Civil Division	2,031	1,603	428	-21	2	214
Nakuru	699	494	205	-29	1	205
Nyeri	1,588	1,383	205	-13	1	205
Mombasa	629	594	35	-6	1	35

2.7 HIGH COURT PERFORMANCE

The High Court is established under Article 165 of the Constitution. It has unlimited original jurisdiction to determine all criminal and civil matters, appeals from subordinate courts, and cases concerning the violation or infringement of the Constitution, among others.

The assessment covered 44 High Court stations and seven specialized Divisions under the Milimani High Court. Key indicators included the timeliness of case resolution for diverse case types (Constitutional Petitions, Judicial Reviews, Murder and Civil matters, and Appeals), efficiency in delivering judgements and rulings, management of remand custody periods, promotion of Alternative Justice Systems (AJS) and Alternative Dispute Resolution (ADR) mechanisms, and court productivity.

The stations were grouped into six distinct categories.

- High Court stations/Divisions handling criminal cases,
- The Milimani High Court Divisions with caseload of above 1000 cases
- Milimani High Court Dvisions with case load of 1000 cases and below
- Courts with a caseload of 450 cases and below

- Courts with a caseload of 451 to 1,000 cases
- Courts with a caseload of over 1,000 cases

This categorization was achieved using a quantile-based approach, which ensured that each category contained a fairly equal number of stations.

2.7.1 Overall Performance of the High Court

a. Performance Grade of High Court

The overall performance of the High Courts was assessed as **"Good."** Out of the 51 courts evaluated, 13 achieved a performance grade of **"Very Good,"** while 35 were rated **"Good."** Three courts achieved a **"Fair"** grade. The distribution of performance across the 51 evaluated stations is presented in Figure 4.

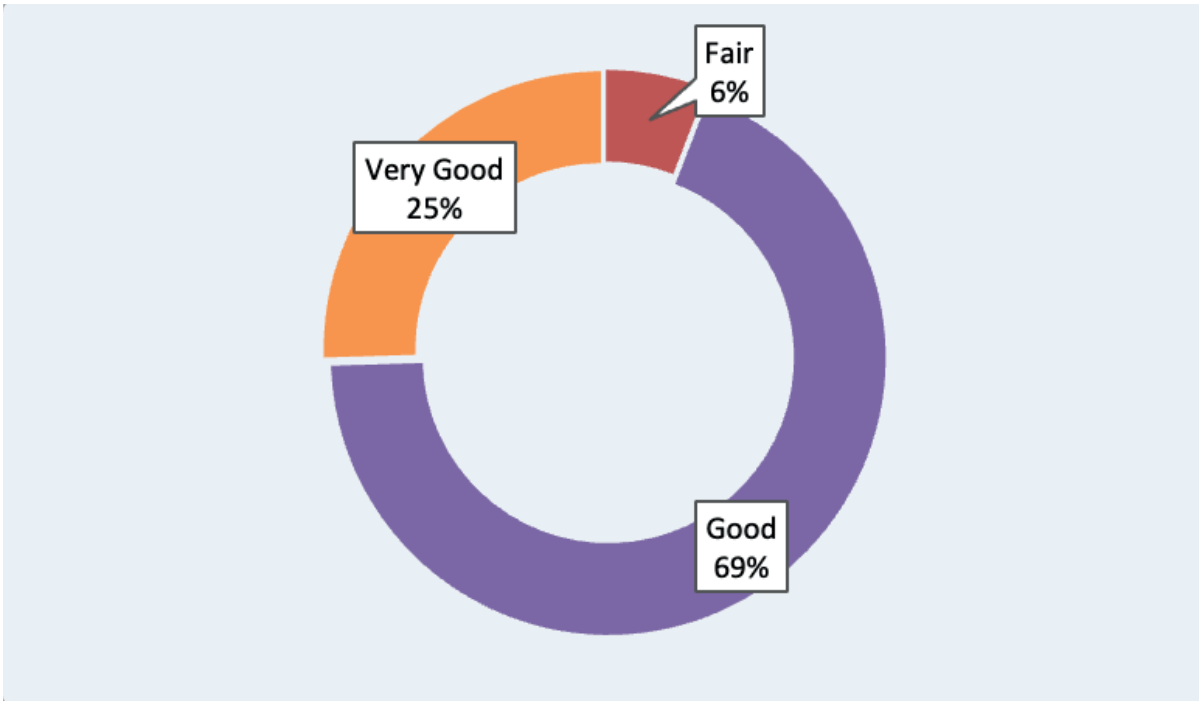


Figure 4: Overall Performance Grade of the High Court stations

b. Performance Trend of the High Court

During the evaluation period, the High Court recorded a performance score of 86.80 per cent, reflecting a decline of 10.9 per centage from the 97.7 per cent achieved in the FY 2023/24. Despite this decrease, the court's performance over the past five years has generally fluctuated, indicating periods of both improvement and decline.

Additionally, the High Court's overall performance has remained below that of the Judiciary for the last four years, except for FY 2023/24, when its performance matched the broader institution. Figure 5 presents a detailed illustration of the High Court's performance trend over the review period compared to the Judiciary.

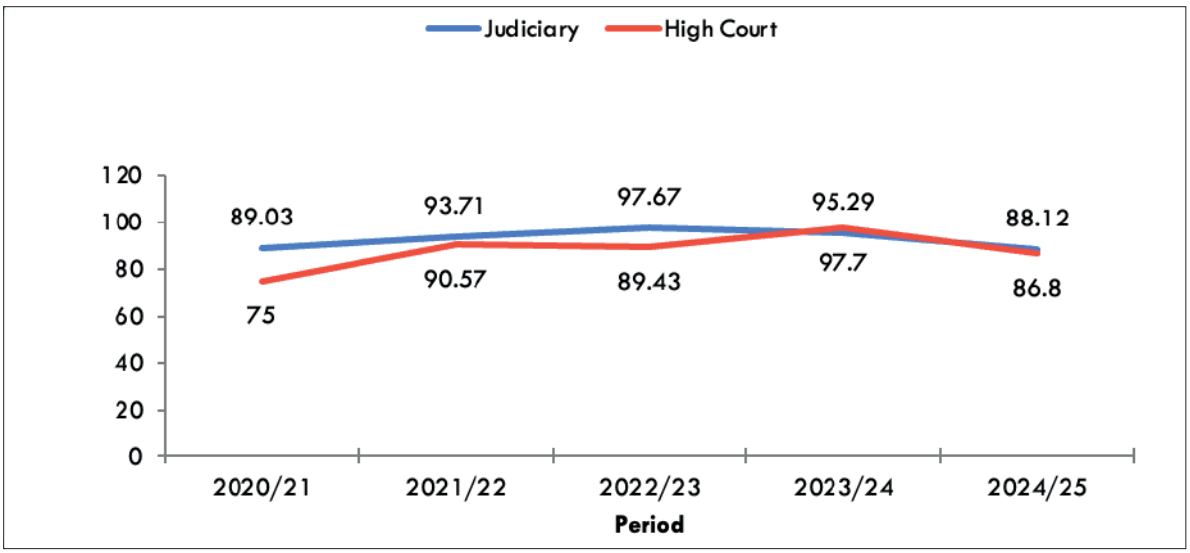


Figure 5: Trends in Performance of High Court Stations.

a. Most improved High Court Station/Division

A total of 21 stations recorded an improvement in performance as compared to the last evaluation cycle where 30 recorded a drop. Nanyuki had the most significant change, achieving a 28.97 per cent improvement. Nyandarua and Nyeri followed with an improvement of 19.29 and 18.06 per cent, respectively. Notably, stations such as Marsabit, Eldoret, and Kerugoya also had significant percentage improvements as exhibited in Table 11.

Table 11: Most improved High Court Station/Division

Station	Composite Score FY 2023/24	Composite Score FY 2024/25	% Improvement
Nanyuki	2.7605	1.9609	28.97
Nyandarua	2.8505	2.3005	19.29
Nyeri	2.3095	1.8925	18.06
Marsabit	2.4001	1.9902	17.08
Eldoret	2.7895	2.3161	16.97
Kerugoya	2.5395	2.1220	16.44
Kakamega	2.2043	1.9345	12.24
Bomet	2.2212	1.9556	11.96
Malindi	2.0511	1.8569	9.47
Murang'a	2.6860	2.4766	7.80
Meru	2.3237	2.1722	6.52
Migori	2.1219	1.9912	6.16
Kwale	2.1219	2.1937	5.91
Milimani ACEC	1.8282	1.7208	5.87
Mombasa	2.3315	1.8938	4.96
Siaya	1.9927	2.2547	4.68
Milimani JR	1.7938	1.7284	3.65

Station	Composite Score FY 2023/24	Composite Score FY 2024/25	% Improvement
Bungoma	2.3655	2.2091	3.34
Voi	1.7717	1.7243	2.68
Garissa	2.2854	1.9047	1.77
Kisii	1.939	1.8534	0.31

b. Consistent Top Performing High Court Stations/Divisions

Over the past five years, Milimani Anti-Corruption and Economic Crimes was the top consistent performer, achieving an average composite score of 2.0962 followed by Kisumu with a score of 2.1548 and Embu, 2.2109. A detailed analysis of the High Courts' performance consistency is presented in Table 12.

Table 12: Consistent Top Ten Performing High Court Station/ Division

HC Station/Division	Composite Score 2020/21	Composite Score 2021/22	Composite Score 2022/23	Composite Score 2023/24	Composite Score 2024/25	Average Composite Score
Milimani ACEC	3.292	2.0474	1.5924	1.8282	1.7208	2.0962
Kisumu	3.462	2.0904	1.85	1.6113	1.7601	2.1548
Embu	3.333	2.2772	1.8571	1.5695	2.0175	2.2109
Homabay	2.946	2.0701	2.2185	1.9276	1.9634	2.22512
Siaya	3.096	1.5427	1.9392	2.3655	2.2547	2.23962
Migori	2.830	1.9009	2.5682	2.1219	1.9912	2.28244
Milimani JR	3.658	2.2472	2	1.7938	1.7284	2.28548
Milimani Family	3.554	1.8448	2.3732	1.8603	1.9659	2.31964
Kisii	3.612	1.9663	2.4653	1.8591	1.8534	2.35122
Kericho	3.847	2.1869	2.0831	1.6101	2.1178	2.36898

2.7.2 Performance of High Court Stations - Caseload Category of above 1,000 Filed Cases

a. Overall Performance Grade Caseload Category of above 1,000 Filed Cases

There are 13 court stations in this category. Five stations achieved 'Very Good' Performance grade and the rest attained 'Good' as illustrated in Figure 6.

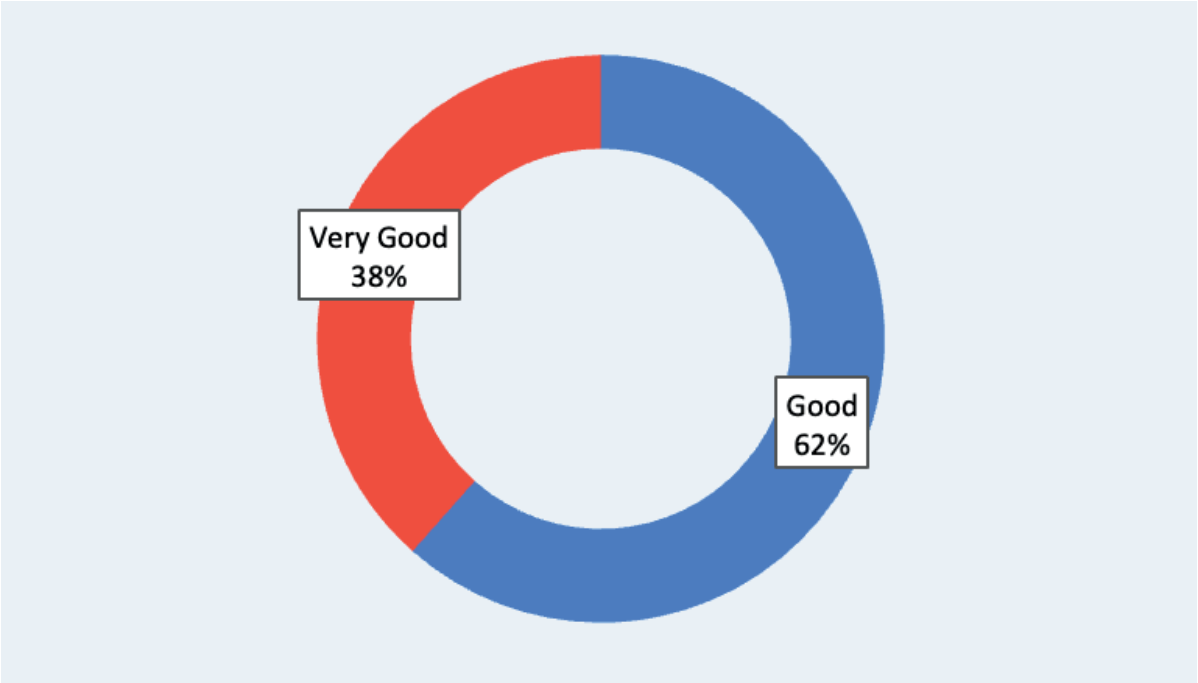


Figure 6: Overall Performance Grade of High Court Stations with Caseload of above 1,000 Cases

a. Top Performing Stations – Caseload Category of Above 1000 cases

Thika High Court led the group of 5 stations with a performance grade of "Very Good", representing a performance score of 99.33 per cent. This was followed by Kisumu at 98.50 per cent, similarly with a "Very Good" performance grade. The stations' performance under this category, including results across the Key Thematic Areas, are highlighted in Table 13.

Table 13: Overall Performance for High Court Stations with Caseload of above 1,000 Cases

HC Station	Composite Score	Performance Score (%)	Performance Grade	Timely Case Resolution	Court Productivity (Actual)	Case Management & Judicial Efficiency	Registry Operations/ Efficiency	Court Administration	Performance on CCR	Performance on ADR
Thika	1.7268	99.33	Very Good	77.43	1399	69	89.33	84.33	104.00	80
Kisumu	1.7601	98.50	Very Good	49.71	1167	53	100.00	100.00	108.50	100
Malindi	1.8569	96.08	Very Good	59.57	732	48.5	99.33	74.33	110.00	100
Mombasa	1.8938	95.15	Very Good	35.86	567	52.5	92.00	95.00	97.50	100
Kakamega	1.9345	94.14	Very Good	38.29	883	33	99.33	100.00	129.00	80
Embu	2.0175	92.06	Good	60.57	1068	91	92.67	56.00	105.00	100
Meru	2.1722	88.45	Good	46.00	613	38.5	100.00	74.33	85.50	100
Kiambu	2.1865	88.15	Good	44.00	856	44.5	87.67	95.00	103.50	60
Bungoma	2.2091	87.66	Good	42.71	678	31	90.33	64.67	130.00	100
Eldoret	2.3161	85.37	Good	29.86	1364	47.5	91.00	100.00	226.00	100
Muranga	2.4766	81.93	Good	39.33	587	48	86.00	68.67	108.50	85

HC Station	Composite Score	Performance Score (%)	Performance Grade	Timely Case Resolution	Court Productivity (Actual)	Case Management & Judicial Efficiency	Registry Operations/ Efficiency	Court Administration	Performance on CCR	Performance on ADR
Nakuru	2.5101	81.21	Good	20.00	458	42.5	92.00	99.00	94.00	100
Machakos	2.6446	78.33	Good	34.57	536	46.5	66.67	94.33	103.00	100

2.7.2.1 Performance of High Court Stations with Caseload of above 1,000 Filed Cases under Key Thematic Areas

a. Timely Case Resolution

The average performance of HC stations in this category on Timely Case Resolution was 44.45 per cent. Overall, there was significant variance in the performance of stations under this thematic area with majority of courts recording determination rates below the 50 per cent mark. Murder Cases registered the lowest average determination rate at 18.4 per cent. Conversely, Criminal Appeals and Civil Appeals emerged as the highest-performing categories, achieving average rates of 60.58 per cent and 59.9 per cent, respectively.

At the station level, Thika emerged as the best-performing court in this thematic area, attaining an overall timely case resolution score of 77.43 per cent. The station achieved a 100 per cent determination rate for Criminal Appeals, 88 per cent for Criminal Cases, 80 for civil appeals, 76 for Civil Cases, 53 for Judicial Review matters, 45 for constitutional petitions, and 100 per cent for Taxation of bill of cost. Embu and Malindi followed, achieving an average score of 60.57 and 59.57 per cent, respectively.

b. Court Productivity

Productivity across this category averaged 839 total resolutions per court, comprising an average of 262 merit-based determinations and 578 resolutions through other methods. Overall, Thika recorded the highest productivity with 1,399 total resolutions. It was followed by Eldoret and Kisumu that recorded 1364 and 1,167 total resolutions, respectively. The three courts had Rapid Result Initiatives as a strategy to reduce their backlog cases. At the lower end, Nakuru registered the lowest overall output at 458 resolutions.

With respect to merit-based determinations, Thika led with 440 merit resolutions, followed by Kisumu and Kiambu with 362 and 355 merit determinations respectively. Murang'a recorded the lowest merit-based performance at 115 out of 587 total resolutions. For resolutions concluded through other methods, Nakuru recorded the lowest at 286 out of 458 total resolutions.

Case Management and Judicial Efficiency

Proper Case Management and Judicial Efficiency is essential in ensuring timely and effective dispute resolution in the High Court stations. In this category, the average performance score in this thematic area was 49.65 per cent.

Embu recorded the highest level of judicial efficiency in the category, achieving a score of 91 per cent. Specifically, Embu achieved 93 per cent for the delivery of judgments within 60 days, and 89 per cent judgements delivered on schedule. Thika ranked second with 69 per cent, followed by Kisumu in third place at 53 per cent. Conversely, Bungoma registered the lowest performance in this category, with a judicial efficiency score of 31 per cent.

Registry and Documentation Efficiency

The average performance of High Court stations in the category on registry and documentation efficiency was 91.26 per cent. Kisumu and Meru recorded the highest performance in this area, achieving an average score of 100 per cent. The assessment shows that Kisumu and Meru attained 100 per cent for signing of decrees within four days, timely submission of accurate returns, and maintaining court file integrity. Malindi and Kakamega jointly achieved the second-highest average performance of 99.33 per cent in this perspective.

a. Court Administration

In this category, the average performance of High Court stations in court administration was 85.05 per cent. Kakamega, Kisumu, and Embu recorded the highest performance average score at 100 per cent. Specifically, Kakamega, Kisumu, and Embu submitted all decisions to Kenya Law on time, submitted court proceedings for appealed matters within 60 days of receipt of notice, and held all stakeholder engagements quarterly as required. Bungoma High Court attained the lowest average performance on this thematic area at 56 per cent.

b. Case Clearance Rate (CCR)

The average score for stations in this category on CCR was 115.73 per cent, indicating that, generally, most courts cleared more cases than were filed during the review period. Eldoret recorded the highest CCR at 226 per cent against the set targets. The court achieved a CCR of 346 per cent on civil cases and 106 per cent on criminal cases. Bungoma and Kakamega followed with a score of 130 and 129 per cent respectively.

c. Promotion of AJS/ADR/Mediation

In this thematic area, majority of courts achieved 100 per cent in the implementation of AJS/ADR/Mediation initiatives. However, a few courts recorded comparatively lower scores. Murang'a achieved 85 per cent, while Kakamega and Thika each recorded 80 per cent. Kiambu registered the lowest performance of 60 per cent.

d. Case Backlog Reduction

The average change in case backlog reduction per judge within this category was 212 cases. Eldoret had the highest backlog reduction change at 844 backlog cases per judge. However, it should be noted that there was RRI in Eldoret during the period. Kakamega and Kisumu followed, achieving 351 and 193 cases per judge, respectively. (See Table 14)

Table 14: Case Backlog Reduction - High Court Stations with Caseload of above 1,000 Cases

Station	Backlog-24	Backlog-25	% Change in Backlog	No of Judges	Backlog Reduction Per Judge
Eldoret	3,196	664	-79	3	844
Kakamega	1,609	908	-70	2	351
Kiambu	1,772	1,362	-23	2	205
Kisumu	646	260	-60	4	193
Malindi	564	409	-27	3	155
Nakuru	2,257	1,646	-36	1	153
Mombasa	2,428	1,987	-18	2	110
Machakos	1,093	796	-27	2	99
Meru	1,159	998	-17	4	81
Bungoma	674	529	-22	2	73
Muranga	1,282	1,138	-14	2	72

2.7.3 Performance of High Court Stations - Caseload Category of between 451 to 1,000 Cases

a. Overall Performance Grade – Caseload Category of between 451 and 1,000 Cases

This category comprised of 16 High Court Stations with the majority 12 courts achieving a "Good" grade. Two stations attained a grade of "Very Good" while another 2 achieved a "Fair" performance grade as further illustrated in Figure 7.

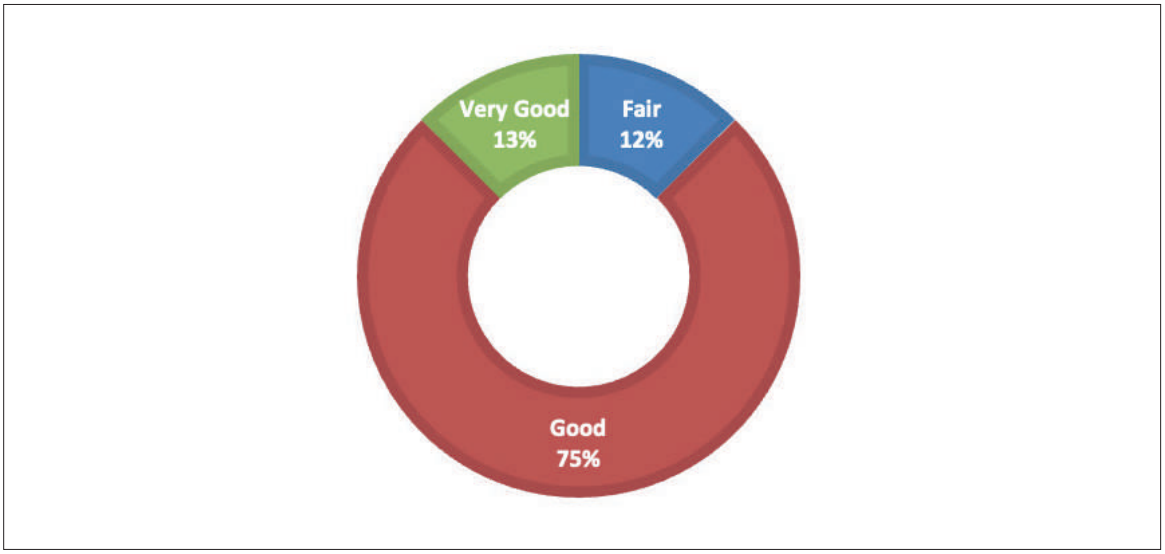


Figure 7: Overall Performance Grade of High Court Stations with Caseload of 450 to 1,000 Cases

b. Top Performing Courts – Caseload Category of between 451 and 1,000 Cases

In this category, Kisii emerged as the top performing station with a composite score of 1.8534, corresponding to a Performance Score of 96.16 per cent and a performance grade of "Very Good". It was followed by Nyeri with a composite score of 1.8925 (95.18 per cent) and Homabay at 1.9634 (93.41 per cent).

In contrast, two stations recorded the lowest performance outcomes and were rated as "Fair". These were Kajiado with a Performance Score of 74.23 per cent, and Kapsabet with 67.96 per cent. A detailed breakdown of the performance of these stations, including results across the key thematic areas, is presented in Table 15.

Table 15: Overall Performance of High Court Stations - Caseload Category of between 451 and 1,000 Cases

Station	Composite Score	Performance Score	Performance Grade	Timely Case Resolution	Court Productivity (Actual)	Case Management & Judicial Efficiency	Registry Operations/ Efficiency	Court Administration	Performance on CCR	Performance on ADR
Kisii	1.8534	96.1653	Very Good	47.57	852	58.50	94.33	79.00	92.50	80
Nyeri	1.8925	95.1879	Very Good	35.57	709	64.50	100.00	81.67	199.50	100
Homabay	1.9634	93.4144	Good	61.86	399	69.50	80.67	94.33	88.00	100

Station	Composite Score	Performance Score	Performance Grade	Timely Case Resolution	Court Productivity (Actual)	Case Management & Judicial Efficiency	Registry Operations/ Efficiency	Court Administration	Performance on CCR	Performance on ADR
Migori	1.9912	92.7205	Good	41.14	1056	41.50	94.00	75.00	136.50	80
Naivasha	2.0505	91.237	Good	47.71	708	25.00	83.33	76.67	100.50	80
Kericho	2.1178	89.6179	Good	50.43	913	83.50	55.67	95.00	147.00	100
Kerugoya	2.122	89.5283	Good	33.71	1048	68.00	92.33	81.67	150.00	80
Siaya	2.2547	86.684	Good	39.14	717	40.50	99.33	94.67	121.00	100
Makueni	2.2671	86.4202	Good	36.14	556	29.50	99.33	98.33	110.00	90
Kitale	2.2768	86.2109	Good	43.57	742	56.50	59.00	96.00	94.50	100
Nyandarua	2.3005	85.7038	Good	47.29	599	92.00	83.67	66.67	137.00	100
Kitui	2.4047	83.471	Good	34.71	671	52.50	100.00	80.67	95.50	60
Busia	2.5853	79.6015	Good	33.71	499	69.50	76.00	91.67	100.50	60
Nyahururu	2.6166	78.9304	Good	46.43	385	47.00	72.00	61.00	65.00	100
Kajiado	2.8368	74.2334	Fair	27.29	311	28.50	93.33	86.67	81.00	80
Kapsabet	3.1376	67.9659	Fair	15.86	428	93.00	53.33	76.00	85.00	80

2.7.3.1 Performance of High Court Stations - Caseload Category between 451 and 1,000 Filed Cases under Key Thematic Areas

a. Timely Case Resolution

The average performance of High Courts stations in this category on timely case resolution was 40.13 per cent. Notably, a 100 per cent conclusion rate was achieved for judicial review matters in Naivasha and Kericho, as well as for criminal appeals in Homabay and Nyandarua. In addition, Kisii High Court attained a 90 per cent conclusion rate in civil appeals. Conversely, performance was low in handling of murder cases, with Kapsabet, Kajiado, and Naivasha not concluding any murder cases within 360 days of filing.

At the station level, Homabay emerged as the best-performing court in this thematic area, attaining an overall timely case resolution score of 61.86 per cent. The station achieved a 100 per cent determination rate for criminal appeals, 49 per cent for criminal cases, 75 per cent for civil appeals, 50 per cent for civil cases, 67 per cent for judicial review matters, 0 per cent for constitutional petitions, and 92 per cent for Taxation of bill of cost matters. Kericho followed, achieving an average score of 50.43 per cent on this thematic area.

b. Court Productivity

Productivity across this category averaged 662 total resolutions per court, comprising an average of 213 merit-based determinations and 449 resolutions through other methods. Migori attained the highest overall productivity of 1,056 driven largely by other productivity score of 733 cases and 323 merit resolutions. Kerugoya followed with an overall score of 1,048, while Kericho ranked third at 913 total resolutions.

On the other hand, Kajiado recorded the lowest performance with an overall productivity of 311 resolutions per Judge, evidenced by a Merit Productivity of 55. Similarly, Nyahururu (193), Homabay (200), and Kapsabet (214) had low resolutions. These stations, including Kitui (105) and Kapsabet (66), demonstrated a significant lag in Merit Productivity.

Notably, Kisii High Court recorded the highest Merit Productivity of 388 cases. The court also embraced the use of RRIs as a strategy to reduce their older cases.

c. Case Management and Judicial Efficiency

The average performance score in this category on this thematic area was 57.47 per cent. Kapsabet recorded the highest level of judicial efficiency in the category, achieving an average score of 93 per cent. Specifically, Kapsabet achieved 100 per cent for the delivery of judgments within 60 days, and 86 per cent on schedule. Nyandarua ranked second with an average score of 92 per cent. Conversely, Naivasha registered the lowest performance in this category, with a judicial efficiency score of 25 per cent.

d. Registry and Documentation Efficiency

The average performance of High Court stations in the category on registry and documentation efficiency was 83.52 per cent. Kitui and Nyeri recorded the highest performance in this area, achieving an average score of 100 per cent. The assessment shows that Kitui and Nyeri attained 100 per cent for signing of decrees within four days, timely submission of accurate returns, and maintaining court file integrity. Siaya and Makueni jointly achieved the second-highest average performance of 99.33 per cent in this perspective.

e. Court Administration

In this category, the average performance of High Court stations in court administration was 83.44 per cent. Makueni recorded the highest average performance score at 98.33 per cent. Specifically, Makueni submitted all decisions to Kenya Law on time, submitted court proceedings for appealed matters within 60 days of receipt of notice. The court also achieved a score of 95 per cent on stakeholder engagements. Kitale followed with an average score of 96 per cent.

f. Case Clearance Rate

The average score for stations in this category on CCR was 112.72 per cent, indicating that, generally most courts cleared more cases than were filed during the review period. Nyeri recorded the highest CCR at 199.5 per cent against the set targets. The court achieved a CCR of 285 on civil cases and 114 per cent on criminal cases. Kerugoya and Kericho followed with a score of 150 and 147 per cent respectively.

g. Promotion of AJS/ADR/Mediation

The average score for stations in this category on implementation of AJS/ADR/Mediation initiatives was 86.86 per cent. Only 7 out of 16 High Court stations implemented all the initiatives and achieved 100 per cent score. These were Homabay, Kericho, Kitale, Nyahururu, Nyandarua, Nyeri, and Siaya.

h. Case Backlog Reduction

In this category, 12 out of 16 courts recorded a percentage reduction in case backlog. Kericho achieved the highest backlog change per Judge at 372 cases. It was followed by Kerugoya with a change of 315 cases, and Migori at 301 cases, as shown in Table 16.

Table 16: Case Backlog Reduction - Caseload Category of between 451 and 1,000 Cases

Unit Name	Backlog- as at June 2024	Backlog- as at June 2025	% Change in Backlog	No of Judges	Backlog Reduction Per Judge
Kericho	668	296	-24	1	372
Kerugoya	1004	689	-41	1	315
Migori	371	70	-86	1	301
Nyeri	680	192	-72	2	244
Kitale	673	434	-36	1	239
Busia	284	135	-14	1	149
Kisii	519	399	-50	1	-120
Naivasha	283	166	-54	1	117
Nyahururu	101	84	-4	1	17
Makueni	427	421	-3	1	6
Kajiado	627	617	-2	2	5
Kitui	258	253	-2	1	5

2.7.4 Performance of High Court Stations – Caseload Category of Below 450 Filed Cases

a. Overall Performance Grade

This category consisted of 14 court stations, which filed below 450 filed cases. The performance indicates that two courts attained 'Very Good' grade, 11 stations achieved 'Good' performance grade, and one had a 'Fair' grade. Figure 8 shows the overall performance grade of stations with a caseload below 450 cases.

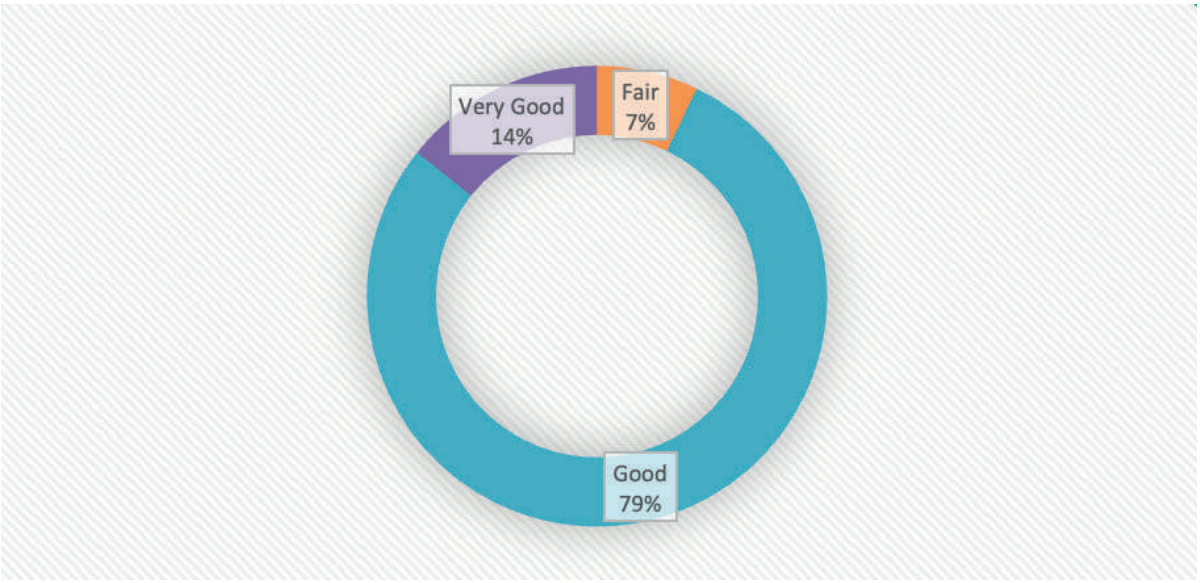


Figure 8: Overall Performance Grade of High Court Stations – Caseload Category of Below 450 Cases

b. Top Performing Courts – Caseload Category of below 450 cases

Voi High Court recorded the highest performance score at 99.39 per cent, with a composite score of 1.7243. It was followed by Garissa at 94.88 per cent with a composite score of 1.9047. Lodwar recorded the lowest performance score at 70.40 per cent. A detailed performance of these stations, including results across the key thematic areas, is presented in Table 17.

Table 17: Overall Performance of High Court Stations with Caseloads Below 460 Cases

HC Station	Composite Score	Performance Score	Performance Grade	Timely Case Resolution	Court Productivity (Actual)	Case Management & Judicial Efficiency	Registry Operations/ Efficiency	Court Administration	Performance on CCR	Performance on ADR
Voi	1.7243	99.39	Very Good	61.86	569	58.00	86.67	86.67	139.5	100
Garissa	1.9047	94.88	Very Good	47.43	433	39.50	97.67	87.00	80.5	100
Bomet	1.9556	93.61	Good	55.71	653	63.00	91.33	95.00	157.0	100
Nanyuki	1.9609	93.48	Good	38.00	482	26.00	96.00	79.33	125.0	100
Marsabit	1.9902	92.75	Good	67.71	202	68.00	93.00	93.33	94.0	100
Kabarnet	2.1631	88.65	Good	47.29	305	80.50	94.00	98.67	153.0	100
Kwale	2.1937	87.99	Good	51.71	175	23.00	100.00	100.00	49.5	100
Garsen	2.4612	82.26	Good	40.71	282	56.00	84.00	63.33	80.5	100
Nyamira	2.5008	81.41	Good	43.57	442	68.00	98.00	99.33	98.5	20
Kapenguria	2.5038	81.35	Good	32.86	256	90.50	78.33	57.00	129.0	100
Narok	2.5676	79.98	Good	31.29	374	63.00	96.00	86.00	92.0	100
Vihiga	2.6705	77.78	Good	35.14	493	50.50	79.67	91.67	124.0	100
Chuka	2.7227	76.66	Good	30.86	345	15.50	100.00	91.67	90.0	100
Lodwar	3.021	70.4	Fair	42.17	305	48.50	69.33	75.00	88.0	50

2.7.4.1 Performance of High Court Stations – Caseload Category of Below 450 Filed Cases under Key thematic areas

a. Timely Case Resolution

The average performance of High Court stations in this category on timely case resolution was 44.74 per cent. Marsabit emerged the best-performing court in this thematic area, attaining an overall score of 67.71 per cent. The station achieved 70 per cent determination rate for criminal appeals, 9 per cent for criminal cases and 88 per cent for civil appeals. Further, it attained 100 per cent for civil cases, 50 per cent for judicial review matters, 57 per cent for constitution petitions, and 100 per cent for taxation of bill of cost. It was followed by Voi High Court that achieved an average score of 61.86 per cent.

Notably, timely completion of murder cases within 360 days remained generally low across the stations. Kwale recorded the highest completion rate at 50 per cent, followed by Lodwar at 44 per cent. The lowest rates were observed in Bomet at 3 per cent and Nyamira, which recorded 0 per cent.

b. Court Productivity

The average overall productivity for courts in this category was 380 cases. Bomet recorded the highest overall productivity,

with a total of 653 case resolutions. This performance was supported by other productivity of 473 cases, alongside a merit productivity of 180 cases. Voi High Court emerged second with a total productivity of 569 cases out of which 247 cases, were merit resolutions.

At the lower end of the productivity distribution, Kwale High Court recorded the lowest overall performance, with 175 case resolutions. This outcome comprised a Merit Productivity of 55 cases and other productivity of 120 cases.

c. Case Management and Judicial Efficiency

In this category, the average performance score in this thematic area was 53.57 per cent.

Kapenguria recorded the highest level of judicial efficiency in the category, achieving an average score of 90.5. per cent. Specifically, Kapenguria achieved 96 for the delivery of judgments within 60 days, and 85 per cent on schedule. Kabarnet ranked second with an average score of 80.5 per cent. Conversely, Chuka registered the lowest performance in this category, with a judicial efficiency score of 15.5 per cent.

d. Registry and Documentation Efficiency

The average performance of High Court stations in the category on registry and documentation efficiency was 90.29 per cent. Kwale and Chuka recorded the highest performance in this area, achieving an average score of 100 per cent. The assessment shows that Kwale and Chuka, attained 100 per cent for signing of decrees within 4 days, timely submission of accurate returns, and maintaining court file integrity. Nyamira and Garissa followed with an average score of 98 and 97.67 per cent respectively.

e. Court Administration

In this category, the average performance of HC stations in court administration was 86 per cent. Kwale recorded the highest average performance score at 100 per cent. Specifically, Kwale submitted all decisions to Kenya Law on time and held all stakeholder engagements as required. Nyamira followed with an average score of 99.33 per cent. The court scored 98 per cent on Timely dissemination of decisions, and 100 per cent on both submission of court proceedings for appealed matters within 60 days of receipt of notice and stakeholder engagements.

f. Case Clearance Rate

The average score for stations in this category on CCR was 107.18 per cent, indicating that, generally most courts cleared more cases than were filed during the review period. Bomet recorded the highest CCR at 157 per cent. The court achieved a CCR of 216 on civil cases and 98 per cent on criminal cases. Kabarnet and Voi followed with a score of 153 and 139.5 per cent respectively. In contrast, Kwale recorded the lowest average score on CCR at 49.5 per cent. This outcome comprised a civil case CCR of 40 per cent and a criminal case CCR of 59 per cent.

g. Promotion of AJS/ADR/Mediation

The average score for stations in this category on implementation of AJS/ADR/Mediation initiatives was 90.71 per cent. Twelve out of 14 High Court stations implemented all the initiatives and achieved 100 per cent score. Only Lodwar and Nyamira with 50 and 20 per cent respectively indicated that most initiatives were not fully implemented.

h. Case Backlog Reduction

In this category, 13 out of 14 courts recorded a percentage reduction in case backlog. Bomet achieved the highest backlog change per Judge at 380 cases. It was followed by Nanyuki with a change of 103 cases, and Voi at 90 cases, as shown in Table 18.

Table 18: Backlog Reduction by High Court Stations with Caseloads Below 460 Filed Cases

Station	Backlog- as at June 2024	Backlog- as at June 2025	% Change in Backlog	No. of Judges	Backlog Reduction Per Judge
Bomet	882	502	-48	1	380
Nanyuki	336	233	-53	1	103
Voi	130	40	-69	1	90
Garissa	229	140	-56	1	89
Narok	206	147	-35	1	59
Kabarnet	192	136	-29	1	56
Chuka	117	66	-44	1	51
Vihiga	298	247	-17	1	51
Garsen	220	172	-34	1	48
Kapenguria	92	50	-61	1	42
Lodwar	73	32	-56	1	41
Nyamira	289	252	-17	1	37
Marsabit	30	13	-81	1	17

2.7.5 Performance of High Court Stations/Divisions – Handling Criminal Cases Only

a. Overall Performance

Kibera and Milimani Criminal Court stations were assessed within this performance category. Kibera attained a performance grade of "Very Good", while Milimani Criminal Court attained a performance grade of "Good". Comparatively, Kibera performed better than Milimani Criminal Division with a composite score of 1.8227 while Milimani had a composite score of 2.5898 as illustrated in Table 19.

Table 19: Performance of Milimani High Court Divisions handling Criminal case only

HC Station/ Division	Composite Score	Performance Score	Performance Grade	Timely Case Resolution	Court Productivity (Actual)	Case Management & Judicial Efficiency	Registry Operations/ Efficiency	Court Administration	Performance on CCR	Performance on ADR
Kibera	1.8227	96.9313	Very Good	60	1034	85.5	93.33	99.67	112	100
Milimani Criminal Division	2.5898	79.5041	Good	21	395	44	89.5	69.33	97	-

2.7.5.1 Performance of High Court Stations/Divisions – Handling Criminal Cases Only under Key Thematic Areas

a. Timely Case Resolutions

The average score on Timely Case Resolution on criminal cases was 40.75 per cent. Both courts achieved low scores in the indicator for Murder cases concluded within one year of filing, recording 20 and 5 per cent for Kibera and Milimani, respectively. Kibera resolved all criminal appeals within 180 days of filing, while Milimani concluded 38 per cent criminal appeals within 180 days.

b. Court Productivity

The average score on Court Productivity for courts in this category was 715 cases. Kibera reported a merit productivity of 396 cases and other productivity of 638 cases, resulting in an overall productivity of 1,034. Milimani Criminal Court Division however, recorded a merit productivity of 76, and other productivity of 301, and an overall Productivity of 395 cases.

c. Case Management and Judicial Efficiency

Kibera achieved an average score of 85.5 per cent on Case Management and Judicial efficiency. The court had a delivery rate of 83 per cent for judgments and rulings on the first scheduled date and 88 per cent within 60 days after the conclusion of the hearing. In contrast, Milimani Criminal delivered 57 per cent of judgments and rulings on the first scheduled date and 31 per cent within 60 days after the conclusion of hearing.

d. Registry and Documentation Efficiency

Kibera recorded full compliance, at 100 per cent, on preparation of decrees and warrants, and the submission of court returns within prescribed timelines. However, the court scored 80 per cent in maintaining court file integrity. Milimani on the other hand, achieved a compliance rate of 80 per cent on maintaining court file integrity, and 99 per cent on submission of court returns within prescribed timelines.

e. Court Administration

The average performance for the two stations on Court Administration was 84.5 per cent. Kibera recorded the highest average performance score at 99.67 per cent. Specifically, Kibera scored 99 per cent on submission of decisions to Kenya Law, and 100 per cent on both stakeholder engagement and submission of court proceedings for appealed matters within 60 days of receipt of notice. Milimani Criminal Division had an average score of 69.33 per cent. Specifically, the court scored 73 per cent on submission of decisions, 85 per cent on stakeholder engagement and 50 per cent on submission of court proceedings for appealed matters within 60 days of receipt of notice.

f. Case clearance Rate

Under this thematic area, Kibera recorded a case clearance rate of 112 per cent while Milimani Criminal Court division reported a clearance rate of 97 per cent.

g. Promotion of AJS/ADR/Mediation

Among the two courts, only Kibera was evaluated on this indicator, attaining a score of 100 per cent, indicating strong efforts of promoting AJS initiatives.

h. Case Backlog Reduction

On this indicator, Milimani Criminal Division increased backlog by 2 per cent from 859 in 2023/2024 to 879 cases in 2024/2025. Conversely, Kibera High Court, having only been operational for two years had not set any target on case backlog reduction.

2.7.6 Performance of Milimani High Court Divisions

During the period under review, 6 Milimani High Court Divisions were evaluated. Three of these divisions achieved a performance grade of "Very Good," while the other 3 had a grade of "Good". To enhance analytical effectiveness and ensure fair comparison, the divisions were further grouped into two categories based on cases filed during the review period.

- Milimani High Court Divisions - Caseload Category of above 1,000 Filed Cases
- Milimani High Court Divisions - Caseload Category of 1,000 Filed Cases and Below

2.7.6.1 Performance of Milimani High Court Divisions - Caseload Category of above 1,000 Filed Cases

i. Overall Performance Grade

This category comprised 3 Milimani High Court Divisions, namely; Family, Commercial and Tax as well as Civil Division. During the period under review, the 3 divisions achieved a performance grade of "Good,".

ii. Top Performing Milimani High Court Divisions- Caseload Category of above 1,000 Filed Cases

Milimani Family Division recorded the highest performance score at 93.35 per cent, with a composite score of 1.9659. It was followed by Milimani Commercial and Tax Division at 90.80 per cent. The overall performance outcomes of these divisions including the results across the key thematic areas, are presented in Table 20.

Table 20: Overall Performance of Milimani High Court Divisions- Caseload Category of above 1,000 Filed Cases

HC Division	Overall Composite Score	Overall Performance Score	Overall Performance Grade	Court Productivity (Actual)	Case Management & Judicial Efficiency	Registry Operations/ Efficiency	Court Administration	Performance on ADR
Milimani Family	1.9659	93.35	Good	701	68.5	74.00	67.67	80
Milimani Commercial and Tax	2.0681	90.80	Good	504	33.5	68.67	77.33	100
Milimani Civil	2.6029	79.22	Good	495	37.0	78.67	70.33	80

iii. Performance of Milimani High Court Divisions, Caseload Category of above 1,000 Filed Cases, under Key Thematic Areas

a. Timely Case Resolutions

The analysis indicate that Milimani Civil Division heard and determined 16 per cent of civil cases including contested succession causes within 360 days of filing and 43 per cent of the civil appeals within 180 days of filing. Milimani Commercial and Tax Division heard and determined 24 per cent of commercial cases within 360 days. The division also heard and determined 32 per cent of insolvency petitions and causes within 360 days of filing.

Milimani Family Division heard and determined 67 per cent of applications for confirmation of grants and 90 per cent of applications for local adoptions, within the 90 days timeline. The division also heard and determined 82 per cent of petitions for local and International adoption and 12 per cent of matrimonial property causes, within the 360 days of filing. Further, the division heard and determined 40 per cent of family appeals, and 100 per cent of petitions for issuance of grants within the 180 days timeline.

b. Court Productivity

The average court productivity for the 3 divisions was 567 cases. Overall, Milimani Family Division achieved the highest productivity at 701 cases. This included 126 merit productivity and 575 cases other productivity. Milimani Civil Division had the highest merit resolutions at 342 cases, followed by Commercial and Tax Division with 251 cases. In regard to other productivity, Family Division led with 575 case resolutions followed by Civil Division with 253 cases.

c. Case Management and Judicial Efficiency

The average performance score on Case Management and Judicial Productivity was at 46.3 per cent. On judgments or rulings delivered on the date first scheduled, Milimani Family Division had the highest score at 72 per cent. Milimani Civil and Milimani Commercial and Tax divisions recorded 43 per cent and 48 per cent, respectively.

Milimani Family Division delivered 65 per cent of its judgements or rulings within 60 days of the conclusion of hearings. Milimani Civil and Milimani Commercial and Tax delivered 31 and 19 per cent of the judgements within 60 days respectively.

d. Registry and Documentation Efficiency

The average performance of the High Court divisions in this category on registry and documentation efficiency was 73.78 per cent. Milimani Civil recorded the highest average score of 78.67 per cent. The assessment shows that the Civil Division, attained 100 per cent for signing of decrees within 4 days, 86 per cent timely submission of accurate returns, and 50 per cent on court file integrity. Milimani Family followed with an average score of 74 per cent.

e. Court Administration

In this category, the average performance for the 3 divisions on Court Administration was 71.78 per cent. Milimani Commercial and Tax Division recorded the highest average performance score at 77.33 per cent. Specifically, the court submitted 93 per cent of its decisions to Kenya Law on time, submitted 81 per cent of court proceedings for appealed matters within 60 days of receipt of notice, and achieved 58 per cent on stakeholder engagements. Milimani Civil followed with an average score of 70.33 per cent.

f. Case Clearance Rate

The average score on CCR for the 3 divisions was at 142.33 per cent. Milimani Family Division registered the highest case clearance rate at 200 per cent. Milimani Commercial and Tax Division recorded a clearance rate of 123 per cent, while Milimani Civil Division achieved 104 per cent.

g. Promotion of AJS /ADR/Mediation

The average score on this thematic area for the 3 divisions was at 86.67 per cent. Milimani Commercial and Tax Division fully implemented all initiatives under the framework, achieving a 100 per cent implementation score. In Milimani Civil and Family Division, the AJS initiatives were 80 per cent implemented for each court.

h. Case Backlog Reduction

Milimani Family Division had the highest backlog reduction at 374 cases per Judge. This was followed by the Commercial and Tax Division, with a change of 130 backlog cases per Judge. Table 21 presents an overview of case backlog reduction per Judge across the respective divisions.

Table 21: Backlog Reduction by Milimani High Court Divisions

High Court Division	Backlog- as at June 2024	Backlog- as at June 2025	% Change in Backlog	No. of Judges	Backlog reduction Per Judge
Milimani Family	5704	3458	-39%	6	374
Milimani Commercial and Tax	4804	3764	-22%	8	130
Milimani Civil	4012	3822	-5%	6	32

2.7.6.2 Performance of Milimani High Court Divisions - Caseload Category of 1,000 Filed cases and Below

i. Overall Performance Grade

This category comprised 3 Milimani High Court Divisions namely; Judicial Review, Anti-Corruption and Economic Crimes and, Constitution and Human Rights. During the period under review, the 3 divisions achieved a performance grade of "Very Good,".

ii. Top Performing Milimani High Court Divisions- Caseload Category of 1,000 and Below Cases

Milimani Anti-Corruption Division recorded the highest performance score at 99.48 per cent, with a composite score of 1.7208. It was followed by Milimani Judicial Review Division at 99.29 per cent and with a composite score of 1.7284. The overall performance outcomes of these courts including other results across the key thematic areas, are presented in Table 22.

Table 22: Overall Performance of Milimani High Court Divisions- Caseload Category of 1000 and Below Cases

HC Division	Overall Composite Score	Overall Performance Score	Overall Performance Grade	Court Productivity (Actual)	Case Management & Judicial Efficiency	Registry Operations/ Efficiency	Court Administration	Performance on ADR
Milimani ACEC	1.7208	99.48	Very Good	222	58.5	98.33	98.00	-
Milimani JR	1.7284	99.29	Very Good	349	68.5	94.00	97.33	-
Milimani CHR	1.9184	94.54	Very Good	256	32.0	96.67	95.33	100

iii. Performance of Milimani High Court Divisions, Caseload Category of 1,000 cases and Below on the Key Thematic Areas

a. Timely Case Resolutions

The analysis indicates that Milimani Judicial Review Division, heard and determined 63 per cent of judicial review cases within 360 days of filing. Milimani Constitution and Human Rights Division, heard and determined 46 per cent of constitutional petitions within 360 days of filing. Milimani Anti-Corruption and Economic Crimes Division, heard and determined 54 per cent of filed cases within 360 days of filing and 67 per cent of appeals within 180 days of filing.

b. Court Productivity

The average court productivity for the 3 divisions was 276 cases. Overall, Milimani Judicial Review Division achieved the highest productivity at 349 cases. This included 191 merit productivity and 158 cases other productivity. The Division had the highest merit resolutions, followed by Anti-Corruption and Economic Crimes Division with 296 cases. In regard to other productivity, Constitution and Human Rights Division led with 163 case resolutions followed by Judicial Review Division with 158 cases.

c. Case Management and Judicial Efficiency

The average performance score on Case Management and Judicial Productivity was at 53 per cent. On judgments or rulings delivered on the date first scheduled, Milimani Judicial Review had the highest score at 68 per cent. Milimani Anti-Corruption and Economic Crimes and Milimani Constitution and Human Rights recorded 52 per cent and 40 per cent, respectively.

Milimani Judicial Review Division delivered 69 per cent of its judgements judgments or rulings within 60 days of the conclusion of hearings. Milimani Anti-Corruption and Economic Crimes and Milimani Constitution and Human Rights, delivered 65 and 24 per cent of the judgements within the same timeliness.

d. Registry and Documentation Efficiency

The average performance of the High Court divisions in this category on registry and documentation efficiency was 96.33 per cent. Milimani Anti-Corruption and Economic Crimes recorded the highest average score of 98.33 per cent. The assessment shows that Milimani Anti-Corruption and Economic Crimes, attained 100 per cent for signing of decrees within 4 days, 100 per cent on timely submission of accurate returns, and 95 per cent on court file integrity. Milimani Constitution and Human Rights followed with an average score of 96.67per cent.

e. Court Administration

In this category, the average performance for the 3 divisions on Court Administration was 71.78 per cent. Milimani Anti-Corruption and Economic Crimes recorded the highest average performance score at 98 per cent. Specifically, the court submitted 99 per cent of its decisions to Kenya Law on time, submitted 95 per cent of court proceedings for appealed matters within 60 days of receipt of notice, and achieved 100 per cent on stakeholder engagements. Milimani Judicial Review followed with an average score of 97.33 per cent.

f. Case clearance Rate

For civil matters, Milimani Judicial Review Division attained the highest case clearance rate at 145 per cent. Milimani Constitution and Human Rights and Anti-Corruption and Economic Crimes Division, recorded a CCR of 94 and 93 per cent, respectively. Criminal case clearance data was reported only for Milimani Anti-Corruption and Economic Crimes Division, which recorded a clearance rate of 91 per cent.

g. Promotion of AJS /ADR/Mediation

In this category, only Milimani Constitution and Human Rights Division was evaluated on Promotion of AJS /ADR/Mediation. The Division fully implemented all the AJS/ADR/Mediation initiatives achieving a score of 100 per cent.

h. Case Backlog Reduction

Milimani Judicial Review Division had the highest backlog Change at 54 cases per Judge. This was followed by the Constitution and Human Rights Division, with a change of 22 backlog cases per Judge. Table 23 presents an overview of case backlog change per Judge across the respective Divisions.

Table 23: Backlog Reduction by Milimani High Court Divisions

High Court Division	Backlog- as at June 2024	Backlog- as at June 2025	% Change In Backlog	No. of Judges	Backlog Reduction Per Judge
Milimani JR	341	234	-31%	2	-54
Milimani CHR	844	779	-8%	3	-22
Milimani ACEC	121	113	-5%	1	-8

2.8 EMPLOYMENT AND LABOUR RELATIONS COURT PERFORMANCE

The Employment and Labour Relations Court is established under Article 162(2) of the Constitution as a specialised superior court mandated to adjudicate employment and industrial relations disputes. During the period under review, the ELRC operated under 12 stations, including sub-registries. Of these, 10 stations executed Performance Management and Measurement Undertakings (PMMUs) for FY 2023-24 and were therefore evaluated. The evaluated stations were Bungoma, Eldoret, Kericho, Kisumu, Mombasa, Nairobi (3 stations), Nakuru, and Nyeri.

During the Evaluation period, Nairobi ELRC underwent an administrative reorganization with establishment of three divisions: the Nairobi ELRC Judicial Review and Labour Rights Division, Appeals Division, and the Claims and Labour Relations Division. This structural realignment was intended to enhance specialisation, case management efficiency, and overall service delivery.

2.8.1 Overall Performance of ELRC

The evaluation results reveal that four stations (40 per cent) attained a grade of "Very Good" while five stations (50 %) achieved a performance grade of "Good". One station (10%) recorded a grade of "Fair." The overall performance is illustrated in Figure 10.

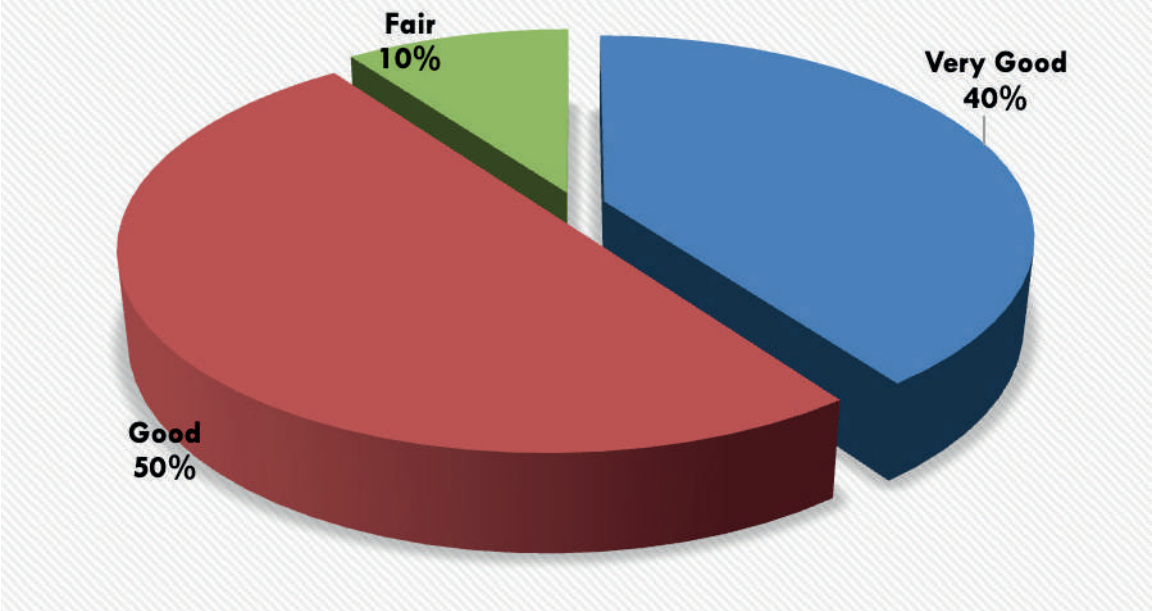


Figure 9: Overall ELRC Performance by Performance Grade

The top four performing stations achieved a performance grade of "Very Good" and were led by Kisumu, followed by Nairobi ELRC Judicial Review and Labour Rights Division, Mombasa, and Nyeri, as illustrated in Table 24.

Table 24: Overall Performance of ELRC

ELRC Station	Composite Score	Performance Score	Performance Grade
Kisumu	1.753	98.688	Very Good
Nairobi ELRC Judicial Review and Labour Rights Division	1.766	98.363	Very Good
Mombasa	1.839	96.521	Very Good
Nyeri	1.861	95.972	Very Good
Nairobi ELRC Claims and Labour Relations Division	2.027	91.838	Good

ELRC Station	Composite Score	Performance Score	Performance Grade
Nairobi ELRC Appeals Division	2.351	84.629	Good
Nakuru	2.362	84.381	Good
Bungoma	2.593	79.437	Good
Kakamega	2.684	77.491	Good
Eldoret	3.069	69.396	Fair

a. Performance Trends of ELRC

The performance of the ELRC has exhibited both downward and upward trends over the last six evaluation cycles. The Court recorded a decline from 94.08 per cent in 2019-20 to 81.09 per cent in 2020/2021, before recovering steadily to 92.54 per cent in 2021/2022 and subsequently reaching a peak of 100 per cent in both 2022/2023 and 2023/2024. However, the performance declined to 87.67 per cent in 2024/2025. The trend in the performance of the ELRC over the last five cycles compared to the Judiciary is illustrated in Figure 11.

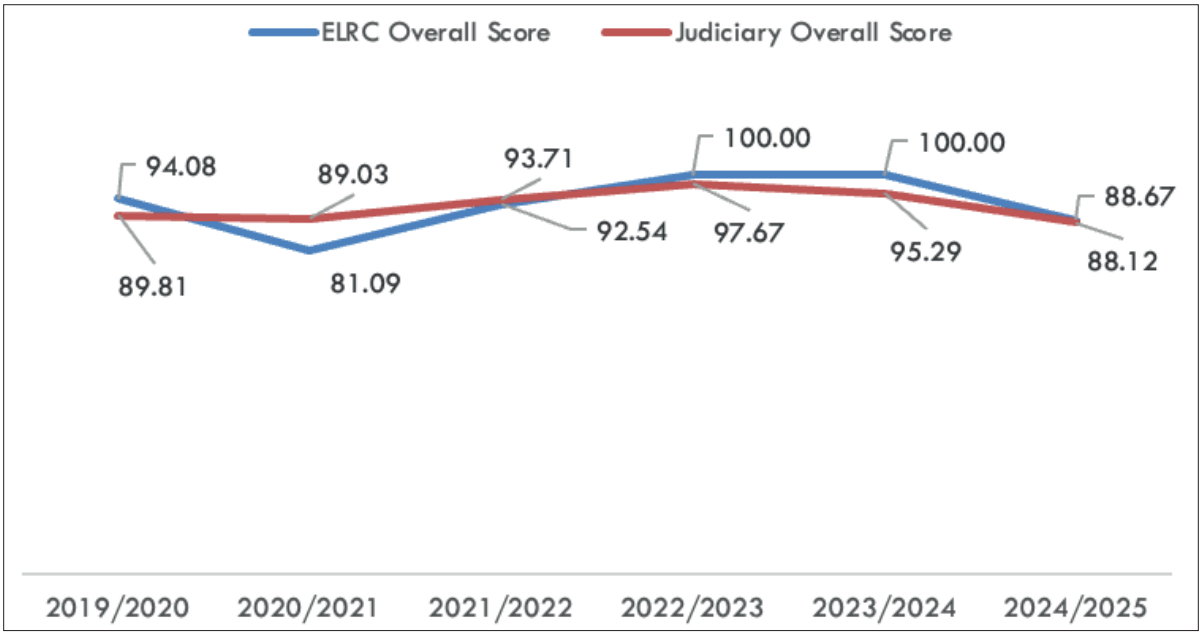


Figure 10: Overall Trend in ELRC Performance over last 6 evaluation cycles

a. Most Improved ELRC

Between 2023-24 and 2024-25, all ELRC stations recorded an increase in composite scores, reflecting a decline in overall performance across the board given that the lower the composite score the better the performance.

No court recorded an improvement. Mombasa declined by 6 per cent**,** while Kisumu recorded a decline of 11 per cent. Bungoma recorded the largest performance decline with a 26 per cent increase in composite score, followed by Nakuru at 22 per cent and both Nyeri and Eldoret at 17 per cent each as shown in Table 25.

Table 25: Ranking of Most Improved ELRC Stations

ELRC Station	Composite Score-2023-2024	Composite Score-2024-2025	Change in Composite score	Percentage % change
Bungoma	2.0526	2.5929	-0.5403	-26%
Nakuru	1.9425	2.3622	-0.4197	-22%
Nyeri	1.5921	1.8611	-0.269	-17%

ELRC Station	Composite Score-2023-2024	Composite Score-2024-2025	Change in Composite score	Percentage % change
Eldoret	2.6318	3.069	-0.4372	-17%
Kisumu	1.5801	1.7525	-0.1724	-11%
Mombasa	1.7377	1.8392	-0.1015	-6%

b. Consistent Performing ELRC Station

Among the ELRC stations, Kisumu emerged as the most consistent performer over the five evaluation cycles from FY 2020/2021 to FY 2024/2025. Its composite scores remained relatively stable, ranging from 2.7210 in 2022/23 to 3.0823 in 2021/2022, yielding the lowest average composite score of 2.8913.

Nakuru ranked second with an average composite score of 3.1254, though its scores fluctuated more noticeably, peaking at 3.7820 in 2020/21 before improving to 2.9202 in 2023/24 and rising again to 3.3568 in 2024/25. Mombasa followed with an average of 3.2394. Table 26 shows the ranking of the most consistent ELRC stations over the last five evaluation cycles.

Table 26: Ranking of ELRC Stations based on Performance Consistency from FY 2019/20 to FY 2024/25

ELRC Station	Composite Score-2020-21	Composite Score-2021-22	Composite Score-2022-23	Composite Score-2023-24	Composite Score-2024-25	Average Composite Score
Kisumu	3.0780	3.0823	2.7210	2.7393	2.8358	2.8913
Nakuru	3.7820	2.6422	2.9259	2.9202	3.3568	3.1254
Mombasa	3.4660	3.1582	3.5171	2.9149	3.1408	3.2394
Nyeri	3.5860	3.7520	3.6042	2.8302	3.0221	3.3589

2.8.2 Performance of ELRC on Thematic Areas

a. Case Resolution Timelines

The assessment considered Percentage of ELRC petitions and substantive claims concluded within 360 days of filing, Percentage of ELRC appeals concluded within 180 days from the receipt of the records of appeal, Percentage of ELRC substantive claims concluded within 360 days of filing and Percentage of ELRC judicial reviews concluded within 180 days of filing among other indicators.

Nyeri ELRC emerged the top-performing station, achieving an average case resolution timelines rate of 55.8 per cent, followed by Kisumu at 53.8 per cent and Mombasa at 51.5 per cent. These courts demonstrated timely disposal of most case types within the expected periods. Overall, table 27 shows the ELRC stations that were consistently meeting case resolution timelines.

Table 27: ELRC score on case resolutions timelines

ELRC Station	% - Petitions within 360 days	% - Appeals within 180 days	% - Substantive Claims within 360 days	% - Judicial Reviews within 180 days	Average Case Resolution %
Nyeri	47	100	43	33	55.75
Kisumu	54	92	36	33	53.75
Mombasa	71	88	39	8	51.5
Kakamega	50	60	59	17	46.5
Nairobi ELRC Judicial Reviews and Labour Rights Division	43	N/A	N/A	38	40.5

ELRC Station	% - Petitions within 360 days	% - Appeals within 180 days	% - Substantive Claims within 360 days	% - Judicial Reviews within 180 days	Average Case Resolution %
Nakuru	34	67	17	34	38
Bungoma	25	17	18	17	19.25
Eldoret	22	42	10	0	18.5
Nairobi ELRC Appeals Division	N/A	11	N/A	N/A	11
Nairobi ELRC Claims and Labour Relations Division	N/A	N/A	10	N/A	10

b. Case Management and Judicial Efficiency

Effective case management is crucial for judicial efficiency, ensuring timely dispute resolution and minimizing systemic bottlenecks. Case management efficiency was assessed across ELRC stations using three key metrics: The percentage of judgments and rulings delivered within 60 days of conclusion of hearing; the percentage of judgements delivered on the first scheduled date; and, the percentage of taxation matters concluded within 60 days from date set for ruling.

Nyeri emerged the best in case management efficiency with an average of 95.3 per cent, followed by Kakamega at 93.7 per cent and Nairobi Judicial Review and Labour Division at 90.3 per cent. These stations consistently delivered judgments and rulings on time across all categories. Table 28 presents the performance of the ELRC courts in this performance indicator.

Table 28: ELRC Case Management and Judicial Efficiency

ELRC Station	% Judgments/ Rulings within 60 days of conclusion of hearing	% Judgments/ Rulings on scheduled delivery date	% Taxation matters concluded within 60 days	Average Case Management
Nyeri	97	94	95	95.33
Kakamega	83	98	100	93.67
Nairobi - JR & Labour Division	74	97	100	90.33
Nairobi ELRC Appeals Division	81	82	100	87.67
Kisumu	98	60	100	86.00
Nairobi - Claims & Labour Division	82	69	100	83.67
Bungoma	69	69	100	79.33
Mombasa	64	98	71	77.67
Nakuru	83	30	84	65.67
Eldoret	53	32	100	61.67

c. Registry and Documentation Efficiency

An efficient court registry is essential for judicial effectiveness, ensuring seamless case processing, accurate documentation, and timely issuance of court orders and decrees. Registry efficiency across ELRC stations was assessed using three key metrics: Court file integrity measuring the completeness of files as well as adherence to registry manual; the percentage of decrees and warrants prepared within 4 days, and; the submission of accurate monthly court returns. An average registry efficiency percentage was calculated for each station, and courts were ranked accordingly to identify the most effective registries.

During the evaluation, Nyeri achieved the highest registry efficiency, scoring 100 per cent across all three metrics, followed by Nairobi Judicial Review & Labour Division (98%), Nairobi ELRC Appeals Division (97%), and Nairobi Claims & Labour Division (96.7%). Bungoma (65.3%) recorded lower efficiency scores, reflecting challenges in timely preparation of decrees/warrants or submission of accurate returns.

Overall, the ranking highlights ELRC stations with highly efficient registries and those requiring targeted interventions to improve administrative processes and ensure timely, accurate court operations. Table 29 presents the performance of the ELRC courts in this performance indicator.

Table 29: ELRC Registry & Documentation Efficiency

ELRC Station	Court File Integrity	% Decrees/Warrants prepared within 4 days	Submission of accurate monthly court returns	Average Registry Efficiency %
Nyeri	100	100	100	100.00
Nairobi - JR & Labour Division	100	94	100	98.00
Nairobi ELRC Appeals Division	100	94	97	97.00
Nairobi - Claims & Labour Division	100	94	96	96.67
Nakuru	100	90	100	96.67
Kisumu	90	100	98	96.00
Mombasa	100	86	100	95.33
Eldoret	60	50	98	69.33
Kakamega	0	100	100	66.67
Bungoma	100	0	96	65.33

a) Court Administration

Effective court administration is essential for the smooth operation of court processes, ensuring efficient case scheduling, timely communication, and stakeholder engagement. Court administration across ELRC stations was evaluated using four key metrics.

i. Trial date certainty
ii. Stakeholder engagement
iii. Submission of court proceedings for appealed matters within 60 days, and
iv. Timely dissemination of all decisions to Kenya law within 7 days of delivery

The analysis showed that Kisumu emerged the best on court administration performance with an average score of 98.3 per cent, followed by Kakamega (95%) and Nairobi Judicial Review & Labour Division (92.5%). These stations consistently ensured scheduled trials proceeded, timely submission of appealed proceedings, and prompt dissemination of decisions, reflecting strong administrative practices. Nakuru (74.5%), Bungoma (66.8%), and Eldoret (60.3%) exhibited challenges in trial date certainty and timely submission of appealed proceedings.

Table 30 provides a detailed breakdown of court administration scores across ELRC stations.

Table 30: Court Administration scores for ELRC stations

ELRC Station	Trial Date Certainty	Stakeholder Engagement Score %	Submission of Court proceedings for appealed Matters within 60 days	Time for dissemination of all decisions	Average Court Administration %
Kisumu	93	100	100	100	98.25
Kakamega	80	100	100	100	95

ELRC Station	Trial Date Certainty	Stakeholder Engagement Score %	Submission of Court proceedings for appealed Matters within 60 days	Time for dissemination of all decisions	Average Court Administration %
Nairobi - JR & Labour Division	100	100	71	99	92.5
Nairobi - Claims & Labour Division	87	100	70	97	88.5
Nairobi ELRC Appeals Division	-	100	71	90	87
Nyeri	95	100	50	100	86.25
Mombasa	86	100	69	86	85.25
Nakuru	0	100	100	98	74.5
Bungoma	67	100	0	100	66.75
Eldoret	50	100	0	91	60.25

b) Court Productivity

The Nairobi ELRC Claims and Labour Relations Division achieved the highest merit productivity, concluding 258 cases per judge, followed by Mombasa with 226 cases, and Kisumu with 194 cases. In terms of other productivity, Nairobi ELRC Claims and Labour Relations Division also had the highest achievement, concluding 215 cases, while Mombasa had 123 cases, respectively. Figure 12 presents the performance of the ELRC courts in this performance indicator.

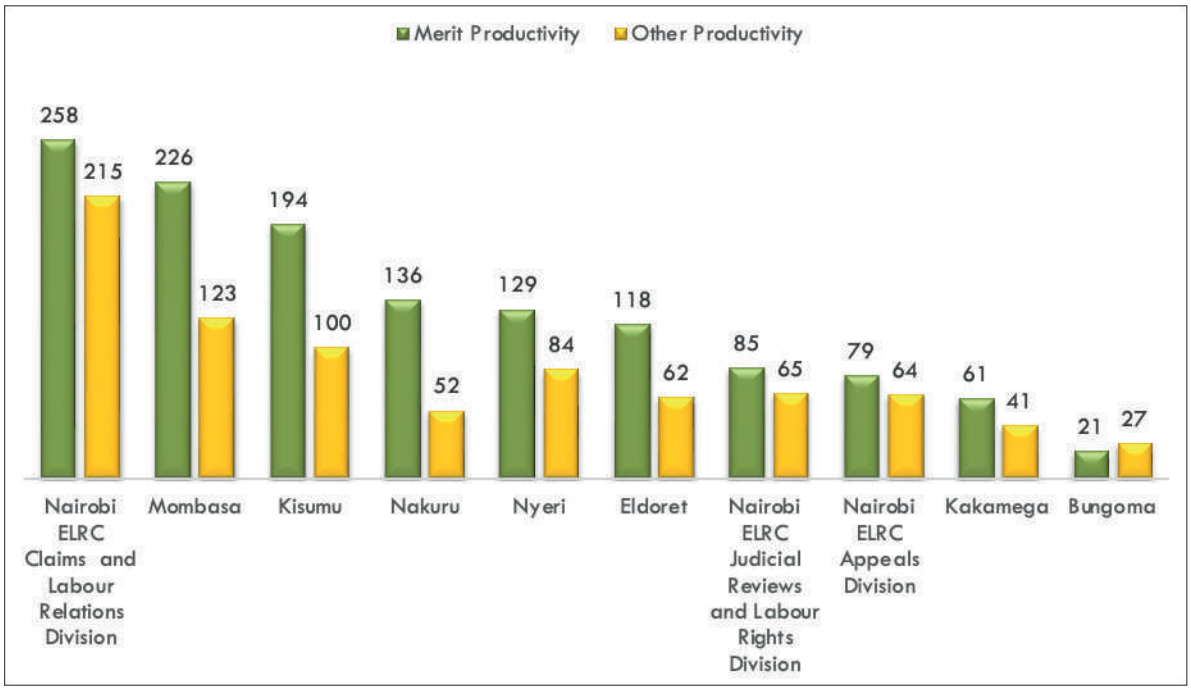


Figure 12: ELRC Judges productivity, FY 2024/25

c) Case Clearance Rate

The Case Clearance Rate shows how effectively stations resolved cases relative to new filings. Rates above 100 per cent indicate backlog reduction, while rates below 100 per cent signal accumulation of pending cases. Kisumu (160%) and Nairobi – Claims and Labour Division (159%) recorded the CCR of over 100 per cent clearing substantially more cases than filed and demonstrating effective case management.

Nairobi Judicial Review and Labour Division (142%), Nakuru (131%), and Mombasa (124%) also exceeded the100 per cent threshold, contributing positively to backlog reduction. Eldoret (69%) recorded the lowest performance, indicating growing case pendency and the need for targeted interventions. Figure 13 shows the Case clearance rate for FY 2024/25.

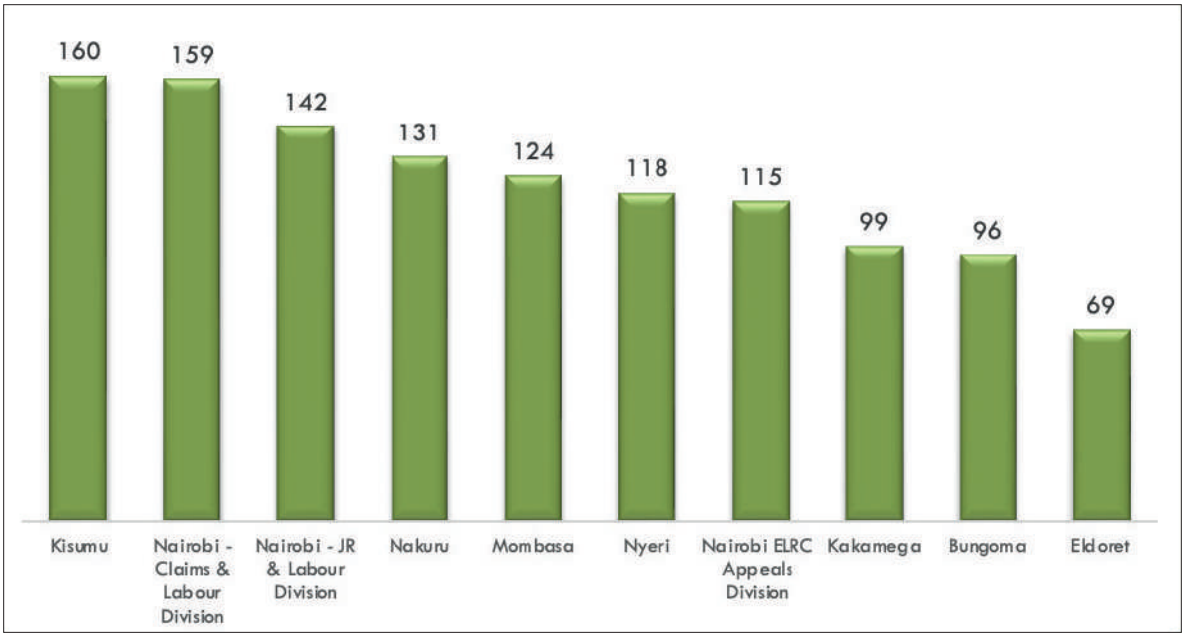


Figure 13: ELRC Case clearance rate for FY 2024-25

d) Alternative Justice System

The ELRC stations demonstrated a strong commitment to AJS/ADR/Mediation, with all stations achieving a 100 per cent score, indicating compliance with the identified initiatives on implementation of AJS/ADR initiatives.

e) Backlog Reduction

The analysis of backlog reduction among ELRC stations indicates marked variation in performance across stations. Nairobi Claims and Labour Relations recorded the highest backlog reduction with 106 cases per judge, followed by Mombasa (42 cases) and Nairobi Judicial Review and Labour Relations (36 cases). Other stations registered comparatively lower backlog reductions per judge, Figure 14 illustrates the backlog reduction performance of the ELRC stations.

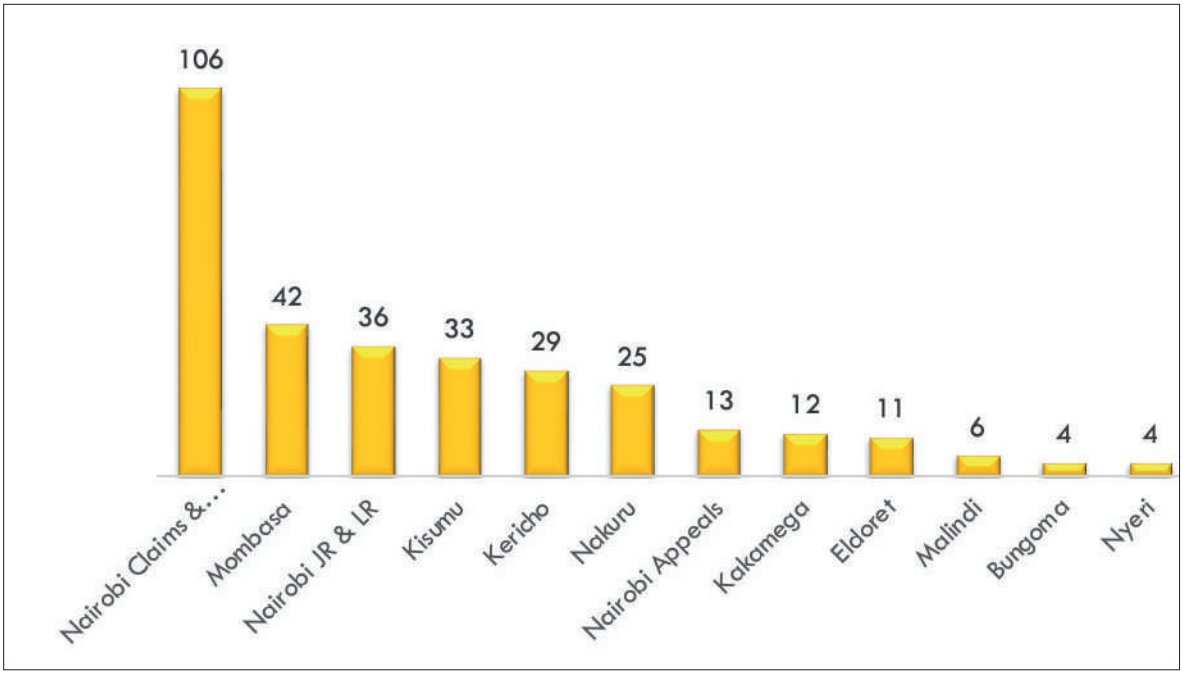


Figure 14: Backlog reduction -ELRC Stations

2.9 ENVIRONMENT AND LAND COURT PERFORMANCE

The Environment and Land Court is one of the superior courts established under Article 162(2)(b) of the Constitution of Kenya and operationalized through the Environment and Land Court Act No. 19 of 2011. The Court is mandated to adjudicate disputes relating to the environment, the use and occupation of land, and title to land, as well as related constitutional and statutory matters. In exercising this mandate, the Court also reviews decisions of public bodies exercising quasi-judicial authority and hears appeals arising from subordinate courts and local tribunals within its jurisdiction.

During the review period, 37 ELC stations were assessed. To enhance analytical effectiveness and ensure fair comparison, the stations were stratified into categories based on their annual caseload volumes. This clustering approach enabled classification of courts with comparable workload profiles, thereby strengthening the validity and objectivity of the performance evaluation. The three categories include:

i. Courts with caseload of over 165 filed cases.
ii. Courts with caseload of 105 to 165 filed cases.
iii. Courts with caseload of below 105 filed cases.

2.9.1 Overall Performance of ELC Stations

a. Performance Grade of ELC stations

The evaluation findings reveal a generally stable performance across the 37 ELC stations assessed. Notably, none of the courts attained an "Outstanding" or "Excellent" rating, and no station recorded "Poor" performance grade. A total of seven courts achieved a performance grade of "Very Good," 28 were rated "Good," while two courts attained a "Fair" rating. These results are as illustrated in Figure 15.

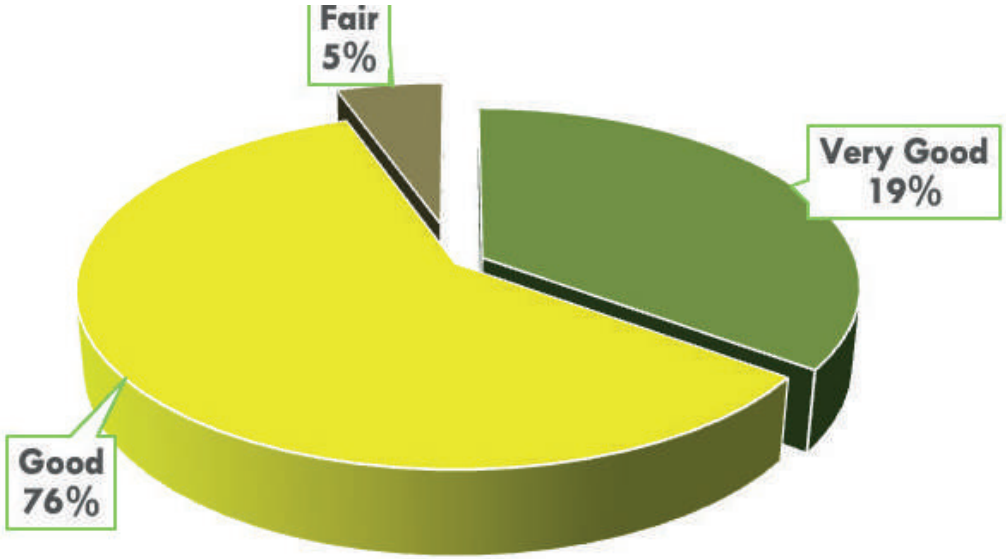


Figure 14: Overall Performance grade of ELC Stations

b. Performance Trend

The ELC stations attained an overall performance score of 89.97 per cent, reflecting an increase, compared to the 88.39 per cent, recorded in 2023/2024. An analysis of performance trends over the past five evaluation cycles, as illustrated in Figure 16, indicates that the ELC stations have generally sustained an upward trajectory since 2021/2022, reaching its peak performance of 89.97 per cent in 2024/2025.

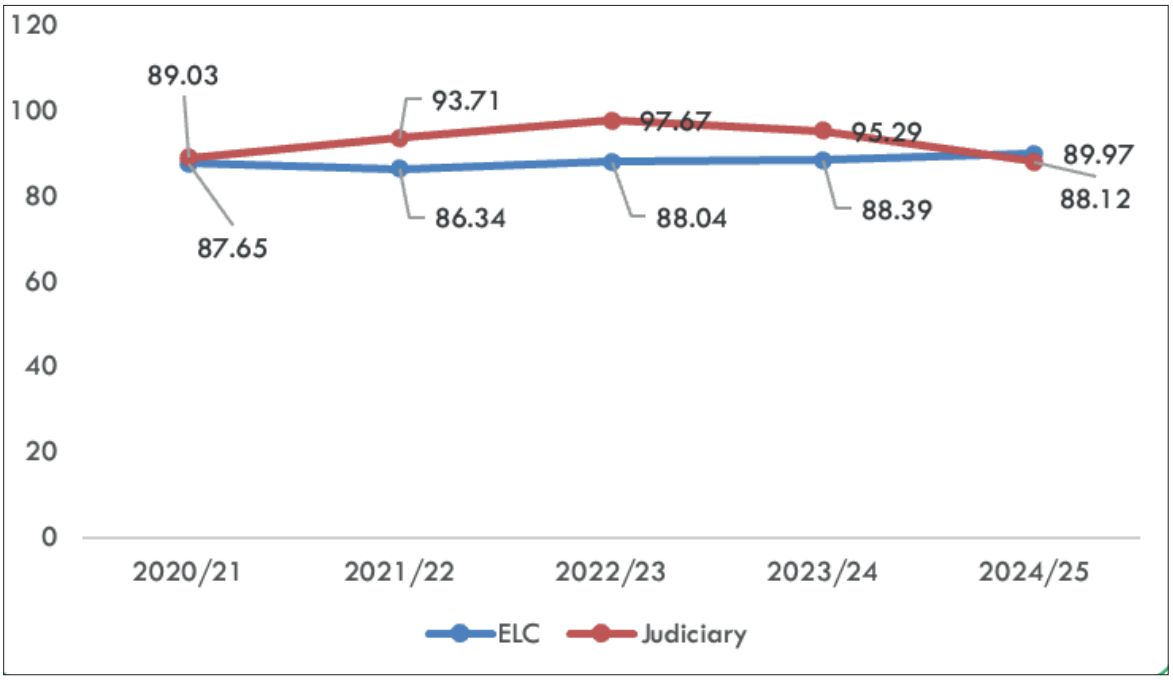


Figure 15: Overall Performance trends of the ELC Stations

c. Most Improved ELC Station

During the evaluation period, most of the courts that were evaluated showed improved performance compared to the previous evaluation cycle. Consequently, the overall performance of the ELC stations slightly increased from 88.39 per cent in 2023/24 to 89.97 per cent in the current fiscal year.

Narok recorded the highest improvement, with a composite score of 1.7318, an improvement from 3.3775 in the previous year, representing a 48.73 per cent improvement. Malindi was the second most improved, with an improvement of 48.44 per cent. Table 31 provides details on performance improvement by courts.

Table 31: Most Improved ELC Station

Court	Composite Score 2023/24	Composite Score 2024/25	Variation	Improvement (%)
Narok	3.3775	1.7318	1.6457	48.7254
Malindi	3.6111	1.862	1.7491	48.4368
Milimani	3.314	1.7107	1.6033	48.3796
Vihiga	3.3795	1.7711	1.6084	47.5928
Machakos	3.4978	2.043	1.4548	41.5919
Nanyuki	3.2036	1.9028	1.3008	40.6043
Chuka	3.4174	2.1093	1.3081	38.2776

Court	Composite Score 2023/24	Composite Score 2024/25	Variation	Improvement (%)
Thika	2.8035	1.7309	1.0726	38.2593
Meru	3.2214	1.9919	1.2295	38.1666
Nyamira	3.5148	2.1737	1.3411	38.1558

d. Consistent Top Performing ELC Station

Over the past five years, Thika emerged the top consistent performing ELC station, with an average composite score of 2.6033. This is shown in Table 32.

Table 32: Consistent Top Performing ELC Station

Court	Composite Score 2020/21	Composite Score 2021/22	Composite Score 2022/23	Composite Score 2023/24	Composite Score 2024/25	Average Composite Score
Best Composite Score	3.022	2.6011	2.6381	2.8035	1.7107	2.55508
Thika	3.243	2.6011	2.6381	2.8035	1.7309	2.60332
Nakuru	3.022	3.0411	3.1373	2.9474	1.9965	2.82886
Milimani	3.263	3.4254	2.9468	3.314	1.7107	2.93198
Mombasa	3.328	3.1371	3.1229	2.9845	2.2268	2.95986
Kisii	3.351	3.1775	3.1889	3.2702	2.2162	3.04076
Kericho	3.625	3.2417	2.9787	3.1336	2.2775	3.0513
Meru	3.462	3.2598	3.3892	3.2214	1.9919	3.06486
Muranga	3.477	3.1852	3.0699	3.1307	2.5564	3.08384
Kisumu	3.594	3.6545	3.0957	3.1303	1.9568	3.08626
Narok	3.586	3.6976	3.0425	3.3775	1.7318	3.08708

2.9.2 Performance of ELC Stations- Caseload Category of above 165 Filed Cases

This category comprised of 13 ELC stations, representing courts managing relatively high caseloads (above 165 cases filed during the review period). Out of the 13 stations in this category, none achieved outstanding, excellent, fair, or poor performance grades. However, three stations achieved a "Very Good" performance grade while 10 attained a "Good" performance grade. Figure 17 presents the distribution of overall performance grades for ELC stations handling more than 165 cases.

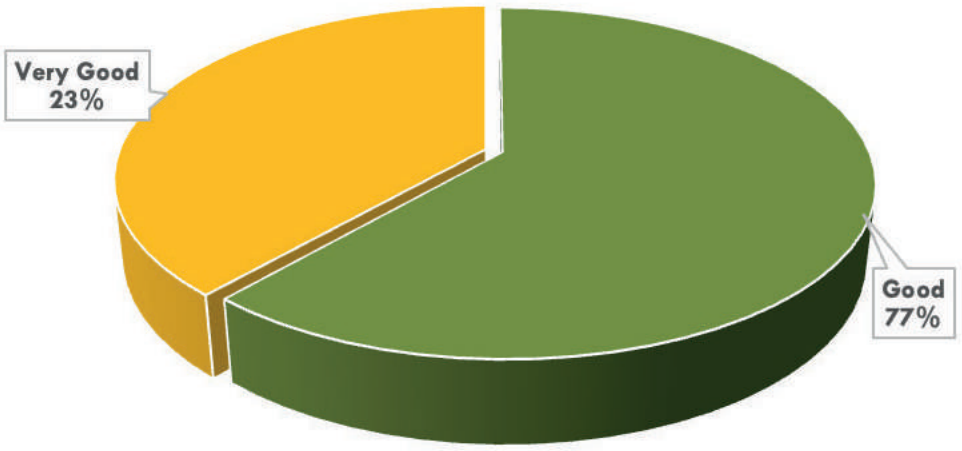


Figure 16: Overall ELC Station Performance Grade - Caseload Category of above 165 Filed Cases

In this category, Milimani emerged as the top performing station with a composite score of 1.7107, which was rated at 99.73 per cent. It was followed by Thika with a score of 1.7309 and Malindi at 1.8620, indicating 99.227 and 95.949 per cent, respectively. All three stations attained a "Very Good" performance grade. The detailed performance of these stations, including results across the Key Thematic Areas, is presented in Table 33.

Table 33: Performance of ELC Stations: Caseload Category of above 165 Filed Cases

ELC COURT	Overall Composite Score	Overall Performance Score	Overall Performance Grade	Timely Case Resolution	Court Productivity	Case Management & Judicial Efficiency	Registry Operations/ Efficiency	Court Administration	Performance on CCR	Performance on ADR
Milimani	1.7107	99.7322	Very Good	60.16	238	67.00	87.67	78.00	127	100
Thika	1.7309	99.2273	Very Good	51.00	263	59.00	91.00	91.75	83	80
Malindi	1.8620	95.9499	Very Good	46.80	270	66.00	98.33	76.50	138	100
Kisumu	1.9568	93.5794	Good	35.00	219	67.00	96.33	89.25	120	100
Meru	1.9919	92.7028	Good	50.60	168	61.50	99.33	93.75	153	100
Nakuru	1.9965	92.5870	Good	50.60	144	77.50	99.33	77.25	129	100
Machakos	2.0430	91.4241	Good	39.00	243	78.50	80.33	80.00	121	100
Kajiado	2.0619	90.9534	Good	30.60	314	56.50	91.00	95.75	174	100
Kerugoya	2.1337	89.2783	Good	43.00	268	56.00	86.33	65.00	134	60
Mombasa	2.2268	87.2820	Good	35.20	210	66.50	95.33	91.25	144	100
Kakamega	2.3555	84.5249	Good	44.20	213	78.50	99.67	95.25	74	80
Bungoma	2.6499	78.2170	Good	42.40	240	71.50	64.33	85.50	155	100
Eldoret	2.7004	77.1346	Good	48.80	111	75.00	65.00	69.75	86	100

2.9.2.1 Performance of the ELC Stations- caseload category of above 165 filed cases on Thematic Areas

a. Timely Case Resolution

The average performance of ELC stations on timely case resolution was 44.41 per cent. Milimani emerged as the best-performing court in this thematic area, attaining an overall timely case resolution score of 60.16 per cent. A further review of its performance against specific targets showed the following outcomes: 21.91 per cent for timely hearing and determination of ELC suits; 77.69 per cent for judicial review matters; 61.19 per cent for land-related constitutional petitions; 93 per cent for taxation of bill of costs matters; and, 47 per cent for ELC appeals. Thika ranked second in timely case resolution, achieving an average score of 51 per cent.

b. Court Productivity

The average court productivity (Merit and other Resolutions) among ELC stations in this category was 223 cases during the review period. Kajiado recorded the highest level of productivity, resolving a total of 314 cases. Of these, 130 cases were concluded through merit determinations, while 184 cases were finalized through non-merit mechanisms. Malindi ranked second, achieving an overall productivity of 270 cases, comprising 150 merit resolutions and 120 other resolutions.

c. Case Management and Judicial Efficiency

Across the evaluated stations, the average performance in this thematic area was 67.73 per cent. Machakos and Kakamega emerged as the top performers, each recording 78.50 per cent. Further analysis of the target specific outcomes showed

that Machakos and Kakamega achieved 86 per cent and 68 per cent, respectively, for the delivery of judgments within 60 days. In addition, the stations attained 71 per cent and 89 per cent, respectively, for delivering judgments on schedule. Nakuru followed achieving an average score of 77.50 per cent on this thematic area.

d. Registry and Documentation Efficiency

The average performance of ELC stations in registry and documentation efficiency was 88.77 per cent. Kakamega recorded the highest performance in this area, achieving 99.67 per cent. The assessment showed that Kakamega attained 100 per cent for both signing of decrees within 4 days and maintaining court file integrity, and 99 per cent for the timely submission of accurate returns. Nakuru and Meru jointly achieved the second-highest average performance of 97.20 per cent in this perspective.

e. Court Administration

In this thematic area, the average performance of ELC stations in court administration was 83.77 per cent. Kajiado recorded the highest performance, achieving 95.75 per cent. Specifically, Kajiado attained 100 per cent for the timely dissemination of decisions to Kenya Law and submission of court proceedings for appealed matters within 60 days of receipt of notice. Further it attained 95 per cent for stakeholder engagement, and 88 per cent on trial date certainty. Kakamega emerged as the second-best performer, recording an average score of 95.25 per cent on the thematic area.

f. Case Clearance Rate

The average performance of the ELC stations in this category on CCR was 126 per cent, indicating generally that most courts cleared more cases than were filed during the review period. Kajiado recorded the highest CCR at 174 per cent, followed by Bungoma and Meru, which achieved CCRs of 155 per cent and 153 per cent, respectively.

g. Promotion of AJS/ADR/Mediation

During the reporting period, 10 of the 13 ELC stations in this category fully implemented all initiatives under the framework, achieving a 100 per cent implementation score. Thika, Kerugoya, and Kakamega were the only stations where the AJS initiatives had not been fully implemented.

h. Case Backlog Reduction

The analysis of backlog reduction among ELC stations handling more than 165 filed cases shows that seven of the 13 stations achieved a reduction in their backlog. Malindi recorded the highest reduction, resolving 129 cases per Judge, followed by Mombasa with 112 cases per Judge, and Kerugoya at 102 cases per Judge. Table 34 presents a detailed overview of the performance of ELC stations in backlog reduction within this caseload category.

Table 34: Performance of ELC Stations in Backlog Reduction Caseload of Over 165 Filed Cases

ELC Court	Backlog as at 30th June 2024	Backlog as at 30th Jun 2025	Change in Backlog	Percentage Change in Backlog	Number of Judges	Backlog Reduction Per Judge
Malindi	638	380	258	-40	2	129
Mombasa	647	312	335	-52	3	112
Kerugoya	158	56	102	-65	1	102
Kajiado	439	249	190	-43	2	95
Kakamega	87	16	71	-82	1	71
Eldoret	700	591	109	-16	2	55
Thika	169	64	105	-62	2	53
Nakuru	228	165	63	-28	3	21

2.9.3 Performance of ELC Stations– Caseload category of 105 to 165 Filed Cases.

This category comprised 13 ELC stations, representing a range of efficiency levels in case management and resolution. The evaluation results indicate that none of the assessed courts attained "Outstanding," "Excellent," or "Poor" performance grades. Only two courts achieved a "Very Good" performance grade, while the remaining eleven courts were rated "Good." Figure 18 provides an overview of the overall performance distribution for ELC stations within this category.

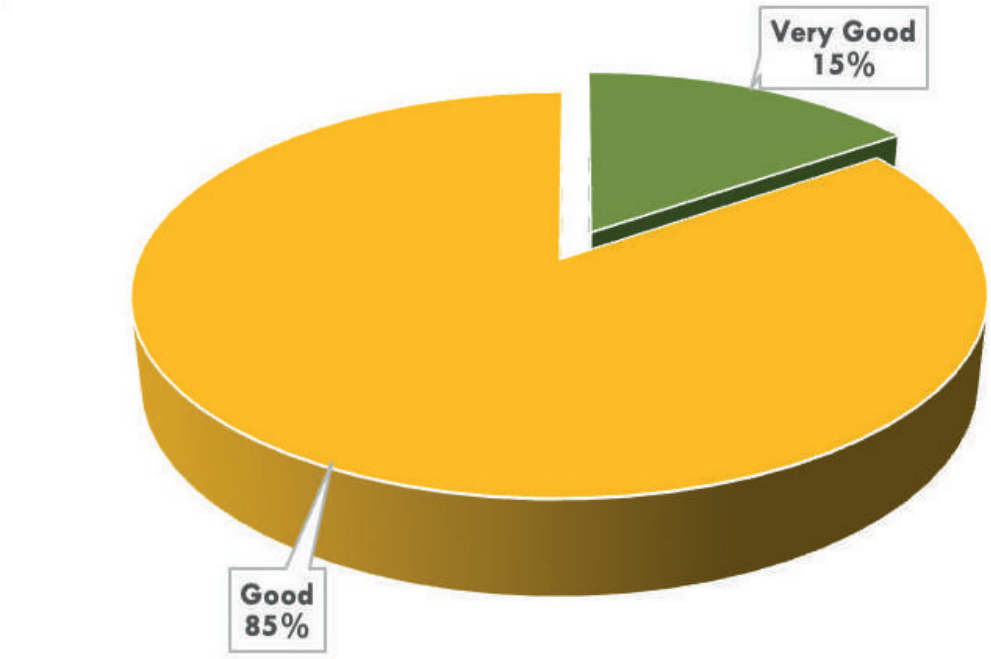


Figure 17: Overall ELC Stations Performance - Caseload Category of 105 to 165 Filed Cases

In this category, Voi emerged as the top-performing station with a performance grade of "Very Good", recording a composite score of 1.7932 translating to percentage performance of 97.67. It was followed by Kilgoris at 2.1059 and Migori with 2.1822. Both Kilgoris and Migori attained a "Good" performance grade. Table 35 presents a detailed breakdown of performance within this category, including results across the Key Thematic Areas.

Table 35: Performance of ELC Stations: Caseload Category of 105 to 165 Filed Cases

ELC COURT	Overall Composite Score	Overall Performance Score	Overall Performance Grade	Timely Case Resolution	Court Productivity	Case Management & Judicial Efficiency	Registry Operations/ Efficiency	Court Administration	Performance on CCR	Performance on ADR
Voi	1.7932	97.6700	Very Good	78.2	160	87.5	100	99.25	135	100
Kilgoris	2.1059	89.8739	Good	56.4	119	71.5	93.33	93.25	97	80
Migori	2.1822	88.2379	Good	47.2	192	72.5	97.67	79.25	111	80
Kisii	2.2162	87.5109	Good	51	213	67.5	95.67	90	145	100
Homabay	2.2252	87.3173	Good	46.4	167	73.5	98.33	94.25	87	100
Kwale	2.1616	86.5363	Good	47.4	112	35	97.67	77.5	57	100
Kericho	2.2775	86.1957	Good	56.6	107	14.5	98	92.5	94	100
Siaya	2.4041	83.4843	Good	47.8	114	71	93.33	85.25	62	100
Muranga	2.5564	80.2197	Good	34.4	182	74	87.67	91.25	97	100

ELC COURT	Overall Composite Score	Overall Performance Score	Overall Performance Grade	Timely Case Resolution	Court Productivity	Case Management & Judicial Efficiency	Registry Operations/ Efficiency	Court Administration	Performance on CCR	Performance on ADR
Kitale	2.5564	80.2197	Good	41.6	207	65.5	78	48.5	143	100
Kitui	2.5788	79.7393	Good	32.8	88	53.5	93.33	84.5	89	60
Embu	2.5989	79.3088	Good	29	199	61.5	100	96.88	112	100
Nyeri	2.6783	77.6078	Good	27.6	180	34	100	85.5	110	100

2.9.3.1 Performance of ELC stations- Caseload category of 105 to 165 Filed Cases on Thematic Areas.

a. Timely Case Resolution

The average performance of ELC stations in Timely Case Resolution was 45.88 per cent. Voi emerged as the best-performing court in this thematic area, attaining an overall score of 78.20 per cent. Further review of its performance against specific targets shows the following outcomes: 42 per cent achievement for timely hearing and determination of ELC suits, 100 per cent for judicial review matters, 57 per cent for land-related constitutional petitions, 92 per cent for taxation for bill of cost, and 100 per cent for ELC appeals. Kericho ranked second, in timely case resolution, achieving an average score of 56.6 per cent.

b. Court Productivity

The average Court Productivity (Merit and other Resolutions) among ELC stations in this category was 157 cases during the review period. Kisii recorded the highest level of productivity, resolving a total of 213 cases. Of these, 110 cases were concluded through merit determinations, while 103 cases were finalized through non-merit mechanisms. Kitale ranked second, achieving an overall productivity of 207 cases, comprising 111 merit resolutions and 96 other resolutions.

c. Case Management and Judicial Efficiency

Across the evaluated stations, the average performance in this thematic area was 60.12 per cent. Voi emerged as the top performer, recording 87.50 per cent on average. A detailed analysis at target-specific outcomes shows that Voi achieved 84 per cent for the delivery of judgments within 60 days, and 91 per cent for delivering judgments on schedule. Murang'a emerged as the second-best performer, recording an average score of 74 per cent.

d. Registry and Documentation Efficiency

The average performance of ELC stations on Registry and Documentation Efficiency for this category was 94.85 per cent, reflecting effective administrative practices across the courts. Voi, Nyeri, and Embu recorded the highest performance in this thematic area, achieving 100 per cent. Specifically, these courts attained 100 per cent for the signing of decrees, maintaining court file integrity, and submitting accurate returns.

e. Court Administration

In this thematic area, the average performance of ELC stations in Court Administration was 85.99 per cent. Voi recorded the highest performance, achieving 99.25 per cent. Specifically, Voi attained 100 per cent for the timely dissemination of decisions to Kenya Law, stakeholder engagement, and submission of court proceedings for appealed matters within 60 days of receipt of notice. The court attained 97 per cent on trial date certainty. Embu emerged as the second-best performer, recording an average score of 96.88 per cent.

f. Case Clearance Rate

The average performance of the ELC stations in this category on CCR was 103 per cent indicating that, on average, courts cleared more cases than were filed during the review period. Kisii recorded the highest CCR at 145 per cent, followed by Kitale and Voi, which achieved CCRs of 143 per cent and 135 per cent, respectively.

g. Promotion of AJS/ADR/Mediation

During the reporting period, 10 of the 13 ELC stations in this category fully implemented all initiatives under the framework, achieving a 100 per cent implementation score. Migori, Kitui, and Kilgoris were the only stations where the initiatives had not been fully implemented.

h. Case Backlog Reduction

The analysis of backlog reduction among ELC stations handling 105 to 165 filed cases shows that eight of the 13 stations achieved a reduction in their backlog. Embu ELC recorded the highest reduction, resolving 92 cases per Judge, followed by Kisii with 62 cases per Judge, and Kwale at 23 cases per Judge. Table 36 presents a detailed overview of the performance of ELC stations in backlog reduction within this caseload category.

Table 36: Performance of the ELC stations in case backlog reduction – caseload category of 105 to 165 Filed Cases

ELC Court	Backlog as at 30th June 2024	Backlog as at 30th Jun 2025	Change in Backlog	Percentage Change in Backlog	No. of Judges	Backlog reduction Per Judge
Embu	266	174	92	-35	1	92
Kisii	124	62	62	-50	1	62
Kwale	131	108	23	-8	1	23
Kitui	423	407	16	-4	1	16
Kitale	59	45	14	-24	1	14
Kilgoris	39	27	12	-31	1	12
Kericho	66	54	12	-18	1	12
Muranga	26	25	1	-4	1	1

2.9.4 Performance of ELC Stations – Caseload Category of below 105 Filed Cases

This category comprises 11 ELC stations, reflecting varying levels of efficiency in case management and resolution. The evaluation results indicate that three courts achieved a "Very Good" performance grade, six courts were rated "Good," and two courts attained a "Fair" rating.This is shown in Figure 19.

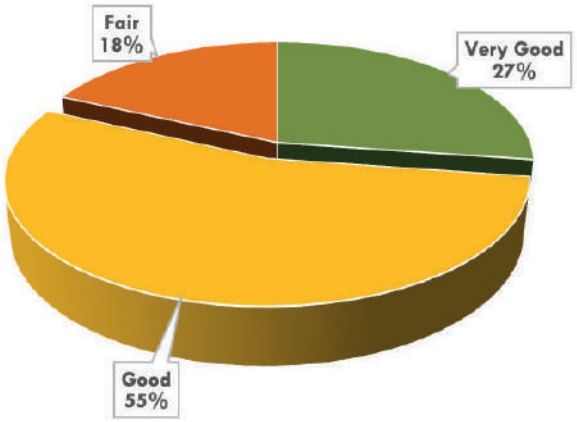


Figure 18: Overall ELC Stations Performance Grade - Caseload Category of Below 105 Filed Cases

In this category, Narok emerged the top-performing station, recording a composite score of 1.7318 with 99.21 per cent. It was followed by Vihiga at 1.7711 and Nanyuki with 1.9028. The courts attained a performance grade of 'Very Good'. Table 37 presents a detailed breakdown of performance within this category, including results across the key thematic areas.

Table 37: Performance of ELC Stations: Caseload Category of below 105 Filed Cases

ELC COURT	Overall Composite Score	Overall Performance Score	Overall Performance Grade	Timely Case Resolution	Court Productivity	Case Management & Judicial Efficiency	Registry Operations/ Efficiency	Court Administration	Performance on CCR	Performance on ADR
Narok	1.7318	99.21	Very Good	42.8	137	53	98.33	92.5	140	100
Vihiga	1.7711	98.22	Very Good	80.4	71	72.5	100	37.5	96	80
Nanyuki	1.9028	94.93	Very Good	57	80	82.5	100	100	94	100
Chuka	2.1093	89.80	Good	30.8	94	65.5	100	82.5	114	100
Iten	2.1711	88.48	Good	53	57	80	99.33	46	90	100
Nyamira	2.11737	88.42	Good	56.2	86	80.5	98	100	93	80
Nyahururu	2.2625	86.52	Good	42.8	90	90	73.67	92.5	132	80
Makueni	2.5385	80.60	Good	27.6	170	55.5	76.33	41.5	122	90
Nyandarua	2.7254	76.60	Good	54.4	103	74	79.33	50	120	80
Kapsabet	2.9655	71.55	Fair	28.8	91	75	54	50	103	80
Busia	2.9683	71.49	Fair	19.2	169	58	59	90	109	60

2.9.4.1 Overall Performance ELC Stations– Caseload Category of below 105 Filed Cases on Thematic Areas.

a. Timely Case Resolution

The average performance of ELC stations on Timely Case Resolution was 44.82 per cent. Vihiga emerged as the best-performing court in this thematic area, attaining an overall score of 80.40 per cent. Further review of its performance against specific targets shows the following outcomes: 42 per cent for timely hearing and determination of ELC suits, 100 per cent for judicial review matters, 100 per cent for land-related constitutional petitions, 100 per cent for Taxation of bill of costs, and 60 per cent for ELC appeals. Nyamira ranked second, achieving an average score of 56.20 per cent.

b. Court Productivity

The average Court Productivity (Merit and other Resolutions) among ELC stations in this category was 104 cases during the review period. Makueni recorded the highest level of productivity, resolving a total of 170 cases. Of these, 84 cases were concluded through merit determinations, while 86 cases were finalized through other mechanisms. Busia ranked second, achieving an overall productivity of 169 cases, comprising 82 merit resolutions and 87 on other resolutions.

c. Case Management and Judicial Efficiency

Across the evaluated stations, the average performance in this thematic area was 71.50 per cent. Nyahururu emerged as the top performer, recording 90 per cent. A further look at target-specific outcomes shows that the court achieved 85 per cent for the delivery of judgments within 60 days, and 95 per cent for delivering judgments on schedule. Nanyuki emerged as the second-best performer, recording an average score of 82.50 per cent.

d. Registry and Documentation Efficiency

The average performance of ELC stations in registry and documentation efficiency for this category was 85.27 per cent, reflecting strong administrative practices across the courts. Vihiga, Chuka, and Nanyuki recorded the highest

performance in this thematic area, achieving 100 per cent each. Specifically, these courts attained 100 per cent for the signing of decrees, maintaining court file integrity, and submitting accurate returns.

e. Court Administration

In this thematic area, the average performance of ELC stations in court administration was 75.55 per cent. Nanyuki recorded the highest performance, achieving 100 per cent. Specifically, Nanyuki attained 100 per cent for the timely dissemination of decisions to Kenya Law, stakeholder engagement, and submission of court proceedings for appealed matters within 60 days of receipt of notice. The court attained 81 per cent on trial date certainty. Narok emerged as the second-best performer, recording an average score of 92.75 per cent.

f. Case Clearance Rate

The average performance of the ELC stations in this category on CCR was 110.27 per cent indicating that, most courts cleared more cases than were filed during the review period. Narok recorded the highest CCR at 140 per cent, followed by Nyahururu and Makueni, which achieved CCRs of 132 per cent and 122 per cent, respectively.

g. Promotion of AJS/ADR/Mediation

During the reporting period, four of the 11 ELC stations in this category fully implemented all initiatives under the framework, achieving a 100 per cent implementation score. The stations were Narok, Chuka, Nanyuki, and Iten.

h. Case Backlog Reduction

The analysis of backlog reduction among ELC stations handling Below 105 filed cases shows that nine of the 11 stations recorded a reduction in backlog. Busia recorded the highest reduction, resolving 100 cases per Judge, followed by Makueni with 82 cases per Judge, and Narok at 52 cases per Judge. Table 38 presents a detailed overview of the performance of ELC stations in backlog reduction within this caseload category.

Table 38: Performance of the ELC stations – Caseload Category of below 105 Filed Cases on Case Backlog Reduction

ELC Court	Backlog as at 30th June 2024	Backlog as at 30th Jun 2025	Change in Backlog	Percentage Change in Backlog	Number of Judges	Backlog Reduction Per Judge
Busia	248	148	100	-40	1	100
Makueni	604	522	82	-14	1	82
Narok	65	13	52	-80	1	52
Nyahururu	79	32	47	-59	1	47
Nyamira	47	29	18	-38	1	18
Kapsabet	35	19	16	-46	1	16
Vihiga	19	17	2	-11	1	2
Iten	12	10	2	-17	1	2
Nanyuki	5	4	1	-20	1	1

2.10 MAGISTRATES COURTS PERFORMANCE

The Magistrates' Courts are established pursuant to Articles 169 and 23(2) of the Constitution of Kenya and operationalized under the Magistrates' Courts Act, No. 26 of 2015. The Courts exercise jurisdiction over criminal and civil matters within the limits prescribed by law. As courts of first instance in the majority of disputes, they play a central role in the administration of justice by promoting accessibility, timely case determination, and efficient service delivery.

For performance assessment purposes, Magistrates' Courts were categorized into seven caseload and functional categories:

a) Stations with caseload above 5,000 Filed cases
b) Stations with caseload from 3,001 to 5,000 Filed cases
c) Stations with caseload from 2,001 to 3,000 Filed cases
d) Stations with caseload from 1,001 to 2,000 Filed cases
e) Stations with caseload of 1,000 Filed cases and below
f) Stations handling criminal matters only
g) Stations handling children matters only

This categorization enables fair comparison of stations operating under similar workload dynamics.

2.10.1 Overall Performance of Magistrates' Courts

This section presents an analysis of the overall performance of Magistrates' Courts for the reporting period based on composite performance scores across the approved thematic areas. The evaluation highlights performance distribution, trends, and comparative rankings to provide an overview of justice delivery and institutional efficiency.

a. Overall Performance of Magistrates' Courts

The evaluation results indicate that 136 stations, representing 98.5 per cent, were rated "Good" and above. Specifically, 18 stations, representing 13 per cent, attained a "Very Good" rating, while 118 stations, representing 85 per cent, were rated "Good". Two courts were rated "Fair". There were no stations graded "Outstanding", "Excellent" or "Poor". The distribution of performance grades is illustrated in Figure 20.

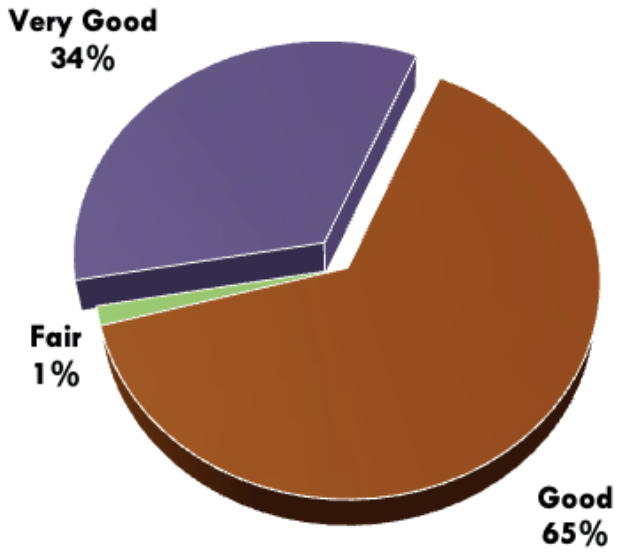


Figure 19: Overall Magistrates' Courts Performance

a. Overall Magistrates' Courts Performance Trend

The overall performance of the Magistrates' Courts declined from 94 per cent in the FY 2023/24 to 87.12 per cent in the period under review. A comparison of performance trends of the Magistrates' Courts and the Judiciary over the past five financial years is presented in Figure 21.

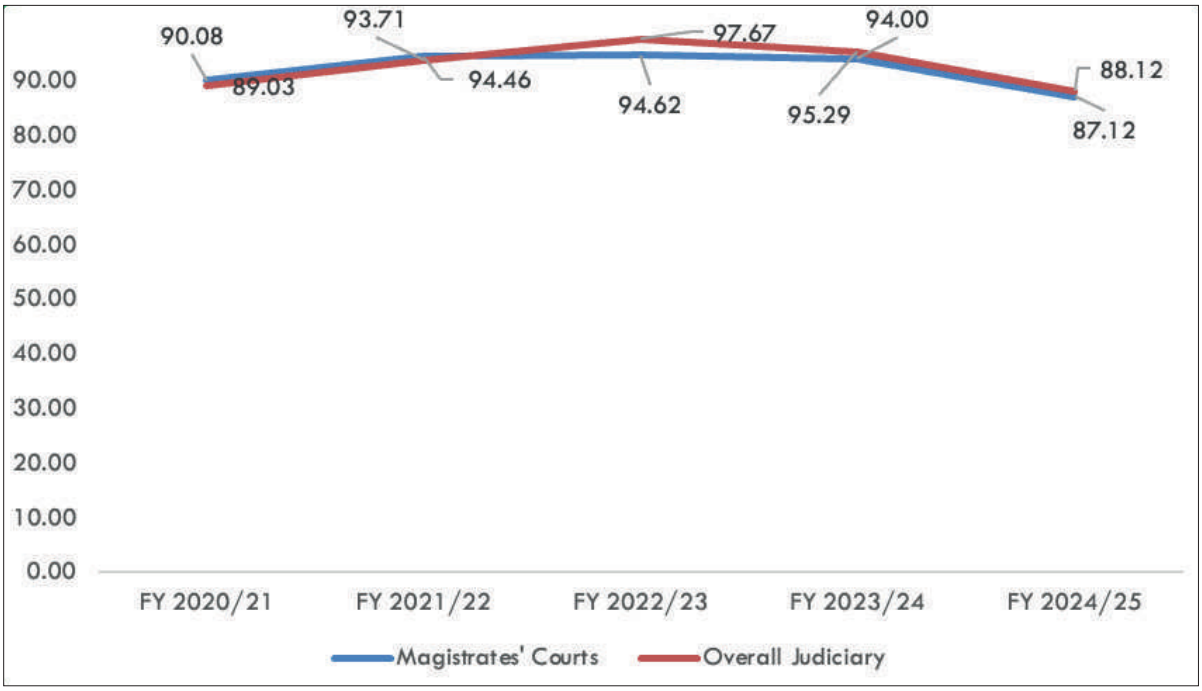


Figure 20: Magistrates' Courts Performance Trend

b. Most Improved Magistrates' Court Stations

Milimani Criminal Magistrates' Court station recorded the highest improvement, with its composite score progressing from 2.2283 in the previous year to 1.6925, reflecting a 24 per cent improvement. Maralal and Hola stations each improved by 19 per cent. The top 10 improved stations are shown in Table 39.

Table 39: Top 10 Most Improved Magistrate Courts

Magistrates' Court	Composite Score (2023-24)	Composite Score (2024-25)	Change in Composite score	% Change in Performance
Milimani Criminal	2.2283	1.6925	0.5358	24
Maralal	2.5623	2.0713	0.491	19
Hola	2.0844	1.6922	0.3922	19
Gichugu	2.3364	1.9567	0.3797	16
Tawa	2.0079	1.6899	0.318	16
Milimani Children	2.1067	1.7847	0.322	15
Ol Kalou	2.1886	1.8754	0.3132	14
Lamu	1.8847	1.6431	0.2416	13
Makueni	2.3166	2.0574	0.2592	11
Machakos	2.3462	2.0854	0.2608	11

c. Consistent Performance in Magistrates' Court Stations

Over the past five years, Kaloleni and Lamu stations emerged as the most consistent top courts, with an average composite score of 2.7852 and 2.8325, respectively, while Winam was third with an average of 2.8656. Table 40 shows details of the top 10 most consistent magistrates' courts.

Table 40: Top 10 Most Consistent Magistrate Courts

Magistrates' Court	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25	Average
Kaloleni	2.8510	3.2457	2.9577	3.1693	1.7021	2.7852
Lamu	2.9070	3.3610	3.0599	3.1917	1.6431	2.8325
Winam	3.0990	3.1052	2.7124	3.2186	2.1928	2.8656
Ndhiwa	3.4580	3.0811	2.8980	3.0293	1.9351	2.8803
Wajir	2.8900	3.3038	3.1816	3.2096	1.8195	2.8809
JKIA	2.9530	3.3088	2.9635	3.1692	2.0786	2.8946
Ruiru	2.9550	3.1282	2.9137	3.2107	2.2725	2.8960
Milimani Children	3.4540	3.0671	2.9934	3.2096	1.7847	2.9018
Milimani Anti-Corruption	3.6590	3.4256	3.0156	2.9540	1.4652	2.9039
Limuru	3.1090	3.1407	3.0171	3.0962	2.1731	2.9072

2.10.2 Performance of Magistrates' Courts - 5,000 Filed Cases and above Caseload Category

There were 12 stations in the category of above 5,000 caseload, comprising Eldoret, Kakamega, Kericho, Kiambu, Kisii, Kitale, Mavoko, Milimani Commercial, Mombasa, Nakuru, Ruiru and Thika Magistrates' Courts.

Evaluation results indicated that all the 12 stations in this category had a performance grade of "Good." Eldoret Magistrates' Court station emerged as the best-performing court in this category, attaining a composite score of 1.9851, a " Good" performance grade, and an overall performance score of 92.87 per cent. Mavoko and Kisii Law Courts followed with composite scores of 2.0391and 2.0523, respectively. Table 41 presents Top performing Courts in this category together with their overall composite and performance scores on various thematic areas.

Table 41: Top Performing Magistrates' Courts– Caseload Category Above 5,000 Filed Cases

Magistrates' Court	Composite Score	Performance Score (%)	Performance Grade	Timely Case Resolution	Court Productivity	Case Management & Judicial Efficiency	Registry Operations/Efficiency	Court Administration	Performance on CCR	Performance on ADR
Eldoret	1.9851	92.87	Good	57	1027	82	93	85	113	100
Mavoko	2.0391	91.52	Good	61	1465	89	92	83	114	80
Kisii	2.0523	91.19	Good	57	897	90	98	95	99	100
Thika	2.1087	89.81	Good	57	791	80	87	90	109	80
Mombasa	2.1238	89.49	Good	53	852	69	86	92	116	100
Kitale	2.1378	89.19	Good	67	658	90	95	84	96	100
Milimani Commercial	2.1490	88.95	Good	28	978	73	100	58	135	90
Kiambu	2.1553	88.82	Good	54	813	84	84	71	112	80
Ruiru	2.2730	87.23	Good	82	2178	74	100	76	95	80
Kakamega	2.3838	83.92	Good	59	765	74	87	55	103	80
Kericho	2.3916	83.75	Good	66	638	74	85	90	86	100
Nakuru	2.4347	82.83	Good	57	942	76	99	69	109	100

2.10.2.1 Top Performing Magistrates' Court Stations– Caseload Category Above 5,000 Filed Cases on Thematic Areas

a. Timely Case Resolution

Ruiru Law Courts achieved an average score of 82 per cent in resolving cases within one year, comprising 94 per cent for criminal cases and 70 per cent for civil cases. Kericho and Kitale followed with average scores of 67 per cent and 66 per cent**,** respectively. Eleven stations achieved an average performance score of over 50 percent in this thematic area.

b. Case Clearance Rate

The stations in this category recorded an average CCR of 107 per cent. Seven courts, representing 58 per cent, achieved a CCR of above 100 per cent. Milimani Commercial Magistrates' Court recorded the highest CCR at 135 per cent in civil matters. The court does not handle any criminal matters. Mombasa followed with an overall CCR of 116 per cent, comprising 101 per cent in criminal cases, 156 per cent in civil cases, and 92 per cent in traffic matters. Mavoko ranked third with a CCR of 114 per cent.

c. Court Productivity

Four stations, representing 33 per cent, surpassed the minimum merit productivity target of 220 cases. Six stations, representing 50 per cent, recorded achievements ranging between 100 and 220 cases, while two courts (17%) registered productivity levels below 100 cases. Ruiru Law Courts emerged as the best performer with a total of 2,178 cases, comprising 317 merit and 1,861 other productivity cases. Mavoko ranked second (1,465 cases), with 474 merit and 991 other productivity, followed by Eldoret with 1,027 cases where 164 were merit and 863 other productivity.

d. Case Management and Judicial Efficiency

Seven courts, representing 58 per cent, attained scores of 75 per cent and above, while five courts recorded scores ranging between 69 and 75 per cent. Kisii, and Kitale Law Courts emerged as the top performers with an overall score of 90 per cent. Kisii achieved 86 per cent in rendering judgements and rulings as scheduled and 94 per cent in delivering judgments on time. On the other side, Kitale achieved 86 per cent in rendering judgements and rulings as scheduled and 93 per cent in delivering judgments on time.

e. Promotion of AJS Initiatives

Six courts in this category implemented all the initiatives in this perspective. These courts were Eldoret, Kericho, Kisii, Kitale, Mombasa, and Nakuru.

f. Registry and Documentation Efficiency

The stations in this category recorded an average performance score of 100 per cent under this thematic area. Ruiru and Milimani Commercial each attained a score of 100 per cent, comprising 100 per cent in Court File Integrity and 99 per cent in Court Returns. Kisii followed with a score of 99 per cent (100 per cent in Court File Integrity and 97 per cent in Court Returns), while Nakuru recorded 98 per cent, comprising 95 per cent in Court File Integrity and 100 per cent in Court Returns.

g. Court Administration

On average, courts within this category recorded a performance score of 79 per cent in this thematic area. Kisii emerged as the top performer with a score of 95 per cent, comprising 90 per cent in Trial Date Certainty, 95 per cent in Timely Submission of Court Proceedings for Appealed Matters, and 100 per cent in Stakeholder Engagement. Mombasa followed with a performance score of 92 per cent, made up of 76 per cent in Trial Date Certainty, 100 per cent in Timely Submission of Court Proceedings for Appealed Matters, and 100 per cent in Stakeholder Engagement. Kericho and Thika each attained an average score of 90 per cent.

h. Case Backlog reduction

The stations in this category recorded an average backlog reduction of 162 cases per Judicial Officer. Ten courts, representing 83 per cent, achieved a reduction in case backlog during the reporting period. Milimani Commercial Magistrates' Court registered the highest reduction, with each of its 22 Judicial Officers resolving an average of 437 backlog cases. Mavoko followed with an average reduction of 358 cases per Judicial Officer, while Nakuru Magistrates' Court recorded a reduction of 265 cases per Judicial Officer. The detailed performance on backlog reduction is presented in Table 42.

Table 42: Backlog Reduction Caseload Category Above 5000 Filed cases

Magistrates' Court	Case Backlog (FY2023-24)	Case Backlog (FY2024-25)	Backlog reduction	% Backlog change	Number of JOs	Backlog reduction per Judicial Officer
Milimani Commercial	26,652	17,057	9,595	-36	22	437
Mavoko	2,019	232	1,787	-89	5	358
Nakuru	21,535	18,097	3,438	-16	13	265
Mombasa	31,915	27,718	4,197	-13	16	263
Eldoret	4,273	2,110	2,163	-51	11	197
Thika	2,139	634	1,505	-70	10	151
Kakamega	1,794	627	1,167	-65	8	146
Ruiru	864	471	393	-45	3	131
Kitale	1,989	1,524	465	-23	7	59
Kericho	2,410	2,169	241	-10	6	35

2.10.3 Performance of Magistrates' Courts Stations – Caseload Category between 3001 and 5000 Filed Cases.

There were 16 Magistrates' Courts stations in the caseload category between 3001 and 5000 Cases. These comprised Bungoma, Busia, Kandara, Kenol, Kisumu, Kithimani, Kitui, Machakos, Malindi, Meru, Milimani Family, Molo, Naivasha, Narok, Ngong, and Nyeri Magistrates' Courts.

Evaluation results indicated that, two courts representing 19 per cent attained a performance grade of "Very Good" while the remaining 14 had a grade of "Good." The distribution of these performance grades is summarized in Figure 22.

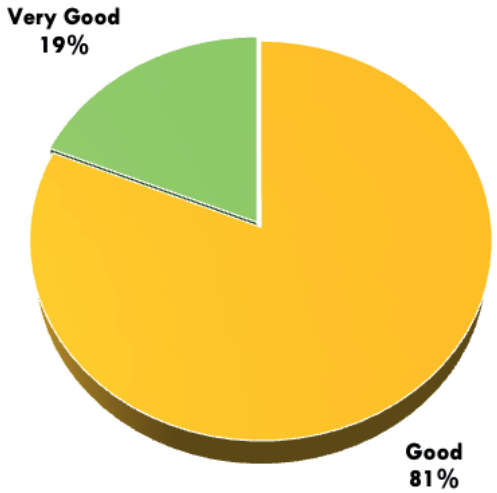


Figure 21: Performance Grades of Magistrates' Courts with Caseload Category between 3001 and 5000 Cases

Milimani Family emerged as the best-performing court in this category, attaining a composite score of 1.4165, a "Very Good" performance grade, and an overall performance score of 99.13 per cent. Kisumu was second, achieving a performance grade of "Very Good", a performance score of 97.57 per cent with a composite score of 1.7973. Machakos was third with composite scores of and 2.0854 and a performance grade of "Good" with a performance score of 88.80. Table 43 presents a list of the top 10 courts in this category, together with their overall composite and performance scores on various thematic areas.

Table 43: Top Performing Magistrates' Courts– Caseload Category between 3001 and 5000 Cases

Magistrates' Court	Composite Score	Performance Score (%)	Performance Grade	Timely Case Resolution	Court Productivity	Case Management & Judicial Efficiency	Registry Operations/ Efficiency	Court Administration	Performance on CCR	Performance on ADR
Milimani Family	1.4165	99.13	Very Good	76	1036	86	100	99	127	100
Kisumu	1.7973	97.57	Very Good	59	522	84	100	82	141	100
Machakos	2.0854	90.36	Good	58	706	73	79	68	95	100
Malindi	2.1561	88.80	Good	61	418	80	100	88	95	100
Molo	2.1608	88.698	Good	64	976	72	90	75	104	55
Naivasha	2.1623	88.665	Good	52	543	72	97	75	119	80
Kenol	2.1891	88.090	Good	76	1526	82	96	66	103	100
Kithimani	2.2014	87.826	Good	58	1566	73	95	80	103	60
Busia	2.2869	85.995	Good	49	735	78	77	74	103	60
Ngong	2.3068	85.568	Good	61	1560	70	97	58	104	80

2.10.3.1 Top Performing Magistrates' Courts Stations – Caseload Category between 3001 and 5000 Cases on Thematic Areas

a. Timely Case Resolution

Kenol and Milimani Family Law Courts recorded the highest performance in Timely Case Resolution with an average score of 76 per cent (Kenol had 93 per cent for criminal cases and 59 per cent for civil cases). Molo followed with an average score of 64 per cent concluded within stipulated timelines while Machakos and Ngong' Law Courts each attained 61 per cent in this thematic area. On average, 15 stations, representing 88 per cent of the total in this category, achieved performance scores of above 50 per cent in Timely Case Resolution.

b. Case Clearance Rate

The stations in this category recorded an average CCR of 110 per cent. A total of 14 courts, representing 88 per cent, achieved a CCR of above 100 per cent. Kisumu Magistrates' Court recorded the highest CCR at 141 per cent, comprising 110 per cent in criminal cases, 216 per cent in civil cases and 98 per cent in Traffic cases. Milimani Family and Divorce Magistrates' Court followed with an overall CCR of 127 per cent while Mavoko ranked third with a CCR of 126 per cent.

c. Court Productivity

Four stations, representing 25 per cent**,** exceeded the minimum merit productivity target of 220 cases. Seven courts, representing 44 per cent**,** recorded productivity levels ranging between 100 and 220 cases, while three courts registered achievements below 100 cases.

Kandara Law Courts emerged as the top performer with an overall productivity of 1,604 cases**,** comprising 475 merit cases and 1,129 other productivity cases**.** Kithimani ranked second with 1,566 cases (283 merit and 1,283 other productivity), followed closely by Ngong with 1,566 cases**,** comprising 189 merit cases and 1,371 other productivity cases**.**

d. Case Management and Judicial Efficiency

Eight courts, representing 50 per cent, attained scores of 75 per cent and above, while eight others recorded scores ranging between 58 and 75 per cent. Milimani Family and Divorce Magistrates' Courts emerged as the top performer with an overall score of 86 per cent, comprising 77 per cent in rendering judgements and rulings as scheduled and 94 per cent in delivering judgments within 60 days of conclusion of hearing. Kisumu ranked second with 84 per cent (81 per cent for judgements and rulings delivered as scheduled and 87 per cent for judgments within 60 days). Bungoma and Nyeri Magistrates' Courts were third as both achieved a score of 83 per cent - Bungoma achieved 77 per cent on judgements and rulings as scheduled and 88 per cent in delivering judgments within 60 days of conclusion of hearing. Nyeri achieved 81 per cent on judgements and rulings as scheduled and 84 per cent in delivering judgments within 60 days of conclusion of hearing.

e. Promotion of AJS Initiatives

Six stations in this category implemented all the initiatives in this perspective. These courts were Milimani Family, Kisumu, Bungoma, Meru, Nyeri, Narok, and Kenol Magistrates' Courts.

f. Registry and Documentation Efficiency

The stations in this category recorded an average performance score of 92 per cent under this thematic area. Milimani Family, Kisumu, and Malindi Magistrates' Courts each attained a score of 100 per cent, comprising 100 per cent each in Court File Integrity and Court Returns. Nyeri followed with a score of 99 per cent (100 per cent in Court File Integrity and 96 per cent in Court Returns), while Nakuru and Ngong Courts each recorded 98 per cent.

g. Court Administration

On average, stations within this category recorded a performance score of 72 per cent in this thematic area. Milimani Family emerged as the top performer with a score of 97 per cent, comprising 100 per cent, in both Trial Date Certainty and Timely Submission of Court Proceedings for Appealed Matters, and 100 per cent in Stakeholder Engagement. Malindi followed with a performance score of 88 per cent, made up of 81 per cent in Trial Date Certainty, 82 per cent in Timely Submission of Court Proceedings for Appealed Matters, and 100 per cent in Stakeholder Engagement. Kisumu attained an average score of 82 per cent.

h. Case Backlog reduction

The stations in this category recorded an average backlog reduction of 112 cases per Judicial Officer. A total of 13 courts, representing 81 per cent, achieved a reduction in case backlog during the reporting period. Kandara Magistrates' Court registered the highest reduction of 380 backlog cases per Judicial Officer. Milimani Family followed with an average reduction of 215 cases per Judicial Officer, while Busia Magistrates' Court recorded a reduction of 196 cases per Judicial Officer. The detailed performance on backlog reduction is presented in Table 44.

Table 44: Backlog Reduction Caseload Category between 3,001 to 5,000 Cases

Magistrates' Court	Case Backlog (FY2023-24)	Case Backlog (FY2024-25)	Backlog reduction	% Backlog change	Number of JOs	Backlog reduction per Judicial Officer
Kandara	2,040	1,280	760	-37	2	380
Milimani Family	1,067	210	857	-80	4	215
Busia	2,213	1,235	978	-44	5	196
Ngong	883	308	575	-65	3	192
Kisumu	2,058	371	1,687	-82	10	169
Naivasha	2,286	768	1,518	-66	9	169
Bungoma	2,215	1,326	889	-40	7	127
Meru	1,745	952	793	-45	7	114
Malindi	924	303	621	-67	7	89
Machakos	848	425	423	-50	7	61

2.10.4 Performance of Magistrates' Courts - Caseload Category between 2001 and 3000 Filed Cases.

There were 29 stations in the caseload category between 2001 and 3000 Cases. These comprised of Bomet, Butali, Chuka, Embu, Gatundu, Kajiado, Kangundo, Kapsabet, Keroka, Kerugoya, Kilifi, Limuru, Makindu, Maseno, Maua, Migori, Mumias, Muranga, Nanyuki, Nkubu, Nyahururu, Nyando, Ogembo, Oyugis, Siaya, Tigania, Vihiga, Webuye, and Winam Magistrates' Courts.

Evaluation results indicated that, 28 courts representing 97 per cent were rated "Good". Additionally, one court attained a grade of "Fair". The distribution of these performance grades is summarized in Figure 23.

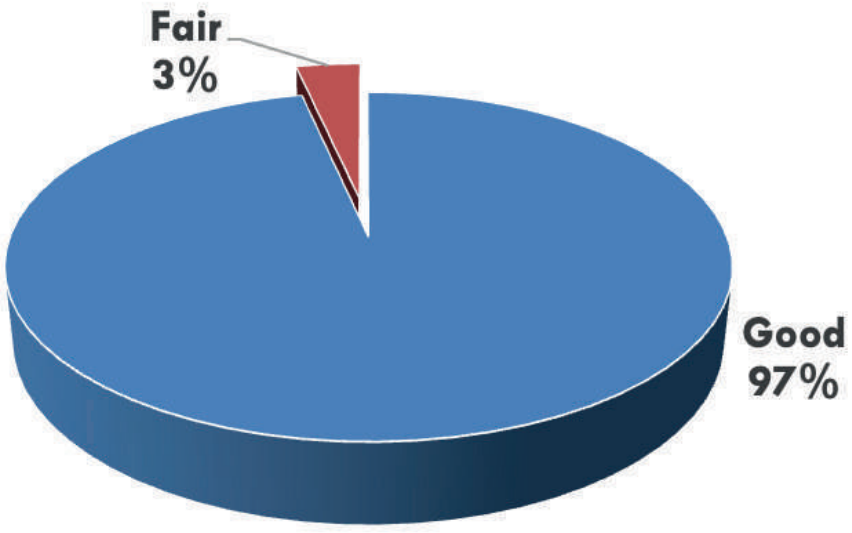


Figure 22: Performance Grades of Magistrates' Courts with Caseload Category between 2001 and 3000 Filed Cases

Gatundu Magistrates' Court emerged the best-performing court in this category attaining a composite score of 1.9996, a Good performance grade, and an overall performance score of 92.51 per cent. Vihiga and Mumias Magistrates' Courts achieved composite scores of 2.0599 and 2.0961, respectively. Table 45 presents the list of the top 10 courts within this category, together with the overall composite and performance scores in various thematic areas.

Table 45: Top 10 Performing Magistrates' Courts– Caseload Category between 2001 and 3000 Cases

Magistrates' Court	Composite Score	Performance Score (%)	Performance Grade	Timely Case Resolution	Court Productivity	Case Management & Judicial Efficiency	Registry Operations/ Efficiency	Court Administration	Performance on CCR	Performance on ADR
Gatundu	1.9996	92.51	Good	66	1405	87	84	84	110	60
Vihiga	2.0599	91.00	Good	58	1141	82	80	77	119	80
Mumias	2.0961	90.10	Good	68	799	78	94	89	98	100
Siaya	2.1722	88.45	Good	63	877	75	93	66	114	80
Limuru	2.1731	88.43	Good	52	890	61	84	71	98	80
Kerugoya	2.1775	88.34	Good	68	733	74	95	90	112	100
Winam	2.1928	88.01	Good	78	1107	86	80	75	82	100
Nkubu	2.2040	87.77	Good	60	1223	75	99	87	102	100
Oyugis	2.2228	87.37	Good	54	1041	87	98	90	93	100
Kilifi	2.2238	87.35	Good	53	1235	90	90	73	99	100

2.10.4.1 Top Performing Magistrates' Courts – Caseload Category between 2001 and 3000 Cases on Thematic Areas

a. Timely Case Resolution

Tigania Magistrates' Courts recorded the highest performance on Timely Case Resolution with an average score of 83 per cent, comprising 94 per cent for criminal cases and 72 per cent for civil cases concluded within the set timelines of 360 days. Winam Law Courts followed with an average score of 78 per cent, while Machakos and Ngong' Law Courts each attained 72 per cent in this thematic area.

b. Case Clearance Rate

The courts in this category recorded an average Case Clearance Rate (CCR) of 110 per cent. Butali Magistrates' Court attained the highest CCR at 138 per cent, comprising 120 per cent in criminal cases, 181 per cent in civil cases, and 114 per cent in traffic matters. Nyahururu Magistrates' Court followed with a CCR of 126 per cent, made up of 112 per cent in criminal cases, 162 per cent in civil cases, and 103 per cent in traffic matters. Chuka (107 per cent in criminal, 159 per cent in civil, and 95 per cent in traffic) and Ogembo Magistrates' Court (104 per cent in criminal, 96 per cent in civil, and 160 per cent in traffic) each recorded an overall CCR of 120 per cent. Additionally, 15 courts, representing 52 per cent, attained a CCR of above 100 per cent during the reporting period.

c. Court Productivity

The evaluation results indicated that six courts, representing 21 per cent**,** exceeded the minimum merit productivity target of 220 cases while 10 courts, representing 34 per cent**,** recorded productivity levels ranging between 100 and 220 cases. However, 13 courts registered achievements below 100 cases.

Maseno Magistrates' Courts was the top performer with an overall productivity of 1,696 cases**,** comprising 187 merit cases and 1,509 other productivity cases**.** Ogembo ranked second with 1,548 cases (210 merit and 1,338 other productivity), while Kapsabet with 1,517 cases**,** comprising 168 merit cases and 1,349 other productivity cases emerged third.

d. Case Management and Judicial Efficiency

Thirteen courts, representing 45 per cent, attained scores of above 75 per cent, while 16 courts recorded scores ranging between 61 and 75 per cent.

Nyando and Webuye Magistrates' Courts emerged as the top performers, each attaining a score of 91 per cent, comprising 91 per cent in rendering judgements and rulings as scheduled and 90 per cent in delivering judgments on time. Kilifi ranked third with a score of 90 per cent, made up of 91 per cent for judgements and rulings as scheduled and 88 per cent for judgments within 60 days.

e. Promotion of AJS Initiatives

Ten courts in this category implemented all the initiatives in this perspective. These courts were Nyando, Oyugis, Bomet, Maseno, Embu, Mumias, Nyahururu, Nanyuki, Kerugoya, and Chuka.

f. Registry and Documentation Efficiency

The courts in this category recorded an average performance score of 90 per cent under this thematic area. Embu Magistrates' Courts emerged the best as it attained a score of 100 per cent, comprising 100 and 99 per cent for Court File Integrity and Timely Court Returns, respectively. Oyugis followed with a score of 98 per cent (95 per cent in Court File Integrity and 100 per cent in Court Returns), while Keroka Courts recorded an average of 97 per cent.

g. Court Administration

Courts within this category recorded an average performance score of 75 per cent in this thematic area. Maua and Embu emerged as the top performers, each attaining an average score of 98 per cent. Maua recorded 100 per cent in Trial Date Certainty and Stakeholder Engagement, and 98 per cent in Timely Submission of Court Proceedings for Appealed Matters. Embu achieved 100 per cent in Trial Date Certainty and Stakeholder Engagement, and 94 per cent in Timely Submission of Court Proceedings for Appealed Matters. Kangundo followed with a performance score of 96 per cent, comprising 89 per cent in Trial Date Certainty and 100 per cent in both Timely Submission of Court Proceedings for Appealed Matters and Stakeholder Engagement.

h. Case Backlog reduction

The courts in this category recorded an average backlog reduction of 112 cases per Judicial Officer. A total of 26 courts, representing 90 per cent, achieved a reduction in case backlog during the reporting period. Ogembo Magistrates' Court registered the highest reduction in backlog per Judicial Officer of 423 cases while Vihiga achieved 387 cases per Judicial Officer. Maseno Magistrates' Court recorded 303 cases per Judicial Officer. A detailed performance of the top 10 courts on backlog reduction is presented in Table 46.

Table 46: Backlog Reduction Caseload Category between 2001 to 3000 Cases

Magistrates' Court	Case Backlog (FY2023-24)	Case Backlog (FY2024-25)	Backlog reduction	% Backlog change	Number of JOs	Backlog reduction per Judicial Officer
Ogembo	1,278	432	846	-66	2	423
Vihiga	1,642	481	1,161	-71	3	387
Maseno	666	363	303	-45	1	303
Webuye	904	429	475	-53	2	238
Muranga	2,817	1,696	1,121	-40	5	225
Kapsabet	939	534	405	-43	2	203
Chuka	908	147	761	-84	4	191

Magistrates' Court	Case Backlog (FY2023-24)	Case Backlog (FY2024-25)	Backlog reduction	% Backlog change	Number of JOs	Backlog reduction per Judicial Officer
Nyahururu	1,631	561	1,070	-66	6	179
Nyando	1,623	1,282	341	-21	2	171
Kerugoya	740	90	650	-88	4	163

2.10.5 Performance of Magistrates' Courts - Caseload Category from 1000 to 2000 Filed Cases

During the review period, there were 37 magistrates' courts stations with caseload ranging from 1,001 and 2,000. The evaluation results indicate that four of these courts, accounting for 11 per cent, achieved "Very Good", 32 courts (86%) attained "Good" while one court was rated as "Fair". This is illustrated in Figure 24.

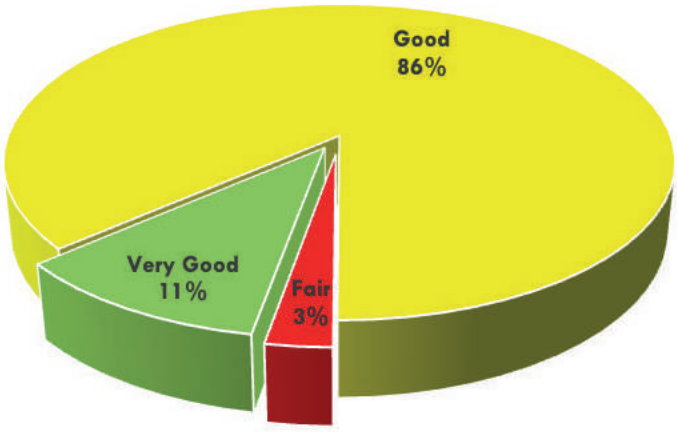


Figure 23: Overall Performance - Caseload Category between 1001 and 2000 cases

Rongo Law Courts emerged the best-performing court in this category, achieving a composite score of 1.8418 and a performance score of 96.46 per cent and a performance grade of "Very Good". Ol Kalou (with performance score of 95.61 per cent) and Runyenjes Law Courts (with performance score of 95.53 per cent) were second and third respectively, both achieving a performance grade of Very Good. The performance of the stations in this category including performance in key thematic areas, is presented in Table 47.

Table 47: Top Performing Courts in the case category of 1000 to 2000 cases

Station	Composite Score	Performance Score (%)	Performance Grade	Timely Case Resolution	Court Productivity	Case Management & Judicial Efficiency	Registry Operations/ Efficiency	Court Administration	Performance on CCR	Performance on ADR
Rongo	1.8418	96.46	Very Good	61	848	85	99	92	119	80
Ol Kalou	1.8754	95.61	Very Good	83	826	93	100	90	112	100

Station	Composite Score	Performance Score (%)	Performance Grade	Timely Case Resolution	Court Productivity	Case Management & Judicial Efficiency	Registry Operations/ Efficiency	Court Administration	Performance on CCR	Performance on ADR
Runyenjes	1.8787	95.53	Very Good	80	634	90	100	100	98	100
Isiolo	1.8886	95.28	Very Good	64	733	95	100	79	145	100
Gichugu	1.9567	93.58	Good	48	714	82	98	96	135	95
Voi	1.9623	93.44	Good	63	865	78	98	86	106	100
Kilungu	1.9806	92.98	Good	59	1082	80	93	77	136	80
Baricho	1.9876	92.81	Good	66	1005	82	82	96	104	30
Garissa	2.0048	92.38	Good	63	379	64	93	90	110	100
Kabarnet	2.0096	92.26	Good	70	572	89	92	78	108	100

2.10.5.1 Top Performing Magistrates' Courts- Caseload Category from 1000 to 2000 Cases on Thematic Areas

a. Timely Case Resolution

In this category, the average performance of the courts under the thematic area of timely case resolution was 64 per cent. Ol Kalou Magistrates' Courts had the highest case resolution within timelines at 83 per cent (comprising 86 in criminal and 80 per cent civil cases determinations) followed by Runyenjes with an average of 80 per cent, comprising 95 per cent in criminal and 64 per cent in civil cases determination within 360 days of filing.

b. Case Clearance Rates

The average CCR for courts in this category was 110 per cent. Courts in this category achieved an average CCR of 105 per cent in criminal cases, 122 per cent in civil cases and 100 per cent in traffic cases. Isiolo achieved the highest overall CCR of 145 per cent, comprising 112 per cent, 215 and 109 per cent in Criminal, Civil, and Traffic cases, respectively. Kilungu and Kilgoris stations both achieved an average of 136 per cent, while Gichugu had 135 per cent.

c. Court Productivity

The average productivity for courts in this category was 752 cases per judicial officer. Average merit productivity was 150 cases per judicial officer while the average for other productivity was 602 cases. Hamisi magistrate court was the best in this indicator with an overall productivity of 1,620, which comprised of a merit productivity of 98 and other productivity of 1,522 cases. In terms of merit productivity, Kilungu Law Courts led with a merit productivity of 259 cases per judicial officer.

d. Case Management and Judicial Efficiency

Magistrates' courts in this category recorded an average performance of 82 per cent in case management and judicial efficiency. Isiolo led this category, achieving an overall score of 95 per cent. The court was able to deliver all its judgments and rulings within 60 days and 90 per cent of them when first-scheduled. Ol Kalou followed with an overall performance score of 93 per cent, delivering 95 percent of its judgments and rulings within 60 days while 90 per cent were delivered when first scheduled.

e. Promotion of AJS/ADR/ Mediation

The average performance of courts in this category was 84 per cent in the thematic area of promoting AJS/ADR. Seventeen out of the 37 courts achieved a score of 100 per cent indicating that the courts implemented all the planned activities. These courts included Bondo, Eldama Ravine, Garissa, Githunguri, Homabay, Isiolo Kabarnet, Kapenguria, Karatina, Kwale, Mariakani, Marimanti, Ol Kalou, Runjyenjes, Siakago, Tononoka. Two courts had a score of 95 per cent, while nine courts attained 80 per cent. It should be noted that nine courts recorded a score of 60 per cent or less.

f. Registry and Documentation Efficiency

The average registry and documentation efficiency score for stations in this category was 94 per cent. Nine courts in this category attained an average score of 100 per cent, whereas 76 per cent of the stations, achieved a score of over 90. Nine courts achieved a score ranging between 79 and 89 per cent.

Isiolo, Karatina, Kwale, Mariakani, Runyenjes, Tononoka and Voi each attained 100 per cent, in registry manual procedures, maintaining and updating registers, and updating of events in the case tracking system to emerge as best performers. Nyamira and Ol Kalou followed with 99.5 per cent each, while Rongo, Siakago, Sotik, Hamisi and Wanguru, each scored 99 per cent.

g. Court Administration

The average Court Administration score was 82 per cent across courts in this category. Runyenjes was the top performer in this thematic area with an achievement of 100 per cent in trials/hearings held when first listed, submission of court proceedings for appealed matters within 60 days, and stakeholder engagement. Bondo had an overall score of 97 per cent only falling short in Trial Date Certainty with 95 per cent, while Baricho, Gichugu and Siakago, each attained an overall score 96 per cent.

h. Case Backlog reduction

Out of the 37 courts in this category, 35 of them managed to reduce case backlog. Kilgoris recorded the highest reduction in backlog per judicial officer with 322 cases. This was followed by Hamisi and Karatina with 230 and 228 cases per judicial officer, respectively. Table 48 illustrates the reduction in backlog per judicial officer in the respective courts

Table 48: Best Performing Courts, Reduction of Backlog -Caseload Category from 1001 to 2000 cases

Magistrates' Court	Case Backlog (FY2023-24)	Case Backlog (FY2024-25)	Backlog reduction	% Backlog change	Number of Jos	Backlog reduction per Judicial Officer
Kilgoris	850	206	644	-76	2	322
Hamisi	713	483	230	-32	1	230
Karatina	742	287	455	-61	2	228
Ukwala	547	110	437	-80	2	219

Magistrates' Court	Case Backlog (FY2023-24)	Case Backlog (FY2024-25)	Backlog reduction	% Backlog change	Number of Jos	Backlog reduction per Judicial Officer
Tononoka	582	188	394	-68	2	197
Githunguri	464	70	394	-85	2	197
Kwale	1731	1146	585	-34	3	195
Gichugu	406	75	331	-82	2	166
Baricho	1066	768	298	-28	2	149
Voi	481	206	275	-57	2	138

2.10.6 Performance of Magistrates' Courts - Caseload Category of less than 1000 Filed Cases

During the review period, there were 33 magistrates' court stations with caseload of less than 1,000 cases.

The evaluation results indicate that eight of these courts, accounting for 24 per cent, achieved "Very Good", while 25 courts (76 per cent) attained an overall performance grade of "Good". This is illustrated in Figure 25.

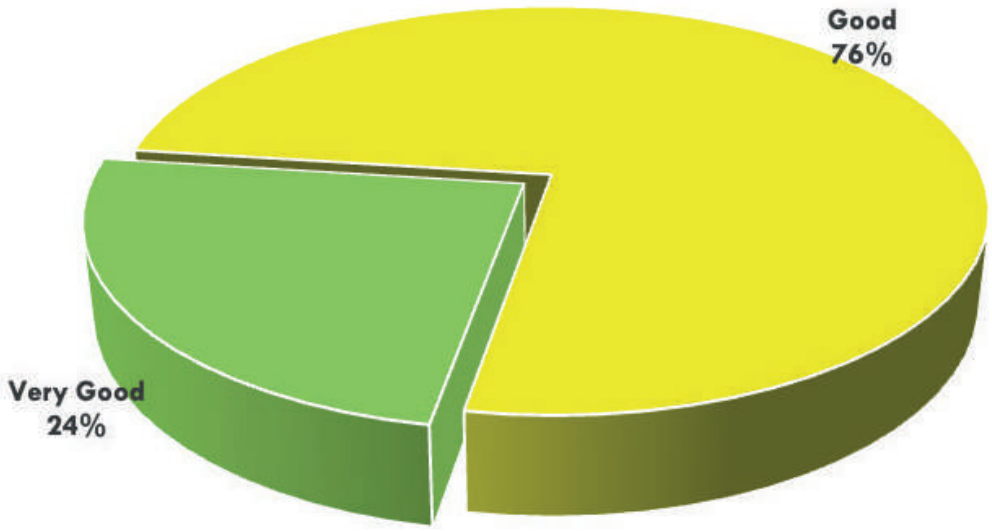


Figure 24: Overall Performance - Caseload Category of less than 1,000 cases

Kaloleni Law Courts emerged the best-performing court in this category, achieving a composite score of 1.6431 and a performance score of 99.95 per cent and a performance grade of "Very Good". Mandera and Loitokitok Law Courts were second and third with a performance score of 98.90 and 98.49 per cent, respectively. The performance of the top courts in this category including performance in key thematic areas, is presented in Table 49.

Table 49: Top Performing Courts in the case category of less than 1000 cases.

Court	Composite Score	Performance Score (%)	Performance Grade	Timely Case Resolution	Court Productivity	Case Management & Judicial Efficiency	Registry Operations/Efficiency	Court Administration	Performance on CCR	Performance on ADR
Kaloleni	1.7021	99.95	Very Good	86	507	96	100	99	106	100
Mandera	1.7439	98.90	Very Good	87	382	91	95	92	105	100
Loitoktok	1.7603	98.49	Very Good	92	442	94	100	91	96	100
Wajir	1.8195	97.01	Very Good	77	386	93	97	93	109	100
Hola	1.7460	96.66	Very Good	76	455	88	95	95	147	100
Lamu	1.7660	96.51	Very Good	90	285	97	100	94	115	100
Tawa	1.7810	96.39	Very Good	65	432	79	100	97	100	100
Ndhiwa	1.9351	94.12	Very Good	55	566	98	97	87	121	100
Mpeketoni	1.9552	93.62	Good	76	203	88	97	74	115	100
Madiany	1.9635	93.41	Good	91	524	84	91	87	104	100

2.10.6.1 Top Performing Magistrates' Courts- Caseload Category of less than 1000 Cases on Thematic Areas

a. Timely Case Resolution

In this category, the average performance of the courts under the thematic area was 74 per cent. The average score for resolution of criminal and civil cases within one year of filing stood at 88 and 60 per cent, respectively.

Moiben had the highest score in case resolution timelines at 100 per cent, followed by Kakuma, Loitoktok and Madiany with an average of 96, 92 and 91 per cent, respectively.

b. Case Clearance Rates

The average CCR for courts in this category was 107 per cent. Courts in this category achieved an average CCR of 102 per cent in criminal cases, 119 per cent in civil cases and 102 per cent in traffic cases. Kigumo achieved the highest overall case clearance rate of 190 per cent, comprising 162 per cent, 250 and 159 per cent in Criminal, Civil, and Traffic cases, respectively. Hola and Marsabit Law Courts were the next top achievers in this category with an overall case clearance rate of 147 and 138 per cent, respectively.

c. Court Productivity

The average productivity for courts in this category was 405 cases per judicial officer. The average merit productivity for courts in this category was 98 cases while the average other productivity was 306. Port Victoria with overall productivity of 936 cases comprised of merit productivity of 210 cases and other productivity of 726 cases was the top court in this category. Kigumo with 779 cases and Mbita with 653 cases complete the list of the top three courts in the category of courts which a had a caseload of less than 1000 cases.

d. Case Management and Judicial Efficiency

Magistrates' courts in this category recorded an average performance of 84 per cent in case management and judicial efficiency. The average score for delivery of rulings and judgments within timelines of 60 days from conclusion of hearing

was 88 per cent, while the delivery of rulings and judgments when first scheduled, was 79 per cent. Nine of the 33 courts in this category achieved an overall score of 90 per cent and above.

Ndhiwa led courts in this category achieving an overall score of 98 per cent. The court delivered 98 per cent of its judgments and rulings within 60 days. Ninety-seven per cent of them were delivered when first-scheduled. Lamu followed with an overall performance score of 97 per cent, delivering 99 percent of its judgments and rulings within the stipulated timeframe, with 95 per cent being delivered when first scheduled.

e. AJS Initiatives

The average performance of courts in this category was 91 per cent in the thematic area. Twenty-two out of the 33 courts in this category achieved a score of 100 per cent. Most courts generally performed well in this indicator, with 94 per cent attaining a score of 80 per cent and above.

f. Registry and Documentation Efficiency

The average registry and documentation efficiency score for courts in this category was 95 per cent. Nine courts in this category attained an average score of 100 per cent, while four courts achieved an average of 99 per cent.

Garsen, Kaloleni, Loitoktok, Marsabit, Msambweni and Othaya each attained 100 per cent, in registry manual procedures, maintaining and updating registers, and updating of events in the case tracking system to emerge as best performers. Lamu, Tawa and Tinderet followed with an overall score of 100 per cent each scoring 100 per cent each in court file integrity but 99 per cent on timely submission of accurate returns. All courts in this category had an average score of 80 per cent and above.

g. Court Administration

The average performance score on Court Administration was 83 per cent across courts in this category. Marsabit and Wundanyi were joint top performers in this thematic area with an achievement of 100 per cent in trials/hearings held when first listed, submission of court proceedings for appealed matters within 60 days, and stakeholder engagement. Kaloleni had an overall score of 99 per cent only falling short in trial date certainty with 97 per cent, while Othaya and Tawa each attained an overall score 97 per cent.

h. Case Backlog reduction

Twenty-nine out of the 33 courts in this category managed to reduce case backlog. Kigumo recorded the highest backlog reduction with 261 cases per judicial officer. This was followed by Hola and Wundanyi with 90 and 84 cases per judicial officer, respectively. Table 50 illustrates the reduction in backlog per judicial officer in the respective courts.

Table 50: Best Performing Courts, Backlog Reduction-Caseload Category of less than 1000 cases

Magistrates' Court	Case Backlog (FY2023-24)	Case Backlog (FY2024-25)	Backlog reduction	% Backlog change	Number of Jos	Backlog reduction per Judicial Officer
Kigumo	782	261	521	-67	2	261
Hola	186	96	90	-48	1	90
Wundanyi	370	286	84	-23	1	84
Othaya	200	34	166	-83	2	83
Tawa	360	233	127	-35	2	64
Kaloleni	133	7	126	-95	2	63

Magistrates' Court	Case Backlog (FY2023-24)	Case Backlog (FY2024-25)	Backlog reduction	% Backlog change	Number of Jos	Backlog reduction per Judicial Officer
Githongo	298	184	114	-38	2	57
Mbita	521	477	44	-8	1	44
Marsabit	294	211	83	-28	2	42
Ndhiwa	271	189	82	-30	2	41
Mutomo	357	282	75	-21	2	38

2.10.7 Performance of Magistrates' Courts handling Criminal Cases only

During the review period, there were nine magistrates' courts handling criminal cases only. These were Dagoretti, JKIA, Kahawa, Nairobi City Court, Kibera, Makadara, Milimani Anti-Corruption, Milimani Criminal and Shanzu stations.

The evaluation results indicated that two of these courts, accounting for 25 per cent, achieved "Very Good", while seven courts (75%) attained an overall performance grade of "Good". This is illustrated in Figure 26.

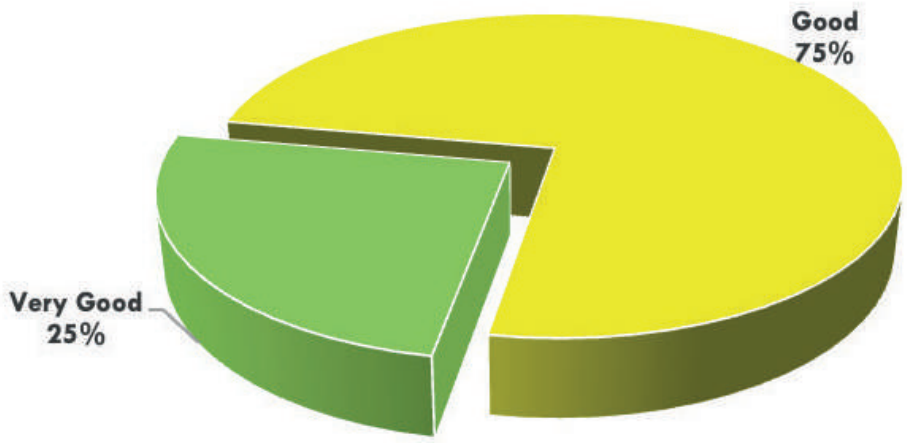


Figure 25: Overall Performance – Courts Handling Criminal Cases Only

Milimani Anti-Corruption emerged the best-performing court in this category, achieving a composite score of 1.4652 and a performance score of 98.76 per cent and a performance grade of "Very Good". Milimani Criminal Court came second with a performance score of 96.69 and a performance grade of "Very Good". The performance of the top courts in this category including performance in Key Thematic Areas, is presented in Table 51.

Table 51: Performance of Courts Handling Criminal Cases only

Court	Composite Score	Performance Score (%)	Performance Grade	Timely Case Resolution	Court Productivity	Case Management & Judicial Efficiency	Registry Operations/Efficiency	Court Administration	Performance on CCR	Performance on ADR
Milimani Anti-Corruption	1.4650	98.76	Very Good	98	413	79	100	97	98	100
Milimani Criminal	1.7420	96.69	Very Good	98	1840	66	100	89	101	100
Kahawa	1.9601	93.50	Good	94	377	86	100	88	97	100
Kibera	2.0291	91.77	Good	78	599	79	100	70	115	100
JKIA	2.0786	90.54	Good	89	199	86	100	88	90	100
Dagoretti	2.1179	89.62	Good	100	616	60	99	85	55	100
Nairobi City Court	2.2215	87.39	Good	100	1664	90	95	100	89	25
Makadara	2.3489	84.67	Good	68	820	76	95	54	87	100
Shanzu	2.3796	84.01	Good	63	1071	81	81	53	98	90

2.10.7.1 Top Performing Magistrates' Courts Handling Criminal Cases only on Key Thematic Areas

a. Timely Case Resolution

The average performance of the courts under this thematic area was 86 per cent. Dagoretti Magistrate court achieved the highest score in case resolution timelines for criminal cases at 100 per cent, followed by Milimani Anti-Corruption and Milimani Chief Magistrate Court each with an achievement of 98 per cent.

b. Case Clearance Rates

The average case clearance rate for criminal cases for courts in this category was 94 per cent. Kibera Magistrate Court led with an achievement of 124 per cent. Milimani Chief Magistrates Court and Shanzu tied at 102 per cent, while Milimani Anti-Corruption, Kahawa and Makadara with 98, 97 and 92 per cent respectively, complete the list of courts that scored above 90 per cent.

c. Court Productivity

The productivity for courts in this category was 844 cases per judicial officer. The average merit productivity for courts in this category was 107 rulings and judgments while the average for other productivity was 710 cases. Milimani Chief Magistrates topped with an overall productivity of 1,840 which was comprised of 100 "merit productivity" and 1,740 other productivity. Makadara Magistrate Court was second with a productivity of 1,664 which was made of 82 merit productivity and 1,582 other productivity. Nairobi completed the list of the top three courts in this thematic area with an overall productivity of 1,071 cases, that comprised of 17 merit productivity and 1,064 other productivity.

d. Case Management and Judicial Efficiency

Magistrates' courts in this category recorded an average performance of 76 per cent in case management and judicial efficiency. The average score for delivery of rulings and judgments within timelines was 80 per cent while the delivery of rulings and judgments when first scheduled was 73 per cent.

Nairobi City Court was the best in this thematic area with an average score of 95 per cent. The court was to deliver 100 per cent of its rulings and judgments within the stipulated timeline of 60 days and 90 per cent were delivered when first scheduled for delivery. JKIA and Kahawa Magistrate Courts tied in second with an overall achievement of 86 per cent. JKIA was able to deliver 90 per cent of its rulings and judgments within the stipulated timeline of 60 days. Eighty-two per cent were delivered when first scheduled for delivery while Kahawa was able to deliver 93 per cent of its rulings and judgments within the stipulated timeline of 60 days, and 78 per cent were delivered when first scheduled for delivery

e. Promotion of AJS/ADR/ Mediation

The average achievement for courts in this category was 99 per cent. Seven of the eight courts in this category achieved a score of 100 per cent with only one scoring 90 per cent.

f. Registry and Documentation Efficiency

The average registry and documentation efficiency score for courts in this category was 97 per cent. Four courts in this category attained an average score of 100 per cent. Milimani Anti-Corruption, Milimani Chief Magistrates, Kibera and JKIA each attained 100 per cent, in registry manual procedures, maintaining and updating registers, and updating of events in the case tracking system to emerge as best performers. Kahawa and Dagoretti each scored an average of 99 per cent, whereas Makadara and Shanzu attained an average of 95 and 81 per cent, respectively.

g. Court Administration

The average court administration score was 78 per cent across courts in this category. Nairobi City Court was the top performer in this thematic area with an average achievement of 100 per cent. The court achieved 100 per cent in trials/ hearings held when first listed, 100 per cent in submission of court proceedings for appealed matters within 60 days, and stakeholder engagement.

h. Case Backlog reduction

Five courts accounting for 63 per cent in this category managed to reduce their backlog. Shanzu Magistrate Court recorded the highest backlog reduction with 79 cases per judicial officer. This was followed by Kibera with 70 and Milimani Chief Magistrates Court with 42 backlog cases per judicial officer. This is as illustrated in Table 52.

Table 52: Backlog Reduction- Magistrates' Courts handling Criminal cases only

Magistrates' Court	Backlog June 24	Backlog June 25	Reduction in Backlog	% Backlog change	Number of Judicial Officers	Reduction in Backlog per Judicial Officer
Shanzu	1,365	1,129	236	-17	3	79
Kibera	1,955	1,321	634	-32	9	70
Milimani Criminal	3,961	3,580	381	-10	9	42
Makadara	3,022	2,697	325	-11	9	36
Milimani Anti-Corruption	132	107	25	-19	4	6

NB. *The other Criminal Courts that are not in the table above increased the case backlog*

2.10.8 Performance of Magistrates' Courts Handling Children Cases only

There were only two courts that handle children's cases exclusively, this being Milimani Children's Court and Tononoka Children's Court.

Both these courts achieved an overall performance grade of "Very Good", whereas Tononoka was the better Court with a performance score of 95.29 per cent, as Milimani Children's Court achieved 95.12 per cent. Table 53 shows the performance of these courts across various thematic areas.

Table 53: Performance of courts handling children cases only

Children's Court	Overall Composite Score	Overall Performance Score	Overall Performance Grade	Timely Res	Productivity	CCR	% Change in Backlog	Case Mgt	Reg & Doc	Ct Admin	AJS
Tononoka	1.9279	95.29	Very Good	87	340	134	-68	87	100	95	100
Milimani	1.9460	95.12	Very Good	78	331	116	-53	81.5	95	82	100

2.10.8.1 Performance of Magistrates' Courts Handling Children Cases only on Key Thematic Areas

a. Timely Case Resolution

The average performance of the courts under this thematic area was 83 per cent. Tononoka achieved a score of 87 per cent while Milimani Children's Court achieved 78 per cent.

b. Case Clearance Rates

The average case clearance rate for Children cases for courts in this category was 125 per cent. Tononoka Children's Court achieved 134 per cent, while Milimani Children's Court, 116 per cent

c. Court Productivity

The average productivity for the two courts in this category was 670 cases per judicial officer. Tononoka Children Court had an overall productivity of 679 which comprised of 111 merit productivity and 568 other productivity. Milimani Children's Court had a productivity of 661which comprised of 225 merit productivity and 436 other productivity.

d. Case Management and Judicial Efficiency

The courts in this category recorded an average performance of 84 per cent in case management and judicial efficiency. Tononoka Children's Courts had an overall achievement of 87 per cent. Tononoka delivered 89 per cent of its rulings and judgments within the stipulated timeline of 60 days. Eight-five per cent were delivered when first scheduled for delivery. Milimani Children's Court delivered 78 per cent of rulings and judgments within the timelines and 85 per cent of the rulings and judgments were delivered when first scheduled for delivery.

e. Promotion of AJS/ADR/ Mediation

Both courts fully met the criteria for this indicator, achieving a score of 100 per cent.

f. Registry and Documentation Efficiency

The average registry and documentation efficiency score for the two courts in this category was 98 per cent. The average score for court file integrity was 95 per cent while the overall score for timely submission and accurate returns was 100 per cent.

Tononoka attained an overall score of 100 per cent, scoring 100 per cent in registry manual procedures, maintaining and updating registers, and updating of events in the case tracking system. Milimani Children's Court had an overall achievement of 95 per cent, scoring 90 per cent in registry manual procedures, maintaining and updating registers, and 100 per cent in updating of events in the case tracking system.

g. Court Administration

The average score in Court Administration for the two courts in this category was 88 per cent. Tononoka had an overall score of 95 while Milimani Children's court averaged 82 per cent. Whereas the average Trial Date Certainty was 73 per cent, individually Tononoka and Milimani Childrens' achieved 85 and 60 per cent, respectively. In addition, Tononoka submitted all records for appeal on time whereas Milimani Children submitted 85 per cent of those records within 60 days. Both courts satisfactorily held all their stakeholders' engagements as prescribed.

h. Case Backlog reduction

Milimani and Tononoka Children's courts both reduced their backlogs during the period under evaluation. Milimani Children's Court reduced on average, 298 backlog cases per judicial officer, culminating in a 53 per cent reduction in backlog, whereas Tononoka reduced by 197 backlog cases per judicial officer (68 per cent overall backlog reduction). This is shown in Table 54.

Table 54: Case Backlog reduction- Magistrates' Courts Handling Children cases only

Magistrates' Court	Backlog June 24	Backlog June 25	Reduction in Backlog	% Backlog change	Number of Judicial Officers	Reduction in Backlog per Judicial Officer
Milimani Children's	3381	1593	1,788	-53	6	298
Tononoka Children's	582	188	394	-68	2	197

2.11 SMALL CLAIMS COURT'S PERFORMANCE

The Small Claims Court (SCC) is established under Small Claims Court Act 2016 to provide a simple, quick and affordable way for individuals and businesses to resolve civil and commercial disputes valued at not more than Kshs1 million. The effectiveness of Small Claims Courts can be measured by factors such as case resolution speed, accessibility, affordability, and user satisfaction. Evaluating these aspects helps determine how well these courts achieve their goal of delivering fair and timely justice.

This section examines the key performance metrics of Small Claims Courts including hearing and determination of civil cases within 60 days of filing, delivery of judgments and rulings within three days of the final determination, trial date certainty, Case Clearance Rate, reduction of case backlog, and Judicial officers' productivity.

A total of 34 SCCs was evaluated in the period under review. The courts were categorized into three groups based on the number of filed cases as follows.

i. Small Claims Courts with over 1000 filed cases.
ii. Small Claims Courts with filed cases ranging from 400 to 1000 filed case.
iii. Small Claims Courts with filed cases ranging from 200 to 400 filed cases.
iv. Small Claims Courts with less than 200 filed cases.

2.11.1 Overall Performance for Small Claims Court

The overall performance of the Small Claims Courts was 82.34 per cent, with a composite score of 2.4616. Out of the 34 Small Claims Courts that were evaluated, 29 courts representing 85 per cent achieved "Good" performance grade, while five courts representing 15 per cent achieved "Fair". Figure 27 shows the overall performance for the SCC.

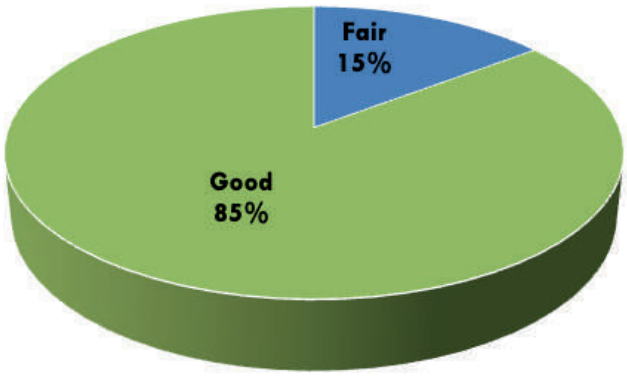


Figure 26: Overall Performance for the SCC.

2.11.2 Most improved Small Claims Court

The analysis compared the overall composite scores for the two consecutive cycles to establish the most improved court. From the analysis, Nyeri Small Claims Court recorded the highest improvement. The court had a composite score of 2.173 in the FY 2024/25 an improvement from 2.6344 attained in FY 2023/24. Generally, the court improved its composite score by 0.4614, which translated to 17 per cent improvement.

2.11.3 Performance of Small Claims Courts - Caseload Category above 1000 Filed Cases

There were 12 courts in this category. They included Kajiado, Machakos, Ruiru, Kisumu, Naivasha, Nakuru, Mombasa, Meru, Kakamega, Thika, Eldoret and Milimani. Eleven stations, representing 92 per cent achieved a performance grade of "Good" while 8 per cent, achieved Fair. Figure 28 shows the overall performance grades of the courts in this category.

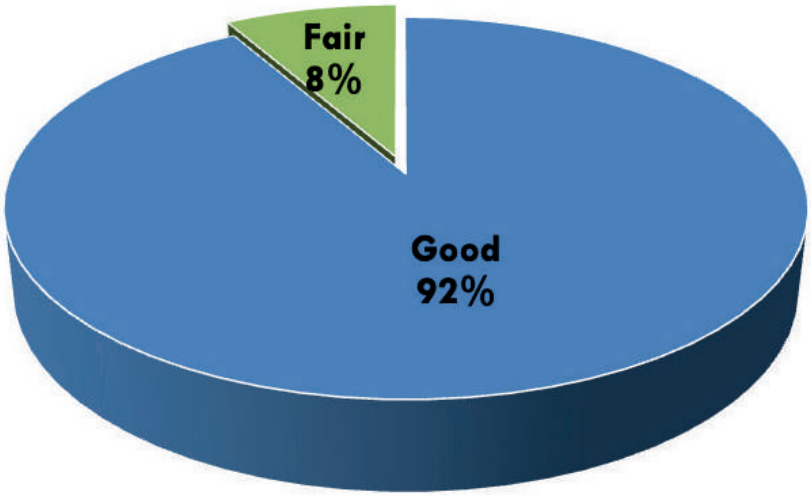


Figure 27: Overall Performance Small Claims Court - Category of above 1000 Filed Cases

The overall best performed Small Claims Court in this category was Machakos with a performance score of 90.74 per cent, a composite score of 2.0703, and a performance grade of "Good." Kisumu and Meru followed with composite scores of 2.1597 and 2.1839, respectively. The performance of SCC in this category is shown in Table 55.

Table 55: Performance of SCC - Case category above 1000 Filed Cases

Court Name	Composite Score	Performance Score	Performance Grade	Timely Resolutions	Productivity	Case Management & Judicial Efficiency	Implementation of AJS/ADR/CAM Initiatives	Registry Efficiency	Court Administration
Machakos	2.0703	90.74	Good	44	1162	41	100	99	88
Kisumu	2.1597	88.72	Good	54	2444	29	100	93	100
Meru	2.1839	88.20	Good	100	1223	36	100	100	49
Milimani	2.3229	85.22	Good	52	9897	26	100	100	93
Ruiru	2.3551	84.53	Good	52	1941	22	80	98	83
Naivasha	2.3678	84.26	Good	45	671	32	60	92	97
Thika	2.4747	81.97	Good	26	1914	30	80	79	96
Mombasa	2.5115	81.18	Good	58	781	33	80	99	85
Nakuru	2.7466	76.14	Good	35	1801	25	80	95	93
Kajiado	2.7630	75.80	Good	18	652	30	80	85	83
Eldoret	2.7800	75.43	Good	39	2403	34	100	95	80
Kakamega	3.0180	70.46	Fair	25	2184	14	100	75	91

2.11.3.1 Performance on Thematic Areas - Caseload Category above 1000 Filed Cases

a. Timely Case Resolutions

The average case resolution for courts in this category was 46 per cent. The evaluation of case resolution within 60 days revealed wide disparities among the 12 courts. Meru led all courts with a compliance rate of 100 per cent, demonstrating strong case management practices. Mombasa followed in second place at 57.5 per cent.

b. Court Productivity

The average productivity in this category was 2,256 cases. Milimani emerged as the most productive court by a wide margin, recording a total of 9,897 cases. This comprised 4,323 cases on merit productivity and 5,574 cases on other productivity, placing Milimani considerably ahead of the remaining courts and reflecting the high volume of cases handled at this station. Kisumu followed in second position with a total productivity of 2,444 cases, made up of 821 merit cases and 1,623 cases on other productivity. Eldoret came in third place with 2,403 cases, consisting of 481 merit cases and 1,922 cases on other productivity.

c. Case Clearance Rate (CCR)

The average CCR across these courts was 99.083 per cent, with moderate variation in performance. Meru with a CCR of 128 per cent was the best in this thematic area followed by Thika which achieved a CCR of 120.5 per cent, and Mombasa which attained a rate of 119 per cent emerged third.

d. Case Management and Judicial Efficiency

The average score for case management and judicial efficiency across the courts stood at 29.21 per cent. Machakos Small Claims Court recorded the highest average case management score at 41 per cent, driven by strong adherence to scheduled judgement delivery dates recorded at 82 per cent, However, a notable gap was observed in the timely delivery of judgments, as none of Machakos' judgments were delivered within three days of final determination. Meru and Eldoret followed with scores of 35.5 per cent and 34 per cent, respectively.

e. Promotion of AJS/ADR/Mediation

The average score on this thematic area across the courts stood at 88.33 per cent. Machakos, Kisumu, Meru, Milimani, Eldoret, and Kakamega Small Claims Courts achieved full implementation at 100 per cent. Kajiado, Mombasa, Nakuru, Ruiru, and Thika followed with a score of 80 per cent each, while Naivasha recorded the lowest score in this category at 60 per cent.

f. Registry and Documentation Efficiency

The average score on registry performance across the courts indicated generally high standards with 92.29 average performance. Meru Small Claims Court emerged the best achieving an average performance of 100 per cent in court file integrity, accurate monthly returns, and overall registry efficiency.

g. Court Administration

The evaluation of court administration across the 12 courts reflected generally good performance with an average score of 87 per cent, with Kisumu achieving a score of 100 per cent in trial date certainty, stakeholder engagement, and overall court administration. Naivasha and Thika followed with overall scores of 92 and 79 per cent respectively.

h. Case Backlog Reduction

Kajiado recorded the highest backlog reduction with 98 cases resolved per adjudicator, followed by Machakos and Milimani with 97 and 83 backlog cases, respectively. Table 56 illustrates the performance of Small Claims Court stations in backlog reduction for this caseload category.

Table 56: Case Backlog Reduction in Small Claims Court caseload category above 1000 filed case

Small claims Court	Backlog June 2024	Backlog June 2025	Backlog Change	% Change in Backlog	Number of Adjudicators	Backlog Reduction per Adjudicator
Kajiado	364	169	195	-54	2	98
Machakos	312	119	193	-62	2	97
Ruiru	112	29	83	-74	1	83
Kisumu	224	192	32	-14	1	32
Naivasha	76	75	1	-1	1	1

2.11.4 Performance of Small Claims Courts- Caseload Category between 400 to 1000 Filed Cases

The evaluation of nine Small Claims Courts in this category showed that six courts representing 67 per cent achieved the performance grade of Good, while the remaining three courts, equivalent to 33 per cent, achieved Fair. The proportion of performance grades for the SCC in this category is illustrated in Figure 29.

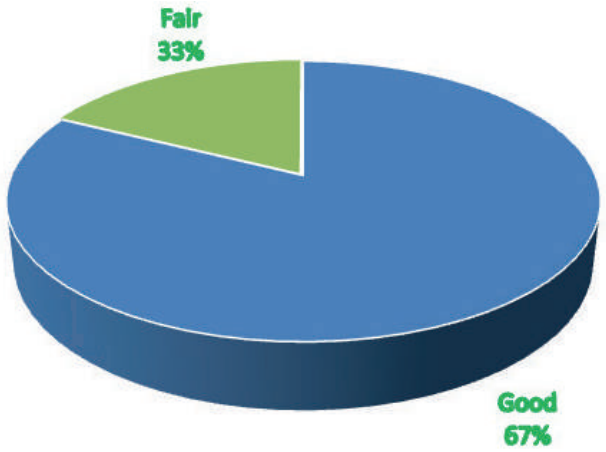


Figure 28: Overall SCC performance- category of between 400 and 1000 filed cases

In this category, Siaya emerged the top performing court with composite score of 2.0967 equivalent to a performance score of 90.08 per cent with a performance grade of "Good". It was followed by Nyeri, which attained a performance score of 88.44 per cent. The performance of the nine Small Claims Courts in the category including key thematic areas, is shown in Table 57.

Table 57: Performance of Small Claims Court - Caseload Category between 400 and 1000 filed Case

SCC Station	Composite Score	Performance Score	Performance Grade	Timely Case Resolution	Productivity	Case Management & Judicial Efficiency	Registry & Documentation Efficiency	Court Administration	Case Clearance Rate	Promotion of AJS/ ADR
Siaya	2.0967	90.08	Good	68	531	53	79	96	111	0
Nyeri	2.1730	88.44	Good	45	669	32	100	98	113	100
Kerugoya	2.1835	88.21	Good	70	263	67	99	85	100	100
Kericho	2.3061	85.58	Good	52	345	49	95	94	109	60
Dagoretti	2.355	84.54	Good	68	298	40	100	80	65	100
Kitui	2.4801	81.86	Good	28	710	61	95	89	91	60
Busia	2.8082	74.83	Fair	49	380	27	65	78	86	100
Kisii	2.8904	73.12	Fair	31	160	26	100	88	63	80
Makindu	2.9548	71.78	Fair	54	192	18	94	59	93	80

2.11.4.1 Performance on Thematic Areas- Case Category between 400 to 1000 Filed Cases

a. Timely Case Resolutions

The average performance score on resolution of cases within 60 days from the date of filing in this category was 52 per cent. Kerugoya Small Claims Court led with the highest average score of 70 per cent, achieving 74 and 66 per cent on hearing and determination of commercial and civil cases, respectively, within the set timelines.

b. Court Productivity

The average overall productivity for courts in this category was 394 cases. Kitui emerged the best with an overall productivity of 710 cases, comprising of 226 cases on merit and 484 cases, on other productivity. Nyeri and Siaya were second and third, achieving a productivity of 669 and 531 cases, respectively.

c. Case Management and Judicial Efficiency

The average performance score on this thematic area across the courts in the category was 41.44 per cent. Kerugoya was ranked the highest with an average score of 67 per cent, having achieved 68 per cent on delivery of judgements and rulings as scheduled, and 66 per cent on judgements delivered within three days of conclusion of the hearing. Kitui followed with an achievement of 61 per cent.

d. Case Clearance

On average, courts in this category recorded an overall case clearance rate of 92 per cent. Nyeri was the best with an average clearance rate of 113 per cent, reflecting an achievement of 106 and 119 per cent on civil and commercial cases, respectively. Siaya emerged the second best with an average clearance rate of 111 per cent.

e. Promotion of AJS/ADR/Mediation

The average score on this thematic area across the courts was 75.56 per cent. Nyeri, Kerugoya, Dagoretti and Busia achieved 100 per cent on implementation of the initiatives under AJS/ADR/CAM.

f. Registry and Documentation Efficiency

The average score for registry and documentation efficiency across the courts in the category was 91.89 per cent. Nyeri, Dagoretti and Kisii achieved full marks at 100 per cent, implying that they implemented all activities under court file integrity and updated the Case Tracking System with accurate monthly returns.

g. Court Administration

The average score on court administration across the courts was 85.22 per cent. Nyeri was the best with 98 per cent. The court achieved 95 and 100 per cent on trial date certainty and stakeholder engagement respectively. It was followed by Siaya and Kericho with scores of 96 and 94 per cent, respectively.

h. Case Backlog Reduction

Nyeri Small Claims Court led in case backlog reduction in this category. The court managed to reduce case backlog by 47 per cent. A total of 72 backlog cases were resolved by the only adjudicator in the court. Kericho followed with an average backlog reduction per adjudicator of 28 cases. Table 58 provides details per court on backlog reduction.

Table 58: Case Backlog Reduction in category between 400 and 1000 filed cases

Small Claims Court	Backlog June 2024	Backlog June 2025	Change in Backlog	% Change in Backlog	Number of Adjudicators	Backlog Reduction per Adjudicator
Nyeri	154	82	-72	-47	1	72
Kericho	79	24	-55	-70	2	28
Siaya	15	0	-15	-100	1	15
Kerugoya	5	0	-5	-100	2	3

2.11.5 Performance of Small Claims Courts- Caseload Category between 200 to 400 Filed Cases

This category comprised of eight Small Claims Courts that were evaluated. All the eight courts achieved a performance grade of Good.

In this category, Malindi Small Claims Court emerged the best with composite scores of 2.0535 translating to a performance score of 91.16 per cent. It was followed by Nanyuki which attained a composite score of 2.1484 and a performance score of 88.96 per cent. The performance of all the Small Claims Courts in the category including the key thematic areas, is shown in Table 59.

Table 59: Performance of Small Claims Court - Caseload Category between 200 and 400 filed Case

SCC Station	Composite Score	Performance Score	Performance Grade	Timely Case Resolution	Productivity	Case Management & Judicial Efficiency	Registry Documentations &Efficiency	Court Administration	Case Clearance Rate	Promotion of AJS/ADR
Malindi	2.0535	91.16	Good	67	140	59	99	98	96	40
Nanyuki	2.1484	88.96	Good	65	123	41	100	100	114	100
Embu	2.351	84.62	Good	59	210	31	100	95	104	100
Migori	2.4245	83.05	Good	48	184	40	100	85	135	85
Kitale	2.5393	80.59	Good	39	117	37	98	83	108	60
Murang'a	2.5443	80.48	Good	60	470	46	83	87	127	100
Narok	2.6068	79.14	Good	69	233	45	100	85	106	100
Chuka	2.6832	77.5	Good	47	104	37	100	88	88	100

2.11.5.1 Performance on Thematic Areas- Case Category between 200 to 400 Cases

a. Timely Case Resolutions

On the resolution of civil and commercial cases within 60 days from the date of filing, the average performance score for the courts in this category was 56.75 per cent. Narok was the best with an average score of 69 per cent. The court achieved 65 and 72 per cent on hearing and determination of civil and commercial cases respectively within the set timelines.

b. Court Productivity

The average overall productivity for courts in this category was 197 cases. Murang'a Small Claims Court emerged the best with a productivity 470 cases. The court achieved a merit productivity of 297 cases and 173 cases on other productivity. Narok came in second position with an overall productivity of 233 cases.

c. Case Management and Judicial Efficiency

The average score on case management and judicial efficiency for the courts in this category was 42 per cent. Malindi was the best court with an average achievement of 59 percent. The court delivered 22 per cent of the judgments within three days and 95 per cent on first scheduled.

d. Case Clearance

Generally, the courts in this category recorded an average case clearance rate of 110 per cent. The court with the highest CCR was Migori with an average CCR of 135 per cent. During the reference period, the court attained a CCR of 139 and 130 per cent on commercial and civil cases, respectively.

e. Promotion of AJS/ADR/Mediation

The average score on promotion of AJS/ADR/Mediation was 85.63 per cent. Small Claims Courts such as Chuka, Narok, Murang'a, Embu and Nanyuki achieved 100 per cent on this thematic area. The courts implemented all the initiatives on AJS/ADR/Mediation.

f. Registry and Documentation Efficiency

On average, the courts in this category achieved 97.5 per cent on registry and documentation efficiency.

Chuka, Narok, Embu, Nanyuki and Migori achieved 100 per cent on this thematic area. The courts implemented all the initiatives under court file integrity and updated the Case Tracking System with accurate monthly returns.

g. Court Administration

The average court administration efficiency in this category was 90.13 per cent. Nanyuki emerged as the best performer with a score of 100 per cent, driven by strong performance in trial date certainty and stakeholder engagement, where it attained 100 per cent in both indicators. It was followed by Malindi, which scored 98 per cent.

h. Case Backlog Reduction

Nanyuki Small Claims Court led in case backlog reduction in this category. The court managed to clear all the 24 cases which formed the backlog. On average, each adjudicator resolved 12 cases. Kitale followed with an average backlog reduction per adjudicator of 11 cases.

Details on backlog reduction in this category are highlighted in table 60.

Table 60: Case Backlog Reduction in the caseload category of between 200 and 400 filed cases

Small Claims Court	Backlog June 2024	Backlog June 2025	Change in Backlog	% Change in Backlog	Number of Adjudicators	Backlog Reduction per Adjudicator
Nanyuki	24	0	24	-100	2	12
Kitale	55	23	32	-58	3	11
Embu	24	7	17	-71	2	9
Narok	33	17	16	-48	2	8
Migori	22	8	14	-64	2	7
Malindi	7	0	7	-100	3	2

2.11.6 Performance of Small Claims Courts - Caseload Category of Below 200 Filed Cases

There were five courts in this category. They included Kakuma, Moyale, Lamu, Loitoktok and Malaba. Four courts representing 80 per cent achieved a performance grade of "Good," while one court (20%) attained Fair rating as illustrated in Figure 30.

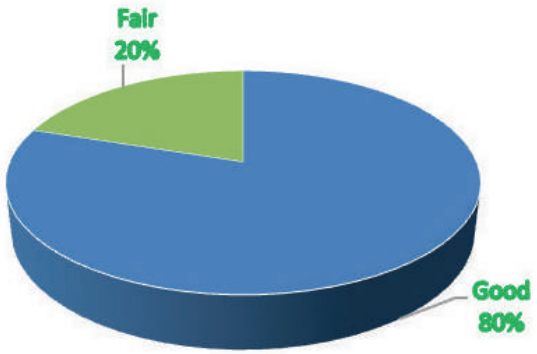


Figure 29: Overall SCC performance- Caseload category of below 200 cases

The Performance varied across the courts, with Lamu emerging the best with a composite score of 1.9894 and a performance score of 92.77 per cent. It was followed by Loitokitok which attained a performance score of 85.32 per cent. Malaba was ranked the lowest with a "Fair" rating. The performance of the Small Claims Courts in this category including on key thematic areas, is shown in Table 61

Table 61: Performance of Small Claims Court – Caseload category less than 200 filed cases

SCC Station	Composite Score	Performance Score	Performance Grade	Timely Resolutions	Productivity	Case Management	AJS Initiatives	Registry Efficiency	Court Administration	Case Clearance Rate
Lamu	1.9894	92.77	Good	93	40	70	100	100	93	121
Loitokitok	2.3183	85.32	Good	41	38	60	80	95	92	84
Moyale	2.4949	81.54	Good	68	36	50	100	99	85	120
Kakuma	2.6157	78.95	Good	41	38	60	90	97	80	84
Malaba	3.4055	62.39	Fair	42	107	51	0	75	66	68

2.11.6.1 Performance on Thematic Areas- caseload category of less than 200 filed cases

a. Timely Case Resolutions

The average score on this thematic area across the five Small Claims Courts was 56.9 per cent. Lamu emerged the best in with an average score of 92.5 per cent, followed by Moyale at 68 per cent. The remaining three courts scored below 50 per cent.

b. Court Productivity

The average Judicial productivity for courts in this category was 52 cases. Malaba led with the highest productivity of 107 cases consisting of 30 and 77 cases on merit and other productivity, respectively. Lamu was second with a productivity of 40 cases (consisting of 18 and 22 cases on merit and other productivity, respectively).

a. Case Management and Judicial Efficiency

The average score on this thematic area was 58.2 per cent. Lamu, Loitokitok, Kakuma, and Moyale Small Claims Courts each achieved 100 per cent on delivery of judgments and rulings on the date first scheduled. However, performance on judgments delivered within three days of conclusion of hearing was notably lower, with Lamu recording 40 per cent, Kakuma and Loitokitok each achieving 20 per cent and Malaba at 15 per cent. Moyale did not comply with the timelines on delivery of judgments within three days.

b. Case Clearance Rate

The average Case Clearance Rate (CCR) across the courts in this category stood at 95.4 per cent. Lamu emerged as the top performer with a CCR of 121 per cent, comprising of 109 per cent on commercial cases and 133 per cent on civil cases. This indicates that the court concluded more cases than were filed within the period under review. Moyale came in the second position with a CCR of 120 per cent.

c. Promotion of AJS/ADR/Mediation

On average, courts in this category implemented 74 per cent of all the initiatives under promotion of AJS/ADR/Mediation. Lamu and Moyale Small Claims Courts achieved 100 per cent. Kakuma Small Claims Court attained a performance score of 90 per cent, while Loitokitok got 80 per cent.

d. Registry and Documentation Efficiency

The average score for registry and documentation efficiency across the courts was 93.1 per cent. Lamu achieved the highest average score of 100 per cent on this thematic area. Specifically, the court attained 100 per cent on both court

files integrity and updating of accurate monthly returns in the Case Tracking system. Moyale and Kakuma also maintained high standards at 98.5 and 97 per cent, respectively.

e. Court Administration

The average score for court administration across the courts was 83.2 per cent. Lamu and Loitokitok were the best, each achieving 100 per cent on stakeholder engagement and trial date certainty. Moyale scored 69 per cent on stakeholder engagement and 100 per cent on trial date certainty, while Kakuma achieved 67 per cent on stakeholder engagement and 93 per cent on trial date certainty.

f. Case Backlog Reduction

Kakuma Small Claims Court reduced the case backlog from 13 to 10 cases. The court had one adjudicator who resolved the three cases. The rest of the courts in this category increased their case backlog.

2.12 KADHI COURTS PERFORMANCE

The Kadhi Courts are established under Article 170 of the Constitution of Kenya and are vested with jurisdiction limited to the determination of questions of Muslim law relating to personal status, marriage, divorce, and inheritance. This jurisdiction is exercisable only in proceedings where all parties profess the Muslim faith and voluntarily submit to the authority of the Kadhis' Courts.

This section presents a comprehensive analysis of the evaluation findings on the performance of Kadhis' Courts, with a particular focus on key judicial and operational performance indicators. The assessment examined the courts' effectiveness in hearing and determination of matrimonial, divorce, succession, and other personal status matters as well as adherence to judgment and ruling delivery timelines. In addition, it examined efficiency of trial and hearing scheduling, case clearance rates, backlog reduction, and overall judicial productivity.

To enable meaningful and comparative performance analysis, the Kadhis' Courts were categorized based on the volume of cases filed during the respective financial years as follows:

1. Caseload category of above 1000 Filed Cases
2. Caseload category of between 301 to 1000 Filed Cases
3. Caseload category of between 101 to 300 Filed Cases
4. Caseload category of below 100 Filed Cases

This categorization provided a structured basis for evaluating performance trends, identifying systemic strengths and challenges, and drawing informed conclusions on the administration of justice in the Kadhis' Courts.

2.12.1 Overall Performance of Kadhis' Courts

A total of 38 Kadhi' Courts stations were evaluated. The courts attained an overall composite score of 1.8868, which translated to an overall performance score of 95.41 per cent and a performance grade of "Very Good." These results reflect improved efficiency, and consistent adherence to performance standards, positioning the Kadhis' Courts as a key contributor to improved access to justice in the Judiciary.

a. Performance Grade of Kadhis' Courts

During the review period, the findings indicated a consistently high level of performance**.** Majority, 29 courts (76%)**,** achieved a "Very Good" performance grade, demonstrating high levels of efficiency and compliance with performance standards while nine courts (24%) attained a Good rating. These results are presented in Figure 31**.**

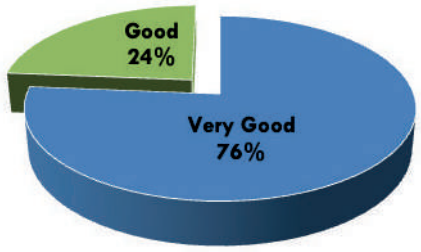


Figure 30: Overall Performance of Kadhi Courts.

b. Performance Trend of Kadhis' Courts

The Kadhi' Courts sustained a 95.41 percent overall performance rating for the year under review. A trend analysis of their performance over the past five evaluation cycles compared to the Judiciary is presented in Figure 32.

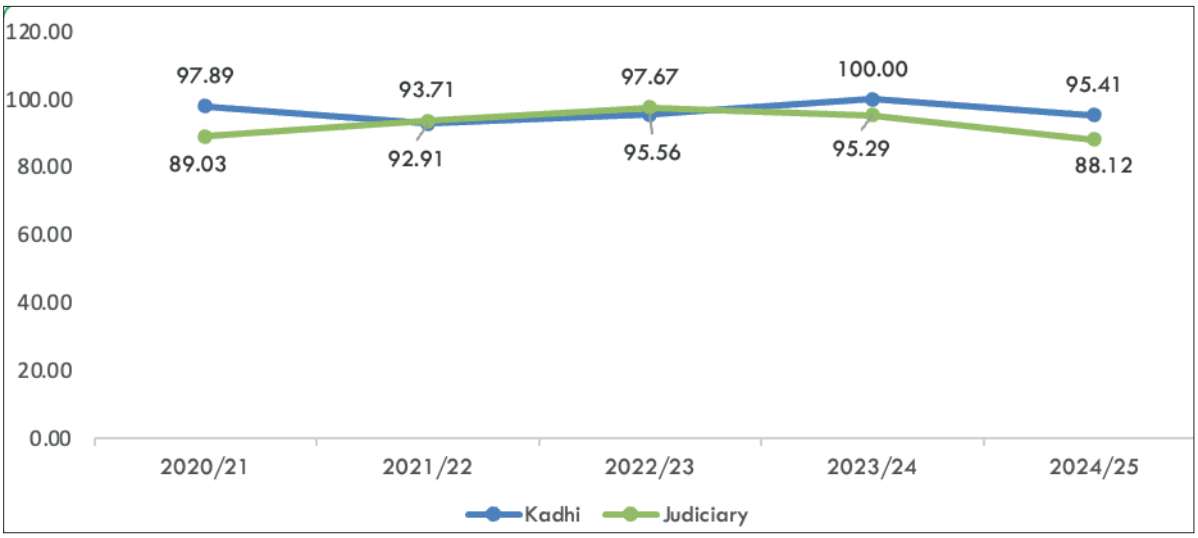


Figure 31: Overall Performance Trend Kadhis' Courts.

c. Most Improved Kadhis' Courts

During the 2024/25 financial year, the Kadhi Courts recorded notable performance improvements. Several stations demonstrated measurable progress attributable to streamlined processes and enhanced service delivery.

Kajiado Kadhi Court emerged as the most improved, attaining a composite score of 2.098, up from 2.7667 in the previous year. This reflected a 24 per cent improvement in overall performance. Kwale Kadhi Court came next with a 5 per cent improvement, Kisumu Kadhi Court followed with a 4 per cent improvement, while Kitui Kadhi Court and Nyeri Kadhi Court posted notable gains, each recording a 2 per cent improvement. Table 62 provides a performance summary.

Table 62: Most Improved Kadhi Courts

Kadhi Court	Composite Score FY2023/24	Composite Score FY2024/25	Change	% Improvement
Kajiado	2.7667	2.098	0.6687	24%
Kwale	1.8654	1.7664	0.099	5%
Kisumu	1.8487	1.7778	0.0709	4%
Kitui	2.0291	1.984	0.0451	2%
Nyeri	1.9068	1.8647	0.0421	2%

d. Consistent Performance in Kadhi Courts

An analysis for the past five years shows that Garsen Kadhi Court ranked as the top consistent performer, with an average composite score of 1.7392. The performance reflected its efficiency, adherence to judicial timelines, and effective case management. The court's ability to maintain high standards over an extended period highlighted its commitment to delivering timely justice. Table 63 provides the summary.

Table 63: Performance consistency in Kadhi Courts

Kadhi Court	Performance Score (%) FY2020/21	Performance Score (%) FY2021/22	Performance Score (%) FY2022/23	Performance Score (%) FY2023/24	Performance Score (%) FY2024/25	Average
Garsen	2.875	3.0432	3.0138	2.9873	1.7392	2.7317
Malindi	3.217	3.001	3.1026	2.9539	1.4752	2.7499
Lamu	3.206	3.2474	2.9621	2.8724	1.4844	2.7545
Takaba	2.988	3.2033	3.1818	2.8836	1.5217	2.7557
Voi	3.041	3.0147	3.0954	2.939	1.7088	2.7598
Mombasa	3.347	3.0856	2.8767	2.8397	1.7152	2.7728
Hola	3.055	3.217	3.0436	2.9105	1.7151	2.7882
Kwale	3.233	3.1174	3.007	3.2182	1.4106	2.7972
Moyale	2.966	3.0243	3.27	3.0521	1.7491	2.8123
Msambweni	3.355	3.1214	3.0152	2.9841	1.5959	2.8143

2.12.2 Performance of Kadhis' Courts - Caseload Category Above 1000 Filed Cases

This category comprised of 2 courts which included Mombasa and Nairobi Kadhi courts. Both courts achieved a performance grade of "Very Good". Overall, Mombasa performed better with an overall performance core of 94.7905 per cent, and an overall composite score of 1.9084. The performance of the courts in this category on Key Thematic areas, is summarized in Table 64.

Table 64: Performance of Kadhis' Courts - Caseload Category above 1000 Filed Cases

Kadhi Court	Overall Composite Score	Overall Performance Score	Overall Performance Grade	Timely Case Resolution	Judicial Productivity	Case Clearance Rate	Case Management & Judicial Efficiency	Performance on AJS	Registry Operations Efficiency	Court Administration
Mombasa	1.9084	94.7905	Very Good	91	525	74	91	100	97.5	100
Nairobi	1.9203	94.4933	Very Good	97	997	92	83.5	0	89.5	97.5

2.12.2.1 Performance of the Kadhis' Courts – Caseload Category above 1000 Filed Cases on Thematic Areas

a. Timely Case Resolution

The two courts in this category recorded an average Timely Case Resolution score of 94 per cent. Nairobi performed notably better in this area, achieving an average score of 97 per cent. This indicates that the court heard and determined 97 per cent of matrimonial, divorce, succession, and other personal status matters within 360 days from the date of filing.

b. Case Clearance Rate

The average CCR for these courts was 83 per cent. Nairobi recorded a CCR of 92 per cent, while Mombasa Kadhi Court achieved a CCR of 74 per cent.

c. Court Productivity

On average, the two courts had a merit productivity of 761 cases. Nairobi had the highest productivity of 997 cases, with merit productivity of 763 cases and other productivity of 234 cases. Mombasa achieved a productivity of 525 cases.

d. Case Management and Judicial Efficiency

The stations in this category had an average case management and judicial efficiency performance of 87 per cent. Mombasa emerged the best court in this thematic area achieving an average score of 91 per cent. Notably, the court scored 100 per cent on the timely delivery of judgements and rulings, having delivered all decisions on the date first scheduled.

e. Promotion of AJS/ADR/ Mediation

The average performance on AJS initiatives implementation for the courts in the category was 50 per cent. Mombasa implemented all the initiatives of the alternative justice system while Nairobi did not implement any Alternative Justice System.

f. Registry and Documentation Efficiency

The average performance on registry efficiency for courts in this category was 93.50 per cent. Mombasa performed well in this area attaining a score of 97.50 per cent, having achieved 95 per cent on court file integrity and 100 per cent on accurately submitting their monthly statistical returns. Nairobi managed to achieve 89.50 per cent as an average score.

g. Court Administration

Mombasa emerged the best-performing station, achieving a 100 per cent on court administration. The station demonstrated 100 per cent adherence to set targets for both trials/hearings held when first cause Listed and stakeholder engagement. Nairobi Kadhi court achieved 97.50 per cent.

h. Case Backlog Reduction

In this category during the reference period, only Mombasa Kadhi court reduced case backlog from 176 cases to 35 cases attaining a backlog reduction of 80 per cent. The court's backlog reduction by each Kadhi was 35 cases. On the other hand, Nairobi Kadhi Court increased the case backlog by 11 cases.

2.12.3 Performance of Kadhis' Courts – Caseload Category Between 301 and 1000 Filed Cases

There were six courts in this category and their overall performance was rated as "Very Good". These included Garissa, Hola, Kibera, Kwale, Lamu, and Msambweni. Details of the courts' performance is presented in Table 60.

a. Top Performing Kadhis' Courts– Caseload Category between 301 and 1000 Filed Cases

Hola emerged as the best-performing court in this category, recording a composite score of 1.7151 and a performance score of 99.62 per cent. This performance earned the court a rating of Very Good. Kibera and Msambweni ranked second and third, respectively, with composite scores of 1.7306 and 1.7530. A summary of the performance of courts within this category is presented in Table 65

Table 65: Overall performance of Kadhis' Courts- Caseload Category between 301 and 1000 Filed Cases

Kadhi Court	Overall Composite Score	Overall Performance Score	Overall Performance Grade	Timely Case Resolution	Judicial Productivity	CCR	Case Management & Judicial Efficiency	Performance on AJS	Registry Operations Efficiency	Court Administration
Hola	1.7151	99.6225	Very Good	96	427	103	99	100	99.5	100
Kibera	1.7306	99.2341	Very Good	100	363	95	100	100	97.5	80
Msambweni	1.753	98.6762	Very Good	88	711	94	92	100	100	100
Kwale	1.7664	98.341	Very Good	84	445	137	99.5	100	99	98.5
Lamu	1.7738	98.155	Very Good	97	570	101	95	100	100	84
Garissa	1.9591	93.5215	Good	80	321	95	92	100	85.5	96

2.12.3.1 Performance of the Kadhis' Courts – Caseload Category between 301 and 1000 Filed Cases on Thematic Areas

a. Timely Case Resolution

The average performance among the Kadhis' court stations on Timely Case Resolutions was 90.83 per cent. Kibera Kadhis' Court emerged the best in this thematic area with an average of 100 per cent. Lamu and Hola kadhis' Courts followed closely with 97 and 96 per cent respectively.

b. Case Clearance Rate

Across the six stations in this category, the average performance on Case Clearance Rate (CCR) stood at 104.12 per cent**.** Kwale Kadhis' Court recorded the highest outcome on this measure, achieving a CCR of 137 per cent. Hola Kadhis' Court recorded the second highest achieving a CCR score of 103 per cent.

c. Court Productivity

In terms of judicial productivity within this caseload category, Msambweni Kadhis' Court recorded the highest output, resolving 660 cases on merit productivity, 51 cases on other productivity, and a total of 711 cases during the review period. Lamu Kadhis' Court followed with 101 cases on merit productivity and 469 cases on other productivity and a total of 570 cases, while Kwale Kadhis' Court ranked third, handling 336 cases on merit productivity, 109 cases on other productivity and a total of 445 cases. Hola Kadhis' Court was ranked fourth, handling 392 cases on Merit productivity, 35 cases on other productivity and a total of 427 cases.

d. Case Management and Judicial Efficiency

Kibera Kadhis' Court recorded the highest level of efficiency, achieving a score of 100 per cent. All judgments and rulings were delivered on the first scheduled date, and similarly, 100 per cent were issued within 60 days of the conclusion of hearings, reflecting exemplary adherence to timelines.

Kwale Kadhis' Court followed closely, posting an overall efficiency score of 99.5 per cent. The station delivered 99 per cent of its judgments and rulings on the first scheduled date, with all decisions (100%) issued within 60 days after the close of hearings, demonstrating strong case management practices and timely delivery of justice. Hola Kadhis' Court was ranked third in this thematic area with an overall efficiency of 99 per cent. The station delivered 98 per cent of its judgements and rulings on the first schedule, 100 per cent were issued within 60 days of the conclusion of hearings, demonstrating timely delivery of justice.

e. Promotion of AJS/ADR/ Mediation

During the year under review, all the six stations within this category fully implemented the prescribed initiatives aimed at encouraging dispute resolution, enhancing access to justice, and promoting timely and amicable settlement of disputes. As a result, all six courts attained a score of 100 per cent, reflecting compliance and effective integration of AJS/ADR practices into their judicial processes.

f. Registry and Documentation Efficiency

Overall performance in registry and documentation efficiency remained steady, with an average score of 96.92 per cent across the courts in the category. This high level of performance reflects consistent adherence to registry standards, effective records management, and timely reporting.

Lamu and Msambweni stations recorded exemplary performance, each attaining a 100 per cent score. The two stations fully complied with all established targets, including maintenance of court file integrity, and the timely submission of complete and reliable monthly court returns. Hola station followed with a score of 99 per cent, while Kwale and Kibera Kadhis' Courts also showed positive results scoring 99 per cent and 97.50 per cent, respectively.

g. Court Administration

Performance on court administration across the courts in this category on average was 93.08 per cent. The results reflected effective planning, supervision of court processes, and sustained engagement with court users and other stakeholders.

Hola and Msambweni Kadhis' Courts achieved the highest rating, each scoring 100 per cent. The two courts fully met all administrative targets, including ensuring that trial hearings proceeded on the first scheduled date and maintaining structured and meaningful stakeholder engagement. Kwale Kadhis' Court followed with a score of 98.5 per cent, while Garissa Kadhis' Court posted a performance of 96 per cent. Collectively, these outcomes demonstrate that the courts in this category have established effective systems that support timely hearings, accountability, and improved service delivery.

h. Case Backlog reduction

Garissa Kadhis' Court recorded the most reduction, clearing 175 cases, representing a 93.58 per cent decrease in backlog and translating to a reduction of 88 cases per Kadhi. This outcome reflects deliberate prioritization of pending matters. Kwale Kadhis' Court also achieved notable progress, reducing its backlog by 47 cases (61.04%). Notably, Lamu Kadhis' Court fully eliminated its backlog, achieving a 100 per cent reduction. Overall, the results point to sustained efforts across the courts to enhance timeliness and reduce case accumulation, with particularly strong performance observed in Garissa and Kwale Kadhis' Courts. Table 66 shows reduction of Backlog of Kadhis' Courts - Caseload Category between 301 and 1000 filed cases.

Table 66: Reduction of Backlog of Kadhis' Courts - Caseload Category between 301 and 1000 Filed Cases.

Kadhi Court	Backlog June 2024	Backlog June 2025	Change in Backlog	% Change in backlog	No of Kadhis	Reduction in Backlog per Kadhi
Garissa	187	12	175	-94	2	88
Kwale	77	30	47	-61	1	47
Kibera	29	13	16	-55	1	16
Msambweni	29	24	5	-17	1	5
Hola	5	4	1	-20	1	1
Lamu	1	0	1	-100	1	1

2.12.4 Performance of Kadhi Courts – Caseload Category Between 101 And 300 Filed Cases

The assessment period recorded high performance among stations within this caseload range. Of the 20 stations evaluated, 19 were rated "Very Good" while one was rated Good. The performance outcomes of these courts are captured in Figure 33.

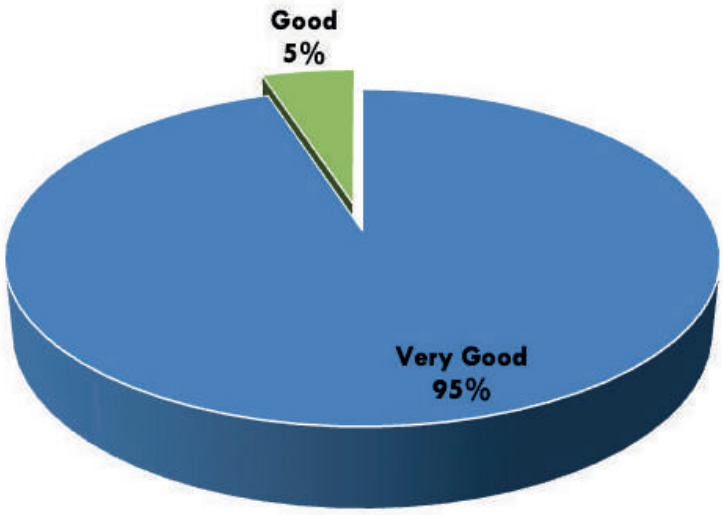


Figure 32: Overall Performance of Kadhis' Courts - Caseload Category between 101 and 300 Filed Cases

a. Top Performing Kadhis' Courts – Caseload Category between 101 and 300 Filed Cases

Takaba Kadhis' Court emerged as the leading performer recording an impressive composite score of 1.7013 and a performance score of 99.9675 in the grade of "Very Good". Mariakani Kadhis' Court had a composite score of 1.7108, followed by Garsen Kadhis' Court with 1.7392, and a "Very Good" performance. Overall, the results reflect a high degree of consistency in service delivery, with only marginal variations in efficiency across the units as shown in Table 67.

Table 67: Top Performing Kadhis' Courts – Caseload Category between 101 and 300 Filed Cases.

Kadhi Court	Overall Composite Score	Overall Performance Score	Overall Performance Grade	Timely Case Resolution	Judicial Productivity	CCR	Case Management & Judicial Efficiency	Performance on AJS	Registry Operations Efficiency	Court Administration
Takaba	1.7013	99.9675	Very Good	100	152	96	100	80	100	100
Mariakani	1.7108	99.73	Very Good	88	180	99	100	100	100	97
Garsen	1.7392	99.02	Very Good	86	177	101	98	80	100	100
Moyale	1.7491	98.7714	Very Good	91	231	105	100	100	100	100
Elwak	1.7543	98.6425	Very Good	100	142	104	97.5	60	74.5	100
Garbatulla	1.7691	98.2735	Very Good	97	163	99	97.5	100	100	99.5
Kisumu	1.7778	98.055	Very Good	92	137	97	100	100	100	100
Witu	1.7822	97.945	Very Good	87	116	109	98	80	100	68.5
Habaswein	1.7935	97.6633	Very Good	91	90	84	91	80	99.5	97
Kakuma	1.8187	97.0326	Very Good	98	298	108	91	80	95	80.5

2.12.4.1 Performance of the Kadhi Courts – Caseload Category between 101 and 300 Filed Cases on Thematic Areas

a. Timely Case Resolution

Stations within this category recorded average score of 89.30 per cent. Elwak**,** Ijara**,** and Takaba stations fully met the timeliness standards, each attaining a 100 per cent performance score. These were followed by Kakuma and Garbatulla courts, which achieved 98 per cent and 97 per cent, respectively.

b. Case Clearance Rate

Across the 20 stations in this category, the average performance on Case Clearance Rate stood at 99 per cent**.** Wajir recorded the highest outcome on this measure, achieving a CCR of 122 per cent. It was followed by Dadaab**,** Witu**,** and Kakuma stations, which posted CCRs of 113**,** 109**,** and 108 per cent**,** respectively. This demonstrated an above-average performance in clearing cases within the review period. In this thematic area, Takaba recorded a score 96 per cent.

c. Court Productivity

The average performance on merit productivity was 120 cases for the courts in the category. Wajir Kadhis' Court emerged as the top performer on this indicator, posting an exceptional Merit productivity of 191, other productivity of 175 cases and a total of 366 cases. It was followed by Kakuma, Mandera, Moyale, and Isiolo Kadhis' Courts, which achieved Merit productivity levels of 220, 70, 184 and 178 cases, other productivity levels of 78, 166, 47and 52 cases, and total productivity levels of 298, 236, 231and 230 cases respectively, reflecting strong individual judicial output across these stations. Takaba Kadhis' court on the other hand recorded a merit productivity of 107 cases, other productivity of 45 cases and a total of 152 cases.

d. Case Management and Judicial Efficiency

The courts in the category achieved an average score of 95 per cent, reflecting generally high compliance with prescribed timelines. Balambala**,** Kisumu**,** Mariakani**,** Merti**,** Moyale, and Takaba Kadhis' Courts stood out by attaining a score of 100 per cent, successfully delivering all judgments and rulings as scheduled and within 60 days of the close of hearings.

e. Promotion of AJS/ADR/ Mediation

During the review period, courts actively pursued targets aimed at strengthening AJS mechanisms, which contributed to reducing case backlogs and promoting amicable settlements outside the courtroom. The courts in this category recorded an average performance of 85 per cent in implementing ADR/AJS/CAM initiatives. Particularly, Balambala, Garbatulla, Isiolo, Kisumu, Malindi, Mandera, Mariakani, Marsabit, Merti, and Moyale Kadhis' Courts achieved a full 100 per cent, reflecting their successful execution of all planned activities to integrate AJS practices into their case management processes.

f. Registry and Documentation Efficiency

In the area of registry and documentation efficiency, stations in this category achieved an average performance of 98 per cent. Dadaab, Garbatulla, Garsen, Isiolo, Kisumu, Malindi, Mariakani, Marsabit, Merti, Moyale, Takaba, Wajir, and Witu Kadhis' Courts attained 100 per cent score, fully meeting all established targets. This included adherence to the registry manual and the timely submission of accurate monthly court returns.

g. Court Administration

Courts in this category demonstrated consistently high performance in this thematic area, recording an average score of 98 per cent. Standout performance was recorded at, Elwak, Garsen, Isiolo, Kisumu, Moyale, and Takaba Kadhis' courts, all which achieved a 100 per cent, reflecting their exemplary efficiency. These stations not only ensured that trial hearings were conducted as scheduled on first listing but also excelled in stakeholder engagement, achieving full compliance in both areas.

h. Case Backlog reduction

Stations in this category recorded an average backlog reduction of 68 per cent, reflecting notable progress in clearing pending cases. Overall, eight out of the 20 courts achieved measurable reductions in their backlogs. In particular, Mandera, Kakuma, Takaba, and Witu Kadhis' Courts fully eliminated their backlog pending caseloads, each attaining a 100 per cent reduction. In contrast, Malindi registered the highest numerical reduction, with the Kadhi resolving an average of 12 backlog cases. The detailed performance of Kadhis' Courts on backlog reduction for this caseload category is presented in Table 68.

Table 68: Reduction of Backlog for Kadhis' Courts- Caseload Category between 101 and 300 Filed Cases

Kadhi Court	Backlog June 2024	Backlog June 2025	Change in Backlog	% Change in backlog	No of Kadhis	Reduction in Backlog per Kadhi
Malindi	40	28	12	-30	1	12
Mandera	10	0	10	-100	1	10
Moyale	15	7	8	-53	1	8
Kakuma	6	0	6	-100	1	6
Marsabit	36	32	4	-11	1	4
Merti	2	1	1	-50	1	1
Takaba	1	0	1	-100	1	1
Witu	1	0	1	-100	1	1

2.12.5 Performance of Kadhis' Courts – Caseload Category Below 100 Filed Cases

a. Overall Performance of Kadhis' Courts – Caseload Category below 100 Filed Cases

Ten Kadhis' Courts were assessed in this category. Of these, three courts attained a "Very Good" performance grade and seven were rated as "Good "as illustrated in Figure 34.

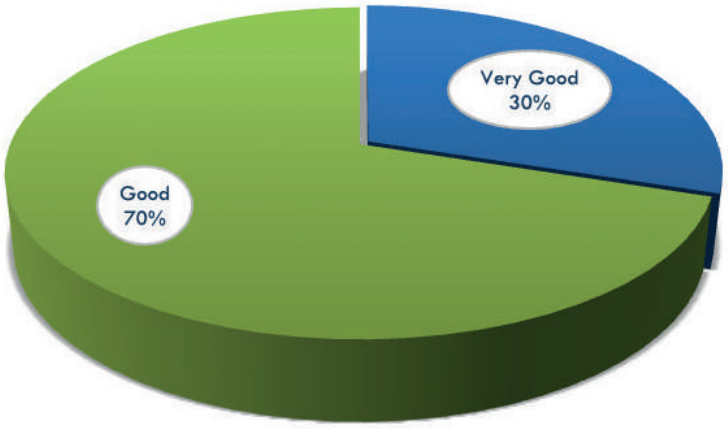


Figure 33: Overall Performance of Kadhis' Courts – Caseload Category below 100 Filed Cases

b. Top Performing Kadhis' Courts – Caseload Category below 100 Filed Cases

In this category, Voi Kadhis' Court led in the performance with an overall composite score of 1.7088, followed by Eldas Kadhis' Court, which scored 1.7505. Impressively, three out of the 10 courts achieved above 95 per cent overall performance score, demonstrating their ability to deliver efficient and timely justice while maintaining high standards of quality and compliance. The three courts comprise of Voi, Eldas and Nyeri Kadhis' Courts. The performance summary is presented in Table 69.

Table 69: Performance of Kadhis' Court - Caseload Category below 100 Filed Cases

Kadhi Court	Overall Composite Score	Overall Performance Score	Overall Performance Grade	Timely Case Resolution	Judicial Productivity	Case Clearance Rate	Case Management & Judicial Efficiency	Performance on AJS	Registry Operations Efficiency	Court Administration
Voi	1.7088	99.78	Very Good	99	54	106	100	100	100	100
Eldas	1.7505	98.74	Very Good	81	63	117	100	60	99.5	100
Nyeri	1.8647	95.88	Very Good	88	23	184	90	100	100	100
Kericho	1.955	93.62	Good	70	41	137	95	100	97.5	95
Kitui	1.984	92.90	Good	72	48	123	90	80	100	93.5
Nakuru	2.0657	90.86	Good	82	53	110	93	0	89.5	92.5
Machakos	2.0931	90.17	Good	77	45	79	83.5	100	100	94
Kajiado	2.098	90.05	Good	64	17	81	100	80	100	100
Bute	2.102	89.96	Good	75	47	85	97.5	80	98	100
Eldoret	2.7724	75.59	Good	52	16	28	70	100	99.5	76.5

2.12.5.1 Performance of the Kadhis' Courts – Caseload Category below 100 Filed Cases on Thematic Areas

a. Timely Case Resolution

In this category, the stations recorded an average Timely Case Resolution score of 76 per cent**.** Voi Kadhis' Court led in this category achieving an average score of 99 per cent by concluding the majority of its cases within the prescribed timelines. It was followed by Nyeri, Nakuru, and Eldas Kadhis' Courts, which attained 88 per cent, 82 and 81 per cent, respectively, reflecting strong adherence to case disposal schedules.

b. Case Clearance Rate

Stations in this category recorded an average Case Clearance Rate (CCR) of 105 per cent, indicating that, collectively, they disposed of more cases than were filed during the period under review. Nyeri Kadhis' Court registered the highest performance with an exceptional CCR of 184 per cent, demonstrating significant progress in clearing pending matters. This was followed by Kericho and Kitui Kadhis' Court, which achieved CCRs of 137 per cent and 123 per cent, respectively, reflecting high levels of effectiveness in case disposal. Voi Kadhis' Court was ranked fifth in this thematic area, achieving a CCR of 106 cases.

c. Court Productivity

Stations recorded an average judicial productivity of 40 cases during the review period. Eldas Kadhis' Court emerged as the leading performer on this indicator, achieving a Merit productivity of 44, Other productivity of 19 cases and a Total productivity of 63 cases. Voi and Nakuru Kadhis' Courts followed closely, with Merit productivity of 16 and 43 cases, other productivity of 38 and 10 cases, and Total productivity of 54 and 53 cases respectively, demonstrating relatively higher levels of case disposal.

d. Case Management and Judicial Efficiency

Stations under this category attained an average performance score of 92 per cent. Three stations Eldas, Kajiado and Voi Kadhis' Courts recorded an average score of 100 per cent, having delivered all judgments and rulings within 60 days of the close of hearings and as scheduled. Further, Bute Kadhis' Court performed well, achieving an average score of 97.5 per cent in this thematic area.

e. Promotion of AJS/ADR/ Mediation

Stations assessed under this category recorded an average performance of 80 per cent in the implementation of Alternative Justice System initiatives. Remarkably, five of the 10 courts representing 50 per cent, successfully implemented all the planned AJS initiatives, demonstrating meaningful progress in integrating alternative justice mechanisms into court operations.

f. Registry and Documentation Efficiency

On average, courts within this category achieved a performance rating of 98 per cent. The top-performing Kadhis' Courts in this category achieved a score of 100 per cent. The stations included Kajiado, Kitui, Machakos, Nyeri and Voi Kadshis' Courts. This reflected adherence to registry manual procedures and the timely submission of accurate court returns.

g. Court Administration

The average performance in court administration for this category stood at 95 per cent. Five stations (Voi, Eldas and Nyeri Kadhis'n Courts) attained a perfect score of 100 per cent by ensuring that trial hearings proceeded as scheduled on the first listing and that stakeholder engagement activities were effectively conducted. Kericho and Machakos Kadhis' Court followed closely, recording performance scores of 95 per cent and 94 per cent, respectively.

a. Case Backlog reduction

An assessment of backlog reduction during the review period revealed that five of the 10 courts in this category achieved a decline in their case backlogs. Overall, the courts in this category registered an average backlog reduction of 61 per cent. Nyeri Kadhis' Court recorded the highest performance, resolving five backlog cases, while Machakos Kadhis' Court followed with the clearance of four backlog cases per Kadhi. Table 70 provides a summary of backlog reduction outcomes for courts in this category.

Table 70: Reduction of Case Backlog, Kadhis' Courts - Caseload Category below 100 Filed Cases

Kadhi Court	Backlog June 2024	Backlog June 2025	Change in Backlog	% change in Backlog	No Kadis	Reduction in Backlog per Kadhi
Nyeri	8	3	5	62.5	1	5
Machakos	6	2	4	66.7	1	4
Eldas	1	0	1	100	1	1
Kajiado	4	3	1	25	1	1
Nakuru	2	1	1	50	1	1

2.13 TRIBUNALS' PERFORMANCE

Tribunals are established in accordance with Article 169 of the Constitution and enacted legislation. They are subordinate courts that perform both judicial and quasi-judicial functions. They offer a cost-effective and efficient forum for resolving disputes in specialized areas thus serving as critical gateways for access to justice in specific domains.

During the FY 2024/2025, 15 Tribunals were evaluated. They included the Business Premises Rent Tribunal (BPRT), Co-operative Tribunal, Communication and Multimedia Appeals Tribunal (CAMAT), Energy & Petroleum Tribunal, HIV and AIDS Tribunal, Industrial Property Tribunal, and Land Acquisition Tribunal. Others that were evaluated included National Civil Aviation Administrative Review Tribunal, Political Parties Disputes Tribunal (PPDT), Rent Restriction Tribunal (RRT), Sports Disputes Tribunal (SDT), Standards Tribunal, Tax Appeals Tribunal, The National Environment Tribunal, and the Transport Licensing Appeals Board Tribunal.

During the period under review, tribunals were classified into four categories based on their caseload for more precise performance comparison.

1. Tribunals with caseload over 200 cases
2. Tribunals with caseload from 51 to 200 cases
3. Tribunals with caseload from 21 to 50 cases
4. Tribunals with caseload of 20 cases and below

2.13.1 Tribunals Overall Performance

An overall performance analysis of the 15 tribunals indicates that 5 out of 15 (33%) attained a performance grade of Very Good**,** while 10 out of 15 (67%) achieved a performance grade of Good**.** The distribution of performance grades across the 15 tribunals is illustrated in Figure 35.

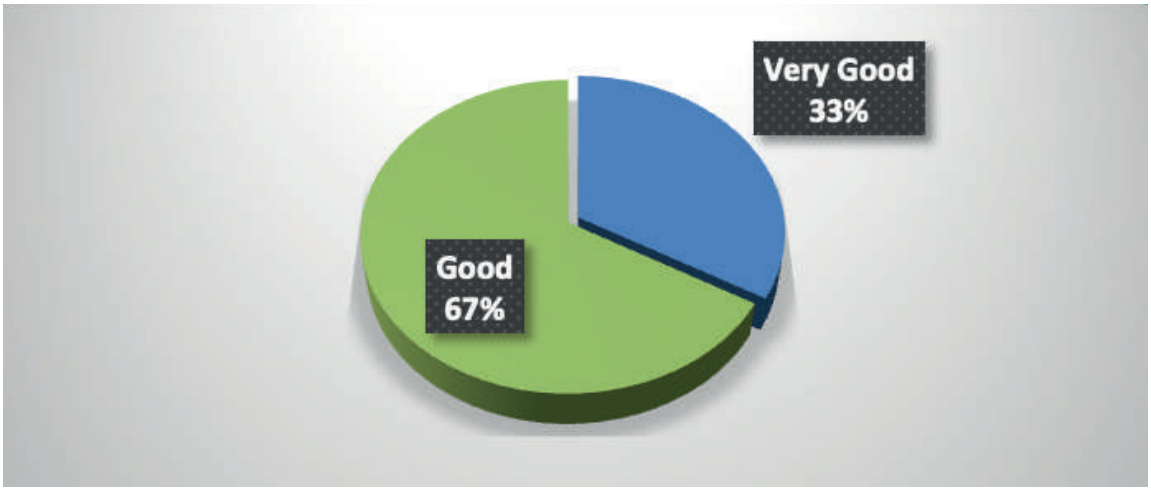


Figure 34: Overall Tribunal Performance Grade

a. Overall Performance Trends of Tribunals

The average performance score for tribunals stood at 89.91 per cent in FY 2024/2025, a decline of 2.36 per cent from the 92.27 per cent recorded in FY 2023/2024. Similarly, the Judiciary recorded a score of 88.12 per cent in FY 2024/2025, down from 95.29 per cent in FY 2023/2024. Across all five financial years, tribunals consistently recorded higher average performance scores than the Judiciary. Figure 36 illustrates their performance trend.

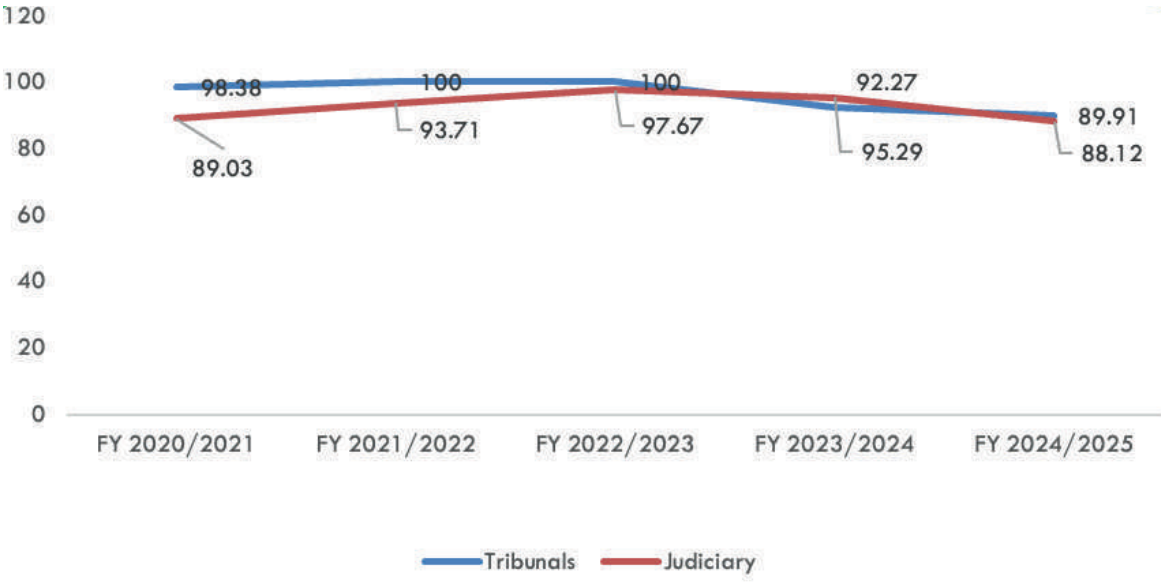


Figure 35: Tribunals Performance Trend

a. Most Improved Tribunal

Three Tribunals improved their performance during the evaluation cycle. The most improved tribunal was the Business Premises Rent Tribunal, which achieved a 26.79 per cent improvement in performance compared to the previous period. The Political Parties Dispute Tribunal and the Transport Licensing Appeals Board Tribunal also improved their performance by 6.48 per cent and 3.57 per cent, respectively as shown in Table 71.

Table 71: Performance Improvement in Tribunals

Court Station/Division	Composite Score FY 2023/24	Composite Score FY 2024/25	Variation	% Improvement
Business Premises Rent Tribunal	2.497	1.828	0.669	26.79
Political Parties Dispute Tribunal	1.867	1.746	0.121	6.48
Transport Licensing Appeals Board Tribunal	2.068	1.994	0.074	3.57

a. Most Consistent Tribunal

The Communications and Multimedia Appeals Tribunal emerged as the most consistent top performer over the past three years, with an average composite score of 1.647, translating to 95.49 per cent. On the other hand, the Business Premises Rent Tribunal was the most consistent least performer with an average composite score of 2.281 translating to 86.05 per cent. This is shown in Table 72.

Table 72: Performance Consistency in Tribunals

Court Station/Division	Composite Score FY 2022/23	Composite Score FY 2023/24	Composite Score FY 2024/25	Average Composite Score
Best Composite Score	**1.545**	**1.615**	**1.7462**	**1.635**
Communications and Multimedia Appeals Tribunals	1.545	1.615	1.7816	1.647
Political Parties Dispute Tribunal	1.627	1.867	1.7462	1.746
Tax Appeals Tribunal	1.757	2.023	2.0357	1.938
Industrial Property Tribunal	1.979	1.713	2.245	1.979
Energy and Petroleum Tribunal	1.932	1.831	2.1884	1.983
Rent Restriction Tribunal	1.683	2.253	2.293	2.076
Transport Licensing Appeals Board Tribunal	2.282	2.068	1.9938	2.114
Business Premises Rent Tribunal	2.52	2.497	1.8277	2.281

2.13.2 Performance of Tribunals with a Caseload of Over 200 cases

This category comprised four Tribunals, namely; the Business Premises Rent Tribunal, the Tax Appeals Tribunal, the Co-operative Tribunal, and the Rent Restriction Tribunal. One tribunal achieved a "Very Good" performance grade, while the other three tribunals had a "Good" performance grade. Figure 37 illustrates the proportion of performance grades of Tribunals in this category.

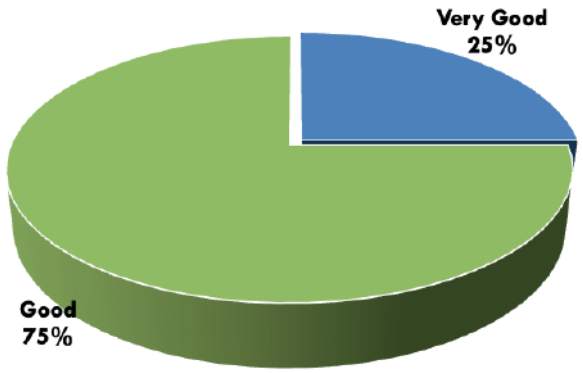


Figure 36: Overall Tribunal Performance – Caseload category of Above 200 cases

The Business Premises Rent Tribunal was the best-performing tribunal in this category with a performance grade of "Very Good" and a composite score of 1.8277. The Tax Appeals Tribunal followed with a composite score of 2.0357. The performance of the tribunals in this category and on key thematic areas is presented in Table 73.

Table 73: Performance with a Caseload of above 200 cases

Tribunal	Composite Score	Overall Performance	Performance Grade	CCR	% Reduction Backlog	Merit productivity	Other productivity	Registry and Document Efficiency	Court Administration Efficiency	Case Management Efficiency
Business Premises Rent	1.8277	96.8082	Very Good	115	-52	137	1008	100	100	44
Tax Appeals	2.0357	91.6071	Good	113	-7	139	215	99.5	100	69.5
Rent Restriction	2.29	85.871	Good	180	-62	40	3180	94	90	62.5
CO-Operative	2.6161	78.9399	Good	79	177	205	397	98.5	62.5	45

2.13.2.1 Performance of Tribunals on Key Thematic Areas – Caseload Category of above 200 Cases

a. Case Clearance Rate

The average CCR for this category was 122 per cent. The Rent Restriction Tribunal recorded the highest CCR, achieving 180 Per cent. The Business Premises Rent Tribunal followed with a CCR of 115 per cent, and the Tax Appeals tribunal with a CCR of 113 per cent.

b. Case Backlog Reduction

The average case backlog reduction for this category stood at 14 per cent. Rent Restriction Tribunal emerged as the best tribunal on reduction of case backlog, reducing the case backlog by 2,583 cases representing 62 per cent. The tribunal sits in two benches, with each bench handling an average of 1,292 cases. The Business Premises Rent Tribunal followed with a backlog reduction of 1,848 cases representing 52 per cent, sitting in four benches with each bench handling an average of 462 cases.

c. Tribunals Productivity

The average productivity for tribunals in this category was 1330 per cent. The Cooperative Tribunal emerged the best with merit productivity of 205 cases per bench and other productivity of 397 cases. It was followed by Tax appeals Tribunal with merit productivity of 139 cases per bench. Business Premises Rent Tribunal and Rent Restriction Tribunal followed with a merit productivity of 137 and 40 cases, respectively.

d. Registry and Documentation Efficiency

The average performance score for the Tribunals in this category was 98 per cent on Registry and Documentation Efficiency. The Business Premises Rent Tribunal attained the highest score at 100 per cent, comprising 100 per cent on accurate submission of monthly returns and 100 per cent on court file integrity indicators. The Tax Appeals Tribunal and Cooperative Tribunal followed with an average score at 99.5 per cent and 98.5 percent, respectively. The Rent Restriction

Tribunal was the least performing court in this category at 94 per cent

e. Case Management and Judicial Efficiency

The average performance score for the Tribunals in this category was 55.25 per cent on Case Management and Judicial Efficiency. The Tax Appeals Tribunal attained the highest score at 69.5 per cent, comprising 49 per cent on the delivery of judgements within 45 days, and 90 per cent on the judgements delivered on the date first scheduled for delivery. The Rent Restriction Tribunal and the Cooperative Tribunal followed at 62.5 per cent and 45 percent, respectively. The Business Premises Rent Tribunal was the least performing court in this category at 44 per cent.

f. Court Administration

The Tribunals in this category achieved an average performance score of 88.13 per cent on court administration efficiency. Tax Appeals, and Business Premises Rent Tribunals each achieved 100 per cent in this thematic area, comprising 100 per cent score on both stakeholder engagement and trials/hearings held when first listed. The Rent Restriction Tribunal and the Cooperative Tribunal followed with a score of 90 and 62.5 per cent, respectively.

g. Promotion of Alternative Justice System Mechanisms

The average score on promotion of Alternative Justice System Mechanism**s** was 82.8 per cent. Both the Tax Appeals Tribunal and the Cooperative Tribunal attained a score of 100 per cent indicating implementation of all initiatives for promotion of AJS. Rent Restriction Tribunal and Business premises did not implement any initiative for promotion of AJS.

2.13.3 Performance of Tribunals with a Caseload Category of between 51 and 200 Cases

This category consisted of three tribunals namely the Sports Dispute Tribunal, Land Acquisition Tribunal, and the HIV and AIDS Tribunals. Two (2) Tribunals achieved a performance grade of "Very Good", while one Tribunal achieved a performance grade of "Good".

The Sports Dispute Tribunal emerged as the best Tribunal with a performance score of 96.3137 per cent and a performance grade of "Very Good". The Land Acquisition Tribunal followed by attaining a performance score of 95.7686 per cent with a performance grade of "Very Good", and HIV and AIDs Tribunal attained a performance score of 80.6166 with a performance grade of "Good". The overall performance grade for the Tribunals in this category is presented in Figure 38.

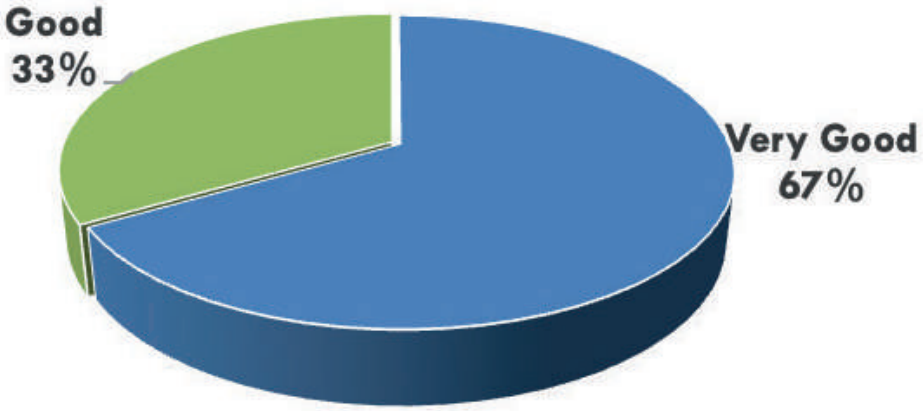


Figure 37: Overall Tribunal Performance – Caseload category of between 51 and 200 Cases

Table 74 presents a summary of the performance of the Tribunals in this category including on Key Thematic Areas.

Table 74: Performance with a caseload of between 51 and 200 cases

Tribunal	Composite Score	Overall Performance	Performance Grade	CCR	% Reduction Backlog	Merit productivity	Other productivity	Registry and Document Efficiency	Court Administration Efficiency	Case Management Efficiency
Sports Dispute	1.8475	96.31	Very Good	115	0	90	70	100	100	70.5
Land Acquisition	1.8693	95.77	Very Good	69	0	61	17	100	100	52.5
HIV and AIDs	2.5379	80.62	Good	117	60	24	51	100	85	56.5

**0% backlog reduction means that backlog was neither decreased not increased*

2.13.3.1 Performance of Tribunals on Key Thematic Areas – Caseload Category of between 51 and 200

a. Case Clearance Rate

The average CCR for this category was 100 per cent. The HIV and AIDs Tribunal recorded the highest CCR, achieving 117 Per cent. The Sports Disputes Tribunal followed with a CCR of 115 per cent and the Land Acquisition Tribunal with a CCR of 69 per cent.

b. Case Backlog Reduction

The HIV and AIDs Tribunal increased backlog by three cases representing a 60 per cent increase. However, both the Sports Dispute and the Land Acquisition Tribunal neither increased nor reduced backlog, recording a 0 per cent change in backlog reduction.

c. Tribunals Productivity

The average Productivity for courts in this category stood at 104.33 per cent. The Sports Dispute Tribunal emerged the best with a merit productivity of 90 cases per bench and other productivity of 70 cases. It was followed by the Land

Acquisition Tribunal with a merit productivity of 61 cases per bench and other productivity of 17 cases. The HIV and AIDs recorded the least merit productivity at 24 cases per bench, with other productivity of 51 cases.

d. Registry and Documentation Efficiency

The average performance score for the Tribunals in this category was 100 per cent on Registry and Documentation Efficiency. All the three tribunals in this category recorded a performance of 100 per cent, which comprised 100 per cent score on both the submission of monthly returns, and court file integrity initiatives.

e. Case Management and Judicial Efficiency

The average performance score for the tribunals in this category was 59.83 per cent on Case Management and Judicial Efficiency. The Sports Dispute Tribunal attained the highest score at 70.5 per cent comprising of 93 per cent on judgements delivered within 45 days and 48 per cent of judgements delivered on the date first scheduled, followed by the HIV and AIDs Tribunal and the Land Acquisition Tribunal at an average of 56.5 per cent and 52.5 percent, respectively.

f. Court Administration

The Tribunals in this category achieved an average performance score of 95 per cent on court administration efficiency. Both the Sports Disputes Tribunal and the Land Acquisition tribunal achieved a score of 100 per cent comprising of100 per cent of trials held when first listed and 100 per cent on stakeholder engagement, while the HIV and AIDs Tribunal attained an average score of 85 per cent.

g. Promotion of Alternative Justice System Mechanisms

The average score on promotion of Alternative Justice System Mechanisms was 84.5 per cent. The HIV and AIDs Tribunal achieved a score of 100 per cent followed by the Land Acquisition Tribunal that realised a score of 69 per cent.

2.13.4 Performance of Tribunals with a Caseload Category between 21 and 50 cases

This category consisted of four tribunals, namely; the Energy and Petroleum Tribunal, Political Parties Disputes Tribunal, The National Environment Tribunal, and the Transport Licensing Appeals Board Tribunal. One Tribunal achieved a performance grade of "Very Good", while three Tribunals achieved a performance grade of "Good". The Political Parties Dispute Tribunal emerged as the best-performing Tribunal, attaining a performance score of 98.8448 per cent with a performance grade of "Very Good". The Transport Licensing Appeals Board Tribunal emerged second with a performance score of 92.655 per cent and a performance grade of Good.

Figure 39 displays the overall performance grades of Tribunals in this category.



Figure 38: Performance grade of Tribunals caseload category between 21 and 50 cases.

Table 75 gives a summary of the performance for the Tribunals in this category including on Key Thematic Areas.

Table 75: Performance with a caseload category between 21 and 50 cases

Tribunal	Composite Score	Overall Performance	Performance Grade	CCR	% Reduction Backlog	Merit productivity	Other productivity	Registry and Document Efficiency	Court Administration Efficiency	Case Management Efficiency
Political Parties Disputes	1.7462	98.8448	Very Good	118	-100	17	7	100	100	79.5
Transport Licensing Appeals Board	1.9938	92.655	Good	115	-29	5	33	100	96	83.5
National Environment	2.1339	89.2744	Good	100	-50	28	4	93	70	51.0
Energy and Petroleum	2.1884	88.1057	Good	84	0	20	17	97.5	100	65.5

2.13.4.1 Performance of Tribunals on Key Thematic Areas – Caseload Category between 21 and 50 cases

a. Case Clearance Rate

The average CCR for this category was 104.25 per cent. The Political Parties Dispute Tribunal recorded the highest CCR, achieving 118 Per cent. The Transport Licensing Appeals Board Tribunal followed with a CCR of 115 per cent and the National Environment Tribunal with a CCR of 100 per cent.

b. Case Backlog Reduction

The Political Parties Disputes Tribunal cleared one case that constituted backlog representing 100 per cent. This was followed by the National Environment Tribunal and the Transport Licensing Appeals Board Tribunal, both reducing the backlog by 50 per cent (from 10 to 5 cases) and 29 per cent (from 7 to 5 cases), respectively.

c. Tribunals Productivity

The National Environment Tribunal emerged the best with merit productivity of 28 cases per bench and other productivity of four cases. It was followed by the Energy and Petroleum Tribunal with 20 cases per bench and other productivity of 17 cases. The Political Parties Dispute Tribunal recorded a merit productivity of 17 cases per bench, with other productivity of seven cases.

d. Registry and Documentation Efficiency

The average performance score for the Tribunals in this category was 97.63 per cent on Registry and Documentation Efficiency. Both the Political Parties Disputes Tribunal and the Transport Licensing Appeals Board Tribunal attained the highest score of 100 per cent representing100 per cent on submission of monthly returns and 100 per cent on court file integrity. The Energy and Petroleum Tribunal and the National Environment Tribunal attained a score of 97.5 per cent and 93 per cent, respectively.

e. Case Management and Judicial Efficiency

The average performance score for the Tribunals in this category was 69.88 per cent on Case Management and Judicial Efficiency. The Transport Licensing Appeals Board emerged as the best in this category attaining a score of 83.5 per cent comprising100 per cent on judgements delivered within 45 days of conclusion of hearing and 67 per cent of judgements delivered on the date first scheduled for delivery.

The Political Parties Disputes Tribunal followed with a score of 79.5 per cent (89 per cent on judgements delivered within 45 days and 70 per cent of judgements delivered on the date first scheduled). The Energy and Petroleum and the National Environment Tribunal attained an average score of 65.5 per cent and 51 per cent, respectively.

f. Court Administration

The Tribunals in this category achieved an average performance score of 91.5 per cent on court administration efficiency. Both the Political Parties Dispute Tribunal, and the Energy and Petroleum Tribunal, attained an average score of 100 per cent (100 per cent of trials held when first listed and 100 per cent on stakeholder engagement). The Transport Licensing Appeals Board and the National Environment Tribunal achieved an average score of 96 per cent and 70 per cent, respectively.

g. Promotion of Alternative Justice System Mechanisms

The average score on promotion of Alternative Justice System Mechanisms was 94.67 per cent. The Political Parties Dispute Tribunal, and the National Environment Tribunal, attained a score of 100 per cent. The Energy and Petroleum Tribunal achieved a score of 84 per cent.

2.13.5 Performance of Tribunals with a Caseload Category of below 20 cases

This category consisted of four tribunals, namely; the Communication and Multimedia Appeals Tribunal, Standards Tribunal, Industrial Property Tribunal, and the National Civil Aviation Administrative Review Tribunal. One Tribunal achieved

a performance grade of "Very Good", while three Tribunals achieved a performance grade of "Good". The Communication and Multimedia Appeals Tribunal emerged as the best tribunal with a performance score of 97.96 per cent and a performance grade of "Very Good". The Standards Tribunal followed by attaining a performance score of 86.9601 per cent with a performance grade of "Good", and the Industrial Property Tribunal attained a performance score of 86.8873 per cent with a performance grade of "Good". The National Civil Aviation Administrative Review Tribunal performed the least with a score of 82.1014 per cent (Good). The overall performance grade for the Tribunals in this category is presented in Figure 40

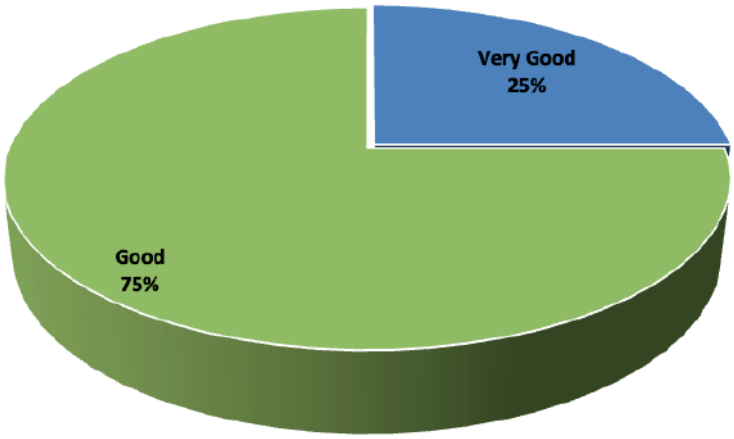


Figure 39: Overall Tribunal Performance – Caseload category of below 20 cases

Table 79 gives a summary of the performance for the Tribunals in this category, including on Key Thematic Areas.

Table 76: Performance with a caseload category of below 20 cases

Tribunal	Composite Score	Overall Performance	Performance Grade	CCR	% Reduction Backlog	Merit productivity	Other productivity	Registry and Document Efficiency	Court Administration Efficiency	Case Management Efficiency
Communication and Multimedia Appeals	1.7816	97.96	Very Good	100		2	1	100	100	100
Standards	2.2419	86.96	Good	167	0	5	5	95	90	100
Industrial Property	2.2453	86.89	Good	111	-50	9	1	100	60	0
National Civil Aviation Administrative Review	2.4686	82.10	Good	156	-33	12	2	100	100	57

2.13.5.1 Performance of Tribunals on Key Thematic Areas – Caseload Category below 20 cases

a. Case Clearance Rate

The average CCR for this category was 133.5 per cent. The Standards Tribunal recorded the highest CCR, achieving 167 per cent. The National Civil Aviation Administrative Review Tribunal followed with a CCR of 156 per cent and the Industrial Property Tribunal with a CCR of 111 per cent.

b. Case Backlog Reduction

The Communications and Multimedia Appeals Tribunal emerged as the best performing Tribunal in this category reducing backlog from two cases to one case, representing 50 per cent. The National Civil Aviation Administrative Review Tribunal followed reducing backlog from three cases to one case representing 33 per cent.

c. Tribunals Productivity

National Civil Aviation Administrative Review Tribunal emerged the best with a merit productivity of 12 cases per bench and other productivity of two cases. It was followed by the Industrial Property Tribunal with nine cases per bench. The Standards Tribunal was third with a merit productivity of five cases per bench and other productivity of five cases.

d. Registry and Documentation Efficiency

The average performance score for the Tribunals in this category was 98.75 per cent on Registry and Documentation Efficiency. Both the National Civil Aviation Administrative Review, Industrial Property, and Communications and Multimedia Appeals Tribunals recorded a performance of 100 per cent comprising100 per cent on submission of monthly returns and 100 per cent on court file integrity. The Standards tribunal followed with a score of 95 per cent representing 90 per cent on submission of monthly returns and 100 per cent on court file integrity.

e. Case Management and Judicial Efficiency

The average performance score for the Tribunals in this category was 64.25 per cent on Case Management and Judicial Efficiency. Both Communications and Multimedia Appeals, and the Standards Tribunal attained a score of 100 per cent consisting of100 per cent on judgements delivered within 45 days and 100 per cent of judgements delivered on the date first scheduled. The National Civil Aviation Administrative Review Tribunal followed with a performance of 57 per cent representing 14 per cent on judgements delivered within 45 days and 100 per cent of judgements delivered on the date first scheduled.

f. Court Administration

The Tribunals in this category achieved an average performance score of 87.5 per cent on court administration efficiency. Communications and Multimedia Appeals, and the Standards Tribunal attained a score of 100 per cent each consisting of (100 per cent of trials held when first listed and 100 per cent on stakeholder engagement, while the Standards Tribunal and the Industrial Property Tribunal attained an average score of 90 and 60 per cent, respectively.

g. Promotion of AJS/ADR/Mediation

The average score on promotion of AJS/ADR/CAM initiatives was 87.5 per cent. The Industrial Property Tribunal was the best Tribunal in this category with a performance of 100 per cent. The Standards Tribunal followed with a performance score of 75 per cent.

2.14 PERFORMANCE OF ADMINISTRATIVE UNITS

The mandate of the administrative units in the Judiciary is to facilitate seamless and optimal functionality of the Courts and Tribunals in executing their mandate in administration of justice. Administrative units in the Judiciary include the Office of the Chief Registrar, the Office of the Registrars, various Directorates and other Units, such as the Judiciary Ombudsman and the Kenya Judiciary Academy (KJA). The section below presents the performance of this units for the financial year 2024/2025.

2.14.1 Office of the Chief Registrar of The Judiciary

The Office of the Chief Registrar of the Judiciary (OCRJ) is mandated to coordinate the day-to-day administration of the Judiciary while ensuring efficient functioning of courts and tribunals. Additionally, the office oversees allocation of both financial and human resources, the improvement and maintenance of infrastructure as well as leading in driving reforms geared towards improving efficiency in service delivery across the Judiciary. Through these initiatives, the CRJ plays a critical role in improving access to justice by strengthening institutional capacity and promoting service delivery efficiency.

During the year under review, the OCRJ achieved an overall performance grade of Good representing 96.98 per cent against the set targets. Specifically, in the Financial, Customer and Internal Process perspectives, the office achieved a performance grade of 98.89 per cent, 98.68 per cent and 97.90 per cent respectively. The performance of the office in the respective perspectives is presented in Table 77.

Table 77: Performance of the OCRJ across all perspectives

Perspective	2024/25		
	Overall Composite Score	Performance Score (%)	Performance Grade
Core Mandate	1.381	98.60	Very Good
Financial Perspective	1.032	98.89	Very Good
Customer Perspective	1.096	98.68	Very Good
Innovation & learning Perspective	3.000	71.00	Fair
Internal Process Perspective	1.320	97.90	Good
Overall Composite Score	**1.505**	**96.98**	**Good**

The Office of the Chief Registrar demonstrated exemplary performance under the Access and Timely Delivery of Justice perspective, reflecting a strong commitment to institutional excellence and service delivery. Strategic Planning and Institutional Development, Anti-Corruption Strategies, fostering a Culture of Shared Leadership, and Judiciary Accessibility for Vulnerable Populations each attained an outstanding score of 100 per cent, underscoring robust governance systems, inclusive leadership, and a firm stance on integrity and accountability. Additionally, the office performance in other core mandate indicators included; Registries and Case Management (97%), Statutory and Regulatory Compliance (98%), Administration and Management (90%), Policy Development and Implementation (80%), and Stakeholder Relations (83%) with all achieving a performance grade of Good, signifying effective operational coordination, compliance adherence, and sustained engagement with court users and partners.

Particularly, the Office made commendable progress in reform-oriented initiatives, with Mainstreaming Green Justice achieving 70 per cent and strengthening alternative Doorways to Justice Delivery recording 78 per cent, with a performance grade of Good and Fair respectively. These results reflect deliberate efforts to integrate environmental sustainability within judicial operations and to expand access through innovative dispute resolution mechanisms. Overall, the performance outcomes affirm the Office of the Chief Registrar's strategic leadership in enhancing efficiency, strengthening accountability frameworks, and ensuring equitable and timely access to justice for all court users. Table 78 provides a breakdown of the OCRJ's performance in the performance indicators across the different perspectives.

Table 78: Performance of the OCRJ on performance Indicators

Perspective	Indicators	Percentage Performance	Performance Grade
Access and Timely Delivery of Justice	Policy development and implementation	80	Good
	Administration and Management	90	Good
	Registries and Case Management	97	Good
	Strategic Planning and Institutional Development	100	Outstanding
	Statutory and Regulatory Compliance	98	Very Good
	Anti-Corruption strategies	100	Outstanding
	Mainstreaming Green Justice	70	Fair
	Alternative Doorways to Justice Delivery	78	Good
	Stakeholder Relations	83	Good
	Foster a Culture of Shared Leadership	100	Outstanding
	Judiciary Accessibility for Vulnerable Populations	100	Outstanding
Finance Perspective	Modernization Judiciary's Budget framework	100	Outstanding
	Enhanced Accountability in Revenue Management	98	Very Good
Customer Perspective	Compliance with Service Delivery Charter for OCRJ	96	Good
	Customer Survey Recommendations	100	Outstanding
Innovation and Learning Perspective	Service delivery Innovations	0	Poor
	Competency Development	100	Outstanding
Internal Processes	Improvement Employee wellness.	100	Outstanding
	Corruption Prevention and eradication	80	Good
	Work Environment and employee satisfaction	100	Outstanding

2.14.2 Office of Registrars Performance

The Offices of the Registrars are central to the effective and efficient functioning of the judicial system. Through their oversight of case management, registry operations, and enforcement of court orders, Registrars ensure that court processes are conducted smoothly, efficiently, and systematically. The manner in which they execute their mandate has a direct impact on court performance, influencing productivity, the timely delivery of justice, and ultimately public confidence in the Judiciary.

During the period under review, seven Registrar offices were evaluated, namely; the Supreme Court, Court of Appeal, High Court, Employment and Labour Relations Court, Environment and Land Court, Magistrates' Courts, and Tribunals. The assessment examined critical performance areas, including implementation of access to justice initiatives, strategies for case backlog reduction, compliance with procedural timelines, streamlining of registry operations, and adoption of innovative administrative practices aimed at enhancing efficiency in service delivery.

Emphasis was placed on expanding the Doorways of Justice Delivery through improved access to legal information and legal aid services, strengthening access to justice for vulnerable and marginalized groups, and championing progressive criminal and civil justice reforms. The evaluation also assessed efforts geared towards fostering a culture of shared leadership, strengthening strategic partnerships and collaboration, and improving the efficiency and responsiveness of registry operations across the courts.

Further, the assessment evaluated performance from financial, customer service, innovation and learning perspectives. Financial indicators required Registrars to ensure budget compliance, prudent utilization of funds in line with approved annual work plans, and adherence to established financial and accounting regulations and procedures. From the customer perspective, emphasis was placed on improving court user and stakeholder satisfaction through the establishment of customer care desks, staff training on customer service, and implementation of recommendations arising from court user feedback mechanisms.

The evaluation also considered initiatives aimed at strengthening staff capacity and enhancing operational effectiveness. Registrars were required to facilitate continuous training and professional development for Judicial Officers and staff in order to improve skills, professionalism, and service delivery. In addition, attention was given to the development and implementation of innovative approaches and technologies intended to improve efficiency, responsiveness, and the speed of justice delivery across the courts.

Further emphasis was placed on the provision of effective administrative support to Judges and Judicial Officers, as well as the maintenance of infrastructure and assets necessary to sustain operational excellence. Collectively, these interventions reflect a holistic approach to performance management that integrates service accessibility, institutional reform, operational efficiency, financial accountability, staff development, innovation, and stakeholder engagement. The initiatives undertaken position the Offices of the Registrars as key drivers in advancing the Judiciary's constitutional mandate of delivering timely, efficient, and inclusive justice to all.

The findings of this assessment are intended to inform policy direction and guide judicial leadership in strengthening court operations, enhancing institutional performance, and improving the overall administration of justice. To enhance analytical effectiveness and ensure fair comparison, the registrars were further grouped into three categories based on number of registries handled, which include:

- Registrar Supreme Court
- Registrars overseeing less than 40 registries
- Registrars overseeing 40 registries and above

a. Overall Performance Trends

The performance trend for the Registrar Offices remained consistently high throughout the five-year period, with scores averaging above 95 per cent. Performance improved from 95.68 per cent in 2020/21 to 98.65 per cent in 2021/22, representing the highest score recorded during the period. Although a slight decline was observed in 2022/23 (98.37%) and 2023/24 (98.12%), performance remained stable over the period.

In 2024/25, the score improved marginally to 98.49 per cent, indicating sustained strong performance and continued commitment to efficient service delivery, accountability, and operational effectiveness across the Registrar Offices. The trend analysis in the overall performance of the offices of the registrars for the past five years is illustrated in Figure 40.

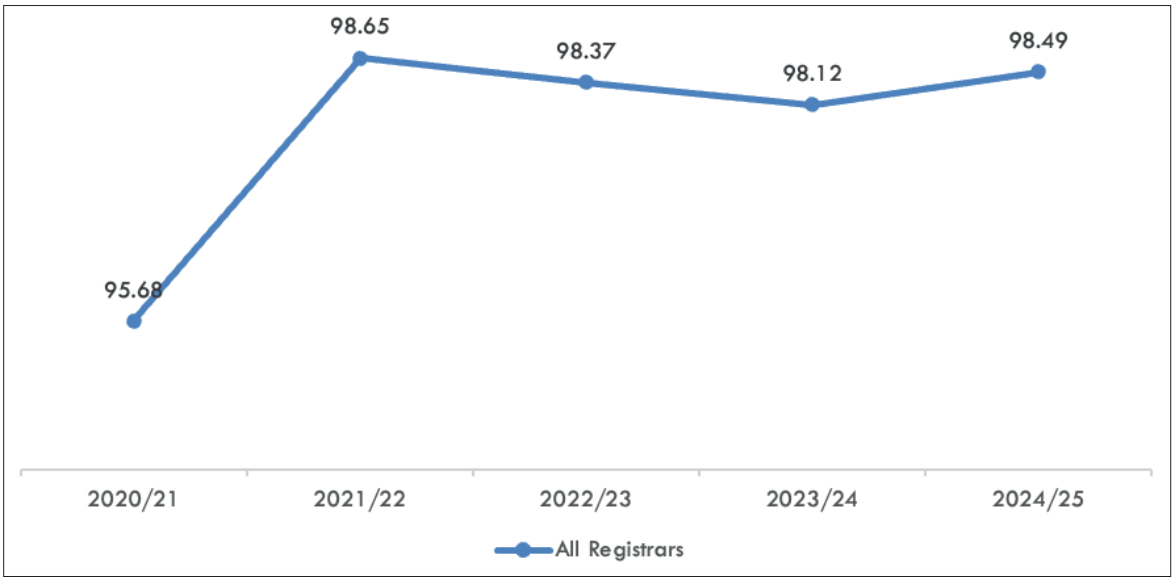


Figure 40: Performance Trend Analysis for Registrars

b. Consistent Top Performing Office of the Registrar

An analysis of performance trends from FY 2020/2021 to FY 2024/2025 indicates that the Office of the Registrar High Court emerged as the most consistent top performing Office of the Registrar over the five-year period with an average composite score of 2.6364. The office maintained relatively stable performance levels between a composite score of 2.917 and 3.197 from FY 2020/2021 to FY 2023/2024, before recording a marked improvement of 1.008 in FY 2024/2025. Table 79 presents the trend of performance in the Offices of Registrars.

Table 79: Registrars Consistent Performance Averages

Office of Registrar	2020/2021 Composite Score	2021/2022 Composite Score	2022/2023 Composite Score	2023/2024 Composite Score	2024/2025 Composite Score	Average composite score
High Court	3.197	2.917	3.03	3.030	1.008	2.6364
Employment and Labour Relations Court	3.132	3.007	3.06	3.0309	1.006	2.6472
Supreme Court	3.134	3.100	3.12	3.000	1.014	2.6736
Magistrates Courts	3.044	3.079	3.081	3.084	1.166	2.6909
Court of Appeal	3.248	3.056	2.993	3.031	1.234	2.7123
	3.250	3.077	3.015	3.031	1.314	2.7374
Court	3.190	3.124	3.149	3.140	1.323	2.7852

2.14.2.1 Performance of the Office of the Registrar Supreme Court

a. Overall Performance

In the reporting period, the Office of the Registrar Supreme Court attained an overall performance grade of "Very Good" and a composite score of 1.014. The overall performance of the office of the Registrar Supreme Court, including key perspectives is as outlined in Table 80.

Table 80: Registrar Supreme Court Overall Performance 24/25

	Overall Performance			Performance on Perspectives						
Office of the Registrar	**Composite Score**	**Performance Score (%)**	**Performance Grade**	**Core Mandate Composite Score**	**Core Mandate Performance Score (%)**	**Core Mandate Grade**	**Finance (2024/25)**	**Customer (2024/25)**	**Innovation & Learning (2024/25)**	**Internal Process (2024/25)**
Supreme Court	1.014	98.95	Very Good	1.017	98.94	Very Good	98.89	100.00	100.00	100.00

b. Performance of the Office of Registrar Supreme Court on Core Mandate Perspective

The performance of Registrar Supreme Court under the Core Mandate perspective was anchored on strengthening service delivery and reinforcing the Judiciary's constitutional role. The office was rated as "Very Good" on the perspective.

c. Performance of the Office of the Registrar Supreme Court on other Perspectives

The office was also assessed on other performance perspectives, finance, the internal process, customer perspective, and innovation and learning perspective. Except for finance perspective, the Office of the Registrar Supreme Court achieved a performance score of 100 per cent on the other three perspectives.

2.14.2.2 Performance of Registrars Overseeing 40 Registries and above

a. Overall Performance

There are three offices of the registrars in this category namely; Registrar High Court, Registrar Environment and Land Court and Registrar Magistrate Courts. The overall performance of these three offices was "Very Good" with an average composite score of 1.1656. Two offices were rate "Very Good" and one as "Good".

The office of the Registrar High Court emerged as the top performer in the category, achieving a composite score of 1.008 and a performance score of 98.97 per cent. This was followed by the Office of the Registrar Magistrate Court with a composite score of 1.166. The overall performance results across offices of Registrars overseeing 40 registries and above is presented in Table 81.

Table 81: Registrars Overseeing 40 Registries and Above - Overall Performance 24/25

Office of the Registrar	2024/25		
	Overall Composite Score	Performance Score (%)	Performance Grade
High Court	1.008	98.97	Very Good
Magistrate Court	1.166	98.45	Very Good
Environment and Land Court	1.323	97.89	Good
All Registrars	**1.1656**	**98.45**	**Very Good**

b. Performance of Registrars Overseeing 40 Registries and Above on Core Mandate Perspective

The performance results for the period under review shows high achievement across all the three offices under the core mandate perspective with an overall composite score of 1.0997, translating to a performance score of 98.67 and a grade of "Very Good".

The Office of the Registrar High Court emerged as the top performer in this perspective, attaining a composite score of 1.009 and an overall rating of 98.98 per cent. The office of Registrar Magistrate Court followed with an overall rating of 98.80 per cent. The performance of these offices on core mandate perspective is presented in Table 82.

Table 82: The Performance of Registrars Overseeing 40 Registries and Above on Core Mandate

Office of the Registrar	2024/25		
	Composite Score	Performance Score (%)	Performance Grade
High Court	1.009	98.98	Very Good
Magistrate Court	1.060	98.80	Very Good
Environment and Land Court	1.230	98.23	Very Good
All Registrars	**1.0997**	**98.67**	**Very Good**

c. The Performance of Registrars Overseeing 40 Registries and Above on Other Perspectives

The offices were also assessed on other performance perspectives including Finance, Internal Processes, Customer and, Innovation and learning. Overall, the performance on Internal Processes Perspective was better compared to other perspectives, with an average score of 99.17 per cent.

The Office of the Registrar High Court on average had a higher performance score of 99.71 per cent compared to the other two offices. Specifically, the office achieved a performance score of 100 per cent on the Internal Processes, Customer and Innovation perspectives. On Finance, the office achieved a score of 98.84 per cent. The office of the Registrar Environment and Land Court followed with an average score of 89.84. Table 83 provides the performance of the three registrars on the four perspectives for the last two financial years.

Table 83: Performance of the Office of the Registrars Overseeing 40 Registries and Above on other Perspectives

Office of Registrar	Perspective							
	Finance		Customer		Innovation & Learning		Internal Process	
	2023/2024	2024/2025	2023/2024	2024/2025	2023/2024	2024/2025	2023/2024	2024/2025
High Court	100.00	98.84	100.00	100.00	96.50	100.00	100.00	100.00
Magistrate Court	100.00	96.94	98.73	96.50	79.71	63.00	100.00	100.00
Environment and Land Court	98.99	98.86	100.00	100.00	95.50	63.00	100.00	97.50
All Registrars	**99.66**	**98.21**	**99.58**	**98.83**	**90.57**	**75.33**	**100.00**	**99.17**

2.14.2.3 Performance of Registrars Overseeing Less than 40 registries

a. Overall Performance

There are three offices of registrars in this category namely; Registrar Court of Appeal, Registrar Employment and Labour Relations Court, and Registrar Tribunals. The overall performance of the three offices was "Very Good" and with an average composite score of 1.1847. Two offices were rated "Very Good" while one as rated "Good".

The office of the Registrar Employment and Labour Relations Court emerged as the top performer in this category, achieving a composite score of 1.006 and a performance score of 98.98 per cent. It was followed by the Office of the Registrar Court of Appeal with a composite score of 1.234. The overall performance results across offices of the three Registrars overseeing less than 40 registries other than the Supreme Court is presented in Table 84.

Table 84: Registrars Overseeing less than 40 Registries other than the Supreme Court - Overall Performance 24/25

Office of the Registrar	2024/25		
	Overall Composite Score	Performance Score (%)	Performance Grade
Employment and Labour Relations Court	1.006	98.98	Very Good
Court of Appeal	1.234	98.22	Very Good
Tribunals	1.314	97.93	Good
All Registrars	**1.185**	**98.38**	**Very Good**

b. Performance of the office of the Registrars Overseeing less than 40 Registries on Core Mandate Perspective

The performance results for the period under review shows high achievement across all the three Offices of the Registrars under the Core Mandate perspective with an overall composite score of 1.104. This translated to a performance score of 98.65 and a grade of "Very Good".

The Office of the Registrar Employment and Labour Relations Court emerged the top performer in this perspective, attaining a composite score of 1.000 and performance score of 100 per cent. The office was rated "Outstanding". The office of Registrar Tribunals followed with an overall rating of 98.49 per cent. The performance of these offices on core mandate perspective is presented in Table 85.

Table 85: Performance of the Office of the Registrars Overseeing less than 40 Registries on Core Mandate perspective

Office of the Registrar	2024/25		
	Composite Score	Performance Score (%)	Performance Grade
Employment and Labour Relations Court	1.000	100.00	Outstanding
Tribunals	1.154	98.49	Very Good
Court of Appeal	1.158	98.47	Very Good
All Registrars	**1.104**	**98.65**	**Very Good**

c. Performance of the office of the Registrars Overseeing less than 40 Registries on Other Perspectives

The offices were also assessed on other performance perspectives, namely; Finance, Internal Processes, Customer and, Innovation and learning. Overall, the performance on the Internal Processes Perspective was better than the other perspectives, with the offices in the category, achieving an average score of 100 per cent.

The Office of the Registrar Employment and Labour Relations Court on average had a higher performance score compared to the other two offices at 99.66 per cent. Specifically, the office achieved a performance score of 100 per cent on the Internal Processes, Customer and Innovation perspectives. On Finance, the office achieved a score of 98.62 per cent. The office of the Registrar Court of Appeal followed with an average score of 90.43. Table 86 provides the categories overall performance on these four perspectives for the last two financial years.

Table 86: Performance of the office of the Registrars Overseeing less than 40 Registries on Other Perspectives

Office of Registrar	Perspective							
	Finance		Customer		Innovation & Learning		Internal Process	
	2023/2024	2024/2025	2023/2024	2024/2025	2023/2024	2024/2025	2023/2024	2024/2025
Employment and Labour Relations Court	98.94	98.62	100.00	100.00	96.50	100.00	100.00	100.00
Court of Appeal	98.84	98.73	100.00	100.00	100.00	63.00	100.00	100.00
Tribunals	98.93	96.94	100.00	96.50	96.50	63.00	100.00	100.00
All Registrars	**98.90**	**98.10**	**100.00**	**98.83**	**97.67**	**75.33**	**100.00**	**100.00**

2.14.3 PERFORMANCE OF SEMI-AUTONOMOUS JUDICIARY AGENCIES

2.14.3.1 Kenya Judiciary Academy (KJA)

The Kenya Judiciary Academy (KJA), formerly the Judiciary Training Institute (JTI), was established in 2008 initially by administrative action by the then Chief Justice of the Republic of Kenya to provide judicial education and training for judges and magistrates. In October 2021, the Judiciary Training Institute unveiled its new name, the Kenya Judiciary Academy with an expanded mandate and scope of operations. The Academy plays a pivotal role in guiding the Judiciary in fostering the growth of jurisprudence and judicial practice. As the intellectual foundation of the Judiciary, KJA ensures that courts serve as the cornerstone of a dynamic and functional jurisprudence that aligns with the aspirations of the Kenyan people. The Academy serves as a link between the Judiciary and contemporary societal developments on diverse areas which include policy development, research, Curriculum Development, Capacity building, knowledge management and facilitating learning exchanges.

KJA measurement metrics focused on Judicial Education and Training, Research and Advisory Services, Strategic Partnerships and Linkages, and Institutional Capacity Development. Key indicators included developing an annual training master calendar aligned with the STAJ vision for FY 2024/2025, conducting continuous judicial education and induction training, developing a draft judicial decision-making and judgment writing toolkit, finalizing the code of conduct for legal researchers, creating a draft access to justice toolkit, and strengthening working relations with development partners.

a. Overall Performance Trend Analysis- KJA

The analysis of the performance trend of the Kenya Judiciary Academy (KJA) from 2020/21 to 2024/25 shows a fairly consistent achievement of its targets, with one notable decline in the 2021/22 financial year when performance dropped to 81 per cent. However, KJA improved in 2022/23, restoring its performance to 100 per cent. In the financial year under review, KJA achieved an overall performance of 98.62 per cent. This trend is illustrated in Figure 41.

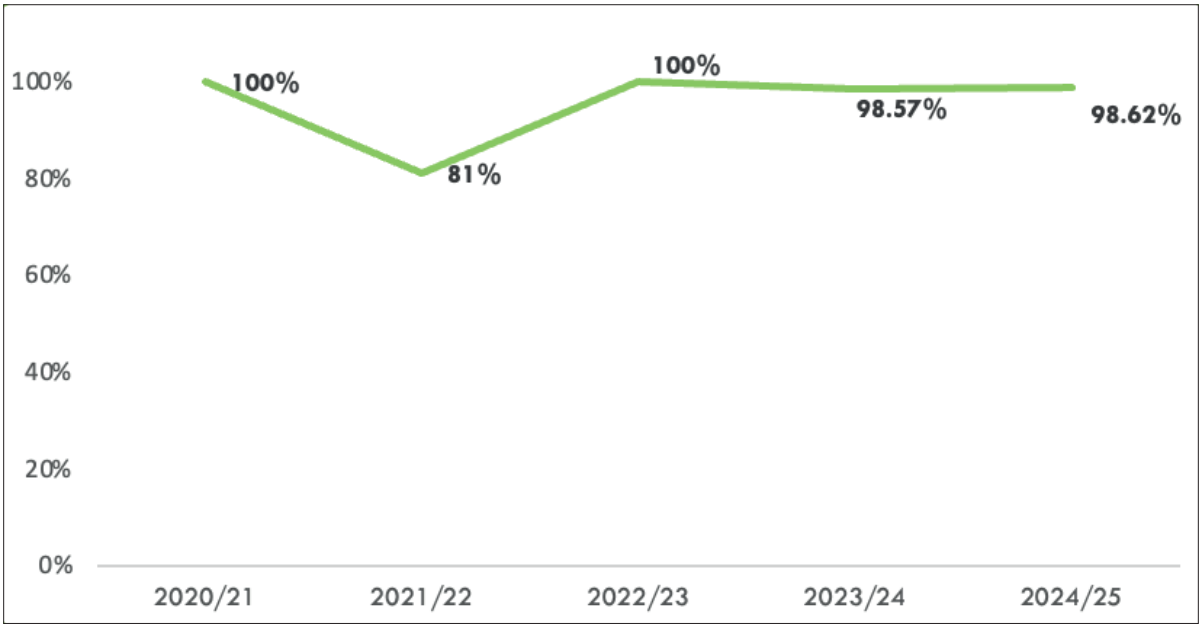


Figure 41: Kenya Judiciary Academy Performance Trends

b. Performance Scorecard - KJA

The overall performance of Kenya Judiciary Academy for the 2024/25 PMMUs implementation period was rated as "Very Good" with a performance score of 98.62 per cent. Additionally, the Academy achieved a performance score of 100 per

cent in both the customer and Internal processes perspectives. Table 87 presents performance of the Academy across the five perspectives as well as overall performance for the last five years.

Table 87: Overall KJA Overall Performance

Perspective	Performance score (%) 2020/2021	Performance score (%) 2021/2022	Performance score (%) 2022/2023	Performance score (%) 2023/2024	2024/2025		
					Weighted score	Performance score (%)	Performance grade
Core Mandate	100.00	79.00	100.00	100.00	1.050	98.83	Very Good
Financial	100.00	100.00	100.00	98.92	1.007	99.98	Very Good
Customer	100.00	100.00	100.00	97.50	1.000	100.00	Outstanding
Innovation & learning	81.00	50.00	111.68	94.50	3.400	63.00	Fair
Internal Process	100.00	90.00	100.00	100.00	1.000	100.00	Outstanding
Overall	**100.00**	**81.00**	**100.00**	**98.57**	**1.115**	**98.48**	**Very Good**

c. Core Mandate Performance- KJA

During the review period, KJA focused on four key performance result areas: Judicial Education and Training, Research and Advisory Services, Strategic Partnerships and Linkages, and Institutional Capacity Development, each with specific performance indicators. The evaluation results demonstrated that the academy achieved 100 per cent performance in 8 of the 11 performance indicators in the core mandate. Table 88 provides a detailed summary of KJA's performance in relation to its core mandate indicators.

Table 88: KJA's performance in relation to its core mandate indicators.

Indicator Group	Indicator	Percentage Performance	Performance Grade
Judicial Education and Training	Conduct Continuous Judicial Education and Induction Trainings	100	Outstanding
	Maintain and update the e-learning platform	100	Outstanding
	Monitor and evaluate training programs	100	Outstanding
Research and Advisory Services	Conduct research and Develop Policies, Handbooks and Manuals	100	Outstanding
	Publish and Disseminate Policies, Handbooks and Manuals;	100	Outstanding
	Improve awareness of Policies, Handbooks and Manuals	100	Outstanding
Strategic Partnerships and Linkages	Maintenance, Strengthening of Partnerships and Linkages	100	Outstanding
	Enhance Strategic Partnerships and Collaborative Relationships	90	Good
Institutional Capacity Development	Develop the Kenya Judiciary Academy Bill	100	Outstanding
	Enhance Institutional capacity and Accountability	99	Excellent
	Timely submission of quarterly management reports	95	Good

2.14.3.2 Office of Judiciary Ombudsman

The Office of Judiciary Ombudsman (OJO), operating under the Office of the Deputy Chief Justice, plays a crucial role in rebuilding public confidence in the Judiciary by enhancing good governance in provision of quality judicial services. It serves as a key channel for receiving and processing complaints from the public, judicial officers, and judicial staff. It also addresses grievances against the Judiciary, judicial officers, and employees. Through its mandate, the office enhances transparency, accountability, and public participation while fostering engagement between the Judiciary and the public. The Office ensures fair and equitable resolution of grievances, reinforcing trust in the judicial system by providing a confidential, neutral, independent, and informal platform for all court users and the general public.

d. Performance Scorecard- OJO

The overall performance for Office of Judiciary Ombudsman for the 2024/2025 period was rated as "Good", with a composite score of 1.846 an overall performance score of 95.27 per cent. In respect to the specific perspectives, this office achieved 93.43 per cent, 96.50 per cent and 100.00 per cent in Core mandate, Financial and Internal process perspectives respectively. Table 89 presents the performance of OJO in the different perspectives for the last five years.

Table 89: performance of OJO

Perspective	Performance score (%) 2020/2021	Performance score (%) 2021/2022	Performance score (%) 2022/2023	Performance score (%) 2023/2024	2024/2025		
					Weighted score	Performance score (%)	Performance grade
Core Mandate	100.00	96.91	98.81	98.95	1.814	93.43	Good
Financial	100.00	98.87	100.00	98.33	1.600	96.50	Good
Customer	100.00	71.00	98.33	100.00	1.320	97.90	Good
Innovation & learning	81.00	100.00	97.00	51.00	3.000	71.00	Fair
Internal Process	100.00	100.00	100.00	96.30	1.000	100.00	Outstanding
Overall Performance Score	99.50	97.17	98.67	97.68	1.846	95.27	Good

e. Core Mandate Performance- OJO

A total of 7 key performance indicators were evaluated during the implementation period. The results indicate that the office achieved a performance score above 80 per cent in 4 of the 7 indicators as presented in Table 90.

Table 90: Performance of the OJOs core mandate

Indicator Name	Percentage Performance	Performance Grade
Strengthen Complaint Handling and Resolution Mechanisms	99	Excellent
Improve transparency and accountability within the Judiciary	84	Good
Maintain and Update Judiciary Complaints Management System	85	Good
Improve public Awareness and Access to information	70	Fair
Improve access to justice and Judicial Integrity	50	Fair
Timely submission of quarterly management reports	95	Good

2.14.4 PERFORMANCE OF DIRECTORATES

The Directorates and Units of the Judiciary play a pivotal role in facilitating the effective administration of justice by providing institutional, technical, financial, and administrative support to judicial operations. These include Accounts; Administration and Security Services; Construction and Maintenance Works; Finance; Human Resource Management and Development; Information and Records Management; Information Communication Technology (ICT); Internal Audit and Risk Management; Public Affairs and Communication; and Supply Chain Management. The assessment focused on the extent to which the Directorates discharged their mandates in support of judicial functions, particularly in promoting accountability, compliance with statutory obligations, prudent financial management, oversight, operational efficiency, and service excellence.

f. Overall Performance and Trend of Directorates.

During the Financial Year 2024/2025, the Directorates registered commendable performance, attaining an overall composite score of 1.3746, translating to 97.56 per cent, and earning a "Good" performance grade. This performance reflects a marginal increase compared to the preceding financial year (2023/2024), when the Directorates achieved 97.35 per cent. With the slight improvement of 0.21 percentage points, performance remained consistently high, demonstrating sustained institutional stability in administrative and support functions. The trend indicates that, the overall Directorates performance has remained above 89 per cent throughout the last five years, peaking at 100 per cent in FY 2022/2023 and stabilizing at above 97 per cent in the last two financial years. This trend demonstrates institutional growth and strengthened performance management systems within the support directorates. The five-year trend analysis is shown in Figure 42.

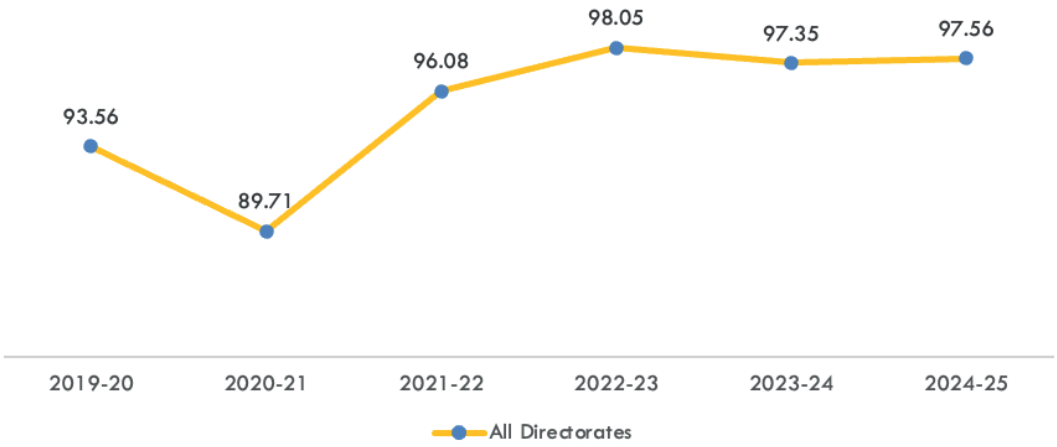


Figure 42: Overall Directorates Performance Trend

a. The Directorates' Scorecard

The Directorate performance indicates in the Financial Year under review shows that five directorates constituting 50 per cent achieved a performance score of "Very Good". Five other directorates achieved a performance score of "Good" constituting another 50 per cent. The distribution of performance grades is presented in Figure 43.

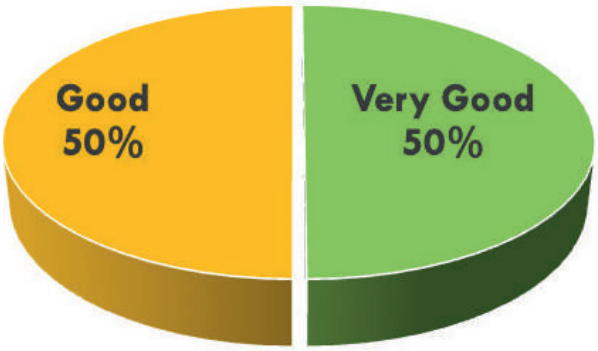


Figure 43: Directorates Distribution of Performance Grades

Further analysis of individual Directorates' performance indicates consistently high achievement across all units. Supply Chain Management emerged the best-performing Directorate, attaining a performance score of 98.43 per cent "Very Good" and a composite score of 1.1700. Information Communication Technology followed with 98.35 per cent "Very Good", while Internal Audit and Risk Management emerged third and achieved 98.29 per cent "Very Good". Public Affairs and Communication also recorded performance levels above 98 per cent, thereby maintaining "Very Good" grade. Overall, performance across Directorates remained within a narrow range of 96.26 per cent to 98.43 per cent, reflecting balanced institutional delivery and minimal performance disparity among the units. The Overall performance of the Directorates is shown in Table 85.

Table 91: Overall performance of the Directorates

Directorate	Overall Composite Score	Overall Performance Score (%)	Overall Performance Grade
Supply Chain Management	1.1700	98.43	Very Good
Information Communication Technology	1.1960	98.35	Very Good
Finance	1.2110	98.30	Very Good
Internal Audit and Risk Management	1.2120	98.29	Very Good
Public Affairs and Communication	1.2470	98.18	Very Good
Construction and Maintenance Works	1.3080	97.96	Good
Administration and Security Services	1.3540	97.73	Good
Human Resource Management	1.4270	97.37	Good
Accounts	1.5930	96.54	Good
Library	1.6200	96.40	Good
All Directorates	**1.3746**	**97.56**	**Good**

b. Most Improved Performance

Comparative analysis of performance scores over the five-year period indicates measurable improvement across several Directorates. Administration and Security Services recorded the highest improvement, rising by 7.86 percentage points from 89.87 per cent in FY 2023/2024 to 97.73 per cent in FY 2024/2025. Information and Records Management improved by 7.12 percentage points, while Construction and Maintenance Works registered a 6.42 percentage point increase. Human Resource Management and Development also demonstrated progress, recording a 2.66 percentage point improvement over the same period. Although, Directorate of Information Communication Technology had previously recorded significant

recovery in earlier financial years, the current year reflects a marginal decline of 0.56 percentage points. Directorates Performance Trend is shown in Table 86.

Table 92: Directorates Performance Score Trends

Directorate	Performance Score (%) 2019-20	Performance Score (%) 2020-21	Performance Score (%) 2021-22	Performance Score (%) 2022-23	Performance Score (%) 2023-24	Performance Score (%) 2024-25	Improvement (%)
Administration and security service	86.57	100.00	97.63	95.83	89.87	97.73	7.86
Information & Records Management	99.06	61.00	80.94	100.00	91.18	98.29	7.12
Construction and Maintenance Works	85.34	59.72	85.98	96.44	91.54	97.96	6.42
Human Resource Management & Development	97.71	96.54	100.00	91.94	94.71	97.37	2.66
Public Affairs & Communication	100.00	100.00	100.00	100.00	96.05	98.18	2.12
Internal Audit & Risk Management	100.00	94.00	100.00	100.00	94.35	96.40	2.05
Accounts	N/A	N/A	N/A	N/A	95.75	96.54	0.79
Finance	100.00	100.00	100.00	100.00	97.59	98.30	0.71
Supply Chain Management	100.00	100.00	100.00	100.00	98.90	98.43	-0.47
Information & Communication Technology	73.32	73.14	50.43	97.18	98.91	98.35	-0.56
All Directorates	**93.56**	**89.71**	**96.08**	**98.05**	**97.35**	**97.56**	**0.21**

c. Consistent Top Performance

The composite score trend analysis indicates that Directorate of Supply Chain Management demonstrated sustained high performance across the six-year period, maintaining consistently strong composite scores. The analysis shows that it remains the most consistently top performing Directorate maintaining performance levels at or near 100 per cent across several financial years with minimal fluctuations. The observed consistency across these units reflects strengthened internal control mechanisms, structured planning frameworks, and enhanced compliance with PMMU performance standards. This in turn, contributes to overall institutional stability and improved service delivery outcomes. Consistency in the Directorates Performance is shown in Table 87

Table 93: Consistency in the Directorates Performance

Directorate Name	2019/2020 Composite Score	2020/2021 Composite Score	2021/2022 Composite Score	2022/2023 Composite Score	2023/2024 Composite Score	2024/2025 Composite Score	Average Performance Composite Score
Supply Chain Management	3.1060	3.0890	3.0900	3.0290	3.0410	1.1700	**2.7542**
Public Affairs & Communication	3.1070	3.1710	3.1420	3.0270	3.1480	1.2470	**2.8070**
Finance	3.1120	3.1550	3.1690	3.1200	3.0900	1.2110	**2.8095**
Internal Audit & Risk Management	3.1670	3.2950	3.1000	3.1100	3.4310	1.2120	**2.8858**
Human Resource Management & Development	3.2310	3.2500	3.1990	3.3290	3.2250	1.4270	**2.9435**
Administration and security service	3.4120	3.1980	3.2320	3.2670	3.5040	1.3540	**2.9945**
Library Services	3.2090	3.8220	3.5110	3.1700	3.2460	1.6200	**3.0963**
Information & Comm. Technology	3.6210	3.6240	3.9690	3.2450	3.0410	1.1960	**3.1160**
Construction and Maintenance Works	3.4320	3.8420	3.4550	3.2570	3.4100	1.3080	**3.1173**
Accounts*	-	-	-	-	-	1.5930	**-**

d. Directorates' Performance on Core Mandate

Under the Core Mandate Perspective, which assesses the implementation of key programmes and statutory responsibilities aligned to the Social Transformation Through Access to Justice (STAJ), the Directorates attained an overall performance score of 98.30 per cent (Very Good). Information Communication Technology was the best, achieving 100 per cent (Outstanding), demonstrating full implementation of its core programmes. Public Affairs and Communication, Internal Audit and Risk Management, Finance, Supply Chain Management, and Construction and Maintenance Works also recorded Very Good performance grade on the core mandate. The results demonstrate effective execution of primary mandates and sustained alignment with Judiciary strategic objectives. The Performance of Directorates on Core Mandates is shown in Table 88.

Table 94: Performance of Directorates on Core Mandates

Directorate	Composite Score	Overall Performance Score (%)	Overall Performance Grade
Information Communication Technology	1.0000	100.00	Outstanding
Public Affairs and Communication	1.0480	98.84	Very Good
Finance	1.0670	98.78	Very Good
Internal Audit and Risk Management	1.0740	98.75	Very Good
Supply Chain Management	1.0800	98.73	Very Good
Construction and Maintenance Works	1.1290	98.57	Very Good
Administration and Security Services	1.1850	98.38	Very Good
Library	1.3320	97.84	Good
Human Resource Management	1.3770	97.62	Good
Accounts	1.4110	97.45	Good
All Directorates	**1.2114**	**98.30**	**Very Good**

e. Directorates' Performance on Financial Perspective.

The Financial Perspective evaluates compliance with statutory financial requirements, utilization of allocated funds, and implementation of audit recommendations among other indicators. During the year under review, the Directorates attained an overall performance score of 98.79 per cent "Very Good". Human Resource Management, Internal Audit and Risk Management, and Supply Chain Management achieved 100 per cent reflecting strong adherence to public finance management regulations and audit compliance standards. The remaining Directorates recorded performance above 98 per cent. The results demonstrate strengthened financial controls, prudent resource utilization, and improved compliance with statutory obligations. The Performance of Directorates on Financial perspective is shown in Table 89.

Table 95: Performance of Directorates on Financial perspective.

Directorate	Overall Composite Score	Overall Performance Score (%)	Overall Performance Grade
Human Resource Management	1.0000	100.00	Outstanding
Internal Audit and Risk Management	1.0000	100.00	Outstanding
Supply Chain Management	1.0000	100.00	Outstanding
Library	1.0090	98.97	Very Good
Accounts	1.0240	98.92	Very Good
Administration and Security Services	1.0240	98.92	Very Good
Finance	1.0400	98.87	Very Good
Construction and Maintenance Works	1.1600	98.47	Very Good
Information Communication Technology	1.1600	98.47	Very Good
Public Affairs and Communication	1.2160	98.28	Very Good
All Directorates	**1.0633**	**98.79**	**Very Good**

f. Directorates' Performance on Customer Perspective.

The Customer Perspective measures compliance with Service Delivery Charter standards and responsiveness to stakeholder feedback mechanisms. The Directorates attained an overall score of 97.61 per cent ranked as Good. The Directorates of Construction and Maintenance Works, Internal Audit and Risk Management, and Public Affairs and Communication achieved 100 per cent which is rated Outstanding. Human Resource Management, Supply Chain Management, Information Communication Technology, and Accounts recorded "Very Good" performance. However, Finance and Library recorded comparatively lower scores of 86.77 per cent and 82.89 per cent respectively, earning a "Good" grade. While overall performance remains strong, targeted interventions are required to strengthen customer feedback implementation and service responsiveness in the affected units. The Performance of Directorates on Customer perspective is shown in Table 90.

Table 96: Performance of Directorates on Customer perspective.

Directorate	Overall Composite Score	Overall Performance Score (%)	Overall Performance Grade
Construction and Maintenance Works	1.0000	100.00	Outstanding
Internal Audit and Risk Management	1.0000	100.00	Outstanding
Public Affairs and Communication	1.0000	100.00	Outstanding
Human Resource Management	1.0260	98.91	Very Good
Supply Chain Management	1.1400	98.53	Very Good
Information Communication Technology	1.2800	98.07	Very Good
Accounts	1.2860	98.05	Very Good

Directorate	Overall Composite Score	Overall Performance Score (%)	Overall Performance Grade
Administration and Security Services	1.4000	97.50	Good
Finance	2.2200	86.77	Good
Library	2.4290	82.89	Good
All Directorates	**1.3781**	**97.61**	**Good**

g. Directorate's Performance on Innovation and Learning.

The Innovation and Learning Perspective assesses implementation of innovation initiatives, capacity building programmes, and knowledge management systems aimed at enhancing institutional efficiency. During the review period, the Directorates recorded an overall performance score of 76.52 per cent which is rated "Good", making this the lowest-performing perspective. Directorate of Finance was the best in this perspective, attaining 97.50 per cent rated "Very Good". Supply Chain Management directorate was the second best with a performance score of 94.50. Human Resource Management, ICT, and Internal Audit and Risk Management also recorded Good performance. The rest of the Directorates achieved a grade of "Fair". The findings indicate the need to strengthen structured innovation initiatives, institutional learning frameworks, and staff capacity development programmes. The performance of Directorates in this perspective is shown in Table 91.

Table 97: Performance of Directorates under Innovation and Learning perspective

Directorate	Overall Composite Score	Overall Performance Score (%)	Overall Performance Grade
Finance	1.4000	97.50	Very Good
Supply Chain Management	2.0000	94.50	Good
Human Resource Management	2.6000	79.71	Good
Information Communication Technology	2.6000	79.71	Good
Internal Audit and Risk Management	2.6000	79.71	Good
Administration and Security Services	3.0000	71.00	Fair
Construction and Maintenance Works	3.0000	71.00	Fair
Library	3.0000	71.00	Fair
Public Affairs and Communication	3.0000	71.00	Fair
Accounts	3.3200	64.60	Fair
All Directorates	**2.7720**	**76.52**	**Good**

h. Directorate's Performance on Internal Processes

The Internal Processes Perspective evaluates the efficiency of systems, workflows, and internal control mechanisms that support performance delivery. The Directorates attained an overall performance score of 98.63 per cent "Very Good". Finance, Human Resource Management, ICT, Internal Audit and Risk Management, Public Affairs and Communication, and Supply Chain Management achieved 100 per cent "Outstanding". The results demonstrate strong institutional systems, adherence to operational procedures, and effective internal control mechanisms. The Performance of Directorates on Internal Processes is shown in Table 92.

Table 98: Performance of Directorates on Internal Processes.

Directorate	Overall Composite Score	Overall Performance Score (%)	Overall Performance Grade
Finance	1.0000	100.00	Outstanding
Human Resource Management	1.0000	100.00	Outstanding
Information Communication Technology	1.0000	100.00	Outstanding
Internal Audit and Risk Management	1.0000	100.00	Outstanding
Public Affairs and Communication	1.0000	100.00	Outstanding
Supply Chain Management	1.0000	100.00	Outstanding
Administration and Security Services	1.0400	98.87	Very Good
Construction and Maintenance Works	1.1250	98.58	Very Good
Library	1.2960	98.01	Very Good
Accounts	1.6500	96.25	Good
All Directorates	**1.1111**	**98.63**	**Very Good**

2.14.5 DIRECTORATE OF STRATEGY, PLANNING AND ORGANIZATIONAL PRODUCTIVITY

The Directorate of Strategy, Planning and Organisational Productivity (DSPOP) is mandated to coordinate the implementation of performance management systems across the Judiciary and to ensure alignment of institutional programmes with the STAJ and national development priorities. The Directorate provides leadership in planning, monitoring and evaluation of programmes and projects, institutional research, caseload data management and statistical reporting, economic planning, quality management systems, innovation, and organizational productivity improvement.

Additionally, the Directorate plays a central role in institutionalizing performance contracting, strengthening monitoring and evaluation frameworks, enhancing evidence-based decision-making through court statistics, coordinating reporting on institutional performance, and promoting service delivery innovation across courts and administrative units. Through these functions, DSPOP supports strategic oversight, policy formulation, and continuous improvement within the Judiciary.

a. Overall DSPOP Performance.

During the Financial Year 2024/2025, the Directorate attained an overall composite score of 1.2560, translating to **98.15 per cent**, and earning an **"**Very Good**"** performance grade. The performance shows a **1.01** per cent **improvement** from 97.14 per cent achieved in the Financial Year 2023/2024. This performance reflects sustained effectiveness in coordinating performance management systems and institutional planning processes across the Judiciary.

The Directorate maintained high levels of compliance and implementation across most performance indicators, demonstrating strengthened institutional frameworks for planning, monitoring and evaluation. Although minor variations were recorded across perspectives, overall performance remained within the upper performance band, confirming DSPOP's central role in driving accountability, strategic alignment, and results-based management within the institution. The overall Performance of DSPOP is shown in Table 93.

Table 99: DSPOP Performance per Perspective

Perspective	Composite Score 2024/25	Performance Score (%) 2024/25	Performance Grade
Core Mandate	1.3640	97.68	Good
Finance Perspective	1.0000	100.00	Outstanding
Customer Perspective	1.3000	98.00	Very Good
Innovation & Learning	1.0000	100.00	Outstanding
Internal process	1.3200	97.90	Good
All Indicators	**1.2560**	**98.15**	**Very Good**

b. DSPOP Performance Trend

The performance trend for the Directorate of Strategy, Planning and Organisational Productivity (DSPOP) over the five-year period from FY 2020/21 to FY 2024/25 reflects sustained high performance, marked by strong composite scores consistently above 97 per cent. The Directorate rebounded strongly in FY 2024/25, achieving a performance score of 98.15 per cent**,** reaffirming its strategic leadership role in driving planning, reporting, and organisational productivity across the Judiciary. The upward trajectory reflects adaptive management practices, strengthened internal controls, and enhanced compliance with performance measurement frameworks.

Overall, the five-year trend demonstrates that DSPOP has maintained consistently high performance with minimal variance, evidencing institutional resilience, structured planning systems, and effective execution of its mandate. The Directorate continues to serve as a critical anchor in the Judiciary's strategic management architecture, ensuring alignment between strategic objectives, operational plans, and measurable outcomes. The performance trend is shown in Figure 44.

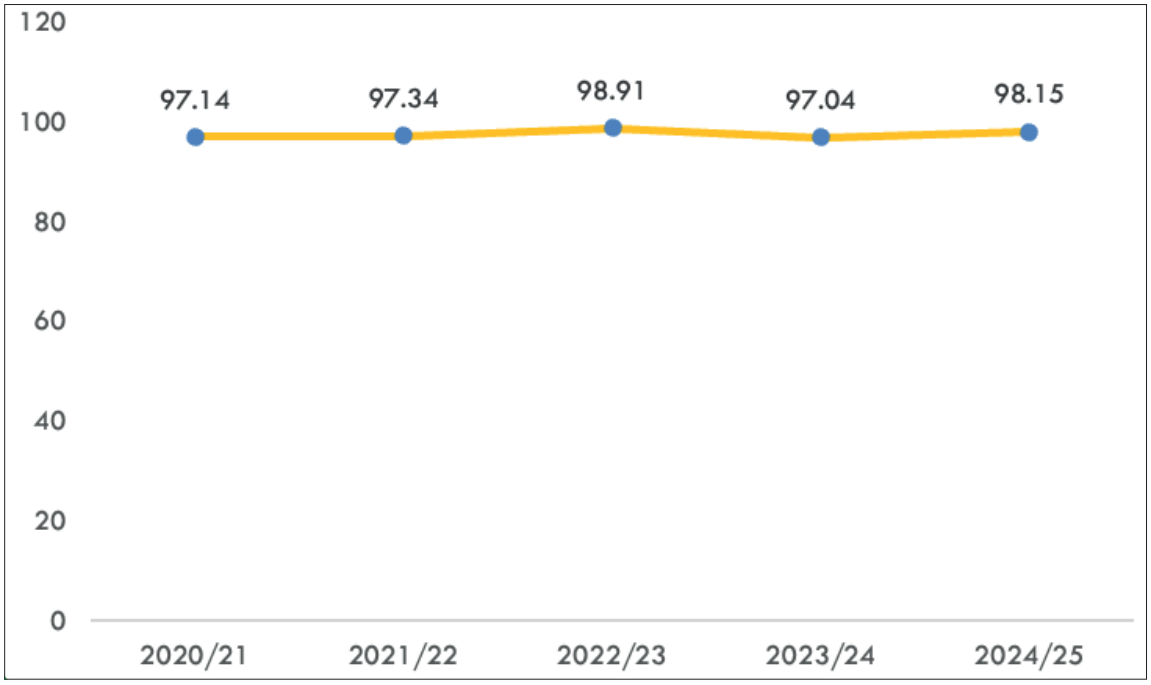


Figure 44: Performance trend for the Directorate of Strategy, Planning and Organisational Productivity (DSPOP)

c. Assessment of DSPOP Performance on Core Mandate.

Under the Core Mandate Perspective, the Directorate attained a composite score of 1.2625**,** translating to 98.13 per cent "Very Good"**.** This was a 1.87 per cent decline from the previous review period. The Directorate successfully implemented eight key result areas aligned to its mandate. Outstanding performance (100 per cent) was recorded in facilitation of the use of statistics to inform policy formulation and decision-making; institutionalization of Quality Management Systems within the Judiciary; promotion of service delivery innovation and best practices; and enhancement of feedback mechanisms.

These results demonstrate the Directorate's success in strengthening evidence-based planning, embedding quality assurance frameworks, and fostering innovation in service delivery. Performance in these areas reflects continued strengthening of monitoring and evaluation systems, improved data integrity, and enhanced dissemination of statistical reports to inform policy and administrative decisions.

Overall, the Core Mandate results confirm that the Directorate effectively coordinated strategic planning, monitoring and evaluation, research, quality management, and innovation initiatives during the review period. The Performance of DSPOP on Core mandate is shown in Table 94.

Table 100: DSPOP Performance on Core mandate

Core Mandate	Composite Score 2024/25	Performance Score (%) 2024/25	Performance Grade
Institutionalize Performance Management	1.4000	97.50	Good
Enhance Data Governance	1.5200	96.90	Good
Timely preparation and dissemination of court statistics	1.9000	95.00	Good
Facilitate use of statistics to inform policy	1.0000	100.00	Outstanding
Institutionalize Quality Management Systems in the Judiciary	1.0000	100.00	Outstanding
Promote Service Delivery Innovation and Best Practices in the Judiciary	1.0000	100.00	Outstanding
Enhance Reporting on Programs and Projects	1.2800	98.07	Very Good
Enhance Feedback Mechanism	1.0000	100.00	Outstanding
All Core Mandate	**1.2625**	**98.13**	**Very Good**

d. DSPOP Performance on Financial Perspective

Under the Financial Perspective, the Directorate attained a composite score of 1.0000**,** translating to 100 per cent "Outstanding"**.** This performance reflects full compliance with statutory financial requirements, prudent utilization of allocated resources, and timely implementation of audit recommendations. The results demonstrate strengthened financial discipline, adherence to budgetary controls, and effective oversight mechanisms within the Directorate. The Outstanding rating further affirms the Directorate's commitment to achieving value for money and compliance with public finance management regulations.

e. DSPOP Performance on Customer Perspective

Under the Customer Perspective, the Directorate attained a composite score of 1.3000**,** translating to 98.00 per cent "Very Good"**.** This performance reflects strong compliance with Service Delivery Charter standards and responsiveness to stakeholder feedback mechanisms. The Directorate demonstrated effective communication of performance information, timely dissemination of reports, and facilitation of stakeholder engagement processes. The high score indicates that DSPOP continues to enhance transparency, accountability, and responsiveness in the implementation of its planning and reporting functions.

f. DSPOP Performance on Innovation and Learning Perspective

Under the Innovation and Learning Perspective, the Directorate attained a composite score of 1.0000**,** translating to 100 per cent "Outstanding"**.** This performance demonstrates effective implementation of innovation initiatives and capacity-building programmes aimed at strengthening institutional productivity and service delivery. The Directorate successfully

promoted innovative approaches to performance monitoring, quality management systems, and evidence-based planning. In addition, structured learning and knowledge-sharing initiatives contributed to improved staff competencies and enhanced directorate's performance.

g. DSPOP Performance on Internal Processes Perspective

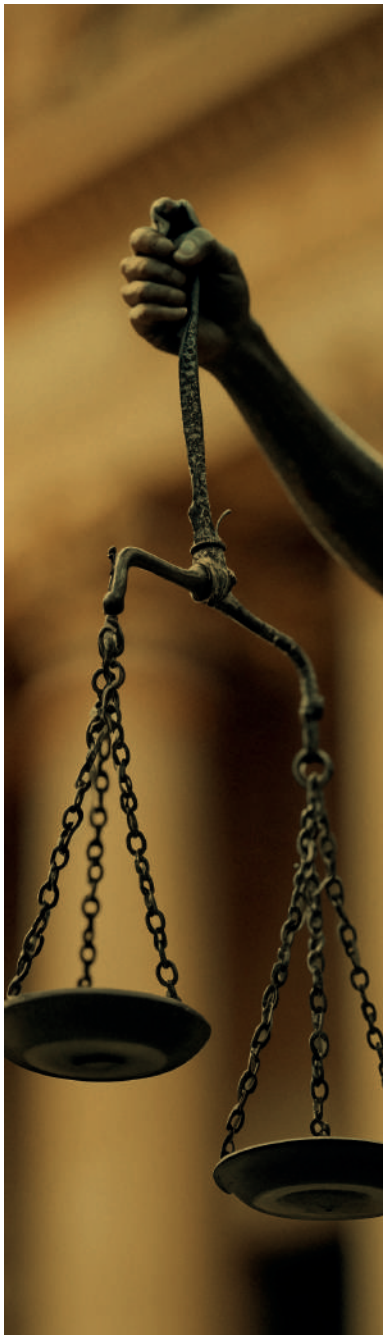
Under the Internal Processes Perspective, the Directorate attained a composite score of 1.3200**,** translating to 97.90 per cent "Good"**.** This performance reflects effective implementation of internal systems, streamlined workflows, and strengthened coordination mechanisms in support of institutional planning and reporting functions. The Directorate maintained high levels of compliance with established procedures, ensured timely submission of performance reports, and strengthened institutional monitoring frameworks. The results demonstrate operational efficiency and effective internal controls within the Directorate.





CHAPTER THREE

Service Delivery Improvement Innovations and Good Practices



3.1 Introduction

The Judiciary continues to promote innovation and continuous improvement in service delivery as a key pillar of the Social Transformation through Access to Justice (STAJ) blueprint. Through innovative solutions, technology adoption, and process improvements, courts and administrative units have enhanced efficiency, transparency, accessibility, accountability, and user experience. During the year under review, various initiatives were submitted and assessed, with the most impactful categorized as Innovations, Good Practices, and Notable Mentions.

3.2 Innovation Submissions

During the FY 2024/2025 evaluation cycle, the Judiciary received 98 submissions on service delivery improvement initiatives from courts, tribunals, registries, and administrative units. Following screening and assessment, five submissions were classified as Innovations, eight as Good Practices, and nine as Notable Mentions. A further 46 submissions were identified as replications of previously documented initiatives, while 21 did not meet the threshold for recognition and six were resubmissions. The submissions reflected the Judiciary's growing commitment to digital transformation, operational efficiency, access to justice, employee wellness, financial accountability, and people-centred service delivery.

3.3 Innovations

3.3.1 Essay Writing Competition on Elimination of Child Labour and Access to Justice

The Office of the Registrar, Employment and Labour Relations Court introduced a national essay writing competition on the theme *"Elimination of Child Labour and Access to Justice"* during ELRASE III to amplify children's voices on issues of child labour and access to justice. The initiative engaged learners from primary, junior secondary, and secondary schools, promoting awareness of children's rights while providing policymakers and justice sector stakeholders with valuable insights into the challenges affecting children. A total of 127 essays were submitted and evaluated by a multi-sectoral panel led by experts from the Kenya National Examinations Council (KNEC).

3.3.2 Exhibit Register Application

Malindi Magistrate Court developed the Exhibit Register Application to strengthen accountability and traceability in exhibit management. The system provides a structured mechanism for recording, tracking, storing, and monitoring exhibits throughout the court process, improving evidence integrity, operational efficiency, and public confidence in court processes.

3.3.3 Uridhi Portal

The Office of the Registrar High Court developed the Uridhi Portal to digitize and streamline the management of succession matters and gazettement processes. The platform enables real-time tracking of cases, enhances coordination among stakeholders, and improves efficiency, transparency, accountability, and turnaround times in succession case management. It supports end-to-end monitoring of succession matters from payment and filing at court stations through processing at the Principal Registry to publication by the Government Printer, while providing automated alerts and management dashboards to facilitate timely processing and informed decision-making.

3.3.4 Supreme Court Self-Representing Litigants E-Guide

The Supreme Court introduced the Self-Representing Litigants E-Guide to support court users appearing without legal representation. The digital resource simplifies procedural requirements and court processes, improving access to justice, enhancing compliance with filing requirements, and supporting vulnerable litigants.

3.3.5 Automation of Decree Nisi and Decree Absolute

The Milimani Family Division automated the processing of Decree Nisi and Decree Absolute through integration with the Case Tracking System. The initiative has reduced delays, minimized administrative workload, improved accuracy and consistency of court orders, and enhanced efficiency in matrimonial matters. The integrated module automatically retrieves case information, monitors statutory waiting periods, verifies compliance with legal and payment requirements, and generates standardized decrees for digital approval and release, eliminating manual processing and reducing registry visits.

3.4 Good Practices

3.4.1 Performance Tracker

The Office of the Registrar High Court developed a digital Performance Tracker to improve monitoring and reporting of performance obligations across units. The platform has strengthened accountability, improved coordination, reduced paper usage, and enhanced decision-making through timely access to performance information.

3.4.2 Judiciary Innovation Portal

The Directorate of Strategy, Planning and Organisational Performance developed the Judiciary Innovation Portal as a centralized platform for submission, review, tracking, and management of service improvement initiatives. The portal has streamlined innovation management and strengthened institutional learning.

3.4.3 Supreme Court Chatbot

The Supreme Court introduced a WhatsApp-based chatbot to provide court users with instant access to registry services, court information, virtual court links, and procedural guidance, improving access to justice and user experience. The self-service platform delivers real-time information through a mobile interface, enabling users to access services such as cause lists, court decisions, virtual court links, e-filing guidance, certification information, practice directions, and litigant toolkits without the need for physical visits or direct registry assistance.

3.4.4 Under-Assessment Tracker Tool

Nyahururu Magistrate Court introduced the Under-Assessment Tracker Tool to identify, monitor, and recover under-assessed filing fees, strengthening revenue integrity and financial accountability.

3.4.5 Under-Assessment Tracker Register

Kabiyet Magistrate Court implemented a structured register to monitor debit notes and recover outstanding balances, strengthening financial controls and revenue administration.

3.4.6 Witness Form

Kahawa Magistrate Court introduced a Witness Management Form to improve hearing preparation, interpreter coordination, and witness management, reducing adjournments and improving case flow. Completed after pre-trial conferences, the form captures witness details, estimated hearing timelines, interpretation and other support service requirements, enabling advance planning, better courtroom scheduling, and coordinated preparation by judicial officers, registry staff, interpreters, and other relevant personnel.

3.4.7 Typing Proceedings Using Interns

Kisumu Magistrate Court engaged interns and attachment students to assist in typing court proceedings, reducing backlog, improving turnaround time, and enhancing access to justice.

3.4.8 Haki Yangu Radio Show

Lamu Magistrate Court partnered with a local radio station to provide legal awareness and public education on court services, improving legal literacy and public confidence in the Judiciary.

3.5 Notable Mentions

3.5.1 Stakabadhi Desk

A mobile-based workflow management platform developed by the Office of the Chief Registrar to centralize task management, document handling, and administrative approvals.

3.5.2 Naipasha Bot Assistant

A digital assistant developed by Naivasha Magistrate Court to provide instant access to court information and services.

3.5.3 Judiciary Virtual Court and Meeting System

A homegrown platform developed by the ICT Directorate to support secure virtual hearings, meetings, and administrative sessions.

3.5.4 Management of Confirmed Grants

An initiative by Ndhiwa Magistrate Court to streamline transmission of confirmed grants to the Land Registry, reducing delays and fraud risks.

3.5.5 Employee Wellness Initiative

Mombasa Magistrate Court established staff wellness activities and sports facilities to promote teamwork, fitness, and staff morale.

3.5.6 Staff Wellness Programme

Marimanti Magistrate Court introduced structured wellness activities to improve staff wellbeing, motivation, and productivity.

3.5.7 Going Paperless

Kitale Magistrate Court promoted electronic issuance of documents and reduced reliance on printed materials.

3.5.8 Child-Centered Questionnaire

Mpeketoni Magistrate Court developed a child-friendly engagement tool to strengthen participation of children in judicial processes.

3.5.9 Use of Wheelchair by Persons with Disability

Kapenguria Magistrate Court enhanced accessibility and inclusion through provision of a wheelchair for court users with mobility challenges.

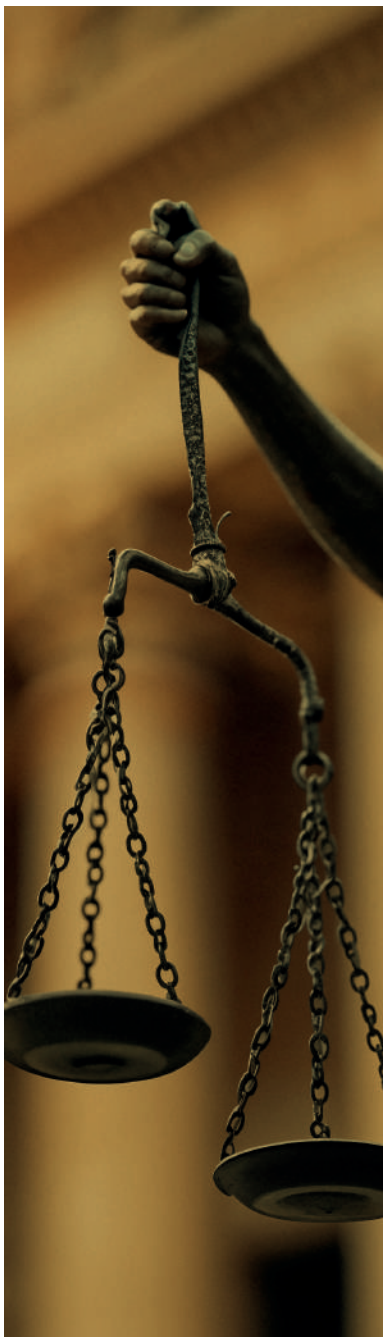
3.6 Conclusion

The submissions received during the FY 2024/2025 evaluation cycle demonstrate the Judiciary's growing culture of innovation and continuous improvement. Most initiatives focused on digital transformation, improved access to justice, operational efficiency, financial accountability, employee wellness, and inclusivity. Together, they demonstrate the Judiciary's commitment to a modern, responsive, and people-centred justice system.



CHAPTER FOUR

General Observations and Recommendations



4.1 Introduction

This chapter presents key observations and recommendations based on the findings of this report. The recommendations focus on improving processes, closing gaps and enhancing outcomes to support informed decision-making and drive continuous improvement in service delivery.

4.2 Observations

The PMMU Evaluation and Target Setting Exercise revealed several cross-cutting institutional issues that transcend individual courts, directorates and functional units. These observations reflect systemic patterns affecting both core judicial mandate and administrative efficiency. The recurring nature of these challenges across court levels underscores the need for coordinated, institution-wide interventions rather than isolated corrective measures.

a. Workload Pressure and Human Capital Constraints

A consistent observation across superior courts, magistrates' courts and specialized divisions is the mismatch between caseload growth and available judicial and registry personnel. High-volume stations are experiencing sustained pressure arising from population growth, urbanization, expanded jurisdiction and increased public awareness of legal rights. In many instances, a single Judicial Officer is required to manage multiple jurisdictions or excessive daily cause lists, affecting hearing quality, ruling timelines and overall case clearance rates.

Registry understaffing further compounds this challenge by slowing file movement, data entry and cause list preparation. The cumulative effect is extended case lifecycle timelines and increased risk of backlog accumulation. Without structured workload equalization and strategic deployment, performance disparities between stations are likely to widen.

b. Data Integrity and Performance Credibility

The evaluation identified discrepancies between Case Tracing System (CTS) and physical registers in several stations. Variations in data capture practices, delayed system updates and inconsistent closure of concluded matters distort performance indicators and undermine the credibility of PMMU reporting.

Data integrity challenges affect not only performance scores but also strategic decision-making, as leadership relies on system-generated reports to allocate resources and monitor progress. Where performance data does not accurately reflect operational realities, institutional planning becomes reactive rather than evidence-based. Standardized validation protocols and periodic data reconciliation exercises are therefore critical.

c. Infrastructure - Performance Linkages

Physical infrastructure conditions were observed to have a direct correlation with performance outcomes. Courts operating in congested or deteriorating premises face constraints in scheduling, confidentiality, storage of exhibits and safe custody arrangements. Inadequate courtroom space often leads to over-listing of matters or adjournments, while poor registry layout affects file retrieval efficiency.

Stalled infrastructure projects further delay expansion of judicial capacity in high-growth regions. The absence of adequate chambers and courtrooms limits the Judiciary's ability to deploy additional Judicial Officers even where appointments are made. Infrastructure development must therefore be treated as a performance enabler rather than a standalone capital investment issue.

d. Financial Flow and Operational Continuity

Delays in financial approvals, procurement processing and disbursement of funds were observed to interrupt routine operations, including maintenance, supply of consumables and payment for outsourced services. These delays not only affect administrative compliance but also disrupt courtroom functionality and litigant experience.

Operational unpredictability caused by late issuance of budget authorizations reduces the ability of Heads of Stations to plan effectively. Strengthening financial flow predictability and delegating selected approvals will enhance stability at station level.

e. Leadership, Accountability and Station-Level Governance

Stations demonstrating strong internal coordination, proactive leadership and structured performance review mechanisms consistently recorded better outcomes. Regular staff meetings, cause list management reviews and internal monitoring of aged cases were identified as good practices contributing to improved clearance rates and audit compliance.

Conversely, stations lacking structured leadership engagement exhibited inconsistent reporting practices and slower response to performance gaps. Strengthening leadership capacity at station level, including training on performance governance and administrative oversight will reinforce accountability and institutional coherence.

f. Inter-Agency Coordination within the Justice Sector

Delays attributable to external justice actors, including prosecution, investigative agencies, probation services and legal representation gaps, were reported across multiple stations. Adjournments resulting from incomplete investigations, witness unavailability, or delayed probation reports directly affect case timelines and clearance performance.

While these actors operate outside the Judiciary's administrative control, structured Court Users Committee engagements and justice sector coordination forums can mitigate inter-agency inefficiencies. Strengthened collaboration will enhance overall justice delivery outcomes.

g. Technology Transition and Change Management

The Judiciary's accelerated shift toward digital platforms has improved transparency and reporting but has also exposed gaps in user capacity, infrastructure readiness and system integration. Change management remains uneven across stations, with some demonstrating strong adoption and others struggling with system navigation and troubleshooting.

Sustained user training, simplified system interfaces and responsive technical support are necessary to ensure that digital transformation strengthens—rather than disrupts—judicial performance.

h. Persistent Human Resource Gaps and Workload Imbalances

Most courts continue to experience acute shortages of Judges, Judicial Officers and support staff, leading to heavy workloads and low morale. Transfers and promotions are often delayed or uncoordinated, resulting in workflow disruptions and staff fatigue. Hardship and remote stations such as Hola, Wamunyu, and Kakuma face severe understaffing and lack adequate incentives or welfare support, leading to low retention and diminished productivity.

i. Weak Institutional Coordination and Communication

There is a general lack of seamless communication and coordination between registrars/headquarters directorates and field stations. Operational requests for recruitment, procurement, or ICT support often face delayed feedback or approvals. This has contributed to inefficiencies, duplication of effort and a perception of disconnect between policy formulation at headquarters and operational realities at the station level.

j. Systemic ICT and Data Integrity Issues

While automation through CTS, DCRT, ERP and PMMU systems has improved judicial efficiency, system downtimes, data duplication and poor integration remain major setbacks. Many stations lack stable internet connectivity, adequate ICT hardware and trained personnel. Data inconsistencies between physical registers and electronic systems compromise the accuracy of performance and audit reports.

k. Financial and Procurement Delays

Recurrent delays in AIE release, procurement approvals and fund disbursement have adversely affected operations and absorption rates. ERP inefficiencies and bureaucratic approval hierarchies slow down supplier payments and refunds. These delays undermine financial accountability and hinder effective service delivery at the station level.

l. Inadequate Infrastructure and Physical Facilities

A significant number of courts operate in temporary, congested, or dilapidated premises with insufficient space for courtrooms, registries and offices. Frequent power outages, poor ventilation and lack of water or sanitation facilities further disrupt operations. Several construction projects remain incomplete or stalled due to funding or contractor delays.

m.Limited Accountability and Weak Monitoring Frameworks

Audit follow-up, performance reviews and feedback mechanisms are weak or inconsistent. Recommendations from internal audits and PMMU evaluations are not systematically tracked, resulting in recurring issues across reporting cycles. This weakens accountability and the institutional capacity for corrective action.

n. Fragmented Performance and Data Management Systems

Performance reporting across PMMU, CTS and DCRT remains inconsistent and poorly harmonized. Physical and digital data often conflict and indicatotions are sometimes misunderstood or applied unevenly. Without a unified validation and reporting system, stations face difficulties in generating accurate performance assessments.

o. Insufficient Staff Welfare, Motivation, and Wellbeing Support

Staff morale is negatively affected by high workloads, delayed promotions and limited welfare interventions. Psychosocial and wellness support for judicial officers handling sensitive cases (e.g., defilement and GBV) is minimal. The absence of structured recognition and wellness programs contributes to fatigue and reduced motivation.

p. Inconsistent Security and Safety Standards

Security levels vary widely across courts. Some stations lack CCTV systems, perimeter walls, or adequate lighting, while others experience irregular police support or delayed payment of contracted guards. This inconsistency exposes staff, litigants and court property to security risks.

q. Use of Manual Processes

Despite automation initiatives, many far flung areas and small stations continue to rely on manual record keeping and cash handling, exposing the institution to risks of data loss, inefficiency and audit queries. Limited ICT access and training perpetuate these manual practices.

Audit, accountability and monitoring systems remain weak across many stations. Audit issues frequently recur due to inadequate follow-up on recommendations and the limited scope and coverage of audits. Many stations do not maintain audit registers to track audit queries and the implementation status of corrective actions. In addition, there are delays in responding to audit queries at the station level, as well as delays in receiving feedback from Headquarters. Furthermore, a number of courts have not been audited in recent years and are still implementing recommendations issued several years ago, highlighting gaps in regular oversight and continuous monitoring.

r. Limited Integration of Knowledge and Learning Systems

Library services and access to up-to-date legal reference materials remain uneven across the Judiciary. Many stations lack libraries or digital access to research materials, limiting staff capacity for legal research, precedent tracking and continuing learning.

s. Weak Follow-Up on Strategic Reforms

While numerous reforms have been introduced to include, virtual courts, Mahakama popote, digitization of records, performance management and decentralization have led to efficient coordination and implementation of key activities. Many stations are aware of these reforms but lack clear operational guidance, tools and oversight for execution.

4.3Recommendations

The PMMU Evaluation and Target Setting Exercise for FY 2024–2025 highlights the need for deliberate, coordinated and data-driven interventions to address the systemic constraints affecting Judiciary performance. The recommendations below are drawn from consolidated field observations, performance data and functional analyses, and are intended to guide both strategic policy decisions and day-to-day operational improvements. While several recommendations address administrative and functional directorates, the evaluation also revealed systemic issues directly affecting the discharge of judicial functions. The Judiciary should therefore institutionalize a robust, workload-sensitive case management framework that enhances efficiency in hearing, determination and delivery of judgments.

a. Strengthening Core Judicial Functions and Case Management

First, there is need to adopt and operationalize differentiated case management (DCM) across all court levels. Courts handling high volumes of traffic, criminal, family, land and commercial matters should categorize cases based on complexity and allocate hearing timelines accordingly. Strict enforcement of pre-trial directions, timelines for filing submissions and limitations on adjournments should be standardized to reduce avoidable delays. Heads of Stations should monitor compliance through monthly case progression reviews.

Second, the Judiciary should strengthen judgment and ruling delivery tracking mechanisms. Delays in delivery of reserved judgments were observed in several stations, often linked to workload pressure and administrative transitions. A centralized judgment tracking dashboard, accessible to Presiding Judges and Heads of Stations, should be institutionalized to monitor reserved judgments and generate automated reminders. This will enhance accountability while preserving judicial independence.

Third, continuous judicial education and peer learning should be reinforced to improve quality, consistency and timeliness of decisions. Targeted colloquia on emerging jurisprudence, digital evidence management, sentencing guidelines, and case backlog reduction strategies should be conducted regularly. Mentorship frameworks for newly appointed Judicial Officers should be strengthened to ease transition and promote best practices in docket control.

b. Backlog Reduction and Caseload Rationalization

The evaluation indicates uneven distribution of caseloads across stations, contributing to localized backlogs. The Judiciary should undertake periodic caseload equalization exercises, including temporary deployment of Judicial Officers to high-volume stations and rational redistribution of cases within clusters. More Virtual hearings and "*Mahakama Popote*" initiative should be leveraged to support courts facing temporary judicial gaps.

In addition, a structured backlog clearance strategy should be adopted, focusing on aged cases. This may include special service weeks, alternative dispute resolution (ADR) referrals, plea bargaining for eligible criminal matters and targeted case audits to identify dormant or inactive files. Performance indicators related to aged case reduction should be strengthened within PMMU scorecards.

c. Enhancing Courtroom Efficiency and Litigant Experience

Judicial efficiency is closely linked to courtroom organization and litigant management. Courts should standardize

daily cause list management, ensuring realistic scheduling aligned with available judicial hours. Over-listing of matters contributes to adjournments, congestion and litigant dissatisfaction. Adoption of time-slot scheduling and strict start-time discipline should be enforced.

Court user committees (CUCs) should be revitalized to provide structured feedback on service delivery, registry responsiveness and courtroom management. Regular engagement with the Bar, prosecution, probation services and other justice sector actors will strengthen coordination and minimize adjournments arising from inter-agency inefficiencies.

d. Alternative Dispute Resolution and Diversion Mechanisms

To ease pressure on judicial dockets, the Judiciary should expand court-annexed mediation, plea bargaining and other ADR mechanisms. Mediation registries should be strengthened and Judicial Officers encouraged to actively refer suitable civil, family and commercial matters to mediation at early stages.

Similarly, structured diversion mechanisms for minor offences, in collaboration with the Office of the Director of Public Prosecutions and probation services, should be scaled up. Embedding ADR performance indicators within PMMU targets will incentivize greater utilization and contribute to sustainable backlog reduction.

e. Safeguarding Judicial Independence and Accountability Balance

Performance management within judicial functions must be implemented in a manner that safeguards decisional independence while promoting accountability and timeliness. The Judiciary should continue to clarify that PMMU indicators relating to case clearance, timeliness and backlog reduction are managerial tools rather than instruments for influencing judicial reasoning.

Structured dialogue forums between judicial leadership and Judicial Officers should be institutionalized to discuss performance trends, systemic bottlenecks and jurisprudential developments without encroaching on adjudicative autonomy. This balanced approach will strengthen confidence in the PMMU framework while preserving constitutional safeguards.

f. Human Resource Management and Workforce Optimization

The Judiciary need to adopt a workload-based human resource planning and deployment model that aligns staffing levels with actual case volumes, court complexity and jurisdictional demands. Persistent understaffing in high-volume courts and hardship stations continues to undermine case clearance rates, staff morale, and service quality. Recruitment, promotion and deployment processes should be expedited and synchronized to minimize operational disruptions caused by transfers and vacancies.

To enhance retention and motivation, particularly in far flung and hardship stations, the Judiciary should institutionalize hardship incentives, welfare support mechanisms and structured psychosocial services**,** especially for Judicial Officers handling sensitive matters such as defilement, GBV, and child-related cases. Succession planning and structured handover processes should be enforced to ensure continuity in judgment delivery and case management following staff transfers.

g. Strengthening Institutional Coordination and Communication

The exercise underscores the need for improved coordination between Headquarters directorates and field stations. The Judiciary should establish a centralized internal tracking and feedback system for staffing, procurement, ICT and finance-related requests, with clearly defined service timelines and accountability points. Regular structured engagements such

as quarterly coordination meetings between HQ directorates and regional clusters should be institutionalized to align policy decisions with operational realities.

Decentralization of selected administrative and operational decisions to regional and cluster levels should be strengthened to enhance responsiveness, reduce bureaucratic delays and empower local leadership.

h. ICT Systems Integration, Stability and Data Integrity

There is an urgent need to fully integrate CTS, DCRT, ERP and PMMU systems into a unified and interoperable performance and data management platform. System downtimes, duplication of records, missing outcomes and configuration gaps significantly distort performance scores and audit outcomes. Regular system audits and quarterly data quality reviews should be institutionalized to validate electronic records against physical registers.

In parallel, the Judiciary should prioritize investment in ICT infrastructure**,** including computers, reliable internet connectivity, power backups (solar and UPS) and system user support, particularly in remote and newly established courts. Continuous training of registry, finance, and administrative staff on system use, data accuracy and reporting requirements is essential to sustain the credibility of performance management.

i. Financial Management and Procurement Reforms

Timely release of AIEs and predictable budget disbursement remain critical to effective court operations. The Judiciary should enforce strict timelines for AIE issuance and strengthen ERP performance to reduce delays in procurement, supplier payments and refunds. Selected procurement and refund approvals particularly for low-value transactions should be decentralized to court or regional levels to improve efficiency and absorption rates.

Financial planning and allocations should be aligned with actual workload demands and budget ceilings should be rationalized to prevent underutilization or unnecessary fund reversals. Capacity-building for finance and accounts staff, including expanded ERP access rights and refresher training, should be prioritized.

j. Infrastructure Development and Maintenance

The evaluation confirms that inadequate infrastructure continues to compromise judicial efficiency, staff welfare and public confidence. The Judiciary should prioritize the completion of stalled construction projects**,** refurbishment of dilapidated facilities and relocation of courts operating in temporary or unsuitable premises. Standardized court building designs that incorporate adequate courtrooms, registries, chambers, staff welfare facilities and accessibility features should be adopted.

Routine maintenance should be supported by dedicated maintenance budgets, while sustainable solutions such as solar power, water harvesting and backup systems should be mainstreamed to mitigate service disruptions.

k. Performance Management, Accountability and Monitoring

The Judiciary should strengthen performance governance by harmonizing PMMU, CTS and DCRT indicators and institutionalizing mandatory data validation protocols prior to performance reporting. PMMU ownership should be expanded beyond Judicial Officers to include registries, court administrators and functional staff.

Audit and PMMU findings should be tracked through institutional dashboards and station-level implementation registers**,** with compliance linked to management performance appraisals. Regular quarterly reviews should be conducted to assess progress on corrective actions and reform milestones.

l. Staff Welfare, Wellness and Motivation

To sustain productivity and institutional integrity, the Judiciary should develop and implement a comprehensive Staff Wellness and Mental Health Policy**.** This should include access to counselling services, structured wellness programs, recognition and reward mechanisms and adequate welfare facilities at court stations.

Targeted wellness interventions are particularly critical in stations handling high volumes of traumatic cases, where prolonged exposure has demonstrable effects on staff performance and wellbeing.

m.Security and Safety Enhancement

The Judiciary should standardize security and safety protocols across all courts by ensuring the installation of CCTV systems, perimeter fencing, adequate lighting, access control measures and reliable power backups. Timely payment of contracted guards and strengthened collaboration with the National Police Service are essential to maintaining safe court environments.

Security risk assessments should be conducted periodically, especially in high-risk and security sensitive stations, to guide targeted investments and interventions.

n. Knowledge Management and Library Services

To support judicial quality and continuous learning, the Judiciary should expand digital library services and ensure equitable access to up-to-date legal resources across all stations. Regional e-libraries should be established, supported by designated resource officers and periodic audits of library materials. Integration of library usage into training programs and performance metrics will enhance utilization and institutional learning.

o. Implementation of Strategic Reforms

Finally, the Judiciary should strengthen the Reform Implementation and Monitoring Framework to ensure that reform initiatives are accompanied by clear operational guidance, implementation timelines and accountability structures. A dedicated reform monitoring mechanism should be established to track progress, resolve bottlenecks, and align reform milestones with PMMU targets.

4.4 Conclusion

The 2024/2025 PMMU Evaluation demonstrates that the Judiciary continued to make notable progress in enhancing institutional performance, strengthening service delivery, and improving access to justice across court stations and administrative units. The evaluation findings reveal improvements in key performance areas, including case clearance rates, reduction of backlog and aged cases, increased use of technology through virtual courts and Mahakama Popote, and stronger adoption of performance management and accountability mechanisms. The PMMU framework has continued to promote a culture of results-based management, data-driven decision-making, and continuous institutional improvement within the Judiciary.

Despite these achievements, the evaluation identified several challenges affecting optimal performance, including high caseloads in some jurisdictions, staffing and infrastructural constraints, inconsistencies in data quality, and disparities in performance across courts. The findings underscore the need for continued investment in human resource capacity, automation of court processes, infrastructure development, and strengthening of monitoring and evaluation systems. Implementation of the recommendations arising from the evaluation will be critical in sustaining the gains achieved, addressing the identified gaps, and enhancing the Judiciary's ability to deliver justice that is efficient, timely, accessible, and responsive to the needs of court users.

Appendix 1: Environment and Land Court- Overall Performance- Thematic Areas

Unit Name	Overall Composite Score	Overall Performance Score	Overall Performance Grade	Timely Case Resolution	Judicial Productivity	Case Management & Judicial Efficiency	Registry Operations/ Efficiency	Court Administration	Performance on CCR	Performance on ADR
Bungoma Environment and Land Court	2.6499	78.22	Good	42.40	240.00	71.50	64.33	85.50	155.00	100.00
Busia Environment and Land Court	2.9683	71.49	Fair	19.20	169.00	58.00	59.00	92.75	109.00	60.00
Chuka Environment and Land Court	2.1093	89.80	Good	30.80	94.00	65.50	100.00	71.25	114.00	100.00
Eldoret Environment and Land Court	2.7004	77.13	Good	48.80	111.00	75.00	65.00	69.75	86.00	100.00
Embu Environment and Land Court	2.5989	79.31	Good	29.00	199.00	61.50	100.00	96.88	112.00	100.00
Homabay Environment and Land Court	2.2252	87.32	Good	46.40	167.00	73.50	98.33	94.25	87.00	100.00
Iten Environment and Land Court	2.1711	88.48	Good	53.00	57.00	80.00	99.33	53.50	90.00	100.00
Kajiado ELC	2.0619	90.95	Good	30.60	314.00	56.50	91.00	95.75	174.00	100.00
Kakamega Environment and Land Court	2.3555	84.52	Good	44.20	213.00	78.50	99.67	95.25	74.00	80.00
Kapsabet Environment and Land Court	2.9655	71.55	Fair	28.80	91.00	75.00	54.00	65.50	103.00	80.00
Kericho Environment and Land Court	2.2775	86.20	Good	56.60	160.00	14.50	98.00	92.50	94.00	100.00
Kerugoya Environment and Land Court	2.1337	89.28	Good	43.00	268.00	56.00	86.33	65.00	134.00	60.00
Kilgoris ELC	2.1059	89.87	Good	56.40	119.00	71.50	93.33	93.25	97.00	80.00
Kisii Environment and Land Court	2.2162	87.51	Good	51.00	213.00	67.50	95.67	90.00	145.00	100.00
Kisumu Environment and Land Court	1.9568	93.58	Good	35.00	219.00	67.00	96.33	89.25	120.00	100.00
Kitale Environment and Land Court	2.5804	79.71	Good	41.60	207.00	65.50	78.00	48.50	143.00	100.00
Kitui Environment and Land Court	2.5788	79.74	Good	32.80	88.00	53.50	93.33	84.50	89.00	60.00
Kwale Environment and Land Court	2.2616	86.54	Good	47.40	112.00	35.00	97.67	77.50	57.00	100.00
Machakos Environment and Land Court	2.043	91.42	Good	39.00	243.00	78.50	80.33	80.00	121.00	100.00
Makueni Environment and Land Court	2.5385	80.60	Good	27.60	170.00	55.50	76.33	62.50	122.00	90.00
Malindi Environment and Land Court	1.862	95.95	Very Good	46.80	270.00	66.00	98.33	76.50	138.00	100.00

Unit Name	Overall Composite Score	Overall Performance Score	Overall Performance Grade	Timely Case Resolution	Judicial Productivity	Case Management & Judicial Efficiency	Registry Operations/ Efficiency	Court Administration	Performance on CCR	Performance on ADR
Meru Environment and Land Court	1.9919	92.70	Good	50.60	168.00	61.50	99.33	93.75	153.00	100.00
Migori ELC	2.1822	88.24	Good	47.20	192.00	72.50	97.67	79.25	111.00	80.00
Milimani Environment and Land Court	1.7107	99.73	Very Good	60.16	238.00	67.00	87.67	78.00	127.00	100.00
Mombasa Environment and Land Court	2.2268	87.28	Good	35.20	210.00	66.50	95.33	91.25	144.00	100.00
Muranga ELC	2.5564	80.22	Good	34.40	182.00	74.00	87.67	91.25	97.00	100.00
Nakuru Environment and Land Court	1.9965	92.59	Good	50.60	144.00	77.50	99.33	77.25	129.00	100.00
Nanyuki Environment and Land Court	1.9028	94.93	Very Good	57.00	80.00	82.50	100.00	95.25	94.00	100.00
Narok ELC	1.7318	99.21	Very Good	42.80	137.00	53.00	98.33	85.75	140.00	100.00
Nyahururu ELC	2.2625	86.52	Good	42.80	90.00	90.00	73.67	91.25	132.00	80.00
Nyamira Environment and Land Court	2.1737	88.42	Good	56.20	86.00	80.50	98.00	87.00	93.00	80.00
Nyandarua ELC	2.7254	76.60	Good	54.40	103.00	74.00	79.33	67.50	120.00	80.00
Nyeri Environment and Land Court	2.6783	77.61	Good	27.60	180.00	34.00	100.00	85.50	110.00	100.00
Siaya ELC	2.4041	83.48	Good	47.80	114.00	71.00	93.33	85.25	62.00	100.00
Thika Environment and Land Court	1.7309	99.23	Very Good	51.00	263.00	59.00	91.00	91.75	83.00	80.00
Vihiga Environment and Land Court	1.7711	98.22	Very Good	80.40	71.00	72.50	100.00	58.75	96.00	80.00
Voi Environment and Land Court	1.7932	97.67	Very Good	78.20	107.00	87.50	100.00	99.25	135.00	100.00

Appendix 2: Magistrates' Court- Overall Performance- Thematic Areas

Unit Name	Overall Composite Score	Overall Performance Score	Overall Performance Grade	Average Timelines Resolutions	Productivity	Average Case Management	Alternative Dispute Resolution (ADR)	Registry & Documentation Efficiency	Average Court Administration	Average CCR
Baricho	1.9876	92.81	Good	66	1005	82	30	98	96	104
Bomet	2.4164	83.22	Good	69	799	83	100	92	87	90
Bondo	2.3181	85.33	Good	66	607	75	100	91	97	104
Bungoma	2.3722	84.17	Good	53	898	83	100	84	66	126
Busia	2.2869	86.00	Good	49	735	78	60	77	74	103
Butali	2.4404	82.71	Good	44	1666	88	60	99	64	138
Butere	2.5242	80.91	Good	58	930	85	80	95	93	111
Chuka	2.5511	80.33	Good	56	708	62	100	88	58	120
Dadaab	2.2831	86.08	Good	85	222	79	-	94.9	75	89
Dagorreti	2.1179	89.62	Good	100	308	60	100	99	85	55
Eldama Ravine	2.4557	82.38	Good	59	620	72	100	87	76	89
Eldoret	1.9851	92.87	Good	57	1027	82	100	93	85	113

Unit Name	Overall Composite Score	Overall Performance Score	Overall Performance Grade	Average Timelines Resolutions	Productivity	Average Case Management	Alternative Dispute Resolution (ADR)	Registry & Documentation Efficiency	Average Court Administration	Average CCR
Embu	2.3721	84.17	Good	72	384	81	100	100	98	104
Engineer	2.3212	85.26	Good	70	806	89	60	96	79	109
Etago	2.0365	91.59	Good	75	429	94	80	97.5	88	103
Garissa	2.0048	92.38	Good	63	379	64	100	93	90	110
Garsen	2.2310	87.19	Good	64	179	80	80	100	65	99
Gatundu	1.9996	92.51	Good	66	1405	87	60	84	84	110
Gichugu	1.9567	93.58	Good	48	714	82	95	98	96	135
Githongo	2.3876	83.84	Good	72	475	84	100	81.5	75	105
Githunguri	2.2920	85.89	Good	58	833	84	100	87	87	109
Hamisi	2.5711	79.91	Good	60	1620	89	80	99	57	98
Hola	1.7460	96.66	Very Good	76	455	88	100	94.5	95	147
Homabay	2.0787	90.53	Good	74	586	86	100	98	89	107
Isiolo	1.8886	95.28	Very Good	64	733	95	100	100	79	145
Iten	2.0856	90.36	Good	71	650	92	95	88	78	103
JKIA	2.0786	90.54	Good	89	100	86	100	100	88	90
Kabarnet	2.0096	92.26	Good	70	572	89	100	92	78	108
Kabiyet	2.2407	86.99	Good	70	476	76	80	98.5	57	89
Kahawa	1.9601	93.50	Good	94	189	86	100	100	88	97
Kajiado	2.3418	84.82	Good	50	403	66	80	88	56	93
Kakamega	2.3838	83.92	Good	59	765	74	80	87	55	103
Kakuma	2.0571	91.07	Good	96	391	82	80	96	65	115
Kaloleni	1.7021	99.95	Very Good	86	507	96	100	100	99	106
Kandara	2.4198	83.15	Good	54	1604	58	80	74	48	108
Kangema	2.6511	78.19	Good	66	599	76	80	82	71	95
Kangundo	2.2375	87.05	Good	60	751	71	80	100	96	111
Kapenguria	2.3162	85.37	Good	71	680	85	100	84	71	99
Kapsabet	2.4474	82.56	Good	57	1517	67	80	77	52	99
Karatina	2.0812	90.47	Good	56	883	86	100	100	95	125
Kehancha	2.2257	87.31	Good	65	919	83	80	98	90	121
Kenol	2.1891	88.09	Good	76	1526	82	100	96	66	103
Kericho	2.3916	83.75	Good	66	638	74	100	85	90	86
Keroka	2.5255	80.88	Good	53	963	88	80	97	45	95
Kerugoya	2.1775	88.34	Good	68	733	74	100	95	90	112
Kiambu	2.1553	88.81	Good	54	813	84	80	84	71	112
Kibera	2.0291	91.77	Good	78	300	79	100	100	70	115
Kigumo	2.2686	86.39	Good	39	779	83	100	83.5	84	190
Kilgoris	2.1023	89.95	Good	59	1082	80	80	93	77	136
Kilifi	2.2238	87.35	Good	53	1235	90	100	90	73	99
Kilungu	1.9806	92.98	Good	59	1082	80	80	93	77	136
Kimilili	2.5946	79.40	Good	65	878	90	60	79	58	99
Kisii	2.0523	91.19	Good	57	897	90	100	98	95	99
Kisumu	1.7973	97.57	Very Good	59	522	84	100	100	82	141
Kitale	2.1378	89.19	Good	67	658	90	100	95	84	96
Kithimani	2.2014	87.83	Good	58	1566	73	60	95	80	103

Unit Name	Overall Composite Score	Overall Performance Score	Overall Performance Grade	Average Timelines Resolutions	Productivity	Average Case Management	Alternative Dispute Resolution (ADR)	Registry & Documentation Efficiency	Average Court Administration	Average CCR
Kitui	2.4903	81.64	Good	49	694	77	60	95	59	101
Kwale	2.2998	85.72	Good	45	756	73	100	100	67	119
Kyuso	2.0767	90.58	Good	66	196	73	80	99	90	99
Lamu	1.7660	96.51	Very Good	90	285	97	100	99.5	94	115
Limuru	2.1731	88.43	Good	52	890	61	80	84	71	98
Lodwar	2.5709	79.91	Good	66	553	81	40	89	55	109
Loitoktok	1.7603	98.49	Very Good	92	442	94	100	100	91	96
Machakos	2.0854	90.36	Good	58	706	73	100	79	68	95
Madiany	1.9635	93.41	Good	91	524	84	100	91	87	104
Makadara	2.3489	84.67	Good	68	832	76	100	95	54	87
Makindu	2.3958	83.66	Good	53	519	66	60	90	55	100
Makueni	2.0574	91.07	Good	70	341	76	90	94	88	83
Malaba	2.9466	71.95	Fair	79	608	87	0	94	46	88
Malindi	2.1561	88.80	Good	61	418	80	100	100	88	95
Mandera	1.7439	98.90	Very Good	87	382	91	100	94.5	92	105
Maralal	2.0713	90.72	Good	69	294	82	100	99	85	117
Mariakani	2.3812	83.97	Good	52	655	65	100	100	93	103
Marimanti	2.2864	86.01	Good	68	680	76	100	98	69	110
Marsabit	1.9987	92.53	Good	77	222	79	100	100	100	138
Maseno	2.3660	84.30	Good	48	1696	82	100	90	84	86
Maua	2.3949	83.68	Good	49	479	66	100	94	98	80
Mavoko	2.0391	91.52	Good	61	1465	89	80	92	83	114
Mbita	2.5235	80.93	Good	69	653	78	80	88.5	75	85
Meru	2.4809	81.84	Good	57	562	76	100	96	60	104
Migori	2.4905	81.63	Good	55	478	88	80	97	85	87
Milimani Anti-Corruption	1.4650	98.76	Very Good	98	207	79	100	100	97	98
Milimani Children	1.7847	97.88	Very Good	78	661	81.5	100	95	82	116
Milimani Commercial	2.1490	88.95	Good	28	978	73	90	100	58	135
Milimani Criminal	1.7420	96.69	Very Good	98	920	66	100	100	89	101
Milimani Family	1.4160	99.13	Very Good	76	1036	86	100	100	99	127
Moiben	2.6526	78.16	Good	100	390	74	20	87	31	62
Molo	2.1608	88.70	Good	64	976	72	55	90	75	104
Mombasa	2.1238	89.49	Good	53	852	69	100	86	92	116
Moyale	2.1411	89.12	Good	83	314	82	100	95	87	103
Mpeketoni	1.9552	93.62	Good	76	203	88	100	97.25	74	115
Msambweni	2.2047	87.76	Good	55	346	91	100	100	93	92
Mukurwe-ini	2.2820	86.10	Good	61	389	78	100	92.5	89	113
Mumias	2.0961	90.10	Good	68	799	78	100	94	89	98
Muranga	2.4922	81.60	Good	63	617	87	85	83	72	108
Mutomo	2.2066	87.72	Good	60	405	64	95	99	87	108
Mwingi	2.4550	82.39	Good	47	600	72	50	95	93	96
Nairobi City Court	2.2215	87.40	Good	100	536	90	95	100	89	25
Naivasha	2.1623	88.67	Good	52	543	72	80	97	75	119
Nakuru	2.4347	82.83	Good	57	942	76	100	99	69	109
Nanyuki	2.8174	74.64	Fair	63	531	76	100	86	69	85

Unit Name	Overall Composite Score	Overall Performance Score	Overall Performance Grade	Average Timelines Resolutions	Productivity	Average Case Management	Alternative Dispute Resolution (ADR)	Registry & Documentation Efficiency	Average Court Administration	Average CCR
Narok	2.4362	82.80	Good	56	808	67	100	92	74	101
Ndhiwa	1.9351	94.12	Very Good	55	566	98	100	96.5	87	121
Ngong	2.3068	85.57	Good	61	1560	70	80	97	58	104
Nkubu	2.2040	87.77	Good	60	1223	75	100	99	87	102
Nyahururu	2.3097	85.51	Good	54	496	78	100	85	72	126
Nyamira	2.2200	87.43	Good	56	715	77	80	100	91	105
Nyando	2.4908	81.63	Good	52	1124	91	100	94	90	86
Nyeri	2.3327	85.01	Good	58	518	83	100	98	73	120
Ogembo	2.4167	83.21	Good	53	1548	76	80	95	64	120
Ol Kalou	1.8754	95.61	Very Good	83	826	93	100	100	90	112
Othaya	2.1201	89.57	Good	68	374	83	100	100	97	99
Oyugis	2.2228	87.37	Good	54	1041	87	100	98	90	93
Port Victoria	2.2858	86.02	Good	88	936	87	20	80	82	109
Rongo	1.8418	96.46	Very Good	61	848	85	80	99	92	119
Ruiru	2.2725	86.30	Good	82	1634	74	80	100	76	95
Rumuruti	2.1663	88.58	Good	88	341	95	100	96	84	106
Runyenjes	1.8787	95.53	Very Good	80	634	90	100	100	100	98
Shanzu	2.3796	84.01	Good	63	410	81	90	81	53	98
Siakago	2.0647	90.88	Good	60	654	93	100	99	96	120
Siaya	2.1722	88.45	Good	63	877	75	80	93	66	114
Sirisia	2.3172	85.35	Good	69	635	89	60	89	81	106
Sotik	2.3170	85.35	Good	61	870	79	60	99	81	90
Tamu	2.7974	75.06	Good	60	405	80	100	84.5	78	95
Taveta	2.2421	86.95	Good	63	355	68	100	92	88	113
Tawa	1.7810	96.39	Very Good	65	432	79	100	99.5	97	100
Thika	2.1087	89.81	Good	57	791	80	80	87	90	109
Tigania	2.3328	85.01	Good	83	314	82	100	100	88	103
Tinderet	2.0396	91.51	Good	80	309	81	90	99.5	74	80
Tononoka	1.9279	94.30	Very Good	87	679	87	100	100	95	134
Ukwala	2.5621	80.10	Good	54	673	89	50	84	76	118
Vihiga	2.0599	91.00	Good	58	1141	82	80	80	77	119
Voi	1.9623	93.44	Good	63	865	78	100	100	86	106
Wajir	1.8195	97.01	Very Good	77	386	93	100	96.5	93	109
Wanguru	2.3873	83.84	Good	58	802	78	80	99	94	105
Webuye	2.5912	79.47	Good	56	1105	91	40	73	49	103
Winam	2.1928	88.01	Good	78	1107	86	100	80	75	82
Wundanyi	2.2102	87.64	Good	64	298	88	100	92	100	117

Appendix 3: Kadhis' Court- Overall Performance- Thematic Areas

Kadhi Court	Overall Composite Score	Overall Performance Score	Overall Performance Grade	Timely Case Resolution	Judicial Productivity	Case Clearance Rate	Case Management & Judicial Efficiency	Performance on AJS	Registry Operations Efficiency	Court Administration
Balambala	1.832	96.69	Very Good	75	163	101	100	100	99.5	95.5
Bute	2.102	89.96	Good	75	47	85	97.5	80	98	100
Dadaab	1.842	96.45	Very Good	93	171	113	99	0	100	87.5
Eldas	1.751	98.74	Very Good	81	63	117	100	60	99.5	100
Eldoret	2.772	75.59	Good	52	16	28	70	100	99.5	76.5
Elwak	1.754	98.64	Very Good	100	142	104	97.5	60	74.5	100
Garbatulla	1.769	98.27	Very Good	97	163	99	97.5	100	100	99.5
Garissa	1.959	93.52	Good	80	321	95	92	100	85.5	96
Garsen	1.739	99.02	Very Good	86	177	101	98	80	100	100
Habaswein	1.794	97.66	Very Good	91	90	84	91	80	99.5	97
Hola	1.715	99.62	Very Good	96	427	103	99	100	99.5	100
Ijara	1.845	96.38	Very Good	100	156	96	89	80	97.5	93
Isiolo	1.936	94.09	Very Good	76	230	100	92	100	100	100
Kajiado	2.098	90.05	Good	64	17	81	100	80	100	100
Kakuma	1.819	97.03	Very Good	98	298	108	91	80	95	80.5
Kericho	1.955	93.62	Good	70	41	137	95	100	97.5	95
Kibera	1.731	99.23	Very Good	100	363	95	100	100	97.5	80
Kilifi	2.330	85.07	Good	72	88	67	78	80	98	56.5
Kisumu	1.778	98.06	Very Good	92	137	97	100	100	100	100
Kitui	1.984	92.90	Good	72	48	123	90	80	100	93.5
Kwale	1.766	98.34	Very Good	84	445	137	99.5	100	99	98.5
Lamu	1.774	98.16	Very Good	97	570	101	95	100	100	84
Machakos	2.093	90.17	Good	77	45	79	83.5	100	100	94
Malindi	1.839	96.52	Very Good	93	147	103	95.5	100	100	93
Mandera	1.930	94.26	Very Good	87	236	101	97.5	100	87.5	97.5
Mariakani	1.711	99.73	Very Good	88	180	99	100	100	100	97
Marsabit	1.924	94.40	Very Good	88	136	81	83.5	100	100	97.5
Merti	1.822	96.96	Very Good	94	173	101	100	100	100	99
Mombasa	1.908	94.79	Very Good	91	525	74	91	100	97.5	100
Moyale	1.749	98.77	Very Good	91	231	105	100	100	100	100
Msambweni	1.753	98.68	Very Good	88	711	94	92	100	100	100
Nairobi	1.920	94.49	Very Good	97	997	92	83.5	0	89.5	97.5
Nakuru	2.066	90.86	Good	82	53	110	93	0	89.5	92.5
Nyeri	1.865	95.88	Very Good	88	23	184	90	100	100	100
Takaba	1.701	99.97	Very Good	100	152	96	100	80	100	100
Voi	1.709	99.78	Very Good	99	54	106	100	100	100	100
Wajir	1.883	95.44	Very Good	78	366	122	89	80	100	85.5
Witu	1.782	97.95	Very Good	87	116	109	98	80	100	68.5
All KC	1.887	95.46	Very Good							

Appendix 4: List of Submissions for the Financial Year 2024/2025

Form No.	Title of Submission	Administrative Unit
	INNOVATIONS	
1	Essay Writing Competition On "Elimination of Child Labour and Access To Justice."	Office of the Registrar Employment & Labour Relation Court
7	Performance Tracker	Office Of the Registrar, High Court
14	Supreme Court of Kenya Chatbot	Office Of the Registrar, Supreme Court
74	Exhibit Register App	Malindi Magistrate Court
107	Judiciary Innovation Portal	DSPOP
9	Uridhi Portal	Office Of the Registrar, High Court
3	Automation Of Decree Nisi & Absolute	Millimani Magistrate Court Family Division
11	Supreme Court Self Representing Litigants E-Guide	Office Of the Registrar, Supreme Court
	GOOD PRACTICES	
35	Under-Assessment Tracker	Nyahururu Magistrate Court
37	Witness Form	Kahawa Magistrate Court
48	Use Of Interns in Typing and Reducing Backlog of Proceedings.	Kisumu Magistrate Court
66	Under Assessment Tracking Register	Kabiyet Magistrate Court
76	Radio Talk Program (Haki Yangu Show)	Lamu Magistrate Court
80	Register For Capital Offenders	Tawa Magistrate Court
102	Trial Time Tracking Card (TTC)	Milimani Anti-Corruption
81	Kobo Toolbox for Digital Data Collection and Questionnaire Administration	Directorate of Finance
	REPLICATIONS	
4	Trial Time Tracking Card	Milimani Anti-Corruption Mc
5	Prior Notice by A Party-No Adjournment Innovation	Milimani Anti-Corruption Mc
10	E-Registry	Financial Centre Tribunal
15	Access Of Vulnerable Groups and The Aged	Kiambu Magistrate Court
16	Court Processes Sensitization to Public Payments and Refunds of Cashbails	Makadara Magistrate Court
17	Taking Justice to the People the Elc Community Outreach Model	Milimani Environment & Land Court
18	Qr Code to Access the Tat Case Digest	Tax Appeals Tribunal
20	Mahakama Song	Butere Magistrate Court
22	Mahama Song and Talent Day Sports Day	Butere Magistrate Court
24	Priority Cards	Kisii Magistrate Court
27	Mahakama Song and Athletics Sports Day	Butere Magistrate Court
28	Customer Care Feedback Form	Butere Magistrate Court
29	Express Cards	Runyenjes Magistrate Court
30	Express/Priority Card Service	Narok Magistrate Court
31	Judiciary Information Display System (Jids) – Kajiado Law Courts	Kajiado Magistrate Court
32	Establishment of the Child Justice Centre	Machakos Magistrate Court
34	Active Case Management System for User Notification	Shanzu Magistrate Court
36	Application Tracking Forms	Mavoko Magistrate Court
40	Virtual Registry Clinic	Makueni Magistrate Court
43	Customised Cause List	Iten Magistrate Court
47	Court Attendance Card	Mombasa Magistrate Court
49	Priority Card for Vulnerable Court Users	Mombasa Magistrate Court

Form No.	Title of Submission	Administrative Unit
50	Children And Lactating Mothers Waiting Bay	Mombasa Magistrate Court
52	Nena Na Dr	Kwale Magistrate Court
53	Colour Coding in Case Where Official Color-Coded Folders aren't In Supply	Siakago Magistrate Court
56	Data Of Cases Adjourned for Absence of The Police Files	Maua Magistrate Court
57	Priority Cards	Siakago Magistrate Court
58	Exhibits Register	Malindi Magistrate Court
61	Vulnerable And Marginalized Groups Card	Mukurweini Magistrate Court
62	Express Card	Kitale Magistrate Court
65	Intended Surety Form	Rumuruti Magistrate Court
67	Colour Coding	Chuka Magistrate Court
68	Verification Of Court Orders at The Land Registry for All Land Matters and All Succession Matters	Mumias Magistrate Court
69	Special Visitors Pass (Colour Coded)	Isiolo Magistrate Court
70	Verification Of Court at the Land Registry for All Land Matters And All Succession Matters	Mumias Magistrate Court
71	Service Request Form for Small Claims Court.	Chuka Magistrate Court
72	Bail And Bond Requirements in Pokomo Language	Garsen Magistrate Court
73	Staff Reward Systems	Malindi Magistrate Court
75	Annual Staff Award	Lamu Magistrate Court
77	Priority Cards for Vulnerable and Elderly Persons for Them To Be Served On A Priority Basis	Marsabit High Court
79	Express Cards for Venerable and Marginalized Members of Society to Prioritize Them Whenever They Seek Our Services.	Baricho Magistrate Court
90	Customer Feedback Google Form	Muranga Law Court
91	QR Codes for Virtual Court Sessions and Other Important Court Related Links	Muranga Law Court
94	Express/Priority Card Service	Kandara Magistrate Court
95	Priority Cards	Kigumo Magistrate Court
103	Network Based File Sharing System for Scanned Files	Supply Chain Management Services
	NOTABLE MENTIONS	
2	Stakabadhi Desk	Office of the Chief Registrar Judiciary
6	Naipasha Bot Assistant	Naivasha Magistrate Court
19	The Judiciary Virtual Court & Meeting System	Information & Communication Technology
26	Management Of Confirmed Grants	Ndhiwa Magistrate Court
46	Staff Play Grounds	Mombasa Magistrate Court
54	Marimanti Staff Wellness Program - Maswep	Marimanti Magistrate Court
60	Going Paperless	Kitale Magistrate Court
78	Child - Centered Questionnaire	Mpeketoni Magistrate Court
101	Purchase Of Wheelchair for The Station	Kapenguria Magistrate Court
	DID NOT MEET THRESH HOLD &	
8	Safeguarding Confidentiality in Doping Matters	Sports Disputes Tribunal
12	Supreme Court Corporate Social Responsibility Policy	Office Of the Registrar, Supreme Court
21	Cultural Day and Sports Day	Butere Magistrate Court

Form No.	Title of Submission	Administrative Unit
23	Mediation Briefings	Kisii Magistrate Court
25	Court Establishment	Kisii Magistrate Court
38	Allocation Register	Mutomo Magistrate Court
42	Statement Of Maintenance and Custody Claim and Response to the Statement	Kabarnet Magistrate Court
44	Improved Service Delivery	Nyeri Court Of Appeal
45	Records And Dispatch Register	Siakago Magistrate Court
51	Refund Tracking Register	Kwale Magistrate Court
55	Morning Briefings Courts and Registry Operations	Maua Magistrate Court
59	Kaloleni Welfare Association Website	Kaloleni Magistrate Court
63	Staff Contact Sheet	Rumuruti Magistrate Court
64	Staff Contact Sheet	Rumuruti Magistrate Court
92	Impacts Of Bee Keeping	Webuye Law Court
93	Fridge For Storing Children Snacks and Beverages	Eldama Ravine Magistrate Court
96	AJS Appointment Forms	Kenol Magistrate Court
98	Operationalization Of Archives/ Daily Cleaning Checklist	Kangema Magistrate Court
99	Waste Management Separation	Tinderet Magistrate Court
105	Awarding Certificates to participants during Customer service week	Homa Bay Magistrate Court
106	Customer Care Attendant Identification Jacket	Homa Bay Magistrate Court
	RESUBMISSIONS	
33	Container Serving Children in Adoption Cases at the High Court and Children's Court	Machakos Magistrate Court
39	Customer Satisfaction Form	Kabarnet Magistrate Court
41	Express Card	Kabarnet Magistrate Court
97	Priority Cards	Molo Magistrate Court
100	Integrity Song	Kimilili Magistrate Court
104	Tender Tracking Tool	Supply chain Management Services
13	Supreme Court Self Representing Litigants E-Guide	Office Of the Registrar, Supreme Court

Photo Gallery



Judiciary performance review at Nakuru Small Claims Court under PMMU.



Judiciary performance review at Webuye Law Courts under PMMU.

Photo Gallery



Judiciary performance review at Lamu Law Courts under PMMU.



Judiciary performance review at Malaba Law Courts under PMMU.

Photo Gallery



Judiciary performance review at Kangundo Law Courts under PMMU.



Judiciary performance review at Supreme Law Courts under PMMU.



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