DRIVERS OF JUDICIAL GOVERNANCE REFORMS ON SERVICE DELIVERY IN KENYA

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Drivers of Judicial Governance Reforms on Service Delivery in Kenya

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other University.

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DEDICATION

To Zindzi, Shaka and Sizwe.

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ABBREVIATIONS AND ACRONYMS

CLE   Council of Legal Education

COK   Constitution of Kenya 2010

CPD   Continuous Professional Development

JSC(K)   Judicial Service Commission (Kenya)

ICJ   International Commission of Jurist

ICT   Information Communication Technology

KRA   Kenya Revenue Authority

OECD   Organisation for Economic Cooperation Development

PPP   Public Private Partnership

PRSP   Poverty Reduction Strategy Papers

RD   Research Development

ROI   Return on Investment

SP   Strategic Partnership

TQM   Total Quality Management

UNDP   United Nation Development Programme

UNHRSD   United Nations Research for Social Development

VIF   Variance Inflation Factor

OPERATIONAL DEFINITION OF TERMS

Accountability of resources:	Exists if there is a relationship where an individual or body, and the performance of tasks or functions by that individual or body, are subject to another's oversight, direction or request that they provide information or justification for their actions, Deininger and Mpuga (2012).
Advocate:	A professional in the field of law, duly admitted to practice in the roll of advocates as an advocate of the high court. One who assists, defends, or pleads for another; one who renders legal advice and aid and pleads the cause of another before a court of law, ROK (1989).
Continuous Legal Education:	The training available to lawyers, usually through seminars, to continue their legal education, hone their skills, and keep up with the latest developments within a particular area of the law. (ROK, 2012).
Continuous Professional Education:	Continuing professional development (CPD) involves maintaining and enhancing the knowledge, skills and experience related to your professional field after completion of your formal training. It encompasses both technical and non- technical skills development while enhancing the *personal* qualities that are required for carrying out professional duties during a professional's life. ROK, (2012)
Decision Support: System:	Is an interactive software-based system intended to help decision makers compile useful information from raw data, documents, personal knowledge, and/or business models to identify, solve problems and make decisions, chen (2017)
Drivers:	These are helper and enabler whose goal is to support reforms or

projects as they pursue their objectives (Hurt & Thomas, 2009). In this paper, the term will be used to show how policy framework, judicial funding, stakeholder types and training of judicial governance reforms act as facilitators or enablers of judicial service delivery

Employee I.T Skills: Expertise in information technology that aid to accomplish tasks, Farley (2019)

Equality of opportunity to access justice: It engages the wider social context of our court system, and the systemic barriers faced by different members of the community. It not only encompasses the opportunity and capacity to litigate but also equality of outcomes, Laibuta (2012)

Fairness of Process: Brockner, Wiesenfeld and Diekmann (2017), people's perceptions of how fairly they are treated in the course of interacting with another party

Independence Assurance: Dijk, Tulder and Lungten (2016) The judicial organ is impartial and independent to the degree required by the Constitution and relatively so in the public perception and that no hindrance exists to the fulfillment of their judicial engagement

Information Communication: Technology: Steinberg and Sanghera, (2006) Information technology falls under the IS umbrella but deals with the technology involved in the systems themselves. Information technology can be defined as the study, design, implementation, support or management of computer-based information systems.IT typically includes hardware, software, databases and networks. Information technology often governs the acquisition, processing, storage and dissemination of digitized information, or data, generated through the disciplines of computing and telecommunications. Information technology focuses on managing technology and improving its utilization to advance the overall organizational

goals.

Information Support Systems:	Forgionne, Mora and Gupta (2006), Information systems is an umbrella term for the systems, people and processes designed to create, store, manipulate, distribute and disseminate information. The field of information systems bridges business and computer science. Together, they create a system for recording information. Although information systems are heavily reliant on computers and other technology-based tools, the term predates computers and can include non-technological systems.
Judges:	Means the Chief Justice or any other judge appointed under Article 166 of the Constitution. ROK (1967)
Judicial reforms	According to (He, 2009) judicial reformed the institutional changes claiming to increase the independence and authority of the judicial branch.
Judicial Governance Reforms	The aspect of judges being further involved in court and judicial Organization and management affairs; Yein (2011)
Leadership	According to Bass and Bass, (2008), leadership is a body of people who lead and direct the activities of a group towards a shared goal. It refers to the ability to lead, direct and organize a group. Luther (2006) sees leadership as a dynamic process at work in a group whereby one individual over a particular period of time, and in a particular organizational context, influences the other group members to commit themselves freely to the achievement of group tasks or goals.
Magistrates	Means a chief magistrate, a senior principal magistrate, a principal magistrate, senior resident magistrate, a resident magistrate or district magistrate; and each of those terms applies to a person respectively appointed by the Judicial Service

	Commission under section 69 of the Constitution to, or to act in, the particular office; ROK (2010)
Paralegals	A person trained on substantive law but not a lawyer, who offers support in legal practice. Bevans (2004)
Proportionality	Billy Melo and Arauja, (2016).A legal principle that allows (or requires) balancing between competing values. This enables judges to decide whether a measure has gone beyond what is required to attain a legitimate goal and whether its claimed benefits exceed the costs
Reliability of Rulings	Parasuraman, Valarie and Len (1988) is the ability to perform the promised service dependably and accurately. In this paper Reliability will be the ability of the judicial officer to perform its duties dependably and accurately.
Responsiveness	Parasuraman, Valarie and Len (1988) is the willingness to help customers and to provide prompt service. In this research paper, responsiveness will be the response time for police in case of an incidence
Retaining of Knowledge:	Strategy and/or practice used to identify, capture and retain knowledge, information, skills and relationships that are critical to the current and future performance of an organisation, (Liebowitz & Tompson, 2008)
Stakeholder involvement:	Any person with an interest in a project initiative (Malbrain et al., 2014). This term will be used in the study to refer to groups such as advocates, judges/magistrates, law firms and paralegals

ABSTRACT

In any given society conflict is inevitable and hence the need to have institutions in place to deal with dispute resolution. The legal culture is important for how people perceive not only the judiciary but the political system at large. The Judiciary is regarded as the guardian of laws and societal integrity and therefore critical in the guarantee of good governance. The way the judiciary operates in terms of service delivery also has an impact on the country's economic and development performance. "Justice is complex and multidimensional, and the justice process must provide more than formal, adversarial proceedings designed to find guilt or innocence, and winners and losers. In a sense, justice is no longer the exclusive preserve of the traditional justice system. This research examined and documented policy, funding, stakeholder types, training and technology as drivers of judicial governance reforms on the delivery of services in Kenya. The literature related to the variables of the study was reviewed in relation to service delivery by the judiciary. The dynamic theory of service management and the theory of change was used in the study. This study adopted a descriptive survey design, which was aimed at collecting qualitative and quantitative data using a two stage sampling method and employed a positivist philosophy. The study sample size was 470 respondents identified through two stage sampling technique: stratified and simple random sample because of the populations' homogeneous characteristics. The data was collected using structured questionnaires subjected to reliability testing carried out by use of Cronbach's Coefficient Alpha that was found above 0.7 indicating a satisfactory reliability. Descriptive and inferential Analysis for each variable was carried out. Inferential statistics used the regression model and ANOVA. The decision to reject or fail to reject the null hypothesis of each objective was based on the significance of coefficients ($p< 0.05$) of the related variables in the fitted regression. This was then summarized by a further analysis using multiple regression analysis and presenting the results in tables, figures and pie charts while the qualitative data was analyzed using content analysis technique to come up with themes that were presented in tabular form. The findings revealed that the drivers of judicial governance reforms (Policy Framework, Funding of Judiciary, stakeholders' involvement, training, information communication and technology) significantly influenced judicial service delivery in Kenya. The study therefore concluded that none of them (Policy Framework, Funding of Judiciary, stakeholders' involvement, training, information communication and technology) could be ignored as each played its role significantly in influencing judicial service delivery. However, there were a few areas that could be improved on and as such, this study made several recommendations for improvement some of which include; reforming and streamlining many areas of the legal system, as well as reforming social institutions with the goal of creating a more holistic model of service, Revision of judicial officer performance appraisals guidelines balancing between faster dispensation of judgements and quality of the judgement, updating of outdated policies; make justice affordable to everyone; and vetting out corrupt judges. The findings of this study indicated that the existing policies are adequate in their line of work that they could have access to the policy documents at any time and they had no problem with the clarity of most of the policy documents. From the study it was clear that the judiciary has adequately involved the public in the current reforms, however, it was also noted that the judicial procedures have increased post reforms, which hinder their efficiency in their line of work. The results support the theory of change on the aspect of driver reforms requisite for the judiciary to effectively enhance service delivery. The research suggests

an exploration of other factors that influence judicial service delivery in Kenya and similar studies to be conducted in other jurisdictions.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

According to Ginsburg (2010), virtually every developing country has some program of legal reform focused on the judiciary, and billions of dollars have been spent on promoting independence. Many developing countries across the world are giving priority to judicial reform as a necessary precondition for encouraging new investment. Judicial independence has become like freedom: everyone wants it but no one knows quite what it looks like, and it is easiest to observe in its absence. We know when judges are dependent on politicians or outside pressures, but have more difficulty saying definitively when judges are independent. Still, the normative consensus suggests that there is indeed something important about the concept. In addition, the normative consensus is clear. The General Assembly of the UN supports it, as do governments both democratic and authoritarian. All this suggests that there is indeed a consensus that judicial independence is important, but also that the concept risks dilution into one so thin as to be meaningless.

The adoption of reforms varies from region to region: while some Eastern European countries included the judiciary as part of their initial public-sector reforms, Latin America has left it for last, making changes to the judiciary as part of a second generation of reforms that focuses on institutional strengthening. Reformers in both regions share four core goals, however: each country aims to have an impartial, predictable, accessible, and efficient judicial system. Governments in Eastern Europe and Latin America realize that they cannot complete their economic reforms until they have made a corresponding change in laws and legal processes. Like many countries around the world, China is increasingly interested in promoting the rule of law and judicial independence. A competent and professional judiciary is a central component of the "socialist rule of law" and China has made significant investments in institutional

quality. Scholars disagree, however, about the efficacy of these reforms to date (Minzner, 2011).

Judicial and legal reform emerged as a key component in Indonesia's efforts to fight corruption and establish good governance in both the public and private sector. At the request of the government, the World Bank, through the Partnership to Support Governance, took the lead in coordinating donor activities in legal reform. The objectives of the Partnership were to (a) generate and disseminate knowledge on good practices in governance from Indonesia and abroad; (b) coordinate efforts of the government, donors, civil society by monitoring governance initiatives and by organizing coordination meetings; and (c) fund initiatives that would promote reform. The Partnership focused on formulating and implementing a judicial reform program, identifying coherent donor approaches to decentralization, developing framework programs for supporting capacity building in governing institutions, evaluating electoral laws, reducing corruption and promoting democratic oversight, developing a corporate governance framework, and supporting NGOs engaged in the promotion of reform (Sen, 2006).

According to Ball (2010), strengthening accountability is a fundamental objective for achieving effective service delivery. Accountability in security and justice sector reform is often conceived as primarily focusing on human rights, holding providers accountable for abuses and strengthening rights protection. From this perspective, donor assistance often concentrates on external oversight bodies, such as parliamentary committees, complaints commissions and ombudsman offices. It also leads to institutional reform of internal mechanisms within the police, judiciary and prisons, such as disciplinary procedures and professional standards systems. Ensuring that security and justice providers not only respect, but also are the principal defenders of human rights as a key part of strengthening service delivery (Therkildsen & UNRISD, 2001).

Accountability, however, is about much more than human rights, narrowly defined as protection from abuse (Baker & Scheye, 2007). It is about real, accessible justice and the actual provision of safety and security. Infortune-Responsiveness to local needs lies at the heart of strengthening the delivery of justice and security. The emphasis on providing effective services to all members of society should also be underscored. Often in fragile states, the provision of security and justice (by state and non-state providers) is skewed towards the powerful, wealthy, the urbanized and men. This undermines the legitimacy of service providers, because they may not be deemed representative of the broad base of society (for example an ethnically biased police force) or because the services they deliver disadvantage certain groups. Ensuring an equitable approach to service delivery based on local needs is therefore a vital objective (Therkildsen & UNRISD, 2001).

Therkildsen and UNRISD (2001) observe that the World Bank is increasingly integrating concerns about governance and public sector effectiveness in its poverty-oriented work, including its work with clients to support the preparation of the first set of Poverty Reduction Strategy Papers (PRSPs) and related toolkits. This is the most direct channel through which governance affects poverty and hence its impact on service delivery. Poverty reduction depends on improvements in the quality and accessibility to poor people of basic education, health, potable water and other social and infrastructure services. Achieving this generally calls for government action-financing, active facilitation and in many instances the direct delivery of services. Yet in all too many countries, public actors in the social and infrastructure sectors have neither the incentives nor the resources to play this role. Reforming the institutional "rules of the game" thus becomes key to improving the availability of services for the poor (World Bank, 2000).

1.1.1 Judicial Governance Reforms on Regional Perspective

According to Fombad *et al.* (2013), an overview of developments in Africa over the last two decades reveals a growing commitment by governments to the principles of human rights, to rule of law, to the ideals of transparent, accountable and democratic governance, and to a properly functioning justice system – in short, to constitutionalism. However, the pace of change has been slow, and in the last few years there have been ominous signs of a reversal: a return to the dark era of dictatorship with authoritarianism looming on the horizon. The reforms of the 1990s saw new or revised constitutions that, for the first time, provided some prospects for constitutionalism. Most of these constitutions in diverse ways recognized and protected human rights and provided for independent courts. As a result, the quantum of human rights protection in most African countries increased somewhat after 1990. There has, however, been a decline in the quality of human rights protection enjoyed in recent years. Nevertheless, pressure on African governments to adopt and conform to certain minimum human rights standards has arisen from the new human rights and democracy framework adopted by the African Union (AU), international treaty commitments, and the use of universal jurisdiction to deal with grave human rights abuses such as crimes against humanity and war crimes.

Igbanugo (2013) notes that reform efforts in Sub-Saharan Africa have been made through various types of interventions, including: (1) legislative reform that develops the legal framework in response to the needs of the particular society and in accordance with international standards; (2) court reform that improves the courts' efficiency, capacity, integrity, and responsiveness; (3) judicial administration reform that targets the efficiency of the legal process as a whole and increases the independence and authority of the judiciary; (4) legal community support to strengthen the quality of the legal process through establishing professional norms and standards that inform judicial accountability; and (5) reform of legal education and training through development of curricula and training methods capable of producing competent legal practitioners and professionals that will be more sensitive to the concerns and values of society.

Some of the greatest obstacles to judicial reform efforts in the emerging markets of Sub-Saharan Africa include (1) too little participation by the lawyers, legal professionals, and others in the target country who would either have to carry out the reforms or who would be affected by them; (2) an exclusive focus on the formal legal system to the exclusion of customary law and the other informal ways to resolve disputes; and (3) lack of cultural sensitivity, as the American legal system was exported to foreign countries without factoring the local legal culture, sensitivities, and environment into the equation. Because of a lack of local initiative and generally insufficient diagnosis of existing problems, patterns of judicial reform pursued by international actors have not been successful, since they have tended to be highly standardized, transplanted, and superficial, as opposed to policy proposals that reflect specific local needs and power relations (Ellett, 2016; Laver, 2011).

1.1.2 Judicial Governance Reforms on Local Perspective

According to Mueller (2014), Kenya's courts had enormous backlogs, estimated as high as one million cases, and it is not unusual for litigants to wait years for hearing dates, let alone decisions. Cumbersome procedures dragged out the process of getting to trial, and judges, magistrates, and lawyers regularly adjourned hearings for dubious reasons. Records often disappeared, typically because of haphazard procedures but sometimes because of deliberate efforts to delay cases (Mueller, 2014).

Accountability has been weak (Gathii, 2010) notes, in part because the judiciary is a mystery to many Kenyans. The population does not understand how courts work, or why they work the way they do. Citizens do not have the knowledge to demand quality services, and the judiciary lacks systems to track the status of cases and hold judicial officers accountable for delays. Mueller (2014) observes that the 2010 constitution's measures for restructuring the judiciary included a vetting process, in which an independent board of Kenyan lawyers, civil society leaders, and foreign judges reviewed

the record of each judicial officer serving before the adoption of the constitution and determined whether he or she was suitable to remain on the bench.

According to Kaniaru (2011), the new Constitution that was voted in 2010 paved the way for tremendous reforms in the Judiciary. Governance structures have been decentralized and democratized. Monumental changes include the establishment of the Supreme Court, the Environment and Land Court, and the Employment and Labour Relations Court. The system of administration in the courts has also been reformed, with the creation of the new position of Chief Registrar, which is delinked from judicial functions to improve service delivery. Kaniaru (2011) further note that other reforms already undertaken to deal with the backlog of cases include the computerization of the Judiciary, digitization of its records, and declarations by judges and magistrates on when to clear pending rulings and judgments. Judicial officials are visiting prisons to ensure criminal justice becomes a focus of urgent attention. Efforts are also being made to ensure that nobody is in prison illegally and that criminal cases and appeals are fast-tracked. The new Constitution has also seen the birth of an all-inclusive Judicial Service Commission (JSC), whose constitutional role is spelt out in terms of recruitment and disciplining of judicial officers.

Cheeseman, Lynch and Willis (2014) cite that the JSC have a crucial oversight jurisdiction over the Judiciary. Internally, the Judiciary is be run by a team made up of the Chief Justice, the Deputy Chief Justice, the President of the Court of Appeal, the head of the High Court, the Chief Registrar, JSC's elected representatives, the magistracy, managers running key departments in the Judiciary, paralegals, the National Council on Law Reporting and the Judicial Training Institute. The Deputy Chief Justice will head a critical Strategic and Transformative Committee that has internal and external stakeholders. This committee has begun to undertake key reforms within the governance, financial, IT and ethical sectors, as well as the implementation of fundamental policy blueprints that had been shelved for years.

The National Council on the Administration of Justice, launched on August 11, 2011, brings together interagency concerns in the administration of justice. Stakeholders, such as the police, prisons, State Law Office, the Ministry of Justice, religious and secular civil society, private sector and foreign interests will participate collectively in matters fundamental to the administration of justice. The recruitment of 28 judges, the Chief Registrar, and the vetting of judges and magistrates are also a monumental and positive step in the reform agenda aimed at improving the administration of justice in the country. The Supreme Court will be modern, paperless and the home of progressive and robust Kenyan jurisprudence (Cheeseman, Lynch & Willis, 2014).

The Judiciary is regarded as the guardian of laws and societal integrity and therefore critical in the guarantee of good governance. The Constitution of Kenya 2010 provides for the independence of the judiciary. Its independence is vital in the administration of justice, the fight against bad governance and corruption (National Anti-Corruption Plan, 2008; Harrison & Sidwell, 2011). Yet people's experiences in many countries fall far short of this expectation. Corruption and unethical conduct have been seen as a main impediment to the independence of the Judiciary in implementing its mandate.

1.2 Statement of the Problem

The Judicial Governance reform implementing actions widely impacted upon the organization of the judicial systems of recipient countries. Indeed, judicial governance reforms contribute to change the legal and political legacies imbued in nondemocratic institutions and thus contribute to legitimate the new regime, instilling in the state a mechanism of self-restraint (Gargarella & Skaar, 2004). As a matter of fact, this raises the immediate questions of the extent to which judges that served nondemocratic regimes are able to become part of that usable and functioning democratic State apparatus and how political and institutional changes may affect their ability (Guarnieri & Magalhles, 2006). In particular, recruitment, appointment, and career policies can deeply reshape the situation of action of judges. Due to these premises, democratizing

elites face the crux of reshaping mechanisms of judicial appointment, promotion, evaluation, and training in order to come to terms with the past and pave the way to a legitimate liberal state (Russell & O'Brien, 2001).

 In Kenya, the situation has not been any different The National Enterprise Survey by the Commission (2006) indicated that the courts are never quick to resolve disputes, nor are they accessible. In addition, the Public Officers' Integrity Survey (2007) and the National Corruption Perception Survey (2010), indicated that the Judiciary is not effective as stakeholder in the fight against corruption. The National Enterprise Survey of 2007 indicated that there was excess time taken by proceedings and legal costs involved in accessing justice is a constraint in court process. In addition, most judicial staff were perceived to be involved in corrupt practices. These have resulted from and into inefficiency, incompetence and corruption. Chronic problems have infiltrated the Kenyan Judiciary including, lengthy procedural processes, inordinate case delays and backlog; limited access by the public; lack of adequate facilities; allegations of corrupt practices; cumbersome laws and procedures; questionable recruitment and promotional procedures; general lack of training; weak or non-existence of sanctions for unethical behavior and inequitable budget. The inefficiency, incompetence and corruption in the Judiciary has resulted into loss of public confidence in the institution.

A six-member committee of Judges from the Court of Appeal was appointed to carry out the task of reforming the judicial governance system. At the end of its work, the committee came up with various recommendations and proposals for implementation. Under the administration of justice, time and cost effectual mandate, the committee recommended among other things, the splitting of the High Court in Nairobi. Although these reforms have been undertaken, there is still a lot of clamor about judicial performance and independence by our Judiciary. This study therefore aimed to address the drivers of judicial governance reforms on the delivery of services in Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The aim of the study was to establish the drivers of judicial governance reforms and their influence on judicial service delivery in Kenya.

1.3.2 Specific Objectives

The study sought to be guided by the following specific objectives:

1. To examine the influence of policy framework on judicial service delivery in Kenya.
2. To determine the extent to which funding influences judicial service delivery in Kenya.
3. To establish the influence of training on judicial service delivery in Kenya.
4. To determine the influence of stakeholders involvement on judicial service delivery in Kenya.
5. To identify the influence of information communication & technology on judicial service delivery in Kenya

1.4 Hypotheses of the Study

The study sought to be guided by the following hypotheses:

H_{01}: There is no significant influence of policy framework on judicial service delivery in Kenya

H_{02}: There is no significant influence of funding on judicial service delivery in Kenya

H_{03}: There is no significant influence of training on judicial service delivery in Kenya

H$_{04}$: There is no significant influence of stakeholders' involvement on judicial service delivery in Kenya

H$_{05}$: There is no significant influence of information communication & technology on judicial service delivery in Kenya

1.5 Justification of the Study

The Judiciary is one of the three co-equal arms of government. Its chief mission is to resolve disputes in a just manner with a view to protecting the rights and liberties of all, thereby facilitating the attainment of the rule of law ideal. It performs this function by providing independent, accessible and responsive fora for the resolution of disputes. The findings of this study documented incentives that facilitates adherence of judicial governance reforms that can be used to inform policy development. The findings of this study will be of value to paralegal and civil society groups on key areas that needs improvement, which these groups can lobby for in different forums. This will fast track a judicial system that is fair to all irrespective of status and facilitate equal treatment of law. The research findings will also be of importance to the judicially as it will document success stories from different regions which can be used as learning case studies for improvement in the other regions.

1.6 Scope of the study

Add Geographical

The study focused on the Judicial Service Commission base in Nairobi which was established by an Act of Parliament in 2010 to make provision for judicial services and administration of the Judiciary; to make further provision with respect to the membership and structure of the Judicial Service Commission; the appointment and removal of judges and the discipline of other judicial officers and staff; to provide for

the regulation of the Judiciary Fund and the establishment, powers and functions of the National Council on Administration of Justice, and for connected purposes.

1.7 Limitation of the study

Content: In Kenya we only have two publications in relation to judicial governance reforms. The position biased this study to greatly rely on studies from other jurisdictions around the world.

Guarded Responses: The respondents were exhibiting which verbal explanation as well as formal letters that the research was purely academic as well as use of questionnaires that did not identify specific officers overcame.

Availability of some respondents. Noting the schedule of judges and magistrates availability was a challenge. This was addressed by collaborating with the judicial training institute where I was given an opportunity to address them and issue my questionnaires during the annual.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter provides information from publications on topics related to the research problem. It examines what various scholars and authors have said about the concept of judicial governance reforms on the delivery of services. The chapter covers: theoretical review, empirical review, critique of existing literature, chapter summary and research gaps identified.

2.2 Theoretical Review

Theoretical frameworks are explanations about a phenomenon and according to Marriam (2001); theoretical framework provides the researcher with the lens to view the world. According to Evenett and Hoekman (2008), theories can be classified according to their scope, function, structure and levels. Several theories and models have been put forward by scholars to explain the field of CDPs. A theory is an accepted fact that attempt to provide a plausible or rational explanation of cause- and-effect (causal) relationship among a group of observed phenomenon (Kothari, 2004). Some of the relevant theories discussed include, Stakeholder Theory and governance theory.

2.2.1 Governance Theory

Governance theory is concerned with steering actions of political authorities as they deliberately attempt to shape socio-economic structures and processes (Myantz, 2003). According to Harris (1990), Governance signals how the informal authority of networks supplements and supplants the formal authority of the government by exploring the changing boundary between the state and the society. The theory assumes that the government should focus on the formulation of public policy and leave the implementation to other bodies, private organizations or non- profit

organizations, hence encouraging privatization, outsourcing, agentification and a stronger emphasis on market mechanism (Kickert, 1997).

The World Bank (1991) defined governance as the exercise of political authority and the use of institutional resources to manage society's problems and affairs. UNDP (1999) Defines governance as the way in which a society makes and implements decisions achieving mutual understanding, agreement and action. The policy paper on governance states that governance comprises the complex mechanisms, process and institutions, through which citizens and groups articulate their interests, mediate their differences and exercise their legal rights and obligations. As such, governance has social, political and economic dimensions.

The term governance is used, generally speaking, to reflect that the conditions for governing society have changed thus rendering the forms of governance invalid. (Rhodes, 1997). According to Rhodes, two analytical distinctions can be made: First, the state has either to drastically reduce or abandon its ambitions to govern the society or find new forms of governance. The first ambition could be achieved through deregulation and the second through ambition and the creation of new prerequisites for governing depending on new forms of coordination.

Second, Rhodes (1997) suggests two approaches that he explains can lead to the attainment of good governance. They include: the minimal state and the good governance approach. In expounding Rhodes minimal state approach, (Wathana, 1997) in his writings (on the 'the new democratic governance paradigm' points out that the socio-economic, political and technical changes that we will meet in the21st century will make the public bureaucracies of today obsolete. The public bureaucracies have become too large and too expensive, therefore there are not enough resources left for other activities. Public bureaucracies are also shown to be inefficient in providing public services and reforms are therefore necessary, suggesting a new governance pattern.

Legal standards are insufficient by themselves to hold the judicial officers to account, given the requirements for increased accountability by politicians (for the functioning); the public (for unpopular and seemingly unjust outcomes of judgements); and internally to their peers, both judicial and administrative (for the functioning of individual organisations and judges). (yien, 2014).

2.2.2 Stewardship Theory

Stewardship theory (Donaldson & Davis, 1991) explains that managers left on their own will indeed act as responsible stewards of the assets they control. The theory holds that no conflict exists between managers and owners, and that the object of governance is to find mechanisms and structures that develop the most effective coordination between the two parties (Donaldson, 1990). Stewardship theory is often distinguished from the agency theory which rests on the assumption that the goal of organizations is to maximize the wealth of their shareholders or owner (Preston, 1995) However, stewardship theory is based on the assumption that organizations serve a broader social purpose than the role of maximizing the wealth of the owners. In this case, corporations are viewed as social entities that affect the welfare of many stakeholders whereby stakeholders are individuals that interact with the firm and therefore affect and are affected by the achievement of the firm's objectives (Mwanzia, 2011).

In relation to stewardship theory, for public organizations this theory holds some intuitive appeal, with trustees and managers both sublimating their personal interests in pursuit, implicitly if not explicitly, of their organization's philanthropic goal. The relevance of stakeholder theory for public sector organizations, on the other hand, is that it legitimates the board because the stakeholders between them represent society and the range of end users that the organization is serving. For public sector organizations, predominant models of the exercise of board power offer only partial utility, when the purpose of the organization is philanthropic rather than to return a profit. Social performance as well as financial performance is important.

2.2.3 Legitimacy Theory

Legitimacy theory is defined as "a generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate with some socially constructed systems of norms, values, beliefs and definitions" (Suchman, 1995). Similar to social contract theory, legitimacy theory is based upon the notion that there is a social contract between the society and an organization. A firm receives permission to operate from the society and is ultimately accountable to the society for how it operates and what it does, because society provides corporations the authority to own and use natural resources and to hire employees (Deegan, 2004).

Traditionally profit maximization was viewed as a measure of corporate performance. But according to the legitimacy theory, profit is viewed as an all inclusive measure of organizational legitimacy (Ramanathan, 1976). The emphasis of legitimacy theory is that an organization must consider the rights of the public at large, not merely the rights of the investors. Failure to comply with societal expectations may result in sanctions being imposed in the form of restrictions on the firm's operations, resources and demand for its products. Much empirical research has used legitimacy theory to study social and environmental reporting, and proposes a relationship between corporate disclosures and community expectations (Deegan, 2004).

The judiciary fulfils a special role in the state under the rule of law. As the guarantor of justice, a fundamental value in a law-governed State, it must enjoy public confidence if it is to be successful in carrying out its duties (Gribnau, 2002). This confidence cannot be based on the judiciary's power to decide conflicts alone. Authority means more than power; it means legitimate power. Therefore, the judiciary has to honour (legal) values and principles like consistency, coherence, legal certainty, predictability, and not the least justice and objectivity. Respect for the more general principles of proper administration of justice attributes to the legitimacy of the judiciary (Gibson, lodge & Woodson, 2014).

2.2.4 Resource Based Theory

Penrose (1959) provided initial insights of the resource perspective of the firm. However, the resource-based view of the firm (RBV) was put forward by Wenerfelt (1984) and subsequently popularized by Barney's (1991) work. Many authors for example Nelson and winter (1982); Dierick and Cool (1989); Mohoney and Pandian (1992); Eisenhardt and Martin (2000); Zollo and Winter (2002); Zahra and George (2002) and Winter (2003) made significant contribution to its conceptual development. The theory emphasized the importance of organization resources and their influence on performance and competitive advantage in the market. According to RBV, every organization has its own unique resources that enable it to remain competitive in the market, by addressing the rapidly changing environment (Helfat, 2007). These resources may be financial, human, physical, technological and information. These may be valuable, rare and non-substitutable (Crook, Ketchen, Combs & Todd, 2008).

Critiques of the RBV have pointed out that some resources contribute to competitive advantage while others do not; hence, not all resources of an organization have the ability to contribute to competitive advantage. Secondly, the mere availability of resources is not enough unless the resources are well coordinated and integrated (Lopez, 2005). To effectively deliver judicial services, there is need to have informed professionally trained and experienced staff in the field of judicial reforms.

Model on Corruption Effect

In societies with politicized resource allocation systems, the civil service becomes the principal mechanism for the allocation of resources, and not the market. Consequently, entrepreneurs seeking to secure the rights to lucrative monopoly positions created by government intervention must purchase these rights from politicized markets controlled by civil servants. Bureaucrats, aware that the permits provide their owners with significant monopoly profits, try to capture some of these rents by demanding bribes from entrepreneurs who request licenses. Government regulation also imposes

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significant costs on business enterprises. To reduce the burden of such regulations, many entrepreneurs attempt to bribe civil servants, whose job it is to administer these laws. The main purpose of a bribe is either to obtain an exemption from the laws, or to have one's enterprise taxed at a diminished rate.

If the economic system were deregulated and access to markets unrestricted – that is, licenses and permits were not required, for example, to engage in economic activity – there would be no reason for entrepreneurs to pay bribes to civil servants. If, for example, there were no restrictions on international trade, entrepreneurs would not be required to obtain import permits, and as a result, bureaucrats would have no opportunity to extract bribes from participants in international trade. Thus, bureaucratic corruption is directly related to the level and extent of government activity in the economy.

Several studies have examined corruption in Africa, including Werlin (2003); LeVine (2005); Gould and Mukendi (2009). Ghana represents an excellent example of a country in which excessive government intervention in private exchange gave rise to high levels of corruption. Corruption in Ghana is well documented, by for example, Werlin (2003) and LeVine (2005). Ghana gained independence from Great Britain in 1957, with Dr Kwame Nkrumah as the country's first chief executive. The Nkrumah government subsequently established a repressive political system and, like many other developing countries, adopted statism as the country's development path. Within a few years of independence, the incumbent government had succeeded in manipulating the rules to insure its total and absolute control of resource allocation. In fact, by 1966, the year in which Nkrumah's regime was overthrown by a military coup, the country had degenerated into a venal society with a repressive and highly controlled internal economic structure in which access to lucrative monopoly positions was regularly sold by civil servants.

The destruction of the market mechanism and the relatively heavy reliance on the political system for the allocation of resources increased the level of rent-seeking and created opportunities for bureaucrats to extort bribes from entrepreneurs seeking access to markets. Since the government of Nkrumah was overthrown in 1966, Ghana has enjoyed only a brief period of civilian rule. Despite efforts at institutional reform, the economy is still characterized by significant levels of state intervention and as a result, rent-seeking, including corruption, continues to be a major development problem. Democratic Republic of Congo represents another important case of corruption in post-independence Africa. In a little over five decades of independence, the country's apparatus of state has been converted into a framework for the enrichment and self-advancement of the nation's elites.

In fact, Mobutu Sese Seko, who ruled DR Congo for a long time acknowledged that corruption was the nation's greatest development problem (Gould & Mukendi, 2009). Its leaders have been cited in several cases of abuse of the public trust, including the illegal appropriation of military resources by military officers, and the use of judiciary authority by some of the nation's judges to punish their enemies and those of their friends. Also reported are incidents of adjudication of court cases based on the accused wealth status, mass smuggling of diamonds and coffee, and placement of dead or non-existent individuals on the national payroll. There are cases of non-payment of import duties by entrepreneurs, who pay bribes to the bureaucrats in the customs and excise department.

Three important forms of corruption have been identified in DR Congo: first, in routine state business, individuals bribe civil servants to have incriminating or compromising documents expunged from their official files. Bribing the right official, especially in the government's salary computerization bureau, can result in an increase in one's base salary. Second, supervisors may also engage in corruption while implementing public programmes. For example, an individual given the responsibility for implementing a bridge construction project may receive additional compensation either by submitting

false accounts and pay vouchers, or by allowing contractors to submit invoices with inflated costs. Based on a prior agreement, the civil servant is paid a bribe by the contractor. If completion of the project involves the importation of raw materials, the civil servant supervising the project may be able to earn extra-legal income by purchasing more inputs than are required to complete the project and then selling the surplus to private entrepreneurs, usually at below market prices.

Third, state intervention in private exchange is carried out by the country's bureaucracy. For example, civil servants design and implement state price control programmes, as well as assessing the taxes each enterprise must pay. In addition, as is the case in most other African countries, the state in the Democratic Republic of Congo is responsible for marketing most cash crops and other primary commodities (including fuels and minerals) produced domestically. In the implementation of the myriad of state regulations, civil servants have an opportunity to extract additional income from the economy for themselves. Entrepreneurs regularly pay bribes to civil servants in order to minimize or eliminate their tax obligations. Officers of the customs and excise departments routinely reduce import duties owed to the state by importers. The latter, of course, share the cost savings with the bureaucrats. Gould and Mukendi (2009) state that these and other corrupt behavior or practices have been 'ingrained, institutionalized and routinized' in the economy of DR Congo and have resulted in the 'systematic bleeding of the state treasury'. We start by analyzing how inequality, fairness and corruption affect optimal policy choices and how policies in turn affect the equilibrium levels of inequality, fairness and corruption.

2.2.5 Decision Theory

This theory as discussed by Jurison (2008) indicates that a manager should be accountable to his/her decision. (S)he should be concerned about the outcome of his/her action by weighing the risk of taking any of the options to reduce the risk of the outcome. Decision theory is about decision made at both the individual and institutional

level. According to Dickert *et al.* (2013), one might decide between giving up resources to influence the well being of others often without expecting direct benefits. On the other hand, it is the stakeholders' expectation that judicial officers uphold the interest of the wider society before their own and this remain the decision of the individual judicial office holder at any circumstance.

Murphy *et al.* (2011) observe that the judicial officers are consistently presented with opportunity to make decision at all levels of the procurement process. This leads to several assumptions one of which is the narrow self interest central to rational choice theory. This means that the decision maker is concerned about maximizing own material gain, indifferent to the payoffs of other decision makers around them. In essence the theory

2.2.6 Financial Literacy Theory

Financial literacy theory argues that the behavior of people with a high level of financial literacy might depend on the prevalence of two thinking styles according to dual-process theories: intuition and cognition. Dual-process theories embrace the idea that decisions can be driven by both intuitive and cognitive process. Dual process theories have been applied to several fields, including reasoning and social cognition (Evans, 2008). Financial literacy covers the combination of investors' understanding of financial products and concepts and their ability and confidence to appreciate financial risks and opportunities, to make informed choices, to know where to go for help, and to take other effective actions to improve their financial well-being (Atkinson & Messy, 2005).

Financial literacy empowers judiciary officers by educating them to acquire relevant knowledge and skills in financial management. Financial knowledge helps to overcome most difficulties in advanced credit markets. Financial literacy allows the investors to manage difficult financial times, through strategies that mitigate risk such as accumulating savings, diversifying assets, and purchasing insurance. More importantly, financial literacy enhances decision making processes such as payment of bills on time,

proper debt management which improves the credit worthiness of potential borrowers to support livelihoods, economic growth, sound financial systems, and poverty reduction. Financial literacy leads to more effective use of financial products and services, greater control of one's financial future and reduced vulnerability to overzealous corruption. Financially literate investors are able to create competitive pressures on financial institutions to offer more appropriately priced and transparent services, by comparing options, asking the right questions, and negotiating more effectively. Investors are able to evaluate and compare financial products, such as bank accounts, saving products, credit and loan options, payment instruments, investments, insurance coverage, so as to make optimal decisions (Miller *et al.*, 2009). Greenspan (2002) argues that financial literacy helps to inculcate individuals with the financial knowledge necessary to create household budgets, initiate savings plans, and make strategic investment decisions in the judiciary. Proper application of that knowledge helps investors in the judiciary to meet their financial obligations through wise planning, and resource allocation so as to derive maximum utility for effective judicial service delivery.

2.2.7 Stakeholder Theory

Freeman (2004), identifies and models the groups which are stakeholders of a corporation, and both describes and recommends methods by which management can give due regard to the interests of those groups. Agle *et al.* (2008) argue that the theory has multiple distinct aspects that are mutually supportive: descriptive, instrumental, and normative. The descriptive approach is used in research to describe and explain the characteristics and behaviors of firms, including how companies are managed, how the board of directors considers corporate constituencies, the way managers think about managing, and the nature of the firm itself in the implementation of projects.

The central idea is that an organization's success is dependent on how well it manages the relationships with key stakeholders such as customers, employees, suppliers, communities, financiers, and others that can affect the realization of its purpose

(Freeman & Phillips, 2002). Patton (2008) emphases that the stakeholder models entails all people with legitimate interest to participate in an enterprise do so to gain benefits. Michell *et al.* (2008) state that the exercise of stakeholder power is triggered by conditions that are manifest in the other two attributes of the relationship i.e. legitimacy and urgency. Power gains importance when it is legitimate and exercised through a sense of urgency. Highly important and powerful stakeholders are located where power, legitimacy and urgency intersect (Freeman & Phillips, 2002).

The overall purpose of stakeholder theory is to enable the managers to understand stakeholders and strategically manage them (Patton, 2008).The theory emphasizes the significance of the relationship between the stakeholder participation and the service delivery in the judiciary. The success or failure of the judicial governance reforms will be influenced greatly by the participation of various stakeholders which may include the users of the judicial governance reforms (Beach, 2009).

2.2.8 Social Network Theory

Social network theory views social relationships in terms of nodes and ties (Shafie *et al.*, 2011). Nodes are the individual actors within the networks, and ties are the relationships between the actors. There can be many kinds of ties between the nodes. In its most simple form, a social network is a map of all of the relevant ties between the nodes being studied. The network can also be used to determine the social capital of individual actors. These concepts are often displayed in a social network diagram, where nodes are the points and ties are the lines.

The social network approach has its origin embedded in the mathematical graph theory and has a long and distinguished history in the social sciences and psychology where it has been used to investigate human social organization (Scott, 2000). The main strengths of the approach are the potential to address population-level or cross-population-level problems by building up complex social structures from individual level interactions. SNT studies individual users and the relationship between these users

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(Shafie *et al.*, 2011). In the theory, weak ties refer to casual relationships whereas strong ties refer to close relationships. The relationships between the nodes in social network sites enable one to understand individuals' choices in their relationships with others. In online social network, there are vaster weaker ties among the nodes.

Stutzman (2006) asserts that the power of social network theory stems from its difference from traditional sociological studies, which assume that it is the attributes of individual actors that matter. Social network theory produces an alternate view, where the attributes of individuals are less important than their relationships and ties with other actors within the network. According to Krause *et al.* (2007), this approach has turned out to be useful for explaining many real-world phenomena, but leaves less room for individual agency, the ability for individuals to influence their success; so much of it rests within the structure of their network. This theory supports the use of ICT in judicial service delivery.

2.2.9 The Diffusion of Innovations (DoI) Theory

Diffusion of innovation theory was advanced by Everret Rogers as a general diffusion model in 1962; although research in the area was initiated earlier in 1940s and 50s by different researchers. Diffusion theory provides tools, both quantitative and qualitative for assessing the likely rate of diffusion of a technology and additionally identifies numerous factors that facilitate or hinder technology adoption and implementation.

According to Rogers; Innovations posses certain characteristics; relative advantage, compatibility, complexity, trial ability and observability which determine the ultimate rate and pattern of adoption. Some potential adopters are more innovative than others and can be identified as such by their personal characteristics; cosmopolitanism, level of education and so on. The adoption decision unfolds as a series of stages; from knowledge of the innovation through persuasion, decision, implementation and confirmation. The actions of certain kinds of individuals, opinion leaders and change

agents can accelerate adoption. he diffusion process usually starts out among pioneering adopters, reaches "take-off" as a growing community of adopters is established and the effect of kick in, and levels off as the population of potential adopters become exhausted. Innovators are usually a tiny number of visionary, imaginative and creative individuals who spent great time and energy on developing new ideas and gadgets. Early adopters on the other hand are those on the lookout for strategic leap forward in their lives or businesses and are quick to make connections between clever innovators and their personal needs. Their natural desire to be trend setters causes the "take-off" of an innovation. They become an independent test bed, ironing out the chinks and reinventing the innovation to suit mainstream needs.

Early majorities are pragmatists, comfortable with moderately progressive ideas and will not act without solid proof of benefits. They are cost sensitive and risk averse and always looking for simple, proven, better ways of doing what they already do and that they require guaranteed off-the-shelf performance, minimum disruption, minimum commitment of time, minimum learning and either cost neutrality or rapid payback periods. Late majority are conservative pragmatists who hate risk and are uncomfortable with new ideas. Their only driver is the fear of not fitting in and hence tries to follow mainstream fashions and established standards. Meanwhile laggards hold out to the bitter end; they see a high risk in adopting a particular product or behavior.

This theory holds even in societies where the technology originates. Rogers demonstrates adoption resistance using the example of Captain Lancaster's discovery and use of lemon juice for scurvy prevention in sailing ships in 1601. But in as much as the captain's discovery that lemon juice lowered the mortality rate of sailors, it was not until 1747, almost one and a half century latter, that the British navy finally adopted the practice.

However, not all innovations in all communities take long periods of time to be adopted. Some innovations diffuse from first introduction and are widely used in a few years, at least in some societies; depending on how compatible the innovations is with existing societal norms and the benefits and ease with which it can be adopted. A case in question is the fast adoption of the internet by the Americans; Rogers (2003) found that 71% of adult Americans had adopted the internet in just a dozen years (1989-2002). Mobile phones and their associated technologies like money transfer technology have also diffused very rapidly in developing countries where they have overtaken many older technologies like money orders, fax, landlines etc. The theory provides a broad framework for the study of organizational factors affecting the adoption of business tools, including e-business and e-technologies in the judicial governance reforms facilitate judicial service delivery.

Technology Acceptance Model

There are several models existing that have been used to investigate adoption of technology. Several studies focusing on adoption of mobile services have their roots in Technology Acceptance Model (TAM) originally proposed by Davies in 1986. The model is originally designed to predict user's acceptance of Information Technology and usage in an organizational context. TAM focuses on the attitude explanations of intention to use a specific technology or service; it has become a widely applied model for user acceptance and usage. There are a number of meta-analyses on the TAM that have demonstrated that it is a valid, robust and powerful model for predicting user acceptance (Bertrand & Bouchard, 2008).

The TAM model which deals with perceptions as opposed to real usage, suggests that when users are presented with a new technology, two important factors influence their decision about how and when they will use it (Davis, 1989). These key factors are: Perceived usefulness, perceived ease of use and attitude towards using Actual system Use. Perceived usefulness (PU) - This was defined by Davis as "the degree to

which a person believes that using a particular system would enhance his or her job performance". And Perceived ease-of-use (PEoU)- Davis defined this as "the degree to which a person believes that using a particular system would be free from effort". The application of technology is important for the delivery of services in the judiciary.

2.2.10 A dynamic theory of service management

Forrester invented dynamic theory in 1961.According to Forrester (1961), structure and the behavior of the participants can cause the "service jungle" the first positive feedback loops arise from the ability of firms to invest in differentiation. As firms increase their revenue and sales, they can invest more in activities that improve the attractiveness of their solutions. Most products or services can be differentiated from those of competitors through enhanced features, functionality, reliability, and suitability to the current and latent needs of the customers. We call this product or service quality. That means quality includes the degree of suitability to the current and latent needs, features, functionality and reliability. There is always a discrepancy between attractiveness and perceived attractiveness. But nevertheless, the attractiveness has a positive impact on the perceived attractiveness. Higher perceived attractiveness leads to higher market share boosting sales and revenue and enabling companies to invest more money in quality. Other ways to strengthen the differentiation are entirely new products and services.

An increasing number of new services and products generate higher market potential leading to more sales enabling even more investments. The extent of these investments increases differentiation in the eyes of customers. The development of investments involves a substantial time delay (Forrester, 1961). This theory supports funding on judicial governance reforms to improve judicial service delivery.

2.2.11 Theory of Change

The theory of change model was developed by International Network on Strategic Philanthropy (2005). According to INSP, this tool was designed for use by organizations

such as Foundations, Trustees, NGOs, and individuals such as donors, philanthropists or consultants to facilitate development. A theory of change is the articulation of the underlying beliefs and assumptions that guide a service delivery strategy and are believed to be critical for producing change and improvement. Theories of change represent beliefs about what is needed by the target population and what strategies will enable them to meet those needs. They establish a context for considering the connection between a system's mission, strategies and actual outcomes, while creating links between who is being served, the strategies or activities that are being implemented, and the desired outcomes."

A theory of change has two broad components. The first component o f a theory of change involves conceptualizing and operationalizing the three core frames of the theory. These frames define: Populations: who you are serving, Strategies: what strategies you believe will accomplish desired outcomes, Outcomes: what you intend to accomplish. The second component of a theory of change involves building an understanding of the relationships among the three core elements and expressing those relationships clearly. The theory of change expounds the need to have a change of the delivery service in judiciary.

2.3 Conceptual Framework

According to education researcher (Smyth, 2004), conceptual frameworks are structured from a set of broad ideas and theories that help a researcher to properly identify the problem they are looking at, frame their questions and find suitable literature. It is a concise description accompanied by a graphical or visual depiction of the major concepts of the study and hypothesized relationships and linkages among them (Mugenda & Mugenda, 2012). The dependent variable of the study is service delivery, while the independent variables include policy framework, funding, stakeholders' involvement and training. This is illustrated in Figure 2.1:

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┌─────────────────────────────────────┐
│ Policy Framework                    │
│  • Principle of proportionality     │
│  • Equality of opportunity to access justice │
│  • Fairness of process              │
└─────────────────────────────────────┘

┌─────────────────────────────────────┐
│ Funding of judicial governance      │
│      • Exchequer                    │
│      • Fee levied                   │
│      • Development partners         │
│      • Private-public partnership   │
└─────────────────────────────────────┘

┌─────────────────────────────────────┐                    ┌─────────────────────────────────┐
│ Stakeholders' involvement           │                    │ Judicial Service Delivery       │
│      • Paralegals                   │                    │                                 │
│      • Advocates                    │                    │    • Accountability of Resources│
│      • Judges/Magistrates           │                    │    • Reliability of rulings     │
└─────────────────────────────────────┘                    │    • Independence Assurance     │
                                                            └─────────────────────────────────┘
┌─────────────────────────────────────┐
│ Training                            │
│      • Continuous professional Education │              Dependent variable
│      • Continuous Legal Education   │
│      • Retaining knowledge          │
└─────────────────────────────────────┘

┌─────────────────────────────────────┐
│ Information Communication & technology │
│      • Information support systems  │
│      • Decision support systems     │
│      • Employee IT skills           │
└─────────────────────────────────────┘

    Independent variables
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Figure 2.1: Conceptual framework

2.4 Empirical Review

In his study He (2009) on court finance and court responses to judicial reforms, a tale of two Chinese courts, the research studied responses of two lower-level courts, one in rural and the other in urban China, on recent judicial governance reforms focusing on strengthening institutional building and professionalism. It found out that the court-funding structure under which the courts heavily relied on the local government for

expenses, together with the unbalanced development of local economy, remarkably affects the two courts' behavioral pattern in different ways. The rural court, for the sake of litigation fees, tries to attract potential litigants to file certain lawsuits, even though it cannot effectively handle them. The efforts toward institutional building and professionalism only aggravate the already difficult situation. The urban court's institutional quality seems to have increased in the reform process, thanks to sufficient resources from the developed and diversified local economy. But it has also become more formalized and bureaucratic, as it tries to exclude difficult and problematic disputes from getting into the court. In illustrating the complexity of transitional China's judicial reform process generated by both the unbalanced economic development and the bureaucratization of the judiciary, the study recommended that the enhancement of institutional quality, which many argue is key to economic development, may itself be contingent upon the success of economic development.

According to Mendelski (2012) in a study the European Union's driven judicial governance reforms in Romania that examined the impact of the European Union (EU) and domestic actors on the development of judicial quality (rule of law) across two key dimensions: judicial capacity and judicial impartiality, it argues and shows empirically that although the EU has been crucial in eliciting change in the judicial capacity dimension, it was largely unsuccessful in changing aspects of the judicial impartiality dimension. Methodologically, the study makes use of a detailed case-study method with process-tracing. Data are drawn from a number of primary and secondary sources such as official governmental documents, reports, surveys and scholarly literature relevant to the topic. The author concludes that the EU's involvement in Romania through accession conditionality has been of limited success: that is, the EU had a considerable impact on improving de jure judicial quality, but it was unable to affect rule implementation and thus failed to create de facto judicial quality.

Piana (2009) on a study on the power knocks at the courts' back door, two Waves of Post-communist Judicial governance reforms noted that in the post-communist

countries' candidate to the European membership, the EU and the Council of Europe exercised a heavy pressure on domestic elite to promote the adoption of institutional guarantees of judicial independence and judicial capacity. Relying on a wide set of interviews with the key actors of the European and domestic institutions, the study discusses the logic of action of the judicial governance reforms adopted in Poland, Czech Republic, and Hungary in two policy subfields: the governance of the judicial branch and the governance of the court. The empirical evidence confirms that the processes of reform have been deeply influenced by the national actors who had been empowered during the democratic transition. They have been able to fully exploit the resources provided by the EU.

2.4.1 Policy Framework

According to Laibuta (2012) in a research on access to civil justice in Kenya, an appraisal of the policy and legal frameworks, a diverse range of international human rights instruments prescribe minimum standards and essential elements of equal access to civil justice. Those ratified by Kenya form part of the Article 2(6) of the Constitution of Kenya (2010). The Constitution guarantees the right of access to justice and establishes a hierarchy of national tribunals that exercise judicial authority in the adjudication of competing claims. It forms the foundation for the extant policy, legal and organizational frameworks for the administration of civil justice. The threefold purpose of Laibuta (2012) study which formed the specific objective of the study was to conduct an appraisal of the policy and legal frameworks in Kenya, to evaluate the level of consumer satisfaction in the civil justice system with particular reference to the principles of proportionality, party autonomy, expedition, fairness of process, extent and equality of opportunity to access; and to recommend appropriate policy and legislative reform strategies for expeditious claim adjudication and the augmentation of equal access to civil justice. The study establishes that the current Kenya's policy and legal frameworks are not well suited to guarantee the effective delivery of, and equal access to, civil justice, and that the system of procedural justice is not well suited to deliver

quality outcomes and effective remedies. In response to these inadequacies, the study addresses pertinent conceptual issues and recommends various reform measures founded on what it considers as the conceptual imperatives for the efficient delivery of civil justice. The proposed reform strategies draw from beneficial examples of international best practices and from strategic interventions undertaken in other jurisdictions.

2.3.2 Funding of Judicial Governance

The judicial service is funded by the government by ensuring sufficient budgetary allocation from the Ministry of Finance where the exchequer releases funds while striving to maximize on revenue collection from the fees levied by the courts for services rendered by enhancing proper accounting systems. The other source of funding is by Development Partners and Private-Public partnership. These continue to be the main sources for funding the Plan. The Judiciary will ensure that there is transparency and accountability in the use of all funds availed to it.

The Judiciary has historically faced inadequate funding from the Government. The Constitution now grants it financial autonomy through the creation of the Judiciary Fund. This fund will be operationalised and an internal capacity created to manage it competently. The Judiciary will also institutionalize results-based budgeting, and establish a financial management and accountability system. It will also strengthen its procurement and accounting capacity in order to meet regulatory standards and customer needs. Specifically, the Judiciary will develop and operationalize value-for-money standards, trails and indicators for forensic audit; training of procurement committees at the devolved units; and develop an annual procurement plan. Whereas the Judiciary plans to mobilize additional resources from development partners, especially in the short run, the objective of this Framework is to wean the Judiciary off development aid. Kenya's justice system should, in the medium and long-term, be entirely funded by the taxpayer.

2.3.3 Stakeholders Involvement

Bariti (2009) stakeholders within organizations influence strategy and consequently influence the organization's purposes that result in formal expectations in terms of achievement. The extents to which organizational stakeholders are interested in or able to influence organizations' purposes vary and their different power and interests underscore these variations. In public sector organizations, the values and expectations of different stakeholder groups in organizations play an important part in the development of strategy (Johnson & Scholes, 2002). This study was designed to determine the extent to which various stakeholders were involved in change during the Reform and Modernization Programme at KRA and establish management perception of the need for stakeholder types in the Reform and Modernization Programme at KRA.

The study used both primary and secondary data which were collected using a semi structured questionnaire, and interview guide and documentary review. The questionnaire was administered through 'drop and pick' and e-mail while the interview guide was administered through personal interviews. The study targeted middle and senior level managers from a sample of 262 drawn through convenience sampling from the total number of 345 based in KRA Regional Offices and Head Office in Nairobi. Descriptive statistics were used where data was collected via questionnaire while data that were collected through personal interviews were analyzed by way of content analysis. From the research findings, it was revealed that there was a great degree of awareness of change among managers during the Reform and Modernization Programme at KRA (Bariti, 2009).

The study established a number of reasons which necessitated KRA to institute the Reform and Modernization Programme. Most of the reasons were found to revolve around the need for KRA to enhance its efficiency and effectiveness in carrying out its business. Even though the Reform and Modernization Programme at KRA resulted into changes that affected numerous stakeholders, the study established that a comprehensive

analysis was not done to determine the impact of the changes to various stakeholders. Also the study established that there were mixed responses with respect to the need for stakeholder types. This was exhibited by the varying degrees of respondents' indication on the various levels/stages in stakeholder types. On the basis of study findings, the researcher concluded that stakeholder types during the Reform and Modernization Programme at KRA was done to a moderate extent while managers' perception of the need for stakeholder types was relatively positive. However, 79.3% of the respondents felt that there was no adequate involvement of every stakeholder group (Bariti, 2009).

Mutua (2013) noted that there have been various committees on judicial governance reforms initiated by the government at different times since independence to identify causes that inhibit the delivery of justice by the Courts. The study discussed the influence of Judicial governance reforms on the effectiveness of Kenyan Courts in the delivery of justice using the Milimani Commercial Court in Nairobi as a case study. The three major reform committee reports which have had a remarkable impact on the Judiciary have been selected for this study and these were proposed in the years between 1992 and 2010.

The purpose the study was to determine the respondents' perceptions of the judicial governance reforms on the effectiveness of the Judiciary. The study objectives were to establish the influence of the recruitment procedure of Judges and Magistrates on the effectiveness of the judicial system; the influence of deployment and promotion procedure of Judges and Magistrates on the effectiveness of the judicial system; the influence of the excess workload on the judicial officers and the influence of terms and conditions of service on the effectiveness of the judicial system. The research design used in this study is cross-sectional survey, which is descriptive in nature (Mutua, 2013).

In addressing the study objectives Mutua (2013), the study seeks to determine the influence of implementation of the reform agenda by the government on-the effectiveness of the Judiciary by seeking views of the target population which comprise

of Judges/Magistrates, Advocates, Paralegals and Law firms' clients being represented by the Advocates. An extensive literature survey on Judicial governance reforms has been carried out coupled with a thorough analysis of relevant statutes, academic literature and reports of various committees formed by the government to look into ways of reforming the Judiciary. The main findings of the study confirm that reform committees did not improve justice delivery and the study thus recommends that the government adopts a pro-active approach in implementing the reform agenda. The findings are informative both for public dialogue on the discourse on judicial governance reforms and contribute in the implementation of the new Constitution through identifying possible solutions to reforming the Judiciary to a more effective institution based on credible evidence. Law firms and clients seeking justice in courts would also benefit as well as donors in assessing the integrity and worthiness to qualify the Judiciary for funding the development of its various infrastructures. The study results form a basis for further research.

2.3.4 Training of Judicial Reforms

According to a study done by Fortes and Evans (2015), even though most of the judicial officers, both judges and magistrates possess academic credentials that qualify them to occupy these offices, most of them have never taken part in the Continuous Legal Education, otherwise known as Continuing Professional Development, in order to keep abreast with the current developments in practice and in law. This is either by personal choice or due to external barriers. Continuous Legal Education (CLE) is an important ingredient to the attainment of judicial reform and the growth of law, hence cannot be sidelined for whatever reason (Fortes & Evans, 2015).

Rothstein and Johnson (2009) note that most judicial officers mandated with special tasks within the Judiciary should undergo special training to effectively equip them with the knowledge and skills required to carry out these tasks. Among the special tasks that require special training include administrative skills for those in-charge of departments

and divisions and those presiding over special courts such as the Children's courts. This problem was also acknowledged in the Kwach's committee (Mnjama, 2013), which recommended that a Judicial Training Committee be established with a judge of appeal as its chair and members drawn from the High Court, Magisterial bench, and paralegal cadre, with a sole task of coordinating training for all judicial officers at all levels . Lack of training in any judicial system, adversely affects judicial performance (Mnjama, 2013).

Odera-Kwach (2011) noted that very few judicial officers have embraced the principles and acquired skills in information technology. This is despite various efforts by other stakeholders in supporting the initiative either financially or through supply of equipment. Today, information technology forms an integral part in the operations of any sector and its application in the Judiciary will without a doubt enhance delivery of justice, since matters will be dispensed off faster and there will be good track of judiciary records including case files.

Odera-Kwach (2011) study concluded that training in management skills will go a long way to improving access to justice. Skills acquired from courses such as Total Quality Management will foster efficiency and quality services. ICJ Kenya is proud to have taken the initiative of training paralegals from all the four divisions of the High Court on these skills. In these courses ICJ Kenya sought to impart skills on, inter alia, self-discipline; timeliness; customer care and personal growth. The drive to train paralegals emanated from the realization that paralegals in various sections represent the image of the Judiciary to the public. More often than not, they are the first people members of the public encounter when they visit the courts. Their treatment and attitude towards members of the public greatly determines the next step a potential consumer of justice will take which will ultimately impact negatively or positively on accessibility to justice (Odera-Kwach, 2011).

2.3.5 Judicial Service Delivery

Armstrong (2006) states that reforms are unfolding processes that enables organizations to progress from a present state of understanding and capability to a future state in which higher level skills, knowledge and competencies are required. It takes the form of learning activities that prepare people in such organizations to exercise wider or increased responsibilities for the greater good of the citizens. From the viewpoint of business administration, service quality is an achievement in citizen service. It reflects at each service encounter. Citizens form service expectations from past experiences, word of mouth and advertisement. In general, Customers compare perceived service with expected service in which if the former falls short of the latter the customers are disappointed (Burgess & Ratto, 2003).

In this paper the quality of service delivered will be assessed using the SERVQUAL model. SERVQUAL service quality model was developed by a group of American authors (Parasuraman, Valarie & Len, 1988). It highlights the main components of high quality service. The SERVQUAL authors originally identified ten elements of service quality, but in later work, these were collapsed into five factors - reliability, assurance, tangibles, empathy and responsiveness - that create the acronym RATER.

According to Davis (2014) the prevalence of informal payments for public service delivery in Indian cities, and payments to junior staff of judicial agencies by household members were indeed common among the cases investigated. Such payments were made in exchange for expediting applications for new application; quick fixing of cases; the falsification of bills; and the provision or ignoring of illegal service rendered. The payments reportedly made most frequently bribes given for falsified case interpretation or readings were also of the least value (US$0.45 in a typical transaction). Among legal clients interviewed, 41% said they had made such payments within the past six months; 73% of judicial staffs interviewed said that bribes given in exchange for wrong readings or false interpretation of law happened about half the time or virtually all the time in

their institutions. Falsified interpretation of law require collusion that is difficult to detect in many legal institutions because of both chronic technical problems with judicial oversight of jurists.

From Deininger and Mpuga (2012) study it was realized that in many developing countries, the low quality of public services and governance limit the scope for poverty reduction and growth. Empirical micro-level evidence on the scope for improved accountability to help reduce corruption and improve the quality with which critical public services are provided is, however, limited. Using a large data set from Uganda to address this issue, we find that household knowledge on how to report inappropriate behaviour by bureaucrats and unsatisfactory quality of services does help to not only reduce the incidence of corruption but is also associated with significant improvements in service quality.

2.5 Critique of the Literature

The critical importance of well-performing public institutions and good governance for development and service delivery has come to the forefront in public institutions. Just as it was increasingly recognized by private organizations that individual investment projects are less likely to succeed in a distorted policy environment, so it has become obvious in the public sector that neither good policies nor good investments are likely to emerge and be sustainable in an environment with dysfunctional institutions and poor governance. At the same time, it is also clear that reforming public institutions is a complex and difficult task, both technically and politically. Reforms, such as exchange rate unification and trade liberalization, could often be undertaken through the actions of a relatively small number of policymakers and public managers to facilitate private markets. Institutional reform in the public sector such as judicial sector involves fundamental changes in the rules of the game for a large number of civil servants and private citizens. Such changes are likely to require long-term high-level commitment, in-depth knowledge, and extensive support and assistance. This has informed the current

study to evaluate drivers of judicial governance reforms on the delivery of services in Kenya.

2.6 Summary of Literature

The critical importance of well-performing public institutions and good governance for development and service delivery has come to the forefront in public institutions. Just as it was increasingly recognized by private organizations that individual investment projects are less likely to succeed in a distorted policy environment, so it has become obvious in the public sector that neither good policies nor good investments are likely to emerge and be sustainable in an environment with dysfunctional institutions and poor governance. At the same time, it is also clear that reforming public institutions is a complex and difficult task, both technically and politically. Reforms, such as exchange rate unification and trade liberalization, could often be undertaken through the actions of a relatively small number of policymakers and public managers to facilitate private markets. Institutional reform in the public sector such as judicial sector involves fundamental changes in the rules of the game for a large number of civil servants and private citizens. Such changes are likely to require long-term high-level commitment, in-depth knowledge, and extensive support and assistance. This has informed the current study to evaluate drivers of judicial governance reforms on the delivery of services in Kenya.

2.7 Research Gaps

According to He (2009) judicial reformed the institutional changes claiming to increase the independence and authority of the judicial branch. Mendelski (2012) argues that the prevailing consensus on judicial governance posits that an independent judiciary is a prerequisite for the rule of law, which entails preventing the misuse of authority and bringing the government to account for its abuses of power. This article argues that it is not a sufficient condition and that it needs to be counterbalanced by the self-restraining mechanisms of accountability.

Piana (2009) observed that there have been various committees on Judicial governance reforms initiated by the government at different times since independence to identify causes that inhibit the delivery of justice by the Courts, but no studies have been carried out to ascertain the influence that the judicial reform recommendations have had in transforming the Judiciary to a more efficient institution, which informs of the need for conducting this research. Mutua (2013) discussed the influence of Judicial governance reforms on the effectiveness of Kenyan Courts in the delivery of justice using the Milimani Commercial Court in Nairobi as a case study. Three major reform committee reports which had a remarkable impact on the Judiciary were selected for this study and these were enacted or proposed in the years between 1992 and 2010.

In this study a case study research design was used which is limited in terms of generalization. The conceptualization of variables was also different from the current study because (Laibuta, 2012) study focused on the influence of the recruitment procedure of Judges and Magistrates on the effectiveness of the judicial system; the influence of deployment and promotion procedure of Judges and Magistrates on the effectiveness of the judicial system; the influence of the excess workload on the judicial officers and the influence of terms and conditions of service on the effectiveness of the judicial system. While the current study focused on the judicial reform variables of policy framework, funding of judiciary, stakeholder types and training on service delivery.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides details about the methodology adopted to assist in achieving the research objectives. According to Newing (2011), a research methodology is concerned with what you will actually do in order to address the specific objectives and research questions you have developed. People often equate 'methodology' with the list of individual methods that were used – questionnaires, semi-structured interviews and so on. This chapter covered the research design incorporating research philosophy, type of research, population, sampling technique, sample size, instruments, pilot test and data analysis.

3.2 Research Philosophy

A research philosophy is a belief about the way in which data about phenomena is supposed to be gathered, analyzed and utilized. It relates to the development of knowledge, the nature of that knowledge and contains important assumptions about the way in which researchers view the world. This study adopted the positivism approach which advocates for application of the methods of the natural sciences to the study on social reality and more. In such an approach, the research associates objectivism with the concept of positivism (Saunders, Lewis & Thornhill, 2009). A positivist philosophy is premised on the belief that reality is stable and can be observed and described from an objective view point without interfering with the phenomenon being observed (Galliers, 1991). Hatch and Cunliffe (2006) asserts that positivism research philosophy can be used to investigate what truly happens in organizations through scientific measurement of people and system behaviors. Moreover, Alavi and Carlson (1992) contend that, any knowledge that is not based on positivist thought is unscientific and invalid.

3.2.1 Research design

Newing (2011) states that the term research design is used both for the overall process described above (research methodology) and also, more specifically, for the research design structure. The latter is to do with how the data collection is structured. According to Lavrakas (2008), a research design is a general plan or strategy for conducting a research study to examine specific testable research questions of interest. Yang (2008) states that the phrase 'research design denotes both a process and a product aimed at facilitating the construction of sound arguments. The study adopted a descriptive survey design due to the large amounts of data that were to be collected and the rich quality of results expected. A survey design as described by Mugenda and Mugenda (2008) is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables. The researcher adopted this design since it is an efficient method of collecting descriptive data regarding characteristic of a sample of a population, current practices, conditions or needs (Babbie, 2009). This have the advantage of providing an in-depth investigation of the problem under study (Kothari, 2004).

3.3 Target Population

Researchers define target population as the entire group of objects of interest from whom the researcher seeks to obtain the relevant information for the study (Blumberg, Cooper & Schindler, 2011; Oso & Onen, 2009; Kombo & Tromp, 2011). Target population is defined as the entire aggregation of respondents that meet the designated set of criteria (Kothari, 2004). It is a set of all members of a real or hypothetical set of people, events or subjects to which a researcher wishes to generalize his/her results (Ngechu, 2004). According to Kasomo (2006), target population is any group of institutions, people or objectives that have at least one characteristic in common. To get in-depth analysis this study targeted to collect data from Judicial officers (22,570) who included advocates, Judges, Magistrates and Paralegals. To get a clear perspective on

service delivery the study further targeted court users 22,800 (civil and criminal matters) where data was collected using a questionnaire. This is as illustrated in Table 3.1

Table 3.1: Target Population

	Rank	Population
Judicial Officers	Judges /Magistrates	570
	Advocates	17,000
	Paralegals	5, 000
Court users	Civil Matters	16,450
	Criminal Matters	6,350
Total	**-**	**45, 370**

3.4 Sampling Frame

A sample frame is a list containing all the sampling units (Kothari & Garg, 2014). It is from this list that items in the sample are drawn. A list of all elements or other units containing the elements in a population (Schutt, 2006). A clear informative type of a frame with a list of all the elements of the population with appropriate contact information was adopted The most straight forward type of frame is a list of elements of the population with appropriate contact information. In the present study, the sampling frame consisted of the list of all the advocates, judges, magistrates and paralegals in the judiciary of Kenya. The respondents were randomly selected from the following research locations purposively identified; Nairobi, Thika, Machakos, Mombasa, Nyeri, Nanyuki, Chuka, Kitui, Kajiado, Nyamira, Kisumu, Siaya, Migori, Bomet, Voi, Lodwar, Marsabit, Nyandarua, Embu, Eldoret, Meru. These are areas where high courts have been established in the country. The high courts were used as the reference points since most appeals are made to them from the subordinates' courts when the public is not satisfied with the services they receive at the subordinates' courts.

3.5. Sample and Sampling Technique

Bryman and Bell (2007) define a sample as a representation of a total population enumerated for analysis. A good sample should be truly representative of the population; result in a small sampling error; viable, economical, and systematic, whose results can be applied to a universe with a reasonable level of confidence (Ritchie *et al.*, 2013). Acharya *et al.* (2013) defines sampling as the selection of parts of an aggregate or totality on the basis of which judgment or inference about the aggregate or totality is made. It is the process of obtaining information about an entire population by examining only a part of it. Using sampling techniques, a researcher is guaranteed that the characteristics of the population are accurately reproduced in the sample (Oso & Onen, 2009). The study used stratified probability sampling. This is a technique wherein the researcher divides the entire population into different subgroups or strata, then simple Random Sampling was employed in the second stage to ensure that all get equal chances to be selected with no specific order (Kothari, 2004; Mwituria, 2012), then randomly selects the final subjects proportionally precision that requires relatively little knowledge about the population (Kombo & Tromp, 2006).

Levy and Lemeshow (2013), define a sample size as a representation of a total population enumerated for analysis. Gall, Gall and Borg (2007) defines a sample size as a carefully selected subgroup that represents the whole population in terms of characteristics. Research scholars offer different strategies that can be used to determine the sample size. For a small population a researcher may use census, copy a sample size from similar studies or even apply a formula to calculate the size. According to Ahmed, Mahfouz and Fdul (2011), a sample should be sufficient so as to capture the desired effect sizes and represent from the different strata. The selected process is chiefly random and independent of the person doing the research. This method produces unbiased estimates with measurable population. This study was guided by the model proposed by Daniel in (Pourhoseingholi, Vahedi & Rahimzadeh, 2013).

$$n = (z^2 pq)/d^2$$

Where:

n = is the desired sample size when the target population is > 10,000z = standardized normal deviations at a confidence level of 95.0% which was 1.96

p = the proportion in the target population that assumes the characteristics being sought. In this study, a 50:50 basis was assumed which was a probability of 50% (0.5).

q = The balance from p to add up to 100%. That is 1-P, in this case was 50% (0.5) = 0.5

d = measure of level of Significance, at 95.0% confidence interval, the level of significance was 0.05

The effective sample population for the study was derived as: $n = (1.96^2 \text{ X } 0.5 \text{ X } 0.5)/0.05^2 = 470$.

Table 3.2: Sample Size Distribution

Category	Rank	Population	Sample
Judicial Officers	Judges/Magistrates	570	94
	Advocates	17,000	94
	Paralegals	5, 000	94
Court users	Civil Matters	16,450	94
	Criminal Matters	6,350	94
Total	-	**45, 370**	**470**

3.6 Data Collection Instruments

Research instruments are tools for collecting data (Kothari & Garg, 2014). The study collected primary data using a questionnaire. A questionnaire was used to provide written answers to the pre-printed questions (Leary, 2001). The strengths of the pre-printed questionnaire is that the researcher has control over the topics and the format of the answers. The questionnaire consisted of both closed and open ended questions based on the variables under investigations. The questionnaire (Annex iii) was subdivided into

two sections A and B. Section A consists of the Demographics specific to each respondent which aided in the stratification and analysis of the population under study. Section B consisted of six sub sections based on the variables of the study (Policy Framework, Funding, Stakeholder Involvement, Training, Technology).The questionnaires were, used to collect data from the Judges, Magistrates, Advocates, and the paralegals. The questionnaire-closed questions sought the opinions of the respondents, which were rated on a likert scale of 1-5, ensuring a common format, which made it easier to analyze code and compare data.

The open-ended questions were used to generate more information for the purposes of introducing new knowledge.

On the aspect of secondary data, a content review of past documents such as newspapers, speeches, recorded interviews and commentaries was further used to explain the study variables as drivers of service delivery in the judiciary.

3.7 The Operationalization of the Variables

The main tool of data collection was the questionnaire which was physically checked for consistency and reliability of the responses. All the questionnaires were organized according to the twenty-three Court Districts (23) and were serialized to ensure that no questionnaire was entered twice. The responses in the questionnaire were rated on a scale of 1-5, where 1 represented strongly disagree and 5, strongly agree. In this study, a mean of 3.40 to 5 was considered to be good, and between 2.60 and 3.40 was considered to be moderate while that of below 1.80 showed that a particular dimension had not been applied to a great extent. The data had a few missing cases which were cleaned and edited, this was mainly observed as concerning the year the business was started. However, this did not affect the results of the study. As such Table 3.3 indicates how the study variables were operationalized and their corresponding sections on the questionnaire.

Table 3.3: Operationalization of the Variables

Independent Variables	Indicators	Questionnaire
Policy Framework	Principle of proportionality Equality of opportunity to access justice Fairness of process	Section 1
Funding	Exchequer Fee levied Development partners Private-public partnership	Section 2
Stakeholder Involvement	Paralegals Advocates Judges/Magistrates Advocates	Section 3
Training	Continuous professional Education Continuous Legal Education Retaining knowledge	Section 4
Technology	Information support systems Decision support systems Employee IT skills	Section 5
Dependent Variable		
Service Delivery	Accountability of Resources Reliability of rulings Independence Assurance	Section 6

3.8 Data Collection Procedures

The questionnaire was, used as an essential component for collecting data. It was comprehensive in terms of questions, topics, and issues that the researcher wants to cover during the process to aid a complete and comprehensible analysis. The researcher

asked questions in such a way that they got answers from a personal perspective which was then very useful from a quantitative perspective. The researcher was diplomatic and subtly persuasive accommodating the different personalities and characters of the respondents. A questionnaire with predesigned open and close ended questions was used to collect data from the respondents. The questionnaires were distributed to the respondents using a drop and pick method with the researcher making a presentation to mitigate cases of invalidity and unreliability. The presentation was limited to three minutes. According to Kothari (2014), a drop and pick method of data collection using a questionnaire which is usually convenient as the respondent has time to fill the questionnaire at their own free time.

3.9 Pilot Study

According to Cooper and Schindler (2010), pilot test is conducted to detect weaknesses in design and instrumentation and to provide proxy data for selection of a probability sample. Pretesting enables the researcher to modify and remove ambiguous items on instruments (Kothari & Garg, 2014). Pilot study is an activity that assists the study in determining if there are flaws, limitations, or other weaknesses within the interview design and allows for necessary revisions prior to the implementation of the study (Kvale, 2007).

The sample population may be between 1% and 10%. According to Mugenda and Mugenda (2003) 10% of the sample population is considered sufficient to pilot a questionnaire, whereas Lancaster, et al., 2012) provides that in order to achieve high precision pilot studies, 1% to 5% of the sample should constitute the pilot test size. This position thus informs the pilot size sample population for this study

The questionnaire for this study was piloted by distributing it to 40 respondents ten from each cadre: Judges/ Magistrates, Advocates Paralegals and Court Users, in Nairobi County to test the reliability and validity of the research instrument. The results from the pilot study were used to improve the questionnaire on areas that warranted before

47

proceeding to collect data from the field. The changes included reframing the questions to enhance conciseness and concreteness. It also involved reducing the number of questions having realized that the respondents perceived it as bulky and either avoided being party or simply did not fully fill it.

3.9.1 Validity of the Research Instruments

The content validity was achieved by subjecting the data collection instrument to an evaluation by the university supervisors who provided their suggestion and relevance of each item of the instrument to indicate whether the item is relevant or not. The content validity formula by Amin (2005) was adopted for this study. The formula is; Content Validity Index = (No. of judges declaring item valid) / (Total no. of items). It is recommended a CVI of about 0.78 or higher and three or more experts could be considered as an evidence of good content validity (Amin, 2005).

3.9.2 Reliability of the Research Instruments

Reliability is the extents to which a research instrument yields findings that are consistent each time it is administered to same subjects (Mugenda & Mugenda, 2003). Reliability is the stability or consistency of scores over time while validity refers to the extent to which an instrument truly measures what it is intended to measure or how truthful the research instruments are (Golafshani, 2013). The measurement of reliability provides consistency in the measurement variables (Kumar, 2000). Cronbach alpha is the basic formula for determining the reliability based on internal consistency (Kim & Cha, 2002). Reliability test was carried out using Cronbach's Coefficient Alpha test which validated the measuring instrument to determine its portability, structure and reliability (Kothari, 2004). Variables that did not correlate strongly (<0.7) were removed from the measuring instrument.

The standard minimum value of alpha of 0.7 is recommended by Gupta (2004) as the minimum level for item loadings. Higher alpha coefficient values means there is consistency among the items in measuring the concept of interest, it indicated satisfactory reliability.

Suppose that we assume a sum of K components (K-items or test lets) X=Y$_1$+Y$_2$+......Y$_k$. Cronbach's α

$$\alpha = \frac{K}{K-1} \left(1 - \frac{\sum_{i=1}^{K} \sigma_{Y_i}^2}{\sigma_X^2} \right)$$

Where σ_X^2 the variance of the observed total test scores, and $\sigma_{Y_i}^2$ the variance of component *I* for the current sample of persons.

If the items are scored 0 and 1, a shortcut formula is

$$\alpha = \frac{K}{K-1} \left(1 - \frac{\sum_{i=1}^{K} P_i Q_i}{\sigma_X^2} \right)$$

Where P_i is the proportion scoring 1 on item *i*, and $Q_i = 1 - P_i$. This is the same as KR-20.

Alternatively, Cronbach's α can be defined as

$$\alpha = \frac{K\bar{c}}{(\bar{v} + (K-1)\bar{c})}$$

Where K is as above, $\bar{v}$ the average variance of each component (item), and $\bar{c}$ the average of all covariance's between the components across the current sample of persons (that is, without including the variances of each component).

3.10 DataAnalysis and Presentation

According to Kothari (2004), data analysis is the process of bringing order, structure and meaning to the mass of information collected. It is the representation of data gathered during a study (Orodha, 2004), thoroughly edited and checked for completeness and comprehensibility. Both qualitative and quantitative data analysis methods were used. Qualitative data from the open ended questions provided insights and understanding and were analyzed by use of content validity index.

The collected data was coded and entered into SPSS Version 23.0. The coding was in such a way that individual item with high scores represent agreement and low scores represent disagreement with the variable statement. To avoid distortion of statistical analysis, data was screened and cleaned by checking and correcting for errors such as scores that fall outside the range of possible values for a variable. This was done by inspecting frequencies for each item in the variable (Pallant, 2010; Tabachnick & Fidell, 2007). Missing data may increase the risk of bias and minimize generalizability of the results (Hardy, Allore & Studenski, 2009). Therefore, descriptive statistics was used to help identify and remove missing cases from the dataset.

The assumptions for linear regression analysis include: the dependent variable is normally distributed; the relationship between each of predictor variables and the dependent variable is linear; the dependent variable exhibits variance across a range of independent variables; no multicollinearity, singularity and outliers. Test of normality was done by inspecting the output of the normal Q-Q plot for the dependent variable (Tabachnick & Fidell, 2007; Pallant, 2010). Linearity was tested by using correlations among variables and by generating scatter plots from the SPSS dataset.

Multicollinearity was tested by generating a table from the SPSS dataset. The aim was to see the intercorrellations among all pairs of predictors and determine whether multicollinearity is likely to be a problem (Leech, Barrett & Morgan, 2014). In case of any presence of multicollinearity, Leech, Barrett and Morgan (2014) recommends

combining the variables into a composite variable or deleting one or more of the highly correlated (Tolerance levels at 0.6 and above) variables. Tolerance refers to the amount of variability of the selected independent variable not explained by other independent variables, while VIF is the inverse of tolerance value. According to Hardy, Allore and Studenski (2009), the suggested cut-off point for multicollinearity is tolerance level of 0.8. Also, Hair *et al.* (2006) and Leech, Barrett and Morgan (2014) proposed a cut-off point for determining presence of multicollinearity at a tolerance value of less than 0.10, or a VIF of above 10. Homoscedasticity was examined by generating a scatter diagram of the dependent variable (Pallant, 2010). Outliers were inspected by use of box plot that was generated from the dataset using SPSS software. The schematic box plot divides the data based on four invisible boundaries, namely, two inner fences and two outer fences. The whiskers extend to the most extreme data within the inner fences. Data outside the inner fences but inside the outer fences are considered mild outliers and each is marked with a symbol but they are also sometimes labeled. Data outside the outer fences are considered to be extreme outliers and are marked with a different symbol (Dawson, 2011).

3.10.1 Model Estimation and Hypotheses Testing

In this study a multiple regression analysis procedure was carried out on the Questionnaire items in order to determine the relationship between service delivery and policy framework, funding, Stakeholder involvement, training and technology access. The study hypotheses and the significance of the overall model were tested using simple and multiple linear regression analysis by carrying out Analysis of Variance (ANOVA). The decision rule for F-statistic is to reject the null hypothesis if p-value is smaller or equal to the critical value of 0.05 level of significance or to accept the null hypothesis if p-value is greater than the critical value 0.05 level of significance (Garson, 2012). The statistical parameters generated from the software were presented in tables and charts for easier interpretation. Based on the statistical findings the researcher was able to draw conclusions from the responses.

The following regression model guided the study:

$$Y_i = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \acute{\varepsilon}$$

Where;

    Y   = Service Delivery

    X_1   = Policy Framework

    X_2   = Funding of Judiciary

    X_3   = Stakeholder Involvement

    X_4   = Training

    X_5   = Information communication & technology

    $\acute{\varepsilon}$ = is the error term

3.10.2 Test of Hypotheses

Table 3:5 shows the study hypothesis, the objectives of the study and the corresponding coefficients in the multiple regression models. The null hypothesis was rejected based on the significance of the parameters in the regression model.

Table 3.4: Study Hypothesis, Study Objectives and Analytical Model

Hypothesis	Objective	Corresponding Coefficient in Multiple Regression Model
Ho1: There is no significant influence of policy framework on judicial service delivery in Kenya	To examine the influence of policy framework on judicial service delivery in Kenya	$\beta1$
Ho2: There is no significant influence of funding on judicial service delivery in Kenya	To determine the extent to which funding influences judicial service delivery in Kenya.	$\beta2$
Ho3: There is no significant influence of stakeholders' involvement on judicial service delivery in Kenya	To determine the influence of stakeholders involvement on judicial service delivery in Kenya.	$\beta3$
Ho4: There is no significant influence of training on judicial service delivery in Kenya	To establish the influence of training on judicial service delivery in Kenya	$\beta4$
Ho5: There is no significant influence of information communication & technology on judicial service delivery in Kenya	To identify the influence of information communication & technology on judicial service delivery in Kenya	*B5*

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The aim of the study was to establish the drivers of judicial governance reforms and their influence on judicial service delivery in Kenya. The findings with regard to the response rate and study sample characteristics are presented first. The chapter then provides a detailed analysis of descriptive and inferential statistics showing how each hypothesis was tested. The study linked the findings with reviewed literature to enable interpret the data, draw implications and make recommendations

4.1.1 Response Rate

A sample of 470 respondents was used for the study. The study managed to collect 382 questionnaires that were duly filled. This represented a response rate of 81%. Some of the respondents that did not return their questionnaires gave various reasons such as lack of time to fill them while others simply did not give any form of feedback. Other respondents claimed that such information was private and that they were not sure if the results would be used for academic purposes only. According to Anseel *et al.* (2010), survey researches face a challenge of low response rate that rarely goes above 50%. As a result, Mellahi and Harris (2016) suggested that a response rate of 50% and above is satisfactory and represents a good basis for data analysis. Baruch and Holtom (2008) added that for a social study, responses bearing over 60% response rate are sufficient for making adequate research conclusions. The study therefore considered that the 81% response rate achieved was adequate since it was above 50%, and that this would provide sufficient information for analysis and drawing of conclusions of the study would be satisfactory. In the same context, Mwangi (2015) carried a study on employees' perception of determinants of the effectiveness of performance contracting

on service delivery in local authorities in Kenya asserted that a response rate of above 69% is adequate for satisfactory research findings. Based on the above, the response rate of 81.4% was found to be adequate and good for analysis and generalization of the results. Indeed O'Regan et al. (2012) asserts that a response rate of 27% is too high given that typical response rates for studies addressing strategic issues are in the range of 10-12% (Koch & McGrath, 1996; Gelet, 1997). Contacts prior to the dispatch of the questionnaires and follow up calls could account for the fairly high response rate. The response rate is represented in

Table 4.1: Response Rate

Questionnaires	Frequency	Percentage (%)
Returned	382	81
Unreturned	88	19
Distributed	**470**	**100.0**

4.1.2 Demographic Information of the Respondents

The study carried out an analysis of the demographic information of the respondents. The findings of the study were presented and discussed under the sections that follow.This section captures the responses by the role played in the judiciary, time worked in the judiciary, gender of the respondents, age of the respondents, level of the education and type of hearing as presented and analyzed in tables and figures below.

a. Role played in the Judiciary

The study sought to find out the role of the respondents in the judiciary. The findings were summarized in Figure 4.1. From the figure, 14.5% worked judges, 19.3% were registrars/magistrates, 32.7% were advocates/lawyers, while 33.5% worked as

paralegals. Therefore, the study aquired views and opinions of various major players in the judiciary and hence the findings can be generalised to this categories.
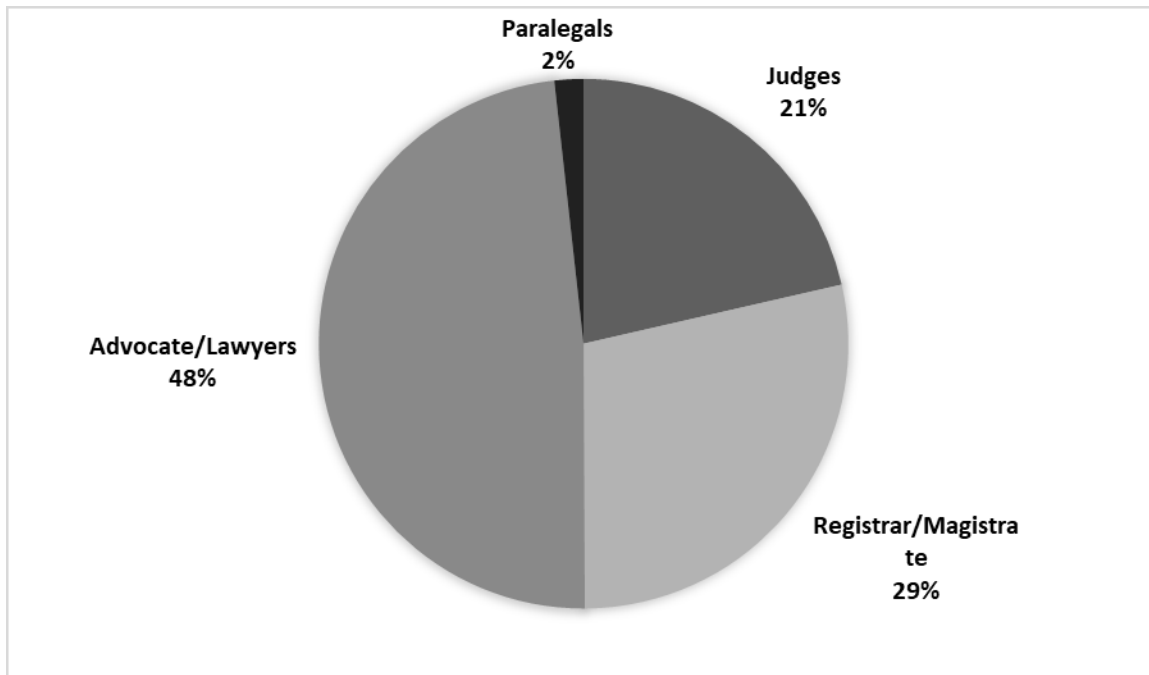
Figure 4.1: Role of the respondents in the Judiciary

b. Time Worked in Judiciary/Legal profession

The study sought to establish the duration respondents had served with the judiciary. The findings were presented in Figure 4.2. The findings show that a majority (41.8%) had worked for between 10 and 20 years, 40.7% had worked for below 10 years, 15.2% had worked for 20-30 years, and 2.3% had worked for over 30 years in the judiciary. It was evident that respondents working in the judiciary had relevant experience owing to

the duration they had served and therefore, they were able to respond to the study tools with ease as they understood the construct of the study.
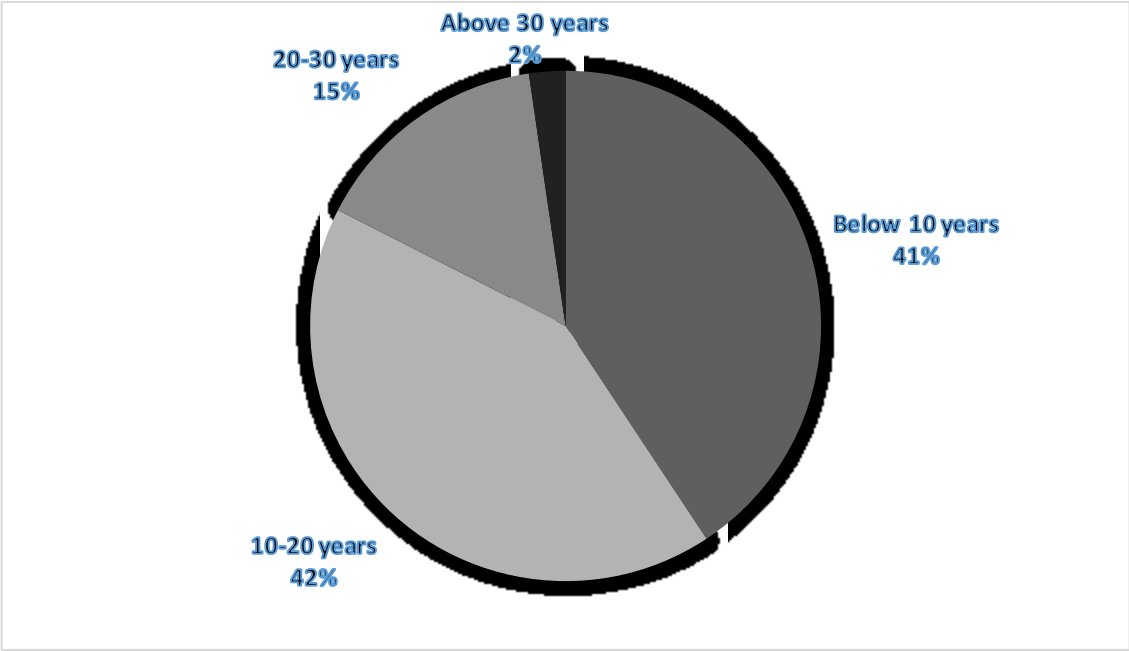
Figure 4.2: Duration served in the Judiciary

c. **Gender of the Respondents**

The study sought to find the gender representation of the respondents in the collected data. The findings presented in Figure 4.3 show that a majority (55.3%) of the respondents were male respondents while female respondents were 44.7%. This therefore shows that both genders were adequately represented in the study. The staff mix rationalization shows that gender distribution in the judiciary is in line with the Article 27 of the Kenyan constitution (2010) on equality which requires that no one gender should take up more than two thirds of employment positions in public institutions.
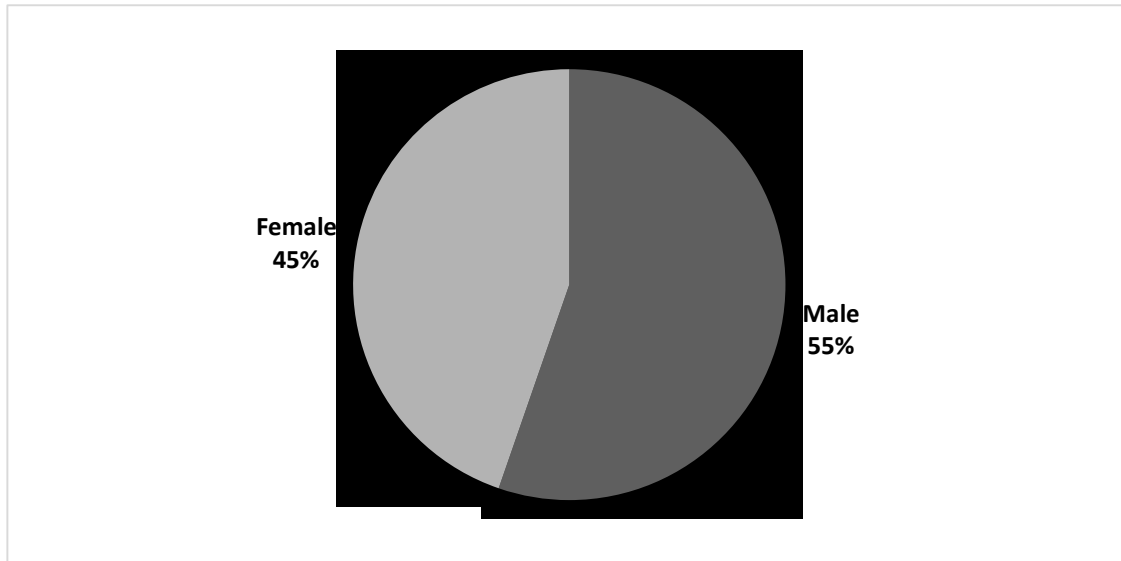
Figure 4.3: Gender representation of the Respondents

d. Age of the Respondents

The study sought to find the age representation of the respondents. The findings were summarized and presented in Table 4.2. From the table 4.3% were less than 25 years, 26.8% were between 25-35 years, 49.6% were 36-50 years while 19.2% were more than 50 years. From the findings, it is evident that the all working age categories were adequately represented and as such, the findings can be generalized. This finding implies that majority of judiciary officials are between the ages of 36 to 45 years. This age group is usually energetic, very active, experienced and responsible and has skills (Kimani, 2015).This indicates that the judiciary in Kenya had diversified labor force. However, the finding indicates that 4.3% of the respondents were in the youth bracket which is between the ages of 18 to 35 years. This implies that the judiciary's youth employment policy is not providing enough intervention to encourage youth employment in the judiciary. The results also indicate few respondents were above fifty years in line with the general expectations and perceptions. Generally, employees above

55 years normally exits employment through either voluntary exit or employer initiated early retirement.

Table 4.2: Age Representation of the Respondents

Years	Frequency	Percent	Cumulative Percent
Less than 25	37	4.3	4.3
25 – 35	99	26.8	31.2
36 – 50	152	49.6	80.8
More than 50	78	19.2	100.0
Total	**380**	**100.0**	

e. **Highest Level of Education**

The study sought to find out levels of educational of the respondents. The findings were presented in Figure 4.4. From the figure, 12.0% of the respondents had certificate level of education, 19.0% of the respondents had diploma level of education, 44.5% of the respondents had a bachelor degree, 21.9% of the respondents were masters' degree holders, and 2.6% had PhD level of education qualification. These findings indicated that all the respondents had adequate educational qualifications thus furnished this study with relevant information which was value adding to the study. This finding that majority of the respondents have undergraduate degree indicates that judiciary has made significant progress toward human capital development. The availability of skilled personnel in judiciary has a positive impact on the effectiveness and efficiency of service delivery. The well-educated respondents mean that they were well informed and furnished this study with better information which added value. This observation could be because those who attain higher qualification tend to leave and join private practice as consultants while high qualification also increases their employability in other organizations and public sector and also private facilities that have better remuneration

and other terms of service. This observation was also confirmed by questionnaires administered to the officers who said that most of the judiciary workers upon attainment of a masters qualification tended to quit for private practice and engagement in other organizations, whereas most have been demotivated to acquire doctorates noting lack of policies appreciating the same and directly benefitting their career growth hence a paltry 2.6%.
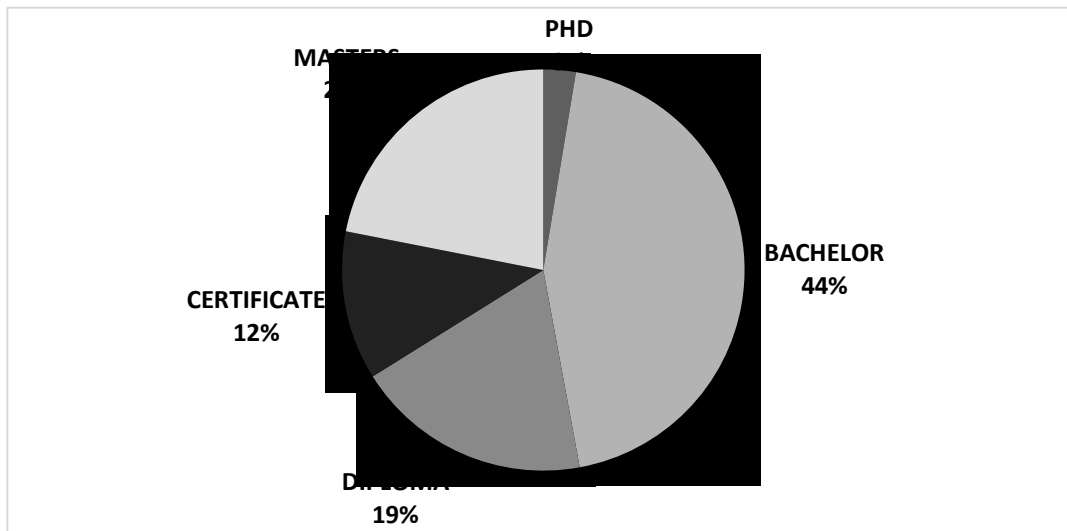
Figure 4.4: Education Level of the Respondents

4.1.3. Reliability Analysis

According to Bonett and Wright (2015), Cronbach's alpha is the most common measure of Reliability (internal consistency) and that it is most commonly used when you have multiple Likert questions in a survey/questionnaire that form a scale and you wish to determine if the scale is reliable. The study did a reliability test while taking into account a value of 0.7 or higher as being sufficient as advised by (Cho & Kim, 2015). From the findings summarized in Table 4.3, all the variables were found to be reliable at Cronbach's Alphas of .809, .908, .848, .864, .787 and .705 which were higher than 0.7 (Cho & Kim, 2015).

Table 4.3: Reliability Analysis of the Variables

Variable	Cronbach's Alpha	N of Items
Policy Framework	.809	7
Stakeholder Involvement	.908	7
Funding	.848	7
Training	.864	7
Technology	.787	6
Service Delivery	.705	8

4.1.4. Validity Analysis

The research adopted content validity which refers to the extent to which a measuring instrument provides adequate coverage of the topic under study. The content validity was achieved by subjecting the data collection instruments to an evaluation group of experts who provided their comments and relevance of each item of the instruments. The results of their responses were analyzed by calculating the percentage of representation using the Content Validity Index. The content validity formula by Amin (2005) was used in the study. The formula is; Content Validity Index = (No. of judges declaring item valid) / (Total no. of items). It is recommended that instruments used in research should have CVI of about 0.78 or higher and three or more experts could be considered evidence of good content validity (Amin, 2005). The validity of test yielded an average index score of 80.20%. This implied the instrument was valid as emphasized by (Amin, 2005). The results were as shown in Table 4.4.

Table 4.4: Content Validity Index

Variable	CVI	Remark
Policy Framework	.823	Valid
Stakeholder Involvement	.825	Valid
Funding	.814	Valid
Training	.799	Valid
Technology	.892	Valid
Service delivery	.821	Valid

4.1.5. Normality Tests

Normality Check for Dependent Variable (Service Delivery)

An assessment of the normality of data is a pre-requisite for many statistical tests because normal data is an underlying assumption in Classical Linear Regression Modelling (CLRM) as well as parametric testing. A normality test is used to determine whether sample data has been drawn from a normally distributed population (within some tolerance) and that the data set is well-modelled by a normal distribution. It is also important as it enables a researcher to compute the likelihood of a random variable underlying the data set to be normally distributed (Cooper & Schindler, 2011).
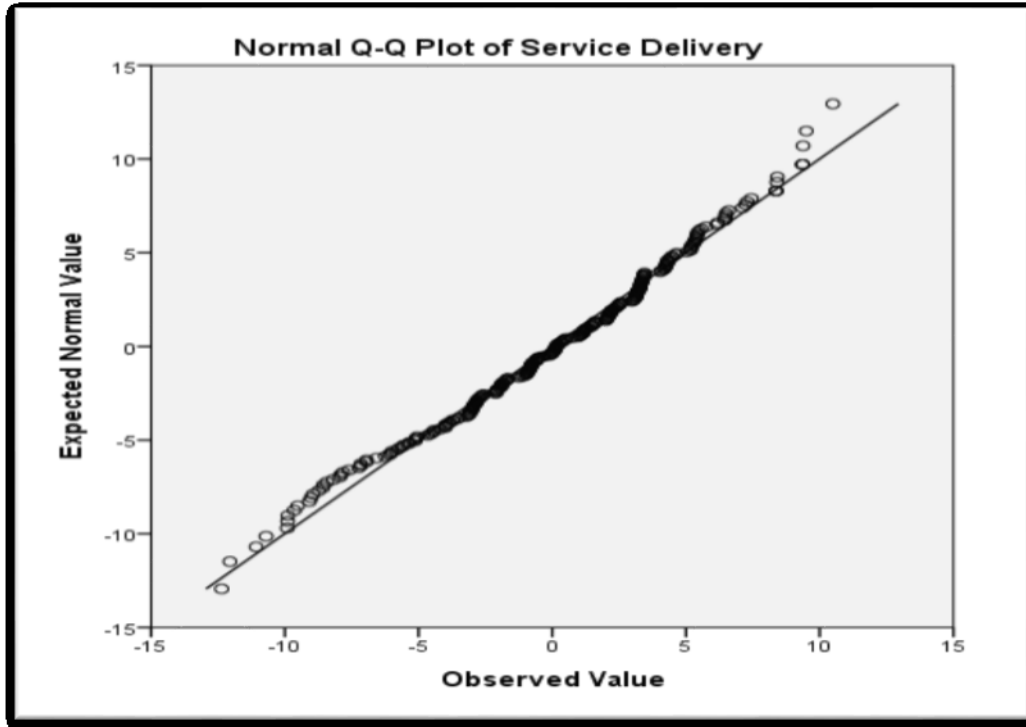
Figure 4.5: Normal Q-Q Plot of the Dependent Variable (Service Delivery)

The purpose of normality test was to assess whether the sample was obtained from a normally distributed population. Saunders (2007) posits that when this assumption is violated, the study results are likely to give biased estimates of the parameters Econometricians observe that normality checks are used to determine if a data set is well-modelled by a normal distribution (Park, 2015; Faraway, 2016). According to Augustin, Sauleau & Wood (2012), a test of normality is done by inspecting the output of the normal Q-Q plot for the dependent variable. Therefore, the study carried out a normality check by generating a Normal Q-Q plot from the data of the dependent variable (Service Delivery) using the SPSS software. From the findings, the scatter dots fell within the line of best fit as shown in Figure 4.5, and this led the study to conclude that the dependent variable had a normal distribution.

Checking for Outliers in the Dependent Variable (Service Delivery)

An outlier is an observation that is a long way from the general pattern of the distribution of a variable. It simply means that it "lies out" from the rest of the data. Presence of many outliers may give the impression that some observations are having "too much influence" on the results. The research sought out to establish if the dependent variable contained any outliers. According to Williams, Grajales and Kurkiewicz (2013), sometimes in linear regression analysis, some data points have unequal effects on the slope of the linear regression equation. These data points that diverge away from the overall pattern are called outliers. Cousineau and Chartier (2010) suggested using a box plot to visualize and observe any presence of outliers which are indicated by scatter dots in the box plot. Therefore, the study generated a box plot using the SPSS software and presented it in Figure 4.12. The figure is observed to have no outliers as there are no scatter dots in the box plot.
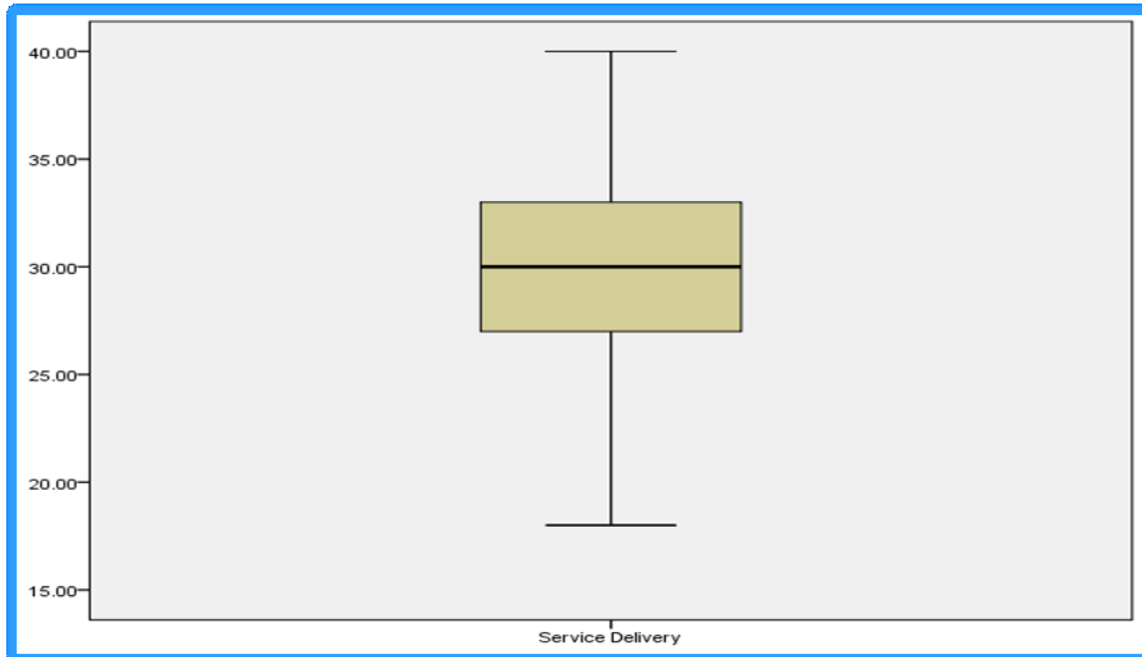
Figure 4.6: Outliers on the Dependent Variable (Service Delivery)

Checking for Heteroscedasticity in the Dependent Variable (Service Delivery)

One of the Classical Linear Regression Model (CLRM) assumptions is that the error term variance being in any research data is constant. Homoscedasticity is a term used to denote a statistical situation where the error has the same variance (when the line of best fit is fitted) regardless of the value(s) taken by the independent variable(s). In many situations, the error term doesn't have a constant variance, thus leading to a condition referred to as heteroscedasticity; when the variance of the error term changes in response to a change in the value(s) of the independent variable(s). When the condition of heteroscedasticity is present, then the dispersion of the error changes over the range of observations, thus forming a systematic pattern in the research data analysis. Presence of heteroscedasticity is a serious matter that should be investigated before continuing to analyze the data. The study carried out a check for the presence of heteroscedasticity on the dependent variable (Service Delivery) by generating a scatter diagram using SPSS software and presented the results in Figure 4.7. From the figure, there was no observed presence of heteroscedasticity in the dependent variable (Service Delivery) as the scatter dots did not form any systematic pattern that was either exploding or converging from the origin (Lin, Zhu & Xie, 2009).
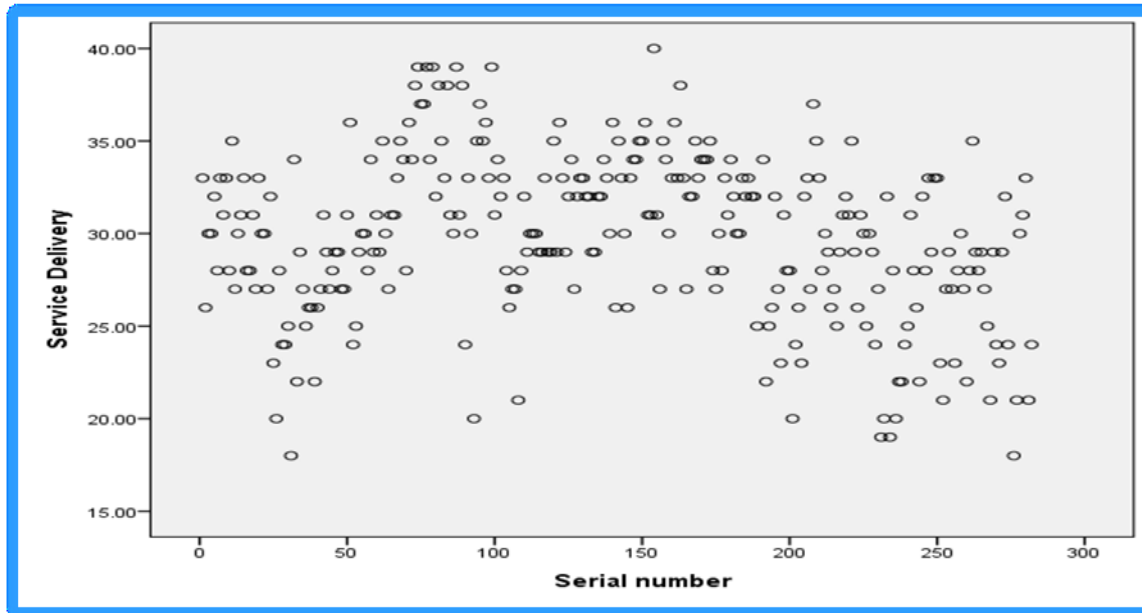
Figure 4.7: Heteroscedasticity in the dependent variable (Service Delivery)

Normality Test on the independent variable (policy)

The researcher further carried out Kolmogorov -Smirnov test to confirm normality. As presented by Table 4.8 it is observed that the KS value D (381) = 0.908, P> .05 indicates that the data is normally distributed which is further confirmed by Schapiro- Wilk statistics W = .886

Table 4.5: Kolmogorov-Smirnova/ Shapiro-Wilk (Policies) test.

	Tests of Normality					
	Kolmogorov-Smirnov[a]			**Shapiro-Wilk**		
	Statistic	**d.f**	**Sig.**	**Statistic**	**d.f**	**Sig.**
Service Delivery (Self)	.167	381	.000	.923	381	.000
POLICIES	.149	381	.000	.908	381	.000

66

The study carried out a normality check by generating a Normal Q-Q plot from the data of the independent variable (Policy) using the SPSS software. From the findings, significant scatter dots fell within the line of best fit as shown in Figure 4.8 and the few off does not conclude a significant departure from normality as justified by the KS value in table 4.5, and hence the study points to the conclusion that the independent variable had a normal distribution.
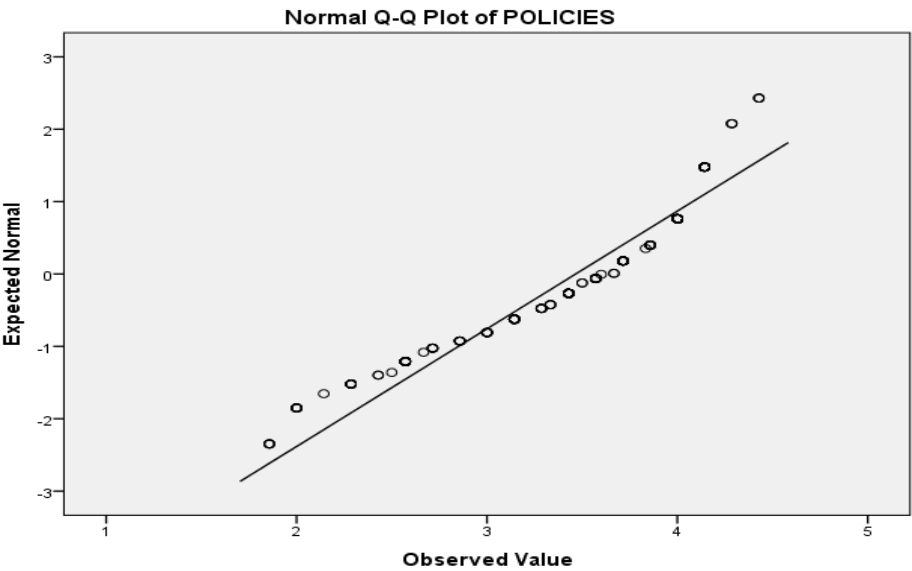
Figure 4.8: Normal Q-Q Plot of the Independent Variable (Policy)

Normality Test on the independent variable (Stakeholder involvement).

The study carried out Kolmogorov -Smirnov test to confirm normality. As presented by Table 4.6 it is observed that the KS value $D (264) = 0.200$, $P> .05$ indicates that the data is normally distributed which is further confirmed by Schapiro- Wilk statistics $W = .936$.

Table 4.6: Kolmogorov-Smirnova/ Shapiro-Wilk (Stakeholders) test.

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	d.f	Sig.	Statistic	d.f	Sig.
Service Delivery (Self)	.167	381	.000	.923	381	.000
STAKEHOLDER INVOLVEMENT	.200	381	.000	.936	381	.000

The study further generated a Normal Q-Q plot from the data of the independent variable (Stakeholder Involvement) using the SPSS software. From the findings, the scatter dots fell within the line of best fit as shown in Figure 4.9, and this led the study to conclude that the independent variable had a normal distribution.
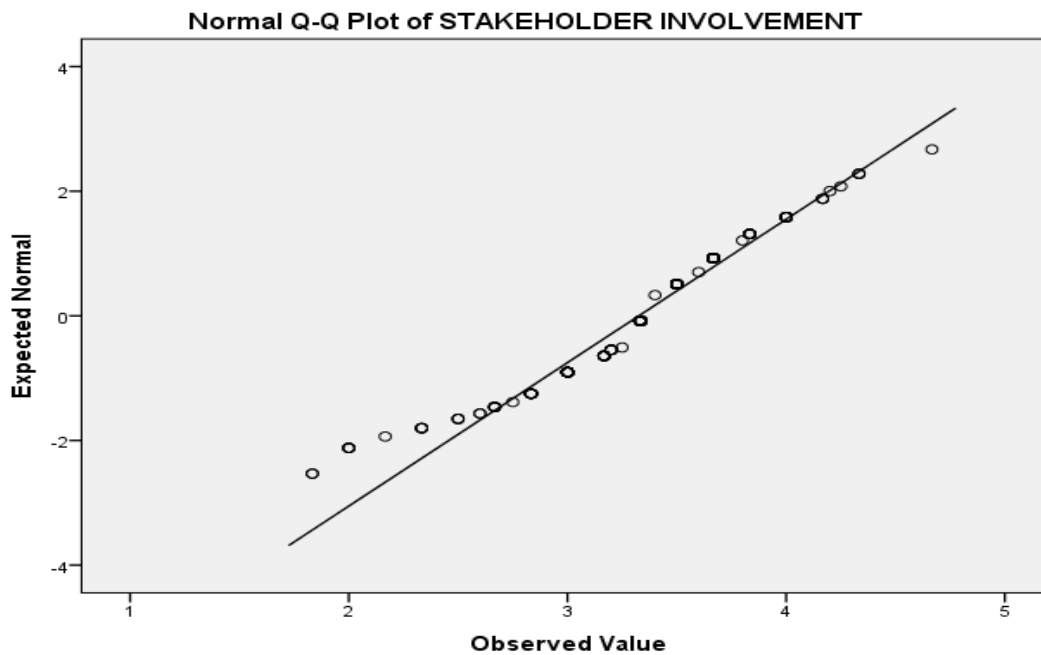
Figure 4.9: Normal Q-Q Plot of the Independent Variable (Stakeholder Involvement)

Normality Test on the independent variable (Funding).

The researcher carried out Kolmogorov -Smirnov test to confirm normality. As presented by Table 4.7 it is observed that the KS value D (264) = 0.193, P> .05 indicates that the data is normally distributed which is further confirmed by Schapiro- Wilk statistics W = .886

Table 4.7: Kolmogorov-Smirnova/ Shapiro-Wilk (Funding) test

	Tests of Normality					
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	d.f	Sig.	Statistic	d.f	Sig.
Service Delivery (Self)	.167	381	.000	.923	381	.000
FUNDING	.193	381	.000	.886	381	.000

The study carried out a normality check by also generating a Normal Q-Q plot from the data of the independent variable (Funding) using the SPSS software. From the findings, the scatter dots fell within the line of best fit as shown in Figure 4.10, and this led the study to conclude that the independent variable (Funding) had a normal distribution.
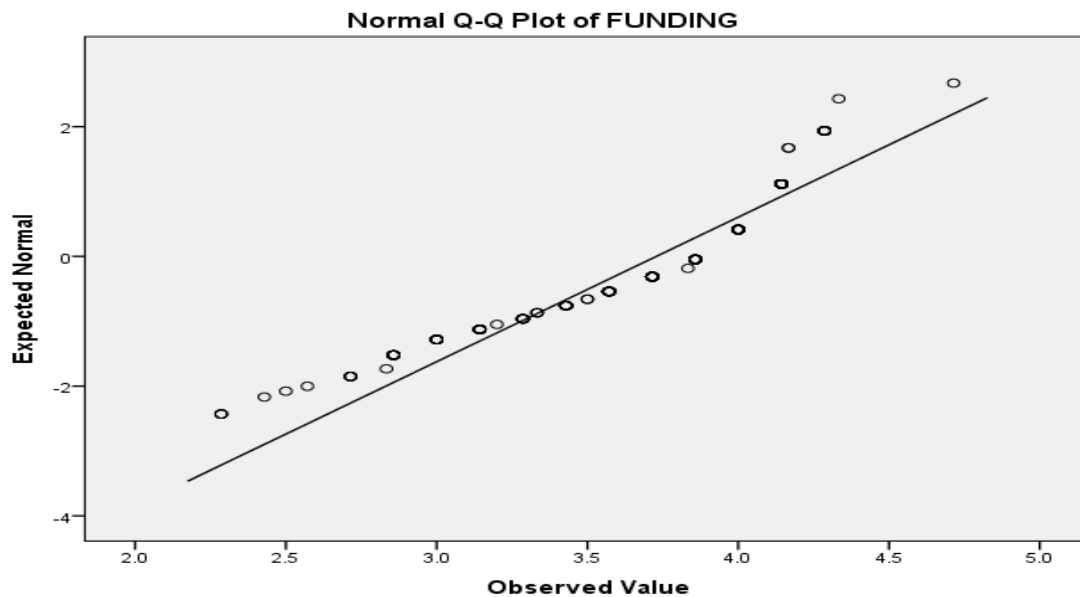
Figure 4.10: Normal Q-Q Plot of the Independent Variable (Funding)

Normality Test on the independent variable (Training)

The researcher carried out Kolmogorov -Smirnov test to confirm normality. As presented by Table 4.8 it is observed that the KS value D (264) = 0.215, P> .05 indicates that the data is normally distributed which is further confirmed by Schapiro- Wilk statistics W = .871

Table 4.8: Kolmogorov-Smirnova/ Shapiro-Wilk (Training) test.

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	D.F	Sig.	Statistic	D.F	Sig.
Service Delivery	.167	381	.000	.923	381	.000
TRAINING	.215	381	.000	.871	381	.000

The study carried out a normality check by generating a Normal Q-Q plot from the data of the independent variable (Training) using the SPSS software. From the findings, the scatter dots fell within the line of best fit as shown in Figure 4.11, and this led the study to conclude that the independent variable had a normal distribution.
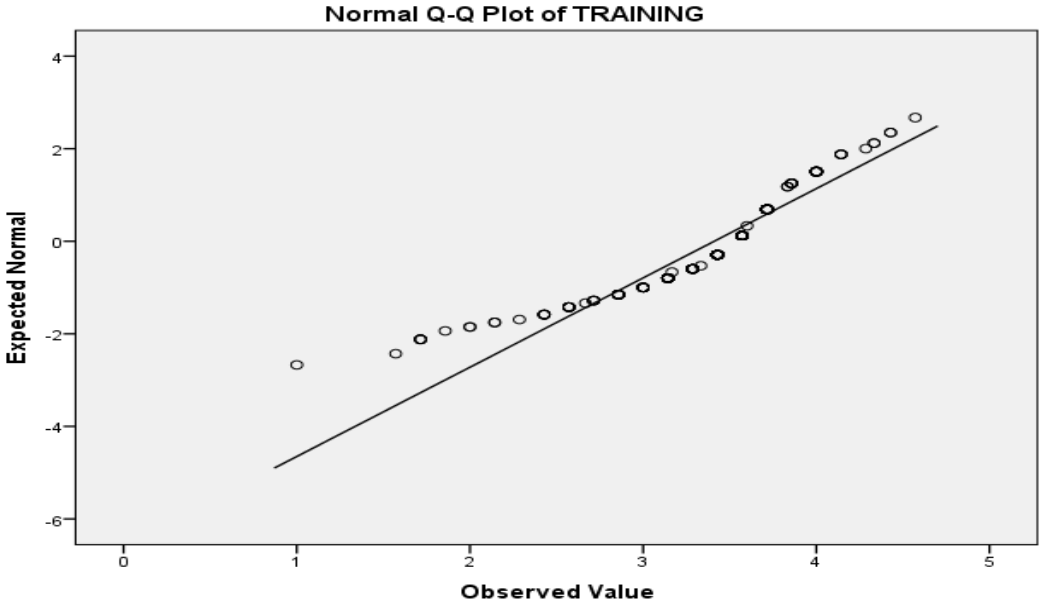
Figure 4.11: Normal Q-Q Plot of the Independent Variable (Training)

Normality Test on the independent variable (Technology).

The researcher carried out Kolmogorov -Smirnov test to confirm normality. As presented by Table 4.9 it is observed that the KS value D (264) = 0.231, P > .05 indicates that the data is normally distributed which is further confirmed by Schapiro- Wilk statistics W = .897.

Table 4.9: Kolmogorov-Smirnova/ Shapiro-Wilk (Technology) test.

| | Tests of Normality | | | | | |
| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
	Statistic	d.f	Sig.	Statistic	d.f	Sig.
Service Delivery (Self)	.167	381	.000	.923	381	.000
TECHNOLOGY	.231	381	.000	.897	381	.000

The study carried out a normality check by generating a Normal Q-Q plot from the data of the independent variable (Technology) using the SPSS software. From the findings, the scatter dots fell within the line of best fit as shown in Figure 4.9, and this led the study to conclude that the independent variable had a normal distribution.
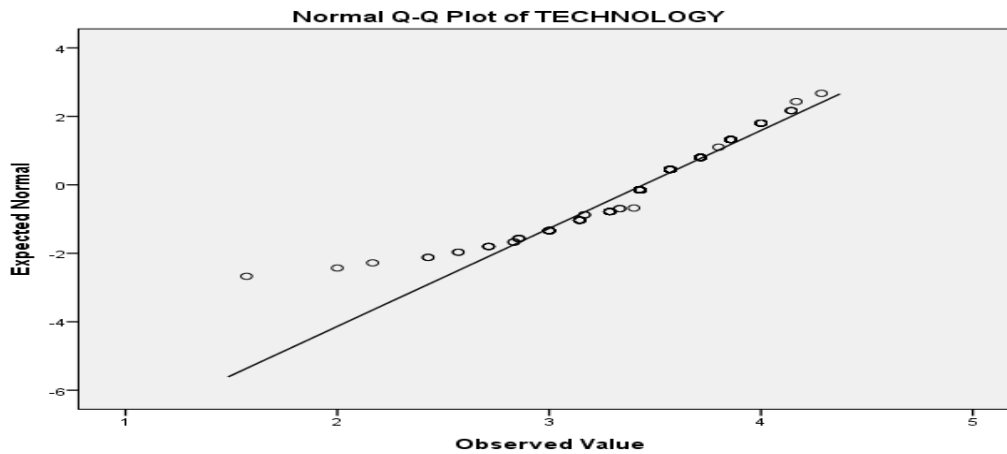
Figure 4.12: Normal Q-Q Plot of the Independent Variable (Technology)

Checking for Assumptions of Linear Regression

Montgomery, Peck and Vining (2015) advise that before carrying out linear regression analysis, it is important to check if the data can actually be analysed using linear regression. Seber and Lee (2012) argue that failure to check for the assumptions of linear regression analysis may end up giving spurious results. Therefore, the study

checked for the assumptions of linear regression analysis and the findings were presented and discussed under the sections that follow.

Sampling Adequacy Tests

Sampling adequacy test was done to test the relevance and suitability of the factors. Kaiser-Meyer-Olkin Measure (KMO) of sampling adequacy and Bartlett's Test of Sphericity tests were conducted to establish data's sampling adequacy. KMO measure varies between 0 and 1, and values closer to 1 are better with a threshold of 0.5. Williams, Brown and Onsman (2012) stated that KMO of 0.50 is acceptable degree for sampling adequacy. Bartlett's Test of Sphericity tests the null hypothesis that the correlation matrix is an identity matrix; that is, it analyses if the samples are from populations with equal variances. Bartlett's test significance of 0.05 or less indicates an acceptable degree of sampling adequacy. If sample is adequate and factorable then additional analysis beyond descriptive can be done. Table 4.10 presents the results of the sampling adequacy test. The KMO measures of sampling adequacy produced a value of 0.617 while Bartlett's test of sphericity had a consistent significance of $p < .001$ which depicted and confirmed sampling adequacy. A value of zero indicates that the sum of partial correlation is large relative to the sum of correlations indicating diffusions in the patterns of correlations, and hence, factor analysis is likely to be inappropriate (Costello & Osborne, 2005). A value close to 1 indicates that the patterns of correlations are relatively compact and so factor analysis should yield distinct and reliable factors (Cooper & Schindler, 2011). Bartlett's test of sphericity tests whether the relationship among indicators is significant or not. It tests the hypothesis that a correlation matrix is an identity matrix, which would indicate that variables are unrelated and therefore unsuitable for structure detection. Small values (< 0.05) of the significance level indicate that factor analysis may be useful with one's data. The obtained Kaiser-Meyer-Olkin measures of sampling adequacy shows that the value of test statistic is 0.914 which is greater than 0.5. Bartlett's test of sphericity is used to test whether the data is

statistically significant or not. With the value of test statistic and the associated significance level, it shows that there is a relationship among variables.

Table 4.10: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin **Measure of Sampling Adequacy.**		.617
Bartlett's Test of Sphericity	**Approx. Chi-Square**	3260.590
	d.f	15
	Sig.	.000

4.2 Judicial Service Delivery

4.2.1 Descriptive Statistics of Service Delivery

According to Holcomb (2016), descriptive statistics is the term given to the analysis of data that helps describe, show or summarize data in a meaningful way such that patterns might emerge from the data. Nick (2007) puts that descriptive statistics are very important because if data was simply presented raw, it would be hard to visualize what the data was showing. Descriptive statistics therefore enables the study to present the data in a more meaningful way, which allows simpler interpretation of the data (Burns & Burns, 2008; Sekaran & Bougie, 2016). The study therefore generated the descriptive statistics of all the variables, presented summarised tables and discussed them in the subsections that follow.

The first objective sought to assess how the dependent variable judicial service delivery was perceived in reference to the independent variables. A five point likert scale comprising(Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree) was used on the seven items presented on table 4.20. and one was dropped.The descriptive statistics for the dependent variable (Service Delivery) were generated from SPSS software and

the results were presented in Table 4.11. The table shows that a majority (39.3%) agreed that they always appreciate and conform to performance timelines, 45.4% agreed that they always ensure that communication is effective in their line of work, 43.6% agreed that they treat all the court users with respect, 41.8% agreed that they are rarely absent from work, 37.1% agreed that they perform all their tasks on time, 41.8% agreed that all court users are satisfied with their work, 48.6% agreed that their objective is always to be fair/equitable/just, while 43.2% agreed that they are always approachable by court users.

Table 4.11: Descriptive Statistics for the Dependent variable (Service Delivery)

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a) I always appreciate and conform to performance timelines.	1.1%	6.4%	33.2%	39.3%	20.0%
b) I always ensure that communication is effective in my line of work.	1.1%	5.0%	18.9%	45.4%	29.6%
c) I treat all the court users with respect.	4.3%	11.8%	23.2%	43.6%	17.1%
d) I am rarely absent from work.	4.3%	11.1%	24.6%	41.8%	18.2%
e) I perform all my tasks on time.	0.7%	6.8%	25.4%	37.1%	30.0%
f) All court users are satisfied with my work.	5.4%	12.1%	20.7%	41.8%	20.0%
g) My objective is always to be fair/equitable/just.	0.7%	8.9%	23.2%	48.6%	18.6%
h) I am always approachable by court users.	3.6%	8.2%	23.9%	43.2%	21.1%

The findings revealed that a majority (36.8%) agreed that the judiciary has embraced technological advancements. However, another majority of 48.9% agreed that that they did not have sufficient ICT equipment/Machines/gadgets to aid them implement the technological advancement, while other majority (41.1%) agreed that they always found it challenging keeping up with the technological advancements.

In similar findings, Odera-Kwach (2011) noted that very few judicial officers had embraced the principles and acquired skills in information technology. This was despite various efforts by other stakeholders in supporting the initiative either financially or through supply of equipment. From these findings, the study noted that despite a few shortcomings of technology such as insufficient equipment and slow systems sometime, technological advancements had impact on the judicial service delivery in Kenya positively. This was in line with the assertions of Cabral, *et al.* (2012) that today, information technology forms an integral part in the operations of any sector and its application in the Judiciary will without a doubt enhance delivery of justice, since matters will be dispensed off faster and there will be good track of judiciary records including case files.

4.2.2 Opinions of Court Users about judge/magistrate and Judicial Service Delivery

The study generated a descriptive statistics on opinions of court users on judicial service delivery as displayed in Table 4.12. From the findings summarized in Table 4.12, a majority (27.0%) agreed that their experience with the judge/magistrate was professional, 27.8% agreed that the communication channels between them and the judge/magistrate was effective in their experience, 36.3% disagreed that they have registered complaints against the judge/magistrate, 30.1% agreed that if they understood the complaints process they would lodge a complaint against the judge/magistrate, 26.0% agreed that they have found the judge/magistrate always available during office hours, 34.3% disagreed that the judge/magistrate has dealt with their issues on time, and 37.1% strongly disagreed that the judge/magistrate had served them fairly.

Table 4.12: Opinions of Court Users on Judicial Service Delivery

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a) My experience with the judge/magistrate is professional	17.7%	23.0%	11.9%	27.0%	20.3%
b) The communication channels between me and the judge/magistrate is effective in my experience	22.9%	23.5%	13.3%	27.8%	12.5%
c) I have registered complaints against the judge/magistrate.	21.2%	36.3%	13.0%	11.8%	17.7%
d) If I understood the complaints process I would lodge a complaint against the judge/magistrate	14.3%	17.6%	13.1%	30.1%	25.0%
e) I have found the judge/magistrate always available during office hours.	24.6%	20.2%	17.1%	26.0%	12.1%
f) The judge/magistrate has dealt with my issues on time.	27.9%	34.3%	11.7%	15.2%	10.9%
g) The judge/magistrate has served me fairly.	37.1%	23.2%	12.9%	17.4%	9.4%

Opinions of Court Users about advocates on Judicial Service Delivery

The study generated a descriptive statistics on opinions of court users about advocates on judicial service delivery.

Table 4.13: Opinions of Court Users about advocates on Judicial Service Delivery

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a) My experience with the advocate is professional	16.0%	11.9%	14.4%	36.4%	21.3%
b) The communication channels are effective in my experience.	16.9%	24.2%	19.4%	26.4%	13.1%
c) I have registered complaints against a judicial officer.	20.9%	42.4%	13.8%	10.6%	12.2%
d) If I understood the complaints process I would lodge a complaint against the advocate.	14.8%	27.4%	10.4%	29.0%	18.3%
e) I have found the advocate always available during office hours.	17.3%	33.6%	16.3%	24.4%	8.5%
f) The advocate has dealt with my issues on time.	18.5%	31.8%	20.4%	17.2%	12.1%
g) The advocate has served me fairly.	18.3%	26.3%	15.7%	21.2%	18.6%

The findings were summarized in Table 4.13, a majority (36.4%) agreed that their experience with the advocate was professional, 26.4% agreed that the communication channels were effective in their experience, 42.4% disagreed that they have registered complaints against a judicial officer, 29.0% agreed that if they understood the

complaints process they would lodge a complaint against the advocate, 33.6% disagreed that they have found the advocate always available during office hours, 31.8% disagreed that the advocate has dealt with their issues on time, while 26.3% disagreed that the advocate has served them fairly.

Opinions of Court Users about Paralegals on Judicial Service Delivery

The study generated a descriptive statistic on opinions of court users about paralegals on judicial service delivery and the findings were presented in Table 4.14.

Table 4.14: Opinions of Court Users about Paralegals on Judicial Service Delivery

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a) My experience with the paralegal is professional	10.8%	10.2%	19.1%	40.1%	19.8%
b) The communication channels are effective in my experience.	11.2%	17.1%	15.0%	34.6%	22.1%
c) I have registered complaints against the paralegal	21.4%	50.6%	13.8%	8.8%	5.3%
d) If I understood the complaints process I would lodge a complaint against the paralegal.	18.5%	29.9%	15.9%	17.5%	18.2%
e) I have found the paralegal always available during office hours.	16.1%	15.5%	19.9%	33.4%	15.1%
f) The paralegal has dealt with my issues on time.	18.6%	24.2%	15.7%	25.8%	15.7%
g) The paralegal has served me fairly.	13.8%	21.3%	17.8%	30.6%	16.6%

From the table, a majority (40.1%) agreed that their experience with the paralegals was professional, 34.6% agreed that the communication channels are effective in their experience, 50.6% disagreed that they have registered complaints against the paralegals, 29.9% disagreed that if they understood the complaints process they would lodge a complaint against the paralegals, 33.4% agreed that they have found the paralegals always available during office hours, 25.8% agreed that the paralegals has dealt with their issues on time, and 30.6% agreed that the paralegal had served them fairly.

Whether expectations of the court users were met

The study sought to find out from the court users if their expectations were met. From the findings presented in Figure 4.10, a majority of 87.44% felt that their expectations were not met while 12.56% felt that their expectations were met.
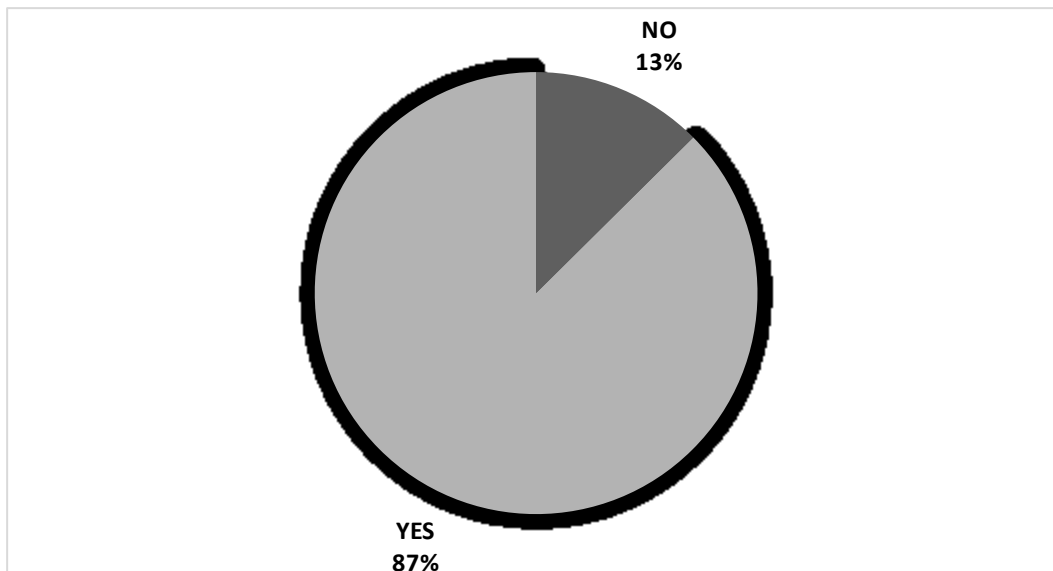
Figure 4.13: Whether court users' expectations were met

The study sought to highlight some of the areas in which court users either felt that their expectations were met or not met. Their responses were summarized in Table 4.13. From the table, 12 % of the court users said they had been accorded fair trial, a majority (25 %) said they expected a fair trial with less time, 11 % said their lawyer was not coordinative, 14 % cited corruption as the impediment to a fair trial, 11 % said that justice had not been served, 9 % said there was distortion of facts, another 9 % cited lack of funds, while another 9 % mentioned reduction of cash bail.

Table 4.15: Highlight Expectations on Court Users

Responses	Frequency	Percent	Cumulative Percent
a) Have been accorded fair trial	11	12.0	12.0
b) I expected a fair trial with less time	23	25.0	37.0
c) My lawyer was not coordinative	10	11.0	48.0
d) Corruption	13	14.0	62.0
e) Justice has not been served	10	11.0	73.0
f) Distortion of facts	09	9.0	82.0
g) Lack of funds	09	9.0	91.0
h) Reduction of cash bail	09	9.0	100.0
Total	**94**	**100.0**	

Court users' Recommendations to help improve judicial service delivery

The study sought the recommendations of the court users so as to help in the continuous objective of improving judicial service delivery. The findings summarized in Table 4.16 show that 15% recommended proper communication skills, 12 % recommended that appeal should have time frame, 12 % recommended Should take care of files because

many cases are dismissed, 12% recommended that proceedings should be recorded, a majority of 20% recommended that there should be accountability and honesty, 13 % recommended that all proceedings should be automated, while 16 % recommended radicalization to vet out corrupt judges.

Table 4.16: Court users' recommendations to help improve judicial service delivery

Responses	Frequency	Percent	Cumulative Percent
a) Proper communication skills	14	15.0	15.0
b) Appeal should have time frame	11	12.0	27.0
c) Should take care of files because many files are dismissed	11	12.0	39.0
d) Proceedings should be recorded	11	12.0	51.0
e) Accountability and honesty	19	20.0	71.0
f) All proceedings should be automated	13	13.0	84.0
g) Radicalization to vet out corrupt judges	15	16.0	100.0
Total	**94**	**100.0**	

Rating the performance of Judges/Magistrates

The study asked court users to rate performance of judges/magistrates. The ratings were tabulated and presented in Table 4.17. From the table, 68.1 % of the respondents rated their performance as poor, 6.4 % rated their performance at below average, 18.1 % said it was fair, 1.0% rated it at good while 6.4 % rated the judges/magistrates performance as excellent.

Table 4.17: Rating the Performance of Judges/Magistrates

Responses	Frequency	Percent	Cumulative Percent
Poor	64	68.1	68.1
Below average	06	6.4	74.5
Fair	17	18.1	92.6
Good	01	1.0	93.7
Excellent	06	6.4	100.0
Total	**94**	**100.0**	

Rating the Performance of Advocates

The study asked the court users to rate advocates' performance and presented the findings in Table 4.18 From the table, 57.4 % of the respondents rated the advocates' performance as poor, 1 % rated at below average, 8.5 % rated it at fair, 2.1 % rated at good, while 31 % rated it at excellent.

Table 4.18: Rating the performance of advocates

Responses	Frequency	Percent	Cumulative Percent
Poor	54	57.4	57.4
Below average	01	1.0	58.4
Average	08	8.5	66.9
Good	02	2.1	69.0
Excellent	29	31.0	100.0
Total	**94**	**100.0**	

Rating the Performance of Paralegals

The study sought to find how the court users would rate performance of the paralegals. The findings were tabulated in Table 4.19. From the study findings, 21% of the respondents rated the performance of paralegals as poor, 14 % rated at below average, 27 % rated it at fair level, 3 % rated at good and 35 % rated it at excellent.

Table 4.19: Rating the Performance of Paralegals

Responses	Frequency	Percent	Cumulative Percent
Poor	20	21.0	21.0
Below average	13	14.0	35.0
Average	25	27.0	62.0
Good	03	3.0	65.0
Excellent	33	35.0	100.0
Total	**94**	**100.0**	

The study sought to establish from the respondents the difference in the judicial service delivery in the last one year. The purpose of the study was to come out with the best service delivery as influence by the judicial governance reforms model to be adopted to enhance judicial service delivery in Kenya. The indicators used to measure judicial service delivery were on a continuous scale and included number of cases filed, number of cases concluded and timely delivery of cases in the last one year (2017). On the traditional form before the implementation of the judicial service reforms, the judicial service delivery measures were analyzed with the mode as the measures of central tendency.

The results were presented in Table 4.20. The first indicator for the dependent variable required to know the judicial service delivery in terms of number IDF cases filed, 55% of the respondents indicated less than 10%, 15% posited 10%-30%, 10% stated 31%-40%, 10% indicated 41%-50%, 10% indicated over 50%. The mode was found to be 1 which imply that on average the number of cases filed in the traditional form that before implementation of the judicial governance reforms was less than 10%. The next indicator required the respondents to state level of judicial service delivery in terms of number of cases concluded, 65% of the respondents indicated less than 10%, 25% posited 10%-30%, 5% stated 31%-40%, 0% indicated 41%-50%, 5% indicated over 50%. The mode was found to be 1 which implies that on average the number of cases concluded in the traditional form that before implementation of the judicial governance reforms was less than 10%.

When the respondents were asked what the level of for the dependent variable required to know the judicial service delivery in terms of timely delivery of concluded cases, 50% of the respondents indicated less than 10%, 20% posited 10%-30%, 5% stated 31%-40%, 10% indicated 41%-50%, 15% indicated over 50%. The mode was found to be 1 which imply that on average the timely delivery of cases filed and concluded in the traditional form that before implementation of the judicial governance reforms was less than 10%. The study findings imply that there was poor service judicial delivery before the implementation of judicial governance reforms. The study findings conforms to the findings According to Mueller (2014) Kenya's courts had enormous backlogs, estimated as high as one million cases, and it is not unusual for litigants to wait years for hearing dates, let alone decisions. Cumbersome procedures dragged out the process of getting to trial, and judges and magistrates and lawyers regularly adjourned hearings for dubious reasons. Records often disappeared, typically because of haphazard procedures but sometimes because of deliberate efforts to delay cases (Mueller, 2014).

Table 4.20: Judicial Service Delivery (Traditional Form)

Responses	<10%	10%- 30%	31%-40%	41%-50%	Above 50%	Modal Class
Number of cases filed	55%	15%	10%	10%	10%	1
Number of cases concluded	65%	25%	5%	0%	5%	1
Timely delivery of cases	50%	20%	5%	10%	15%	1

The study sought to establish from the respondents the difference in the judicial service delivery in the last one year after the implementation of judicial governance reforms. The purpose of the study was to come out with the best service delivery as influence by the judicial governance reforms model to be adopted to enhance judicial service delivery in Kenya. The indicators used to measure judicial service delivery were on a continuous scale and included number of cases filed, number of cases concluded and timely delivery of cases in the last one year (2017). After the implementation of the judicial service reforms, the judicial service delivery measures were analyzed with the mode as the measures of central tendency. The results were presented in Table 4.21. The first indicator for the dependent variable required to know the judicial service delivery in terms of number of cases filed, 10% of the respondents indicated less than 10%, 15-20% posited 10%-30%, 45% stated 31%-40%, 15% indicated 41%-50%, 10% indicated over 50%. The mode was found to be 3 which imply that on average the number of cases filed in the after implementation of the judicial governance reforms was between 31%-40%. The next indicator required the respondents to state level of judicial service delivery in terms of number of cases concluded, 25% of the respondents indicated less than 10%, 25% posited 10%-30%, 5% stated 31%-40%, 40% indicated 41%-50%, 5% indicated over 50%. The mode was found to be 4 which imply that on average the number of cases concluded in the after the implementation of the judicial governance reforms was between 41%-50%.

When the respondents were asked what the level of for the dependent variable required to know the judicial service delivery in terms of timely delivery of cases, 50% of the respondents indicated less than 10%, 45% posited 10%-30%, 15% stated 31%-40%, 15% indicated 41%-50%, 15% indicated over 50%. The mode was found to be 2.0 which imply that on average the timely delivery of cases filed and concluded after the implementation of the judicial governance reforms was between 10%-30%. The study findings imply that there was tremendous improvement on judicial service delivery after the implementation of judicial governance reforms in Kenya. The study findings conforms to the findings by The National Enterprise Survey by the Commission (2006) indicated that 73.6 percent of the respondents believe that the courts are never quick to resolve disputes while 28 percent believe that the courts are not accessible. In addition, the Public Officers' Integrity Survey (2007) indicated that 62 percent of respondents thought that the Judiciary is not effective as stakeholder in the fight against corruption. The National Enterprise Survey of 2007 indicated that 74 percent of respondents reported that there was excess time taken by proceedings and another 57.3 percent cited legal costs involved in accessing justice as a constraint in court process. In addition, most judicial staff were perceived to be involved in corrupt practices. The Survey further indicated that 34.8 percent of the firms that participated had no confidence in the court system regarding legal system upholding contract and property rights in business disputes. Further, an analysis of the National Corruption Perception Survey (2010) indicates that 40 percent of judicial officers, 39 percent of court clerks and 47 percent judges/magistrates were also thought to be most involved in corruption. According to Gargarella and Skaar (2004) the Judicial reform implementing actions widely impacted upon the organization of the judicial systems of recipient countries. Indeed, judicial governance reforms contribute to change the legal and political legacies imbued in nondemocratic institutions and thus contribute to legitimate the new regime, instilling in the state a mechanism of self-restraint. As a matter of fact, this raises the immediate questions of the extent to which judges that served nondemocratic regimes are able to become part of that usable and functioning democratic State apparatus and how political

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and institutional changes may affect their ability (Guarnieri & Magalhles, 2006). In particular, recruitment, appointment, and career policies can deeply reshape the situation of action of judges. Due to these premises, democratizing elites face the crux of reshaping mechanisms of judicial appointment, promotion, evaluation, and training in order to come to terms with the past and pave the way to a legitimate liberal state (Russell & O'Brien, 2001).

Table 4.21: Judicial Service Delivery (After Implementation of Judicial Governance Reforms)

Responses	<10%	10%- 30%	31%- 40%	41%- 50%	Above 50%	Modal Class
Number of cases filed	10%	20%	45%	15%	10%	1
Number of cases concluded	25%	25%	5%	40%	5%	1
Timely delivery of cases	10%	45%	15%	15%	15%	1

4.3 Influence of Policy Framework on Service Delivery

4.3.1 Descriptive Statistics of Policy Framework on Service Delivery

The second objective sought to assess how policy influenced judicial service delivery.A five point likert scale comprising (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree) was used on the seven items presented on table 4.22. and none was dropped. The study carried out a descriptive analysis by generating a descriptive statistics table using SPSS Software. The results were summarized in Table 4.22. From the findings, a majority (79.8%) agreed that the existing policies are adequate in their line of work, and another majority of 70.6% agreed that they have access to the policy documents at any

time. However, a majority (64.5%) agreed that the policies were relatively outdated, while other majority (53.2%) found it challenging implementing the policies.

Table 4.22: Descriptive Statistic for Policy Framework

Responses	Strongly Disagree	Disagree	Neutral	Agree	Mean	Std. Dev
a) The existing policies are adequate in my line of work	4.0%	9.0%	7.2%	76.2%	3.66	.847
b) I have access to the policy documents at any time	3.2%	16.8%	9.3%	68.1%	3.50	.913
c) I have no problem with the clarity of most of the policy documents	4.3%	17.7%	10.5%	49.8%	3.59	1.102
d) The policies are relatively out-dated	2.5%	23.6%	9.4%	58.7%	3.42	.993
e) I am required to familiarize myself with our policies on a regular basis	4.0%	20.2%	6.5%	67.7%	3.49	1.024
f) The policies are substantially sufficient.	5.1%	16.3%	10.9 %	64.5%	3.45	.973
g) I find it challenging implementing the policies.	8.7%	29.6%	8.3%	41.6%	3.18	1.223

(Key: n = 382), Cronbach alpha 0.809

In a similar finding, Laibuta (2012) established that the current Kenya's policy and legal frameworks are not well suited to guarantee the effective delivery of, and equal access to, civil justice, and that the system of procedural justice is not well suited to deliver quality outcomes and effective remedies. From these findings, the study observed that

policy framework had an impact on judicial service delivery in Kenya that any stakeholder could not afford to ignore, as it would negatively affect the delivery of service.

Reliability Test of the Independent Variable (Policy Framework)

The researcher undertook to carry out a reliability measurement of the variable (policy) by using Cronbach alpha formula to determine internal consistency. Gupta (2004) as the minimum level for items loading recommends the standard minimum value of alpha of 0.7. Having met the threshold as presented in Table 4.22 Cronbach alpha value .809, the items were aggregated by taking the mean. The mean of the composite index was 3.47, which implies the rating was high. Therefore service delivery index is 3.47±1.85 which equals the 95% confidence interval for mean; lower and upper bound (3.3911-3.5402) to give the variable policy framework.

4.3.2 Inferential Statistics of Policy Framework

Relationship between Policy Framework and Service Delivery

The study sought to find out correlation between policy framework and service delivery in Kenya. The findings are summarized in Table 4.23. From the table, it can be observed that there was a positive Pearson correlation of 0.533 between policy framework service delivery. These findings concur with recommendations by Dalehite (2008) and Melkers and Thomas (1998) that involving citizens in policy making improves the quality of services. The findings also confirm the conclusion held by Holder and Zakharchenko (2002) that citizens who are involved in policy development are able to make government officials more accountable for their decisions. Therefore, individuals must be involved in policy and decision making process because their input can help create useful solutions for service delivery problems and thus enhance overall government performance. The findings also echo suggestions by Lang (1986) and Mitchell (1987) that multiple perspectives emphasise an essential feature of integrated resources

planning in policy analysis processes. These includes; sharing and coordinating the values and inputs of a broad range of agencies, publics, and other interests when conceiving, designing and implementing resource policies programmes or projects in the judiciary.

Table 4.23: Correlation between Policy Framework and Service Delivery

		Policy Framework	**Service Delivery**
Service Delivery	Pearson Correlation	1	.533[**]
	Sig. (2-tailed)		.000
	N	382	382
Policy Framework and Service Delivery	Pearson Correlation	.533[**]	1
	Sig. (2-tailed)	.000	
	N	382	382

**. Correlation is significant at the 0.05 level (2-tailed).

Bivariate Relationship between Policy Framework and Service Delivery

The research sought to establish whether policy framework and service delivery had a linear relationship between them. A scatter plot was generated from SPSS data and presented in Figure 4.14. The figure shows that the scatter dots fall within a linear line which implies that there is a positive linear relationship existing between policy framework and service delivery. The figure presents that all the plots appear in the first quadrate and the line of best of fit indicates an estimate line that is increasingly positively upwards. From the findings presented in Figure 4.14, there is an observed strong positive linear relationship between policy framework and service delivery. The study findings conforms by Hughes and Haworth (2011) who investigated the

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relationship between policy framework and service and established that there is a positive correlation between policy framework and service delivery.
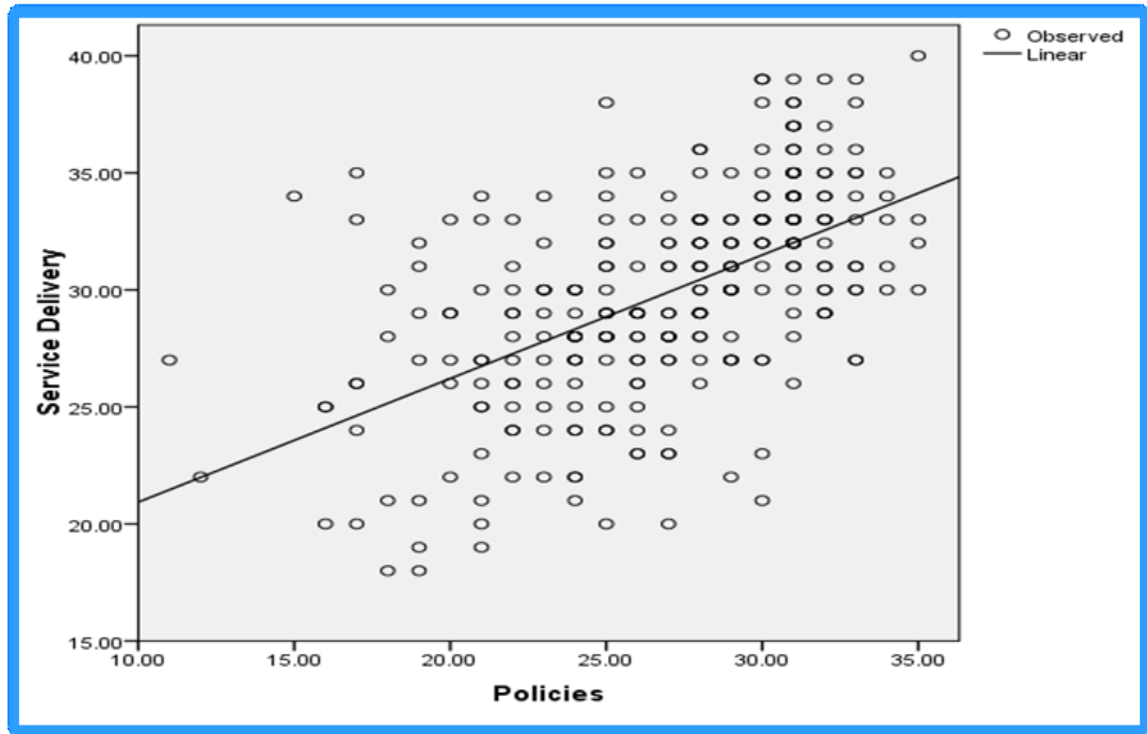
Figure 4.14: Scatterplot between Service Delivery and Policy Framework

Multi-Collinearity

The researcher carried out multi collinearity tests. The study generated a table from SPSS Data and the results were presented in Table 4.19. From the table, Policy had a tolerance value of .745 and a V.I.F = 1.343 <10 hence assumed there was no multicollinearity between the variables.

4.3.3 Regression Analysis

In order to address the hypothesis H_{o1}: Policy framework does not significantly influence service delivery in Kenya. The researcher carried out a regression analysis between policy framework and service delivery and the results were significant $(F_{(1,381)} = 168.652, P < 0.001)$. It was observed that since the $P < 0.001$ which is less

than 0.05; the hypothesis was rejected and thus concluded that there is a significant correlation between policy framework and service delivery in Kenya.

The findings were presented in Table 4.24. The regression results Table (Model Summary) presents an R^2 result of .306, meaning that the independent variable, policy framework alone can explain up to 30.60% of the total variability in the dependent variable, service delivery. The remaining 69.40% of the variation in the dependent variable is unexplained by this one predictor model but by other factors not included in the model.

The results of $(F (1, 381) = 168.652, P < 0.001)$, shows that policy framework statistically and significant predicts the service delivery (that is the regression model is a good fit of the data) and that policy framework significantly influence the service delivery. This means that alternative hypothesis that policy framework has a statistically significant influence on service delivery in Kenya is accepted.

To complement the regression findings on policy framework and service delivery in Kenya presented in Table 4.24, Pearson's correlation coefficients were also generated. These results show that policy framework contributes a statistically significant value (p-value $< .001$) of .533 to the regression model. The value of policy framework is statistically significant (t=11.073, p$< .05$). From the coefficient Table 4.24, policy framework and service delivery in Kenya contributes a statistically significant value (p-value $< .001$) of .528.

Table 4.24: Regression Results on Policy Framework and Service Delivery

		Model Summary		
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.505[a]	.306	.304	3.72838

			ANOVA			
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	1704.407	1	1704.407	168.652	.000[b]
	Residual	3864.418	381	13.901		
	Total	5568.825	382			

		Coefficients				
		Unstandardized Coefficients		**Standardized Coefficients**		
Model		**B**	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	15.652	1.295		12.089	.000
	Policies	.528	.048	.505	11.073	.000

a. Dependent Variable: Service Delivery

Using the summary presented in Table 4.24, a linear regression model of the form, can be fitted as follows:

$$Y = 15.652 + 0.528X$$ ....Equation 1

The model shows that policy framework positively affects the service delivery in Kenya that is, an increase in mean index of policy framework increases the service delivery in Kenya by a positive unit mean index value of 0.528. This finding agrees with an empirical research done by Barnes, Newman & Sullivan (2007) that the policy framework is the key element in a judiciary, which joins the separated activities and it

influences the service delivery hugely. The findings also conform to the study done in developed countries by (Fox, 2014; Muriu & O'Melly, 2015; Craig, 2007), which indicates that policy framework enhances service delivery.

The same is also perceived by the service providers as presented by Table 4.25 Where the mean value is 4.0 on the observation judicial governance reforms policies has enhanced the independence of the judiciary. Which implies that the providers perception on the significance of policies as a driver of judicial governance reform measure influencing service delivery is high

Table 4.25: Providers Opinion

Opinion	N	Minimum	Maximum	Mean	Std. Deviation
The judicial governance reforms policies has enhanced the independence of the judiciary.	382	1	5	4.00	.694

From the table, 77.3% agreed that the judiciary has adequately involved the public in the current reforms, 63.9% agreed that they have been involved/invited to participate in judicial governance reforms fora, 77.5% agreed that the extent of stakeholders involvement has been so much, 67.8% agreed that they have fully implemented the judicial governance reforms affecting their area of work, 78.4% agreed that the judicial procedures have increased post reforms which hinder their efficiency in their line of work, 86.6% agreed that the current judicial governance reforms have enhanced their efficiency, 85.5% agreed that communication is now more effective in their line of work Post reforms. These findings led the study to note that there was a positive influence on judicial service delivery in Kenya as a result of Stakeholder Involvement as is observed

by Rawal (2013) that sustainable judicial reform is a process that encompasses all stakeholders. Akech (2010) added that the Judiciary must be willing to co-operate with other stakeholders and on its own be willing to reform, While Maingi (2011) asserts that it is imperative that the Judiciary opens up to other stakeholders and embark on a serious clean-up exercise in its pursuit to judicial reform, even if it is only intended to gain public confidence, support and trust.

4.4. Influence of Stakeholder Involvement on Service Delivery

4.4.1 Descriptive Statistics of Stakeholder Involvement on Service Delivery

The Third objective sought to assess how stakeholder involvemnet influenced judicial service delivery. A five point likert scale comprising (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree) was used on the seven items presented on Table 4.26. and none was dropped. The study generated a table of the independent variable (Stakeholder Involvement) using SPSS Software and the findings were summarised in Table 4.26.

Table 4.26: Descriptive Statistics of Stakeholder Involvement

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
a) The judiciary has adequately involved the public in the current reforms.	9.4%	7.2%	6.1%	65.7%	11.6%	3.30	1.258
b) I have been involved /invited to participate in judicial governance reforms fora.	13.0%	18.4%	4.7%	53.1%	10. 8%	2.11	1.083
c) The extent of stakeholders' involvement has been so much.	30.2%	47.3%	8.0%	10.2%	4.4%	2.60	.993
d) I have fully implemented the judicial governance reforms affecting my area of work.	2.2%	65.6%	7.8%	19.3%	5.2%	2.38	.912
e) The judicial procedures have increased post reforms, which hinder my efficiency in my line of work.	3.3%	75.1%	8.4%	6.6%	6.6%	4.03	.710
f) The current judicial governance reforms have enhanced my efficiency.	0.7%	3.3%	9.4%	65.2%	21.4%	3.96	.734
g) Communication is now more effective in my line of work Post reforms.	0.7%	5.5%	8.4%	68.4%	17.1%		

Key: n = 382, Cronbach = 0.908

Reliability Test of the Independent Variable (Stakeholder Involvement)

The researcher undertook to carry out a reliability measurement of the variable stakeholder involvement by using Cronbach alpha formula to determine internal consistency. The standard minimum value of alpha of 0.7 is recommended by Gupta (2004) as the minimum level for items loading. Having met the threshold as presented in Table 4.26, Cronbach Alpha value of .908, the items were aggregated by taking the mean. The mean of the composite index was 3.33 which implies the rating is generally neutral. Therefore stakeholder involvement index is 3.33± 0.05 was which equals the 95% confidence interval for mean; lower and upper bound (3.2737-3.3790) to give the variable stakeholder involvement.

4.4.2 Inferential statistics of Stakeholder Involvement

Relationship between Stakeholder Involvement and Service Delivery

This study sought to establish whether there was any form of correlation between stakeholder involvement and service delivery. The findings are summarized in Table 4.27. From the table, a positive correlation coefficient of .336 (or 33.60%) existed between stakeholder involvement and service delivery. These findings support literature reviewed in a study by (Hughes & Haworth, 2011) that for effective service delivery in governance matters, the judiciary require adequate stakeholder involvement. These findings support assertions by World Bank (2015) that quality participation is achieved through an informed citizenry, representative spaces, and enhanced government systems for sharing information, consulting citizens and receiving feedback. The findings are also in support of views held by CIC (2014) that use of various feedback mechanisms for the public is as useful as the development of legislation on public participation itself. This is also in agreement with a study by Info Track (2015) which concluded that counties in Kenya that had established feedback mechanisms were ranked among the top performing counties by citizens which need to be adopted by the judiciary.

Table 4.27: Correlation between Stakeholder Involvement and Service Delivery

		Stakeholder Involvement	Service Delivery
Service Delivery	Pearson Correlation	1	.401[**]
	Sig. (2-tailed)		.000
	N	382	382
Stakeholders Involvement and Service Delivery	Pearson Correlation	.401[**]	1
	Sig. (2-tailed)	.000	
	N	382	382

**. Correlation is significant at the 0.01 level (2-tailed).

Bivariate Relationship between Stakeholder Involvement and Service Delivery

The research sought to establish whether stakeholder involvement and service delivery had a linear relationship between them. A scatter plot was generated from SPSS data and presented in Figure 4.15. The figure shows that the scatter dots fall within a linear line which implies that there is a positive linear relationship existing between stakeholder involvement and service delivery. The figure presents that all the plots appear in the first quadrate and the line of best of fit indicates an estimate line that is increasingly positively upwards. From the findings presented in Figure 4.15, there is an observed strong positive linear relationship between stakeholder involvement and service delivery. The study findings are in agreement with literature review by Delehite (2008) who investigated the relationship between stakeholder involvement and service delivery and found out that there is a positive correlation between stakeholder involvement and service delivery.
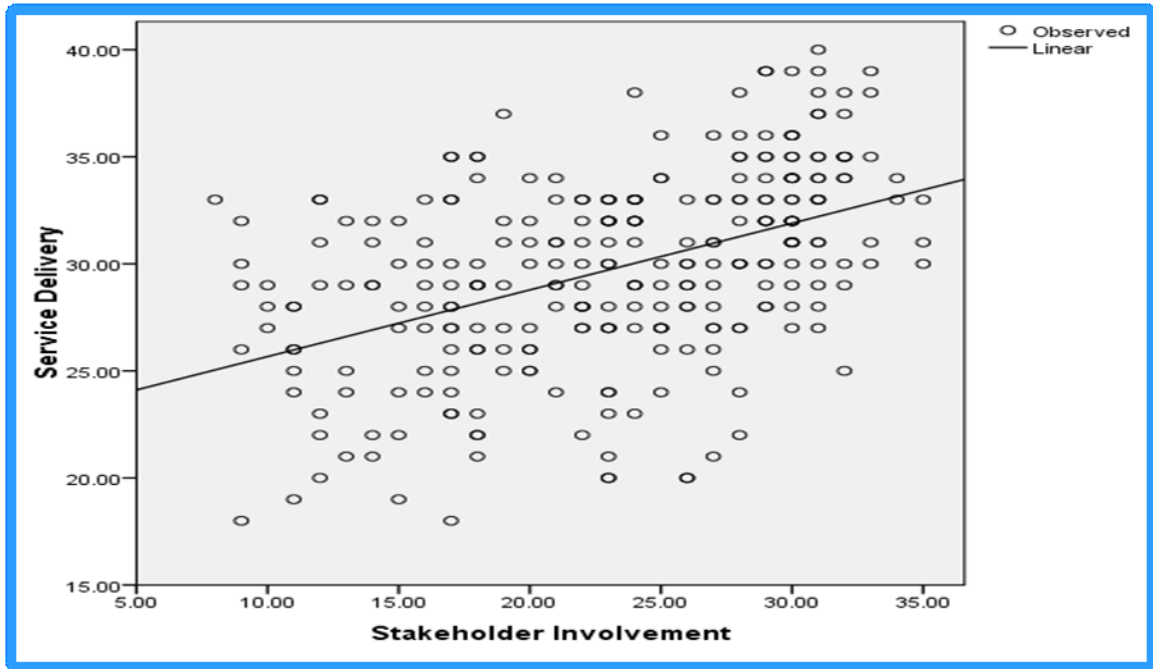
Figure 4.15: Scatter plot between Service Delivery and Stakeholder Involvement

Multi-Collinearity

The study generated a table from SPSS Data and the multicollinearity results (Annexure VI) provides that the variable stakeholder had a tolerance value of .837, V.I.F 1.195 <10 hence the conclusion that there was no multicollinearity between the variables.

4.4.3 Regression Analysis

In order to address the hypothesis H_{03}: Stakeholder involvements significantly influence service delivery in Kenya. The researcher carried out a regression analysis between funding and service delivery the results were significant (F $(1,381) = 102.822$, P< 0.001). It was observed that since the P < 0.001 is less than 0.05, the hypothesis is rejected and thus concluded that there is a significant correlation between stakeholder Involvement and service delivery in Kenya.

The values of ($F_{(1, 381)}$ = 102.822, $P < 0.05$), shows that stakeholder involvement statistically and significant predicts the service delivery (that is the regression model is a good fit of the data) and that stakeholder involvement significantly influence the service delivery in Kenya. This means the alternative hypothesis that stakeholder involvement has a statistically significant influence on service delivery in Kenya is accepted.

To complement the regression analysis findings on stakeholder involvement and service delivery in Kenya Table 4.28, Regression Results Table (Model summary) presents an R^2 result of .212 meaning that the independent variable, stakeholder involvement alone can explain up to 21.20% of the total variability in the dependent variable, service delivery.

The remaining 78.80% of the variation in the dependent variable is unexplained by this one predictor model but by other factors not included in the model Pearson's correlation coefficients were also generated. These results show that stakeholder involvement contributes a statistically significant value (p-value < .001) of .461 to the regression model. The value of stakeholder involvement is statistically significant (t=8.662, p< .05). From the coefficient Table 4.28, stakeholder involvement and service delivery in Kenya contributes a statistically significant value (p-value <.001) of .461.

Table 4.28: Regression Results on Stakeholder Involvement and Service Delivery

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.401[a]	.212	.209	3.97287

ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1180.966	1	1180.966	102.822	.000[b]
Residual	4387.859	381	15.784		
Total	5568.825	382			

Coefficients					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	T	Sig.
1 (Constant)	22.555	.868		25.993	.000
Stakeholder Involvement	.311	.036	.401	8.650	.000

Using the summary presented in Table 4.28, a linear regression model of the form, $Y = \beta_0 + \beta X_1 + \varepsilon_i$ can be fitted as follows:

Y= 22.555 + 0.311X₃..*Equation 3*

The model shows that stakeholder involvement positively affects the service delivery in Kenya where an increase in mean index of stakeholder involvement increases the service delivery in Kenya by a positive unit mean index value of 0.311.

The same is also perceived by the service providers as presented by Table 4.29 Where the mean value is 3.88 on the observation that equality of opportunity to access justice has enhanced reliability of rulings and 4.0 Involvement of the stakeholders in

governance reforms has enhanced accountability of resources. Which implies in both instances that the providers perception on the significance of stakeholder involvement as a driver of judicial governance reform measure influencing service delivery is high.

Table 4.29: Providers Opinion

Responses	N	Minimum	Maximum	Mean	Std. Deviation
a) The equality of opportunity to access justice has enhanced reliability of rulings.	382	1	5	3.88	.724
b) Involvement of the stakeholders in governance reforms has enhanced accountability of resources.	381	1	5	4.00	.799

4.5. Influence of Judicial Funding on Service Delivery

4.5.1 Descriptive Statisticsof Judicial Funding on Service Delivery

The Fourth objective sought to assess how funding influenced judicial service delivery.A five point likert scale comprising (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree) was used on the seven items presented on Table 4.30. The study generated a table of Funding from SPSS data and the findings were summarised in Table 4.30. From the table, 69.9% agreed that Post 2010 their remuneration/fees is adequate, 69.1% agreed that they have adequate resources to execute their terms of reference, 56.6 % agreed that funds are always available to support legal aid clinics, 87.7% agreed that to the financially challenged, they find the process to access justice too costly, 91.6% agreed that their performance could have been better with more funds/resources, 47.1%

agreed that they feel adequately compensated for the rendered services, while 90.0% agreed that given more funds, there are immediate systems changes they would recommend. The study found that whereas a majority of (69.1%) agreed that they had adequate resources to execute their terms of reference a majority of 90.0% agreed that given more funds, there are immediate systems changes they would recommend. Therefore, the study noted that funding influenced judicial service delivery in Kenya positively meaning that more funds would lead to improved delivery of service. In a similar study, He (2009) found out that the court-funding structure under which the courts heavily relied on the local government for expenses, together with the unbalanced development of local economy, remarkably affects the courts' behavioral pattern in different ways. Mbote and Akech (2011) in their study found that the lack of adequate financial resources for the Judiciary has affected the effective and efficient administration of justice. Most administrative issues, which the JSC deals with, require funding and these include construction of courts, stationery, recording equipment, libraries, transcribers, computers, transport and furniture.

Table 4.30: Descriptive Statistics for Funding

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
a) Post 2010 my remuneration/fees is adequate.	4.8%	11.0%	14.3%	64.8%	5.1%	3.55	927
b) I have adequate resources to execute my terms of reference.	3.7%	19.1%	8.1%	66.9%	2.2%	3.45	.947
c) Funds are always available to support legal aid clinics.	6.3%	18.8%	18.4%	55.1%	1.5%	3.27	.990
d) To the financially challenged, I find the process to access justice too costly.	3.7%	3.3%	5.2%	20.8%	66.9%	4.44	1.000
e) My performance could have been better with more funds/resources	0.4%	3.7%	4.4%	68.8%	22.8%	4.10	.666
f) I feel adequately compensated for the rendered services.	1.1%	14.3%	37.5%	44.5%	2.6%	3.33	.793
g) Given more funds, there are immediate systems changes I would recommend.	0.4%	2.9%	6.6%	79.0%	11.0%	3.97	.572

Key: n = 382, Cronbach = 0.848

Reliability Test of the Independent Variable (Funding)

The researcher undertook to carry out a reliability measurement of the variable funding by using Cronbach alpha formula to determine internal consistency. The standard minimum value of alpha of 0.7 is recommended by Gupta (2004) as the minimum level for items loading. Having met the threshold as presented in Table 4.30 Cronbach alpha value .848, the items were aggregated by taking the mean. The mean of the composite index was 3.73, which implies the rating was high. Therefore, service delivery index is 3.73±0.04, which equals the 95% confidence interval for mean; lower and upper bound (3.6741-3.7593) to give the variable funding.

4.5.2 Inferential Statistics of funding

Correlation between Funding and Service Delivery

This study sought to establish whether there was any form of correlation between funding and service delivery. The findings are summarized in Table 4.31. From the table, a positive correlation coefficient of .523 existed between Funding and judicial service delivery. The findings support literature reviewed in a study by (Hughes & Haworth, 2011) that for effective service delivery in governance matters, the judiciary require adequate funding. The findings also uphold arguments by Erickson, *et al.*, (2003) who held the view that funding of the judiciary activities is significantly and meaningfully applicable to improve service delivery. The Constitution now grants it financial autonomy through the creation of the Judiciary Fund. This fund will be operationalized and an internal capacity created to manage it competently. The Judiciary will also institutionalize results-based budgeting, and establish a financial management and accountability system. It will also strengthen its procurement and accounting capacity in order to meet regulatory standards and customer needs.

Table 4.31: Correlation between Funding and Service Delivery

		Funding	Service Delivery
Service Delivery	Pearson Correlation	1	.491**
	Sig. (2-tailed)		.000
	N	382	382
Funding and Service Delivery	Pearson Correlation	.491**	1
	Sig. (2-tailed)	.000	
	N	382	382

**. Correlation is significant at the 0.01 level (2-tailed).*

Bivariate Analysis between Judicial Funding of Judicial Governance and Service Delivery

The research sought to establish whether funding and service delivery had a linear relationship between them. A scatter plot was generated from SPSS data and presented in Figure 4.15. The figure shows that the scatter dots fall within a linear line which implies that there is a positive linear relationship existing between funding and service delivery. The figure presents that all the plots appear in the first quadrate and the line of best of fit indicates an estimate line that is increasingly positively upwards. From the findings presented in Figure 4.16, there is an observed strong positive linear relationship between funding and service delivery. The study findings are in agreement with literature review by Delehite (2008) who investigated the relationship between funding and performance of devolved governance systems and found out that there is a positive correlation between funding and service delivery.
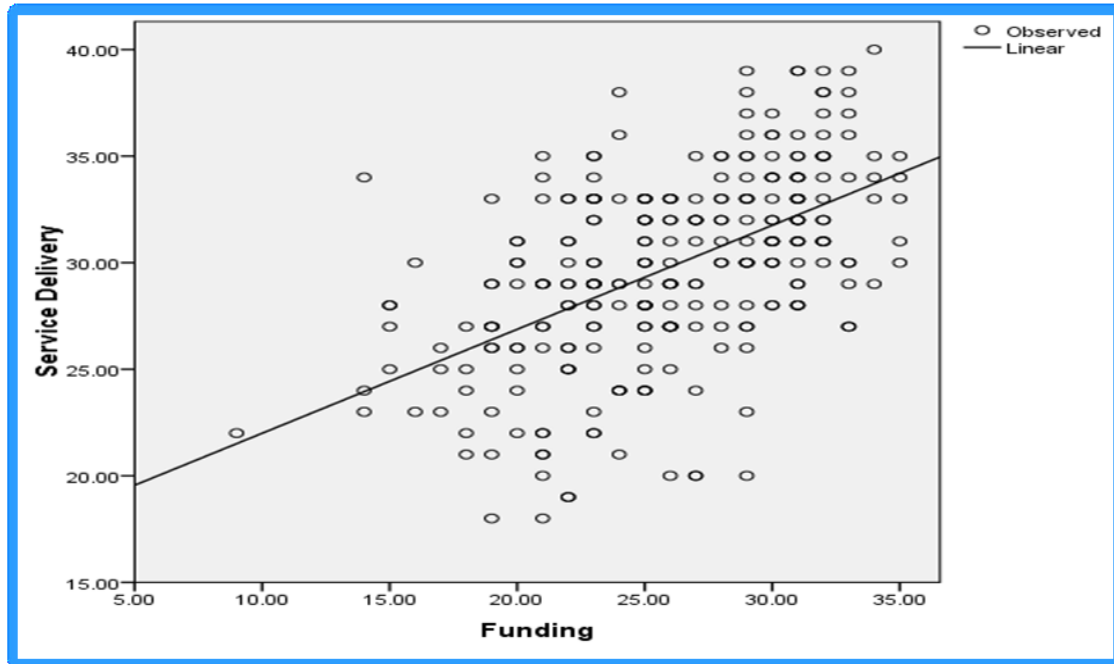
Figure 4.16: Scatter Plot between Service Delivery and funding

Multi-Collinearity

The study generated a table from SPSS Data and the multicollinearity results (Annexure VI) provides that the variable funding had a tolerance value of .724, V.I.F 1.381 <10 hence the conclusion that there was no multicollinearity between the variables.

4.5.3 Regression Analysis

The researcher carried out a regression analysis between funding and service delivery. The findings were presented in Table 4.32. This Summary model Table presents an R^2 result of .290 meaning that the independent variable, funding can explain up to a total of 29.00% of the total variability in the dependent variable, service delivery. The remaining 71.00% of the variation in the dependent variable is unexplained by this one predictor model but by other factors not included in the model.

The values of (F (1, 381) = 155.011, P < 0.001), shows that funding statistically and significant predicts service delivery (that is the regression model is a good fit of the data) and that funding significantly influence the service delivery in Kenya. This means that alternative hypothesis that funding of judicial governance has a statistically significant influence on service delivery in Kenya is accepted.

To complement the results of regression analysis presented in the ANOVA Table 4.32 on funding and service delivery in Kenya, Person's correlation coefficients were also generated. These results show that funding contributes a statistically significant value (p-value < .001) of .488 to the regression model. The value of funding is statistically significant (t=10.661, p< .05). From the coefficient Table 4.32, funding and service delivery in Kenya contributes a statistically significant value (p-value < .001) of .539.

Using the summary presented in Table 4.32, a linear regression model of the form,

$Y = \beta_0 + \beta X_1 + \varepsilon_i$ can be fitted as follows:

Y= 17.117 + .488X₂...*Equation 2*

The model shows that funding positively affects the service delivery in Kenya that is increases in mean index of funding increases the service delivery in Kenya by a positive unit mean index value of 0.488.

Table 4.32: Regression Results on Funding and Service Delivery

		Model Summary		
				Std. Error of the
Model	R	R Square	Adjusted R Square	Estimate
1	.491[a]	.290	.288	3.77098

a. Predictors: (Constant), Funding of judicial governance

		ANOVA				
Model		Sum of Squares	D.f	Mean Square	F	Sig.
1	Regression	1615.578	1	1615.578	155.011	.000[b]
	Residual	3953.247	381	14.220		
	Total	5568.825	382			

		Coefficients				
				Standardized		
		Unstandardized Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	17.117	1.209		14.161	.000
	Funding	.488	.046	.491	10.659	.000

a. Dependent Variable: Service Delivery

The service providers as presented by Table 4.33 also perceive the same. Where the mean value is 4.23 on the observation that funding from the exchequer has enhanced independence of the judiciary. Which implies that the providers' perception on the significance of funding as a driver of judicial governance reform measure influencing service delivery is high.

Table 4.33: Providers Opinion

Responses	N	Minimum	Maximum	Mean	Std. Deviation
The funding from the exchequer has enhanced independence of the judiciary.	381	1	5	4.23	.837

4.6 Influence of Training on Service Delivery

4.6.1 Descriptive Statistics of Training on Service Delivery

The Fifth objective sought to assess how training influenced judicial service delivery.A five point likert scale comprising (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree) was used on the seven items presented on Table 4.34. and none was dropped.The descriptive statistics for the Training were generated from SPSS data viable table and the results were presented in Table 4.34. The table shows that a majority (74.2%) regularly attended legal proffesional courses,(67.7%) agreed that they have participated in all training needs assessment,(83.7%) agreed that the trainings are directly applicable to their work.

Table 4.34: Descriptive Statistics for Training

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
a) I regularly attend legal professional development courses.	4.1%	14.4%	7.4%	69.4%	4.8%	3.37	1.063
b) I have participated in all training needs assessment.	7.8%	18.2%	6.3%	64.7%	3.0%	3.69	.846
c) I have regularly attended legal professional development courses.	3.7%	8.6%	8.2%	74.3%	5.2%	3.81	.699
d) The trainings are directly applicable to my work	1.5%	5.9%	8.9%	77.4%	6.3%	3.21	.947
e) All of my colleagues benefit from the scheduled training.	3.0%	25.2%	22.2%	47.4%	2.3%	3.66	.895
f) Due to institutional trainings, I am professionally competent to undertake all the functions in my line of work.	3.0%	12.3%	8.2%	69.1%	7.4%	2.59	1.039
g) I have not been adequately trained on the job.	7.0%	57.9%	7.0%	24.7%	3.3%		

Key: n = 382, Cronbach = 0.864

Due to institutional trainings (76.5%) affirmed they were professionally competent to undertake all the functions in their line of work however the ease of implementing was still marred by the finding that on-job training was still inadequate as agreed by (64.9%) of the respondents. From these findings, therefore the study observed that training had a positive impact on judicial service delivery in Kenya. This finding was in line with the

observations of Fortes and Evans (2015) that Continuous Legal Education (CLE) is an important ingredient to the attainment of judicial re-form and the growth of law, hence cannot be sidelined for whatever reason. On a similar note, Mnjama (2013) rightly observed that lack of training in any judicial system, adversely affects judicial performance. Rothstein and Johnson (2009) added that most judicial officers mandated with special tasks within the Judiciary should undergo special training to effectively equip them with the knowledge and skills required to carry out these tasks.

Reliability Test of the Independent Variable (Training)

The researcher undertook to carry out a reliability measurement of the variable training by using Cronbach alpha formula to determine internal consistency. Gupta (2004) as the minimum level for items loading recommends the standard minimum value of alpha of 0.7. Having met the threshold as presented in Table 4.34 Cronbach alpha value .864, the items were aggregated by taking the mean. The mean of the composite index was 3.41, which implies the rating was high. Therefore, training index is 3.41±0.06, which equals the 95% confidence interval for mean; lower and upper bound (3.3472-3.4728) to give the variable training.

4.6.2 Inferential Statistics of Training

Relationship between Trainings and Service Delivery

The study sought to find out correlation between trainings and service delivery in Kenya. The findings are summarized in Table 4.35. From the table, it can be observed that there was a positive Pearson correlation of .349 between trainings and service delivery. Rothstein and Johnson (2009) note that most judicial officers mandated with special tasks within the Judiciary should undergo special training to effectively equip them with the knowledge and skills required to carry out these tasks. Among the special tasks that require special training, include administrative skills for officers in-charge of departments and divisions and those presiding over special courts such as the Children's

courts. This problem was also acknowledged in the Kwach's committee (Mnjama, 2013), which recommended that a Judicial Training Committee be established with a judge of appeal as its chair and members drawn from the High Court, Magisterial bench, and paralegal cadre, with a sole task of coordinating training for all judicial officers at all levels . Lack of training in any judicial system, adversely affects judicial performance (Mnjama, 2013).

Table 4.35: Correlation between Trainings and Service Delivery

		Trainings	Service Delivery
Service Delivery	Pearson Correlation	1	.031[**]
	Sig. (2-tailed)		.607
	N	382	382
Trainings and Service Delivery	Pearson Correlation	.031[**]	1
	Sig. (2-tailed)	.607	
	N	382	382

**. Correlation is significant at the 0.05 level (2-tailed).

Bivariate relationship between Trainings and Service Delivery

The research sought to establish whether training and service delivery had a linear relationship between them. A scatter plot was generated from SPSS data and presented in Figure 4.17. The figure shows that the scatter dots fall within a linear line which implies that there is a positive linear relationship existing between training and service delivery. The figure presents that all the plots appear in the first quadrate and the line of best of fit indicates an estimate line that is increasingly positively upwards. From the findings presented in Figure 4.17, there is an observed positive linear relationship

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between training and service delivery. The study findings are in agreement with literature review by Wambui (2016) who investigated the relationship between training and service delivery and found out that there is a positive correlation between training and service delivery.
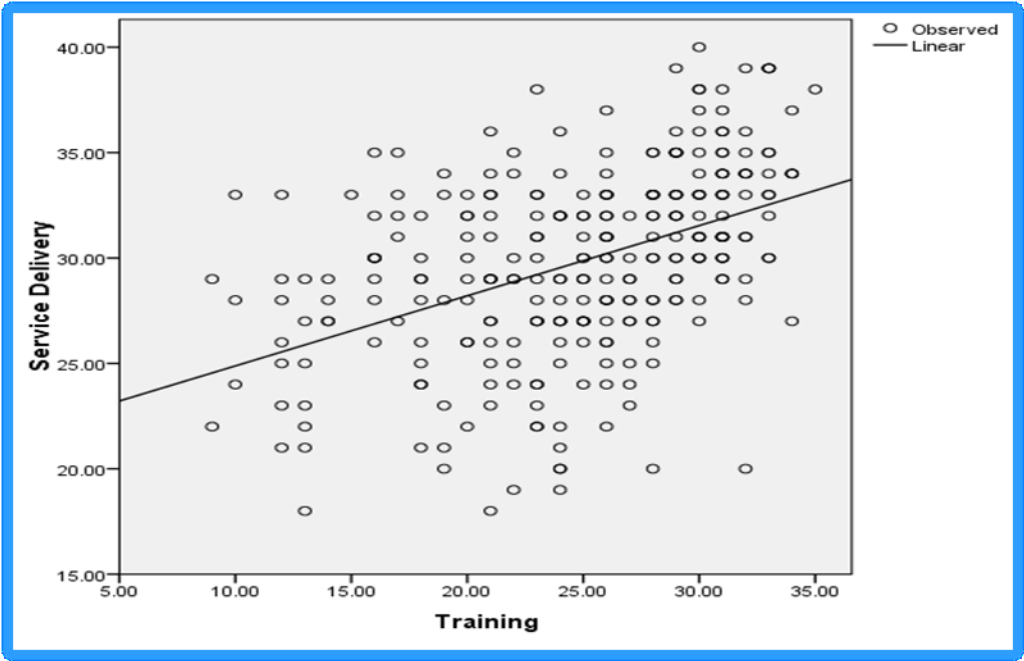
Figure 4.17: Scatter plot between Service Delivery and Training

Multi-Collinearity

The study generated a table from SPSS Data and the multicollinearity results (Annexure VI) provides that the variable training had a tolerance value of .776, V.I.F 1.289 <10 hence the conclusion that there was no multicollinearity between the variables.

4.6.3 Regression Analysis

In order to address the hypothesis $H_{o4:}$ Training does not significantly influence service delivery in Kenya.

Since the P < 0. 607 which is more than 0.05, the hypothesis was accepted and it was concluded that there is no significant correlation between training and service delivery in Kenya.

Table 4.36: Regression results summary on Training and Service Delivery

		Model Summary		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.031[a]	.001	-.003	.45239

a. Predictors: (Constant), Training

			ANOVA			
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.054	1	.054	.5	.607[b]
	Residual	55.463	381	.102		
	Total	55.517	382			

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.108	.179		22.982	.000
	Training	.027	.052	.031	.582	.607

a. Dependent Variable: Service Delivery

However, from the providers perception Table 4.37, the variable (Training) is perceived to add value to the dependent variable (service delivery). At a mean 4.02 and 4.11 it implies that the perception rating is very high. The assumption would be for one to qualify to occupy these positions, then the individual has already trained extensively in a personal capacity or the more the training the more attractive they become to private and non-governmental institutions that pay well.

Table 4.37: Providers Opinion

Responses	N	Minimum	Maximum	Mean	Std. Deviation
Continuous professional education of the legal professionals contribute towards reliability of rulings.	381	1	5	4.02	.702
Continuous Legal Education of the stakeholders contributes towards accountability of resources.	381	1	5	4.11	.795

4.7 Influence of Technology on Service Delivery

4.7.1 Descriptive Statisticsof Technology on Service Delivery

The Sixth objective sought to assess how technology influenced judicial service delivery. A five point likert scale comprising (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree) was used on the seven items presented on table 4.38. and one was dropped. The study generated a descriptive statistics table for information communication and technology from SPSS data and presented the results in Table 4.38. From the table, a majority (53.9%) agreed that the judiciary has embraced technological advancements, 74.3% agreed that the adopted technological advancements sometimes hinder their efficiency when systems are slow, 61.1% agreed that they have attended adequate ICT based trainings, 52.2% agreed that they don't have sufficient ICT equipment/Machines/gadgets to aid them implement the technological advancement, 61.4% agreed that the technological advancements sometimes hinder their efficiency when systems are slow, 61.1% agreed that they always find it challenging keeping up with the technological advancements. In similar findings, Odera-Kwach (2011) noted that very few judicial officers had embraced the principles and acquired skills in information technology. This was despite various efforts by other stakeholders in supporting the initiative either financially or through supply of equipment. From these findings, the study noted that despite a few shortcomings of technology such as insufficient equipment and slow systems sometime, technological advancements had an impact on the judicial service delivery in Kenya positively. This was in line with the assertions of Cabral *et al.* (2012) that today, information technology forms an integral part in the operations of any sector and its application in the Judiciary will without a doubt enhance delivery of justice, since matters will be dispensed off faster and there will be good track of judicial case files.

Table 4.38: Descriptive Statistics for Technology

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
a) The judiciary has embraced technological advancements.	2.9%	9.3%	33.9%	36.8%	17.1%	3.89	.605
b) The adopted technological advancements sometimes hinder my efficiency when systems are slow.	0.7%	6.4%	18.6%	43.9%	30.4%	3.69	.765
c) I have attended adequate ICT based trainings.	1.8%	11.8%	25.4%	41.1%	20.0%	3.52	1.000
d) I don't have sufficient ICT equipment/Machines/gadgets to aid me implement the technological advancement.	1.1%	7.1%	29.3%	48.9%	13.6%	3.77	.857
e) The technological advancements sometimes hinder my efficiency when systems are slow.	3.2%	5.4%	30.0%	33.2%	28.2%	2.82	1.120
f) I always find it challenging keeping up with the technological advancements.	5.0%	8.6%	25.4%	41.1%	20.0%	3.70	.862

Key: n = 382, Cronbach = 0.809

Reliability Test of the Independent Variable (Technology)

The researcher undertook to carry out a reliability measurement of the variable technology by using Cronbach alpha formula to determine internal consistency. Gupta (2004) as the minimum level for items loading recommends the standard minimum value of alpha of 0.7. Having met the threshold as presented in Table 4.38 Cronbach alpha value .787 the items were aggregated by taking the mean. The mean of the composite index was 3.45, which implies the rating was high. Therefore, technology index is 3.45±0.04, which equals the 95% confidence interval for mean; lower and upper bound (3.4027-3.4874) to give the variable technology.

4.7.2 Inferential Statistics of Technology on Service Delivery

Relationship between Technology and Service Delivery

The study sought to find out correlation between technology and service delivery in Kenya. The findings are summarized in Table 4.39. From the table, it can be observed that there was a positive Pearson correlation of .503 between technology and service delivery. The findings obtained concur with a study by Okumbe (1998) who suggested that inclusion of the views of the adopting technology or the affected and interested public helps to enhance service delivery in the judiciary.

Table 4.39: Correlation between Technology and Service Delivery

		Technology	Service Delivery
Service Delivery	Pearson Correlation	1	.503[**]
	Sig. (2-tailed)		.000
	N	382	382
Trainings and ServiceDelivery	Pearson Correlation	.503[**]	1
	Sig. (2-tailed)	.000	
	N	382	382

**. Correlation is significant at the 0.05 level (2-tailed).

Bivariate Analysis between Technology and Service Delivery

The study went further to examine whether technology and service delivery had a linear relationship between them. A scatter plot was generated from SPSS data and presented in Figure 4.18. The figure shows that the scatter dots fall within a linear line which implies that there is a positive linear relationship existing between training and service delivery. The figure presents that all the plots appear in the first quadrate and the line of best of fit indicates an estimate line that is increasingly positively upwards. From the findings presented in Figure 4.18 there is an observed strong positive linear relationship between technology and service delivery. The study findings are in agreement with literature review by Oliver (2013) who established that there is a relationship between technology and service delivery and established that there is a positive correlation between technology and service delivery.
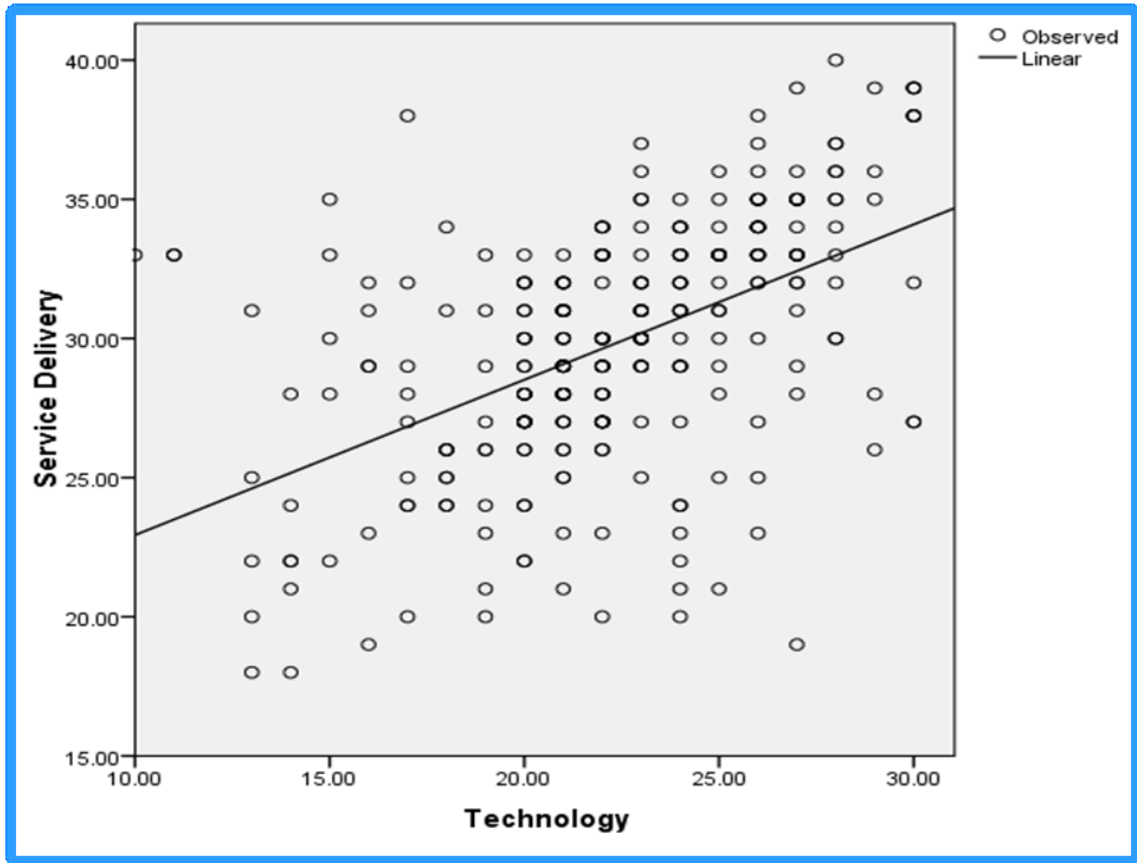
Figure 4.18: Linearity between Service Delivery and Technology

Multi-Collinearity

The study generated a table from SPSS Data and the multicollinearity results (Annexure VI) provides that the variable technology had a tolerance value of .963, V.I.F 1.038 <10 hence the conclusion that there was no multicollinearity between the variables.

4.7.3 Regression Analysis

The researcher carried out a regression analysis between technology and service delivery. The findings were presented in Table 4.40. Regression Results Table (Model Summary) presents an R^2 result of .253, meaning that the independent variable, technology alone can explain up to a total of 25.30% of the total variability in the dependent variable, service delivery. The remaining 74.70% of the variation in the dependent variable is unexplained by this one predictor model but by other factors not included in the model.

The regression performed on the variable technology, introduced results presented in the ANOVA Table 4.40. Where the model is statistically significant as the p-value is less than .05. The values of (F (1, 381) = 129.920, $P < 0.001$), shows that technology statistically and significant predicts the service delivery (that is the regression model is a good fit of the data) and that technology significantly influence the service delivery in Kenya. This means that alternative hypothesis that technology has a statistically significant influence on service delivery in Kenya is accepted.

To complement the regression findings on technology and service delivery in Kenya presented in the ANOVA Table 4.40, Pearson's correlation coefficients were also generated. These results show that technology contributes a statistically significant value ($P < 0.001$) of .503 to the regression model. The value of technology is statistically significant ($t=11.720$, $P < 0.001$). From the coefficient Table 4.40, technology and service delivery in Kenya contributes a statistically significant value (p-value < .001) of .558.

Using the summary presented in Table 4.39, a linear regression model of the form,

$Y = \beta_0 + \beta X_1 + \varepsilon_i$ can be fitted as follows:

Y= 17.357 + 0.558X₅...*Equation 5*

Table 4.40: Regression summary on Technology and Service Delivery

		Model Summary		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.503[a]	.253	.251	3.86777

a. Predictors: (Constant), Technology

			ANOVA			
Model		Sum of Squares	D.f	Mean Square	F	Sig.
1	Regression	1410.036	1	1410.036	94.256	.000[b]
	Residual	4158.789	381	14.960		
	Total	5568.825	382			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Technology

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	17.357	1.300		13.353	.000
	Technology	.558	.057	.503	9.709	.000

a. Dependent Variable: Service Delivery

The model shows that technology positively affects the service delivery in Kenya that is increases in mean index of technology increases the service delivery in Kenya by a positive unit mean index value of 0.558.

This is in line with Heike Gramckow and Omniah Ebeid (2016), the introduction of modern information technology (IT) in the justice sector, the development and implementation of IT solutions has become one of most important tools utilized by judiciaries for providing more efficient and effective services and improving court performance

4.7.4 Hypotheses Testing

According to ANOVA Table 4.24, Table 4.28, Table 4.32, Table 4.36, Table 4.40 the study performed individual tests of all independent variables to determine which regression coefficient may be zero and which one may not. The conclusion was based on p-value where if the alternative hypothesis of the p-value is rejected then the overall model is insignificant and if alternative hypothesis is not rejected the overall model is significant. In other words if the p-value is less than 0.05 then the researcher concluded that the overall model is significant and has good predictors of the dependent variable and that the results are not based on chance. If the p-value is greater than 0.05 then the model is not significant and cannot be used to explain the variations in the dependent variable. This indicates that there is a significant correlation (relationship) between the independent variable and dependent variable.

H_{a1}: *Policy framework significantly influences service delivery in Kenya.*

Since the P < 0.001 which is less than 0.05, the hypothesis was accepted and it was concluded that there is a significant correlation between policy framework and service delivery in Kenya.

H$_{a2}$: Funding of judicial governance significantly influence service delivery in Kenya.

Since the P < 0.001 which is less than 0.05, the hypothesis was accepted and it was concluded that there is a significant correlation between funding of judicial governance and service delivery in Kenya.

H$_{a3}$: Stakeholder involvements significantly influence service delivery in Kenya.

Since the P < 0.001 which is less than 0.05, the hypothesis was accepted and it was concluded that there is a significant correlation between stakeholder involvement and service delivery in Kenya.

H$_{a4}$: Training significantly influences service delivery in Kenya.

Since the P < 0.001 which is less than 0.05, the hypothesis was accepted and it was concluded that there is a significant correlation between training and service delivery in Kenya

H$_{a5}$: Technology significantly influence service delivery in Kenya

Since the P < 0.001 which is less than 0.05, the hypothesis was accepted and it was concluded that there is a significant correlation between technology and service delivery in Kenya

4.8 Multiple Regression Analysis (Combined Effect)

A multiple regression model was fitted to determine whether independent variables notably, X_1 = Policy Framework, X_2 = Funding of judicial governance, X_3 = Stakeholders Involvement, X_4 = Training and X_5 = Technology simultaneously affected the dependent variable Y= service delivery. As a result, this subsection examines whether the multiple regression equation can be used to explain the nature of the relationship that exists between the independent variables and the dependent variable.

The multiple regression model was of the form: Where; β0 = Constant, Y= Service delivery

    X1 = Policy framework

    X_2 = Funding of judicial governance

    X_3 = Stakeholders Involvement

    X_4 = Training

    X_5 = Technology

    β_i = Coefficients of regression for the independent variables Xi (for i = 1,2,3,4,5)

    e. = error term

A resultant combined linear regression model of the form,

$Y = \beta_0 + \beta_1 X_1 + \ldots + \beta_5 X_5 + \varepsilon_i$ - can be fitted as follows using the data in Table 4.41;

Y= 5.916 +0.528X$_1$ + 0.311X$_2$ + 0.488X$_3$ + 0.027X$_4$ + 0.588X$_5$ + 1.443…...............*Equation 6*

As can be observed in Table 4.41, the regression model of service delivery coefficient of determination R Square was 0.517 and R was 0.719. The coefficient of determination R Square indicated that 51.70% of the variation on service delivery can be explained by the set of independent variables, namely; X_1= Policy Framework, X_2= Funding of judicial governance, X_3= Stakeholders Involvement, X_4= Training and X_5= Technology. The remaining 48.30% of variation in service delivery can be explained by other variables not included in this model. This shows that the model has a good fit since the value is above 50%. This concurs with Graham (2002) that R-squared is always between

0 and 100%: 0% indicates that the model explains none of the variability of the response data around its mean and 100% indicates that the model explains the variability of the response data around its mean. In general, the higher the R-squared, the better the model fits the data. The adjusted R square is slightly lower than the R square which implies that the regression model may be over fitted by including too many independent variables. Dropping one independent variable will reduce the R square to the value of the adjusted R-square.

The study further used Analysis of Variance (ANOVA) in order to test the significance of the overall regression model. Green, Salkind and & Green (2003) posit that Analysis of Variance helps in determining the significance of relationship between the research variables. The results of Analysis of Variance (ANOVA) for regression coefficients in Table 4.41 reveals that the significance of the F statistics is 0.00 which is less than 0.05 and the value of F (58.590) being significant at 0.00 confidence level. The value of F is large enough to conclude that the set coefficients of independent variables are not jointly equal to zero. This implies that at least one of the independent variables has an effect on the dependent variable.

Table 4.41 presents the beta coefficients of all independent variables versus service delivery. As can be observed from Table 4.41, Policy Framework (X_1) had a coefficient of 0.302 which is greater than zero. The t statics is 5.301 which has a p-value <0.001 which is less than 0.05 implies that the coefficient of X_1 is significant at 0.05 level of significance. This shows that policy framework has a significant positive influence on service delivery. The coefficient of Stakeholder Involvement (X_2) was 0.022 which was greater than zero. The t statistic of this coefficient is 0.464 with a p value of 0.643 which is less than 0.05. This implies that the coefficient 0.022 is insignificant. Since the coefficient of X_2 is insignificant, it shows that stakeholder involvement has an insignificant effect on service delivery.

Table 4.41 also shows that funding of judicial governance (X_3) had a coefficient of 0.162 which is greater than zero. The t statics is 2.677, which has a p-value of 0.008, which is greater than 0.05 implies that the coefficient of X_3 is significant at a significance level of 0.05. This shows that funding of judicial governance has a significant positive influence on service delivery. Table 4.41 further shows that training (X_4) had a coefficient of 0.053 with a t static of 1.104 which has a p-value of 0.271 which is less than 0.05. This implies that the coefficient of X_4 is insignificant at 0.05 level of significance. This shows that training has an insignificant positive influence on service delivery. Finally, Table 4.41 demonstrates that technology (X_5) had a coefficient of 0.439 which is greater than zero. The t statistic of this coefficient is 9.124 with a $P < 0.001$ which is greater than 0.05. This implies that the coefficient 0.439 is significant. Since the coefficient of X_5 is significant, it shows that technology has a significant effect on service delivery in Kenya. The constant term is 5.916. The constant term is the value of the dependent variable when all the independent variables are equal to zero. The constant term has a $P < 0.001$, which is less than 0.05. This implies that the constant term is significant. The multiple regressions for service is thus an equation through the 5.916. If all the independent variables take on the values of zero, there would be 5.916-service delivery.

Table 4.41: Multiple Regression Analysis (Combined Effect)

Model Summary, Multiple Regression				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.719[a]	.517	.508	3.13408

a. Predictors: (Constant), Technology, Policy framework, Training, Funding, Stakeholder Invo.

ANOVA, Multiple Regression						
Model		Sum of Squares	D.f	Mean Square	F	Sig.
1	Regression	2877.480	5	575.496	58.590	.000[b]
	Residual	3691.345	274	9.822		
	Total	5568.825	382			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Technology, Policy framework, Training, Funding, Stakeholder Invo.

Beta Coefficients, Overall Multiple Regression						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.916	1.443		4.100	.000
	Policies	.528	.048	.505	11.689	.000
	Stakeholder Invo.	.311	.036	.401	8.662	.000
	Funding	.488	.046	.491	10.661	.000
	Training	.027	.052	.031	.582	.607
	Technology	.558	.057	.503	9.709	.000

a. Dependent Variable: Service Delivery

4.9 Optimal Model

A model optimization was conducted based on the results in Table 4.41. The model optimization guided the derivation of the revised conceptual framework. The results were realised upon running a multiple regression analysis. All the variables were retained except training (0.027; p>.05) were found to be insignificant since their p-values were less than 0.05.

```
┌─────────────────────────┐
│  Technology             │
│                         │────── +ve ──┐
└─────────────────────────┘             │
                                        │        ┌─────────────────────────┐
┌─────────────────────────┐             │        │ Judicial Service        │
│  Policy Framework       │    +ve      │        │ Delivery                │
│                         │─────────────┤        │                         │
└─────────────────────────┘             │───────►│  •                      │
                                        │        │                         │
┌─────────────────────────┐    +ve      │        └─────────────────────────┘
│ Funding of judicial     │             │
│ governance              │─────────────┤              Dependent variable
└─────────────────────────┘             │
                                        │
┌─────────────────────────┐    +ve      │
│ Stakeholders' involvement│────────────┘
│                         │
└─────────────────────────┘
```
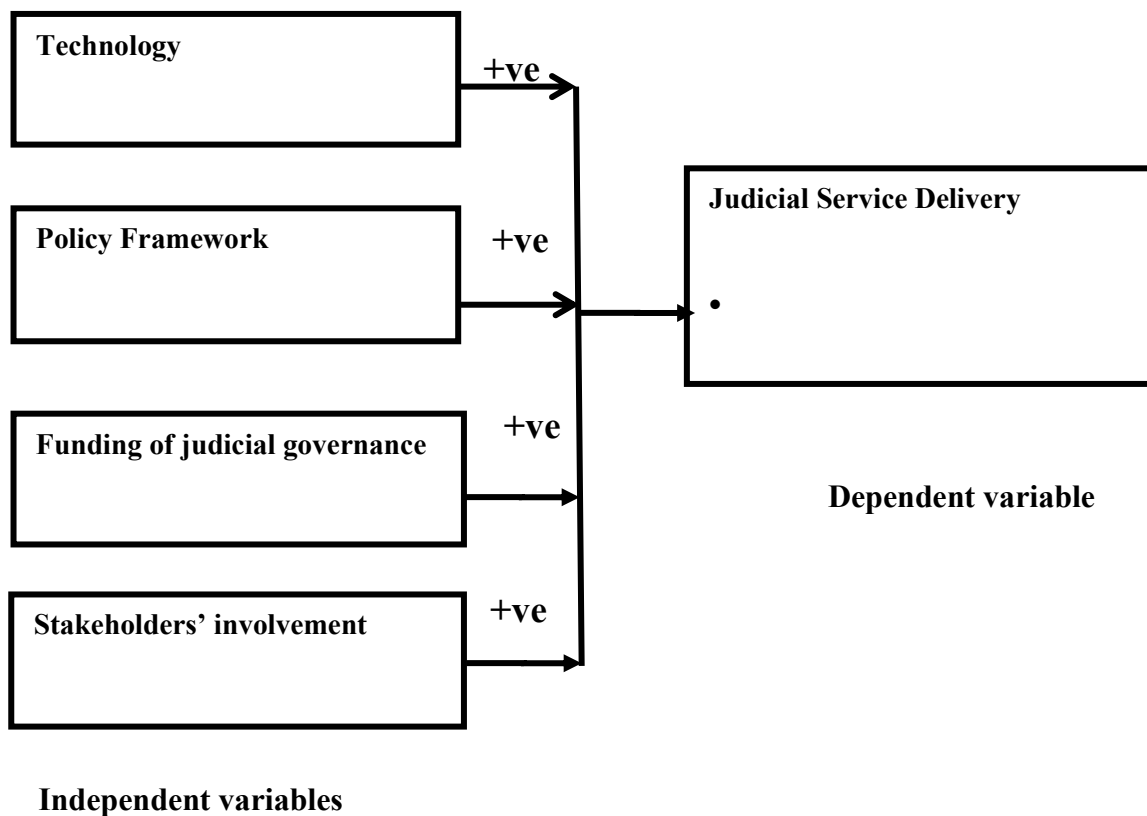
 Independent variables

Figure 4.19: Optimal Model (revised conceptual framework)

The variables were arranged in order of their significance with technology (0.558; p<.05), policy framework (0.528, p<.05), funding, (0.488; p<.05), stakeholder involvement (0.311; p<.05). From the Coefficient Table 4.41, training was not statistically significant in the model and therefore, the optimal model was;

$$\text{Judicial service delivery in Kenya } (Y) = 5.916 + 0.528X_1 + .528X_2 + 0.488X_3 + 0.558X_5$$

The model shows an increase in mean index of each of the significant factors/variables increases the judicial service delivery in Kenya by a positive unit mean index value of the respective factors. Technology was the factor, which increases the judicial service delivery in Kenya by higher value (0.439), followed by policy framework (0.302) and the least is funding of judicial governance (0.162). Thus, Fig. 4.19 gives the study optimal model (revised conceptual framework model).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The aim of the study was to establish the drivers of judicial governance reforms and their influence on judicial service delivery in Kenya and the data collected and the statistical analysis discussions done with reference to the objectives and research questions of the study. Data was interpreted and the results of the findings were correlated with both empirical and theoretical literature available. This chapter is therefore divided into four sections. Section 5.2 presents summary of the study, section 5.3 presents conclusion and section 5.4 presents policy implications while section 5.5 presents limitations and areas of further research.

5.2 Summary of the Findings

The study intended to achieve five specific objectives and based on these specific objectives, research hypothesizes were formulated for testing in response. The specific findings relating to the study objectives are summarized in the following section

5.2.1 Policy Framework and Judicial Service Delivery in Kenya

In the first objective, the study sought to examine how policy framework affects judicial service delivery in Kenya. The descriptive statistics findings showed that a majority of the respondents agreed that the existing policies are adequate in their line of work. On overall an average percentage said that they have access to the policy documents at any time. They strongly agreed that they have no problem with the clarity of most of the policy documents. The policies are relatively outdated and they are required to familiarize themselves with their policies on a regular basis. Majority of the respondents agreed that the policies are substantially sufficient though they find it challenging

implementing the policies. From the correlation analysis, the study established that policy framework had an above average positive and statistically significant correlation with the dependent variable (judicial service delivery in Kenya). Regression analysis between the dependent variable (Service Delivery) and Policy Framework revealed that total variability in the dependent variable (Service Delivery) could be explained by Policy Framework. Further, anova output showed that p-value was less than .05 threshold which led to the rejection of the null hypothesis that there is no significant relationship between policy framework and judicial service delivery in Kenya.

5.2.2 Influence of Stakeholders' Involvement on Judicial Service Delivery in Kenya

In the second objective, the study sought to determine how stakeholders' involvement influence judicial service delivery in Kenya. From the findings, simple majority agreed that the judiciary has adequately involved the public in the current reforms. A small percentage stated that they have been involved/invited to participate in judicial reforms. A small percentage of the respondents have fully implemented the judicial governance reforms affecting their area of work. However, they note that the judicial procedures have increased post reforms, which hinder their efficiency in their line of work. A majority agreed that the current judicial governance reforms have enhanced the quality of service rendered and that communication is now more effective in their line of work post reforms. From the correlation, analysis between stakeholders' involvement and judicial service delivery in Kenya showed that stakeholders' involvement had a positive and statistically significant correlation with the dependent variable (judicial service delivery in Kenya). The regression analysis established that stakeholder types influence judicial service delivery in Kenya. The findings revealed that there is significant relationship between stakeholder types and judicial service delivery in Kenya

5.2.3 Influence of Judicial Funding on Judicial Service Delivery in Kenya

In the third objective, the study sought to find out how judicial funding influences judicial service delivery in Kenya. From the findings, the study established that to a low

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percentage agreed that their remuneration/fees is adequate. It was established that to a minimal percentage they have adequate resources to execute their terms of reference. However, the funds are not always available to support legal aid clinics and a large percentage state that seekers of justice are financially challenged. They find the process to access justice too costly and their performance could have been better with more funds/resources allocated. Further, the study established that they feel adequately compensated for the rendered services, and agreed that given more funds, there are immediate systems changes they would recommend. Correlation analysis between judicial funding and judicial service delivery in Kenya revealed that judicial funding had a positive and statistically significant and correlated with the dependent variable (judicial service delivery in Kenya). A regression analysis findings revealed the dependent variable (Service Delivery) could be explained by Funding of Judiciary. In addition, the anova output showed that p-value was less than .05 threshold at .001. Therefore, the alternative hypothesis that there is no significant relationship between funding and judicial service delivery in Kenya was rejected.

5.2.4 Influence of Training on Judicial Service Delivery in Kenya

In the fourth objective, the study sought to establish whether training influences judicial service delivery in Kenya. From the descriptive statistics a simple majority agreed that they regularly attend legal professional development courses, they have participated in all training needs assessment, the training are directly applicable to their work, the majority of the respondents agreed that due to institutional training, they were professionally competent to undertake all the functions in their line of work.

From the correlation output the study established that there existed a negative and statistically insignificant ($p = .607$) correlation between training and judicial service delivery in Kenya.. From the Anova, the p-value was more than the .05 threshold at and therefore, the null hypothesis that there is no significant relationship between training and judicial service delivery in Kenya was not rejected.

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5.2.5 Influence of Technology on Judicial Service Delivery in Kenya

In the fifth objective, the study sought to identify how technology influences judicial service delivery in Kenya. The findings show that a majority of the respodents agreed that the judiciary has embraced technological advancements. They have adopted technological advancements, however the same sometimes hinder their efficiency when systems are slow and agreed that they have attended adequate ICT based training. The simple majority of the respondents agreed that they don't have sufficient ICT equipment/Machines/gadgets to aid them implement the technological advancement. They agreed that the technological advancements sometimes hinder their efficiency when systems are slow. A majority of the respondents stated that they agreed that they always find it challenging keeping up with the technological advancements. Correlation analysis between technology and judicial service delivery in Kenya showed that technology had a positive and statistically significant correlation with the dependent variable (judicial service delivery in Kenya). A regression analysis between judicial service delivery in Kenya and technology was carried out and the findings revealed that the dependent variable (judicial service delivery in Kenya) could be explained by the independent variable (technology). From the Anova output, p-value was found to be less than .05 threshold and hence, the null hypothesis that there is no significant relationship between technology and judicial service delivery in Kenya was rejected.

5.3 Conclusions

In the first objective, the study sought to examine how policy framework affects judicial service delivery in Kenya. From the findings, a majority agreed that the existing policies are adequate in their line of work, and that they have access to the policy documents at any time. However, a majority felt that the policies were relatively outdated while other majority found it challenging implementing the policies. Correlation and regression analysis showed that there was significant relationship between policy framework and judicial service delivery in Kenya. This therefore led the study to conclude that policy

framework had an impact on judicial service delivery in Kenya that any stakeholder could not afford to ignore as it would negatively affect the delivery of judicial service.

In the second objective, the study sought to determine how stakeholders' involvement influences judicial service delivery in Kenya. From the findings, a majority agreed that they have been involved/invited to participate in judicial governance reforms fora and that the extent of stakeholders involvement has been so much. However, another majority felt that the judicial procedures have increased post reforms which hinder their efficiency in their line of work while other majority felt that the current judicial governance reforms have enhanced their efficiency. Correlation and regression analysis showed there was significant relationship between stakeholder types and judicial service delivery in Kenya.

In the third objective, the study found that a majority agreed that they had adequate resources to execute their terms of reference and that they felt adequately compensated for the rendered services. However, majority agreed that from the correlation and regression analysis, the study found that there was statistically significant relationship between funding and judicial service delivery in Kenya. Therefore, the study concluded that funding influenced judicial service delivery in Kenya positively meaning that more funds would lead to improved delivery of service.

In the fourth objective, the study established from correlation and regression analysis that there was a statistically significant relationship between training and judicial service delivery in Kenya. From this findings therefore the study concluded that training had a positive impact on judicial service delivery in Kenya. In a similar conclusion, the lack of continuous legal education which is an important ingredient to the attainment of judicial re-form and the growth of law hence cannot be sidelined for whatever reasons. The lack of training in any judicial system adversely affects judicial performance

In the fifth objective, the study findings established that the judiciary has embraced technological advancements However, the ICT equipment/Machines/gadgets are

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insufficient hence the partial challenge in implementation of the technological advancements. Correlation and regression analysis showed that there was significant relationship between technology and judicial service delivery in Kenya. From this finding, the study concluded that despite a few shortcomings of technology such as insufficient equipment and slow systems sometimes, technological advancements had influenced the judicial service delivery in Kenya positively.

5.4 Recommendations

The study derived various recommendations from the results, findings and conclusion. First, the judiciary of Kenya can use the findings of this study to introduce key governance drivers that significantly improve service delivery.

Secondly, the judiciary should embrace a dynamic outlook in as far as policy framework is concerned. From the findings, a majority of the judges/magistrates advocates and paralegals felt that the policies were relatively outdated. Therefore this study recommends updating of this policies and embrace periodic reviews post implementation to ensure that all processes are in tandem to the main objective: maximizing judicial service delivery.

Note that the governance reform measures must be sustainable and evidence a long-term commitment from policy makers in government—judicial, executive and legislature. Experience has shown that reform efforts are most successful when they target all elements of the judicial system. This includes wide stakeholder participation and by ensuring that the policies are not only tailored, to accommodate local realities but are appropriately sequenced. Judicial governance reforms can also be interpreted from a broader perspective of structural and procedural reforms of the public sector. This encompasses the New Public Management in essence incorporating "General Reform of Public Policies" as enumerated in France. Right to participation and access to aspects of the judicial system is the true definition of access to justice. In order to overcome the disempowerment, disrespect and disengagement felt by many citizens, access to justice

must include improvements to access to legal education, the public service, the police/law enforcement, Parliament and the law society.

Thirdly; In terms of ICT adoption in the judiciary, a majority felt that they did not have sufficient relevant ICT equipment/Machines/gadgets to aid them implement the technological advancement, while others felt that they always found it challenging keeping up with the technological advancements. Therefore, the study recommends procurement by the judiciary to ensure that sufficient relevant ICT equipment/Machines/gadgets and software are availed. Ensure effective ICT infrastructure e.g. networking, security/integrity and disaster management measures are in place. Embrace court management and document & archive management systems. In addition, regular training would help minimize the challenge of keeping up with the technological advancements.

Fourth, the judiciary should focus on building a cadre of capable judges and staff. By developing the technical and legal capacities of these individuals, the judiciary would ensure that they are capable to contribute to the achievement of the judiciary's vision; effective service delivery. The judiciary should adopt Continuous Legal Education (CLE), which is an important to the attainment of judicial reform and the growth of law. The judicial officers mandated with special tasks within the Judiciary should undergo special training to effectively equip them with the knowledge and skills required to carry out these tasks. All forms of training should be preceded by a needs assessment which should be carried out periodically to identify areas that require improvement by training tailored in line with the gaps identified. The judiciary should also implement employment bond to mitigate on the exodus of officers upon acquiring special skills.

Fifth; The findings also revealed that to the financially challenged, they found the process to access justice too costly. This also came out from the court users who cited lack of funds as one of the reasons they could not be accorded fair trial. On this the study recommends that the judiciary initiates partnership with a group of advocates

willing to come up with a ceiling noting the minimum as provided by the Advocates Remuneration Order for all legal charges so as make justice affordable to everyone.

The stakeholders within judiciary influence strategy and consequently influence the judiciary purpose that result in formal expectations in terms of achievement. The extents to which organizational stakeholders are interested in or able to influence judiciary service delivery vary and their different power and interests cannot be underestimated. Therefore, partnerships with communities and across disciplines and institutions must be fostered. The Judiciary has historically faced inadequate funding from the Government. It should have financial autonomy through the creation of the Judiciary Fund. This fund should be operationalised and an internal capacity created to manage it competently. The Judiciary should also institutionalize results-based budgeting, and establish a financial management and accountability system.

A majority of the court users rated the performance of the judges/magistrates, advocates and paralegals as poor or below average. This was mostly because their expectations were not met and added that they expected a fair trial with less time while others recommended that appeal should have guidelines on time frame the judicial officers should perform within. I would recommend reforming and streamlining many areas of the justice system, as well as reforming social institutions with the goal of creating a more holistic model of service. Revision of judicial officer performance appraisals guidelines balancing between faster dispensation of judgements and quality of the judgement. Judicial powers should consider specialization and must arbitrate between concentration and proximity to manage the aspect of backlog. Other court users who cited corruption as the impediment to a fair trial recommended leadership and governance principles to be implemented strictly while radicalization processes to vet out corrupt officers should be supported by all stakeholders.

5.4.1 Contribution of the study to the Body of Knowledge Theory and Practice

The study contributes to the body of knowledge in methodology, theory and practice. To derive more valuable and broader conclusions, the study adopted methodology involving administering questionnaires across a wide range of judicial officers' in various sectors to enable the researcher increase the generalizability of the results.

From the study it was evident that the judiciary has adequately involved the public in the current reforms. However, some respondents felt that the judicial procedures have increased post reforms. Some respondents also felt that the process of accessing justice is too costly for financially challenged people. While others agreed if more funds were availed, there are immediate changes to the system that they would recommend.

The judiciary has embraced technological advancements. However, ICT equipment is insufficient. Additionally, there is need for ICT training to address the challenges in implementation of the technological advancements.

This study is therefore of scholarly importance as it has introduced other factors that influence judicial service delivery which recent studies have not investigated i.e. the influence of policy framework, judicial funding, stakeholders' involvement, training and technology and judicial service delivery relationship model. This study identified policy framework, judicial funding, stakeholders' involvement, training and technology as the main drivers of judicial service delivery.

The findings and the results of this study suggest that the judiciary in Kenya needs to enhance their policy framework to adequately provide in the areas of judicial funding, training, technology, and stakeholder types to enhance in their operations in improving judicial service delivery.

This study has made key important contributions to drivers of judicial governance reforms and judicial service delivery. The study has confirmed the existing literature in

terms of positive influence of the drivers and service delivery. Scholarly research has also examined the link between judicial governance reforms and service delivery such as a study by Mendelski (2012) in a study the European Union's driven judicial governance reforms in Romania that examined the impact of the European Union (EU) and domestic actors on the development of judicial quality (rule of law) across two key dimensions: judicial capacity and judicial impartiality, it argues and shows empirically that although the EU has been crucial in eliciting change in the judicial capacity dimension, it was largely unsuccessful in changing aspects of the judicial impartiality dimension. Although the findings revealed a positive relationship between judicial governance reforms and service delivery, his findings did not specify the number and size of the judiciary under study and hence the results cannot be generalized.

5.5 Recommendations for Further Studies

This study aimed at establishing the drivers of judicial governance reforms and their influence on judicial service delivery in Kenya. Therefore, a similar study can be carried out outside the stated realm of geographical location. Further, a similar study can be carried out in specific courts within Kenya or outside Kenya. The study used Policy Framework, Funding of Judiciary, stakeholders' involvement, training, and technology as its drivers of judicial governance reforms. Therefore, a similar study can be done using different variables/drivers of judicial governance reforms. The study concentrated on only five sub-variables, as it was not possible to study all factors that influence judicial governance reforms to enhance judicial service delivery in Kenya. Without a doubt other factors come into the interplay and provide perceptive results to the issue of judicial governance reforms influencing the judicial service delivery in Kenya. Future studies should explore other factors that influence judicial service delivery in Kenya. The study was only limited to the Kenyan context and hence similar studies should be conducted in other countries as well.

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APPENDICES

Appendix I: Letter of Introduction

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: KIMARI, MARY MUTHONI

I am a post graduate student at Jomo Kenyatta University of Agriculture and Technology JKUAT), pursuing a Doctoral degree (PhD) in governance and leadership at KQ Pride Centre. As a requirement, I am undertaking thesis work entitled **'Drivers of judicial governance reforms on the delivery of services in Kenya'.** I am seeking your support for an interview that will take 20 minutes of your time. The research is involving the judicial governance reforms in Kenya. The information received will be treated as confidential and will be used for academic purposes only. A summary of the findings can be availed to you on request.

Thank you.

Kimari, Mary Muthoni

0722560226

Kimarim@yahoo.com

Appendix II: Service Provider Questionnaire

The Judiciary is regarded as the guardian of laws and societal integrity and therefore critical in the guarantee of good governance. The way the judiciary operates in terms of service delivery has an impact on the country's economic and development performance. This research examines and documents the drivers of judicial governance reforms and their impact on the delivery of services in Kenya.

<u>SECTION A. Demographics.</u>

Please select your response by placing a tick ( ) inside one of the option boxes.

1. Which of the following best describes your role in the judiciary?

☐ Judges .☐Registrars/Magistrates ☐ Advocates/Lawyers ☐ Paralegal

2. How long have you worked in the Judiciary/legal profession?………………years

3. Please select your gender ☐ Male ☐ Female

4. Please select your age bracket in years

☐ Less than 25 ☐ 25-35 ☐ 36-50 ☐ more than 50

5. Highest level of education attained

☐ Certificate ☐Diploma ☐Bachelor ☐ Masters ☐ PhD

SECTION B:

6. Respond to the following statement in regard to policy framework and work by ticking your appropriate response on the Likert scale 5=**SA (Strongly agree),4= A (Agree), 3=N (Neutral) D 2=(Disagree), 1=SD (Strongly disagree).**

Policy Framework

	Statement	SA	A	N	D	SD
a.	The existing policies are adequate in my line of work					
b.	I have access to the policy documents at any time					
c.	I have no problem with the clarity of most of the policy documents					
d.	The policies are relatively outdated					
e.	I am required to familiarize myself with our policies on a regular basis					
f.	The policies are substantially sufficient.					
g	I find it challenging implementing the policies.					

How else can policy framework be improved to enhance service delivery in the judiciary in Kenya

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SECTION C:

7. Respond to the following statement in regard to stakeholder types and work by ticking your appropriate response on the Likert scale 5=**SA (Strongly agree),4= A (Agree), 3=N (Neutral) D 2=(Disagree), 1=SD (Strongly disagree).**

FUNDING

	Statement	SA	A	N	D	SD
a.	I have adequate resources to execute my terms of reference.					
b.	Funds are always available to support legal aid clinics.					
c.	To the financially challenged, I find the process to access justice too costly.					
d.	I feel adequately compensated for the rendered services					
e.	Given more funds, there are immediate systems changes I would recommend					
f.	My performance could have been better with more funds/resources.					

Has the donor funding changed the justice system?

……………………………………………………………………………………………

……………………………………………………………………………………………

……………………………………………………………………………………………

SECTION D:

8. Respond to the following statement in regard to stakeholder types and work by ticking your appropriate response on the Likert scale 5=**SA (Strongly agree),4= A (Agree), 3=N (Neutral) D 2=(Disagree), 1=SD (Strongly disagree).**

Stakeholder Involvement

	Statement	SA	A	N	D	SD
a.	The judiciary has adequately involved the public in the current reforms.					
b.	I have been involved/invited to participate in judicial governance reforms fora.					
c.	The extent of stakeholders involvement has been so much.					
d.	I have fully implemented the judicial governance reforms affecting my area of work.					
e.	The judicial procedures have increased post reforms which hinder my efficiency in my line of work.					
f.	The current judicial governance reforms have enhanced my efficiency.					
g	Communication is now more effective in my line of work Post reforms.					

How else can the stakeholder involvement be improved to enhance service delivery in the judiciary in Kenya

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SECTION E:

9. Respond to the following statement in regard to training and work by ticking your appropriate response on the Likert scale 5=**SA (Strongly agree),4= A (Agree), 3=N (Neutral) D 2=(Disagree), 1=SD (Strongly disagree).**

Training

	Statement	SA	A	N	D	SD
a.	I regularly attend legal professional development training.					
b.	I have participated in all training needs assessment.					
c.	I have regularly attended professional development courses.					
d.	The training are directly applicable to my work.					
e.	All of my colleagues benefit from the scheduled training.					
f.	Due to institutional training, I am professionally competent to undertake all the functions in my line of work.					
g	I have not been adequately trained on the job.					

How else can the training can be improved to enhance service delivery in the judiciary in Kenya

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SECTION F:

10. Respond to the following statement in regard to technology and work by ticking your appropriate response on the Likert scale 5=**SA (Strongly agree),4= A (Agree), 3=N (Neutral) D 2=(Disagree), 1=SD (Strongly disagree).**

Technology

	Statement	1	2	3	4	5
a.	The judiciary has embraced technological advancements.					
b.	The adopted technological advancements sometimes hinder my efficiency when systems are slow.					
c.	I have attended adequate ICT based training.					
d.	I don't have sufficient ICT equipment/Machines/gadgets to aid me implement the technological advancement.					
e.	The technological advancements sometimes hinder my efficiency when systems are slow.					
f.	I always find it challenging keeping up with the technological advancements.					
g	The judiciary has embraced technological advancements.					

How else can the technology be improved to enhance service delivery in the judiciary in Kenya

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SECTION G:

11. Respond to the following statement in regard to technology and work by ticking your appropriate response on the Likert scale 5=**SA (Strongly agree),4= A (Agree), 3=N (Neutral) D 2=(Disagree), 1=SD (Strongly disagree).**

SERVICE DELIVERY

	SA	A	N	D	SD
1. I always appreciate and conform to performance timelines.	☐	☐	☐	☐	☐
2. I always ensure that communication is effective in my line of work.	☐	☐	☐	☐	☐
3. My performance rarely attracts complaints.	☐	☐	☐	☐	☐
4. I treat all the court users with respect.	☐	☐	☐	☐	☐
5. I am rarely absent from work.	☐	☐	☐	☐	☐
6. I perform all my tasks on time.	☐	☐	☐	☐	☐
7. All court users are satisfied with my work	☐	☐	☐	☐	☐
8. My objective is always to be fair/equitable/just.	☐	☐	☐	☐	☐

	SA	A	N	D	SD
1. The judicial governance reforms policies has enhanced the independence of the judiciary.	☐	☐	☐	☐	☐
2. Continuous professional education of the legal professionals contributes towards reliability of rulings.	☐	☐	☐	☐	☐
3. The judicial governance reforms policies have enhanced the independence of the judiciary.	☐	☐	☐	☐	☐
4. Continuous Legal Education of the stakeholders contributes towards accountability of resources.	☐	☐	☐	☐	☐
5. The equality of opportunity to access justice has enhanced reliability of rulings.	☐	☐	☐	☐	☐
6. Involvement of the stakeholders in governance reforms has enhanced accountability of resources.	☐	☐	☐	☐	☐
7. The funding from the exchequer has enhanced independence of the judiciary.	☐	☐	☐	☐	☐

Has the judicial governance reforms affected your performance?

………………………………………………………………………………………………

………………………………………………………………………………………………

How would you judge customer satisfaction with the ongoing judicial governance reforms?

………………………………………………………………………………………………

………………………………………………………………………………………………

Appendix III: Court Users Questionnaire

The Judiciary is regarded as the custodian of law and societal integrity and therefore critical in the guarantee of good governance. The way the judiciary operates in terms of service delivery has an impact on the country's development performance. This research assesses delivery of services by the judiciary in Kenya.

SECTION A: Demographics.

Please select your response by placing a tick ( ) inside one of the option boxes.

1. Are you a court user? ☐ Yes ☐ No

2. If yes; ☐ Civil Matter ☐ Criminal Matter

3. My matter is being heard ☐ First Instance ☐ 1st Appeal
2nd A appeal

4. Please select your gender ☐ Male ☐ Female

5. Please select your age bracket in years

☐ Less than 25 ☐ 25-35 ☐ 36-50 ☐ more than 50

6. Highest level of education attained

☐ Certificate ☐ Diploma ☐ Bachelor ☐ Post Graduate

7. How many years have you pursued your matter in court?

☐ Less than 5 ☐ 5-10 ☐ 11-20 ☐ more than 20

SECTION B.

Answer the following questions by stating your opinion on a likert scale of 1- 5

SA: Strongly Agree   A: Agree   N: Neutral   D: Disagree   SD: Strongly Disagree

	SA	A	N	D	SD
JUDGE/MAGISTRATE					
1. My experience with the judge/magistrate is professional.	☐	☐	☐	☐	☐
2. The communication channels between me and the judge/magistrate is effective in my experience.	☐	☐	☐	☐	☐
3. I have registered complaints against the judge/magistrate.	☐	☐	☐	☐	☐
4. If I understood the complaints process I would lodge a complaint against the judge/magistrate.	☐	☐	☐	☐	☐
5. I have found the judge/magistrate always available during office hours.	☐	☐	☐	☐	☐
6. The judge/magistrate has dealt with my issues on time.	☐	☐	☐	☐	☐
7. The judge/magistrate has served me fairly.	☐	☐	☐	☐	☐

ADVOCATE					
1. My experience with the advocate is professional.	☐	☐	☐	☐	☐
2. The communication channels are effective in my experience.	☐	☐	☐	☐	☐
3. I have registered complaints against a judicial officer.	☐	☐	☐	☐	☐
4. If I understood the complaints process I would lodge a complaint against the advocate	☐	☐	☐	☐	☐
5. I have found the advocate always available during office hours.	☐	☐	☐	☐	☐
6. The advocate has dealt with my issues on time.	☐	☐	☐	☐	☐
7. The advocate has served me fairly.	☐	☐	☐	☐	☐

PARALEGAL					
1. My experience with the paralegal is professional.	☐	☐	☐	☐	☐
2. The communication channels are effective in my experience.	☐	☐	☐	☐	☐
3. I have registered complaints against the paralegal.	☐	☐	☐	☐	☐
4. If I understood the complaints process I would lodge a complaint against the paralegal	☐	☐	☐	☐	☐
5. I have found the paralegal always available during office hours.	☐	☐	☐	☐	☐
6. The paralegal has dealt with my issues on time.	☐	☐	☐	☐	☐
7. The paralegal have served me fairly.	☐	☐	☐	☐	☐

SECTION C.

1. In which court is your matter…………………………………………………

   e.g. (*Supreme Court, Court of appeal, High court, Magistrate court*)

2. State the subject matter of your case…………………………………………

   e.g. (*Succession, Divorce, Land, Conveyancing, Theft, Robbery with violence, Personal Injury etc*)

3. Name of the Judge/Magistrate…………………………………………………

4. Name of your Advocate…………………………………………………………

5. Have your Expectations been met?..

6. If yes/No briefly highlight…………………………………………………………

   …………………………………………………………………………………………

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   …………………………………………………………………………………………

   …………………………………

7. What are your recommendations to help in the continuous objective of improving judicial service delivery

   …………………………………………………………………………………………

   …………………………………………………………………………………………

   …………………………………………………………………………………

8. On a scale of 1-5,   (1 poor, 5 Excellent,) Rate the overall performance of the ;

   [ ] Judge/Magistrate   [ ] Advocate   [ ] Paralegal

   Thank You

Appendix IV: Letter of Authorization from Ministry of Interior and Coordination of National Government

MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT

KENYA PRISONS SERVICE

Telegrams: "COMPRISONS" Nairobi
Telephone: +254 02 2722900-6
E-mail Commissioner.prisons@gmail.com
When replying please quote

PRISONS HEADQUARTERS
P.O.BOX 30175-00100
NAIROBI.

6TH DECEMBER, 2016
Date:

Ref: PRIS 9/14 VOL 1/116

OFFICER IN CHARGE:
1. LANG'ATA WOMEN PRISON
2. KAMITI MAIN PRISON
3. NAIROBI REMAND AND ALLOCATION

REF: MARY KIMARI

The above named person is an advocate of the High Court of Kenya and a lecturer at the Kenya School of law currently undertaking her PhD studies in the area of Leadership and Governance. Allow her to carry out her research on in your station.

During the research, the rules and regulations laid down by the Kenya Prisons Service should be adhered to.

J. M K'ODIENY, OGW, SDCP
For: COMMISSIONER GENERAL.

Appendix V: Letter of Confirmation

JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY
KQ PRIDE CENTRE
P.O. Box 62000-00200 CITY SQUARE, NAIROBI, KENYA. TELEPHONE: 0719828131/0735015175/0206422832
Office of the Associate Chair
Email: chairjkuat-kqpridecentre@jkuat.ac.ke

Our Ref: JKU/16/006 - HD419-5681/2014   DATE : 03th May, 2016

TO: WHOM IT MAY CONCERN

Dear Sir/Madam

RE: CONFIRMATION OF KIMARI MARY MUTHONI.

The above subject refers.

This is to confirm that Kimari Mary Muthoni is a bona fide student of Jomo Kenyatta University of Agriculture and Technology pursuing a Doctoral degree (PhD) in Leadership and Governance at our centre, KQ Pride Centre.

The student has successful completed course work; a mandatory three (3) semesters of class attendance, assignments, sitting of CATs and examinations and passed. The student can now proceed on for thesis which should take twenty four (24) months on the " Driver of judicial governance reforms on the delivery of services in Kenya".

Any assistance accorded to her will be highly appreciated.

For any further enquiries, please do not hesitate to call us.

Thank you.

Yours faithfully

0 3 MAY 2016

DR. JANE W. GATHENYA, PhD
ASSOC. CHAIR, KQ PRIDE CENTRE
jwg/ikt

JKUAT is ISO 9001:2008 and ISO 14001:2004 Certified
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Appendix VI: Permit from NACOSTI