REPUBLIC OF KENYA

JUDICIAL SERVICE COMMISSION



REPORT TO THE LAW SOCIETY OF KENYA ON JUDICIAL SERVICE COMMISSION STRATEGIC ACHIEVEMENTS FOR THE YEAR 2025

DECEMBER 2025

Presented to

LAW SOCIETY OF KENYA

By the LSK representatives to JSC

Hon. Commissioner Jacqueline Ingutiah, MBS
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Our Vision
A Commission of Excellence in promoting an independent, transparent and accountable Judiciary.
Our Mission
To facilitate an independent and accountable Judiciary that is competent, efficient, effective, and transparent in the administration of justice through capacity development and strategic partnerships.
Core Values
Independence
Transparency
Accountability
Integrity and Professionalism

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List of Acronyms and Abbreviation

AJS	Alternative Justice Systems
CAM	Court Annexed Mediation
ELC	Environment & Land Court
ELRC	Employment & Labour Relations Court
ERP	Enterprise Resource Planning
FiRe	Financial Reporting Awards
FY	Financial Year
JSC	Judicial Service Commission
KJA	Kenya Judiciary Academy
KLRC	Kenya Law Reform Commission
KMJA	Kenya Magistrates and Judges Association
OAG	Office of the Auditor General
OSHA	Occupational Safety and Health Act
PMMU	Performance Management and Measurement Understanding
SGBV	Sexual and Gender-Based Violence
SMC	Senior Management Course
STAJ	Social Transformation through Access to Justice
SUPKEM	Supreme Council of Kenya Muslims

Statement From LSK Female Representative



The year 2025 marked a defining period for the Judicial Service Commission in advancing its constitutional mandate of promoting judicial independence, accountability, and access to justice for all Kenyans. The Commission made significant progress in strengthening the administration of justice through institutional reforms, expansion of court infrastructure, enhanced accountability mechanisms, and sustained engagement with stakeholders.

During the year under review, the Commission prioritized efficiency and inclusivity in justice delivery. The establishment and operationalization of new Magistrates Courts in Dagoretti, Kamwangi, Kendu Bay, Kombewa, Moiben and Wamunyu, as well as the Court of Appeal sub-registry in Garissa and ELC sub-registries in Bomet and Wajir, have greatly enhanced geographical access to justice. The Dagoretti Law Courts, with a dedicated Sexual and Gender-Based Violence (SGBV) Court, represent a major milestone in protecting vulnerable populations and easing congestion in neighbouring court stations.

The Commission also strengthened judicial accountability through the development of the Judicial Service (Processing of Petitions and Complaints) Regulations, automation of complaints management, and streamlining of disciplinary processes. These reforms reinforce transparency and public confidence in the Judiciary. In the year, the Commission processed 214 petitions against judges and handled disciplinary matters involving both judicial officers and staff, demonstrating its commitment to upholding integrity within the Judicial Service.

Further, the Commission continued to invest in human capital through the recruitment and selection of judicial officers and staff. During the period under review, a total of 137 judicial officers and 24 judicial staff were recruited. Additionally, 175 judicial officers were promoted to enhance staff morale and motivation. The Commission, through the Kenya Judiciary Academy, also conducted extensive training and capacity-building programmes for judges and judicial officers. These interventions are critical in addressing case backlogs and improving the quality and timeliness of justice delivery.

I reaffirm the commitment of the Commission in working closely with Law Society of Kenya in strengthening judicial accountability, safeguarding judicial independence, and enhancing access to justice for all.

Hon. Commissioner Jacqueline Ingutiah, MBS



Statement from LSK Male Representative

The Judicial Service Commission recorded remarkable achievements in the year 2025 in pursuit of its constitutional mandate to promote an independent, accountable, and efficient Judiciary. I take pride in the Commission's transformative agenda that continues to shape a responsive and people-centred justice system.

The Commission strengthened organizational performance within the Judiciary through the revision of the Judicial Staff Performance Appraisal Tool and the implementation of the Performance Management and Measurement Understandings (PMMU). Notably, the Judiciary attained an overall performance score of 95.29 per cent, while case backlog reduced by 9 per cent from 268,116 to 244,267 cases. These gains reflect a strong culture of performance, accountability, and service excellence.

In advancing judicial accountability, the Commission implemented far-reaching reforms including the digitization of complaints handling through an online Complaints Management System, Complaints Management System, development of disciplinary process guidelines, and strengthening collaboration with the Judiciary Ombudsman. These initiatives ensure fair, transparent, and timely resolution of complaints and petitions, thereby reinforcing public trust in the justice system.

The Commission also demonstrated strong financial stewardship by transitioning to accrual-based accounting in line with IPSAS standards, developing a Resource Mobilization Policy, and engaging both the National Assembly and National Treasury to advocate for sustainable financing of the Judiciary. These efforts were recognized through the FiRe Awards and commendation by the National Treasury for an unqualified audit opinion.

I commend our partners for their unwavering commitment to justice sector reforms. The Law Society of Kenya remains a steadfast partner of the Commission in strengthening judicial accountability, deepening access to justice, and upholding the rule of law.

Hon. Commissioner Omwanza Ombati, MBS

Executive Summary



This report highlights the strategic achievements of the Commission for the year 2025, guided by the five strategic outcomes of the JSC Strategic Plan 2022–2027, namely: efficient and transformative administration of justice; a motivated and professional judicial workforce; sustainable financing; increased public confidence and trust; and strengthened institutional capacity.

In enhancing efficiency and access to justice, the Commission facilitated the establishment and operationalization of new Magistrates Courts in Dagoretti, Kamwangi, Kendu Bay, Kombewa, Moiben and Wamunyu, as well as new Court of Appeal and Environment and Land Court sub-registries. These interventions have significantly improved geographical access to justice and reduced pressure on congested court stations. The Dagoretti Law Courts, hosting a Magistrates Court, Small Claims Court and an SGBV Court, stand out as a flagship project for inclusive justice.

The Commission strengthened judicial accountability through the development of the Judicial Service (Processing of Petitions and Complaints) Regulations, automation of complaints management, and approval of disciplinary process guidelines. During the year, 214 petitions against judges were processed, alongside disciplinary cases involving judicial officers and staff. These measures entrench integrity, transparency, and professionalism within the Judicial Service. Through the appointment of 24 judicial staff and 137 judicial officers, and the promotion of 175 judicial officers, the Commission strengthened judicial capacity and motivation, resulting in improved operational efficiency, reduced case backlogs, and enhanced access to justice.

On financial sustainability, the Commission developed a Resource Mobilization Policy, engaged the National Assembly and National Treasury on budgetary support, and transitioned to accrual-based accounting in compliance with IPSAS standards. The Commission's strong financial governance was recognized through the prestigious FiRe Awards and commendation for an unqualified audit report. kadhis, and implemented a comprehensive training calendar featuring 16 capacity-building programmes. These initiatives support timely dispute resolution and improve the quality of adjudication. Public confidence and trust were enhanced through the issuance of a Stakeholder Engagement and Communication Strategy, proactive media engagement, Bar-Bench forums, and participation in public exhibitions such as the Supreme Court @ 12 Conference. These initiatives strengthened transparency, institutional visibility, and citizen engagement.

Overall, the year 2025 was marked by significant reforms, institutional strengthening, and expanded access to justice. The Commission remains committed to working closely with the Law Society of Kenya and other stakeholders in advancing judicial independence, accountability, and the rule of law in Kenya



01

INTRODUCTION

The Judicial Service Commission (JSC) is a Constitutional body established under Article 171(1) of the Constitution of Kenya. The mandate of the Commission under Article 172 (1) of the Constitution is to promote and facilitate the independence and accountability of the Judiciary and the efficient, effective and transparent administration of justice. Additionally, Article 172 (1) and Article 168 of the Constitution details functions of the Judicial Service Commission.

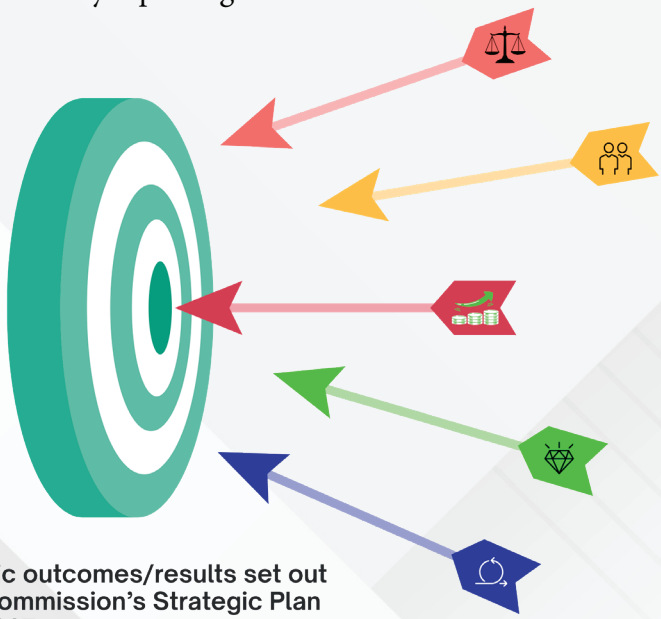
The composition of the Commission is provided for under Article 171(2) of the Constitution and includes two (2) members one male and one female elected as representatives of the Law Society of Kenya (LSK). During the year under review, the LSK was represented on the Commission by Hon. Commissioner Ms. Jacqueline Ingutiah and Hon. Commissioner Ombati Omwanza.

The mandates of the Commission and the LSK are complementary, forming a dynamic partnership in the pursuit of justice. This synergy highlights the importance of strengthening collaboration and building sustainable partnerships. One key platform for such engagement is through accountability reporting.

This report serves as an important instrument for transparency and feedback, keeping the Law Society of Kenya informed of the Commission's strategic achievements in the discharge of its mandate. It also explores new and emerging opportunities for deeper collaboration between the two institutions, with a view to enhancing their collective impact on the administration of justice.

The report is developed alongside the statutory Annual Reports and the State of the Judiciary and the Administration of Justice Report, as required under Sections 38 and 5(2)(b) of the Judicial Service Act respectively. These reports are accessible through the Commission's and the Judiciary's websites. The JSC 2024–2025 report is available at: **https://www.jsc.go.ke/wp-content/uploads/2024/02/JSC-ANNUAL-REPORT-FY-2024-25.pdf**

During the reporting period, the Commission undertook various strategic initiatives aimed at fulfilling its mandate and achieving key milestones in implementation. of the Five (5) strategic outcomes/results set out in the Commission's Strategic Plan 2022-2027:



Efficient, effective, accountable, and transformative administration of justice

Motivated, professional, dynamic, responsive judges, judicial officers and judicial staff.

Sustainable funding and sound financial management for the JSC and the Judiciary.

Increased public confidence and trust in the JSC and the Judiciary.

Strengthened institutional capacity of the Commission.

Strategic outcomes/results set out in the Commission's Strategic Plan 2022-2027



02

STRATEGIC ACHIEVEMENTS FOR JSC IN THE YEAR 2025

2.1 Efficient, Effective, Accountable and Transformative Administration of Justice

The Commission implemented several initiatives to strengthen efficiency, effectiveness, and accountability within the Judiciary. These included the following:

2.1.1 Strengthened Organizational Performance within the Judiciary

The Commission implemented several initiatives to strengthen organizational performance, including the revision of the Judicial Staff Performance Appraisal Tool for the Judiciary. Initially introduced in the 2015/2016 financial year, the tool was updated to align with ongoing transformation initiatives and redefined job roles. The revised appraisal system now incorporates clear and objective key performance indicators as well as a rewards mechanism to recognize and motivate high-performing staff.

Additionally, the Commission has continued to mainstream performance management across the Judiciary through the Performance Management and Measurement Understandings (PMMUs). The 2024/25 period marked the 9th cycle of the PMMU, covering performance for the 2022/23 financial year. During the reporting period, the Commission reviewed the PMMU Report and issued directives for further improvement in service delivery. The Judiciary achieved an overall performance score of 95.29 per cent, demonstrating its sustained commitment to enhancing service delivery. Notably, the case backlog reduced from 268,116 to 244,267 cases, representing a 9 per cent decrease over the period.

2.1.2 Enhanced inclusivity in Access to Justice

The JSC is mandated to exercise oversight over the judiciary in the administration of justice.

This requires that the Commission put in place strategies and develop policies to facilitate access to justice for all Kenyans. To this end, the Commission carried out the following initiatives.

Increased courts and Sub-Registries

The Commission facilitated the establishment and operationalization of the Dagoretti, Kamwangi, Kendu Bay, Kombewa, Moiben and Wamunyu Magistrates Courts during the reporting period. The newly established Dagoretti Law Courts now host a Magistrates Court, a Small Claims Court, and a dedicated Sexual and Gender-Based Violence (SGBV) Court. This development is particularly significant, as it is expected to ease the caseload burden currently experienced at the Kibera and Kikuyu Law Courts, while also enhancing access to justice by reducing travel time and related costs for residents.

Similarly, the opening and operationalization of the Kamwangi, Kendu Bay, Kombewa, Moiben, and Wamunyu Law Courts mark a critical milestone in expanding legal access across the respective regions. These courts have been designed to address local justice needs with enhanced fairness, responsiveness and efficiency.

In addition, the Commission facilitated the operationalization of the Court of Appeal sub-registry in Garissa. It also supported the establishment of two new Environment and Land Court (ELC) sub-registries in Bomet and Wajir.

The establishment of the Courts and sub-registries reflects the Commission's commitment of ensuring access to justice for all.



The Chairperson of the Judicial Service Commission, Hon. Martha Koome, together with the President of the Law Society of Kenya, Ms. Faith Odhiambo, and the Commission Secretary, Hon. Winfridah Mokaya, preside over the official opening of the Dagoretti Law Courts

Building the Capacity of Tribunals

Tribunals handle specialised disputes in areas such as employment, land and taxation. To strengthen their effectiveness, the Commission is enhancing tribunal capacity through human resource, legal, financial, and administrative support.

In this regard, the Commission engaged both the Executive and the Legislature to fast-track the enactment of the Tribunals Bill. The Bill is intended to streamline the jurisdiction of tribunals, guide their transition into the Judiciary, and harmonise the procedures for appointing and remunerating tribunal chairs and members. The Commission is working towards

Additionally, the Commission has facilitated the transitioning of 26 tribunals to the Judiciary and also recruited thirteen (13) members to various tribunals including the Tax Appeals Tribunal, the Water Tribunal and the Legal Education Tribunal to further enhance their operational capacity.

2.1.3 Improving Judicial Accountability

The Constitution, under Article 168, bestows upon the Commission powers to receive and process petitions against judges. Similarly, under Article 172 (1) (c), the Commission exercises disciplinary control over judicial officers and judicial staff.

Improved process of handling petitions

The Commission is mandated under Articles 168 and 172 (1) (c) of the Constitution to process petitions against judges and complaints against judicial officers and staff. During the reporting period, the Commission implemented several initiatives to improve the process of handling petitions and complaints as outlined below.

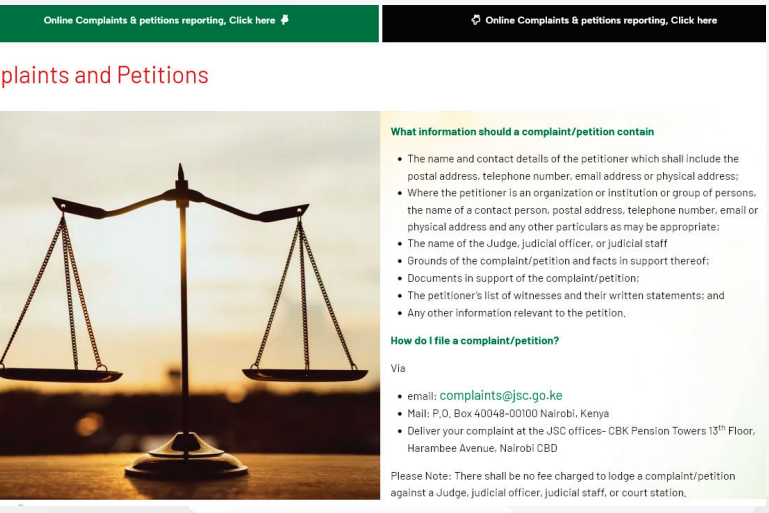
i. Development of the Judicial Service (Processing of Petitions and Complaints) Regulations.

The Commission developed the Draft Judicial Service (Processing of Petitions and Complaints) Regulations, 2025, which were subjected to stakeholder validation during the reporting period.

The Commission developed the Draft Judicial Service (Processing of Petitions and Complaints) Regulations, 2025, which were subjected to stakeholder validation during the reporting period. The Regulations have since been finalized and forwarded to the Office of the Attorney-General. Effective Complaints/Petitions management is critical in entrenching integrity and accountability in the Judicial Service and providing a feedback mechanism on service delivery.

ii. Automation and digitization of complaints processes

During the year, the Commission Commenced the automation of its complaints management processes through the implementation of an online Complaints Management System aimed at enhancing efficiency and transparency in handling complaints. Once fully operationalized the system will allow the electronic submission and tracking of complaints and will provide data analytics for trend monitoring and reporting and generates SMS or email notifications to keep complainants informed about the status and progress of their cases.



A screenshot of the JSC Complaints Management System interface

iii. Petitions Against Judges

Effective management of complaints and petitions is critical for entrenching integrity and accountability in the Judicial Service, as well as providing a feedback mechanism for service delivery. The petitions handled during the year under review are as follows:

Table 2-1: Comparative analysis of Petitions against Judges in the FY 2024/25 and FY 2023/2024

No.	Details	2024/2025	2023/2024
1.	Petitions brought forward from the previous year.	71	41
2.	Petitions received during the year	143	100
3.	Total Petitions	214	141
4.	Petitions Concluded	82	70
5.	Petitions in progress as at 30th June,2025	132	71

The Commission processed a total of two hundred and fourteen (214) petitions out of which eighty-two (82) petitions were concluded with one hundred and thirty-two (132) pending, as indicated in Table 2-1 above. There has been a noted increase in number of petitions lodged against judges by 45% as result of enhanced stakeholder and media engagement. To this end, the Commission has created additional panels and increased the no sessions as part of Rapid results initiative (RRI). Out the 132 petitions in processes 8 were escalated to a panel for hearing while the remaining petitions are at different stages of processing.

Nature of petitions against judges

The nature of the allegation in the 214 petitions the Commission processed is detailed in

No.	Nature of Allegations in the Petitions	No. of Cases
1.	**Gross misconduct or misbehaviour** - Grant of mandatory /final orders ex parte at the interlocutory stage, delay in delivery of ruling/ judgment/ backdating judgment, use of intemperate language & hostility towards litigants and abuse of office/violation of the oath of office.	104
2.	**Incompetence** - Entertaining matters while lacking jurisdiction, overturning orders of Judges of concurrent jurisdiction and higher courts, and Unprofessional conduct-issuing, conflicting rulings.	42
3.	**Breach of the Code of Conduct** - Withholding/retaining Court files in chambers after delivery of judgment/ruling, soliciting for bribe/corruption/Compromise/ undue influence, conflict of Interest/Interference, bias/malice/ partiality/unjust/impropriety/ ineptitude/issuing oppressive orders	68
	Total	**214**

iv. Disciplinary cases against Judicial Officers

Paragraph 25 (2) Part IV of the Third Schedule of the Judicial Service confers power upon the Chief Justice to escalate a disciplinary case to the Commission if an officer fails to exculpate himself or herself in response to the charge or fails to respond to the charge and the Chief Justice is satisfied that the complaint raises sufficient grounds for gross misconduct. Pursuant to this, the Commission received and handled ten (10) disciplinary cases against Judicial officers.

Out of the 10 cases, 2 were concluded, five (5) were admitted for hearing and proceeding before various panels of the Commission while three (3) are in various stages of processing

To improve accountability in reporting on complaints and discipline cases, the Commission engaged the Office of the Judiciary Ombudsman with a view of strengthening collaboration and emphasis were laid on the need for the office to submit quarterly reports to the Commission.

v. Disciplinary cases against Judicial staff.

During the period, the Commission handled thirty-five (35) matters against Judicial staff. Out of the 35, twenty (20) were admitted for hearing before a panel of the Commission with ten (10) awaiting final decision and 10 are ongoing. Fifteen (15) matters are being processed.

vi. Streamlining of the disciplinary processes

During the reporting period, the Commission approved Disciplinary Process Guidelines aimed at streamlining management of disciplinary processes for judicial officers and staff. The guidelines will ensure that disciplinary cases are fast tracked and that the Commission complies with legal requirements of fairness, consistency and transparency while handling disciplinary cases.

2.1.4 Leveraging on Technology and Innovation

On leveraging technology and innovation, the Commission made significant progress in strengthening its ICT governance and digital transformation agenda for the Judiciary.

During the reporting period, the Commission developed and issued a comprehensive suite of ICT policies to guide and standardize technology operations in the Judiciary. These include the Policy on ICT Security, the Policy on Systems Development and Management, the Policy on Network Administration, the Policy on Systems and Database Administration, the Policy on Leasing of ICT Equipment, the Policy on End User Computing Devices, and the Policy on Digitization of Records. Collectively, these policies provide a robust framework for enhancing system reliability, improving data security, supporting efficient technology acquisition, and accelerating the transition to digital records management thereby positioning the Judiciary to deliver services more effectively and sustainably.



2.1.5 Development of Policies, Guidelines and Manuals

The Commission developed or reviewed several policies and guidelines to improve judicial service delivery, including:

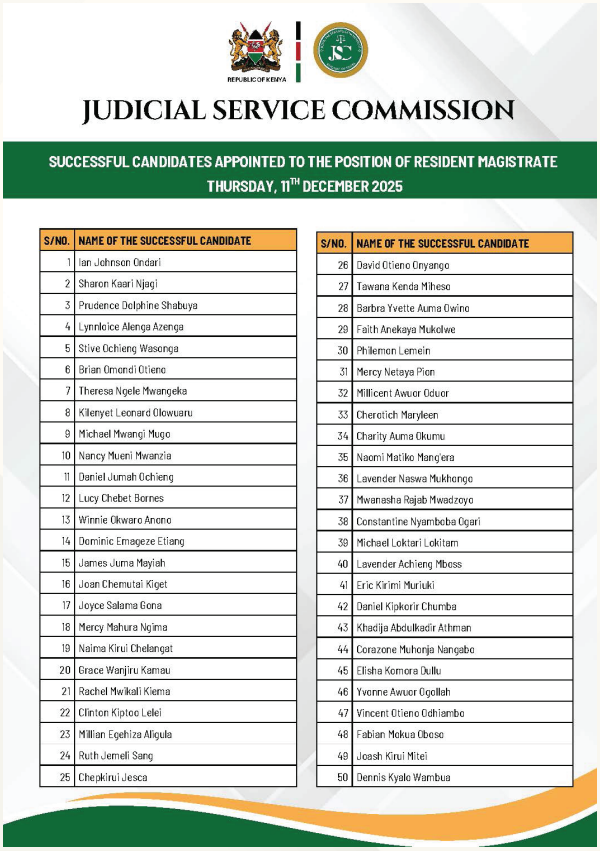
1. Judicial Service Commission Anti-Corruption Policy
2. Judiciary ICT Policies
3. Leadership and Integrity Code for Members of the JSC
4. Whistleblower Policy
5. JSC Investigations Procedures Manual
6. Disciplinary Process Guidelines
7. Bench Book on Wildlife, Forestry and Fisheries Crimes
8. Training Manual on Adjudication of Trafficking in Persons and Smuggling of Migrants
9. Access to Justice Toolkit
10. Judicial Performance Evaluation Toolkit



03

MOTIVATED, PROFESSIONAL, DYNAMIC AND RESPONSIVE JUDGES, JUDICIAL OFFICERS AND JUDICIAL STAFF

To meet the growing demand for justice due to court expansions and to support efficient and accessible justice delivery, the Commission initiated the recruitment of additional employees as follow:



JUDICIAL SERVICE COMMISSION

SUCCESSFUL CANDIDATES APPOINTED TO THE POSITION OF RESIDENT MAGISTRATE
THURSDAY, 11TH DECEMBER 2025

S/NO.	NAME OF THE SUCCESSFUL CANDIDATE
1	Ian Johnson Ondari
2	Sharon Kaari Njagi
3	Prudence Delphine Shabuya
4	Lynnloice Alenga Azenga
5	Stive Ochieng Wasonga
6	Brian Omondi Otieno
7	Theresa Ngele Mwangeka
8	Kilenyet Leonard Olowuaru
9	Michael Mwangi Mugo
10	Nancy Mueni Mwanzia
11	Daniel Jumah Ochieng
12	Lucy Chebet Bornes
13	Winnie Okwaro Anono
14	Dominic Emageze Etiang
15	James Juma Mayiah
16	Joan Chemutai Kiget
17	Joyce Salama Gona
18	Mercy Mahura Ngima
19	Naima Kirui Chelangat
20	Grace Wanjiru Kamau
21	Rachel Mwikali Kiema
22	Clinton Kiptoo Lelei
23	Millian Egehiza Aligula
24	Ruth Jemeli Sang
25	Chepkirui Jesca

S/NO.	NAME OF THE SUCCESSFUL CANDIDATE
26	David Otieno Onyango
27	Tawana Kenda Miheso
28	Barbra Yvette Auma Owino
29	Faith Anekaya Mukolwe
30	Philemon Lemein
31	Mercy Netaya Pion
32	Millicent Awuor Oduor
33	Cherotich Maryleen
34	Charity Auma Okumu
35	Naomi Matiko Mang'era
36	Lavender Naswa Mukhongo
37	Mwanasha Rajab Mwadzoyo
38	Constantine Nyambeba Ogari
39	Michael Loktari Lokitam
40	Lavender Achieng Mboss
41	Eric Kirimi Muriuki
42	Daniel Kipkorir Chumba
43	Khadija Abdulkadir Athman
44	Corazone Muhonja Nangabo
45	Elisha Komora Dullu
46	Yvonne Awuor Ogollah
47	Vincent Otieno Odhiambo
48	Fabian Mokua Obose
49	Joash Kirui Mitei
50	Dennis Kyalo Wambua

3.1 Appointment of Judicial Officers and Staff

To improve the institutional capacity of the Judiciary in the support service, the Commission appointed twenty-four (24) judicial staff in various cadres, among them Law clerks and Deputy Director Administration. Further, the Commission appointed one hundred and thirty-seven (137) Judicial Officers as shown below:

Table 3-1: Appointment of Judicial Officers

No.	Position	Appointments	Advocates	Male	Female
1	Assistant Deputy Registrar	21	21	6	15
2	Chairperson, Legal Education Appeals Tribunal	1	1	-	1
3	Member, Legal Education Appeals Tribunal	4	4	4	-
4	Chairperson, Tax Appeals Tribunal	1	1	1	-
5	Chairperson, Water Tribunal	1	1	1	-
6	Chairperson, Sports Tribunal	1	1	1	-
7	Member, Tax Appeals Tribunal	4	1	3	1
8	Member, Water Tribunal	4	1	4	-
9	Resident Magistrates	100	100	40	60
	TOTALS	**137**	**131**	**60**	**77**

To strengthen service delivery, the Commission advertised key judicial positions through a public notice on 9 June 2025, inviting applications for 15 Court of Appeal Judges, 20 High Court Judges, 10 ELC Judges, 100 Resident Magistrates, and 5 Resident Kadhis.

Interviews for magistrates were finalized in December 2025, while those for judges are scheduled from January to March 2026. These efforts aim to expand judicial capacity, address backlogs, and enhance timely dispute resolution

3.2 Promotion of Judicial Officers

In order to promote motivation among its judicial officers and ensure effective and efficient service delivery in the dispensation of justice, the Commission promoted one hundred seventy-five (175) Hon. Magistrates and Kadhis to higher ranks within the magisterial cadres as indicated in the table below:

Table 3-2 : Promotion of Judicial Officers to various ranks in the magisterial cadres

No.	Position	No. Promoted	Gender	
			Male	Female
1	Senior Resident Magistrates	58	18	40
2	Chief Magistrate	9	6	3
3	Senior Principal Magistrate	67	26	41
4	Principal Magistrate	6	2	4
5	Senior Principal Kadhi	15	15	-
6	Principal Kadhi	20	20	-
	TOTALS	**175**	**87**	**88**

3.3 Training and Capacity Building

During the reporting period, the Commission approved the 2024/25 training calendar featuring extensive capacity-building programmes for Judges and Judicial Officers. The calendar ensures structured and well-timed interventions that do not disrupt judicial operations A total of 16 Programs were undertaken in the reporting period. Key capacity-building initiatives undertaken included: Judicial Dialogue on emerging issues in adjudication of tax disputes, Uniformity in resentencing Post Muruatetu: Emerging Jurisprudence and Best Practices for Judges, Adjudication of Counter Terrorism Cases, Continuous Judicial Education on Arbitration and Training on Technology-Facilitated Gender-Based Violence (TFGBV) among others.





04

FINANCIALLY INDEPENDENT AND SUSTAINABLE JUDICIARY AND JUDICIAL SERVICE COMMISSION

In pursuit of financial sustainability, the Commission undertook the following key initiatives during the period under review

4.1 Development of the Resource Mobilization Policy

The Policy provides a structured framework for diversifying funding streams, strengthening partnerships with development partners, private sector actors, and other stakeholders, while also optimizing both internal and external resource utilization. Its primary objective is to enhance the financial capacity of the Judiciary and the Commission to ensure uninterrupted and effective programme implementation. This marks a significant step towards sustainable financing of judicial services, safeguarding institutional independence, and enhancing accountability.

4.2 Engagement with the National Assembly

As part of its stakeholder engagement strategy, the Commission held consultative sessions with the National Assembly Departmental Committee on Justice and Legal Affairs on 5th March 2025

The engagements focused on performance review and advocacy for enhanced budgetary allocations to facilitate the Judiciary and the Commission in executing their mandates. The discussions provided a platform to highlight achievements, ongoing challenges, and the resource needs necessary to deliver quality, accessible, and efficient justice services to the public.





The JSC Commission Secretary, Hon. Winfrida Mokaya, during an engagement with the Parliamentary Justice and Legal Affairs Committee to strengthen collaboration on judicial oversight and governance

4.3 Engagement with the National Treasury

The JSC held a meeting with the National Treasury team led by the Principal Secretary to deliberate on the budgetary constraints impacting the Judiciary and the Commission.

The engagement provided a platform to address pressing financial challenges affecting critical areas, including inadequate human resource capacity, security management in court stations automation and digitization of court processes, Stalled projects and court infrastructure gaps, Policy support for efficient justice administration, among other areas.

The PS acknowledged the funding shortfalls and expressed the National Treasury's commitment to working closely with the Judiciary and JSC to enhance resource allocation. The two institutions also agreed on strategies to reinforce the Judiciary's financial autonomy, notably through the streamlining and strengthening of the Judiciary Fund. The meeting marked a significant step toward securing sustainable financing for the Judiciary's core functions, ensuring continued access to justice for all Kenyans, and upholding the rule of law.



Principal Secretary for the National Treasury, Dr. Chris Kiptoo, leads his team in making a presentation to the Judicial Service Commission (JSC) during a consultative engagement focused on addressing budgetary constraints affecting the Judiciary and the Commission



JSC Chairperson, JSC Commissioners, Principal Secretary - National Treasury Dr. Chris Kiptoo, and the National Treasury team pose for a group photo following a consultative engagement at the JSC Offices

4.4 Compliance with Accrual Basis of Accounting

In compliance with Section 81 (3) of the Public Finance Management (PFM) Act, which requires accounting officers to prepare financial statements in line with standards prescribed by the Public Sector Accounting Standards Board (PSASB), the Commission transitioned from the cash basis to the IPSAS accrual basis of accounting effective 1st July 2024.

The adoption of accrual accounting enhances the transparency and accountability of financial reporting by providing a more comprehensive view of the Commission's financial position and performance. This transition, guided by IPSAS 33, is being phased in to ensure full compliance with national public sector financial reporting requirements. The Commission continues to implement capacity-building initiatives, system upgrades, and process improvements to strengthen adherence to the accrual framework and ensure reliable, decision-useful financial information





05

INCREASED PUBLIC CONFIDENCE AND TRUST IN THE JSC AND JUDICIARY

Building public confidence and trust in the JSC and the Judiciary remains central to strengthening the administration of justice in Kenya. This outcome focuses on enhancing transparency, accountability, and responsiveness in the Commission's operations and judicial processes. Through sustained reforms and proactive engagement with the public, the JSC seeks to reinforce its credibility and promote greater trust in the justice system. To this end, the Commission has made notable strides in increasing public confidence and trust in the JSC and the Judiciary as outlined below;

5.1 Development of the JSC Communication and Stakeholder Engagement Strategy

The Commission issued a Stakeholder Engagement and Communication Strategy as a key framework for deepening interaction with internal and external stakeholders. The strategy outlines a structured and proactive approach to engaging the public, professional bodies, government agencies, civil society organizations, the media and justice sector actors, among others. Its overarching goals are to promote transparency, enhance institutional visibility and build public trust and confidence in the Commission. By implementing this strategy, the Commission is better equipped to manage its public image, address emerging issues promptly and encourage greater awareness and participation.

5.2 Public Engagement through the media

The Commission actively engaged the public through media interviews, press conferences and official press statements on matters of public interest relating to its mandate and functions. These engagements addressed topical issues such as judicial independence, accountability and the Commission's performance. In doing so, the Commission enhanced transparency, fostered public trust and promoted greater confidence in the discharge of its mandate.



5.3 Engagement on Strengthening Judicial Accountability

The Commission convened a joint consultative meeting with the Judiciary leadership team and the Law Society of Kenya (LSK) to deliberate on the exercise of judicial powers and explore measures for enhancing accountability within the Judiciary.

This dialogue was prompted by concerns raised by members of the LSK regarding judicial accountability. This reflects the shared commitment of all parties to fostering transparency, integrity and public confidence in the administration of justice.

These engagements resolved for continued partnerships and collaboration in promoting judicial accountability whilst safeguarding the independence of the Judiciary to enhance the administration of justice.







JSC Commissioners Hon. Jacqueline Ingutiah and Hon. Omwanza Ombati during a Bar-Bench engagement aimed at enhancing the administration of justice.

5.7 Exhibition: Supreme Court at 12

The Commission exhibited at the Supreme Court @ 12 Conference and Exhibition. The event provided an opportunity to showcase the work of the Commission and educate the public on its mandate and functions



JSC Secretariat staff at the Supreme Court @ 12 Conference and Exhibitionof justice.



06

STRENGTHENING INSTITUTIONAL CAPACITY OF THE COMMISSION

In Financial Year (FY) 2024/25 several interventions were undertaken with respect to enhancing the ability of the Commission to deliver on the constitutional mandate. Some of the interventions are highlighted in the subsections below:

6.1 Review of Commission's Governance Charter.

During the year under review, the Commission reviewed it's Charter to align with emerging best practices in corporate governance. This charter sets out the role and responsibilities of Members and the governance standards which each Member of the Commission is expected to observe in the performance of their duties

6.2 Fire awards:

JSC was recognized and awarded for best financial reporting during the reporting period. The Financial Reporting (FiRe) Award is the most prestigious and coveted Award in East Africa for financial reporting. The award is presented annually during a gala evening by the joint promoters; the Institute of Certified Public Accountants of Kenya (ICPAK), the Public-Sector Accounting Standards Board-Kenya (PSASB), the Capital Markets Authority (CMA), the Nairobi Securities Exchange (NSE) and the Retirement Benefits Authority (RBA).



JSC staff pose for a group photo after receiving recognition in the IPSAS Cash Basis Reporting category at the 2024 Financial Reporting (FiRe) Awards.

6.3 Commendation by the National Treasury for Unqualified (Clean)Audit Report.

The Principal Secretary, National Treasury commended the Commission for an unqualified (clean) audit opinion by the Auditor General on the financial statements for JSC for the year ended 30th June 2024 and ensuring the report was presented is in accordance with International Public Sector Accounting Standards (IPSAS).

The National Treasury urged the Commission to maintain the momentum and ensure that all future financial statements remain unqualified and that the Commission should consider sharing its experience by mentoring other Ministries Departments and Agencies on sound accounting and financial reporting practices.

6.4 Organization Review

During the reporting period, the Commission revised the establishment, grading structure and organogram for the Secretariat. The Commission also issued Career Guidelines for the Staff of the Commission.

The purpose of carrying out the review was to improve the operational effectiveness and efficiency and provide clear paths career growth.

6.5 Use of Technology & Process Innovations

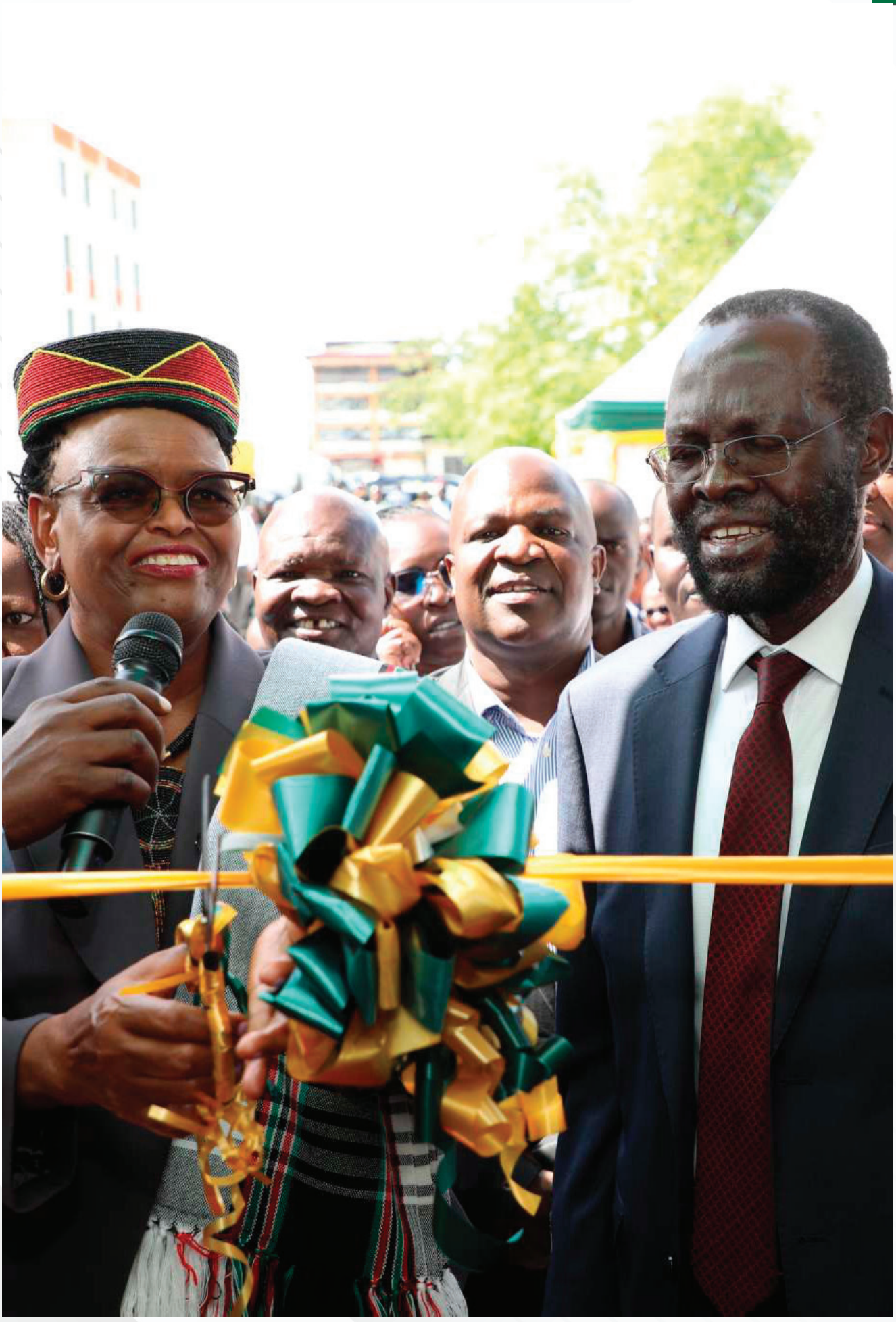
In alignment with its digital transformation agenda, the Commission has deployed the automated E-Recruitment System to streamline the recruitment of Judges, Judicial Officers and staff.

To this end, the platform has facilitated widespread access to recruitment.

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JSC processed recruitments of Judicial Officers Judicial staff through the ERP E-Recruitment portal in the year to fill the gaps in the Tribunals and to operationalize small claims courts. Other judicial vacancies processed over the same period include: High court, Court of Appeal, Environment & Land Court, Resident Magistrates and Resident Kadhi.







07

RECOMMENDATIONS TO THE COUNCIL

The Commission issues the following recommendations to the LSK:

1. Advocate to the National Assembly for increased resource allocation to the JSC and Judiciary, supporting the call for 3% of national sharable revenue.

2. Advocate to the National Assembly for increased resource allocation to the JSC and Judiciary, supporting the call for 3% of national sharable revenue.

3. Provide prompt information requested during recruitment and promotion processes.

4. Support courts through Bar-Bench forums and assist in addressing case backlogs.

5. Encourage advocates to take up pauper briefs to enhance access to justice.



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