



INFLUENCE OF TRAINING ON JUDICIAL SERVICE DELIVERY IN KENYA

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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. This research examined and documented the drivers of judicial governance reforms on the delivery of services in Kenya. This study adopted a descriptive survey design which was aimed at collecting qualitative and quantitative data using a two stage sampling method. The data that was collected was analyzed using SPSS version 23. The tabulated quantitative data was analyzed using multiple regression analysis and presented in tables, figures and graphs 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 (Training, Information Communication and Technology) significantly influenced judicial service delivery in Kenya. The study therefore concluded that none of them (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; making justice affordable to everyone; and vetting out corrupt judges.

Key words: Training, Information Communications Technology, Judicial Service Commission Delivery in Kenya

INTRODUCTION

Accountability 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).

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).

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.

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.

Statement of the Problem

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.

The Judicial reform implementing actions widely impacted upon the organization of the judicial systems of recipient countries. Indeed, judicial 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 be-

come part of that usable and functioning democratic State apparatus and how political and institutional changes may affect their ability (Guarnieri & Magalhães, 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 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 57.3percent 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.

The period prior to 1998 the Kenya Judiciary has been experiencing various problems that 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 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 hue and cry 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.

Objectives of the Study

The aim of the study was to establish the influence of training on judicial service delivery in Kenya. The study sought to be guided by the following specific objectives:

- To establish how training influence judicial service delivery in Kenya.
- To identify how information communication & technology influence judicial service delivery in Kenya

Hypotheses of the Study

H₀₁: There is no significant relationship between training and judicial service delivery in Kenya

H₀₂: There is no significant relationship between information communication & technology and judicial service delivery in Kenya

LITERATURE REVIEW

Theoretical Review

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.

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 (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.

The Diffusion of Innovations (DoI) Theory

Diffusion of innovation theory was advanced by Everett 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 possess 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. The 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 reforms facilitate judicial service delivery.

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 reforms to improve judicial service delivery.

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 ena-

ble 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 of 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.

Conceptual Framework

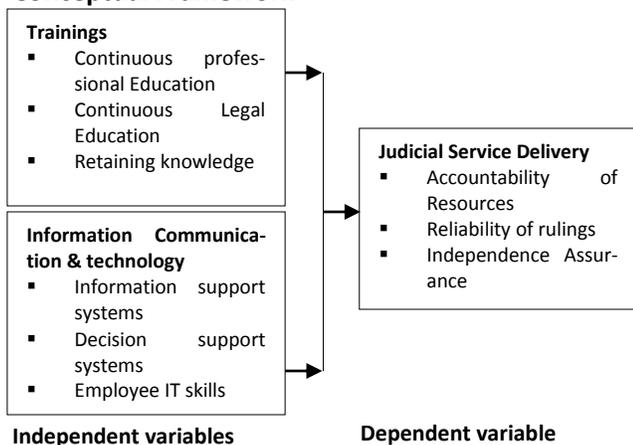


Figure 1: Conceptual framework

Empirical Review

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 Continu-

ous 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 improv-

ing 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 (Oderakwach, 2011).

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.

RESEARCH METHODOLOGY

The study adopted a descriptive survey design. 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). The study adopted the positivism approach which advocates for application of the methods of the natural sciences to the study on social reality and more. Target population is defined as the entire aggregation of respondents that meet the designated set of criteria (Kothari, 2004). To get in-depth analysis this study targeted to collect data from 14,542 advocates, and 160 Judges, 419 Magistrates and 5070 other Paralegals. To get a clear perspective on service delivery the study further targeted court users where data was collected using an interview schedule. 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, Tharaka Nithi, Kitui, Kajiado, Nyamira, Kisumu, Siaya, Migori, Bomet, Taita Taveta, Turkana, Marsabit, West Pokot, Baringo, Tana, Meru. The study used probability sampling. Probability sampling methods are those in which every item in the entire population has a known chance of being included in the study sample.

The study collected primary data using a structured interview guide and a questionnaire. The study used an interview guide to collect data from random court users at different court levels. Both qualitative and quantitative data analysis methods were used. Qualitative data from the structured interview guide provided insights and understanding and

were analyzed by use of content. The collected data was coded and entered into SPSS Version 23.0.

RESEARCH FINDINGS

Diagnostic Tests

Factor Analysis

The study conducted factor analysis to select a subset of variables from a larger set, based on the original variables with the highest correlations with the principal component factors. Factor analysis is the name given to a group of statistical techniques that can be used to analyze interrelationships among a large number of variables and to explain these variables in terms of their common underlying dimensions (factors). The approach involves condensing the information contained in a number of original variables into a smaller set of dimensions (factors) with a minimum loss of information (Baets, 2002).

A factor analysis was carried out to determine how various factors would load on each of the variables. Leech, Barrett and Morgan (2014) offered that variable items should be retained if they are consistent with the theoretical labels and have factor loadings greater than or equal to 0.3, while Garson (2012) proposed intercorrelations among items at values ranging between 0.3 and 0.5. The findings were presented under the sections that follow.

Factor Analysis on Training

The study carried out a factor analysis on training and the findings were summarized in Table 1. According to Mabert et al, (2013), factor loading values that are greater than 0.4 should be accepted and values below 0.4 should lead to collection of more data or help the researcher to determine the values to include. From the table, none of the factors scored below the threshold of .4 and therefore none was dropped from the analysis. This concurred with Orodho (2009) that an alpha coefficient higher than 0.40 indicates that the gathered data had relatively high internal consistency and could be gener-

alized to reflect opinions of all respondents in the

target population on training and service delivery.

Table 1: Factor Analysis on Training

Component Matrix^a	
	Component 1
All of my colleagues benefit from the scheduled training.	.868
Due to institutional trainings, I am professionally competent to undertake all the functions in my line of work.	.822
The trainings are directly applicable to my work	.797
I have regularly attended legal professional development courses.	.792
I have participated in all training needs assessment.	.717
I regularly attend legal professional development courses.	.652
I have not been adequately trained on the job.	.570

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Factor Analysis on Technology

The study carried out a factor analysis on technology and the findings were summarized in Table 2. According to Mabert et al, (2013), factor loading values that are greater than 0.4 should be accepted and values below 0.4 should lead to collection of more data or help the researcher to determine the values to include. From the table, “I am competent

in implementing the technological advancements’ item was dropped since it had value of .202 and therefore others were retained since their values were above .4. This concurred with Orodho (2009) that an alpha coefficient higher than 0.40 indicates that the gathered data had relatively high internal consistency and could be generalized to reflect opinions of all respondents in the target population on technology and service delivery.

Table 2: Factor Analysis on Technology

Component Matrix^a	
	Component 1
The adopted technological advancements sometimes hinder my efficiency when systems are slow.	.793
The judiciary has embraced technological advancements.	.791
I always find it challenging keeping up with the technological advancements.	.720
The technological advancements sometimes hinder my efficiency when systems are slow.	.656

I don't have sufficient ICT equipments/Machines/gadgets to aid me implement the technological advancement.	.627	
I have attended adequate ICT based trainings.	.586	
I am competent in implementing the technological advancements	.202	Dropped from Analysis

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Factor Analysis on Service Delivery

The study carried out a factor analysis on training and the findings were summarized in Table 3. According to Mabert et al, (2013), factor loading values that are greater than 0.4 should be accepted and values below 0.4 should lead to collection of more data or help the researcher to determine the values to include. From the table, "My performance

rarely attracts complaints' item was dropped since it had value of .325 and others were retained since their values were above .4. This concurred with Orodho (2009) that an alpha coefficient higher than 0.40 indicates that the gathered data had relatively high internal consistency and could be generalized to reflect opinions of all respondents in the target population on service delivery.

Table 3: Factor Analysis on Service Delivery

Component Matrix ^a		
		Component 1
All court users are satisfied with my work.	.704	
I am rarely absent from work.	.640	
I treat all the court users with respect.	.594	
I perform all my tasks on time.	.576	
My objective is always to be fair/equitable/juust.	.562	
I am always approachable by court users.	.509	
I always appreciate and conform to performance timelines.	.503	
I always ensure that communication is effective in my line of work.	.424	
My performance rarely attracts complaints	.325	Dropped from analysis

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Descriptive Statistics for Training

The descriptive statistics for the Training were generated from SPSS data viable table and the results were presented in Table 4. The table showed that a majority (39.3%) agreed that they always ap-

preciated and conform to performance timelines, 45.4% agreed that they always ensured that communication was effective in their line of work, 43.6% agreed that they treated all the court users with respect, 41.8% agreed that they were rarely absent from work, 37.1% agreed that they per-

formed all their tasks on time, 37.1% agreed that all court users were satisfied with their work, 48.6% agreed that their objective was always to be fair/equitable/just, while 43.2% agreed that they were always approachable by court users. The findings showed that a majority (45.4%) agreed that they always ensured that communication was effective in their line of work, 41.8% agreed that all court users were satisfied with their work, and a majority of 48.6% agreed that their objective was always to be fair/equitable/just. 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.

Table 4: Descriptive Statistics for Training

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

Descriptive Statistics for Information communication and technology

The study generated a descriptive statistics table for information communication and technology from SPSS data and presented the results in Table 5. From the table, a majority (39.3%) agreed that the judiciary had embraced technological advancements, 43.9% agreed that the adopted technological advancements sometimes hindered their efficiency when systems were slow, 41.1% agreed that they had attended adequate ICT based trainings, 48.9% agreed that they didn't have sufficient ICT equipment/Machines/gadgets to aid them imple-

ment the technological advancement, 33.2% agreed that the technological advancements sometimes hindered their efficiency when systems were slow, 41.1% agreed that they always found it challenging keeping up with the technological advancements. The findings revealed that a majority (36.8%) agreed that the judiciary had 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 em-

braced 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 this findings, the study noted that despite a few shortcomings of technology such as insufficient equipment and slow systems sometime, technological advancements had impacted on the judicial ser-

vice 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.

Table 5: Descriptive Statistics for Information Communication and Technology

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The judiciary has embraced technological advancements.	2.9%	9.3%	33.9%	36.8%	17.1%
The adopted technological advancements sometimes hinder my efficiency when systems are slow.	0.7%	6.4%	18.6%	43.9%	30.4%
I have attended adequate ICT based trainings.	1.8%	11.8%	25.4%	41.1%	20.0%
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%
The technological advancements sometimes hinder my efficiency when systems are slow.	3.2%	5.4%	30.0%	33.2%	28.2%
I always find it challenging keeping up with the technological advancements.	5.0%	8.6%	25.4%	41.1%	20.0%

Descriptive Statistics for Service Delivery

The descriptive statistics for the dependent variable (Service Delivery) were generated from SPSS software and the results were presented in Table 6. The table showed that a majority (39.3%) agreed that they always appreciated and conformed to performance timelines, 45.4% agreed that they always ensured that communication was effective in their line of work, 43.6% agreed that they treated all the court users with respect, 41.8% agreed that they were rarely absent from work, 37.1% agreed that they performed all their tasks on time, 41.8% agreed that all court users were satisfied with their work, 48.6% agreed that their objective was always to be fair/equitable/just, while 43.2% agreed that they were always approachable by court users. The

findings revealed that a majority (36.8%) agreed that the judiciary had 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 this findings, the study noted that despite a few shortcomings of

technology such as insufficient equipment and slow systems sometime, technological advancements had impacted 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.

Table 6: Descriptive Statistics for the Dependent variable (Service Delivery)

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

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. From the findings summarized in Table 7, 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 ex-

perience, 36.3% disagreed that they had 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 had found the judge/magistrate always available during office hours, 34.3% disagreed that the judge/magistrate had dealt with their issues on time, and 37.1% strongly disagreed that the judge/magistrate had served them fairly.

Table 7: Opinions of Court Users on Judicial Service Delivery

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My experience with the judge/magistrate is professional	17.7%	23.0%	11.9%	27.0%	20.3%
The communication channels between me and the judge/magistrate is effective in my experience	22.9%	23.5%	13.3%	27.8%	12.5%
I have registered complaints against the judge/magistrate.	21.2%	36.3%	13.0%	11.8%	17.7%
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%

I have found the judge/magistrate always available during office hours.	24.6%	20.2%	17.1%	26.0%	12.1%
The judge/magistrate has dealt with my issues on time.	27.9%	34.3%	11.7%	15.2%	10.9%
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. The findings were summarized in Table 8, a majority (36.4%) agreed that their experience with the advocate was professional, 26.4% agreed that the communication channels were ef-

fective in their experience, 42.4% disagreed that they had 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 had found the advocate always available during office hours, 31.8% disagreed that the advocate had dealt with their issues on time, while 26.3% disagreed that the advocate had served them fairly.

Table 8: Opinions of Court Users about advocates on Judicial Service Delivery

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

Opinions of Court Users about Paralegals on Judicial Service Delivery

The study generated a descriptive statistics on opinions of court users about paralegals on judicial service delivery. From the findings, a majority (40.1%) agreed that their experience with the paralegals was professional, 34.6% agreed that the communication channels were effective in their experience, 50.6% disagreed that they had 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 had found the paralegals always available during office hours, 25.8% agreed that the paralegals had dealt with their issues on time, and 30.6% agreed that the paralegal had served them fairly.

The study sought to find out from the court users if their expectations were met. From the findings, a majority of 87.44% felt that their expectations were not met while 12.56% felt that their 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. From the findings, 12.5% of the court users said they had been accorded fair trial, a majority (50%) said they expected a fair trial with less time, 9.4% said their lawyer was not coordinative, 12.5% cited corruption as the impediment to a fair trial, 6.3% said that justice had not been served, 3.1% said there was distortion of facts, another 3.1% cited lack of funds, while another 3.1% mentioned reduction of cash bail.

The study sought the recommendations of the court users so as to help in the continuous objective of improving judicial service delivery. The findings showed that 21.1% recommended proper communication skills, 5.3% recommended that appeal

should have time frame, 5.3% recommended they should take care of files because many files were dismissed, 5.3% recommended that proceedings should be recorded, a majority (42.1%) recommended that there should be accountability and honesty, 5.3% recommended that all proceedings should be automated, while 15.8% recommended radicalization to vet out corrupt judges.

The study asked court users to rate performance of judges/magistrates. From the table, 39.9% of the respondents rated their performance as poor, 10.8% rated their performance at below average, 22.4% said it was fair, 9.0% rated it at good while 17.9% rated the judges/magistrates performance as excellent.

The study asked the court users to rate advocates' performance. From the findings, 36.1% of the respondents rated the advocates' performance as poor, 12.6% rated at below average, 15.5% rated it at fair, 13.4% rated at good, while 22.3% rated it at excellent.

The study sought to find how the court users would rate performance of the paralegals. From the study findings, 29.2% of the respondents rated the performance of paralegals as poor, 15.2% rated at below average, 20.6% rated it at fair level, 11.1% rated at good and 23.9% rated it at excellent.

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 first indicator for the dependent variable required to know the judicial service delivery in terms of number of 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 implied 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 implied 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 implied 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 implied that there was poor service judicial delivery before the implementation of judicial governance reforms. The study findings conformed 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. Rec-

ords often disappeared, typically because of haphazard procedures but sometimes because of deliberate efforts to delay cases (Mueller, 2014).

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 influenced 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 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%, 1520% posited 10%-30%, 45% stated 31%-40%, 15% indicated 41%-50%, 10% indicated over 50%. The mode was found to be 3 which implied 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 implied 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 which implied 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 implied that there was tremendous improvement on judicial service delivery after the implementation of judicial governance reforms in Kenya. The study findings conformed to the findings by The National Enterprise Survey by the Commission (2006) indicated that 73.6 percent of the respondents believed that the courts were never quick to resolve disputes while 28 percent believe that the courts were not accessible. In addition the Public Officers' Integrity Survey (2007) indicated that 62 percent of respondents thought that the Judiciary was 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 57.3percent 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) indicated 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 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 raised the immediate questions of the extent to which judges that served nondemocratic regimes were able to become part of that usable and functioning democratic State apparatus and how political and institutional changes may affect their ability (Guarnieri & Magalhães, 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).

Correlation between Trainings and Service Delivery

The study sought to find out correlation between trainings and service delivery in Kenya. The findings were summarized in Table 9. From the table, it was observed that there was a positive Pearson correlation of .349 (or 34.90%) between trainings and service delivery. Rothstein and Johnson (2009) note that most judicial officers mandated with special tasks within the Judiciary should underwent special training to effectively equip them with the knowledge and skills required to carry out these tasks. Among the special tasks that required special training included 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).

Table 9: Correlation between Trainings and Service Delivery

		Trainings	Service Delivery
Service Delivery	Pearson Correlation	1	.349**
	Sig. (2-tailed)		.000
	N	336	336
Trainings and Service Delivery	Pearson Correlation	.349**	1
	Sig. (2-tailed)	.000	
	N	336	336

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

Correlation between Technology and Service Delivery

The study sought to find out correlation between technology and service delivery in Kenya. The findings were summarized in Table 10. From the table, it was observed that there was a positive Pearson

correlation of .432 (or 43.20%) 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 10: Correlation between Technology and Service Delivery

		Technology	Service Delivery
Service Delivery	Pearson Correlation	1	.432**
	Sig. (2-tailed)		.000
	N	336	336
Trainings and Service Delivery	Pearson Correlation	.432**	1
	Sig. (2-tailed)	.000	
	N	336	336

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

Bivariate Analysis 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 2. The figure showed that the scatter dots fell within a linear line which implied that there was a positive linear relationship existing between training and service delivery. The figure presented that all the plots appearing in the first quadrante and the line of best of

fit indicated an estimate line that was increasingly positively upwards. The study generated a curvilinear to ascertain if training and service delivery had any linear relationship between them. From the findings presented in Figure 2, there was an observed strong positive linear relationship between training and service delivery. The study findings were in agreement with literature review by Wambui (2016) who investigated the relationship between training and service delivery and

found out that there was a positive correlation between training and service delivery.

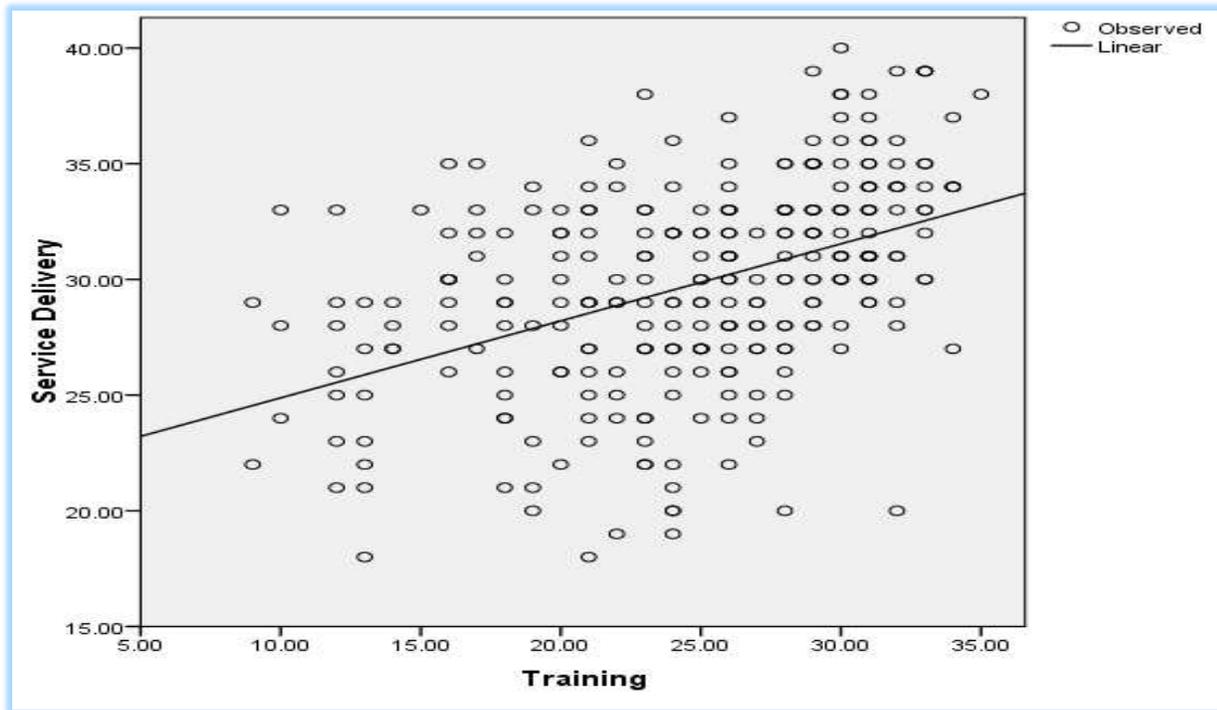


Figure 2: The linearity between Service Delivery and Training

The researcher carried out a regression analysis between training and service delivery. The findings were presented in Table 11. This Model Summary Table presents an R^2 result of .197 or 19.70%, meaning that the independent variable, trainings alone can explain up to a total of 21.20% of the to-

tal variability in the dependent variable, service delivery. The remaining 80.30% of the variation in the dependent variable is unexplained by this one predictor model but by other factors not included in the model.

Table 11: Model Summary (Trainings and Service Delivery)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.444 ^a	.197	.194	4.01008

a. Predictors: (Constant), Training

An ANOVA test was performed on the variable; training and the results obtained are presented in Table 12. From the ANOVA Table 12, the model was statistically significant as the p-value was less than .05. The values of $F(1, 278) = 68.303$, $P < 0.05$, showed that training statistically and significant

predicted the service delivery (that is the regression model is a good fit of the data) and that training significantly influenced the service delivery in Kenya. This meant that alternative hypothesis that training had a statistically significant influence on service delivery in Kenya is accepted.

Table 12: ANOVA for Training and Service Delivery

Model	Sum of Squares	df	Mean Square	F	Sig.
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1	Regression	1098.371	1	1098.371	68.303	.000 ^b
	Residual	4470.454	278	16.081		
	Total	5568.825	279			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Training

To compliment the ANOVA findings training and service delivery in Kenya presented in Table 13, Person's correlation coefficients were also generated. These results showed that training contributed a statistically significant value (p-value = .000) of .333 to the regression model. The value of training was statistically significant (t=8.265, p< .05). From the coefficient Table 13, training and service delivery in Kenya contributed a statistically significant value (p-

value = .000) of .333. Using the summary presented in Table 13, a linear regression model of the form,

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

$$Y = 21.553 + 0.333X_1 \dots \dots \dots \text{Equation 1}$$

The model shows that training positively affects the service delivery in Kenya that is increases in mean index of training increases the service delivery in Kenya by a positive unit mean index value of 0.333.

Table 13: Coefficients of Training and Service Delivery

Model		Unstandardized Coefficients		Standardized Co-	t	Sig.
		B	Std. Error	efficients		
				Beta		
1	(Constant)	21.553	1.023		21.062	.000
	Training	.333	.040	.444	8.265	.000

a. Dependent Variable: Service Delivery

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 14. The figure showed that the scatter dots fell within a linear line which implied that there was a positive linear relationship existing between training and service delivery. The figure presents that all the plots appear in the first quadrante and the line of best of fit indicates an estimate line that is increasingly positively

upwards. The study generated a curvilinear to ascertain if technology and service delivery had any linear relationship between them. From the findings presented in Figure 3, there was an observed strong positive linear relationship between technology and service delivery. The study findings were in agreement with literature review by Oliver (2014) 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.

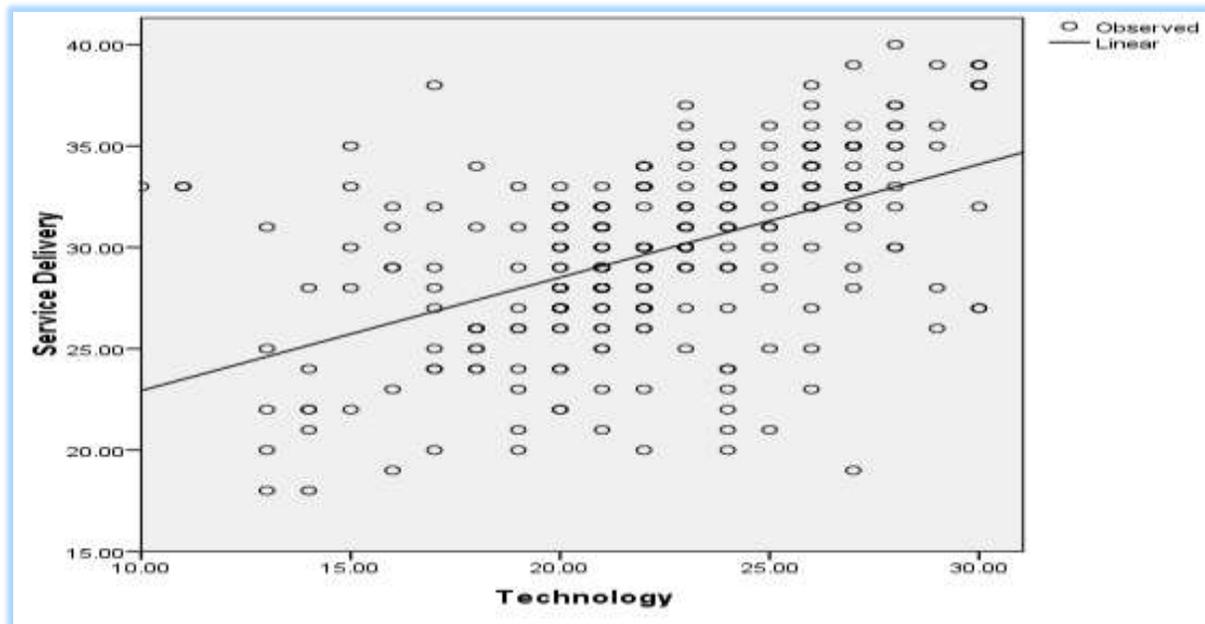


Figure 3: Linearity between Service Delivery and Technology

The researcher carried out a regression analysis between technology and service delivery. The findings were presented in Table 14. This Model Summary Table presents an R^2 result of .253 or 25.30%, meaning that the independent variable, technology alone can explain up to a total of 25.30% of the to-

tal 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

Table 14: Model Summary (Technology and Service Delivery)

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

a. Predictors: (Constant), Technology

An ANOVA test was performed on the variable; technology and the results obtained are presented in Table 14. From the ANOVA Table 14, the model is statistically significant as the p-value is less than .05. The values of $F(1, 278) = 94.256$, $P < 0.05$, showed that technology statistically and significant

predicted the service delivery (that is the regression model is a good fit of the data) and that technology significantly influenced the service delivery in Kenya. This means that alternative hypothesis that technology has a statistically significant influence on service delivery in Kenya is accepted.

Table 14: ANOVA for Technology and Service Delivery

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1410.036	1	1410.036	94.256	.000 ^b
	Residual	4158.789	278	14.960		
	Total	5568.825	279			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Technology

To compliment the ANOVA findings technology and service delivery in Kenya presented in Table 15, Person's correlation coefficients were also generated. These results showed that technology contributed a statistically significant value (p-value = .000) of .558 to the regression model. The value of technology is statistically significant (t=9.709, p< .05). From the coefficient Table 15, technology and service delivery in Kenya contributed a statistically significant value (p-value = .000) of .558. Using the summary pre-

sented in Table 15, a linear regression model of the form,

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

$$Y = 17.357 + 0.558X_2 \dots \dots \dots \text{Equation 2}$$

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.

Table 15: Coefficients of Technology and Service Delivery

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

a. Dependent Variable: Service Delivery

Hypotheses Testing

According to ANOVA Tables, the study performed individual tests of the independent variables to determine which regression coefficient may be zero and which one may not. The conclusion was based on the basis of 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 were 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 (rela-

tionship) between the independent variable and dependent variable.

H_{a1}: Training significantly influence service delivery in Kenya.

Since the P-value is 0.000 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_{a2}: Technology significantly influence service delivery in Kenya

Since the P-value of is 0.000 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

Table 16 – Summary of Hypotheses Testing

Hypothesis	Coefficient P-Values	Conclusion
H _{a1} : There is significant relationship between training and service delivery in Kenya	P=0.000<0.05	Accept H_a
H _{a2} : There is a significant relationship between technology and service delivery in Kenya	P=0.000<0.05	Accept H_a

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The study established from correlation and regression analysis that there was a statistically significant relationship between training and judicial service delivery in Kenya. From the 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 was 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

The study findings established that the judiciary had embraced technological advancements However, did not have sufficient ICT equipment/Machines/gadgets to aid them implement the technological advancement. Correlation and regression analysis showed that there was significant relationship between technology and judicial service delivery in Kenya. From the findings, the study concluded that despite a few shortcomings of technology such as insufficient equipment and slow systems sometimes, technological advancements had impacted on the judicial service delivery in Kenya positively.

Recommendations

The judiciary should adopt Continuous Legal Education (CLE) which is an important ingredient 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. In terms of ICT adoption in the judiciary, a majority felt that they did not have sufficient 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 recommended procurement by the judiciary to ensure that sufficient ICT equipment/Machines/gadgets are availed. Also, regular trainings would help minimize the challenge of keeping up with the technological advancements. 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 time frame. Other court users cited corruption as the impediment to a fair trial and recommended radicalization to vet out corrupt judges.

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 cadres

in various sectors to enable the researcher increase the generalizability of the results. This study is therefore of scholarly importance as it has introduced other factors that influence judicial service delivery. However recent studies have not investigated the influence of training and technology and judicial service delivery relationship model. This study identified training and technology as the main drivers of judicial service delivery. Trainings also influence the judicial service delivery positively. The management should therefore focus on enhancing policy framework, judicial funding, stakeholders' involvement, trainings and technology in order. This study has made key important contributions to drivers of judicial reforms and judicial service delivery. The study confirmed the existing literature in terms of positive influence of the drivers and service delivery. Scholarly research also examined the link between judicial reforms and service delivery such as a study by Mendelski (2012) in a study the European Union's driven judicial 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 dimen-

sion. Although the findings revealed a positive relationship between judicial 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.

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 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 four 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 developing countries as well.

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