



REPUBLIC OF KENYA



STATE CORPORATIONS APPEAL TRIBUNAL

STRATEGIC PLAN

2025 – 2027



KENYA
VISION
2030

Vision

A Model Tribunal in Fair and Expedited Administrative Justice

Mission

To administer justice in a fair, timely and accessible manner that upholds the rule of law for improved governance in state corporations.

Core Values

*Impartiality
Teamwork
Integrity
Professionalism*

FOREWORD

The State Corporations Appeal Tribunal (SCAT) proudly presents its strategic plan for the period 2025/26 - 2027/28. This plan serves as a comprehensive blueprint to position the Tribunal as a model in fair and expeditious administration of justice.

The Tribunal aims to fulfill its mandate and contribute to key national and regional frameworks, including Kenya Vision 2030, the Bottom-up Economic Transformation Agenda (BETA), the Fourth Medium-Term Plan (2023-2027), the United Nations 2030 Agenda for Sustainable Development, the African Union Agenda 2063, East Africa Community Vision 2050 and other government strategies.

This plan outlines our vision, strategic objectives, and key initiatives for the three (3) years, in alignment with the evolving needs of the justice system and its stakeholders. It reflects our unwavering commitment to excellence, innovation, and the adoption of cutting-edge technologies in enhancing the Tribunal's operations in fair and expeditious administration of justice and in its endeavour of being a model Tribunal. Further, the Tribunal aims to leverage on its strategic location, skilled workforce, and working tools to deliver on its mandate.

Achieving SCAT's mandate will require strong partnerships and collaboration with key stakeholders, including state corporations, aggrieved persons and our dedicated staff.

Thank you for your unwavering support as the Tribunal begins its transformative journey.

**Hon. Aggrey Lucas Kidiavai
Chairperson, Board of SCAT**

PREFACE AND ACKNOWLEDGEMENT

The Strategic Plan for the State Corporations Appeal Tribunal for the period 2025/26 – 2027/28 was prepared in line with the Tribunal's mandate as outlined in Sections 21 and 22 of the State Corporations Act, Cap 446 of the Laws of Kenya and in accordance with Kenya's national development priorities and goals, Kenya Vision 2030 and its fourth Medium Term Plan (MTP IV)

Revised Guidelines for the Preparation of Fifth-Generation Strategic Plans (2023–2027) issued by the State Department for Economic Planning informed the development of this Plan's structure, focus areas, and implementation framework.

This Strategic Plan provides a clear roadmap to make the Tribunal a model in fair and expeditious administrative justice and serves as a comprehensive guide for our operations, outlining our vision, mission, core values, and strategic goals, along with the methodologies we will employ to achieve them. In Particular, the Plan is centered around two (2) Key Result Areas (KRAs): Access to Justice and Strengthened Institutional Capacity. These KRAs will guide the implementation of programs, activities, and initiatives that enhance fair administrative action in the surcharge process in state corporations.

The development of this Plan was done in a consultative process, marked by extensive engagement with both internal and external stakeholders. In that regard, I acknowledge with appreciation and extend my sincere gratitude to all the staff of the Tribunal and to the Tribunal's Chairman Hon. Aggrey Lucas Kidiavai and the members Mr. Bruno Situma and FCPA Anne Wangeci for taking the time to participate in this process and for their invaluable input. I also thank all our stakeholders and partners for their valuable inputs during the development of this Plan.

The successful implementation of this Plan requires collective effort and commitment from all stakeholders. We invite our partners to join us in realizing this vision and reaffirm our dedication to fostering a fair, expeditious, just and accessible fair administrative action process.

Sophia Sitati
Secretary/Chief Executive Officer

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DEFINITION OF CONCEPTS AND TERMINOLOGIES

Collaboration and Partnerships: Strategic alliances formed between SCAT and various stakeholders including government agencies.

Operational Efficiency: The ability of SCAT to deliver services effectively while minimizing costs and maximizing productivity through streamlined processes and resource management.

Branding/Visibility: Efforts aimed at enhancing the recognition and reputation of SCAT as a model in fair and expeditious administration of justice.

Compliant Judicial Redress: The legal mechanisms available for individuals to challenge decisions or address non-compliance issues.

Frameworks: Structured guidelines, policies, or systems that provide a foundation for decision-making, governance, or operations.

ACRONYMS AND ABBREVIATIONS

AWP	Annual Work Plan
BCP	Business Continuity Plan
BETA	Bottom-Up Economic Transformation Agenda
CSR	Corporate Social Responsibility
EAC	East African Community
ERP	Enterprise Resource Planning
HR	Human Resources
ICT	Information and Communication Technology
IEC	Information, Education, and Communication
KRAs	Key Result Areas
Kshs	Kenya Shillings
M&E	Monitoring and Evaluation
MDA	Ministry/Departmental Agency
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MTEF	Medium-Term Expenditure Framework
MTP	Medium Term Plan
SCAT	State Corporations Appeal Tribunal
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PPR	Programme Performance Review
QMS	Quality Management System
ROM	Results Oriented Management
SDGs	Sustainable Development Goals
SLAs	Service Level Agreements
SoPs	Standard Operating Procedures

SP

Strategic Plan

SWOT

Strengths, Weaknesses, Opportunities and Threats

TNA

Training Needs Assessment

EXECUTIVE SUMMARY

The State Corporations Appeal Tribunal was established in 1987 under the State Corporations Act Cap. 446, Section 22 (1) as a statutory regulatory body. The Tribunal was established following an increase in cases of surcharge when the Government found it necessary to provide an avenue for redress to those who felt aggrieved from surcharges by the Inspector General of State Corporations.

The Tribunal was established as a quasi-judicial body within the National Treasury and Economic Planning and mandated to: receive, consider and determine appeals from persons aggrieved by a disallowance or surcharge by the Inspector of State Corporations.

This is the third strategic plan for the Tribunal and covers the period 2025/26 – 2027/28, and is aligned to the Kenya's Vision 2030 and its fourth Medium Term Plan (MTP IV) and was prepared through consultative processing involving SCAT key stakeholders. It envisions '*A Model Tribunal in Fair and Expedited Administration of Justice*' while its mission is "*To administer justice in a fair, timely and accessible manner that upholds the rule of law for improved governance in state corporations*". The Tribunal is committed to upholding the following core values: Impartiality; Teamwork; Integrity; and Professionalism.

The Tribunal, in this strategic plan, will play a crucial role in ensuring Kenya achieves its aspirations as contained in the Kenya Vision 2030. Kenya has committed herself towards implementation of international obligation such as realization of 2030 Agenda for Sustainable Development, Africa Agenda 2063, EAC Vision 2050, among other frameworks. The spirit of some of these international commitments is captured in Kenya's long term development blue print through the Medium-Term Plans (MTPs), in which the tribunal will work towards ensuring economic use of resources as spelled out in article 232 (1) (b) of the constitution.

In this planning cycle, the Tribunal has identified two (2) areas of focus. These are:

- i. Access to Justice aimed at strengthening dispute resolution handling mechanisms on surcharge-related appeals for state corporations and third parties, legal and institutional framework under which SCAT operates, and collaboration and partnerships with key stakeholders;
- ii. Strengthened Institutional Capacity aimed at increasing SCAT visibility, strengthening the Tribunal capacity to undertake its mandate

and performance management, and mobilizing adequate resources for the Tribunal.

These key result areas have been matched with clear and coherent strategic objective and strategies.

To deliver on its core mandate, the Tribunal will be organized into two (2) Departments; Legal Services and Corporate Services. The legal services department will be composed of two (2) divisions; litigation and research and innovations, while the Cooperate Services will be composed of finance and accounts, human resource and administration divisions. Corporate communications, ICT and procurement will support the two (2) Departments.

For improved service delivery, the Tribunal will undertake a Training Needs Assessment (TNA) in the first year of the plan and prepare and implement training interventions targeting all staff members. Efforts will be made to ensure equitable representation by diverse groups. Towards improved performance, the Tribunal will implement Staff Performance Appraisal System (SPAS) for all staff. It will also endeavour to apply rewards and sanctions strategies.

To implement this three-year strategic plan, the Tribunal will require a total of Kshs. 238.3 million, for Operational Management and Personnel Emoluments. To ensure adequacy of financial resources, the Tribunal will lobby for increased GoK funding as well as engage partners to adequately fund its programmes. Efforts will be made to ensure efficiency in utilization of allocated funds.

As part of tracking results, the Tribunal has proposed a comprehensive M&E framework. Monitoring, evaluation and reporting of this Plan will involve a systematic and continuous process of collecting and analyzing information based on the indicators, targets and provision of feedback. Various indicators will be tracked and used to measure performance as presented in Annex II. The results of M&E will be used to make corrective actions, improve implementation of activities and also inform future plans of the Tribunal.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter provides a brief historical background of SCAT and the context of this Strategic Plan including highlights of the global, regional, and national context within which the strategic planning is undertaken. The chapter further outlines the Tribunal's development role vis-à-vis the national development agenda and the rationale for the Plan.

1.1 Strategy as an Imperative for SCAT Success

In 2001, the Government developed and launched the Strategy for Performance Improvement in the Public Service, which sought to increase productivity and improve service delivery. A key hinge of the strategy was Results Oriented Management (ROM) approach, which culminated into the introduction of Results Based Management (RBM) in 2004. This was a deliberate policy to improve performance, service delivery and governance. The policy encompassed **Strategic Plans (SPs)**, service delivery standards and benchmarks, Service Charters, Annual Work Plans, Staff Performance Appraisal, merit-based promotion and performance contracts.

Since then, it is a requirement that each Ministry, Department and Agency (MDA) prepares a five-year strategic plan as a guide in the implementation of its mandate aligned to the Medium-Term Plans (MTPs). Coupled with this, PFM Act, (Cap 412A) Section 68(2) (g) requires that Accounting Officers (at National level) prepare a strategic plan for the entity in conformity with the medium-term fiscal framework and fiscal policy objectives of the national government. This is further amplified by the Public Service Commission Management (Performance Management) Regulations of 2021, Part III on Planning for Efficient and Effective Delivery of Services. Specifically, section (11) (1) mandates every public body to develop and implement a strategic plan in a participatory manner, while the programs and activities in the plan should be in line with the guidelines issued by the Ministry responsible for Planning, and are aligned to the national development agenda and policy priorities [section (11) (3)].

The Tribunal, in this strategic plan, will play a crucial role in ensuring Kenya achieves its aspirations contained in the Kenya Vision 2030. Kenya has committed herself towards some international obligation such as realization of African Union Agenda 2063 and Sustainable Development Goals (SDGs). The spirit of these international commitments is captured in Kenya's long term development blue print through the Medium-Term Plans (MTPs).

As contained in the fourth Medium Term Plan (MTP IV), Kenya has set to reform and transform the public sector with the aim of improving access to and expeditious delivery of justice to all. This has been recognized as a key foundation for sustainable development.

The Tribunal therefore will ensure fair and just administrative actions across all the State Corporations. This will further promote economic use of resources as spelled out in article 232 (1) (b) of the constitution.

1.2 The Context of Strategic Planning

The Plan has integrated applicable elements from the global, regional and national development frameworks which include the United Nations 2030 Agenda for Sustainable Development, Africa Union Agenda 2063, East Africa Community Vision 2050, Kenya Vision 2030, Bottom-up Economic Transformation Agenda (BETA), Constitution of Kenya, 2010, and other sector policies and laws.

1.2.1 Agenda 2030 for Sustainable Development

The 2030 Agenda on Sustainable Development sets out a global framework to end extreme poverty, reduce inequality and injustice, and mitigate effects of climate change, laying the foundation for the betterment of people, the planet, prosperity and peace through partnerships by the year 2030. This Strategic Plan outlines key strategies that will empower the Tribunal to drive progress toward SDGs 16 (peace and strong institutions) and 17 (partnerships for the Goals). Through targeted initiatives, the plan reinforces Kenya's commitment to ensuring strong institutions and structured partnership mechanisms. Under the Sustainable Development Goals, Kenya has committed towards promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable and inclusive institutions at all levels. Specifically, target 16.3 requires the Government to promote the rule of law at the national and international levels and ensure equal access to justice for all.

1.2.2 African Union Agenda 2063

AU Agenda 2063 is a shared strategic framework for inclusive growth and sustainable development which was developed through a people-driven process. The agenda is anchored on the African Union (AU) vision and is based on seven (7) aspirations. The Agenda's aspiration 3 aims at ensuring an Africa of good governance, democracy, respect for human rights, justice and the rule of law.

1.2.3 East Africa Community Vision 2050

The rationale for the EAC Vision 2050 is to provide a catalyst for the region to enhance transformation for growth and development and move the community to a higher income cohort and subsequently achieve an upper middle-income status. In this long-term agenda, it is envisaged that East African Community will be transformed into an upper – middle income region within a secure and politically united East Africa based on the principles of inclusiveness and accountability. The Vision emphasizes development pillars and enablers designed to generate employment opportunities, accommodating the anticipated workforce expansion throughout the Vision's timeframe. This Plan aligns with and supports the objectives of these key pillars, contributing to the overarching goals of the Vision.

1.2.4 Constitution of Kenya, 2010

The Constitution is the supreme law of the Republic, which binds all persons and all state organs. In addition, no person may claim or exercise state authority except as authorized under the Constitution. This plan will be implemented within the context of the Constitutional tenets. The Constitution presents more robust and progressive provisions on strengthening governance, enhancing democracy and the rule of law as well as promoting transparency and accountability.

1.2.5 Kenya Vision 2030, BETA and MTP IV

The Kenya Vision 2030 is the country's long-term development blueprint which aims to create a globally competitive and prosperous nation providing a high quality of life for all its citizens. It aspires to transform Kenya into a newly industrializing, middle-income country by 2030. The vision is implemented through successive five-year Medium-Term Plans (MTPs).

The fourth MTP of the Kenya Vision 2030 and the Bottom-Up Economic Transformation Agenda (BETA) envisages conceptualization and implementation of programmes and projects aimed at ensuring quality service excellence for a cohesive, inclusive and prosperous Kenya.

1.2.6 Sector Policies and Laws

In formulating the strategies outlined in this plan, consideration has been given to various guiding policies and laws. The SCAT Strategic Plan is underpinned by various policies, and legal frameworks. Some of these include: Executive

Order No. 2 of 2023 on the organization of Government of the Republic of Kenya; the Public Service Commission Performance Management Regulations, 2021; the Public Finance Management Act, (Cap 412A); the State Corporations Act, [Cap 446 Section 22 (2)], among others that are supportive to the implementation of government policies.

1.3 History of SCAT

The State Corporations Appeal Tribunal was established in 1987 under the State Corporations Act Cap. 446, Section 22 (1) as a quasi-judicial body. It commenced operations in 2000 when the Tribunal Court was set up and started receiving cases of appeal from surcharged persons. The Tribunal provides an avenue for redress to those who are aggrieved by surcharges from the Inspector General of State Corporations.

Since formation, the Tribunal has operated as a semi-autonomous institution under the National Treasury. The Tribunal is funded in accordance with Section 22(2) of the State Corporations Act. Under this Act, the National Treasury and Planning is directed to provide it with the necessary facilities, materials and funds for its operations.

In the Fiscal year 2015/16 the National Treasury transferred Tribunals, including the SCAT to the Judiciary. The Transition was done in accordance with Articles 159 and 169 of the Constitution. The rationale for transition being that the Tribunals as quasi-judicial bodies were subordinate courts and accordingly should be domiciled under the Judiciary.

Moreover, it is important to note that other than the Constitutional provisions, neither the State Corporations Act, Cap 446 nor any other operational policy has been provided to give effect to the provisions of the Constitution and therefore resulting into transitional challenges including alignment of Human Resource and Budgets.

1.4 Rationale for Preparing the Strategic Plan

This Strategic Plan is a demonstration of the SCAT's commitment to fulfilling its mandate. The Plan sets out the basis for its existence and guides its operations for the three (3) years. It aims to provide strategic direction that will enable the Tribunal to achieve optimal performance. The plan also seeks to re-position the Tribunal to respond to emerging challenges and opportunities. Specifically, the Strategic Plan covering the period 2025/26 – 2027/28 has been developed to:

- i) Align the work of SCAT with the fourth Medium Term Plan (MTP IV) of the Kenya Vision 2030, BETA and other regional and international development frameworks such as the Agenda 2030 on Sustainable Development Goals (SDGs) and EAC agenda 2050.
- ii) Strengthen SCAT's capacity to hear and determine appeals effectively and efficiently.
- iii) Provide a structured framework for mobilizing resources towards achievement of SCAT's mandate and functions.
- iv) Provide a framework for monitoring and quality assurance of the performance of SCAT.
- v) Communicate the SCAT's Vision and strategic focus to stakeholders.

1.5 Methodology of Developing the Strategic Plan

The development of this Strategic Plan was guided by a comprehensive methodology designed to ensure a thorough and inclusive approach as discussed below.

Phase	Key Activities
Phase 1: Initiation of strategic planning process	<ul style="list-style-type: none"> i. The Board determined the rationale and commissioned strategic plan development ii. Terms of reference were developed and adopted iii. The management was tasked to draft the Strategic Plan
Phase 2: Strategic Plan Development	<ul style="list-style-type: none"> i. A costed roadmap for the development of the strategic plan was drafted and the strategic framework agreed on ii. The draft Plan was prepared through a consultative process with the Tribunal Board Members. iii. Further drafting and fine-tuning of the Draft Plan was undertaken by the Management with the leadership of the CEO
Phase 3: Validation of Strategic Plan	<ul style="list-style-type: none"> i. The draft strategic plan was presented to stakeholders for input and validation ii. Feedback from stakeholders was incorporated in the draft iii. The draft Strategic plan was validated and approved by the Board iv. The draft Strategic Plan was submitted to the State Department for Economic Planning for review and approval

Phase	Key Activities
Phase 4: Finalization and dissemination of Strategic Plan	i. The Strategic Plan was finalized, publicized and disseminated

CHAPTER TWO

STRATEGIC DIRECTION

2.0 Overview

The chapter presents the mandate and functions of SCAT, its Vision and Mission. Further, it has captured the strategic goals, core values and the quality policy statement.

2.1 Mandate and Functions

Section 21(1) of the State Corporations Act, Chapter 446, mandates the Tribunal to entertain appeals against the decision of the Inspector General of State Corporations by any person aggrieved by a disallowance or a surcharge.

Section 21(2) of the Act empowers the Tribunal to upon hearing the appeal to confirm, vary or quash the decision of the Inspector-General of State Corporations, and to remit the case to the Inspector General with such directions as the Tribunal thinks fit for giving effect to the decision on appeal.

Generally, the Tribunal addresses issues relating to: Implementation and enforcement of legislation touching on fiscal management, and good governance in state corporations. More specifically, the functions of the Tribunal are to:

- i. Consider and determine appeal from those surcharged.
- ii. Make and deliver judgment on appeal.

The Act establishes the Tribunal which is composed of:

- i. A chairperson, who shall be a person qualified by law to be appointed a judge, appointed by the President.
- ii. Two (2) members appointed by the Cabinet Secretary, National Treasury, each nominated by:
 - a. The Council of the Law Society of Kenya (LSK) from amongst advocates, not less than seven years' standing;
 - b. The Council of the Institute of Certified Public Accountants of Kenya (ICPAK) amongst accountants not less than seven years' standing.
- iii. Secretary appointed by the Attorney General.

2.2 Vision Statement

A Model Tribunal in Fair and Expeditious Administrative Justice

2.3 Mission Statement

To administer justice in a fair, timely and accessible manner that upholds the rule of law for improved governance in state corporations.

2.4 Strategic Goals

The Tribunal has four (4) strategic goals based on the outcomes of the identified strategic issues that are aimed at realizing its Vision and Mission. The Strategic Goals are:

1. Enhanced access to fair and expeditious administrative justice
2. Improved governance (transparency and accountability) in the State Corporations
3. Strengthened Tribunal capacity and partnerships
4. Enhanced resource mobilization and management

2.5 Core Values

The Tribunal will uphold the following values:

Core Values

1. Impartiality – The Tribunal will determine appeals in a fair and just manner, placing its reliance on evidence, facts and the law
2. Integrity - The Tribunal will conduct its business in a transparent and accountable manner, upholding high levels of uprightness
3. Professionalism – The Tribunal will demonstrate highest level of competence, diligence, efficiency and ethical values in realizing its goals.
4. Teamwork – The Tribunal will endeavour to engage stakeholders rationally and genuinely in an attempt to find common direction that will enhance public trust.

2.6 Quality Policy Statement

To ensure quality of services, SCAT will develop/or review its internal policies to streamline its operations. The Tribunal will align its charter with its operational process for improved customer satisfaction.

Towards this, it pledges to uphold the following quality principles:

1. **Quality of service:** Ensure that its services are reliable and of good quality.
2. **Customer Focused:** Prioritize the needs and expectations of our stakeholders. The expectation is to surpass their expectations.
3. **Continuous Improvement:** Inculcate a culture of continuous improvement in all aspects of our operations. SCAT is dedicated to enhancing efficiency, effectiveness and sustainability of our services through innovation and adoption of best practices.
4. **Compliance:** Adhere to all relevant laws, policies and standards. The SCAT will hold its staff accountable to the high ethical and professional standards.
5. **Inclusivity and Equity:** Ensure equal access to services, opportunities and resources to all, appreciating diversity and eliminating discrimination in all its forms.
6. **Community Participation:** Engaging and collaborating with stakeholders in implementation of policies, laws and institutional frameworks.
7. **Resource Optimization:** Ensuring economic use of resources, including budgetary, time, and materials to deliver cost-effective services.
8. **Risk Management:** Assessing and managing risks comprehensively in all our operations to ensure success and sustainability.
9. **Internal Capacity Development:** Invest in the development of staff capacity by providing equitable training and career progression opportunities. Fostering a culture of teamwork, professionalism and accountability, as well as implementing commensurate rewards and sanctions' strategies.
10. **Data Security:** Protect the privacy and security of sensitive data held by SCAT through implementation of sound data management and security policies.

CHAPTER THREE

SITUATIONAL AND STAKEHOLDER ANALYSIS

3.0 Overview

The chapter presents a scan of both external and internal environment within which SCAT operates. It also presents SCAT's key achievements, challenges faced while implementing programmes, emerging issues and lessons learnt. It also presents a stakeholders' analysis.

3.1 Situational Analysis

This section presents a scan of both external and internal environment within which the Tribunal operates.

3.1.1 External Environment

Political: SCAT benefits from political goodwill. Its positioning under the National Treasury gives it an upper hand in effective and efficient service provision. However, political instability and geopolitical dynamic, both within the region and globally, can impact SCAT's planned programmes and activities.

Economic: This strategic plan has been prepared at a time when the country's development agenda and policy priorities are geared towards BETA. This has enabled the holistic integration of the agenda into SCAT's priorities. It has also accorded the Tribunal an opportunity to map out its key strategic partners and develop an engagement framework (as part of the resource mobilization strategy) for greater impact. Further, benchmarking with others presents an opportunity for collaboration and integration in delivering SCAT's mandate - it allows for sharing of best practices.

Social: Kenya's youth unemployment crisis remains a critical issue, currently with approximately 39% of young people aged 18–34 years unemployed, and an additional large proportion underemployed despite having formal education qualifications. Further to this, the country has a substantial proportion of youth not in education, employment or training (19.9%). For transformative and inclusive growth, all population cohorts need to participate in the economic process of the country. Owing to growth in social media platforms as well as other advocacy and awareness creation avenue (by both state and non-state actors), there has been increased awareness among Kenyans on government policies, programmes and projects. This calls for continued timely provision of information to inform public discussions.

Technology: The world is moving towards digitalization with the aim of enhancing efficiency in service delivery. To SCAT, strong adoption of

technology will ensure timely delivery of services, enhance resource mobilization, strengthen collaboration and partnerships as well as feedback mechanisms, among others. Digitalization of key government process, including active use of social media platforms for communication and information dissemination is key. In spite of this, rapid technological advancement requires continuous adaptation.

Environment: Kenya's forest cover stands at 8.83% against the expected 10% in the Constitution of Kenya. The effects of climate change calls for a whole-of-government approach in preparedness, response and recovery efforts.

Legal: There exist supportive legal frameworks (though not adequate). However, timely enactment of laws and regulations is essential for the implementation of this strategic plan.

Ethical: The information held by SCAT is confidential and should be handled as such. Information and data loss could affect the Tribunal greatly. Existence of the Data Protection Act, 2019 is supportive of SCAT.

Demographic: Kenya has recorded an increase in the proportion of the population in need of assistance (population of vulnerable groups) which calls for the conceptualization and implementation of empowerment programmes. The existence of policy framework on population and sustainable development will address demographic gaps. Table 3-1 presents a summary of opportunities and threats.

Table 3-1: PESTEL Analysis

Factor	Issue	Strategic Implication	Mitigation
Political	Political goodwill	There is political goodwill on the role of the Tribunal. The change in the Tribunal placement (parent ministry) has slowed implementation of planned programmes in the past. There is	Nurture and sustain political goodwill

Factor	Issue	Strategic Implication	Mitigation
		need to leverage on the existing political goodwill to strengthen the institutional legal framework	
	Appeal cases	The Tribunal appeal cases are triggered by surcharges by the Inspector of Corporations. There is need to review the law under which the Tribunal is established and create awareness among key stakeholders	Lobby for the review of the State Corporations Act, CAP 446; hold sensitization forums
	Devolution	The creating of county corporations will require the Tribunal to decentralize services to that level	Review of the State Corporations Act, CAP 446
Economic	Austerity measures	Budget cuts and delay in transfer of allocated funds to the Tribunal affects delivery of planned activities	Nurture and sustain goodwill
	Kenya Vision 2030 and its fourth MTP (MTP IV)	Alignment of the Tribunal activities with government development agenda and policy priorities, and international obligations will	Align Tribunal activities with government priorities and other frameworks

Factor	Issue	Strategic Implication	Mitigation
		ensure their implementation	
Social	Increasing integrity perceptions	With the fight against corruption, there is increased integrity perceptions among the citizenry. This is likely to mount pressure on the Tribunal to expeditiously hear and determine cases	Timeliness in expeditious determination of cases
	Unemployment	Kenya's unemployment crisis remains a critical issue, currently with approximately 39% of young people aged 18–34 years unemployed, and an additional large proportion underemployed despite having formal education qualifications. Unappropriated funds could be prudently utilized to create employment opportunities	Recruitment/outsourcing of staff
Technological	Demand for technology-based services	Demand for technology-based services calls for	Leverage technology in service delivery

Factor	Issue	Strategic Implication	Mitigation
		increased automation	
	ICT infrastructure	Rapid technological change has rendered existing ICT infrastructure obsolete. This necessitates continuous replacement of ICT facilities	Purchase/update of ICT equipment
	Innovations	There exist appropriate technological solutions that could be customized to the needs of the Tribunal	Design and development of ICT systems
Environmental	Environmental conservation	Kenya's forest cover stands at 8.83% against the expected 10%	Implement tree planting programmes
Legal	Weak legal framework	Weak legal framework limits cases to the Tribunal to administrative decision by the Inspector of State Corporations	Review legal framework
	Constitution	The demands of the Constitution on integrity under Chapter 6; national values under Article 10; right to a fair trial under Article 25; access to justice under Article 48;	Leverage on existing legal frameworks

Factor	Issue	Strategic Implication	Mitigation
		fair hearing under article 50	
	Governance	<p>There is opportunity for SCAT to play a bigger role in the governance of State Corporations including handling cases: on operations, commercial decisions and policy implementation; originating from other agencies such as Ethics and Anti-Corruption Commission, Public Investment Committee, Public Accounts Committee; and arbitrating on disputes between the chief executive officers and the boards of State corporations and between State corporations.</p>	Leverage on existing legal frameworks
Institutional	Low visibility	<p>There is low awareness on the role of the Tribunal among stakeholders. This is caused by invisibility of the Tribunal and also due to few cases</p>	Establish and strengthen the corporate communications unit; sensitization of stakeholders on the Tribunal's mandate

3.1.2 Internal Environment

Governance and Administrative Structure

The Tribunal's mandate and functions is captured in Section 21(1) of the State Corporations Act, Chapter 446, while its organizational structure is well defined in the approved human resource instruments. Further, the Tribunal has developed various internal policies to ensure smooth operations. In the medium term, the Tribunal will review and implement its human resource instruments to ensure optimality in operations. It will also develop or review internal policies for proper anchorage, as well as strengthen its M & E systems to support accountability mechanisms.

Internal Business Processes

The Tribunal is in the process of digitalizing and archiving records as a driver for ease of retrievability and accessibility, as part of implementing paperless government. In the medium term, the Tribunal will leverage growth in ICT to automate its core business functions for enhanced efficiency. With constrained resources, strong adoption of technology will ease pressure in service delivery. ICT infrastructure will be harnessed and deployed to augment efficacy in operations to support the Tribunal's processes and other operations.

Resource and Capabilities

The Tribunal has developed encompassing human resource instruments in a way that, once implemented, it will operate optimally. It is in the process of establishing skills gaps and will develop strategies to address them, both in the short and long term. The Tribunal recognizes the need to ensure continued growth and enhanced capacity of its human capital in line with its workload and emerging trends. The Tribunal will also integrate staff performance and productivity in all its operations, and inculcate good governance tenets to enhance efficiency and effectiveness in service delivery. It will also strengthen the communication function for improved institutional visibility.

Budgetary allocation has been inadequate, and as such, the Tribunal will develop and implement an innovative resource mobilization strategy as well as forge strategic partnerships and collaborations with stakeholders.

3.1.3 Summary of Strengths and Weaknesses

Table 3-2 presents a summary of strengths and weaknesses

Table 3-2: Summary of Strengths and Weaknesses

Strengths	Opportunities
<ol style="list-style-type: none"> 1. Judicial power and Tribunal drawn from the Constitution and State Corporations Act, Cap 446. 2. SCAT established under the law (State Corporations Act, CAP 446) and has published rules and regulations (2001). 3. SCAT is the only agency mandated to hear and determine appeals from the decision of the Inspector of State Corporations to surcharge 4. The Tribunal as established provides diversity from its members 5. Strong collaboration with key stakeholders 6. Professional, competent and committed staff members 7. Strong reputation - SCAT has delivered services efficiently to date 8. Effective redress mechanism in protecting public funds but also ensuring access to justice for those surcharged. 9. Existence of service charter aligned with the Act and Tribunal Rules 	<ol style="list-style-type: none"> 1. Provisions of the Constitution demands for access to justice by all from quasi-judicial bodies such as the Tribunal. 2. There is opportunity for SCAT to play a bigger role in the governance of State Corporations including handling cases: on operations, commercial decisions and policy implementation; originating from other agencies such as Ethics and Anti-Corruption Commission, Public Investment Committee, Public Accounts Committee; and arbitrating on disputes between the chief executive officers and the boards of State corporations and between State corporations. 3. Exposure opportunities at the international level. 4. SCAT has the opportunity to play a role in matters involving public agencies formed under county governments in line with devolution. 5. Opportunity to align Tribunal's activities to the Vision 2030, other government priorities and the Sustainable Development Goals (SDGs) with respect to justice, fair hearing and enforcement of the rule of law. 6. Recognition of Alternative Dispute Resolution (ADR) by the constitution. 7. Goodwill from strategic partners

10. Accessible office location – centrally located in the CBD	
Weaknesses	Threats
<ol style="list-style-type: none"> 1. Inadequate office space and working tools 2. Inadequate funding 3. Inadequate staff 4. Inadequate administrative procedures 5. Low awareness among its stakeholders on the role of the Tribunal 6. Weak adoption of ICT – unautomated business processes such as Tribunal Case Management System 7. Inadequate internal control mechanisms and systems 	<ol style="list-style-type: none"> 1. Delays in constituting the Board once the current one expires 2. Weak legal and institutional framework 3. Conflict of interest 4. Lack of appeal cases 5. Disasters and pandemics 6. Cyber security 7. Macroeconomic instability 8. SCAT only sits in Nairobi limiting its access to aggrieved parties far from Nairobi.

3.2 Analysis of Past Performance

3.2.1 Key Achievements

1. The Tribunal developed a customer charter defining services rendered and the timeframes for access to services, rights and obligations.
2. Established and implemented an (always) updated calendar and cause list.
3. Developed a website where cause lists and other matters are listed to enhance efficiency and effectiveness.
4. The Tribunal adopted and implemented the civil service's Integrated Payroll and Personnel Data (IPPD) system and Government Human Resource Integrated Systems (GHRIS) to facilitate management of payroll and incidental.
5. Renovated Tribunal Offices, Court and Board room giving it a modern look.
6. The Tribunal heard and determined all appeals.

7. Developed and disseminated IEC materials to stakeholders. These materials targeted increasing visibility as well sensitization of the public through dissemination.
8. Enhanced tribunal capacity by acquiring ICT facilities.
9. Established working relationships with like-minded agencies and organizations such as SCAC, ISC, the State Corporations and the Judiciary.
10. Participated in the induction of Boards.

3.2.2 Challenges

1. Inadequate budget
2. Inadequate staff
3. Inadequate working tools and office space
4. The change in the Tribunal placement (from TNT to Judiciary) slowed implementation of planned programmes.

3.2.3 Lessons Learnt

1. Digitalization of services improves service delivery. These gains need to be up-scaled taking into account rapid growth in technology, risks involved and the need for continuous upgrade and capacity building of staff to meet stakeholder expectations.
2. A supportive legal framework is key for proper anchorage of the Tribunal.
3. Structuring of resource mobilization improves implementation of programmes and activities. To augment this in the plan period, a resource mobilization strategy will be developed and implemented.
4. Strong collaboration and partnerships with stakeholders lead to effectiveness and efficiency in service delivery. Strategic partnerships afford the Tribunal technical and financial resources.
5. Inadequate staff capacity limits operations of the Tribunal - burdening the few staff.
6. Strong systems and structures promote good corporate governance

3.3 Stakeholder Analysis

An analysis of the stakeholders is undertaken to clearly outline their roles; what SCAT should do to meet their expectations; and what the stakeholders should do to assist SCAT realize its mandate.

Table 3-3: Stakeholder Analysis

Stakeholder	Stakeholder Expectation	SCAT Expectation
National Treasury and Economic Planning	<ul style="list-style-type: none"> i. Compliance with public finance regulations ii. Transparency and accountability iii. Compliance with policies and procedures iv. Timely financial and non-financial reporting 	<ul style="list-style-type: none"> i. Timely appointment of Tribunal Board members ii. Timely release of allocated funds iii. Timely provision of relevant guidelines iv. Technical support in compliance with policies and procedures v. Create awareness on the roles of the Tribunal vi. Support in review of existing legal and institutional framework vii. Support in financial resource mobilization viii. Support in approval of HR instruments
Inspector General (Corporation)	<ul style="list-style-type: none"> i. Fair, impartial, expeditious and just judgment on appeal ii. Compliance with policies and procedures iii. Confidentiality iv. Easy and timely access of registry services (including tribunal files, orders and tribunal hearing dates) v. Timely Rulings and Judgements 	<ul style="list-style-type: none"> i. To expedite the surcharge process and provide all information to the Tribunal on a timely basis ii. Furnish the Tribunal and the appellant with information relied on to arrive to a surcharge iii. Observe rules of natural justice iv. Abide by Tribunal decisions v. Comply with Tribunal process and timelines
SCAC	<ul style="list-style-type: none"> i. Expedited and just judgment on appeal 	<ul style="list-style-type: none"> i. Objective oversight and advise on the affairs of state corporations ii. To understand the functions of SCAT as per the mandate

Stakeholder	Stakeholder Expectation	SCAT Expectation
	ii. Compliance with policies and procedures iii. Sensitization of state corporations and their staff	iii. Compliance with public finance regulations iv. Compliance with parent policies and procedures
State Corporations	i. Fair, impartial, expeditious and just Judgment on appeal ii. Compliance with policies and procedures	i. To understand the functions of SCAT as per the mandate ii. Uphold high level of integrity while dealing with the staff of the Tribunal iii. Timely provision of relevant information as may be required by the Tribunal iv. Compliance with public finance regulations v. Compliance with parent policies and procedures
Members of staff of the state corporations	i. Fair, impartial, expeditious and just judgment on appeal ii. Compliance with policies and procedures iii. Guidance on the appeal process iv. Awareness creation on the role of the Tribunal v. Confidentiality	i. Be conversant with State Corporation Act, Cap 446 ii. Make their request on issue in writing and provide all the relevant information necessary to inform the Tribunal iii. If dissatisfied, file appeal against surcharge within 30 days from the date of certificate of surcharge iv. Uphold high level of integrity while dealing with the staff of the tribunal v. Abide by Tribunal decisions vi. Comply with Tribunal process and timelines vii. Compliance with public finance regulations viii. Compliance with policies and procedures
Judiciary	i. Expedited disposal of appeal cases	i. Expedited disposal of appeal cases ii. Timely request for relevant appeals documents

Stakeholder	Stakeholder Expectation	SCAT Expectation
	<ul style="list-style-type: none"> ii. Compliance with public finance regulations iii. Compliance with policies and procedures 	<ul style="list-style-type: none"> iii. To understand the functions of SCAT as per the mandate
Office of the Auditor General	<ul style="list-style-type: none"> i. Compliance with public finance regulations ii. Compliance with policies and procedures iii. Timely preparation of annual financial statements (including ESG considerations) iv. Timely hearing and determination of cases 	<ul style="list-style-type: none"> i. To comply with the audit process requirement ii. Provision of timely audit reports iii. Objective reporting on the Tribunal iv. Uphold high level of integrity in conducting audits
Office of the Attorney General	<ul style="list-style-type: none"> i. Compliance with public finance regulations ii. Compliance with policies and procedures 	<ul style="list-style-type: none"> i. Appointment of substantive Secretary ii. Legal support
National Assembly	<ul style="list-style-type: none"> i. Comply with the constitution and the law ii. Compliance with policies 	<ul style="list-style-type: none"> i. Comply with the constitution and the law ii. To respect separation of powers iii. Fair consideration of Tribunal matters iv. Timely legislation on matters affecting the Tribunal

Stakeholder	Stakeholder Expectation	SCAT Expectation
	and procedures iii. Timely provision of final audit reports iv. Timely submission of proposals v. Prudent utilization of public funds	
EACC	i. Comply with the constitution and the law ii. Compliance with policies and procedures iii. Timely provision of information iv. Prudent utilization of public funds	i. Objective investigations ii. Collaboration and partnerships iii. Comply with the constitution and the law iv. To respect separation of powers
Independent Commissions (such as PSC, SRC etc)	i. Fairness in recruitment, promotion and remuneration ii. Comply with the constitution and the law iii. Compliance with policies	i. Timely approval of requests ii. Comply with the constitution and the law iii. To respect separation of powers iv. Fair consideration of Tribunal matters

Stakeholder	Stakeholder Expectation	SCAT Expectation
	and procedures iv. Timely submission of proposals v. Prudent utilization of public funds	
Academia and Research Institutions	i. Collaboration and partnerships ii. Adoption of research findings and best practices	i. Best practices ii. Capacity building and sensitizations on good governance iii. Collaboration and partnerships
Staff	i. Conducive working environment ii. Favourable terms of service iii. Equity iv. Continuous capacity development v. Job security	i. Improved productivity ii. Compliance with public finance regulations iii. Compliance with policies and procedures iv. Efficiency and effectiveness v. Uphold high level of integrity vi. Professionalism vii. Commitment to the Tribunal Goals
Service providers	i. Equal opportunity to do business with the Tribunal ii. Prompt payment for services rendered iii. Compliance with policies and procedures iv. Transparency and accountability	i. Compliance with policies and procedures ii. Timely provision of quality services iii. Uphold high level of integrity

Stakeholder	Stakeholder Expectation	SCAT Expectation
Professional Bodies (LSK, PRSK, IHRM etc)	<ul style="list-style-type: none"> i. Respect rule of law ii. Fair, impartial, expeditious and just judgment on appeal iii. Compliance with policies and procedures iv. Provision of information on the results of appeals v. Comply with Tribunal process and timeliness vi. Uphold high level of integrity 	<ul style="list-style-type: none"> i. Independence and impartiality in decision making ii. Effective and efficient case management iii. Uphold high level integrity iv. Comply with court process and timeliness

CHAPTER FOUR

STRATEGIC ISSUES, GOALS AND KRAs

4.0 Overview

The chapter presents the Strategic Issues, the SCAT strategic goals and the Key Result Areas (KRAs).

4.1 Strategic Issues

- i. Governance in state corporations: The BETA calls for strengthening the rule of law, increasing access to justice, ensuring respect for human rights, and respecting SDG 16, which focuses on peace, justice, and strong institutions. To the Tribunal, this is an indication of the need to continuously sensitize state corporations' staff and strengthen governance in state corporations.
- ii. Access to administrative justice: In the past, on average, determination of appeals takes eight (8) months. There is, therefore, need to fasttrack the determination of appeals as a way of enhancing access to fair and expeditious administrative justice.
- iii. Institutional capacity: For the Tribunal to deliver on its core mandate, it requires to be strengthened. Some of the inherent challenges noted include: Inadequate financial resources, inadequate staff capacity, unstructured performance management and weak collaboration and partnerships, among others.

4.2 Strategic Goals

1. Enhanced access to fair and expeditious administrative justice
2. Improved governance (transparency and accountability) in the State Corporations
3. Strengthened Tribunal capacity and partnerships
4. Enhanced resource mobilization and management

4.3 KRAs

- i. Access to Justice
- ii. Strengthened Institutional Capacity

Table 4-1: Strategic Issues, Goals and KRAs

Strategic Issue	Strategic Goal	KRA
Governance in state corporations	i. Enhanced access to Fair and expeditious administration of justice	Access to Justice
Access to administrative justice		

Strategic Issue	Strategic Goal	KRA
	ii. Improved governance (transparency and accountability) in state corporations	
Institutional capacity	i. Strengthened Tribunal capacity and partnerships ii. Enhanced resource mobilization and management	Strengthened Institutional Capacity

4.2.1 Critical Success Factors

1. **Leadership:** SCAT Board and management will provide direction and guidance towards strategy execution.
2. **People, Systems and Policies:** The Tribunal will ensure that the right people are engaged, both in skill and competence. Supportive systems and policies will also be put in place.
3. **Monitoring and Quality Assurance:** The Tribunal will strengthen the monitoring of the implementation of programmes. Recommendations will inform re-programming.
4. **Culture:** The Tribunal will maintain and improve a performance-oriented culture at all levels during the implementation of this plan. The performance management framework will provide periodic review of the Key Performance Indicators (KPIs) for continuous improvement.
5. **Communication:** The Tribunal's strategies will be cascaded down to the various levels. To enable support, the Strategic Plan will be communicated to all employees in the most effective manner. Both horizontal and vertical mechanisms will be strengthened for coordinated communication, with internal and external stakeholders. The Tribunal will develop targeted messages for all stakeholder cohorts.
6. **Performance-Based Budget:** The Tribunal will ensure that the Strategic Plan initiatives are adequately budgeted.
7. **Governance:** Quarterly and annual performance review will be undertaken. Regular internal and external audits will be conducted to establish compliance with Government's operations and financial regulations.

CHAPTER FIVE

STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

The Chapter presents the Strategic Objectives and outcomes.

5.1 Strategic Objectives

The Tribunal has formulated six (6) Strategic Objectives, and include to: To enhance access to fair and expeditious administration of justice; strengthen Human Resource Management and Development; improve work environment; strengthen performance management; enhance financial resources and management; and increase visibility of the Tribunal.

Table 5-1: Outcomes Annual Projections

Key Result Areas (KRAs)	Outcome	Outcome Indicator	Targets	
			Y1	Y3
Access to Justice	Enhanced access to fair and expeditious administration of justice	Proportion of appeals upheld by the High Court	100	100
		Time taken to determine an appeal (in Months)	8	6
		Client Satisfaction	X	X+5
		Level of Implementation of the Case Management System	-	100
		Level of Implementation of the recording and transcription system	-	100
Strengthened Organizational Capacity	Strengthened Tribunal	PC Performance	-	V. Good (2.490)
		Staffing levels (%)	42.1	100
		Proportion of staff with adequate working tools	-	100
		Proportion of staff appraised	-	100
		% increase in financial resources	-	150
		Audit Opinion	Unqualified	Unqualified
		Absorption Rate	100	100

Key Result Areas (KRAs)	Outcome	Outcome Indicator	Targets	
			Y1	Y3
		No. of MoUs with strategic partners	-	3
		Employee Satisfaction Index	X	X+5
		Work Environment Satisfaction Index	X	X+5
		Brand Awareness Levels ¹	X	X+5

5.2 Strategic Choices

The two (2) Key Result Areas and their Strategic Objectives will be implemented through 12 strategies as provided in Table 5-2:

Table 5-2: Strategic Objectives and Strategies

KRAs	Strategic Objective	Strategy
Access to Justice	To enhance access to fair and expeditious administration of justice	Automate business processes
		Improve records management
		Enhance awareness creation
		Strengthen policy, legal and institutional frameworks
Strengthened Institutional Capacity	To strengthen Human Resource Management and Development	Human resource development
		Strengthen the Board
		Improve staff welfare
	To improve work environment	Improving work environment
	To strengthen performance management	Strengthen performance management
	To enhance financial resources and management	Enhance resources for the Tribunal
	To increase visibility of the Tribunal	Strengthen brand visibility Strengthen Knowledge Management

¹ To be administered as part of the customer satisfaction survey or during the sensitization of state corporations

CHAPTER SIX

IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

The chapter presents the implementation plan and its various components namely action plan, annual workplan and budget, performance contracting, coordination framework, institutional framework, staff establishment, skills set and competence development. It also captures the leadership component, systems and procedures that will be required for effective and efficient implementation of the strategic plan and presents the risk management framework.

6.1 Implementation Plan

The section presents this Strategic Plan implementation action-plan and how it will inform the annual work plans and performance contracts.

6.1.1 Action Plan

The Strategic Plan action plan is a detailed presentation of the strategic issues, strategic goals, Key Result Areas (KRA's), outcomes, strategic objectives, strategies, key activities, expected outputs, output indicators, annual targets, annual budgets and responsibility for execution of the activities. The action plan is attached as Annex I.

6.1.2 Annual Workplan and Budget

The Tribunal will extract expected outputs and activities for the annual work plans from the implementation matrix (Annex I). This will ensure that the annual workplans developed over the period are aligned to the strategic objectives, strategies and activities defined in this Strategic Plan. The annual workplans will be used to inform the SCAT annual budgets for the plan period.

6.1.3 Performance Contracting

The Tribunal will extract annual Performance Contracts (PCs) from the annual workplans based on the approved budgets for the respective financial years during the plan period. The PCs will be developed in reference to the issued guidelines.

6.2 Coordination Framework

This section presents the Tribunal's institutional framework, staff establishment, skills set, competence development, systems and procedures. These are technical resources required to implement the Strategic Plan.

6.2.1 Institutional Framework

The Tribunal will be organized into four (4) Departments; Legal Services; Research and Documentation; Human Resource and Administration; and Finance, Accounts and Planning. The legal services department will be composed of two (2) divisions (litigation and legal advisory); Research and Documentation (research and innovation, and advocacy and documentation division); Human Resource and Administration (human resource and administration division); and Finance, Accounts and Planning (Finance and Accounts, and Planning division). These will be supported by: ICT, supply chain management, corporate communications, and internal audit. The current and proposed organizational structures are presented in Figure 6-1 and 6-2, respectively.

6.2.2 Staff Establishment, Skills Set and Competence Development

The Tribunal has 10 staff members [two (2) technical officers and eight (8) support services] against an Authorized Establishment of 19. This means that it is operating at 52.6%, with the technical arm the most affected.

During this plan period, the Tribunal will implement interventions to ensure that the levels, skills set and competencies are adequate to support implementation of the Strategic Plan. These interventions will include but not limited to recruitment, outsourcing, capacity building/training, coaching, and mentoring.

In the plan period. In the plan period, the Tribunal will recruit 11 staff members (Manager Legal Services, finance officer, driver, and an ICT officer, a procurement officer, two (2) legal clerk, office assistant and a planner, a communications officer, and a records officer).

As such, the Tribunal will endeavour to bridge the identified gaps as captured in Table 6-1 and 6-2.

Table 6-1: Staff Establishment

S/No.	Designation	AE (A)	In Post (B)	Proposed			Variance (A-B)
				Technical Staff	Support Staff	Total (C)	
1.	CEO's Office	4	3	1	4	5	-1
2.	Legal Services Department	4	2	11	0	11	-2
3.	Research and Documentation	0	0	9	0	9	0
4.	Human Resource and Administration	3	1	-	12	12	-2
5.	Finance, Accounts and Planning	2	1	-	4	4	-1
	Information Communication Technology	2	0	-	2	2	-2
6.	Supply Chain Management	2	1	-	2	2	-1
7.	Corporate Communications	1	1	-	2	2	0
8.	Internal Audit	1	1	-	1	1	0
	Total	19	10	21	27	48	-9

Figure 6-1: Current Organizational Structure

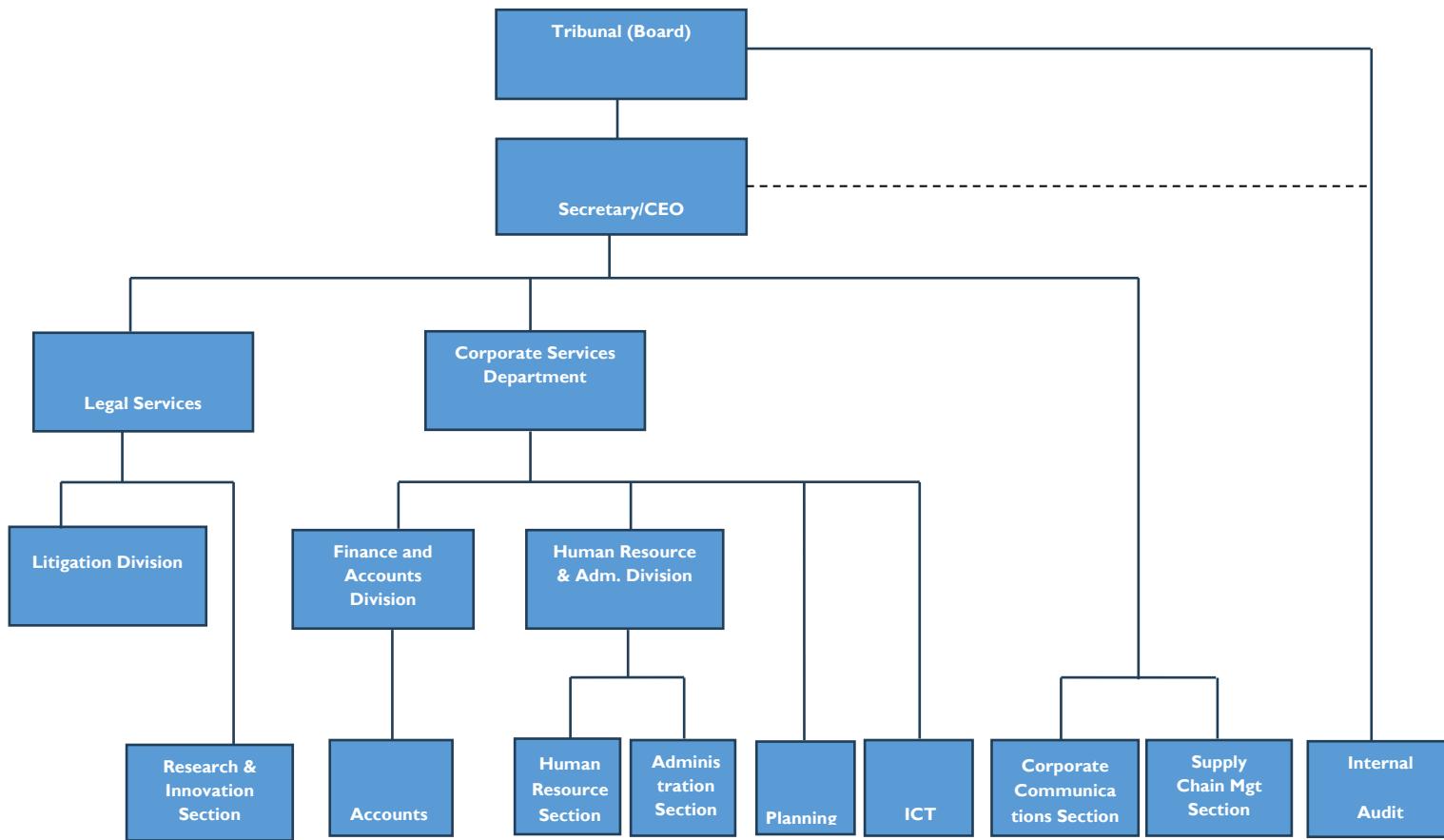


Figure 6-2: Proposed Organizational Structure

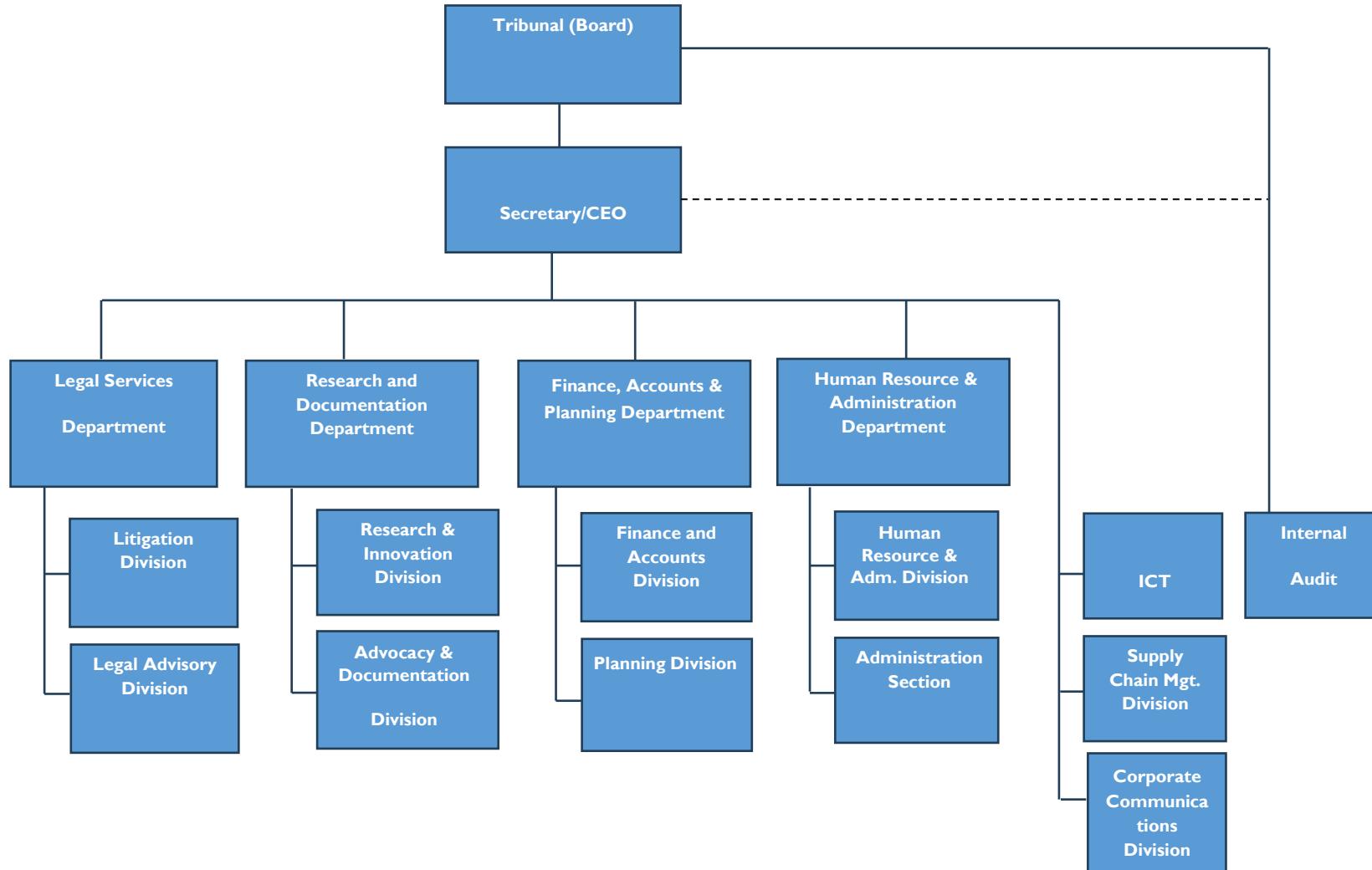


Table 6-2: Skills Set and Competence Development

Cadre	Skills Possessed	Skills Gap	Competence Development
Management	<ul style="list-style-type: none"> – Strategic Leadership – Computer Proficiency – Analytical Skills – Communication and reporting skills – Mentoring, coaching and leadership skills – Managerial skills – Interpersonal and negation skills – Team player – Decision making and problem solving – Policy and strategy making, and implementation – Risk management – Strategic and innovative thinking 	<ul style="list-style-type: none"> – Strategic Leadership – Computer Proficiency – Analytical Skills – Communication and reporting skills – Mentoring, coaching and leadership skills – Managerial skills – Interpersonal and negation skills – Team player – Decision making and problem solving – Policy and strategy making, and implementation – Risk management – Strategic and innovative thinking 	<ul style="list-style-type: none"> – Strategic Leadership – Computer Proficiency – Report writing – Analytical Skills – Negotiation skills – Policy and strategy making – Risk management – Resource mobilization
Auditors	<ul style="list-style-type: none"> – Communication skills – Problem solving skills – Analytical skills – Computer Proficiency (accounting and auditing software) – Interpersonal and negation skills – Policy making – Managerial and advisory skills – Report writing – Record keeping – Risk management 	<ul style="list-style-type: none"> – Communication skills – Problem solving skills – Analytical skills – Computer Proficiency (accounting and auditing software) – Interpersonal and negation skills – Policy making – Managerial and advisory skills – Report writing – Record keeping – Risk Management 	<ul style="list-style-type: none"> – Accounting and auditing software (such as Teammate) – Risk management – Report writing – Policy making and strategy implementation
Strategy and Planning Officers	<ul style="list-style-type: none"> – Communication skills – Problem solving skills – Analytical skills – Monitoring and Evaluation Skills – Computer Proficiency – Interpersonal and negation skills – Planning and policy making – Managerial and advisory skills – Report writing – Risk management – Mentoring, coaching and leadership skills 	<ul style="list-style-type: none"> – Communication skills – Problem solving skills – Analytical skills – Monitoring and Evaluation Skills – Computer Proficiency – Interpersonal and negation skills – Planning and policy making – Managerial and advisory skills – Report writing – Risk management – Mentoring, coaching and leadership skills 	<ul style="list-style-type: none"> – Analytical skills – Monitoring and Evaluation – Computer Proficiency – Planning and policy development – Report writing – Risk management – Resource mobilization

Cadre	Skills Possessed	Skills Gap	Competence Development
Legal Clerks	<ul style="list-style-type: none"> – Digital and digitization skills – Research and knowledge management – Computer proficiency – Report writing – Communication skills – Record keeping – Interpersonal and negotiation skills – Organizational skills – Analytical skills 	<ul style="list-style-type: none"> – Digital and digitization skills – Research and knowledge management – Computer proficiency – Report writing – Communication skills – Record keeping – Interpersonal and negotiation skills – Organizational skills – Analytical skills 	<ul style="list-style-type: none"> – Computer Proficiency (Digital and digitization) – Advanced computer learning – Research and KM – Report writing – Communication skills – Record keeping – Analytical skills
Office Administrators	<ul style="list-style-type: none"> – Computer proficiency – Report writing – Communication skills – Record keeping – Interpersonal and negotiation skills (customer care) – Organizational skills – Supervisory skills – Decision making 	<ul style="list-style-type: none"> – Computer proficiency – Report writing – Communication skills – Record keeping – Interpersonal and negotiation skills – Organizational skills – Supervisory skills – Decision making 	<ul style="list-style-type: none"> – Computer proficiency – Report writing – Communication skills – Record keeping – Supervisory skills
ICT Officers	<ul style="list-style-type: none"> – Digital and digitization skills – Knowledge management – Computer proficiency – Report writing – Communication skills – Record keeping – Interpersonal and negotiation skills – Organizational skills – Analytical skills 	<ul style="list-style-type: none"> – Digital and digitization skills – Knowledge management – Computer proficiency – Report writing – Communication skills – Record keeping – Interpersonal and negotiation skills – Organizational skills – Analytical skills 	<ul style="list-style-type: none"> – Computer Proficiency (Digital and digitization) – Advanced computer learning – Research and KM – Report writing – Communication skills – Record keeping – Analytical skills
Accountants/Finance Officers	<ul style="list-style-type: none"> – Digital and digitization skills – Computer proficiency (accounting software) – Report writing – Communication skills – Record keeping – Interpersonal and negotiation skills – Organizational skills – Analytical skills 	<ul style="list-style-type: none"> – Digital and digitization skills – Computer proficiency – Report writing – Communication skills – Record keeping – Interpersonal and negotiation skills – Organizational skills – Analytical skills 	<ul style="list-style-type: none"> – Computer Proficiency (Digital and digitization) – Advanced computer learning (accounting software) – Report writing – Communication skills – Record keeping – Analytical skills

Cadre	Skills Possessed	Skills Gap	Competence Development
			<ul style="list-style-type: none"> – Resource mobilization
HR/Administration Officers	<ul style="list-style-type: none"> – Problem solving skills – Digital and digitization skills – Computer proficiency (HR software) – Report writing – Communication skills – Record keeping – Interpersonal and negotiation skills – Organizational skills – Analytical skills – Strategic thinking – Team player 	<ul style="list-style-type: none"> – Digital and digitization skills – Computer proficiency – Report writing – Communication skills – Record keeping – Interpersonal and negotiation skills – Organizational skills – Analytical skills 	<ul style="list-style-type: none"> – Computer Proficiency (Digital and digitization) – Advanced computer learning (HR software) – Report writing – Communication skills – Record keeping – Analytical skills
Drivers	<ul style="list-style-type: none"> – Defensive driving – Attention to details – Professionalism – Time management – Interpersonal skills – Record keeping – Basic mechanical skills – Basic computer skills – Report writing 	<ul style="list-style-type: none"> – Defensive driving – Attention to details – Professionalism – Time management – Interpersonal skills – Record keeping – Basic mechanical skills – Basic computer skills – Report writing 	<ul style="list-style-type: none"> – Defensive driving – Record keeping – Basic mechanical skills – Basic computer skills – Report writing
Procurement	<ul style="list-style-type: none"> – Problem solving skills – Digital and digitization skills – Computer proficiency (procurement software) – Report writing – Communication skills – Record keeping – Interpersonal and negotiation skills – Organizational skills – Analytical skills – Strategic thinking – Team player 	<ul style="list-style-type: none"> – Digital and digitization skills – Computer proficiency – Report writing – Communication skills – Record keeping – Interpersonal and negotiation skills – Organizational skills – Analytical skills 	<ul style="list-style-type: none"> – Computer Proficiency (Digital and digitization) – Advanced computer learning (Procurement software) – Report writing – Communication skills – Record keeping – Analytical skills
Corporate Communications Officer	<ul style="list-style-type: none"> – Crisis management skills – Oral and written communication skills – Problem solving skills – Digital and digitization skills 	<ul style="list-style-type: none"> – Crisis management skills – Oral and written communication skills – Problem solving skills – Digital and digitization skills 	<ul style="list-style-type: none"> – Computer Proficiency – Report writing – Communication skills – Record keeping

Cadre	Skills Possessed	Skills Gap	Competence Development
	<ul style="list-style-type: none"> - Computer proficiency - Report writing - Communication skills - Record keeping - Mentoring, coaching and leadership skills - Interpersonal and negotiation skills - Organizational skills - Analytical skills - Team player 	<ul style="list-style-type: none"> - Computer proficiency - Report writing - Communication skills - Record keeping - Mentoring, coaching and leadership skills - Interpersonal and negotiation skills - Organizational skills - Analytical skills - Team player 	<ul style="list-style-type: none"> - Analytical skills - Crisis Management
Receptionist	<ul style="list-style-type: none"> - Computer proficiency - Report writing - Communication skills - Record keeping - Interpersonal and negotiation skills (customer care) - Organizational skills - Supervisory skills - Decision making 	<ul style="list-style-type: none"> - Computer proficiency - Report writing - Communication skills - Record keeping - Interpersonal and negotiation skills - Organizational skills - Supervisory skills - Decision making 	<ul style="list-style-type: none"> - Computer proficiency - Report writing - Communication skills - Record keeping - Supervisory skills
Office Assistant	<ul style="list-style-type: none"> - Problem solving skills - Report writing - Communication skills - Record keeping - Interpersonal and negotiation skills - Organizational skills 	<ul style="list-style-type: none"> - Problem solving skills - Report writing - Communication skills - Record keeping - Interpersonal and negotiation skills - Organizational skills 	<ul style="list-style-type: none"> - Problem solving - Report writing - Communication - Record keeping - Interpersonal - Organizational skills

6.2.3 Leadership

The Secretary/CEO will provide overall leadership and oversight during implementation of this Strategic Plan. The Heads of Department will meet at least once every two (2) weeks to review implementation of the strategic plan, the annual work plans, quarterly reports and financial expenditures in accordance with public financial management circulars and legal procedures. The Director, Finance, Accounts and Planning will be responsible for coordination of implementation and reporting of this strategic Plan.

6.2.4 Systems and Procedures

During this plan period, the Tribunal envisages digitalization of the case management system, and also put in place a robust electronic records management system for ease of retrievability and accessibility of records.

6.3 Risk Management Framework

Table 6-3 presents potential risks that are likely to hinder implementation of this strategic plan. These risks have been categorized, their likelihood and impact determined (L – Low, M – Medium and H - High), and mitigation measures proposed.

Table 6-3: Risk Management Framework

Risk Category	Risks	Likelihood (L/M/H)	Impact (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measures
Financial	Inadequate funding	H	H	H	<ul style="list-style-type: none">– Develop and implement a Resource Mobilization Strategy– Establish and strengthen strategic partnerships– Strengthen the internal control mechanisms
Operational	Delayed approval to recruit	H	H	H	<ul style="list-style-type: none">– Stakeholder engagement while reviewing HR instruments and internal policies– Awareness creation on the mandate of the Tribunal– Seek deployment of staff, pending recruitment, from the TNT
	Delayed appointment of members	H	H	H	<ul style="list-style-type: none">– Establish and strengthen strategic partnerships– Timely declaration of vacancies in membership

Risk Category	Risks	Likelihood (L/M/H)	Impact (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measures
					<ul style="list-style-type: none"> – Awareness creation on the mandate of the Tribunal
Legal	Lack of clarity on the placement of the Tribunal (whether in Judiciary or TNT)	H	H	H	<ul style="list-style-type: none"> – Review policy, legal and institutional frameworks – Establish and strengthen strategic partnerships – Awareness creation on the mandate of the Tribunal
	Delayed enactment of legislations	H	H	H	<ul style="list-style-type: none"> – Establish and strengthen strategic partnerships – Timely preparation and submission of proposals
	Delayed approval of Tribunal Rules	L	M	L	<ul style="list-style-type: none"> – Timely preparation and submission of the Rules to the CJ – Establish and strengthen strategic partnerships
	Failure to honour partnership agreements	L	H	M	<ul style="list-style-type: none"> – Develop/Review MoUs to ensure their efficacy – Due diligence
Reputational	Misreporting of Tribunal decisions	L	H	M	<ul style="list-style-type: none"> – Develop and implement a communication strategy – Establish a mechanism for crisis communication/management – To establish and strengthen a communications unit
ICT	Data loss	M	H	H	<ul style="list-style-type: none"> – Establish backup systems – Encryption of sensitive data – Train staff on data protection – Register with ODPC as data processor and handler – Establish registry/repository – Recruit a records management officer – Develop a records policy – Establish electronic record and documents management system
	Cyber security	M	H	H	Establish backup systems and sensitize staff

CHAPTER SEVEN

RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0 Overview

The chapter presents the financial resource requirements, financial resource gaps and financial resource mobilization strategies required to implement this Strategic Plan.

7.1 Financial Requirements

Table 7-1 contains the financial resources required to implement the Strategic Plan by Key Result Area.

Table 7-1: Financial Requirements

Item	Projected Resource Requirements (Kshs. Million)			
	Y1	Y2	Y3	Total
Access to Justice	12.7	18.2	5.7	36.6
Strengthened Institutional Capacity	43.9	35.1	33	112
Administrative Cost	15.5	32.8	41.4	89.7
Total	72.1	86.1	80.1	238.3

To implement this strategic plan in the next three (3) years, the Tribunal will require **Kshs. 238.3 million**.

7.2 Resource Gaps

Table 7-2 presents the financial resource gap, determined from the financial resource requirements and estimated budget allocation.

Table 7-2: Resource Gaps

FY	Requirement (Kshs. Mn)	Estimated Budget Allocation (Kshs. Mn)	Variance (Kshs. Mn)
Y1	72.1	46.9	(25.2)
Y2	86.1	51.2	(34.9)
Y3	80.1	56.7	(23.4)
Total	238.3	154.8	(83.5)

With an estimated resource envelop of Kshs. 154.8 million, out of which Kshs. 8.1 million is A-I-A, compared to a resource requirement of Kshs. 238.3 million for programmes, the Tribunal has a resource gap of Kshs. 83.5 million. This calls for sound resource mobilization strategies to bridge the gap.

7.3 Resource Mobilization Strategies

Resource Management is very critical in enhancing efficiency, effectiveness, and prudence in utilization of resources and bridging the resource gap. The Tribunal will adhere to the guidelines and circulars issued by the National Treasury, Controller of Budget and Office of the Auditor General. The Tribunal will ensure value for money by inculcating best practices.

The Tribunal will employ efficient utilization of its resources to support the Strategies/actions outlined in the Strategic Plan. Emphasis will be placed on financial resource mobilization to enhance the revenue while overseeing expenditures to ensure responsible financial resource management. The measures to be considered are:

- i) **Resource Mobilization Strategy:** The Tribunal will develop and implement a resource mobilization strategy in the first year of the plan. It will also establish and operationalize a Resource Mobilization Committee (RMC).
- ii) **GoK Funding:** The Tribunal will engage the National Treasury for adequate funding to operationalize this plan.
- iii) **Stakeholder Engagement Framework:** Strategic partnerships will seek to avail resources (financial and technical to the Tribunal).
- iv) **The whole of government approach:** The Tribunal will establish and strengthen strategic collaborations with sector players.

7.4 Resource Management

The Tribunal will adhere to Programme Based Budgeting approach. It will capacity built its staff on budgeting, risk management, stakeholder engagement and resource planning. Several measures will be employed to ensure prudent management of resources, and include:

- i. **Automation of Processes:** The Tribunal will automate and digitalize the case management system to enhance efficiency and effectiveness in service delivery. It will encourage and support innovation towards realizing prudent resource management.
- ii. **Effective Planning:** All the Departments/Units will develop annual workplans and procurement plans facilitating budget implementation and prioritization of programmes. Detailed budgets that align with the priorities and activities will be as set out in the Medium-Term Expenditure Framework (MTEF). The

Prioritization of resources allocation will be based on the level of importance, urgency, and expected outcomes.

- iii. Expenditure control, financial and programme performance monitoring, and adherence to budgetary implementation guidelines as issued by the National Treasury.
- iv. Effective management of Tribunal's human resources to maximize productivity and ensure realization of strategic plan goals and outcomes. This includes activities such as workforce planning and succession management, capacity building on financial matters, recruitment/rationalization, training and development, and performance management.
- v. Risk Management: The Tribunal will identify potential risks that could impact resource availability and develop strategies to reduce the likelihood of the events and minimize their impact if they materialize.
- vi. Implementation of Austerity measures: The Tribunal will implement Austerity measures as guided by circulars from the National Treasury. The Austerity measures will be geared towards optimizing resource utilization and minimizing expenditures.
- vii. Timely financial reporting: The Tribunal will conduct internal Audits and facilitate external Audits by the Office of the Auditor General (OAG). The Audits will inform timely financial reporting and promotion of transparency and accountability.

CHAPTER EIGHT

MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0 Overview

The chapter presents the monitoring framework, performance standards evaluation framework, reporting framework and feedback mechanism that will be used by the Tribunal to ensure that implementation of this Strategic Plan is on course.

8.1 Monitoring Framework

To ensure successful implementation of this Strategic Plan, monitoring will involve a systematic and continuous process of collecting and analyzing information based on the performance indicators, targets and provision of feedback. A monitoring and evaluation framework will be developed and will provide the steps as well as data collection methodologies, frequency and responsibility. At output level, data will be collected at various intervals so as to inform performance of the Tribunal. The Finance and Administration Department will be responsible for monitoring the implementation of the strategic plan.

8.2 Performance Standards

The performance standards based on the Strategic Objectives, Strategies, activities and Key Performance Indicators as outlined in this strategic plan will be communicated to employees to provide a framework within which they are expected to deliver. As such, the implementation matrix appended herein (Annex 1) will be integrated with the Performance Management System to enhance realization of the aspirations contained in this Plan. All Heads of Departments will be required to draw their activities and programmes from the implementation matrix, generate annual workplans and cascade to Departments/Units and to individuals in their respective teams through annual staff appraisal. This linkage will ensure commitment of all staff to the realization of the Strategic Objectives as stipulated in this Plan.

8.3 Evaluation Framework

The Tribunal will assess the level of implementation of set targets at outcome level using key metrics presented in Table 8-1.

Table 8-1: Outcome Matrix

Key Result Areas (KRAs)	Outcome	Outcome Indicator	Targets	
			Baseline	End of the Plan
Access to Justice	Enhanced access to fair and expeditious administration of justice	Proportion of appeals upheld by the High Court	100	100
		Time taken to determine an appeal (in Months)	8	6
		Client Satisfaction	X	X+5
		Level of Implementation of the Case Management System	-	100
		Level of Implementation of the recording and transcription system	-	100
Strengthened Organizational Capacity	Strengthened Human Resource Management and Development	PC Performance	-	V. Good (2.490)
		Staffing levels (%)	42.1	100
		Proportion of staff with adequate working tools	-	100
		Proportion of staff appraised	-	100
		% increase in financial resources	-	150
		Audit Opinion	Unqualified	Unqualified
		Absorption Rate	100	100
		No. of MoUs with strategic partners	-	3
		Employee Satisfaction Index	X	X+5
		Work Environment Satisfaction Index	X	X+5
		Brand Awareness Levels	X	X+5

8.3.1 Annual Reviews

The Tribunal will conduct annual reviews of the implementation of this Strategic Plan. The recommendations emanating from the reviews will facilitate improvements to the Strategic Plan implementation process.

8.3.2 End-Term Evaluation

The Tribunal will conduct an end-term review of the implementation of this strategic Plan to take stock of the achievements and lessons learnt to inform the next planning phase.

8.3.3 Ad-hoc Review

An ad hoc review of this Strategic Plan may be conducted to enable the Tribunal maneuver through turbulent times. Extreme and significant changes in the operating environment may affect implementation of programmes and activities as contained in the implementation matrix. Such changes will be identified through quarterly and annual reports, and environmental scanning. Therefore, it is imperative that this strategic Plan remains as agile as possible.

8.4 Reporting Framework and Feedback Mechanism

The Finance and Administration Department will be responsible for monitoring and reporting progress of implementation of this strategic plan. As such, the Department will consolidate performance reports submitted from all Departments/Units on a quarterly and annual basis using prescribed formats. The Heads of Directorates/Departments will discuss and review the Tribunal performance reports. In these reports, actual performance will be compared with set performance targets/ standards and if actual results fall outside the tolerance range, corrective action will be recommended not only to address the deviation but also to prevent recurrence. The Tribunal will develop and issue operational area reporting templates.

ANNEX I: IMPLEMENTATION MATRIX

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target			Budget (Mn)			Responsibility	
							Y1	Y2	Y3	Y1	Y2	Y3	Lead	Support
Access to Justice	To enhance access to fair and expeditious administration of justice	Automate business processes	Develop and operationalize an electronic case management system ²	Case management system developed and operationalized	Operational Case management system	I	I			4			Legal Services	ICT
			Sensitize staff on the case management system	Staff sensitized	Proportion of staff	100	100			0.2				
			Develop and operationalize a recording and transcription system	Recording and transcription system developed and operationalized	Recording and transcription system	I		I				3		
			Sensitize staff on the recording and transcription system	Staff sensitized	Proportion of staff	100		100			0.2			
			Onboard tribunal services into e-Citizen platform	Services onboarded	e-Citizen presence	I	I			0.2				
	Improve records management	Develop records manual and sensitize staff	Develop records manual and sensitize staff	Manual developed	Manual	I		I			2		HR & Admin	Legal Services
				Staff sensitized on the manual and data protection	Proportion of staff	100		100			0.2			
			Publish Tribunal cases with National Council for Law Reporting	Cases published	NCLR updated website	I	I	I	I				Legal Services	HR & Admin
		Develop an Electronic Records Management System/Repository	Repository developed	Updated Repository	Updated Repository	I		I			3		HR & Admin	ICT
		Enhance awareness creation	Sensitize officers of state corporations on the	Resource persons sensitized	No. of resource persons	600	200	200	200	3	3.3	3.5	Legal Services /CEO	Admin

² Include a module for e-filing

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target			Budget (Mn)			Responsibility	
							Y1	Y2	Y3	Y1	Y2	Y3	Lead	Support
Strengthened Institutional Capacity	To strengthen Human Resource Management and Development	Human resource development	mandate of the Tribunal as resource persons										Legal Services /CEO	Admin
			Sensitize state corporation Board members on the mandate of the Tribunal	Board members sensitized	No. of forums	3	1	1	1					
			Sensitize members of professional bodies ³	Members sensitized	No. of forums	6	2 ⁴	2 ⁵	2 ⁶	1.5	1.8	2		
			Review customer service charter	Charter reviewed	Charter	1	1			0.2				
			Design and implement a customer satisfaction survey	Survey implemented	Quarterly reports	12	4	4	4	0.1	0.2	0.2		
			Strengthen policy, legal and institutional frameworks	Prepare a legislative proposal to initiate the review of the State Corporations Act, Cap 446, section 22 and regulations	Proposal prepared	Proposal	1	1	1		3	2		
			Review Tribunal Rules	Rules reviewed	Tribunal Rules	1	1	1		0.5	0.5			
			Develop a case management procedure manual	Manual developed	Manual	1		1			2			
Strengthened Institutional Capacity	To strengthen Human Resource Management and Development		Review HR instruments	Instruments reviewed and implemented	No. of instruments	4	4			4			HR & Admin	Finance and Accounts
			Recruit and induct staff	Staff recruited and inducted	No. of staff	11	4 ⁷	7 ⁸		0.5	2	1		
			Sensitize staff on HR instruments, other policies and legislations (including data protection)	Staff sensitized	Proportion of staff	100	100	100	100	0.2	0.3	0.3		
				TNA undertaken	TNA report	2	1		1	0.3		0.3		

³ Such as KISM, ICPAK, IHRM, LSK, PRSK, ICSK

⁴ ICPAK and ICSK

⁵ IHRM and LSK

⁶ KISM and PRSK

⁷ Manager Legal Services, finance officer, driver, and an ICT officer

⁸ A procurement officer, two (2) legal clerk, office assistant and a strategy officer, a communications officer, a records officer

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target			Budget (Mn)			Responsibility	
							Y1	Y2	Y3	Y1	Y2	Y3	Lead	Support
To improve work environment	To improve work environment	Undertake Training Needs Assessment and implement feasible recommendations	Undertake Training Needs Assessment and implement feasible recommendations	Training projections developed and implemented	Training projections	3	1	1	1	8	8.3	8.5		
			Strengthen the Board	Train Board Members	Board Members trained	Forum	3	1	1	1	4	4.3	4.5	CEO/HR & Admin
		Improve staff welfare	Undertake Board evaluation	Board evaluated	Annual Evaluation	3	1	1	1	0.1	0.2	0.3		
			Design and implement a psychosocial support program	Psychosocial support program designed and implemented	Program	1	1	1	1	0.5	0.6	0.6	HR & Admin	Finance and Accounts
			Organize and hold team building sessions	Sessions held	Annual Session	3	1	1	1	2	2.3	2.5		
	To improve work environment	Undertake employee satisfaction survey	Survey undertaken	Survey Report	1				1					
		Develop/review internal policies ⁹	Policies developed/reviewed	No. of policies	3	2 ¹⁰	1 ¹¹			3.4	1.5	1.2	Legal Services, Finance and ICT	Planning
		Acquire office space	Office space acquired	Sq. Ft	2500	2500				5.3	5.3	5.3	SCM	Finance and Account
		Acquire working tools	Working tools acquired	Proportion of staff with adequate working tools	100	100	100	100	3 ¹²	3	3	3		
		Undertake work environment satisfaction survey	Survey undertaken	Survey Report	1				1					
To strengthen performance management	Strengthen performance management	Appraise and reward/sanction staff	Staff sensitized, appraised and rewarded or sanctioned	Proportion of staff appraised	100	100	100	100	0.3	0.4	0.5		HR & Admin	Planning

⁹ Registry manual, Financial Policy and ICT Policy

¹⁰ Registry manual and financial policy

¹¹ Data protection policy

¹² Including projector, heavy duty scanner and printer, furniture, desktop computers, backup systems, among others

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target			Budget (Mn)			Responsibility	
							Y1	Y2	Y3	Y1	Y2	Y3	Lead	Support
To enhance financial resources and management	Enhance resources for the Tribunal		Prepare PC targets and reports	Targets and reports prepared	No. of reports	21	7 ¹³	7	7				HR	Planning
			Review implementation of the strategic plan	SP implementation reviewed	No. of reviews	3	1	1	1					
			Prepare financial and non-financial reports	Reports prepared	No. of reports	15	5 ¹⁴	5	5				Finance and Accounts	Planning
			Develop and implement a Resource Mobilization Strategy (integrating stakeholder engagement framework)	Strategy developed and implemented	Strategy	1	1			2				
			Procure and install a financial management system and sensitize staff	System procured, installed and staff sensitized	System	1	1			3			Finance and Accounts	Planning
			Develop/review a risk management framework	Framework developed/reviewed	Framework	1	1							
			Develop a risk register and implementation plan	Register and its implementation plan developed	Implementation plan	1	1						Internal Audit	Planning
			Develop and implement a communication strategy (integrating a crisis management)	Strategy developed	Strategy	1		1		2			Corporate Communications	Planning
			Revamp Tribunal website and social media platforms to make it interactive	Website and social media platforms revamped	Updated website and platforms	1		1	1	0.5	0.5		ICT	Planning
			Establish an internet infrastructure	Internet infrastructure established		1	1			1			ICT	Procurement

¹³ Annual PC targets, quarterly reports, semi-annual and annual reports

¹⁴ Annual Report and Financial Statement (OAG, CoB and CRA – include ESG considerations) and quarterly reports (TNT)

KRAs	Strategic Objective	Strategy	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 3 years	Target			Budget (Mn)			Responsibility	
							Y1	Y2	Y3	Y1	Y2	Y3	Lead	Support
			Develop and implement a CSR programme	Programme developed and implemented	Programme	1	1	1	1	2	2.5	2.5	Corporate Communications	HR & Admin
			Produce IEC materials	IEC materials produced	Categories of IEC materials	4 ¹⁵	4	4	4	1	1.5	1.5	Corporate Communications	Planning
			Strengthen Knowledge Management	Benchmark with other tribunals	Benchmarking undertaken	Visit	1		1				Legal Services/CEO	Planning

¹⁵ Brochure, Banners, teardrop and merchandize

ANNEX II: QUARTERLY REPORTING TEMPLATE

KRA	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	Target for the Quarter	Quarterly Achievement	Remarks (Explain the Variation between Target and Achievement)	Lesson(s) Learnt	Support Required for 100% Achievement

ANNEX III: RESOURCE ANALYSIS

Resource Type	Category	Status	Requirements for Optimal Utilization	Responsibility
Tangible	Financial	Inadequate	Resource mobilization	Corporate Services
	Office space	Inadequate	Conducive work environment	
	Tools and equipment	Inadequate	Acquisition of accessories, equipment and tools	
Intangible	Technology	Medium adoption	Acquisition of accessories, equipment and tools	Legal Services and Corporate Services
	Reputation	Low	Streamlined coordination	
	Culture	Unstructured	Implementation of culture management strategies	
Human	Skills/know-how	Inadequate	Skills gap analysis, Capacity building	Corporate Services
	Staff numbers		Recruitment/deployment	
	Capacity for communication and collaboration		Strengthening of the Communications Unit	
	Motivation		Implementation of rewards and sanctions policy	

ANNEX IV: TERMS OF REFERENCE FOR STRATEGIC THEME TEAM

1. Define and clarify SCAT's Vision, Mission, Core Values, quality policy statement, as well as strategic objectives, strategic priorities and strategies to be pursued by staff under them.
2. Setting performance expectations and goals for staff to enable them (staff) channel their efforts toward achieving SCAT strategic priorities.
3. Developing more effective and encompassing communication and collaboration mechanisms
4. Implement SCAT's Performance Management Framework and establish elements and standards for performance appraisal – ensuring that the elements are measurable, understandable, verifiable, equitable, and achievable
5. Measuring performance (Conducting progress reviews with employees in which their performance is compared against performance expectations) and providing ongoing feedback to employees and working groups on their progress toward reaching their set goals.
6. Holding performance meetings for staff under them.
7. Propose improvements to SCAT culture and inculcate them among staff.
8. Actively engaging with staff, management and other stakeholders through the use of participatory processes
9. Ensure production of all deliverables in accordance with the requirements and timeframes.
10. Increasing the capacity of staff to perform through recommendation of training interventions, giving assignments that introduce new skills or higher levels of responsibility, improving work processes, or using other developmental methods. Providing employees with training and developmental opportunities to encourage good performance, strengthen job-related skills and competencies, and help employees keep up with changes in the workplace, such as the introduction of new technology (in the advent of full automation).
11. Propose and implement (where feasible) strategies for staff motivation such as recognizing them, individually and as members of groups, for their performance and acknowledging their contributions to SCAT's mission.
12. Prepare and present reports on progress made on implementation of the Strategic Plan in quarterly Management meetings.