



THE LIBERIAN JUDICIARY

Strategic Plan

2024-2028

Theme: Rebranding the Liberian Judiciary



Judiciary Branch Strategic Plan 2024 - 2028

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Foreword by the Chief Justice of Liberia

Our national efforts as Liberians continue to be dedicated to reconstructing our constitutional order, public institutions, and the operation of statutory laws, all of which had been destroyed by bitter years of violent conflict. The Liberian judiciary is equally dedicated to playing its part as witnessed in 2018 when the Supreme Court of Liberia was moved to guarantee that democratic elections for presidential office occurred peacefully and in compliance with the rule of law. Looking ahead, the Liberian Judiciary



Her Honour Sie-A-Nyene Gyapay Yuoh
Chief Justice, Supreme Court of Liberia

now recognizes that demand from Liberians for more efficient, effective, and improved judicial services can only be expected to increase and very likely at a rapid pace.

Under the **Constitution of Liberia (1986)**, the responsibility of stating what the law is in Liberia rests on the Supreme Court of Liberia and other subordinate courts of law established by statute. A central maxim of the rule of law is that “judicial power is exclusively exercised without impediment by an independent Judiciary”. Our mandate to impartially hear and decide upon the legal disputes brought before the courts buttresses the predictability and impartiality of the law and thereby enforces human rights and other legal entitlements. For the rights of Liberian men and women to come at the forefront of the rapid political, social, and economic changes confronting Liberians, the Judiciary must be prepared to act and serve as their bulwark and protector, of fundamental rights.

There is an intrinsic relationship between the rule of law and human rights on one hand, and effective administration of judicial services on the other. Under our Constitution, the Chief Justice has the responsibility to oversee the administration of judicial services in Liberia. Limited resources, lack of infrastructure, human capital considerations, and inadequate financial allocations have perennially undermined the capacity of the Liberian Judiciary to effectively administer the justice system. This **Strategic Plan (2024 – 2028)** has been launched to ensure persistent perennial challenges are systematically addressed to optimize durable successes of judicial functions.



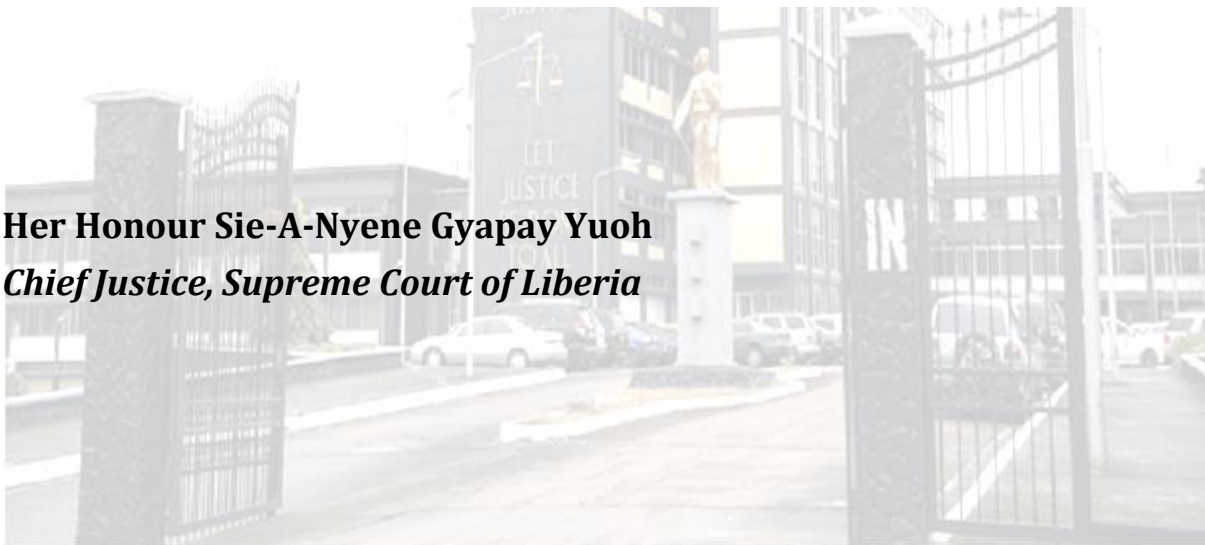
Chief Justice and Associate Justices of the Supreme Court of Liberia

Over the next five years, the Judiciary will strengthen its constitutional mandate. We will enhance the accessibility, responsiveness, and effectiveness of judicial services and operations in a crosscutting approach. The desired result is that courts become easier, quicker, and friendlier to access by court users including persons with disabilities, and other users whose needs for judicial relief are acute. Accompanying action plans set out the benchmarks and responsibilities for implementation. Even as we are committed to its implementation, it is recognized that the action plans will require budgetary estimates and allocations, hence the plan also serves as a guide for coordination with governmental and donor support for the judiciary. Achieving judicial excellence is not an isolated exercise or goal; it is an integral part of broader national development initiatives guided by our shared values and norms.

The Judiciary seeks to achieve its constitutional obligations over the next five (5) years, through the rebranding of the Judicial Services for efficiency and effectiveness. The Judiciary rebranding effort is aimed at enhancing efficiency, effectiveness and professionalism in judicial service delivery as well as heightening public trust and confidence in the work of the judiciary. The rebranding strategy is based on a two-pronged approach, internal and external. The internal rebranding focuses on infrastructure enhancement, legal and administrative reforms and redirecting the behavior of judicial employees on the manner and form of engagement with party litigants and other court users, while the external branding focuses on marketing and promoting the judicial Brand through massive public awareness of the functions of the Liberian Judicial system by using the various communication methods and tools to ensure that the Liberian people and other nationals residing in this country are fully educated on the workings of the Judicial system, and its decision-making process.

Rebranding the Liberian Judiciary is expected to produce behavior change in judicial employees and other judicial actors that will lead to efficiency, effectiveness, and enhanced productivity, better engagement with party litigants and other court users thereby building confidence and public trust in the judicial system of Liberia.

Her Honour Sie-A-Nyene Gyapay Yuoh
Chief Justice, Supreme Court of Liberia



Acronyms

BoQs	Bill of Quantities
CA	Court Administrator
CIU	Court Inspectorate Unit
CJ	Chief Justice
CLE	Continuing Legal Education
CMS	Case Management System
EU	European Union
GoL	Government of Liberia
ICT	Information Communication Technology
INHCR	Independent Human Rights Commission
JIC	Judicial Inquiry Commission
JICA	Japanese International Cooperation Agency
JIT	Judicial Training Institute
LNBA	Liberia National Bar Association
LogFrame	Logical Framework Analysis
MAC	Ministries, Agencies, and Commission
MER	Monitoring, Evaluation, and Reporting
MFDP	Ministry of Finance and Development Planning
MoJ	Ministry of Justice
OHCHR	Office of the High Commission for Human Rights
PAPD	Pro-Poor Agenda for Prosperity and Development
PRS	Poverty Reduction Strategy
PSIPs	Public Sector Investment Projects
RF	Results Framework
SGBV	Sexual Gender-Based Violence
SIDA	Swedish International Development Agency
SOs	Strategic Objectives
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNDP	United Nations Development Programme
UNMIL	United Nations Mission in Liberia
UNODC	United Nations Office on Drugs and Crimes
UNSDCF	United Nations Sustainable Development Cooperation Framework
USAID	United States Agency for International Development
WACPS	Women and Children Protection Unit

EXECUTIVE SUMMARY

This Judiciary Strategic Plan (2024-2028) builds on progress, challenges, and lessons learned from previous Judiciary Strategic plans of 2011-2013 and 2018-2023. This plan is aligned with the Government of Liberia Pro-Poor Agenda for Prosperity and Development (PAPD 2018-2023), the United Nations Sustainable Development Cooperation Framework (UNSDCF 2020-2024), Swedish International Development Agency (SIDA) Strategy for Sweden's Development Cooperation with Liberia, and other Strategic documents of the United States Agency for International Development (USAID), Irish Aid, Japan International Cooperation Agency (JICA) and the Federal Republic of Germany. This Strategic Plan with the theme: "Rebranding the Liberian Judiciary" articulates the vision, mission, and strategic direction of the Liberian Judiciary under the dynamic leadership of its Chief Justice, Her Honour Sie-A-Nyene Gyapay Yuoh, and Associate Justices of the Supreme Court of Liberia.

This Plan was formulated through a three-pronged process that included document review, stakeholders (judiciary, donor partners, Ministry of Justice - MoJ, Ministry of Finance and Development Planning - MFDP, Liberia Land Authority - LLA, among others), and inputs from the Judicial Conferences. The Plan was further validated at a later stage of the formulation process. During the strategic planning process, Strengths, Weaknesses, Opportunities, and Threats (SWOT) analyses, GAP analyses, and cost projections from the initial project documents developed by the Judiciary.

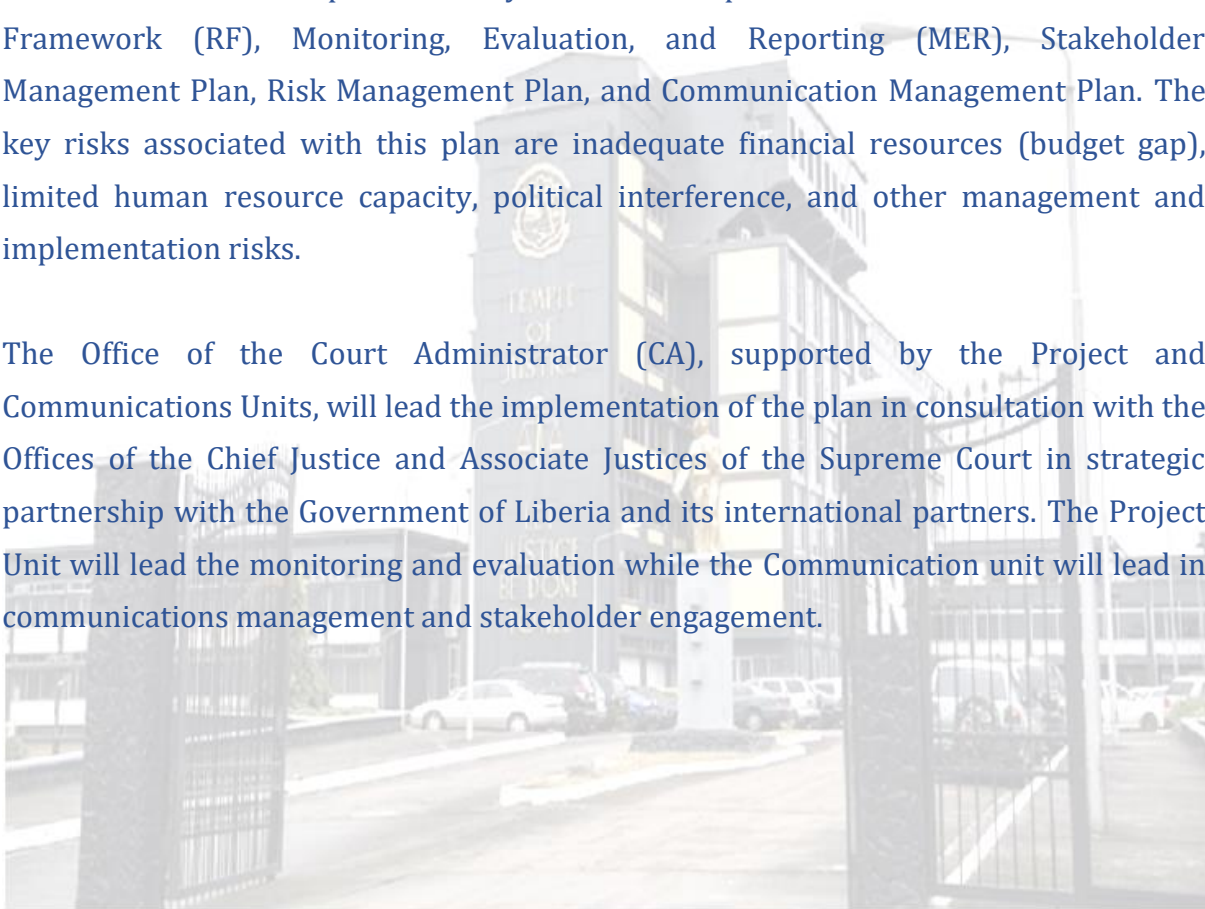
The overall theme of the Strategic Plan is "Rebranding the Liberian Judiciary" anchored under five (5) Strategic Objectives (SOs) including (i) Quality and Expanded Infrastructure for Improved Access to Justice (ii) A more Professional and Competent Judicial Personnel, (iii) Efficient Case Management for Improved Access to Justice, (iv) Improved Administration of Criminal Justice, and (v) Improved Constitutional Rights Litigation and Judicial Integrity.

The total projected cost for this plan is US\$56,347,233. The expected Government of Liberia (GoL) contribution to the Plan is US\$10,000,000, while the international partners are expected to contribute US\$12,018,909, making a total of US\$22,018,909. The total budget gap is US\$34,328,324 derived from the variance of the expected budget and the

current cash flow of the Judiciary. It is expected that the Judiciary will increase its advocacy with the Government of Liberia to increase its Public Sector Investment Plan (PSIP) support to the Judiciary in the budget. Moreover, the Judiciary will engage current donor partners and foster strategic partnerships with other donor organizations to increase support from the international community. These gestures will help narrow the current budget gap.

Full implementation of the Judiciary Strategic Plan (2024-2028) will require close cooperation, coordination, and information exchange between the Judiciary and its internal and external partners. Key areas for implementation include the Results Framework (RF), Monitoring, Evaluation, and Reporting (MER), Stakeholder Management Plan, Risk Management Plan, and Communication Management Plan. The key risks associated with this plan are inadequate financial resources (budget gap), limited human resource capacity, political interference, and other management and implementation risks.

The Office of the Court Administrator (CA), supported by the Project and Communications Units, will lead the implementation of the plan in consultation with the Offices of the Chief Justice and Associate Justices of the Supreme Court in strategic partnership with the Government of Liberia and its international partners. The Project Unit will lead the monitoring and evaluation while the Communication unit will lead in communications management and stakeholder engagement.



SECTION 1: INTRODUCTION

1.1 Background

The Judicial Strategic Plan (2024-2028) builds upon two key strategic plans of 2011-2013 and 2018-2023. The Strategic Plan (2011-2013) was ushered under the third pillar of the national Poverty Reduction Strategy developed in 2008, notably, “strengthening governance and the rule of law”. This alignment built on two factors: (i) an ongoing transition after fourteen years of conflict, during which courts were destroyed and, by and large, rendered ineffective, and; (ii) the dire need for sustainable development, which includes functional courts to adjudicate cases and underpin economic development. Consequently, the *Strategic Plan 2011-2013* targeted the reconstruction of courthouses, registries, and records, and the human capacity and expertise needed to make the Judiciary properly functional across the country.

The Strategic Plan (2018-2023), a precursor to Strategic Plan (2024-2028) was anchored under Pillar Three of the Pro-Poor Agenda for Prosperity and Development (PAPD – 2018-2023)¹ titled: “Sustaining the Peace” with emphasis on a society where the rule of law and human right prevail. The key areas of intervention in the 2018-2023 Strategic Plan were: (i) reducing pre-trial detention; (ii) improving access to justice for the poor and vulnerable by increasing the number of prosecutors, judges, public defenders, legal aid practitioners, and social workers and also harmonizing formal and informal systems, and; (iii) improving access to justice for women, for instance by strengthening the *WACPS*, the *SGBV Crimes Prosecution Unit*, and *Court E* and enacting a *domestic violence law*.

The Strategic Plan (2024-2028) will build on gains from the two previous Strategic Plans - *Strategic Plan (2018-2023)* and *Strategic Plan (2011-2013)* - and strengthen the administration of justice and human rights in key areas including service delivery, judicial reforms, justice business processes, fight against corruption and human rights abuse, and legal, regulatory, and institutional frameworks. The plan will also serve as a tool or medium for support and interventions by multi-national and national institutes to provide interventions in key areas as specified in the Judicial Strategic Plan Results Framework (RF).

¹ [Pro-Poor Agenda for Prosperity and Development\(PAPD\) \(mfdp.gov.lr\)](https://mfdp.gov.lr)

1.2 Mandate

“The Judicial Power of the Republic shall be vested in a Supreme Court and such subordinate courts as the legislature may from time to time establish. The courts shall apply both statutory and customary laws by the standards enacted by the Legislature. Judgments of the Supreme Court shall be final and binding and shall not be subject to appeal or review by any other branch of Government. Nothing in this article shall prohibit administrative consideration of the Justiciable matter prior to before review by a court of competent jurisdiction.”[Article 65, Constitution of Liberia (1986)]

“The Supreme Court shall be the final arbiter of constitutional issues and shall exercise final appellate jurisdiction in all cases whether emanating from courts of record, courts not of record, administrative agencies, autonomous agencies, or any other authority, both as to law and fact except cases involving ambassadors, ministers, or cases in which a county is a party. In all such cases, the Supreme Court shall exercise original jurisdiction. The Legislature shall make no law nor create any exceptions as would deprive the Supreme Court of any of the powers granted herein.”[Article 66; Constitution of Liberia (1986)]

1.3 Strategic Planning Process

The Strategic Plan (2024-2028) has been developed through a participatory process of national and international stakeholders including the Supreme Court of Liberia, members of the judiciary, and the United Nations Development Programme (UNDP) and its partners. The Strategic Plan development was led by the Office of the Court Administrator, the Judicial Institute, and other established committees designated by the Supreme Court of Liberia.

The development of the Strategic plan involved baselining existing Judiciary Strategic Plans of Liberia (2011-2013) and (2018-2023) along with regional and sub-regional Judicial Strategic Plans including (a) the Sierra Leone Judiciary Strategic Plan (2016-2021), and (b) the Judiciary Strategic Plan (2021-2025) of the Gambia. (c) Strategic Plan (2018-2022) for Kenya, and (d) The Judiciary Strategic Plan V (2020/21 – 2024/25) of Uganda. Content analyses and inclusion within this plan were based on a desk review of Rule of Law Projects of the United Nations including UNDP, OHCHR, and UN Women, key

informant interviews with judicial personnel, the website of the Supreme Court of Liberia, PAPD (2018-2023), and other relevant legal reviews and papers.

1.4 Organization of the Plan

The Judicial Strategic Plan (2024-2028) is organized into four key sections including the Introduction, Situation Analysis, the Judiciary Strategic Direction, and the Strategic Plan Implementation. Section 1, the Introduction will lay out the background of the 2024-2028 Judicial Strategic Plan, the mandate of the Supreme Court of Liberia, and the strategic planning processes. Section 2, the Situation Analysis will focus on performance context, review of previous strategic plans (2011-2013 and 2018-2023), key achievements, challenges, and gaps associated with previous strategic plans, and provide lessons learned for improvement in future plans.

Section 3, the Judiciary Strategic Direction will outline the constitutional and legal framework along with the mission, vision, core values, strategic themes, and key results areas. Section 4, the Strategic Plan Implementation will assess organizational context, organizational and management structures, results framework and strategic objectives, monitoring, evaluation, and reporting (MER), stakeholder management as well as resource mobilization and communications management.



SECTION 2: SITUATION ANALYSIS

2.1 Performance Context

Overview: Strengthening the rule of law has continued to be a central focus of the Government of Liberia's peace and state-building efforts due to its important contribution to conflict and violence prevention, protecting and upholding human rights, and more importantly enabling sustainable and inclusive development. However, prevailing economic challenges have continued to confront Liberia and its people. The Judiciary, being an integral part of the Government of Liberia, is faced with extremely inadequate funding to address the Judiciary infrastructure gaps aimed at providing essential judicial services, the lack of a digitized court system and human resource capacity building continue to deny citizens and residents access to justice for vulnerable people in Liberia, especially in the most underserved regions in the country. As a result of these realities, the Judiciary attaches serious focus on its infrastructure and training gaps as well as digitizing the court system

The Rule of Law Situation: World Bank Governance Indicators for Liberia between 2010 and 2017 underscore upward trends concerning constitutional order and statutory law in Liberia. Institutionalizing these trends will require judicial strategies that (a) ensure the *sustainability* of rule of law gains, including by reframing Liberia's legal framework in support of a multicultural, liberal, and democratic society, while (b) respecting an *ethos* of the rule of law whose primary emphasis is on the nexus between peace and justice. Accordingly, independent, competent judicial officers must be fully empowered to extend the scope of the rule of law across the entire country, remove impediments to governmental accountability, keep courts accessible to all litigants, and safeguard human rights to the greatest extent possible. The strategy will therefore prioritise actions that are intended to raise the *quality* of justice through the performance of all judicial officials.

Human Rights Situation: Preventive measures designed by the Independent National Commission on Human Rights (INCHR) among others, will continue to mitigate risks of the occurrence of serious or massive human rights violations. Liberians will continue to gain greater awareness of their human rights, which coupled with extended availability of legal aid and assistance across the country, will translate into corresponding demand for an effective and timely judicial response to infringements and violations.

Effective administration of justice and accountability in the context of transitional justice in Liberia will require the Judiciary to remain actively engaged with the applicable legal and policy frameworks. For instance, any new reparation scheme for victims and survivors will need adequate funding as well as recourse to judicial review and appeal of

the decisions concerning entitlements. Two systemic challenges will confront the Judiciary in this regard; firstly, the Judiciary will be required to develop a consistent and coherent human rights jurisprudence in line with Liberia's national and international human rights obligations. Secondly, human rights accountability in the transitional justice context of Liberia calls for wider coordination beyond the Judiciary, e.g. to institutionalize the protection of victims and witnesses. Yet the capacity of the judiciary branch to hold human rights violators to account will come under increased public scrutiny. The strategy will therefore prioritize actions that strengthen human rights litigation, including providing human rights education for judicial officers.

Criminality: Criminality will continue to be a pressing social problem associated with social and economic factors in the country. According to the Midterm Report of the UNODC Regional Programme for West Africa, November 2018, the United Nations Office on Drugs and Crime (UNODC) observes that West Africa will face a rising trend of transnational criminality, with offenses of terrorism, human trafficking, narcotics trafficking, and cybercrime raising greater concern. Any new legislation on transnational crimes will in turn require new judicial knowledge and remedies, highlighting the need for continuing judicial education. Trends in criminality foreshadow increasing numbers

Crimes of rape and domestic violence have accounted for more than two-thirds of reported serious offenses in recent years" – LNP, 2017

of offenders within a criminal justice system that is already hurdled by huge criminal case backlogs and concerning proportions of pre-conviction offenders among prison detainees².

The strategy will accordingly prioritize actions to reform and improve criminal procedures for the disposal of cases following fair trial guarantees. Additionally, the Liberia National Police (LNP) observes that crimes of rape and domestic violence have accounted for more than two-thirds of reported serious offenses in recent years.¹ New legislation (*Rape Law, 2005; Judiciary Law (Amendment) Act 2008*) to counter these offenses was intended to spur better policing, prosecution, and adjudication competencies via specialized courts and judicial procedures. Currently, the specialized court handling these offenses, "Court E" is only located in {5 of the 16 Circuits and operational in 3}. The strategy will prioritize actions that enable its rollout in the remaining counties.

Corruption Levels: In 2022, the *Transparency International Corruption Index* placed Liberia at position 142 of 178 countries with a score of 0.26.³ Liberia moved from position 122 of 180 countries in 2017 to 142 of 178 in 2022. This decline is an indication of public protestation of corruption at institutional levels and is therefore expected to continue to be concerning, creating critical demand for significant reform of public governance. Due to its unique function, any corruption in the Judiciary is a very serious concern. While

² Official statistics published in the Pro-Poor Agenda for Development (Draft, July 2018) put pre-conviction detainees at 64% of the prison population.

³ Transparency International Corruption Perception Index - [2022 Corruption Perceptions Index: Explore the... - Transparency.org](https://www.transparency.org/en/cpi)

stakeholder analyses of judicial corruption are limited, being largely based on perception and anecdotal evidence, they offer a suggestive basis for the need for robust efforts at improving judicial transparency. The strategy will require the Judiciary to respond systematically to perceptions of corruption by putting in place rigorous, institutional measures to safeguard its vulnerability to corrupt practices. Secondly, the strategic plan will enable the judiciary to generate robust countermeasures and penalize corruption instances.

Public Confidence: Low public confidence in the ability of the Liberian justice system to uphold the rule of law is concerning because it undermines recourse to courts of law for settlement of legal disputes. The decline in public confidence in the Judiciary has been manifested by the frequency of out-of-court compromises to forestall judicial roles and by people taking the law into their own hands. Surveys of public perceptions undertaken in recent years repeatedly cited corruption, expense, formality, unfairness, and inefficiency as grounds for a rather negative image of the Judiciary. While the strategy against judicial corruption will directly involve public confidence-building, the plan will prioritize additional communication strategies to generate better public awareness of judicial roles and responsibilities.

Financial Constraints: The 2019/2020 annual budget produced by the Ministry of Finance and Development Planning observes that “the national budget allocation for the justice and security sectors dropped from US\$ 86.1 million in 2018/19 to US\$ 80.8 million in 2021/22)⁴.” The report underlines a risk that judicial services will be circumscribed by a “shrinking fiscal space” which calls for more strategic and proficient use of scarcer resources. In this regard, the departure of UNMIL in March 2018 after fourteen years will affect the availability of resources that were allocated to the reconstruction of court buildings and related infrastructure projects, without reducing the gaps in finances that will be required to improve the quality of judicial services. The strategic plan will support better fiscal autonomy for the Judiciary in conjunction with more judicious allocation and utilization of judicial budgets.

There is a risk that judicial services will be affected by shrinking fiscal space in the country. It calls for more strategic and proficient use of scarcer resources.

Caseloads: In 2017, counts indicated 7,000 cases pending. In 2018, the baseline number for cumulative cases suggested 16,000 cases pending, based on more accurate reporting and tracking of caseloads in all courts in the country. The overall caseload is expected to

Over the next five years, caseloads will approach 30,000 cases annually, distributed unevenly in the Counties.

more than double over the next five years, approaching 30,000 cases annually, concentrated in Magisterial Courts and Circuit Courts. The legal disputes in these courts mostly entail criminal

⁴ 2019/2020 Annual Budget - [Draft National Budget FY2019-20.pdf](#)

trials and land-related claims, suggesting new caseloads continue to be concerned with localized legal problems. Accordingly, corresponding efforts needed to resolve increasing caseload volumes should be decentralized to local levels while recognizing the need for case management flexibility.

Additionally, it is expected that rapidly occurring shifts in the national economy, for instance in natural resource mining, and greater mobility of Liberians, will cumulatively generate cases of increasing commercial complexity coming to the higher courts. Similarly, the number of cases for judicial review of governmental policies and actions should increase. Moreover, increases in caseloads will be uneven across the different regions. To manage the currently pending caseloads and put in place better systems to manage new cases, the strategic plan will require the Judiciary to overhaul its case management systems and procedures.

2.2 Alignment with PAPD (2018 – 2023)

In July 2018, the administration of H.E. President George M. Weah published an early draft of its Pro-Poor Agenda for Prosperity and Development (PAPD). This PAPD targets four results pillars, namely: (i) Power to the People, (ii) Economy and Jobs, (iii) Sustaining the Peace, and (iv) Governance and Transparency. Under the third pillar concerned with sustaining the peace, the agenda outlines priorities to strengthen access to justice, the rule of law, and human rights.

The strategic priorities for strengthening access to justice are: (a) reducing pre-trial detention; (b) improving access to justice for the poor and vulnerable by increasing the number of prosecutors, judges, public defenders, legal aid practitioners, and social workers, and also harmonizing formal and informal systems, and; (c) improving access to justice for women, for instance by strengthening the *WACPS*, the *SGBV Crimes Prosecution Unit* and *Court E* and enacting a *domestic violence law*.

In recognition of the critical role played by the Judiciary, the draft PAPD identifies the following priorities for judicial reform and judicial capacity development: (a) development of a case management policy and system; (b) increasing the numbers and building the capacity of judges clerical staff, and public defenders, especially in rural areas; (c) addressing the timeframe for court terms; (d) improving physical infrastructure for jury management facilities; (e) digitizing court systems beginning with commercial courts, and; (f) harmonizing and clarifying court fees and costs.

Considering the importance of the PAPD as a national plan of action, interlinks between the PAPD and this Strategic Plan will be specified in the implementation matrices reflected in Table 5.

2.3 Review of Strategic Plan (2018 – 2022)

2.1.1 Overview of the Strategic Plan (2018-2023)

The Judicial Strategic Plan (2018 – 2023) built upon gains from the 2011-2013 Strategic Plan under Pillar Three of the Poverty Reduction Strategy (PRS) in 2008. This plan was anchored under Pillar Three of the Pro-Poor Agenda for Prosperity and Development (PAPD – 2018-2023) titled: “Sustaining the Peace” with emphasis on a society where the rule of law and human rights prevail. The key intervention areas included: (i) reducing pre-trial detention; (ii) improving access to justice for the poor and vulnerable by increasing the number of prosecutors, judges, public defenders, legal aid practitioners, and social workers and also harmonizing formal and informal systems, and; (iii) improving access to justice for women, for instance by strengthening the *WACPS*, the *SGBV Crimes Prosecution Unit* and *Court E* and enacting a *domestic violence law*.

The 2018-2023 Strategic Plan contained five strategic objectives including (i) A professional and competent judicial personnel, (ii) Efficient case management for improved access to justice, (iii) Improved administration of criminal justice, (iv) Improving constitutional rights litigation (v) Improved judicial integrity for greater public confidence in the judiciary, and (vi) Review of legal framework for judicial organization and procedure. Key challenges associated with the attainment of some of the key results under these objectives as outlined under associated donor-funded projects and government reports were financial constraints, bureaucratic delays, resistance to change, limited stakeholder coordination, weak administrative and technical capacities of some staff, and inadequate logistics.

2.1.2 Key Achievement of the Strategic Plan (2018-2023)

Despite these challenges and bottlenecks associated with the implementation of the plan, the Judiciary made substantial headways in key areas including case management, rehabilitation/construction of courts, capacity development of staff, reduction in pre-trial detainees, improved criminal justice for vulnerable groups, judicial reforms, among others.

Specifically, the judiciary achieved the following under the plan⁵:

Key Achievement of the Strategic Plan (2018-2022)

- ◆ Enhanced functionality and operation of the Judicial Case Management Information System by providing android tablets, internet subscription and hosting fees that kept the system online and enabled the Judiciary to collect and upload case information into the online case management system.
- ◆ The Judiciary uploaded a total of 1400 cases comprising 1366 criminal cases and 34 civil cases, which now allows judges and lawyers to have real-time access to cases for expeditious adjudication and disposal.
- ◆ Trained and deployed 60 magistrates, 6 prosecutors, 2 case liaison officers, and 2 victim support officers to remote areas.
- ◆ Steady year-on-year increase in disposal of cases in magisterial courts from 58.3% in 2017 to 59.3% in 2018, 62.6% in 2019, and 65.9% in 2020.
- ◆ Public defenders increased in number to 41 resulting in disposal of 98.5% (2001 out of 2031) of the case files in 2019/2020, compared with 32% in 2017/2018, and 28% in 2016/2017.
- ◆ Established specialized sexual and gender-based violence (SGBV) courts in Bong and Nimba.
- ◆ Developed online case management system to improve efficiency and reduce judicial case backlog.

2.1.3 Key Challenges and Constraints of the Strategic Plan (2018-2023)

Despite the achievement in the Judiciary, there remain key challenges including:

Key Challenges of the Strategic Plan (2018-2022)

- ◆ Preservation of the independence of the Judiciary to be free of undue political interference, offers protection of rights and checks against abuses of power, uphold and sustain democracy and national development.
- ◆ Provision of inadequate budgetary funding for the Judiciary and scrupulously adhere to the financial autonomy act.
- ◆ Inadequate infrastructure – court building, office space, amenities, furniture and equipment to meeting the growing demand for justice in the Judiciary.
- ◆ Insufficient Information Communications Technology (ICT) as critical enabler for efficiency, effective communications, and responsiveness in the Judiciary.
- ◆ Huge capacity gaps in meeting the increasing demand for justice in the Judiciary
- ◆ Limited capacities to develop monitoring and evaluation tools, using the relevant key performance indicators or model to monitor and evaluate judges and magistrates in the performance of their duties as a basis of granting incentives and recommendations for reappointment of magistrates.
- ◆ Challenges in legislating an Alternative Dispute Resolution (ADR) to form an integral part of the Liberian law.
- ◆ Limited intervention of the Law Reform Commission to review existing laws, and recommend amendments where necessary and draft new laws in furtherance of resolution number five for consideration by the legislature.
- ◆ Limited implementation of the Land Registry System; the Probate Court should rigorously adhere to the rules requiring notice of offer for probate of an instrument prior to the probate of said instrument and subsequent registration at the Liberia Land Authority (LLA)
- ◆ Lack of standard and published fees in the issuance of land title registry and deeds, as well as other land instruments.

The judiciary will continue to foster strategic partnerships with the Executive, Judiciary, International Partners, the Liberian National Bar Association, and other strategic partners in the full administration of justice and its other mandates.

⁵ [Strengthening the Rule of Law in Liberia: Justice and Security for the Liberian People – Phase II | United Nations Development Programme \(undp.org\)](#)

2.4 Gap Analysis

The GAP Analysis assesses the potential gaps between expected outcomes or performance and actual outcomes performance. It's key challenges and bottlenecks that serve as impediments in reaching certain milestones. Therefore administrators and/or implementers assess the differences between the organizational strengths and weaknesses to identify gaps and put in needed mitigation measures to minimize such gaps.

2.4.1 Professional and Operational Gaps

The Judiciary SWOT Analysis has shown that the organization has excelled in a few areas in the exhibition of its operational processes but is limited in other areas. The section will assess the organizational gaps by analyzing the difference between their strengths and weaknesses. The gap was developed from key informant discussions and desk reviews. Table 1 provides gaps from various judicial operations.

Table 1: Judicial Professional and Operational Gap Analysis

Judicial Professional and Operational Gap Analysis			
Core Activity / Function	Current Operations	Gaps Identified	Mitigation Measures
Provision of essential judicial services	Limited space for the use of the Chief Justice, Associate Justices, and court staffers	Infrastructure gaps	Sourcing of funding to construct a New Supreme Court and seven (7) Circuit Courts
Provision of essential judicial services	Limited budget support from GoL and donor partners	Financial gaps	Advocacy to seek more funding from GoL; Development of project documents to solicit more funding
Judicial workers to be effective and efficient for higher judicial public performance	Limited capacities to deal with huge demands in the Judiciary	Human Resource Capacity gaps	Training of judges, magistrates, and other court officials regularly by the Judicial Training Institute
Filing, storing records, and managing cases into electronic procedures using information and communication technology	Manual processing of files, storing of records, and managing cases	Technological gaps	Digitization of various courts for digital filing of cases, processing of files, and storing of records.
Availability of logistics (vehicles, equipment, furniture, etc.) for judicial outreach mainly in the rural areas	Limited logistical support to meet essential judicial services, especially in the rural areas	Logistical gaps	Advocacy to seek more funding from GoL for logistics; Development of project documents to solicit more funding for logistics.
Recruitment of more judicial staff to meet the increasing demands of the Judiciary.	Limited staff capacities to deal with huge demands in the Judiciary.	Staffing gaps	Partnership with the Louis Arthur Grimes School of Law and the Judicial Training Institute (JTI) to train more lawyers and judicial staffers
Strengthening the office of the CA to assist in organizational/strategic planning	Limited staff to support organizational/strategic planning	Administrative gaps	The hiring of additional consultants to strengthen organizational/strategic planning
Strengthening the Court Inspectorate Unit (CIU) and Jury Management System of the CA office	Limited quality control in cases handled by the CA Office for enhanced performance and outputs	Quality Control Gap	Roll out of CIU and Jury Management to cover other circuit courts

2.4.2 Financial Gaps

The Judiciary is challenged by inadequate funding from the Government of Liberia thereby hampering her ability to carry out public sector projects. A survey of the 2023 National Budget showed zero allocation to Public Sector Investment Projects (PSIPs), and budget allocation for Ministries, Agencies, and Commissions (MAC) to implement projects of their own. In light of this situation, the Judiciary relies heavily on donor funding to plan and execute most of its projects. An analysis of funding showed that a minimum of US\$10 million will be allocated for the Strategic Plan period. This amount was derived from the determination of the Chief Justice to ensure an increase in the project funding to the Judiciary Branch through direct budgetary allocations. It is expected that a minimum of US\$2 million will be allocated annually (for the 5-year period) for project funding and with strong advocacy and engagement with the Executive, this amount is expected to increase substantially.

The total expected cost of the Judiciary Strategy Plan (2024-2028) is US\$56,347,233 of which 82% of this amount will facilitate the construction of the New Supreme Court, Seven (7) Circuit Courts, 20 Magisterial Courts, the refurbishing of 3 SGBV courts, the Digitization of the Courts, and the capacity development of relevant staff. Construction of the relevant courts alone will constitute 76% of the total budget. An assessment of cash flow showed a total of US\$10,000,000 or (45%) from the Government of Liberia for PSIPs and US\$12,018,909 or (55%) from donor funding, making a total of US\$22,018,909. The total financial (budget) gap is US\$34,328,324, which is expected to be mobilized from more support from the Government of Liberia and from other donors in the sector. Table 2 displays the financial (budget) gaps.

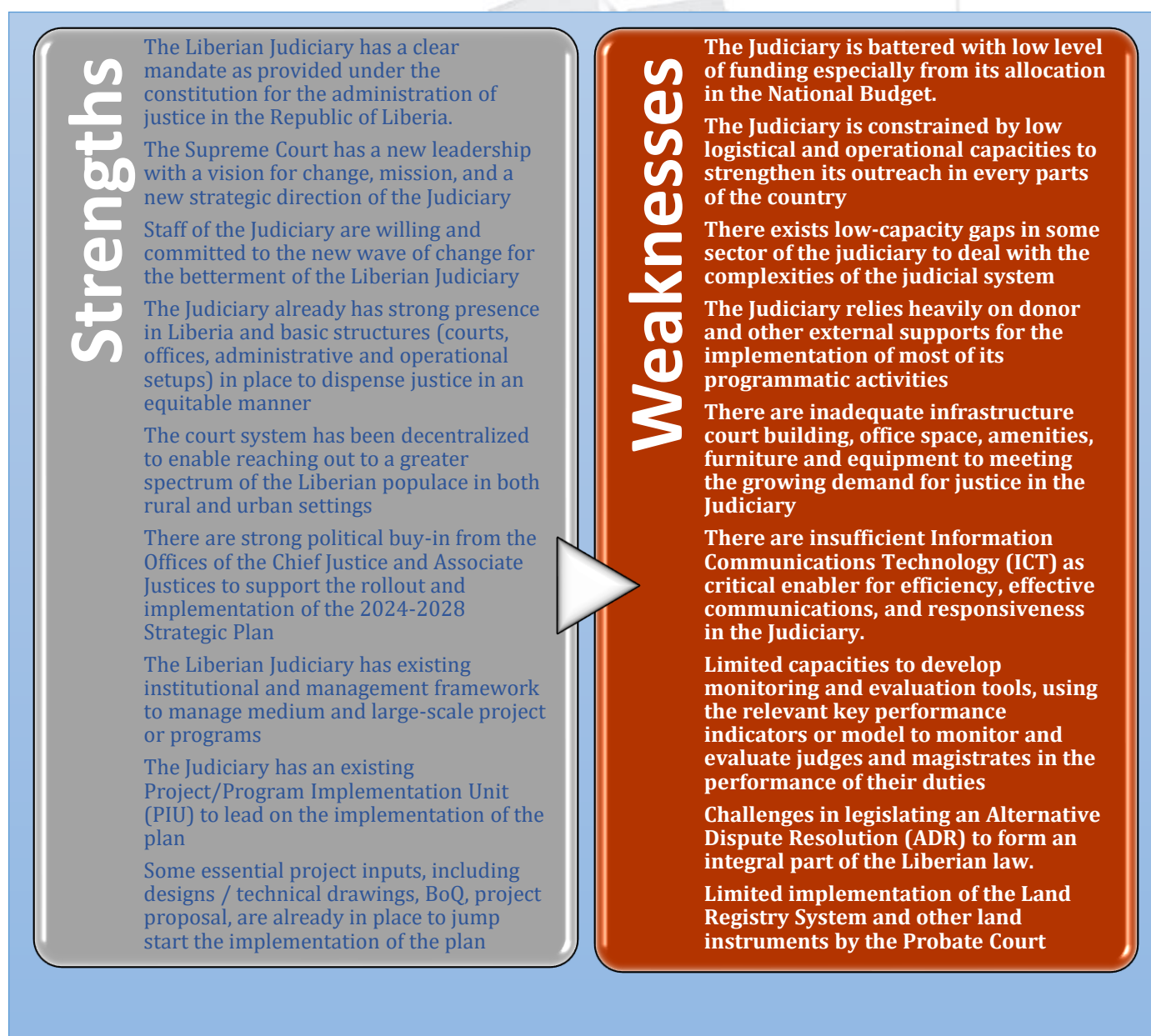
Table 2: Financial (Budget) Gap of the Judiciary Strategy Plan

SO #	Strategic Objective (SO)	Total Amount In (US\$)
PROPOSED BUDGET		
01	Quality and Expanded Infrastructure for Improved Access to Justice	42,897,453
02	A more Professional and Competent Judicial Personnel	3,146,284
03	Efficient Case Management for Improved Access to Justice	305,000
04	Improved Administration of Criminal Justice	625,000
05	Improved Constitutional Rights Litigation and Judiciary Integrity	3,775,000
	Programme Management	5,500,000
	TOTAL	56,347,233
JUDICIARY CASH FLOW		
	Government of Liberia (PSIP) contribution	10,000,000
	Donor contribution	12,018,909
	TOTAL	22,018,909
	Financial (Budget) Gap	34,328,324

2.5 SWOT Analysis

The development of the Strategic Plan will require a detailed SWOT (Strengths, Weaknesses, Opportunities, and Threats) of the Judiciary. This detailed analysis will put the Judiciary on track to improving its strengths, mitigating some weaknesses, exploiting possible opportunities, and mitigating some of its possible threats. A thorough focus group discussion of the Judiciary was held at the 4th National Judicial Conference held from 7-11 June 2011. Further analyses were drawn from the Judicial Retreat on Strengthening the Rule of Law held in May 2017. Figure 1 displays a SWOTs analysis of the Liberian Judiciary.

Figure 1: SWOT Analysis of the Liberian Judiciary



Opportunities

Political will by the Government of Liberia to support judicial reforms and other relevant constitutional changes.

Willingness of the international partners to support the new strategic direction and plan of the Judiciary with the aim of *Rebranding the Judiciary*.

Strong collaboration with national and international partners including the LNBA, United Nations Organizations, USAID, SIDA, among others.

Stable political and social environment for the planning and execution of the new strategic direction of the Judiciary

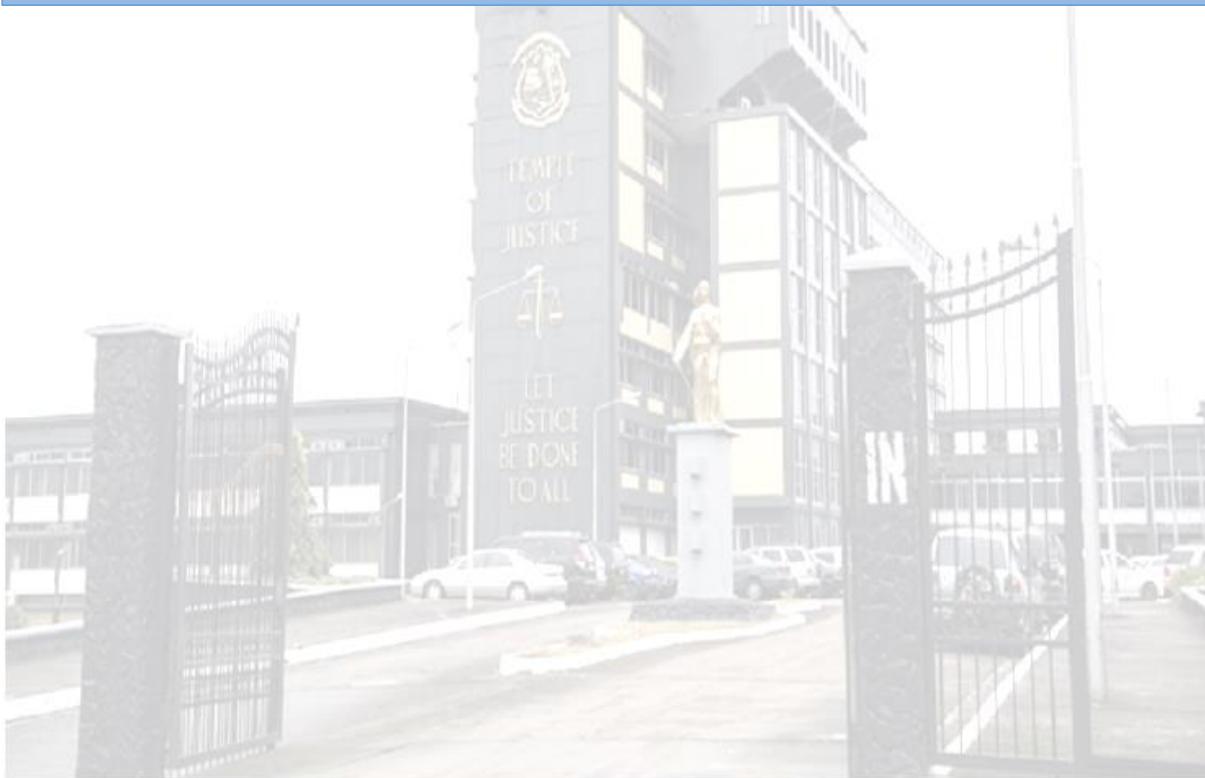
Threats

The Judiciary is still threatened by political interferences, which can affect the independence of the Judiciary

Donor fatigue could hamper the Implementation of the 2024 to 2028 Strategic Plan

Possible looming threats from impending elections in Liberia involving case overload and other structural changes in the Judiciary

Inadequate funding to the Judiciary which hampers administrative and operational functions of the Judiciary



SECTION 3: THE JUDICIARY STRATEGIC DIRECTION

3.1 Strategic Overview

“The Supreme Court shall comprise one Chief Justice and four Associate Justices, a majority of whom shall be deemed competent to transact the business of the Court. If a quorum is not obtained to enable the Court to hear any case, a circuit judge in the order of seniority shall sit as an ad hoc justice of the Supreme Court. The Chief Justice and Associate Justices of the Supreme Court shall, with the consent of the Senate, be appointed and commissioned by the President; provided that any person so appointed shall be: (a) a citizen of Liberia and good moral character, and (b) a Counsellor of the Supreme Court Bar who has practiced for at least 5 years. The judges of subordinate courts of record shall, with the consent of the Senate, be appointed and commissioned by the President, provided that any person so appointed shall be: (a) a citizen of Liberia and good moral character, and (b) an Attorney at Law who has practiced for at least 3 years, or a Counsellor of the Supreme Court Bar.” [Articles 67, 68 & 69; Constitution of Liberia (1986)]

“The Chief Justice and the Associate Justices of the Supreme Court and all judges of subordinate courts shall, before assuming the functions of their office, subscribe to a solemn oath or affirmation to discharge faithfully and impartially the duties and functions of their office and to preserve, protect and defend the Constitution and laws of the Republic. The oath or affirmation shall be administered by the President or his designee. The Chief Justice and the Associate Justices of the Supreme Court and the judges of subordinate courts of record shall hold office during good behaviour. They may be removed upon impeachment and conviction by the Legislature based on proved misconduct, gross breach of duty, inability to perform the functions of their office, or conviction in a court of law for treason, bribery, or other infamous crimes.” [Articles 70 & 71; Constitution of Liberia (1986)]

3.2 Constitutional and Legal Framework

The Constitution of Liberia (1986) establishes an apex Supreme Court comprising the Chief Justice and four Associate Justices, with jurisdiction to determine all appeals arising from subordinate courts that are established by the Legislature. The original jurisdiction of the Supreme Court is engaged only in cases involving constitutional issues and where

ambassadors, ministers, or counties are parties. The Constitution empowers the Supreme Court to make rules concerning judicial and legal practice that apply to all courts of law.

Currently, an omnibus legislation – the Judiciary Law of 1972 – organizes the administration of justice in Liberia. The legislation divides Liberia into sixteen judicial circuits aligned with administrative counties and designates a Circuit Court whose jurisdiction covers its respective county, except for Montserrado County where civil and criminal jurisdiction is vested in two Circuit Courts respectively. Additional courts established at the county level are vested with specialized jurisdiction, namely the Debt Court, the Monthly and Probate Courts, the Tax Court, the Traffic Court, the Juvenile Court, and the Labour Court.

The legislation provides for the qualifications and tenure of judges, for the judicial calendar terms and judicial writs as well as procedures for the disposal of cases. Magisterial Courts are established at the district level and the legislation also regulates their operation and the tenure of their judges. The Judiciary Law further provides for the different functions of court officials including marshals, sheriffs, constables, clerks, and attorneys, as well as for a jury system and litigation involving indigent parties. Finally, it provides for the financial management of fiscal allocations to the Judiciary and court revenue, under the administrative oversight of the Chief Justice.

The Criminal Procedure Law of 1969 sets out the responsibilities of prosecutors, public defenders, and jurors in the criminal justice system. Procedures have been stipulated for dealing with indictments, committal for criminal trials, witnesses, and pleas. For civil cases, the Civil Procedure Law of 1972 is applicable.

3.3 Vision Statement



We will be an independent and credible Judiciary, delivering transparent justice and protecting the rights and dignity of all.

3.4 Mission Statement



We will interpret the law to ensure the protection of the rights for all, as guaranteed under the Constitution of the Republic of Liberia.

3.5 Our Core Values



Our values and principles guide our behaviour and shall be reflected in our everyday activities and affect the way we work together. They shall also be reflected in our dealings with key stakeholders. Our values are the fibre with which we weave a culture that will induce passion and provide the organisational motives and force to drive our strategic intentions.

3.6 Our Principles



Preserve, protect, defend and uphold the Constitution

Fair, effective, accessible and expeditious justice for the Liberian People

Impartiality and non-discrimination (underlined in art. 8 of the Constitution)

Integrity and honour (underlined in the Judicial Canons)

SECTION 4: STRATEGIC PLAN IMPLEMENTATION

4.1 Organizational Context

The organizational context encompasses managerial supervision, policy guidance, technical expertise, and administrative and financial resources required to implement the **Strategic Plan 2024 – 2028**. Within this internal environment, the following multiple variables are expected to significantly impact the achievement of strategic objectives.

Jurisdictional layers: Under the Supreme Court of Liberia, the operation of court services is fragmented into Circuit Courts, Magisterial Courts, and specialized courts including the Commercial and Debt Courts, etc. For Montserrado, the legislation establishes two Circuit Courts with separate civil and criminal jurisdictions respectively, and further divides the latter into five courts “A” to “E” the last of which has exclusive jurisdiction over sexual offenses.

Circuit Courts have both original jurisdictions in felony cases carrying sentences of three years or more in prison and appellate roles over disputes arising from Magisterial Courts. They lack, however, powers to supervise lower courts. Specialized courts may alleviate problems of case backlog and congestion by fast-tracking different types of disputes, yet they also risk confusing the public. Multiple court layers with overlapping jurisdictions will need to minimize risks of inefficient and inconsistent use of experienced judicial officers, public ignorance of the court system, and wasteful use of resources. Currently, the Supreme Court alone directs case law with national concerns in mind, a role mirrored in a centralized administration concentrated in the capital. Measures, such as rotation and *ad hoc* assignment of relieving judges, will continue to help mitigate occasional problems of understaffed courts, but alone are inadequate. In the longer term, the re-organization of courts for jurisdictional and administrative purposes in correlation with the volume, type, and flow of caseloads is foreseen.

The jurisdictional layers created by legislation will require legislative reforms to streamline how courts are organized and how they function. Where aspects of the centralized administration are anchored in the legislation in force, changes here will also depend on legislative reform. The practice has repeatedly revealed that the existing legislation results in unforeseen procedural bottlenecks, for instance in the requirements for criminal indictments and jury convocation before commencement of criminal trials. Accordingly, the Strategic Plan stipulates an objective of spurring legislative reform

enabling the Judiciary to support the development of proposals toward this end. The Judiciary will execute improvements to the administration of courts before legislative reform pursuant to its other capacity-building objectives.

The strategic role of the Supreme Court: In other comparable judicial systems, Supreme Courts often limit the cases they hear to those of public importance and therefore manage with a small number of justices. Liberians however have a constitutional right to appeal to the Supreme Court, which must determine all appeals from Circuit Courts and other specialised courts in the absence of an intermediary appellate court. Under its supervisory power, the Supreme Court admits and regulates the conduct and discipline of lawyers and makes rules too, for the conduct and discipline of judicial officers who are appointed and removed by the President or the Legis. Under its current adversarial procedures, the average rate of disposal of Supreme Court appeals is about 40 each year, creating a backlog of decisions and opinions. Considering that the Supreme Court performs an important strategic role in harmonizing the application of laws via the appeals process, greater capacity will have to be built for reasonably fast disposition of an increased volume of appeals. What is additionally important is that decisions of the Supreme Court involving governmental accountability and other matters of significant public importance should be disseminated to a broad audience more systematically to spur related actions in the relevant institutions.

Human capacity: In 2018, approximately 4.6 million Liberians had recourse to 240 courts in the country. These include 16 Circuit Courts, 171 Magisterial Courts, and specialized courts which include divisions within circuit courts. About 40 judges comprised the Circuit Courts and specialized jurisdiction courts. The number of judges is fixed by the Judiciary Law, 1972. Magisterial Courts whose jurisdictional scope includes both criminal and civil cases, are staffed by 293 Magistrates (each administrative district has a magistrate court where one stipendiary magistrate seats with two associate magistrates).

In 2018, 4.6m Liberians should have recourse to all 240 properly staffed, competent courts according to the laws in the country. Increasing judicial human capacity is a key priority

A large proportion of Magistrates do not possess a Bachelor of Laws degree and will continue to need education through the Judicial Training Institute, to maintain competent standards of judicial service. Already, 60 new Magistrates received judicial training in 2017 and a similar number is envisaged to be trained next year. In 2019, 6 new public defenders will be added to the criminal justice system bringing the number in the country to 40. Judicial training currently is premised on most courts lacking core skills. Future

training should consider tailored needs since not all trial courts have the same jurisdiction and therefore judicial skills and knowledge must vary. The Judiciary directly employs about 2,000 staff in different roles such as court clerks, bailiffs, and sheriffs, many of whom require continuing legal education cognisant of new developments in the law and judicial operations.

Further strengthening human capacity remains a key strategic priority. For the Judiciary to move away from *ad hoc* solutions towards a more systematic approach to developing its human capacity, the Strategic Plan will aim to ensure that current and newly recruited judicial officials and staff serve in a framework that provides sufficient guidance, supervision, and quality assurance. Judicial training will focus on these systemic processes and not solely on missing core individual skills. Under the strategy, a merit-based system of continuing legal education is contemplated and correlated with increasing quality of judicial decisions, performance evaluation targets, and periodic end-user satisfaction surveys.

Administrative capacity: Currently, the main tasks of the judicial administration in support of adjudication reflect traditional roles such as registry maintenance, clerical input, and documentation, which includes monthly and quarterly reporting provided for by the Judiciary Law, 1972. Currently, case administrators play minor, secondary roles in case progression and disposal, which in criminal trials is determined by prosecutors and by parties and their lawyers in civil cases. Modern case management is the strategic challenge confronting the judicial administration as caseload volumes increase and diversify. Caseload assessments such as the study by USAID published in April 2018 demonstrate a clear trend of accumulative deficits in the case of flow management, from registration of pleadings or indictments to final determination at all levels of the Judiciary.⁶ Two main weaknesses shown by the study are lax procedural compliance with rules by prosecutors/litigants and the absence of procedural and substantive discretion on the part of judges to control proceedings and manage the time taken to dispose of cases. The Liberian National Bar Association (LNBA) submits that the present case docket system for setting hearing cases is outdated. With all the evidence in favour of a new case management system, the Strategic Plan stipulates an objective of establishing, piloting, and rolling out modern case management. Case management will be interlinked with the reform of the rules of procedures in criminal and civil trials pursued to enhance effective

⁶ See “Assessment of Case Management Processes, Gaps and Challenges in Liberia” (2018) Unpublished Report, USAID Legal Professional Development and Anti-Corruption Program (LPAC). The report may be obtained at LPAC Office, Mamba Point, Monrovia.

justice by reducing unnecessary delays. The administrative capacity for modern case management will be reconstructed so that administration encompasses new tasks such as information management, digital data management, implementation of satisfaction surveys, budgetary and cost optimization, and collaborative interventions guided by a variety of operations codes and manuals as well as this strategic plan.

Judicial ethics: The Judiciary Law, 1972 obligates judicial officials to meet minimum

Despite two current mechanisms to check judicial ethics, their public use is marginal and public perceptions are low. A robust complaint mechanism with an independently enforced code of ethics is needed.

standards of competence and to act in accordance with judicial ethics and canons. Judges may be removed for misbehaviour through an impeachment procedure of the Senate legislature.

Thirty-four canons on the ethics and decorum expected of judicial officials have been laid down by the Supreme Court of Liberia. An additional set of 11 administrative rules apply to all Liberian courts and these regulate court hours, witness examination, court decorum and protocol, writing style, and paper size for court documents, and the prohibition against photography and live broadcasts of sessions.⁷

Currently, a formal judicial complaint procedure works by the Chief Justice appointing *ad hoc* panels to investigate complaints against judges. This inquiry procedure enforces the 34 canons on judicial ethics. A second procedure involves an administrative Courts Inspectorate Unit (CIU) which is mandated to conduct routine audits and investigations in all courts and provides the primary means of ensuring compliance in the various counties. Public recourse to the first complaints procedure is very low and suggests it may not be widely known. Despite these two procedures, public perceptions reveal patterns of limited public confidence in respect for judicial ethics among judicial officials and staff. Stakeholder analysis underscores that more robust and independent mechanisms are required, such as a Judicial Service Commission (JSC), established by law.

The Judiciary should elevate efforts to publicize and enforce its ethics. Accordingly, the Strategic Plan contemplates a review of the existing canons and the elaboration of a new complaint mechanism based on individual obligations assumed under a contractual code of ethics. The plan also stipulates systemic assessments of the levels, types, locations, and costs of judicial corruption and inefficiency or the institutional practices that facilitate such practices. These measures must be publicized to ensure they become effective.

⁷ See <http://judiciary.gov.lr/general-rules-applicable-in-all-courts-of-liberia/>

Fiscal autonomy of the Judiciary is an essential condition of its independence. This condition is currently framed as a constitutional guarantee of judicial salaries under the *Fiscal Autonomy Law of 2015*. The state pays salaries and benefits for judges and magistrates. The judicial budget is prepared by the Court Administrator and is used to finance expenditures; the spending focus is mainly on staff salaries, transport, courthouse construction or refurbishment, stationery, and equipment. The challenges are more equitable distribution to support judicial services in all the counties, unequal expenditure between investment and recurrent costs, and for the judiciary budget to reflect accurate costs of delivery of judicial services in the counties and administrative districts. For instance, the costs of training judicial officers and staff are not carried by the budgets. The Judiciary does not generate its revenue.

A 2018 assessment of budgetary outlays suggested that national financial resources allocated to the Judiciary have declined from US\$ 19 million allocated in 2016/17 to US\$ 16 million in 2018/19. The decline in external funding is a further risk that tracks the differing fiscal priorities of governmental and international partners. Judicial allocations are currently contained in judicial accounts with the central government and are operated only with the co-approval of the Ministry of Finance and Development Planning. This arrangement reinforces accountability but also limits judicial fiscal autonomy. The Judiciary Law of 1972 currently lacks detailed provisions on judicial expenditures. Nonetheless, the Strategic Plan will facilitate improvements in decentralized budgeting and prudent expenditure, with direct links to expenditure monitoring tools and procedures, under the revamped comprehensive case management system.

Information technology: The Judiciary should capitalize on the rapid rise in access to the internet among Liberians, particularly the youth. The Internet offers judicial officers reasonably inexpensive access to online legal resources, including caselaw, and opportunities to deliver judicial services via digital channels. Technological communication would reduce costs and the time spent on intra-judicial communications provided it is secure against cybercrimes and cyberattacks. The strategy will support continued modernization actions that utilize information technology to improve efficiency and accessibility in the delivery of judicial services.

4.2 Implementation of the Plan

Responsibility for implementing this Strategic Plan 2024-2028 rests with the Judiciary. To ensure accessible, efficient, effective, and impartial judicial services, the Judiciary will utilize the support of, and rely on the mandates of other key actors and stakeholders. The

strategic objectives outlined in this plan are in line with the Pro-Poor Agenda for Prosperity and Development (PAPD) on issues of the effectiveness of courts of law and the realization of human rights and the rule of law. When implementing the Strategic Plan 2024-2028, the Judiciary aims to cooperate and collaborate with the spectrum of stakeholders in the justice and security sectors.

In particular, the Judiciary aims to:

- ◆ Promote and maintain constructive communications with the other two branches of government
- ◆ Strengthen the role of the James A.A. Pierre Judicial Institute as the implementer of constitutional legal education programs
- ◆ Enhance its participation in appropriate professional lectures and forums organized by the Liberian National Bar Association and the Louis Arthur Grimes School of Law.
- ◆ Advance specific intervention areas agreed with international development partners such as UNDP, OHCHR, UN Women and UNICEF, and others such as USAID and IDLO.
- ◆ Foster linkages with Liberian civil society and community-based organizations.

4.3 Ad-Hoc Strategic Planning Committee

The Strategic Plan 2024 – 2028 will catalyze improvements in the delivery of judicial services. Its implementation is monitored by a Strategic Planning Committee appointed by the Chief Justice, which will advise the Chief Justice and the Associate Justices of the Supreme Court on its implementation. The Committee will facilitate implementation across the courts and coordinate review meetings at least twice annually to report on implementation.

4.5 Technical Working Group

A seven-member Technical Working Group comprising appointees from different departments of the judicial administration was closely involved in the drafting of the Strategic Plan 2024 – 2028. The Technical Working Group will provide a liaison for administrative teams tasked with the delivery of the strategic outputs, by preparing annual implementation plans, completing performance indicators, and maintaining records of achieved indicators as well as implementation challenges and related alterations.

4.6 Organizational / Management Structure⁸

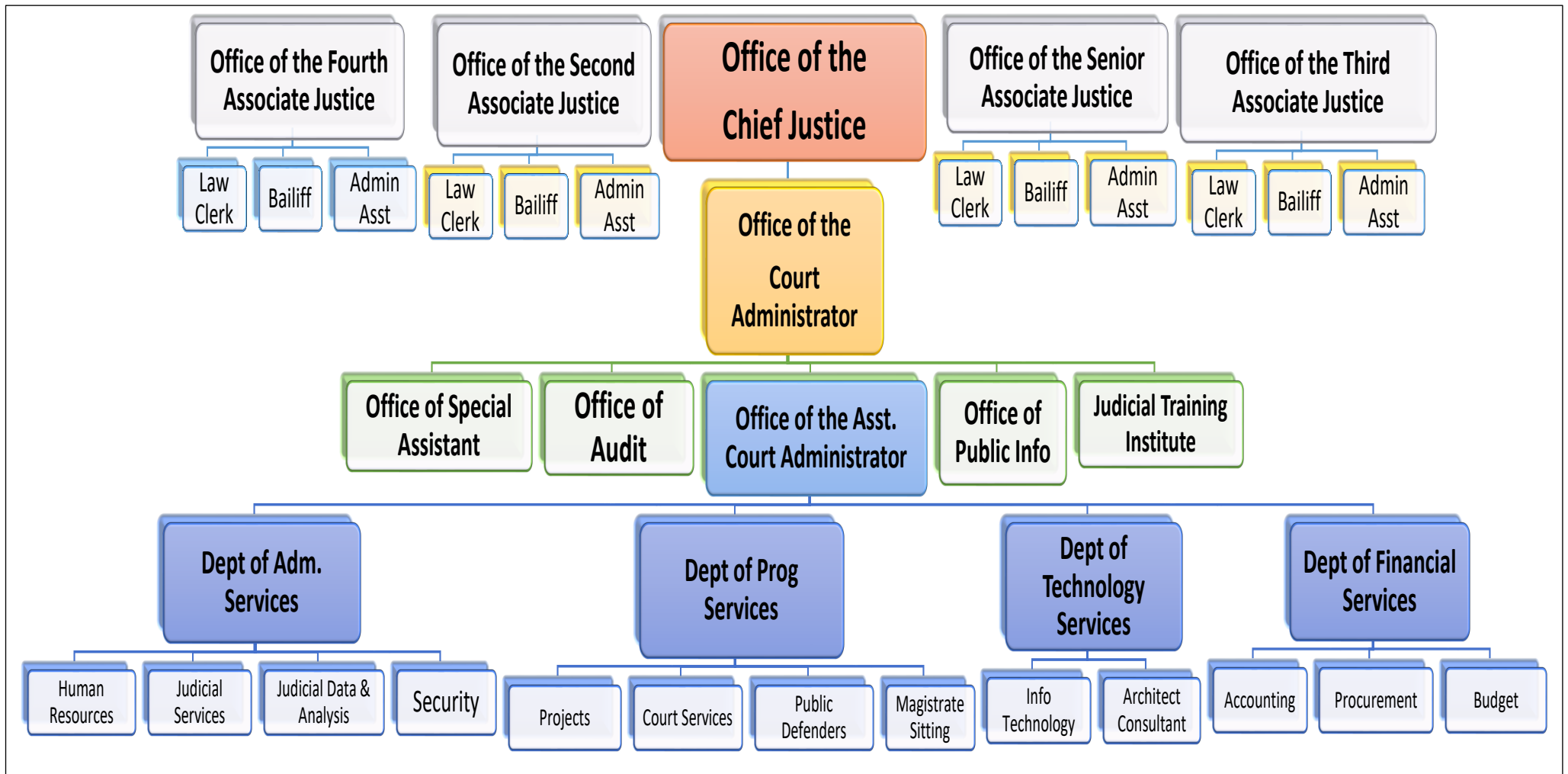
The Supreme Court is the head of the Judiciary Branch of the Government of the Republic of Liberia, its Administrative head and spokesperson is the Chief Justice who shall preside over the business of the Court and other ordinary meetings of the Judiciary. The 5-members Supreme Court bench is composed of a Chief Justice and four Associate Justices who are ranked in seniority order based on tenure on the Supreme Court Bench with the longest serving ranked most senior Associate Justice after the Chief Justice. For deliberation purposes, three members of the Supreme Court Bench shall constitute a quorum. If a quorum cannot be obtained at any time to hear a case, the President of the Republic of Liberia shall appoint an Ad Hoc Justice from the Circuit Judges to have a quorum. Consideration of said Circuit Judge for appointment shall be in the order of seniority.

Pursuant to this authority, the following subordinate Courts are established in addition to the Supreme Court. They are Criminal and Assizes Courts, (“A” – “E” of the 1st Judicial Circuit, Montserrado County), The Circuit Courts of the various counties, The Civil Law Court of the 6th Judicial Circuit, Montserrado County, Debt Courts, Monthly and Probate Courts, Tax Courts, Revenue Courts, The Commercial Court, National Labor Court, Traffic Courts, Juvenile Court, and Magistrate Courts. The Supreme Court also is the final arbiter of constitutional issues and exercises final appellate jurisdiction in all cases emanating from the courts of records (Circuit and specialized courts), from rulings of Justices of the Supreme Court presiding in Chambers on applications for remedial and extraordinary writs, courts not of record, administrative agencies, autonomous agencies or any other authority, both as to law and fact.

Consistent with the Vision and Mission of the Judiciary; in recognition of the vital role of the Judiciary in the delivery of justice to the people; and due to the important nature of the judicial services offered through the Liberian court system; the Office of the Court Administrator is created as the administrative arm of the entire court system, with the primary objective “to organize and manage non-judicial matters” under the direction of the Chief Justice of the Supreme Court. The Court Administrator (must be a Counsellor of the Supreme Court Bar) is currently selected by a process that includes a nomination by the Chief Justice of the Supreme Court, endorsed by the majority of the Associate Justices; and the nominee forwarded to the President for Appointment. Figure 2 displays the organogram of the Judiciary of Liberia.

⁸ Culled from [Brief Overview – \(judiciary.gov.lr\)](http://judiciary.gov.lr)

Figure 2: Organogram of the Liberian Judiciary



4.7 Overview of Strategic Objectives

Based on stakeholder consultations and analyses in conjunction with the situational assessment above, the following are identified as the strategic objectives for purposes of the Strategic Plan 2024-2028:



The Judiciary, being an integral part of the Government of Liberia, is faced with extremely inadequate funding to address the Judiciary infrastructure gaps aimed at providing essential judicial services, the lack of a digitized court system and human resource capacity building continue to deny citizens and residents access to justice for vulnerable people in Liberia, especially in the most underserved regions in the country. To minimize this challenge, the Judiciary intends to construct, furnish, and equip a New Supreme Court Building in the 1st Judicial Circuit, Montserrado County with dedicated modern architecture design and court facilities. Additionally, the Judiciary will construct, furnish, and equip Seven (7) Circuit Court Complexes in the 2nd, 4th, 5th, 10th, 12th, 13th, and 15th Judicial Circuits with dedicated court facilities and the capacity to provide the full range of judicial

services in Grand Bassa, Maryland, Grand Cape Mount, Lofa, Grand Kru, Margibi and River Gee Counties. All of these infrastructure will be equipped with the digital infrastructure required for the modernization of court administration and processes.

Under Strategic Objective 1, the following targets are set:

- ◆ Target 1.1: *Construct, furnish, and equip a New Supreme Court Building.* This entails the construction, furnishing, and equipping of a New Supreme Court Building in the 1st Judicial Circuit, Montserrado County with dedicated modern architecture design and court facilities.
- ◆ Target 1.2: *Construct, furnish, and equip Seven (7) Circuit Court Complexes.* This entails the construction, furnishing, and equipping of Seven (7) Circuit Court Complexes in the 2nd, 4th, 5th, 10th, 12th, 13th, and 15th Judicial Circuits with dedicated court facilities and the capacity to provide the full range of judicial services in Grand Bassa, Maryland, Grand Cape Mount, Lofa, Grand Kru, Margibi and River Gee Counties.
- ◆ Target 1.3: *Construct, equip, and furnish 20 magisterial courts based on upgraded prototypes.* This entails the construction, furnishing, and equipping of 20 magisterial courts (at 4 per year) in various counties.
- ◆ Target 1.4: *Refurbish, equip, furnish, and operationalize 3 SGBV courts in Sinoe, Bomi, and Gbarpolu.* This entails the refurbishment, furnishing, and providing logistics, stationeries, and supplies for Sinoe, Bomi, and Gbarpolu Counties.
- ◆ Target 1.5: *Digitization of the New Supreme Court and All Circuit Court Complexes.* This requires the deployment of the digital infrastructure of the New Supreme Court and seven (7) Circuit Court with needed technologies and amenities for the modernization of court administration and processes.

Strategic Objective 2: A more professional and competent judicial personnel

Stakeholder analysis and the situational assessment underscore the need to transform the delivery of judicial services, make use of more efficient and equitable, optimize modern case management and IT capabilities, reinforce judicial ethics, and equip judicial staff with the knowledge and skills required by new developments in the law. A professional and competent judicial human capacity is essential for the Judiciary to fulfil its constitutional mandate and deliver accessible, effective, timely, and cost-effective judicial services in each county as required by the law. Developing such capacity in every country is a key strategic target.

Under Strategic Objective 2 the following targets are set:

- ◆ Target 2.1: *Capacity development of relevant staff for digitization.* This entails the capacity support and training of 118 end users to support a digitized court system.
- ◆ Target 2.2: *Professionalisation of judicial staff is achieved.* This entails capacity-building support and training for 550 judicial personnel quarterly including Judges,

Public Defenders, Magistrates, Clerks of Courts, Bailiffs, County Jury Management Team, and administrative staff.

- ◆ Target 2.3: *Recruit and deploy 30 additional Public Defender*. This involves the provision of logistical and operational support to Public Defenders.
- ◆ Target 2.4: *Judicial officials and staff benefit from a continuing legal education program*. This entails the review and reconceptualization of current judicial training programs to support the development of a comprehensive continuing legal education scheme.
- ◆ Target 2.5: *Judicial personnel in 3 counties trained in in-camera room operations and SGBV*. This involved the provision of capacity development training in camera room operations and SGBV in Sinoe, Bomi, and Gbarpolu Counties.

Strategic Objective 3: Efficient case management for improved access to justice

Reducing case delay will contribute a major factor to improving access to justice. This strategic priority requires the modernization of case management. Modern case management will ensure greater efficiency in case scheduling and accuracy of statistical reporting of cases. It will entail automation of administrative processes, effective supervision of case flow reflecting complexity and cost of cases, improved visibility of case flows, and real-time information given to parties to disputes. It will require the Judiciary to equip its human resources with a corresponding level of skills and knowledge through continuing legal education. In effect, a new case management system will be rolled out.

Under Strategic Objective 3 the following targets are set:

- ◆ Target 3.1: *Modern case management system is rolled out*. This entails putting in place institutional arrangements and procedures to manage, administer, and support case management reforms and case management information systems. Case management administrators will be installed in all counties.
- ◆ Target 3.2: *Case management policies and guidelines are finalized*. This entails reviewing the rules of procedure and generating the policy documents, operational manuals, and codes for case management operations. This documentation will guide prosecutors, public defenders, and legal practitioners on their roles in new case management schemes.
- ◆ Target 3.3: *Case management training and continuing legal education scheme is established*. This entails developing continuous judicial staff training under a certification program.

Strategic Objective 4: Improved administration of criminal justice

Most Liberians engage with judicial services through criminal justice procedures and its systemic challenges shape public confidence in the Judiciary to a considerable extent. The public perceives delay, cost, formality, absence of legal representation, and use of pre-trial detention to be some of the repetitive problems affecting the prevailing practice and procedures, and these will be reformed as one strategic priority. Stakeholder analyses further identified redressing the barriers faced by vulnerable groups, particularly women

and minors who are involved in criminal justice procedures, as a second strategic priority to ensure that victim-centered procedures in criminal cases involving women and minors will be systematically rolled out in more counties. Since criminal justice involves other critical governmental organs, such as the police, justifying its visibility in the national PAPD proposed by the Government of Liberia, building collaborative interventions within national frameworks emerged as a third strategic priority.

Under Strategic Objective 4, the following targets are set:

- ◆ Target 4.1: *Criminal procedure rules and practices are reviewed and reformed.* This entails a review of indictment, plea-taking, bail, and jury convocation rules. New guidance is also needed to protect both victims and witnesses. Outputs under this objective will contribute to generating legislative reform proposals.
- ◆ Target 4.2: *Improved criminal justice for vulnerable groups with a particular focus on women and minors.* This entails monitoring the performance of specialized criminal courts, the rollout of Court E in other counties, and issuing new guidance for practitioners by the Chief Justice on efficiency in the finalization of cases in Court E.
- ◆ Target 4.3: *Enhanced collaboration with other governmental actors.* This entails increasing the number and timeliness of issue-based meetings with relevant governmental bodies, for instance, to resolve recurrent problems of the infrastructure for criminal trials (*in camera* chambers, holding cells, witness protection rooms, etc.) or to reduce the number of pre-trial detainees.

Strategic Objective 5: Improving Constitutional Rights Litigation and Judicial Integrity

Recognizing that the rule of law and human rights situation in the country is at the heart of post-conflict reconstruction and peacebuilding in Liberia, the Judiciary intends to pay particular attention to facilitating constitutional cases and ensuring effective judicial remedies become available in cases brought before the relevant courts. Enhancement of adjudication of rights will require expertise and hence, knowledge tools. Constitutional rights litigation invokes at least two strategic roles of the Supreme Court – ensuring public authority respects the Constitution and protecting vulnerable individuals and groups. Greater capacitation of the Supreme Court will enable it to handle increasing caseloads at optimal costs and duration. Furthermore, enhanced coordination between the Judiciary and other agencies, such as the Independent National Commission on Human Rights and the Bureau of Corrections and Rehabilitation, will help to lower barriers to placing cases before the courts.

The judiciary also aims to strengthen judicial ethics and public confidence in the Judiciary. It responds to two critical risks, firstly, low public confidence will discourage recourse to courts among members of the public with legal problems, and secondly, the risk of institutional corruption distorting the quality of judicial services and just outcomes of litigation.

Under Strategic Objective 5, the following targets are set:

- ◆ Target 5.1: *A complete rollout of the Jury Management Offices in the remaining Seven (7) Counties in line with the new Jury law.* This entails the establishment of 7 Jury Management Offices established in the remaining Seven (7) Counties in line with the new jury law
- ◆ Target 5.2: *The strategic leadership capacity of the Supreme Court is enhanced.* This entails reviewing Supreme Court rules of procedure to reduce case backlogs through less adversarial proceedings at this level, and to foster quicker completion of judicial opinions through more effective use of judicial conferences.
- ◆ Target 5.3: *Disseminate the new Jury law in the 16th Judicial Circuits.* This activity entails furnishing court officials and party litigants with the new jury law
- ◆ Target 5.4: *Training and Awareness of Court actors and the public on the new Jury law.* This approach requires party litigants are knowledgeable with the new jury law.
- ◆ Target 5.5: *Vulnerability to corruption is reduced.* This entails systemic investigations and analysis of the problems associated with judicial corruption so that solutions are devised accordingly. It will lead to an evidence-based culture of identifying and dealing with systemic problems of institutional corruption.
- ◆ Target 5.6: *Public confidence in the Judiciary is raised.* This entails systemic tracking and engaging with public perceptions of judicial services. It will require communications policies to be aligned with transparent access to judicial information by demand from court users and members of the public. More effective use of information technology and media platforms is envisaged.
- ◆ Target 5.7: *Review of the functions and responsibilities of the Grievance and Ethics Committee and the Judiciary Inquiry Commission (JIC).* This activity requires the Updating of the procedural manual for the operations of the Grievance and Ethics Committee and the JIC.
- ◆ Target 5.8: *Convening of 2 Judicial Conferences and 5 annual Judicial Retreats.* This involves the organization of 1 judicial conference every 2 years and a yearly judicial retreat.




4.4 Results Framework


4.4.1 Objectives – Risk Management Matrix

Table 3: Objectives and Risk Management Matrix

Strategic Objectives	Links	Risks	Risk Mitigation	Targets	Key Results
S01: Quality and Expanded Infrastructure for Increased Access to Justice	<ul style="list-style-type: none"> PAPD Pillar III GOL/UNDP/OHCHR Joint Programme 	<ul style="list-style-type: none"> Delays in sourcing of fund Bureaucratic delays Weak technical capacity of contractors/implementors 	<ul style="list-style-type: none"> Strategic engagement with relevant actors for funding. Strategic leadership from Chief Justice and Associate Justices Stringent procurement process to select the best contractors 	1.1 Construct, equip, and furnish New Supreme Court building	1.1.1 A New Supreme Court Building constructed, furnished, and equipped
				1.2 Construct, equip, and furnish 7 new Circuit Court Building	1.2.1 New Circuit Court buildings constructed, furnished, and equipped
				1.3 Construct, equip, and furnish 20 new magisterial courts based on upgraded proto type	1.3.1 Upgraded new magisterial building constructed, furnished and equipped
				1.4 Refurbish, equip, furnish, logistics, stationeries & supplies of 3 SGBV courts	1.4.1 SGBV courts refurbished, equipped and operational
				1.5 Digitization of new Supreme Court and seven (7) Circuit Courts	1.5.1 New Supreme Court Building and Circuit Court Buildings Digitized

S02: A more Professional and Competent Judicial Personnel	<ul style="list-style-type: none"> Pillars III and IV of PAPD GOL/UNDP/OHCHR Joint Programme 	<ul style="list-style-type: none"> Bureaucratic delays Resistance/unwillingness to adopt new professional standards 	<ul style="list-style-type: none"> Strategic leadership from Chief Justice and Associate Justices Additional Public Defenders recruited, deployed and provided logistical and operational supports. Incentivise judicial officials/staff to retrain and engage in CLE Reward professionalism “champions” Communicate professionalism targets clearly and consistently 	2.1 Capacity development of 118 end users for digitization	2.1.1 End users trained on the digitization process
				2.2 Professionalisation of 550 judicial staff is achieved	2.2.1 Judicial staff trained
				2.3 Recruit and deploy 30 additional Public Defenders	2.3.1 Public Defenders recruited, deployed and provided logistical and operational supports.
				2.4 Judicial officials and staff benefit from CLE	2.4.1 CLE scheme developed
				2.5 Judicial personnel in 3 counties trained in in-camera room operation and SGBV	2.5.1 Judicial personnel trained
S03: Efficient Case Management for Improved Access to Justice	<ul style="list-style-type: none"> GOL/UNDP/OHCHR Joint Programme 	<ul style="list-style-type: none"> Lack of coordination between central authorities and county-based officials Complexity of case management system Weak administrative and technical capacity spurs cumulative delays Uneven distribution of skills between the different counties 	<ul style="list-style-type: none"> More focus on activities of county courts and lower courts where the bulk of cases are located Greater flexibility inbuilt into CMS Use and learn from pilot schemes Pool supervision resources and case management in 	3.1 Case management system is rolled out	3.1.1 CMS is in use
				3.2 Case management policy and guidelines are finalized	3.1.2 CMS Unit established in CA office
					2.1.3 CMS Service Points established in counties
					3.2.1 Digital filing Modalities established
					3.2.2 Polices and User Manuals Finalised

			regional hubs as needed	3.3 Case management Continuing Legal Education is established	3.3.1 Mandatory case management module in CLE scheme developed
S04: Improved Administration of Criminal Justice	<ul style="list-style-type: none"> GoL's new Strategic Plan covering the period 2024-2029) Pillars III and IV of the Pro-Poor Agenda for Prosperity and Development (PAPD) GOL/UNDP/OHCHR Joint Programme 	<ul style="list-style-type: none"> Inability to access magisterial courts across the 16th judicial circuit due to limited logistics 	<ul style="list-style-type: none"> Provision of logistics to facilitate access to lower courts. 	4.1 Provision of logistics (vehicles, motorbikes, computers, generators) for judges, public defenders, general administration	4.1.1 Institutional logistical capacity enhanced
		<ul style="list-style-type: none"> Inadequate evidence gathering lowering the preparedness of prosecution Inadequate number of public defenders Sharp increase in criminal caseload Skill gaps among judges cause inconsistencies in compliance with criminal procedure law Unwieldy complexity of indictment and jury convocation procedures Impact of implementation of Pillar IV of the National Pro-Poor Agenda (PAPD) 	<ul style="list-style-type: none"> Enhanced judicial oversight of prosecution will help reduce unnecessary case delays Improving control of case management in each court under S01 above will generate good practice benchmarks that can be migrated to other courts Review of procedural judicial functions in quarterly reports from circuit and magistrate courts will alert on inconsistencies in 	4.2 Criminal procedure rules and practice are reviewed	4.2.1 Amended criminal procedure rules
				4.3 Improved criminal justice for vulnerable groups with a particular focus on women and minors	4.2.2 Criminal Court Practices Reviewed
					4.2.3 Reduced duration of criminal trials
					4.3.1 Court E is rolled out in other Counties
				4.4 Enhanced collaboration with other Governmental actors	4.3.2 Criminal court procedures and practice in Court E are reviewed
					4.4.1 Reduced use of pre-conviction custodial detention in non-felony cases
					4.4.2 Increased rates of convictions in SGBV criminal trials

			<p>the application of criminal procedure law</p> <ul style="list-style-type: none"> • Institutionalise collaboration between the Judiciary, Ministry of Justice and Constitutional Development, and departments responsible for prisons 		4.4.3 Criminal court infrastructure and personnel numbers enhanced
S05: Improved Constitutional Rights Litigation and Judicial Integrity	<ul style="list-style-type: none"> • GoL's new Strategic Plan covering the period 2024-2029) • Pillars III and IV of the Pro-Poor Agenda for Prosperity and Development (PAPD) • GOL/UNDP/OHCHR Joint Programme 	<ul style="list-style-type: none"> • The human rights situation in the country is undermined by the absence of effective judicial remedies against violations • Rising public awareness of rights spurs demand for constitutional and administrative judicial review 	<ul style="list-style-type: none"> • Greater focus on effectiveness and efficiency of rights litigation before the courts • The judiciary is proactive in removing barriers to constitutional and administrative review 	5.1 Complete rollout of the Jury Management Offices in the remaining Seven (7) Counties in line with the new Jury law	5.1.1 Seven Jury Management Offices established in the remaining Seven (7) Counties in line with the new jury law
				5.2 Strategic leadership capacity of the Supreme Court is enhanced	5.2.1 Increased legal practitioners to the Supreme Court
				5.3 Disseminate and train court actors and the public on the new Jury law	5.3.1 Court officials and party litigants are furnished and trained on the new jury law
		<ul style="list-style-type: none"> • Prevailing low public esteem of the Judiciary deters recourse to courts 	<ul style="list-style-type: none"> • Greater focus on user satisfaction approaches in the 	5.4 Vulnerability to judicial corruption is reduced	5.4.1 Vulnerability assessments carried out

		<ul style="list-style-type: none"> • High levels of institutional corruption affect judicial performance negatively • High levels of official corruption result in increased numbers of administrative judicial review cases creating more work for courts • Absence of systemic evidence or analysis of corrupt practices undermines judicial efforts to strengthen safeguards • Public apathy Internal judicial apathy 	<ul style="list-style-type: none"> • delivery of judicial services • Focus on responsive administration of judicial services • Improve public awareness of what the Judiciary does and its structures, procedures, and mandates • Focus on evidence-based analysis to undergird safeguards 		5.4.2 Rules of Judicial Conduct reviewed and updated
				5.5 Enforcement of judicial ethics is strengthened	5.5.1 Ethics oversight and grievance mechanism are established
					5.5.2 Ethics obligations clause introduced in all staff contracts
				5.6 Public confidence in the Judiciary is enhanced	5.6.1 Public knowledge of Judiciary work is enhanced
					5.6.2 Web-based grievance filing platform is provided
					5.6.3 Open-days policy implemented in all Counties
				5.7 Review of the functions and responsibilities of the Grievance and Ethics Committee and the Judiciary Inquiry Commission (JIC)	5.7.1 Updated procedural manual for the operations of the Grievance and Ethics Committee and the JIC
				5.8 Convene 2 Judicial Conferences and 5 Judicial Retreats	5.8.1 Judicial conferences and judicial retreats held

4.4.2 Strategic Targets – Outputs – Indicators Matrix

Table 4: Strategic Targets - Outputs-Indicator Matrix

Strategic Targets	Key outcomes	Key Outputs	Performance Indicators	Indicator Data
S01: Quality and Expanded Infrastructure for Improved Access to Justice				
1.1 Construct, equip, and furnish New Supreme Court building	1.1.1 A New Supreme Court Building constructed, furnished, and equipped	<ul style="list-style-type: none"> • Technical drawing/design • Bill of Quantities (BoQs) • Specifications 	<ul style="list-style-type: none"> • Number of technical drawings/designs developed • Number of BoQ developed • Number of Supreme Court constructed, furnished, and equipped • Number of technical specifications developed 	<ul style="list-style-type: none"> • Verified and approved technical drawing/design • Verified and approved BoQs • Strategic documents signed by the Chief Justice (CJ) or designee • Verified technical specifications
1.2 Construct, equip, and furnish seven (7) new Circuit Court Building	1.2.1 New Circuit Court buildings constructed, furnished, and equipped	<ul style="list-style-type: none"> • Technical drawing / Designs • Bill of Quantities (BoQs) • Specifications 	<ul style="list-style-type: none"> • Number of technical drawings/designs developed • Number of BoQ developed • Number of Circuit Courts constructed, furnished, and equipped 	<ul style="list-style-type: none"> • Verified and approved technical drawings/designs • Verified and approved BoQs • Strategic documents signed by the Chief Justice (CJ) or designee
1.3 Construct, equip, and furnish 20 new magisterial courts based on an upgraded prototype	1.3.1 Upgraded new magisterial building constructed, furnished and equipped	<ul style="list-style-type: none"> • Technical drawing / Designs • Bill of Quantities (BoQs) • Specifications 	<ul style="list-style-type: none"> • Number of technical drawings/designs developed • Number of BoQ developed • Number of Magisterial Courts constructed, furnished, and equipped 	<ul style="list-style-type: none"> • Verified and approved technical drawings/designs • Verified and approved BoQs • Strategic documents signed by the Chief Justice (CJ) or designee
1.4 Refurbish, equip, furnish, logistics, stationeries & supplies of 3 SGBV courts	1.4.1 SGBV courts refurbished, equipped and operational	<ul style="list-style-type: none"> • Technical drawing/design • Bill of Quantities (BoQs) • Specifications 	<ul style="list-style-type: none"> • Number of technical drawings/designs developed • Number of BoQ developed • Number of Supreme Court constructed, furnished, and equipped • Number of technical specifications developed 	<ul style="list-style-type: none"> • Verified and approved technical drawing/design • Verified and approved BoQs • Strategic documents signed by the Chief Justice (CJ) or designee • Verified technical specifications

1.5 Digitization of new Supreme Court and seven (7) Circuit Courts	1.3.1 New Supreme Court Building and Circuit Court Buildings Digitized	<ul style="list-style-type: none"> • Technical drawings / Designs • Digital specifications • Specifications 	<ul style="list-style-type: none"> • Number of technical drawings/designs developed • Number of digital specifications developed • Number of technical specifications developed 	<ul style="list-style-type: none"> • Verified and approved technical drawings/designs • Verified and approved digital specification • Strategic documents signed by the Chief Justice (CJ) or designee
S02: A more Professional and Competent Judicial Personnel				
2.1 Capacity development of 118 end users for digitization	2.1.1 End users capacitated and trained on the digitization process	<ul style="list-style-type: none"> • Policy documents 	An Integrated Human Capacity (Judicial/Administrative) Policy developed by target date	Policy document signed by Chief Justice (CJ) or designee
2.2 Professionalisation of 550 judicial staff is achieved	2.2.1 Judicial staff developed and trained	<ul style="list-style-type: none"> • Capacity audit reports • Job description forms • Performance Evaluation Templates • Gender-sensitive recruitment 	<ul style="list-style-type: none"> • Number of audit reports • Number of Job Descriptions executed/Percentage of staff with Job Descriptions • Number of evaluation templates • Staff statistics by gender 	Progress reports signed by Court Administrator (CA)
2.3 Recruit and deploy 30 additional Public Defenders	2.3.1 Public Defenders recruited, deployed and provided logistical and operational supports.	<ul style="list-style-type: none"> • Gender-sensitive recruitment • Recruitment Report • Deployment Report • Evaluation Templates • Delivery notes of logistical and operational materials 	<ul style="list-style-type: none"> • Number of Public Defenders recruited • Number of Public Defenders deployed • Number of logistical materials procured and deployed • Number of operational supports provided 	Progress reports signed by Court Administrator (CA)
2.4 Judicial officials and staff benefit from Continuing Legal Education (CLE)	2.4.1 CLE scheme developed	<ul style="list-style-type: none"> • CLE Curriculum plan • CLE Modules • Training 	<ul style="list-style-type: none"> • Published curriculum/modules • Number of training/percentage of staff trained 	Reports signed by the Judiciary Training Institute (JTI) Board
2.5 Judicial personnel in 3 counties trained in in-camera room operation and SGBV	2.5.1 Judicial personnel trained	<ul style="list-style-type: none"> • Curriculum Development • Training modules • Training 	<ul style="list-style-type: none"> • Published curriculum/modules • Number of training/percentage of staff trained 	Reports signed by the Judiciary Training Institute (JTI) Board

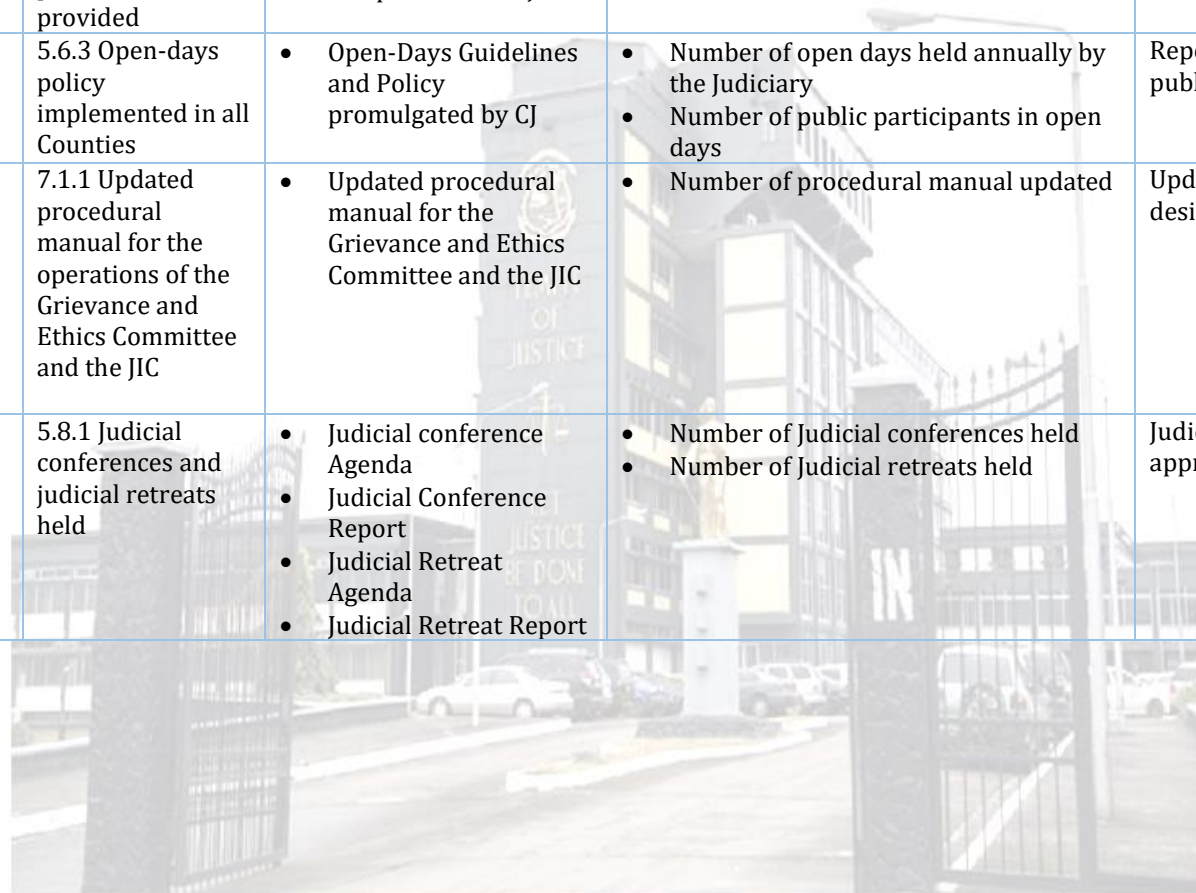
S03: Efficient Case Management for Improved Access to Justice				
3.1 Case management system (CMS) is implemented	3.1.1 CMS is in use	<ul style="list-style-type: none"> Case scheduling and tracking protocols established Pilot interventions established CMS-based rules of procedure/practice directions issued 	<ul style="list-style-type: none"> An integrated case management system in place by 2023 Percentage of cases in CMS system by 2023 Number of rules of Procedure/practice directions promulgated by CJ by 2023 	<ul style="list-style-type: none"> CMS approval by CJ CMS performance reports Rules signed by CJ
	3.1.2 CMS Unit established in CA office	<ul style="list-style-type: none"> CMS Unit staff appointed CMS Unit functions 	Number of staff working in CMS unit	Progress reports signed by CA
	3.1.3 CMS Service Points established in counties	<ul style="list-style-type: none"> County case management administrators installed 	<ul style="list-style-type: none"> Number of cases processed in CMS by all Counties Number of CMS service points in the country 	Progress reports filed by County-based staff
3.2 Case management system policy and guidelines are finalized	3.2.1 Digital filing Modalities established	<ul style="list-style-type: none"> Digital filing solutions procured/installed 	Data in digital tracking registry and archives	Data in servers compiled monthly
	3.2.2 Polices and User Manuals Finalised	<ul style="list-style-type: none"> Policy framework for design and implementation of CMS developed User manuals, modules, and codes developed 	Number of policy frameworks/modules/manuals produced	Progress reports filed by CA
3.3 Case management CLE is established	3.3.1 Mandatory case management module in CLE scheme developed	<ul style="list-style-type: none"> CLE module on case management developed Judicial staff enrolled in CLE module on CMS 	<ul style="list-style-type: none"> CLE modules completed Number of training programs conducted Percentage of CMS staff trained 	Reports filed by JTI Board
S04: Improved Administration of Criminal Justice				

4.1 Criminal procedure rules and practice are reviewed	4.1.1 Amended criminal procedure rules	Criminal procedure rules revision	<ul style="list-style-type: none"> Number of criminal procedure rules published Number of criminal cases removed from backlog due to revised rules 	Rules signed by CJ
	4.1.2 Criminal Court Practices Reviewed	Criminal Practices Directions published	<ul style="list-style-type: none"> Number of criminal practices reviewed Number of criminal cases removed from backlog⁹ due to revised practices 	<ul style="list-style-type: none"> Practice directions signed by CJ Court records filed annually
	4.1.3 Reduced duration of criminal trials	<ul style="list-style-type: none"> Monitored availability of judicial officials/court staff for criminal trials Interventions to reduce the criminal trial duration to below 3years from filing 	<ul style="list-style-type: none"> Percentage of cases adjourned due to absence of judicial officials/court administration staff Number of judicial working days taken to complete criminal trials 	Criminal court records/CMS data
4.2 Improved criminal justice for vulnerable groups with a particular focus on women and minors	4.2.1 Court E is rolled out in other Counties	Upgrade of criminal courts in Counties in line with Court E model	Number of courtrooms in Counties adapted in line with the Court E model	Progress reports by CA
	4.2.2 Criminal court procedures and practice in Court E are reviewed	<ul style="list-style-type: none"> Assessment study of Court E to speed up trials Arrest-trial commencement fast-track reform model procedure 	<ul style="list-style-type: none"> Assessment report Percentage of trials commenced within 6 months of arrest 	Progress reports by CA/Prosecution and Public Defenders
4.3 Enhanced collaboration with other Governmental actors	4.3.1 Reduced use of pre-conviction custodial detention in non-felony cases	Judicial principles and guidelines for non-custodial detention in non-felony cases framed	Number of pre-conviction detainees in non-felony cases	<ul style="list-style-type: none"> Principles/Guidelines handed down by Supreme Court/CJ Records of court orders filed quarterly
S05: Improved Constitutional Rights Litigation				
5.1 Complete rollout of the Jury Management Offices in the	5.1.1 Seven Jury Management Offices established	7 Jury Management Offices established in 7 counties	<ul style="list-style-type: none"> Number of BoQs developed Number of technical drawings developed 	<ul style="list-style-type: none"> Verified and approved technical drawing/design Verified and approved BoQs

⁹ Backlog here means cases filed three years or earlier from 2018

remaining Seven (7) Counties in line with the new Jury law	in the remaining Seven (7) Counties in line with the new jury law		<ul style="list-style-type: none"> Number of offices constructed or renovated 	<ul style="list-style-type: none"> Strategic documents signed by the Chief Justice (CJ) or designee
5.2 Strategic leadership capacity of the Supreme Court is enhanced	5.2.1 Increased legal practitioners to the Supreme Court	<ul style="list-style-type: none"> Recruitment of legal practitioners of the supreme court Recruitment of additional staffers of the Supreme Court. 	<ul style="list-style-type: none"> Number of legal practitioners recruited Number of additional staffers recruited 	Signed contract documents
5.3 Disseminate and train court actors and the public on the new Jury law	5.3.1 Court officials and party litigants are trained and furnished with new jury law	<ul style="list-style-type: none"> Copies of new jury law submitted to court officials and party litigants Court officials and party litigants trained in the new jury law 	<ul style="list-style-type: none"> Number of court officials trained and receiving new jury law Number of party litigants trained and receiving new jury law 	New jury law printed and disseminated to court officials and party litigants
5.4 Vulnerability to judicial corruption is reduced	5.4.1 Vulnerability assessments carried out	Vulnerability assessment on the impact of corruption research study	<ul style="list-style-type: none"> Number of vulnerability assessment reports 	Quality of reports drafted
	5.4.2 Rules of Judicial Conduct reviewed and updated	<ul style="list-style-type: none"> Updated Judicial Canons and Ethics Codes 	<ul style="list-style-type: none"> Number of updated judicial canon and ethics codes 	Judicial canons and Ethics codes signed by CJ
5.5 Independent judicial ethics enforcement is strengthened	5.5.1 Ethics oversight and grievance mechanism are established	<ul style="list-style-type: none"> Complaints/grievances mechanism 	<ul style="list-style-type: none"> Number of complaints/grievances filed Number/percentage of filed applications resolved 	Reports filed on the mechanism registry
	5.5.2 Ethics obligations clause introduced in all staff contracts	<ul style="list-style-type: none"> Judicial officials and staff execute contractual ethics clauses 	<ul style="list-style-type: none"> Number of judicial officials and staff who have executed ethics clauses 	Reports filed by CA
	5.6.1 Public knowledge of	<ul style="list-style-type: none"> Judiciary Yearbook produced and updated 	<ul style="list-style-type: none"> Number of Yearbook copies published 	The yearbook is produced/updated once every two

5.6 Public confidence in the judiciary is raised	Judiciary work is enhanced		<ul style="list-style-type: none"> • Yearbook available on the Judiciary website • 	
	5.6.2 Web-based grievance filing platform is provided	<ul style="list-style-type: none"> • Web-based and email-submitted complaints and petitions to CJ 	<ul style="list-style-type: none"> • Number of web-based and email-submitted petitions 	Data published by CJ office
	5.6.3 Open-days policy implemented in all Counties	<ul style="list-style-type: none"> • Open-Days Guidelines and Policy promulgated by CJ 	<ul style="list-style-type: none"> • Number of open days held annually by the Judiciary • Number of public participants in open days 	Reports filed by CA and feedback from public participants.
5.7 Review of the functions and responsibilities of the Grievance and Ethics Committee and the Judiciary Inquiry Commission (JIC)	7.1.1 Updated procedural manual for the operations of the Grievance and Ethics Committee and the JIC	<ul style="list-style-type: none"> • Updated procedural manual for the Grievance and Ethics Committee and the JIC 	<ul style="list-style-type: none"> • Number of procedural manual updated 	Updated manual approved by CJ or designee.
5.8 Convene 2 Judicial Conferences and 5 Judicial Retreats	5.8.1 Judicial conferences and judicial retreats held	<ul style="list-style-type: none"> • Judicial conference Agenda • Judicial Conference Report • Judicial Retreat Agenda • Judicial Retreat Report 	<ul style="list-style-type: none"> • Number of Judicial conferences held • Number of Judicial retreats held 	Judicial conference and retreats approved by or designee.



4.4.3 Implementation Plan

Table 5: Judicial Strategic Plan - Implementation Plan

Strategic Targets	Key outcomes	Key Outputs	2024	2025	2026	2027	2028
S01: Quality and Expanded Infrastructure for Improved Access to Justice							
1.1 Construct, equip, and furnish New Supreme Court building	1.1.1 A New Supreme Court Building constructed, furnished, and equipped	<ul style="list-style-type: none"> • Technical drawing/design • Bill of Quantities (BoQs) • Specifications 	<ul style="list-style-type: none"> • Designs and BoQs verification and validation • Tender Process 	Commencement of construction works	Finalization of Construction	Furnishing and	Dedication of the New Supreme Court
1.2 Construct, equip, and furnish seven (7) new Circuit Court Building	1.2.1 New Circuit Court buildings constructed, furnished, and equipped	<ul style="list-style-type: none"> • Technical drawing / Designs • Bill of Quantities (BoQs) • Specifications 	<ul style="list-style-type: none"> • Designs and BoQs verification and validation • Tender Process 	Commencement of construction works	Finalization of Construction	Finalization of Construction	Dedication of Seven (7) Circuit Courts
1.3 Construct, equip, and furnish 20 new magisterial courts based on an upgraded prototype	1.3.1 Upgraded new magisterial building constructed, furnished and equipped	<ul style="list-style-type: none"> • Technical drawing / Designs • Bill of Quantities (BoQs) • Specifications 	<ul style="list-style-type: none"> • Designs and BoQs verification and validation • Tender Process 	Commencement of construction works	Finalization of Construction	Finalization of Construction	Dedication of 20 Magisterial Courts
1.4 Refurbish, equip, furnish, logistics, stationeries & supplies of 3 SGBV courts	1.4.1 SGBV courts refurbished, equipped and operational	<ul style="list-style-type: none"> • Technical drawing / Designs • Bill of Quantities (BoQs) • Specifications 	<ul style="list-style-type: none"> • Designs and BoQs verification and validation • Tender Process 	Commencement of construction works	Dedication of 3 SGBV courts		

1.5 Digitization of new Supreme Court and seven (7) Circuit Courts	1.5.1 New Supreme Court Building and Circuit Court Buildings Digitized	<ul style="list-style-type: none">• Technical drawings / Designs• Digital specifications	<ul style="list-style-type: none">• Purchase and Installation of Equipment for the 16 Circuits• Training in Courtroom Technology and Case Management• Logistics and Rollout of the System	<ul style="list-style-type: none">• Training in Record Management, Case Docketing and scheduling, and System Tracking (local training)• Rollout and Implementation of the System	<ul style="list-style-type: none">• Training in Electronic Case Filing (Local Training)• Monitoring and Evaluation		
S02: A more Professional and Competent Judicial Personnel							
2.1 Optimise the use and allocation of judicial human capacity	2.1.1 End users capacitated and trained on the digitization process	<ul style="list-style-type: none">• Training Plan and relevant documents developed	Development of Concept Notes for Training on Digitization	Implementation of Training Plan – 1 st Batch	Implementation of Training Plan – 2nd Batch		
2.2 Professionalisation of judicial staff is achieved	2.2.1 Judicial staff developed and trained	<ul style="list-style-type: none">• Capacity audit reports• Job description forms• Performance Evaluation Templates• Gender-sensitive recruitment		Policy framework guides the definition of roles and responsibilities. JD templates prepared. Evaluation procedures developed.		All staff have signed off on individual JDs	Performance evaluation recurs annually.
2.3 Recruit and deploy 30 additional Public Defenders	2.3.1 Public Defenders recruited, deployed and provided logistical	<ul style="list-style-type: none">• Gender-sensitive recruitment• Recruitment Report• Deployment Report	Recruitment and Deployment Additional Public Defenders	Procurement of logistical supports; Operational	Deployment of logistics; Operational support provided	Logistical and operational support provided	Logistical and operational support provided

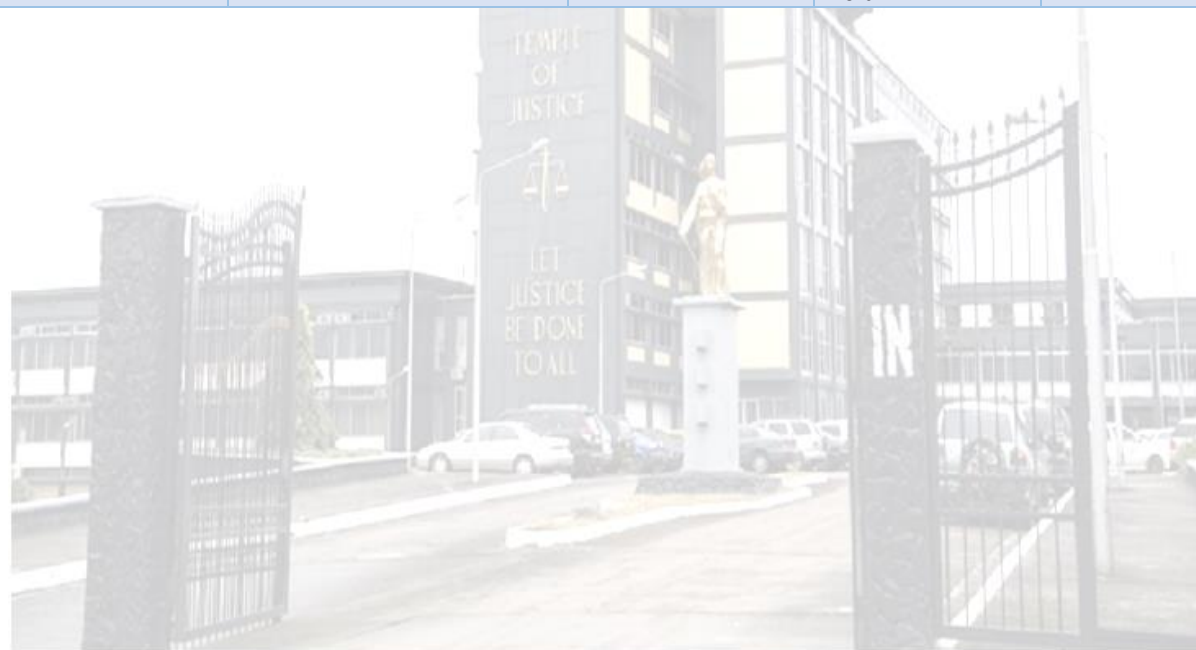
	and operational supports.	<ul style="list-style-type: none"> Evaluation Templates Delivery notes of logistical and operational materials 		supports provided			
2.3 Judicial officials and staff benefit from CLE	2.3.1 CLE scheme developed	<ul style="list-style-type: none"> CLE Curriculum plan CLE Modules Training 	Evaluation of James Pierre Judicial Institute (JI) gaps. Complementary Arthur Grimes Law School CLE assessed.	Draft CLE curriculum and Modules prepared, (including ethics and CMS modules).	JI-annexed CLE training launched.	CLE implementation	CLE implementation
Judicial personnel in 3 counties trained in in-camera room operation and SGBV	2.4.1 Judicial personnel trained	<ul style="list-style-type: none"> Curriculum plan Training Modules Training 	Evaluation of James Pierre Judicial Institute (JI) gaps.	Draft curriculum and Modules prepared	Training Report	Implementation of Training	Implementation of Training
S03: Efficient Case Management for Improved Access to Justice							
3.1 Case management system is implemented	3.1.1 CMS is in use	<ul style="list-style-type: none"> Case scheduling and tracking protocols established Pilot interventions established CMS-based rules of procedure/practice directions issued 	Case management assessments completed in 2018 advanced with procurement of relevant information system solutions.	Pilot CMS in Montserrado and 2 other counties. Rules committee prepares drafts.	Evaluation of pilot. Reconfiguration as needed for country-wide rollout.	CJ promulgates CMS-annexed rules of procedure	CMS operates in 14 counties
	3.1.2 CMS Unit established in CA office	<ul style="list-style-type: none"> CMS Unit staff appointed CMS Unit functions 	Staff recruitment (including gender parity rules)	Induction and relevant training.			
	3.1.3 CMS Service Points established in counties	<ul style="list-style-type: none"> County case management administrators installed 	Recruitment launched	Induction and relevant training. CMS pilots.	Evaluation of case management service points and		CMS administrators are present in all Counties.

					reconfiguration for national rollout.		
3.2 Case management policy and guidelines are finalized	3.2.1 Digital filing Modalities established	<ul style="list-style-type: none"> Digital filing solutions procured/installed 	Procurement.	Digital filing tested in pilots.		Digital filing modalities and rules are finalized.	
	3.2.2 Polices and User Manuals Finalised	<ul style="list-style-type: none"> Policy framework for design and implementation of CMS developed User manuals, modules, and codes developed 		Policy framework drafted by CMS unit.	User manuals and code drafting.	Manuals and codes are finalized.	
3.3 Case management CLE is established	3.3.1 Mandatory case management module in CLE scheme developed	<ul style="list-style-type: none"> CLE module on case management developed Judicial staff enrolled in CLE module on CMS 		Draft module prepared.	CLE module finalised. CLE implementation started.		
S04: Improved Administration of Criminal Justice							
4.1 Criminal procedure rules and practice are reviewed	4.1.1 Amended criminal procedure rules	Criminal procedure rules revision	CJ appoints a judicial rules committee.	Stakeholder consultations on rules are ongoing.	Judicial rules committee submits final proposals to CJ.	CJ promulgates rules.	
	4.1.2 Criminal Court Practices Reviewed	Criminal Practices Directions published	CJ appoints a judicial rules committee.	Stakeholder consultations.	The committee submits draft practice directions.	CJ promulgates practice directions.	
	4.1.3 Reduced duration of criminal trials	<ul style="list-style-type: none"> Monitored availability of judicial officials/court staff for criminal trials Interventions to reduce the criminal trial duration to below 3years from filing 	Inspectorate Unit audit of the duration of criminal trials in sample counties. Reasons for delays were communicated to	Administrative tracking of criminal cases enabled in CMS pilots.	Superior court targets for criminal trial case management adopted and incorporated in CMS.	Targets included in rules promulgated by CJ.	

			the judicial rules committee.				
4.2 Improved criminal justice for vulnerable groups with a particular focus on women and minors	4.2.1 Court E is rolled out in other Counties	Upgrade of criminal courts in Counties in line with Court E model		Upgrade pilots were implemented in 3 counties.		Upgrade rollout begins in all counties.	
	4.2.2 Criminal court procedures and practice in Court E are reviewed	<ul style="list-style-type: none"> Assessment study of Court E to speed up trials Arrest-to-trial commencement fast-track reform model procedure 	Assessment study commissioned. "Fast track" solutions analyzed.	Preliminary study recommendations included in upgrade pilots.	Reforms of Court E procedures and practice designed.		Reformed Court E.
4.3 Enhanced collaboration with other Governmental actors	4.3.1 Reduced use of pre-conviction custodial detention in non-felony cases	Judicial principles and guidelines for non-custodial detention in non-felony cases framed			Reform proposals included in new rules put forward by the judicial rules committee.		
S05: Improved Constitutional Rights Litigation							
5.1 Complete rollout of the Jury Management Offices in the remaining Seven (7) Counties in line with the new Jury law	5.1.1 Seven Jury Management Offices established in the remaining Seven (7) Counties in line with the new jury law	7 Jury Management Offices established in 7 counties	Establishment of 7 Jury Management Offices	Operationalization of 7 Jury Management Offices			
5.2 The strategic leadership role of the Supreme Court is enhanced	5.2.1 Enhanced quarterly and annual reporting system	Quarterly reporting templates produced for use by CMS administrators	Development of reporting processes and templates commissioned.			Reporting framework operational in CMS	
5.4 Disseminate and train court officials and party litigants	5.4.1 Court officials and party litigants	Court officials are provided and trained on the new jury law	Dissemination of new jury law	Training on new jury law			

on the new Jury law in the 16th Judicial Circuits	are furnished with new jury law						
5.5 Vulnerability to judicial corruption is reduced	5.5.1 Vulnerability assessments carried out	Vulnerability assessment on the impact of corruption research study		Assessment study commissioned.			
	5.4.2 Rules of Judicial Conduct reviewed and updated	Updated Judicial Canons and Ethics Codes			Judicial canons and ethics codes prepared taking account of vulnerability study.		
5.5 Independent judicial ethics enforcement is strengthened	5.5.1 Ethics oversight and grievance mechanism are established	Complaints/grievances mechanism		Evaluation study of prevailing complaints system and alternatives launched.	National conference on independent complaints system.		Recommendations effected.
	5.5.2 Ethics obligations clause introduced in all staff contracts	Judicial officials and staff execute contractual ethics clauses		Ethics clauses included in job description and performance evaluation			All staff have signed ethics clauses.
5.6 Public confidence in the judiciary is raised	5.6.1 Public knowledge of Judiciary work is enhanced	Judiciary Yearbook produced and updated		Yearbook developed.			Yearbook updated.
	5.6.1 Web-based grievance filing platform is provided	Web-based and email-submitted complaints and petitions to CJ	Handling system put in place. Email submissions commenced.	Implementation of web-based filing	Implementation of web-based filing	Update of web-based filing system	
	5.6.2 Open-days policy implemented in all Counties	Open-Days Guidelines and Policy promulgated by CJ	Guidelines effected. Annual	Implementation of Open-days policy	Implementation of Open-days policy	Implementation of Open-days policy	

			open days launched by S.C.				
5.7 Review of the functions and responsibilities of the Grievance and Ethics Committee and the Judiciary Inquiry Commission (JIC)	5.7.1 Updated procedural manual for the operations of the Grievance and Ethics Committee and the JIC	Updated procedural manual produced	Hiring of a consultant to develop an updated procedural manual		Further update procedural manual		
5.8 Convene 2 Judicial Conferences and 5 Judicial Retreats	5.8.1 Judicial conferences and judicial retreats held	<ul style="list-style-type: none"> Judicial conference report Judicial retreat report 	Judicial retreat held	Judicial conference and judicial retreat held	Judicial retreat held	Judicial conference and judicial retreat held	Judicial retreat held



4.5 Monitoring, Evaluation & Reporting

Monitoring, evaluation, and reporting are essential aspects of the strategic planning process to assess organizational goals/impacts, outcomes/objectives, outputs/deliverables, and availability of resources (materials, human, physical, and financial). During this period, costs, schedule, scope, stakeholders, and risks are monitored and evaluated to assess deviations or challenges so that the necessary remedial steps are taken earlier during the implementation phase of the plan. Monitoring evaluation and reporting will be at two levels – judiciary and external stakeholders (projects support from UNDP, OHCHR, UN Women, USAID, EU, SIDA, etc.)

4.5.1 Monitoring at the Level of the Judiciary

The implementation of the Strategic Plan (2024-2028) will be closely monitored by the Judiciary, using its project team under the Office of the Court Administrator. Monitoring activities will include quarterly field visits to assess ongoing projects or interventions and reporting on project or intervention status. There will also be regular review of the project schedule and budget, and if necessary the relevant budget revision and schedule changes will be made to bring the project or intervention back on budget and schedule. Specifically, there will be a review of overall progress against key objectives as specified in the project results framework as well as timelines as specified in the framework. In consultation with relevant stakeholders, there will be a review of the relevant scope of work to accommodate schedule delays or cost overruns. The Judiciary shall also recruit an external evaluator at the midterm and end of the plan to assess whether the strategic plan met its goals, outcomes, and outputs (deliverables).

4.5.2 Monitoring at the Level of the External Stakeholders

For donor-funded projects to support the works of the judiciary, there will be regular monitoring, evaluation, and reporting on progress in line with the project results framework or logical framework analysis (LogFrame). Monitoring, evaluation, and reporting will be based on the frequency of monitoring and reporting as specified in the results framework or LogFrame. There will be regular monitoring of project outcomes and deliverables preferably every quarter. These monitoring and reporting activities will be carried out by the projects' monitoring and evaluation specialist/officer with support from the Judiciary. To assess whether the project met its goals and outcomes, midline and end-line evaluations will be carried out by an external evaluator recruited through a competitive process.

4.6 Evaluations – Midline and Endline

To assess the progress, achievement, impacts, and constraints of the strategic plan, midline, and end-line evaluations will be carried out at different stages of the strategic plan timelines. Midline evaluation will be held at the midway point, preferably, in 2026, while end-line evaluation will be held at the end of the strategic plan timeline. The midline evaluation, to be conducted by an external evaluator, will assess progress, achievements, and challenges of key outcomes and outputs/deliverables of the results framework and proffer ways to improve implementation and mitigate some of the key challenges. The end-line evaluation, also conducted by an external evaluator will assess whether the strategic plan met its intended goals/impact and provide lessons learned and recommendations for future plans.

4.7 Resource Mobilization

The implementation of the strategic plan will be financed by the Government of Liberia, through budgetary allocation, and external stakeholders via donor support and international cooperation. The Judiciary will endeavour to lobby with the Government of Liberia for increased budgetary allocation to tackle some of the key challenges and constraints in the judicial sector. Moreover, the judiciary will further strengthen strategic partnerships with relevant national and international stakeholders to mobilize the required resources to meet the human, technical, logistical, and financial needs of the judiciary.

4.7.1 Total Resource Cost

The total resources (human, technical, logistical, and financial) required for the implementation of this plan is US\$56,347,233. The required resources will be sourced through the Government of Liberia budgetary allotment and donor and other bi-literal contributions. Table 6 displays a breakdown of cost based on key results areas outlined in the results framework.

Table 6: Total Resource Cost for Strategic Plan (2024-2028)

TOTAL RESOURCE COST (in US\$) FOR JUDICIARY STRATEGIC PLAN (2024-2028)						
Key Results Area	FY2024 Cost in (US\$)	FY2025 Cost in (US\$)	FY2026 Cost in (US\$)	FY2027 Cost in (US\$)	FY2028 Cost in (US\$)	TOTAL Cost in (US\$)
SO1: Improved Infrastructure for Increased Access to Justice						
1.1 Construct, equip, and furnish New Supreme Court	1,284,170	4,500,000	4,500,000	4,500,000	-	14,784,170
1.2 Construct, equip, and furnish 7 new Circuit Courts	2,455,621.50	2,455,621.50	2,455,621.50	4,911,243.00	4,911,243.00	17,189,350
1.3 Construct, equip, and furnish 20 new magisterial courts based on an upgraded prototype		600,000	1,200,000	2,100,000	2,100,000	6,000,000
1.4 Construct, equip, and furnish 3 SGBV courts			10,000	150,000	17,000	177,685
1.5 Digitization of new Supreme Court and 7 Circuit Courts	1,582,083	1,582,083	1,582,082	-	-	4,746,248
Sub_Total	5,321,874.50	9,137,704.50	9,747,703.50	11,661,243	7,028,243	42,897,453
SO2: A more Professional and Competent Judicial Personnel						
2.1 Capacity development of 118 end users for digitization	-	-	43,000	-	-	43,000
2.2 Professionalisation of 550 judicial staff	205,536	205,536	205,536	205,536	205,536	1,027,680
2.3 Recruit, Deploy and Provide Logistical and Operational Supports 30 PD's	109,800	300,000	300,000	300,000	300,000	1,309,800
2.3 Judicial officials and staff benefit from CLE	161,569.50	161,569.50	161,569.50	161,569.50	161,569.50	807,847
2.4 Capacity development of judicial personnel on in-camera room operation and SGBV in 3 counties	-	-	57,137	-	-	57,137
Sub_Total	476,905.50	667,105.50	767,242.50	667,105.50	667,105.50	3,146,284
SO3: Efficient Case Management for Improved Access to Justice						

3.1 Case management system is implemented	10,000	120,000	30,000	40,000	-	200,000
3.2 Case management policy and guidelines are finalized	-	20,000	15,000	-	-	35,000
3.3 Case management CLE is established	-	40,000	30,000	-	-	70,000
Sub-Total	10,000	180,000	75,000	40,000	-	305,000
S04: Improved Administration of Criminal Justice						
Criminal procedure rules and practice are reviewed	20,000	40,000	30,000	-	-	90,000
Improved criminal justice for vulnerable groups with a particular focus on women and minors	25,000	300,000	40,000	50,000	100,000	515,000
Enhanced collaboration with other Governmental actors	10,000	-	10,000	-	-	20,000
Sub-Total	55,000	340,000	80,000	50,000	100,000	625,000
S05: Improved Constitutional Rights Litigation						
Complete rollout of the Jury Management Offices in the remaining Seven (7) Counties	50,000	300,000	200,000	200,000	-	750,000
The strategic leadership role of the Supreme Court is enhanced	30,000	-	-	20,000	-	50,000
Disseminate and train court officials and party litigants on the new Jury law	10,000	50,000				60,000
Vulnerability to judicial corruption is reduced	10,000	50,000	25,000	-	-	85,000
Independent judicial ethics enforcement is strengthened	-	20,000	100,000	-	-	120,000
Public confidence in the judiciary is raised	132,000	132,000	132,000	132,000	132,000	660,000
Review of the functions and responsibilities of the Grievance and Ethics Committee and the Judiciary Inquiry Commission (JIC)	20,000	40,000	40,000	-	-	100,000
Convene 2 Judicial Conferences and 5 Annual Retreats	250,000	600,000	250,000	600,000	250,000	1,950,000
Sub-Total	502,000	1,192,000	747,000	952,000	382,000	3,775,000

Programme Management						
Vehicles and accessories	400,000	400,000	400,000	400,000	400,000	2,000,000
Consultancies	200,000	200,000	200,000	200,000	200,000	1,000,000
Stationeries and Supplies	100,000	100,000	100,000	100,000	100,000	500,000
Vehicle Repairs	100,000	100,000	100,000	100,000	100,000	500,000
Communications	50,000	50,000	50,000	50,000	50,000	250,000
DSA and Travels	200,000	200,000	200,000	200,000	200,000	1,000,000
Miscellaneous	50,000	50,000	50,000	50,000	50,000	250,000
Sub-Total	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	5,500,000
TOTAL COST	7,465,780	12,616,810	12,516,946	14,470,348.50	9,277,348.50	56,347,233

4.7.2 Projected Cash Flow

The primary sources of revenue for the judiciary are through the Government of Liberia allotment and donor funding. The total cash flow based on the 2023 MFDP Final Budget¹⁰ for the 5 years is estimated at US\$10 million, representing 45% of the total cash flow. The total allocation of US\$10 million for Public Sector Investment Projects (PSIP) is the only allowable funding for projects in the Judiciary. 55% or US\$12 million will come from donor support¹¹. Table 7 exhibits the cash flow projection.

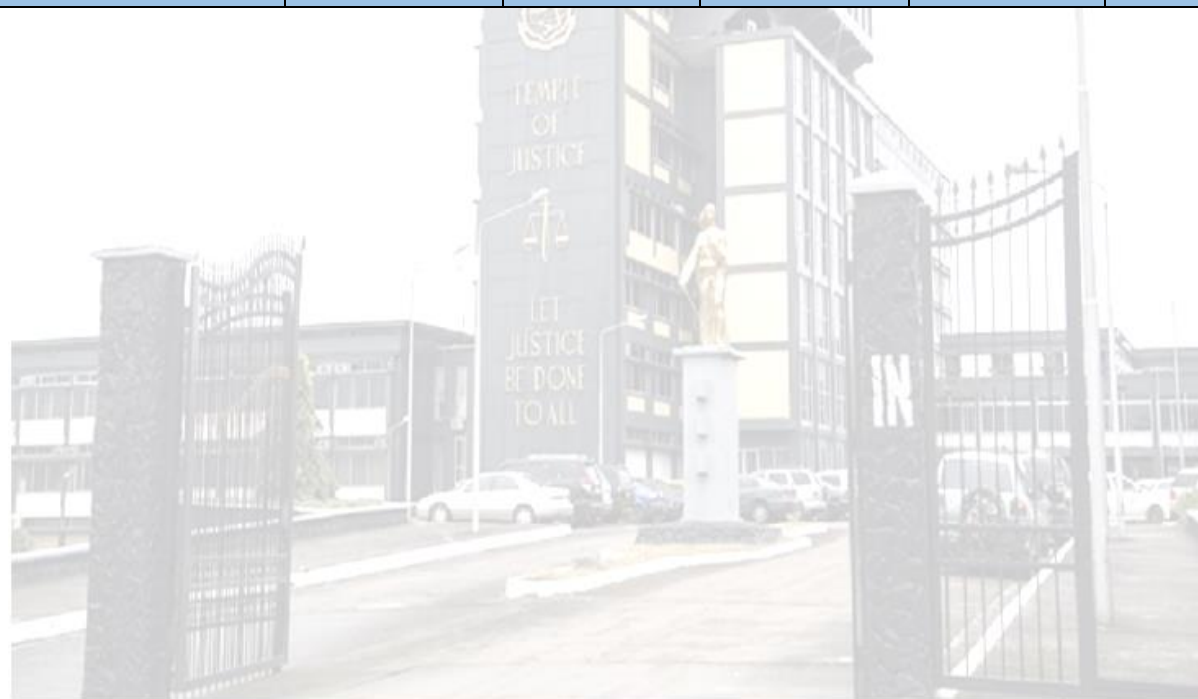
Table 7: Total Cash Flow Projection (2024-2028)

Sources of Fund	Specific Source	FY2024 Cost in (US\$)	FY2025 Cost in (US\$)	FY2026 Cost in (US\$)	FY2027 Cost in (US\$)	FY2028 Cost in (US\$)	5-Year Total Cost in (US\$)
Government of Liberia	Public Sector Investment Projects (PSIP)	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total		2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000

¹⁰ MFDP 2023 Budget - [MFDP - 2023-Liberia-National Budget-Analysis.pdf](#)

¹¹ Cost data (with the exception of USAID) obtained from 5-Year Program Document for Strengthening the Rule of Law in Liberia: Justice and Security Sector - [Strengthening the Rule of Law in LBR: Justice & Sector | UNDP Transparency Portal](#)

<i>Donors</i>	<i>UNDP</i>						1,780,000
	<i>UN Women</i>						438,909
	<i>Irish Aid</i>						1,100,000
	<i>SIDA</i>						7,380,000
	<i>¹²USAID</i>						3,000,00
	<i>Japan</i>						1,120,000
	<i>Germany</i>						200,000
Total							12,018,909
GRAND TOTAL							22,018,909



¹² Benchmarking USAID's previous contribution - [liberia.pdf \(oecd.org\)](#)

4.8 Stakeholder Management

Stakeholder management is essential in identifying, mapping, coordinating, and managing relationships with all stakeholders. There are essentially different types of stakeholders including those with power, influence, and interest. The Judiciary should ably manage these stakeholders, at different levels, to get their maximum input into the Strategic Plan. Table 8 displays a Stakeholder Map

Table 8: Stakeholder Mapping for the Judiciary

Stakeholder	Stakeholder Expectations of the Judiciary	Judiciary Expectations of the Stakeholder	Stakeholder Management Strategy
The Judiciary	<ul style="list-style-type: none"> Administration of justice in a fair and transparent manner Effective stakeholder engagement with relevant national and international actors to source needed resources to perform all of its statutory obligations Interpretation of the laws of Liberia promptly Implementation of its mandate in concert with all of its relevant partners. 	<ul style="list-style-type: none"> Provision of effective and efficient service delivery Speedy delivery of cases for effective dispensation of justice Effective and efficient communications between the judiciary and stakeholders Conducive environment for the dispensation of justice Upholding the values and tenets in the administration of justice 	<ul style="list-style-type: none"> Access to public legal information Continuous capacity development of relevant staff in the judiciary. Effective case management Effective reporting of cases via the local media and the website of the judiciary Inter-agency collaboration among stakeholders
The Employee	<ul style="list-style-type: none"> Ensuring a conducive and safe working environment Provision of competitive remunerations and benefits Ensure continuous capacity development for improved outcomes. Ensuring equity and equality in the dispensation of justice 	<ul style="list-style-type: none"> Adherence and compliance with the organizational and work culture of the judiciary Dedication to the achievement of the Judiciary's objectives and outcomes Adherence to the core mandates, laws, guidelines, values, principles, and inherent practices of the judiciary 	<ul style="list-style-type: none"> Fostering regular capacity-building and development activities Fostering employees' motivation and competitiveness Ensuring a conducive working environment Provision of needed tools and resources in meeting organizational outcomes and outputs Ensuring career advancement and personnel development opportunities.

Ministry of Justice (MoJ)	<ul style="list-style-type: none"> • Ensure effective adjudication of justice • Ensure effective and efficient service delivery • Ensure timely and accurate of relevant judicial instruments • Ensure effective and efficient coordination with MoJ 	<ul style="list-style-type: none"> • Ensure effective coordination with the Judiciary in the prosecution of crimes. • Ensure effective law reforms • Ensure timely approval of requisite legal instruments. 	<ul style="list-style-type: none"> • Adherence to statutory laws and regulations by relevant protocols and provisions • Continuous and strategic engagement between the judiciary and MoJ
The Legislature	<ul style="list-style-type: none"> • Access to relevant, reliable, and verifiable information regarding the judiciary • Facilitation of a conducive operational and serviceable environment for information exchange for the judiciary • Good governance for the dispensation of equitable and just laws • Regular strategic engagement and cooperation for mutual benefits 	<ul style="list-style-type: none"> • Access to relevant, reliable, and verifiable information from the legislature regarding the judiciary • Strategic partnership regarding budget and operational support for meeting the development objectives of the judiciary • Regular strategic engagement and cooperation for mutual benefits 	<ul style="list-style-type: none"> • Facilitation of a conducive operational and serviceable environment for information exchange for the judiciary • Continuous strategic engagement and cooperation for mutual benefits • Information exchange for relevant, reliable, and verifiable information regarding judicial matters • Support from the national legislature for the efficient and effective execution of the mandates of the judiciary
The Executive	<ul style="list-style-type: none"> • Access to relevant, reliable, and verifiable information regarding the judiciary • Facilitation of a conducive operational and serviceable environment for information exchange for the judiciary • Good governance for the dispensation of equitable and just laws • Regular strategic engagement and cooperation for mutual benefits 	<ul style="list-style-type: none"> • Access to relevant, reliable, and verifiable information regarding the judiciary • Strategic partnership regarding budget and operational support for meeting the development objectives of the judiciary • Regular strategic engagement and cooperation for mutual benefits 	<ul style="list-style-type: none"> • Facilitation of a conducive operational and serviceable environment for information exchange for the judiciary • Continuous strategic engagement and cooperation for mutual benefits • Information exchange for relevant, reliable, and verifiable information regarding judicial matters • Support from the executive for the efficient and effective execution of the mandates of the judiciary

Development Partners	<ul style="list-style-type: none"> • Efficient and effective use of donor resources • Information exchange on programmatic activities • Collaboration and coordination on various sets of activities for mutual benefits 	<ul style="list-style-type: none"> • Financial, technical, and organizational support for sustainable Judiciary. • Information exchange on programmatic activities • Collaboration and coordination on various sets of activities for mutual benefits 	<ul style="list-style-type: none"> • Continuous engagement and coordination on mutually beneficial activities of the Judiciary • Efficient and effective use of donor resources • Information exchange on programmatic activities
The Citizenry (Liberian People)	<ul style="list-style-type: none"> • Access to timely, relevant, verifiable, and reliable public legal information • Administration of justice without fear or favour of specific groups, tribes, race, gender, or culture • Proper utilization of public funds • Information dissemination on a regular and consistent basis. 	<ul style="list-style-type: none"> • Objective feedback and critique of the judiciary for lessons learned and future improvement • Adherence and cooperation to all aspects of the rule of law • Support to the judiciary in the administration of justice 	<ul style="list-style-type: none"> • Access to timely, relevant, verifiable, and reliable public legal information • Administration of justice without fear or favour of specific groups, tribes, race, gender, or culture • Adherence and cooperation to all aspects of the rule of law • Support to the judiciary in the administration of justice.
International Organizations (ECOWAS, AU, MRU, etc.)	<ul style="list-style-type: none"> • Access to timely, relevant, verifiable, and reliable public legal information • Information dissemination and exchange on a regular and consistent basis. 	<ul style="list-style-type: none"> • Access to timely, relevant, verifiable, and reliable public legal information • Information dissemination and exchange on a regular and consistent basis. 	<ul style="list-style-type: none"> • Access to timely, relevant, verifiable, and reliable public legal information • Information dissemination and exchange on a regular and consistent basis.
The Liberia National Bar Association (LNBA)	<ul style="list-style-type: none"> • Ensure participatory development and implementation of strategies, policies, and programs in the Judiciary • Fostering strategic partnerships for the implementation of relevant programs and activities of the judiciary • Timely sharing of collaborative information 	<ul style="list-style-type: none"> • Promoting access to justice, legal professional ethics, and effective justice. • Fostering strategic partnerships for the implementation of relevant programs and activities of the judiciary • Collaboration and information exchange for mutual benefits 	<ul style="list-style-type: none"> • Fostering strategic partnerships for the implementation of relevant programs and activities of the judiciary • Timely sharing of collaborative information • Promoting access to justice, legal professional ethics, and effective justice. • Objective and constructive feedback on judicial activities

		<ul style="list-style-type: none"> • Objective and constructive feedback on judicial activities 	
Business Organizations	<ul style="list-style-type: none"> • Continuous business support by the judiciary • Information exchange regarding prices of goods, services, and works 	<ul style="list-style-type: none"> • Continuous business compliance with the Liberian laws • Services to the judiciary in an equitable manner and value for money • Timely delivery of quality goods, services, and works 	<ul style="list-style-type: none"> • Continuous business between the judiciary and business institutions for quality delivery of goods, services, and works • Information exchange regarding prices of goods, services, and works
Louis Arthur Grime School of Law	<ul style="list-style-type: none"> • Access to reliable, timely, updated, and consolidated legal information. • Information exchange and collaboration for mutual benefits • Awareness of legal information via different types of organized fora 	<ul style="list-style-type: none"> • Medium for the training of future lawyers • Information exchange and collaboration for mutual benefits • Contribution to legal publications • Objective and constructive feedback on judicial activities 	<ul style="list-style-type: none"> • Access to reliable, timely, updated, and consolidated legal information. • Information exchange and collaboration for mutual benefits • Awareness of legal information via different types of organized fora • Objective and constructive feedback on judicial activities
The Media	<ul style="list-style-type: none"> • Adherence to media guidelines regarding information dissemination from the judiciary • Coordination and collaboration of mutually beneficial information regarding the judiciary 	<ul style="list-style-type: none"> • Access to relevant, reliable, and verifiable information regarding the judiciary • Engagement with the media in information exchange • Capacity building on reportage of judicial matters 	<ul style="list-style-type: none"> • Memorandum of understanding on information exchange, information dissemination, and reportage. • Coordination and collaboration of mutually beneficial information regarding the judiciary and the media • Adherence to relevant laws or regulations regarding information exchange for the judiciary
Public Institutions (LRC, INHCR, etc.)	<ul style="list-style-type: none"> • Provision of updated laws of Liberia • Access to reliable, timely, updated, and consolidated legal information. • Coordination and cooperation on mutually beneficial activities 	<ul style="list-style-type: none"> • Coordination and cooperation on mutually beneficial activities • Information exchange and collaboration for mutual benefits 	<ul style="list-style-type: none"> • Provision of updated laws of Liberia • Access to reliable, timely, updated, and consolidated legal information. • Coordination and cooperation on mutually beneficial activities

4.9 Risk Management Plan

Strategic plan implementation comes with some levels of risks – internal and external. The most significant and potential risks identified during the strategic planning process are all internal risks - implementation, management, financial, political, technological, and human capacity. There is less likelihood of management risk given the formation and operationalization of the Project Unit. The political risks remain low with the firm involvement of the Chief Justice and Associate Justices of the Supreme Court of Liberia. Below is the summary of potential risks and risk mitigation measures. Table 10 lists all of the possible risks associated with this plan.

Table 9: Risk Matrix and Mitigation

Risk Type	Risks Description	Risk Probability	Risk Mitigation
Management	The inability of the Judiciary to implement activities as planned given managerial inadequacies	Low	Strengthening of the Project Implementation Unit (PIU) to lead in the management and implementation of the Strategic Plan
Financial	Inability to secure the needed funding to implement most of the activities listed in the Results Framework	Medium	<ul style="list-style-type: none"> • Early engagement with GoL and donor partners in selling the Strategic Plan • Advocacy for increased funds in the National Budget
Political	Political buy-in from the Government of Liberia on understanding the goals and objectives of the Strategic Plan	Low	<ul style="list-style-type: none"> • Early engagement with GoL and donor partners in selling the Strategic Plan • Information exchange with GoL at every stage of the strategic planning process
Technology	The inability of management and staff to conform to new technologies including digitization.	Medium	Capacity development and relevant training on digitization and other forms of technology
Implementation	The inability of the Judiciary to recruit relevant staff to implement the plan	Low	The Judiciary has the relevant project unit that can lead in the management and implementation of the Strategic Plan
Human Capacity	Limited capacities in the Judiciary on project-related activities	Medium	<ul style="list-style-type: none"> • Capacity development and relevant training on project-related activities in the Judiciary. • Recruitment of relevant external consultants in areas that cannot be handled by the Judiciary

4.10 Communications Management

4.10.1 Overview of Communications Strategy

To effectively implement the strategic plan, the Judiciary must put in place a communication strategy that will guide all types of communication – internal and external. The basic goal of the strategy is to create a system and employ online and offline tools to facilitate information sharing within and outside the Judiciary. This strategy is meant to help the Liberian Judiciary deliver on key strategic objectives of the Strategic Plan (2024-2028). In summary, the communications strategy will facilitate:

- The processing and sharing of information among relevant internal and external stakeholders.
- Build the capacity of internal actors and stakeholders within the Liberian Judiciary to understand and apply the communication strategy
- Create the system and process of capturing all communications and feedback.

4.10.2 Communications Channels

For this strategy to be successfully implemented, a range of communication channels and tools must be deployed. These should include the establishment of internal and external Judiciary contacts via a database and the institutionalization of an identity/culture of the Judiciary. Specifically, the following communication tools/channels will be used to implement this strategy:

- The establishment of a Judicial internal and external contacts database
- Utilization of corporate email for all communications
- Regular updates of activities of the Strategic Plan (2024-2028) via the Liberian Judiciary website
- Provision of feedback via suggestions boxes
- Visibility of Strategic Plan activities via Bulletin Boards and/or Newsletter
- Quarterly steering committee meetings
- Annual Retreats on strategic plan review.

4.10.3 Communication Matrix

The following matrix lays out a summary of how the internal communication strategy will be implemented:

Table 10: Communications Matrix

Channel / Method	Target	When	How	Staff responsible	Purpose
Contacts database	Judiciary Staff, international partners, and relevant GoL personnel	During the tenure of the Strategic Plan	Development of a database for internal and external stakeholders	ICT Manager	For information dissemination and information exchange
Corporate Emails	All judiciary staff	At the start of the Strategic Plan	Purchase of relevant email package	ICT Manager	For information exchange
Updates on the Judiciary website	All stakeholders – internal and external	During the tenure of the Strategic Plan	Provision of updated content to the webmaster	Communications Officer	For information dissemination and visibility
Suggestion boxes	All stakeholders	At the start of the Strategic Plan	Procure and install suggestion boxes and place them in a designated area	Judiciary Procurement	Feedback loop
Bulletin boards	All stakeholders	At the start of the Strategic Plan	Procure and install bulletin boards in a designated area	Judiciary Procurement	For information dissemination and visibility
E-newsletters	All stakeholders	At the start of the Strategic Plan	To be determined by the Communications Officer	Communications Officer	For information dissemination and visibility
Quarterly steering committee meeting	All stakeholders	Quarterly	To be determined by the Judiciary Project Unit	Judiciary Project Unit	To assess achievement, constraints, lessons learned, and way forward
Annual Retreat	All stakeholders	Yearly	To be determined by Senior staff of the Judiciary	Judiciary Project Unit	To assess achievement, constraints, lessons learned, and way forward

ACKNOWLEDGMENT

The Supreme Court acknowledges the unwavering commitment to the below-listed personalities for their invaluable input and motivation in driving the formulation of the Strategic Plan which provides the strategic directions of the Judiciary for the period (2024 – 2028):

STRATEGIC PLAN REVIEW AND VALIDATION – LIST OF PARTICIPANTS

NO.	NAME	POSITION/OFFICE/AGENCY
1.	Her Honor Sie-A-Nyene- G. Yuoh	Chief Justice, Supreme Court of Liberia
2.	Her Honor Jamesetta H. Wolokollie	Associate Justice, Supreme Court of Liberia
3.	His Honor Joseph N. Nagbe	Associate Justice, Supreme Court of Liberia
4.	His Honor Yussif D. Kaba	Associate Justice, Supreme Court of Liberia
5.	His Honor Yamie Quiqui Gbeisay	Associate Justice, Supreme Court of Liberia
6.	Cllr. Elizabeth J. Nelson	Court Administrator, Supreme Court of Liberia
7.	Cllr. William B. Kollie, Sr.	Assistant Court Administrator, Supreme Court of Liberia
8.	Mr. Daniel S. Clarke	Project Office/Judicial Branch of Government
9.	Cllr. Darryl Ambrose Nmah, Sr.	Head of Rebranding Committee, Judicial Branch of Government
10.	Dr. Teakon J. Williams	Consultant/UNDP



CHIEF JUSTICE
SUPREME COURT OF LIBERIA



JUDICIAL BRANCH
TEMPLE OF JUSTICE
MONROVIA, LIBERIA

The Liberia Judiciary Strategic Plan 2024 – 2028 under the theme: “Rebranding the Liberian Judiciary” is approved under our hands and Seal of Honorable Supreme Court of Liberia, this 30th Day of November 2023.

Sie-A-Nyene G. Yuoh
CHIEF JUSTICE, SUPREME COURT OF LIBERIA

Jamesetta Howard Wolokolie
ASSOCIATE JUSTICE, SUPREME COURT OF LIBERIA

Joseph N. Nagbe
ASSOCIATE JUSTICE, SUPREME COURT OF LIBERIA

Yussif D. Kaba
ASSOCIATE JUSTICE, SUPREME COURT OF LIBERIA

Yamie Quiqui Gbeisay, Sr.
ASSOCIATE JUSTICE, SUPREME COURT OF LIBERIA

Note: Mr. Justice Joseph N. Nagbe being without the bailiwick of the Republic, did not sign this Strategic Plan of 2024 - 2028.