

**INFORMATION COMMUNICATION TECHNOLOGY GOVERNANCE
APPROACHES AND IMPLEMENTATION OF LEGAL CASE
MANAGEMENT PROJECT IN ELDORET LAW COURTS IN KENYA**

BY

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DECLARATION

This research report is my original work and has never been presented for the award of any degree in any other university.

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DEDICATION

This research report is dedicated to my parents, Mr. Willy Kirui, and Mrs. Jane Kirui, my friend Lily and my son Jerry for their understanding and encouragement during the long hours of dedication to this noble undertaking.

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LIST OF ACRONYMS AND ABBREVIATIONS

GOK:	Government of Kenya
HR:	Human Resource
ICT:	Information Communication Technology
ITG:	Information Technology Governance
JICT:	Judicial Information Communication Technology
JTF:	Judiciary Transformation Framework
KPI:	Key performance indicator
KRAs:	Key Result Areas
LCM:	Legal Case Management
NPM:	New Performance Management
PMMSC:	Performance Management and Measurement Steering Committee
PMMU:	Performance Management and Measurement Understanding
PSOs:	Public Sector Organisations
SPSS:	Statistical Package for Social Sciences

ABSTRACT

Legal case management (LCM) project is a project designed to assist the legal practitioners, courts and law firms in managing legal issues more effectively. The project was designed by judiciary department in partnership with the legal practitioners to manage and fast track issues in the courts hence reducing case backlog. LCM projects play an important role in the provision of timely and appropriate legal redress. Following the legal reforms in Kenya's Judiciary, legal case management projects are being implemented in law courts in the 47 counties in Kenya. The purpose of this study was to examine the influence of ICT governance approaches and implementation of legal case management project in Eldoret law courts in Uasin Gishu County. The research intend to find how ICT strategic alignment approach, ICT risk management approach, ICT performance measurement approach and ICT stakeholder management approach influence implementation of legal case management project in the judiciary. The study used cross-sectional design. The target population of this study consisted of 250 judicial officer, staff and law society of Kenya members in Eldoret law courts Uasin Gishu County from whom a population of 152 was sampled using Krejcie and Morgan table of estimation. Simple stratified random sampling was used. Questionnaire was used to collect the data from the sample. The data collected in the study was analysed by the use of descriptive statistics and inferential statistics. The relationship between variable was tested using correlation and regression analysis. Quantitative data was presented using tables for ease of understanding and analysis. Descriptive statistics- mean and standard deviation were used to determine the extent to which information communication technology governance approaches influence implementation of LCM project. Inferential statistics - correlation and regression were done to determine the influence of ICT governance approaches on implementation of LCM project. Pearson Product-Moment Correlation analysis was carried out to examine the association between the variables. The study findings showed that there is a significance relationship between the ICT governance approach and implementation of LCM projects. Results showed moderately weak correlation between independent variable strategic alignment approach and the dependent variable implementation of LCM projects with $r=0.653$. From the findings the study revealed that on average a unit increase in strategic alignment approach increases implementation of LCM score by 0.940. Results showed a strong correlation between independent variable risk management and dependent variable implementation of LCM projects with $r=0.701$. From the findings the study revealed that on average a unit increase in risk management approach increases implementation of LCM score by 0.999. Results strong correlation between variables performance measurement and implementation of LCM projects $r=0.641$. From the findings the study revealed that on average a unit increase in performance measurement approach increases implementation of LCM score by 0.944. Results showed strong correlation between independent variables stakeholders management and implementation of LCM project variable with $r=0.691$. From the findings the study revealed that on average a unit increase in stakeholders management approach increases implementation of LCM score by 0.914. The results are expected to be useful to the judiciary management and staff in their implementation of legal case management projects and academicians in the field. The study concludes that strategic alignment approach influence implementation of LCM in the judiciary. Risk management approach alerts judiciary on how to handle and measures risk in the judiciary. Performance measures like quarterly and annual reviews encourage employees to perform or otherwise get poor results. Performance measurement allowed the judiciary to identify over ambitious targets and gaps in performance review. Stakeholders' management encourage better management relations as well as fostering innovation and accountability. The study recommends continuous capacity building of staff on ICT governance as well as development of customized tools for universal purpose and fair evaluation. Therefore the study recommends LCM projects be rolled out in all counties.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Legal case management (LCM) project is a project designed to assist the legal practitioners, courts and law firms in managing legal issues more effectively. The project was designed by judiciary department in partnership with the legal practitioners to manage and fast track issues in the courts hence reducing case backlog. LCM projects play an important role in the provision of timely and appropriate legal redress. Following the legal reforms in Kenya's Judiciary, legal case management projects are being implemented in law courts in the 47 counties in Kenya. However, available evidence suggests that the performance of LCM projects may be compromised in the absence of information, communication and technology (ICT) governance approaches. ICT governance is vital for the effective and sustained implementation of LCM projects in the country.

Council (2007) indicates that the entire ICT matters within the judiciary are overseen by the Judicial Information Communication Technology Committee (JICT). This body draws its membership from several: High Court Registrar, High Court, E-government, Court of appeal, Finance Office, Kenya ICT Board, ICT Office and the National Council of Law Reporting. ICT projects of the judiciary are coordinated by the 2009 – 2012 strategic plan which guide it. Several judicial geared projects have been initiated by the Judicial Information Communication Technology Committee including tele-presence in court sessions, automation of court records, ICT policy development, putting in place a case management system and building a communication infrastructure supported by an ICT policy.

Hard copy of judicial records was the first to undergo digitization in the process of judicial automation. An assessment was conducted by an ICT consultant with a view of establishing the type and capacity of court records to be digitized, the digitization approach to adopt and crafting of a plan to be implemented. Court records totaling 325,000 files going back the last ten years were organized by the consultants with the help of the ICT board and judiciary and processed for digitization. It targeted thirty million pages but only scanned five million by 2010 October. The ICT board first established a tele-presence between Mombasa's sub registry and Nairobi's Court of Appeal. Since then, law courts in Mombasa and Nairobi which have undergone refurbishment and soundproofing have also benefitted from installation of video cameras and screens. Tele-presence has since been used by in Nairobi by Judges or Court of Appeal Judges to hear cases in Mombasa between parties within these facilities. Use of tele-presence means that parties will not be required to travel every now and then across Mombasa to Nairobi for sessions at the Court of Appeal thereby reducing litigation cost and enhancing access to justice. (Center for Technology in Government, 2007).

The ICT policy and Strategic plan official launch in 2010 in October was were the relaying of the cases occurred in Mombasa. In Nairobi, the Court of Appeal bench sat and heard while lawyers of the three cases presented their cases from Mombasa via video conference. The Court of Appeal pilot use of the tele-justice system will be extended to the criminal cases is deemed successful. By installing the tele-system at both ends, that is, at the Chief Magistrates Courts and the Prisons, the accused persons will have their cases heard without physically stepping foot in court. National Council of Law Reporting (NCLR, 2011).

This system cannot be implemented in the criminal courts without it having the backing of the required legal infrastructure in place. The Rules committee have received and are currently still scrutinizing guidelines that have been drafted to implement its use. Through consent though, the draft guidelines have been put in use albeit in pilot in civil cases. The parties have to give consent. The judiciary of Kenya obtains its mandate from the Kenya constitution. It is mandated to administer justice equitably as well as ensuring that the constitution is upheld, therefore Judiciary embarked on a Transformative journey (JTF, 2012-2016). The Judiciary Blueprint anchored on the Kenya constitution is founded upon four pillars; Justice, Transformative Leadership, Infrastructure and Information communication and technology, and targeted at 10 key results areas (KRAs), and has been under implementation since May, 2012 (Judiciary Corporate Strategic Plan, 2014-2018).

Brazilian court system used to be manual in nature where clients would physically go to courts to receive the verdict of the case. A daily follow-up of every case was the norm to avoid surprises or missing of deadlines. The process was time consuming but since the introduction of ICT the challenges have been eliminated. (Oskamp, et al 2004), posit that conditions are definitely what used to be, as ICT redefined the access to information and redesigned the decision making process. Judicial information can be gathered on a worldwide basis as much as ICT have shortened the judicial procedures required to bring effectiveness to its decision making.

(Filho, 2009) indicates that ICT is definitely changing the practice of law in Brazil where the legal profession are changing and increasingly adopting ICT in its operations. The intermediation provided by a judge is no longer limited to the building of an accepted decision by the parties, but it has become a very complex task where other functions have been integrated. ICT has

provided new platform as well as enhancing accessibility and transparency. It has also shape the role of lawyers (Susskind, 2008) exposes the existence of a professional digital divide between lawyers and different Brazilian courts among other regions.

Australia has a federal system of government, and thus its judicial system is made up of ten separate but interrelated systems. The use of ICT in justice system in Australia began in 1980s and has been improving over the years. The system performs several functions; litigation support, evidence presentation, electronic courtrooms, knowledge management, electronic filing, electronic search, e-courts and integrated justice system (Federal Court of Australia, 2009).

Venezuelan judicial has taken various steps towards modernization of the Justice Administration system in order to improve the quality, efficiency and effectiveness of the management of judicial processes (Fabri et al., 2001). Courts used to operate with little or no technological support but now all is changing fast. Fabri and Contini, (2001) indicate the focus of reforms effort include; legal changes, transparency enhancement, organizational efficiency and user access which have a seamless integration of ICT applications. The ICT measures are both directed at the Supreme Court and lower court level in jurisdictional and administrative areas.

In July 1999, Venezuelan judiciary implemented a new organizational model and an integrated ICT management system which had a number of specific functions (Fabri et al., 2001). It serve as an aid to case processing by facilitating the production of interactive documents, the automatic integration of information stored in databases, as well as feedback to the databases of new information. The system captures information once it has been entered into the system, thus avoiding the need for multiple or repeat data entries. The system also support the judicial decision process as it serves as a warehouse of information on legislation and jurisprudence

including information produced in other parts of the judiciary (Fabri et al., 2001). The documentary database permits a rapid compilation of documents using various sources and information captured from databases. The system has an integrated warning system that alerts the judicial administrators about the case delay as well as provide information on the current caseload where it allows for better rationalized distribution of cases. The information can be sent between judicial office and other stakeholders. Finally the system can produce statistical reports on various formats and can accommodate future information needs.

The Judiciary of Kenya since the colonial states in 1895 to date, was rating very poorly with the public opinion perceived as purposely designed to serve the interest of the government of the date. Constitution 2010 lays foundation for the transformation not only the judiciary but the whole Governance system in Kenya; generally acknowledged by many observers as one of the progressive constitutions in Africa. Art. 159 established the judiciary as an independent authority, one arm of the government that “shall not be subject to the control or direction of any authority”. (GOK, 2010).

Kenya judiciary has seriously embarked on a modernization program aimed at improving the service delivery to the general public. Judiciary department are hoping for the first-class service and technology acceleration to first track their service and improve efficiency, the attorney general chamber and the National Council for Law Reporting (Wanjiku, 2008). ICT is expected to reduce case backlogs and corruption incidences in the judiciary that had been highly prevalent rate before the famed judicial purge of 2003, spearheaded by Justice Ringera (Sitienei, 2010).

According to Gallup poll, (2009), states that public confidence in the judicial system and in the moral authority and integrity of the judiciary is of utmost importance in a modern democratic

society. At the moment, Kenya judicial system faces a number of significant challenges that affect the efficiency and effectiveness of the administration of justice, which include hug backlog of cases, lack of sufficient and sustainable funds, shortage of judicial officers and lack of effective case management system. (International Bar Association [IBA], 2010).

The use of information communication technology (ICT) is considered as one of the key milestone to the administration of justice. This is evident in the countries like Brazil, Australia, and Venezuela. The rapid development of technology opens up new opportunities that were unthinkable only a decade ago. (Velicogna, 2007). The influence of ICT governance approach in and implementation of LCM project in Eldoret law courts in Uasin Gishu county need to be monitored, measured and evaluated accordingly. This will avoid white elephant projects, as automation is a great consumer of resources.

1.1.1 Information Communication Technology Governance Approaches

ICT governance approaches is defined as processes that enables goals of an organization to be achieved through the utilization of information technology in a manner that is both effective and efficient. Governance according to Broadbent and Weill (2002) as an element of information technology resembles corporate governance because it is built upon the aspect of making decisions. The duties, procedures and processes undertaken by stakeholders are spelt out in the business policies and procedures. They entail the strategies of the business, standards, framework, prioritized projects, and architecture and management portfolio.

Project governance is similar to organization governance. APM (2012) define project governance as group of framework, standards, requirements, functions and processes and duties that define the growth, administration, and control of portfolios and projects.

Murray (2011) explains that good governance is similar to the just provided definition though its focus should be on projects and not programmes. Murray highlights five key aspects of good governance as aligned to the objectives of an organization. The long term goals are identified and implemented by an organization through strategic management. To achieve these goals, the organization chooses which activities in the programme or project it's going to carry out. This influences its success. At the strategic level, the organization decides on the structure of governance so as to manage its projects. Project governance in every organization is a subset of corporate governance. Project management includes elements of governing projects at the level of the project and the projects details as well.

Good governance needs requires solid framework to be available within an organization that has well defined roles and responsibilities. Every undertaken project forms a temporary structure which is supported by the main structure. The availability of portfolios and programmes in an organization means the organization has a solid framework to support its programs, projects and portfolios. According to the Association for Project Management [APM] (2012), projects, portfolios and programmes are supported by infrastructure which is the base in the organization in terms of managing P3 through development and maintenance.

The survival of an organization and its competitive advantage depends upon its ability to acquire dependable information in good time hence making it a strategic resource (Weill & Ross, 2004). Information is a strategic asset in the global economy given the fast pace of communication and the contributions being brought by the success of information technology (Krey *et al.*, 2011; Ayat, Masrom & Sahibuddin, 2011; Afzali, Azmayandeh, Nassiri & Shabgahi, 2010). Information technology's importance is growing as organizations understand its importance in business value addition and competitive positioning (Khadra *et al.*, 2009). Bin-Abbas and Bakry

(2014) have argued that societies, organizations and governments at different levels have gained from the utilization of information technology.

According to Schwarz and Hirschheim (2003), organization strategy and information technology is connected and their activities must be managed by CIO's. This is in relation to information technology governance (ITG). Weill and Ross (2004) argue that there is a relationship in the definition of ITG in the manner in which it is selected in the administration and evaluation in the investment of information technology.

Information technology governance is considered by researchers (Krey *et al.*, 2011; Jong *et al.*, 2010; Wilkin & Chenhall, 2010; KO & Fink, 2010) as a new area that is yet to be developed fully. More perspective that is theoretic and practical in nature is therefore necessary. The banking sector is perhaps one area that has benefitted the most through the development of information technology through its automation. Automation of banking systems has matured over time through heavy investments of information technology in its systems in what can be referred to as an implementation of information technology governance.

Weill and Ross (2004) conducted a study in Brazil in 2002 with the aim of establishing how financial institutions in Brazil are performing towards information technology governance. The study wanted to make it possible to benchmark in future between the world and Brazil by measuring performance of information technology governance within the financial sector.

Understanding information technology governance requires grasping the elements of corporate governance, the framework that controls and manages organizations. According to IBGC (2009), it was not until the mid-1990's that corporate governance was first traced. Its aim then was shielding agencies against friction by dividing assets and entrepreneurial management. Information technology governance has therefore been used to define the organizations

guidelines, framework and procedures concerning function of information technology in a manner that benefit investments of information technology (Wilkin & Chenhall, 2010). Weill and Ross (2004) posit that information technology governance involves a series of steps that an organization takes to put at par their information technology functions with the organizations performance goals and evaluate the ramifications and results of the functions.

1.1.2 ICT Strategic Alignment Approach

ICT strategic alignment is defined as steps that an organization takes to align its decisions and employees with value of the organization. Business executives are still challenged by ICT strategic alignment. According to Tallon and Pinnsonneault (2011), by studying ICT strategic alignment, business leaders will benefit from being provided by contributions on existing business practices hence enhancing their ability to strategically select and implement information technology based projects that have the characteristics of project alignment and provide output in terms of organization performance. Such ability may enhance the rate at which the organization succeed and the positive reflections on the investment on information technology.

Reich and Benbasat (1996) in their study described alignment as the level to which plans, objectives and mission of the organization is supported by the plans, mission and objectives of information technology. According to Luftman (2000), it is a process to attain alignment. Senior management must provide strong supportive relations at work, meaningful prioritization, strong sense of belief, a well-defined communication system and an environment cognizant of the technical and business requirements. Strategic alignment is defined by Silvius (2007) as the level to which the framework and applications of information technology enables the execution of the organizations strategies and processes. The challenges of information technology domain and

business domain and their connection is solved through strategic alignment. According to Luftman (2003), strategic alignment is defined as the timely and proper utilization of information technology to enhance strategies goals and needs of an organization.

1.1.3 ICT Risk Management Approach

Risk management is defined as the steps taken in the identification and evaluation of risk and the process put in place to lower it to a degree that is acceptable. Didraga and Brandas (2012) describe risk in the context of project management as a crucial element that establishes the success of information technology projects. Approaches both past and present in relation information technology projects and risk managements are presented in their study. The study presents a comparison of the approaches as an objective in relation to practices that are currently existing. Many projects have since failed because results of different approaches on risk management have been presented through practices and literature of project management.

According to Lientz and Larssen (2004), the dynamic business environment has experienced quick information communication technologies developments which have led to organizations reorganizing their business processes and aligning service delivery and production. Organizations which adopt these technologies end up having competitive advantage and developing in a modern way hence increasing their profit margins and ensure their survival through the shifting environment. Ruddock (2006) and Mansell (1999) argue that organizations gain several ways by having competitive advantage such as enhanced service delivery, automated workflow, improved timely decision support and real-time transactions. Information communication and technology risk however have also accompanied their adoption in the organization. These include the risk to technology, finance, strategy and operations. The judicial

system has in a bid to successfully mitigate these risks, developed policies and strategies specific to ICT risk management.

1.1.4 ICT Performance Measurement Approach

Performance measurement describes the checking of various performance indicators to evaluate the contributions of information technology resources. In a study by OECD (2000) it defines performance measurement as the way in which a company measure how it is meeting its targeted goals. The process is phased from stating objectives, choosing indicators, negotiation and target setting, performance monitoring and evaluation of results based on set targets. It further elaborate that different governments have unique approaches to performance measurement; some keen on accountability use performance targets as a measure of performance yet emphasis on targets alone may result in dysfunction; other governments focus on management improvement where emphasis is on the steady improvement in performance of organizations. The study further established that successfully measuring performance, it is crucial to comprehend the players are and determine what their needs and triggers so that there might be meaning to them in measuring performance.

1.1.5 ICT Stakeholder Management Approach

Stakeholder refers to any individual, group or organization that can affect or be affected by a program. Carley (2006) indicated that stakeholder management is critical to the success of every project in every organization. Stakeholders are describes as individuals grouped together with the purpose of achieving the objectives of the organization. How long the project takes will to a large extend determine the nature and number of stakeholders. Moodley (2002) therefore argues that it's important to continuously review and identify them within the life of the project.

A study by Mugo (2004) clarifies that stakeholder engagement occurs within the several stages of cycle of the project and at several societal levels in many forms. The range can be continuous through a path that includes addition of programmes and projects to sharing information, empowerment, making decisions, coordination and consultancy. According to the study, stakeholder's engagement can be an approachable path during a project or an evaluation tool at the end of the project. Stakeholder's engagements can be used by people or communities to come together through project developments. They can also use it as a learning process at the end of the project by gaining the experience, skills and knowledge (Albert, 2004).

1.1.6 Implementation of legal Case Management Projects

Implementation is the process of putting a decision or plan into effect, while planning implementation is the process of highlighting actionable details of how activities will be implemented within the project so as to achieve the objectives set for the project and communicate requirements and what's expected.

A study conducted by Dewah and Mutula (2016) established the correlation between effective management of records and how that influences human rights and justice delivery. The study was conducted at the Magistrates Courts at Bulawayo. The study considered the connection between effective management of court records and delivery of justice. It considered how management of records influenced delivery of justice. The judiciary's history of poor records management informed the study. The study sampled a participant of 30 from different departments of the court. The data was collected through the use of questionnaires and interviews. The study established that a number of records were being used at the Magistrates' court in Bulawayo to administer justice. This was crucial to ensure individual's rights were being

upheld. According to the study, fair trial was being denied to citizens, no entitlement rights were provided, movement as a right was restricted, association as a right was infringed and because of partial of lost records, individuals had been detained without trial for a long period of time.

1.2 Statement of the Problem

Legal case management (LCM) project is a project designed to assist the legal practitioners, courts and law firms in managing legal issues more effectively. The project was designed by judiciary department in partnership with the legal practitioners to manage and fast track issues in the courts hence reducing case backlog. LCM projects play an important role in the provision of timely and appropriate legal redress. Following the legal reforms in Kenya's Judiciary, legal case management projects are being implemented in law courts in the 47 counties in Kenya. However, available evidence suggests that the performance of LCM projects may be compromised in the absence of information, communication and technology (ICT) governance approaches.

Owing to the important role played by the judiciary department, its performance has attracted many scholars as well as other government department. Lack of ethics and accountability in the judiciary has hampered effective service delivery of all citizens. Institutionalisation of performance management being one of the key components in judiciary transformation was initiated in the financial year 2015/2016. This was done through the adoption of the performance management and measurement steering committee (PMMSC) report which outlined 10 performance measures. The launch of the setting, negotiation and signing of performance management and measurement understanding (PMMUs). It is against this background that the current study sought to examine the influence of ICT governance approaches and implementation of LCM projects in Eldoret law courts in Uasin Gishu County.

1.3 Purpose of the Study

The purpose of this study was to examine the influence of information communication and technology governance approaches and implementation of legal case management project in Eldoret Law Courts in Uasin Gishu County.

1.4 Objectives of the study

1. To establish how ICT strategic alignment approach influence implementation of legal case management project in Eldoret Law Courts in Uasin Gishu County.
2. To examine how ICT risk management approach influence implementation of legal case management project in Eldoret Law Courts in Uasin Gishu County.
3. To determine how ICT performance measurement approach influence implementation of legal case management project in Eldoret Law Courts in Uasin Gishu County.
4. To determine how ICT stakeholder's management approach influence implementation of legal case management project in Eldoret Law Courts in Uasin Gishu County.

1.5 Research Questions

1. How does ICT strategic alignment approach influence implementation of legal case management project in Eldoret Law Courts in Uasin Gishu County?
2. To what extent does ICT risk management approach influence implementation of legal case management project in Eldoret Law Courts in Uasin Gishu County?
3. In what ways does ICT performance measurement approach influence implementation of legal case project in Eldoret Law Courts in Uasin Gishu County?
4. To what extent does ICT stakeholders' management approach influence implementation of legal case management project in Eldoret Law Courts in Uasin Gishu County?

1.6 Significance of the study

The findings of this study is expected to enhance to the growth of knowledge on ICT governance approaches and implementation of LCM in the Judiciary. At the policy making level the study will seek to emphasize quality service delivery that will be achieved through automation, digitization and improvement of work methods and further operationalize systems development, enhance individual and institution's accountability, introduce measurement, monitoring and assessment of performance as well as framework and guidelines. At the Attorney general office the findings of the study was restricted and remains with the main mandate of being principal legal advisor of the GOK. At the office of the director of public prosecution the study will linked to that established institutional independence of the DPP with sole prosecutorial authority. To the Kenya prison service the study will enhanced collaboration among stakeholders in the criminal justice chain (Police, prisons, judiciary, probation, prosecution); remarkable reduction in the pre-trial detention cases through enhance access to justice. Non-governmental organization may use the findings of the study to gain access to justice, progressive jurisprudence, organizational development, operational efficiency, management and governance. At the Community level may use the findings of the study to have the necessary information, understand the procedures and processes that shall be followed to ensure safe, effective and secure use of ICT. The study is also expected to contribute to the existing literature on ICT governance approaches on implementation of LCM project in Eldoret law courts in Uasin Gishu County.

1.7 Basic Assumptions of the Study

This study has four assumptions. First, it is assumed that during the data collection period the weather will be conducive and therefore the respondents would be readily available. Secondly, is that the composition of the target study will not change so as not to interfere with the data

sample. Thirdly, the researcher assumed that the head of departments would give accurate information on the implementation of LCM projects on the various variables being tested. Lastly, it is assumed that the respondents will co-operate and make time to fill in the questionnaire objectively and honestly as required. The data given by the respondent will be accurate and correct.

1.8 Limitation of the Study

This study was conducted in Eldoret Law Courts in Uasin Gishu County, the time taken to collect the data was restricted since most respondents were attending to court sessions. This also forced the researcher to leave the questionnaires and do follow-ups later. Uasin Gishu is an expansive county hence coverage of all the legal case management projects within the county would not be possible. In addition empirically documented data on county government projects is still scanty especially on legal case projects as a few studies have been done in this area.

1.9 Delimitation of the Study

This study was done in Uasin Gishu County that has six sub counties, however, the study were delimited to Eldoret Law courts. The study was confined to only judiciary officer, staff and law society of Kenya members. This study was conducted using a sample of 152 from a total population of 250 employees of the judiciary. The study was delimited to information communication technology governance approaches and implementation of legal case management project being implemented by the judiciary department. The study was also delimited to the questionnaires and interview guide because of the strength of the tools. Descriptive and correlational research designs were strictly applied in this study for ease of making comparisons of the data collected about events and to established relationship between the variables under study.

1.10 Definition of Significant Terms Used in the Study

ICT Governance Approaches: refer to the frameworks, practices and processes by which the current and future use of ICT in the judiciary is directed and controlled.

Legal case management project: It is a project designed to assist legal practitioners, courts and law firms in managing legal issues more effectively.

ICT strategic Alignment Approach: A process of aligning activities of judiciary business decision and employees together with the values of the organization.

ICT Risk Management Approach: A process of identifying risk, accessing risk and taking steps to reduce risk to an acceptable level.

ICT Performance Measurement Approach: Monitoring and measurement of relevant performance metrics to assess the performance of IT resources.

ICT stakeholders Management Approach: A group or individual who can affect or is affected by the achievement of the judiciary objectives.

Implementation of legal case management project: A process of putting a decision into effect.

1.11 Organization of the study

This study was organized into five chapters. Chapter one discuss the background of the study, a brief review of information communication technology governance approaches including the ICT strategic alignment approach, ICT risk management approach, ICT performance measurement approach, ICT stakeholder management approach and implementation of legal case management projects. The chapter then presents the problem statement, purpose for the research, objectives and questions of the study, study significance, limitation of the study, delimitation,

assumptions that have guided the study and finally the relevant definitions of terms as applied in the study.

Chapter two describes related literature relating to the concept of information communication and technology governance approaches, ICT strategic alignment approach and implementation of legal case management project, ICT risk management approach and implementation of legal case management project, ICT performance measurement approach and implementation of legal case management project, ICT stakeholder management approach and implementation of legal case management project and implementation of legal case management projects. The chapter also reviews the theoretical framework relevant to the study and identifies the resource based theory and participatory theory. The conceptual framework for the study is drawn and finally the chapter concludes with the gaps in the literature.

Chapter three discuss the Research methodology. It identifies the appropriate research design for the study, identifies the target population, sample size and sampling procedure, research instruments applicable for the study, validity of instruments, reliability of instruments, data collection procedures, data analysis techniques, ethical considerations and lastly the operationalization of variable table.

Chapter four of this research presents data analysis, presentation, interpretation and discussions on influence of ICT strategic alignment approach on legal case management project, the influence of ICT risk management approach on implementation of legal case management project, the influence of ICT performance measurement approach on implementation of legal case management project and influence of ICT stakeholder management approach on implementation of legal case management project. The descriptive statistics are also discussed as well as the regression analysis results.

Chapter five is a summary of the results of the study according to their thematic areas, conclusion of the entire study is also drawn and finally the recommendations and suggestion for further research.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter contains reviewed literature highlighting opinions, observation, findings and recommendation on varied issues on how ICT governance approach influence implementation of legal case management. According to Kumar (2011), literature is the consulted work that a researcher makes use of in the course of establishing a study problem. A literature review is a published account of other researchers and scholars on a particular area of study. According to Wisker (2018), researchers who complete reviewing literature have acquired a deeper understanding of the topic under study because they have reviewed previously completed studies and gained insight from them. The aim of reviewing literature was to explore relevant literature on various approaches of information communication governance and its relation to how it's being implemented in Kenya in managing legal case projects. The study reviewed literature on strategic alignment approaches concerning ICT, approaches of risk management in relation to ICT, approaches of measuring performance in ICT and approaches of managing stakeholders. A review of literature concerning projects related to case management was also done.

2.2 The Concept of ICT Governance Approaches

Information technology governance is a series of steps that an organization embarks on adjust their performance goals with operations of information technology in achieving its strategic objectives and evaluating its results. Automation has benefitted the banking sector primarily through the developments of information technology. Information technology governance is an area that has received very little attention especially as concerns to the sector of finance.

Weill and Ross (2002) conducted a study within financial institutions with an intention of weighing information technology governance. The study was conducted in Brazil and constituted of 60 professionals as the sample. Seventy nine point six percent (79.6%) was the approximate average performance. This performance showed a maximum performance (100%) had not been achieved by the organization despite a majority nearing it. This research is an original study of financial institutions in Brazil and how they are being influenced by information technology performance. The context of performance is not the only thing that the study investigates but also the significance placed by the organization on every element of information technology governance as it adjusts with goals and needs of the organization.

Weill and Ross (2004) conducted a study within Brazilian financial institutions 2002 with an aim of establishing their performance in information technology governance. The study set to establish the performance of information technology governance within Brazilian financial institutions and establish possible worldwide benchmarks for the future. According to Weill and Ross (2004) organizations with a competitive advantage consider the availability of accurate information as a vital strategic resource that ensures their survival. Information technology's importance is growing as organizations understand its importance in business value addition and competitive positioning (Khadra *et al.*, 2009).

Bin-Abbas and Bakry (2014) have argued that societies, organizations and governments at different levels have gained from the utilization of information technology.

According to Schwarz and Hirschheim (2003), organization strategy and information technology is connected and their activities must be managed by CIO's. This is in relation to information technology governance (ITG). Weill and Ross (2004) argue that there is a relationship in the

definition of ITG in the manner in which it is selected in the administration and evaluation in the investment of information technology.

Sloan School of Management at MIT conducted a study and established that given the same strategic objectives, organizations with poor information technology governance had lower profits while those with higher information technology governance had higher profits (Weill, 2004). The study found out that the essentials of business in enhancing output, cost minimization, and growing the information technology investment value. This is evident that information technology governance is worth the investment.

Stone and Ekinici (2009) carried a study to establish the challenges and benefits of implementing customer relationship management system. The study had a wide focus that included not just projects that were customer focused because it sought to capture respondents who had taken part in extensive project systems which had just been concluded. According to the study, project management and project governance are not alike but have some close relation. Experience is one of the key facilitators of governing information technology projects. It also requires senior project management employees who are adequately trained and an organization with a practical procedures for managing projects.

Sirisomboonsuk and Burns (2018) conducted a study to establish the relationship between project performance and information technology governance. Working professionals totaling 533 were sampled within the different industries. The study established that there was a positive impact between information technology governance and project governance. The study also established a positive relationship between project performance and the three element of information technology governance. Torres, Pina and Acerete (2006) conducted a study to

establish if customer oriented service delivery and transparency was being increased by the internet aids goods governance. European local governments was found by the study to have expanded during the last few years on their internet presence. Empirical evidence is presented by the study concerning European cities on the type of e-governance programmes. A comparison of cities online presence is presented by the study therefore making its findings interesting to these cities. Management and service delivery has taken center stage when it comes to information technology applications though local governments can benefit from enhanced governance through opportunities brought about by information communication technology. According to the study, when there are pre-existing structures of social and political nature, then technology is found to be an enabler.

Countries have turned to information communication technology to tackle their perennial problems such as illiteracy, poor governance, corruption, monopolies, mismanagement and inflation among others. New tools and techniques presented by information communication technology have undergone dramatic changes with the introduction of social networks, knowledge mining, data analytics and simulation techniques. Studies have shown an increase in connectivity through the introduction of information communication and technology which has networked social circles and the government. Governments have also embraced information communication and technology as a way of interacting with its citizens and changing their lives.

2.3 ICT Strategic Alignment Approach and Implementation of Legal Case Management Projects

ICT strategic alignment is described as steps of enacting the activities of an organizations business decisions and staff members to align with its value. According to Tallon and

Pinnsoneault (2011), by studying ICT strategic alignment, business leaders will benefit from being provided by contributions on existing business practices hence enhancing their ability to strategically select and implement information technology based projects that have the characteristics of project alignment and provide output in terms of organization performance. Such ability may enhance the rate at which the organization succeed and the positive reflections on the investment on information technology.

Reich and Benbasat (1996) in their study described alignment as the level to which plans, objectives and mission of the organization is supported by the plans, mission and objectives of information technology. According to Luftman (2000), it is a process to attain alignment. Senior management must provide strong supportive relations at work, meaningful prioritization, strong sense of belief, a well-defined communication system and an environment cognizant of the technical and business requirements. Strategic alignment is defined by Silvius (2007) as the level to which the framework and applications of information technology enables the execution of the organizations strategies and processes. The challenges of information technology domain and business domain and their connection is solved through strategic alignment. According to Luftman (2003), strategic alignment is defined as the timely and proper utilization of information technology to enhance strategies goals and needs of an organization. The connection between the overall goals of an organization and each sections goals as it positively pools into the entire goals of an organization is known as strategic alignment. What this means is that both short and long term objectives should be considered by a records manager within a records management program so as to provide services that are customer centered in the organization. Records management programs therefore need to conduct reviews on an annual or quarterly basis to review its goals with an aim of re-strategizing within the organization.

Strategic alignment is important in effective and efficient utilization of resources within the organization. Strategic alignment must also exist in an organization before deciding and adopting information systems for purposes of maximizing on the effectiveness of information technology and the strategies that support the business.

Competitive advantage is not explicitly offered by information technology. Guttman (2004) argues that information technology benefits the organization through enhancing its business processes, strengthening its position competitively and sustaining the competitive advantage. By aligning the organizations departments with the organizations strategies through information technology, an organization is capable to achieve set goals as a unit. Organizations become increasingly visible when it is strategically aligned. It also benefits by doing business in a dynamic environment by becoming efficient and profitable. Information technology further allows organizations to achieve their objectives and goals by instantly responding to an environment that is dynamic and ever changing.

Goh (2007) conducted a study in Singapore with an aim to understand how strategically aligning an organization decisions with information and communication technology can benefit its investment in information technology. The government was presented with a ten year plan on how small and medium enterprises (SME's) can exploit information and communication technologies as a new venture.

Enterprise in Singapore within the architecture, engineering and construction sector that are under the small and medium sized enterprises were evaluated using the strategic alignment framework based on the current ICT practices. The study established that a distinction needed to be done between medium sized enterprises and micro and small enterprise so as to target

schemes of needs concerning ability to build ICT. Strategy execution and competitive potential were the two basic alignment approaches used by the bigger 'builder' and 'designer' SME's. Leadership in technology and satisfaction of customers was found to be favored by the medium sized 'designer' and 'builder'

Taylor (2013) in a study established that it was evident that the drivers in economic growth were enterprises and information communication technology in the context of strategic alignment. Enterprises are finding ways to benefit from obtaining ICT/enterprise alignment. Prior studies indicate that there is an association between achieving ICT/enterprise alignment and the firm's ability to compete. According to the purpose of the quantitative method study was to assess the key performance indicator (KPI) technology factors as a potential influencer of ICT/enterprise strategic alignment. The factors of key performance indicators technology include advance IT, security, money, online applications and reliability. Relating KPI technology factor maturity to ICT/enterprise strategic alignment could contribute to the creation of smarter systems that are more reliable, secure, predictable and cost-effective. The study addresses the lack of ICT/enterprise strategic alignment. The study described in the paper attempted to fill the research void through a quantitative study. First, the KPI technology factors as a potential influencer of ICT/enterprise strategic alignment. Second, the author compared the relationship between the maturity level associated with each KPI technology factor and ICT/enterprise strategic alignment. Third, the author performed a series of statistical analyses to examine the relationship between KPI technology factors and ICT/enterprise alignment.

2.4 ICT Risk Management Approach and Implementation of Legal Case Management Projects

Risk management refers to the steps of risk identification, evaluation and the process of mitigating the risk to a level that is acceptable. Risk management is defined as the steps taken in the identification and evaluation of risk and the process put in place to lower it to a degree that is acceptable. Didraga and Brandas (2012) describe risk in the context of project management as a crucial element that establishes the success of information technology projects. Approaches both past and present in relation information technology projects and risk managements are presented in their study. The study presents a comparison of the approaches as an objective in relation to practices that are currently existing. Many projects have since failed because results of different approaches on risk management have been presented through practices and literature of project management.

According to Lientz and Larssen (2004), the dynamic business environment has experienced quick information communication technologies developments which have led to organizations reorganizing their business processes and aligning service delivery and production. Organizations which adopt these technologies end up having competitive advantage and developing in a modern way hence increasing their profit margins and ensure their survival through the shifting environment. Ruddock (2006) and Mansell (1999) argue that organizations gain several ways by having competitive advantage such as enhanced service delivery, automated workflow, improved timely decision support and real-time transactions. Information communication and technology risk however have also accompanied their adoption in the organization. These include the risk to technology, finance, strategy and operations. The judicial

system has in a bid to successfully mitigate these risks, developed policies and strategies specific to ICT risk management.

2.5 ICT Performance Measurement Approach and Implementation of Legal Case Management Projects

Performance measurement is described as the process of observing and weighing relevant performance indicators to monitor the performance of resources related to information technology. A study by OECD (2000) defines performance measurement refers as the way in which a company measure how it is meeting its targeted goals. The process is phased from stating objectives, choosing indicators, negotiation and target setting, performance monitoring and evaluation of results based on set targets. It further elaborate that different governments have unique approaches to performance measurement; some keen on accountability use performance targets as a measure of performance yet emphasis on targets alone may result in dysfunction; other governments focus on management improvement where emphasis is on the steady improvement in performance of organizations. The study further established that to successfully measure performance, it is crucial to comprehend the type of stakeholders, their needs and what influences them so as to put meaning into the performance measurement.

Dooren and Thijs (2010) argue that performance measurement should provide that influences policy. Kariuki (2011) argues that the success of performance measurement is dependent upon ownership across all levels and that the process does not always lead to positive consequences. A study conducted by world Bank (2004) established that In Judiciary, contracts are signed by various implementing units on the assumption that necessary resources will be provided by the judiciary's chief financing officer i.e. the chief Registrar of the judiciary, hence the financing

environment in its indicator is not reflected adequately. Timely, credible and relevant information is a prerequisite for a results-oriented approach to development. Study observed that governments need to instill performance feedback mechanisms complementary to the budget, human resource and audit systems. Study urge that performance management not only encompasses performance from employees or departments from time to time; it also supposes an ongoing interaction between management and employees about their work and their needs to perform according to standards and policies. Performance measurement generates the information necessary to conduct performance management. It involves the implementation of measurement devices, for measuring production and for measuring quality. Measuring production requires adequate registries and accurate registration procedures, both for quantitative and qualitative aspects.

According to Abma and Noordegraaf (2007) performance management based on performance measurement is not uncontested, because it may lead to perverse effects in the behavior of employees and to excessive administrative burdens. Study established that it takes a lot of time and effort, to have performance based management accepted in an organization. In professional organizations, economic focus on production and efficiency may lead professionals away from their basic values. Performance measurement can be harmful, because there is too much ambiguity in performances of professionals. For judiciaries, this means that there is not a common understanding of what a well-functioning judge is. One of the difficulties also being that judges working in different legal fields may do very different types of work, e.g. trade, versus insolvencies versus family cases. The differences are also in the ways they distinguish between complex and routine cases.

Judicial main tasks are to hear cases and to deliver judgments. Conducting a court hearing and delivering judgments implies very different skills: communicating with parties and their councils, managing the case and the exchanges of documents and planning a hearing from a time perspective, writing a judgment alone or in interaction with judicial colleagues and court clerks. This presupposes a high level of expertise on the rules of procedure and the law that is applicable in a case, including on the development of case law and on other legal and societal developments, including expertise on the subject matter. The perspective of the parties on the case is highly relevant, not only to inform the judge, but also from a procedural justice perspective, indicating that judicial behaviour does matter very much for the acceptance of the judgment by the parties. Monitoring techniques here may be peer review on the judge level and on the team level, and also evaluating interactions with stakeholders and court users is possible.

Judicial values are a mix of constitutional, professional and economic values. Judges are to be independent and impartial; they need to work with their peers, and with representatives of parties, with the parties themselves, with court clerks. To enhance their role of judges, they must behave impeccable. They need to be well advanced in their field, knowledge wise, and also apply the law in a consistent way. They should work efficiently and organize the management of their caseload in such a way that delays are an exception, Timeliness of judgments and quality of judgments is an issue everywhere. Upholding judicial values does touch upon professional judicial ethics.

Measuring individual judicial performance is a very sensitive issue, especially with a view to promotion decisions and judicial independence, also within the court. A rational approach is also necessary to select the best judges for promotion. The fairness and transparency of such

assessment and selection processes is important, as preferences of executive office holders related to the content of past decisions of judges should not play any role.

2.6 ICT Stakeholder Management Approach and Implementation of Legal Case Management Projects

Stakeholder refers to any individual, group or organization that can affect or be affected by a program. Also stakeholder is anyone who has interest in a project or will be affected by its deliverables or output. Carley (2006) indicated that stakeholder management is critical to the success of every project in every organization. Stakeholders are described as individuals grouped together with the purpose of achieving the objectives of the organization. How long the project takes will to a large extent determine the nature and number of stakeholders. Moodley (2002) therefore argues that it's important to continuously review and identify them within the life of the project.

A study by Mugo (2004) clarifies that stakeholder engagement occurs within the several stages of cycle of the project and at several societal levels in many forms. The range can be continuous through a path that includes addition of programmes and projects to sharing information, empowerment, making decisions, coordination and consultancy. According to the study, stakeholder's engagement can be an approachable path during a project or an evaluation tool at the end of the project. Stakeholder's engagements can be used by people or communities to come together through project developments. They can also use it as a learning process at the end of the project by gaining the experience, skills and knowledge (Albert, 2004).

It is important to know the stakeholders, their needs and what influences them if measuring performance is going to be successful and have meaning to the stakeholders. The effectiveness of

a performance measurement system is based on its ability to disseminate crucial communication to relevant people and be able to positively motivate them to be work towards achieving common goal.

2.7 Implementation of Legal Case Management Projects

Implementation is the process of putting a decision or plan into effect, while planning implementation is the process of highlighting actionable details of how activities will be implemented within the project so as to achieve the objectives set for the project and communicate requirements and what's expected.

A study conducted by Dewah and Mutula (2016) established the correlation between effective management of records and how that influences human rights and justice delivery. The study was conducted at the Magistrates Courts at Bulawayo. The study considered the connection between effective management of court records and delivery of justice. It considered how management of records influenced delivery of justice. The judiciary's history of poor records management informed the study. The study sampled a participant of 30 from different departments of the court. The data was collected through the use of questionnaires and interviews. The study established that a number of records were being used at the Magistrates' court in Bulawayo to administer justice. This was crucial to ensure individual's rights were being upheld. According to the study, fair trial was being denied to citizens, no entitlement rights were provided, movement as a right was restricted, association as a right was infringed and because of partial of lost records, individuals had been detained without trial for a long period of time.

In a study conducted by Crown Prosecution Service (CPS) in Great Britain, Clark (2005) established that the number of court cases that had been discontinued had reduced due to the legal case management system which has increased the number of offenders who have faced justice. The study also found that the system was a proven success owed to the reaction by staff of CPS despite it also being a metric management system and a technical achievement in the case management system. The system was taught to 7,000 people through mobile unit on its usage before it was rolled out. Users who were unable to complete the training were logged out of the system. The system was introduced in 2003 with a target of being able to share information across the courts, probation offices, judicial system, prisons and entire criminal system by 2008.

A study conducted by Sullivan, McDonald and Thomson (2016) established that there is a high number of offenders who continue with a life of crime after serving their sentences or after undertaking community service. Goals geared towards a reduction of crime levels and rate of repeat offenses has been clearly set by different government agencies which are in charge of correctional agencies and prisons centers, parole services, and probation in the community. When the rate of repeat offenders goes down, the society is set to gain through having justice system with a shrunk cost, crime is reduced, and communities become safer and less victims. There is growing international evidence that suggest that reoffending is reduced effectively by offender case management. The study established that through an approach of collaboration, offenders who near their release time from prisons get to work alongside members of local authorities and the justice system among other organizations. Sixteen offenders deemed high risk who were about to reach the prison release date were included in the study as part of a joint initiative. These offenders were intensively supported and directed to assist the rejoin the society.

A study conducted by Woreta, Kebede and Zegeye (2013) to investigate how Ethiopian institutions of higher learning were deploying information communication and technology investment and policy. The study targeted students of medicine and health sciences at Gondar College of medicine and health science. The aim of the study was to evaluate the students' knowledge of ICTs their utilization and association factors. The study sampled 1096 respondents who were students of the college and established that they had inadequate knowledge of ICT and poorly utilized it. The study recommended that to advance teaching, professional development needed to be sustained by the institution for performance of the students to be raised and that the institution needed to increase the rate at which students utilized information communication technology utilization by equipping itself with ICT computer labs that were student centered.

In studies conducted in Turkey by Gulbahar and Guven (2008) it was established that primary schools that utilized information communication technology equipment's in teaching and learning subjects such as social studies success implemented the use of these tools. A study was conducted targeting 4th and 5th grade primary level teachers. It sampled a total of 326 teachers who teach at this level. The study showed that there was a willingness by teachers to utilize information and communication technology resources. The teachers were also aware of the potential that existed in the use of ICTs, the challenges such as inaccessibility of ICT resources and a lack of opportunities for in service training.

2.8 Theoretical Framework

Theory is a reference framework that enable humans to comprehend nature and its function (Chen, 1990). This study is anchored on Resource Based Theory and Participatory Theory.

2.8.1 Resource Based Theory

This theory implies that an organization capacity is assembly, integration and deployment of valued resources determines its performance as well as the business routines and processes (Dsouza & Paquette, 2012).

Payal and Debriath (2015) explains that the basic of resources based theory is the construct of total organization abilities from financial muscle to human resources. RBV places emphases on the utility of resources and capabilities by an organization in order to have a competitive advantage for value creations and achievement of organizational effectiveness. In order to achieve organizational effectiveness the firm must allocate its resources and capabilities wisely against competing needs as a results of changing business environment.

Management of knowledge refers to the ability of an organization to provide important knowledge when needed. RBV theory implies that a value creating organization performs well when it implement strategies using its internal resources and capabilities: Modern strategic management leans towards the deployment of intellectual capital (IC) in an organization (Inkinen, Kianto & Vanhala, 2015).

Intellectual Capital is an organization most significant strategic resource knowledge management i.e. acquisition, conversion and application of knowledge were used to increase and manage social capital, improve organization performance and maintain a competitive advantage in the market. Grant, (2010). RBV perceives an organization as a system of knowledge enable employees whose work is coordinated to add value to the organization and create knowledge. Spender, (2011). This theory is therefore ideal in determining whether resources allocation influence implementation of legal case management project in Judiciary.

2.8.2 Participatory Theory

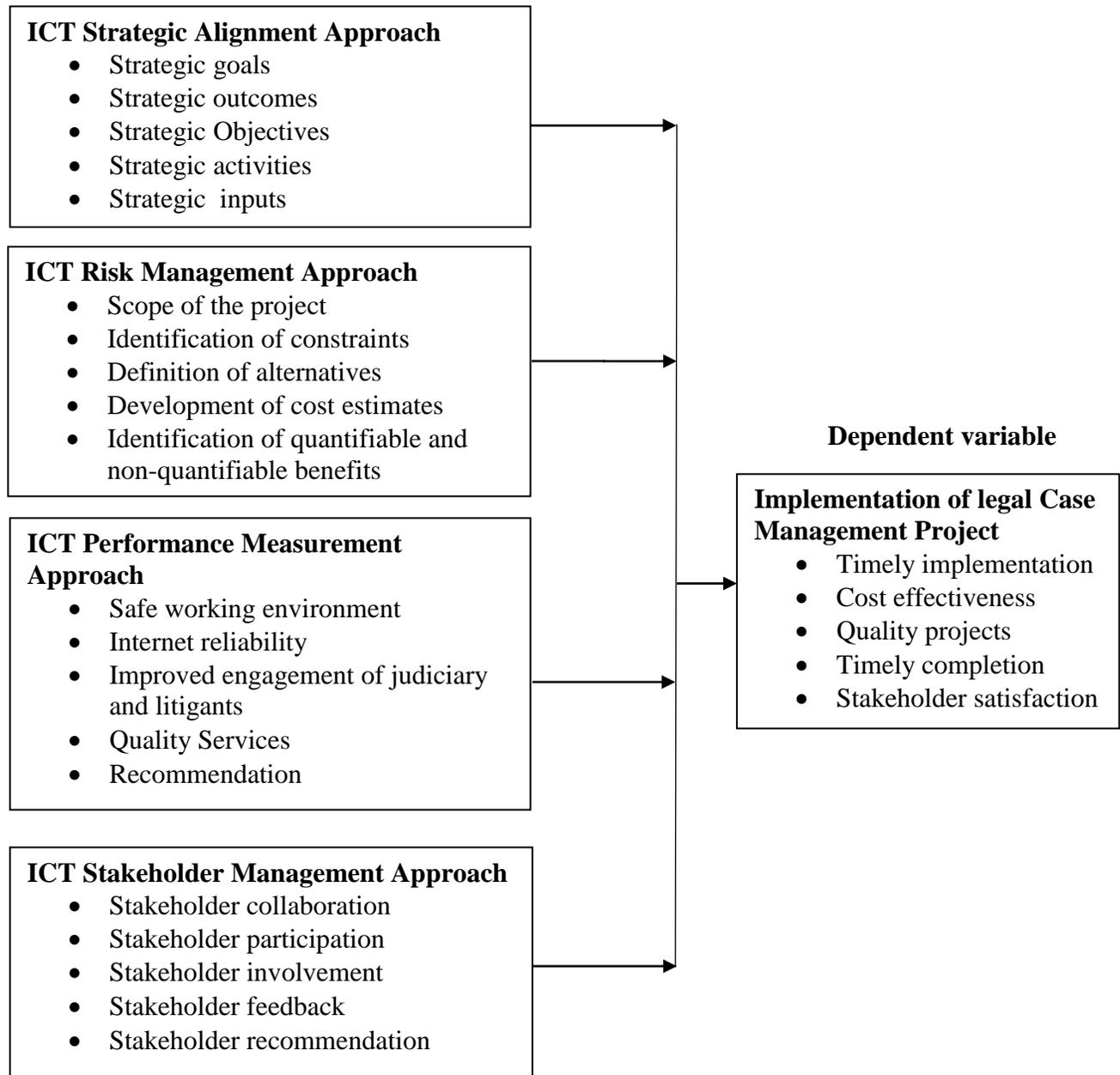
This theory emphasizes the contribution of stakeholders' participation on the project goals. Participatory theory is a current approach to development that was conceived by Mahatma Gandhi's in his struggle for community inclusion in the development for their social life. The theory is a critique of the top down development approaches that fails to create community ownership.

Aragonès and Sánchez (2009) indicated that citizens have the power to decide on policy proposals. Participatory development has grown and most government institution takes participation as a mandatory in development projects. This is because participation has become a vital component to development of projects (GOK, 2010).

Participation improves efficiency and effectiveness (Nelson & Wright, 1995). As an end to itself, it increases confidence of the local people and empowers them. This theory is therefore relevant in determining the influence of management commitment and implementer participation on implementation of legal case management project in the Judiciary.

2.9 Conceptual Framework of ICT Governance Approaches and Implementation of LCM project

Independent variables



Source: (Rotich, 2018)

Figure 2. 1: Conceptual Framework

The research report study has four independent variables namely ICT strategic alignment approach, ICT risk management approach, ICT performance measurement, ICT stakeholder management approach follows:

Under ICT strategic alignment approach, the study will look at four indicators: strategic goals, strategic outcomes, strategic objective and strategic input.

The ICT risk management approach variable has four indicators – scope of the project, identification of constraints, definition of alternatives, development of cost estimates and quantifiable and non-quantifiable.

The ICT performance measurement approach variable has four indicators; organizational norms, decision making processes, timely solutions to problems and organizational culture.

Lastly, ICT stakeholder management approach variable will be handled under four variables – stakeholder collaboration, stakeholder participation, stakeholder involvement, and stakeholder feedback and stakeholder recommendation. The researcher will seek to establish whether the organization conducts stakeholder participation on implementation of legal case management and effectiveness of the same; the reporting mechanism the organization has put into place to support litigants; the support given to the general public after following the participation; and stakeholder involvement and feedback upon usage.

2.10 Summary of the Literature

In this chapter literature from scholars and researchers on the subject of Information communication technology governance approaches and implementation of legal case management project was reviewed. In this study, information communication technology

governance approaches include ICT strategic alignment approach, ICT risk management approach, ICT performance measurement approach and ICT stakeholder management approach and implementation of legal case management project.

ICT strategic alignment is described as steps of enacting the activities of an organizations business decisions and staff members to align with its value, to relate with customers effectively, to have a strong strategy of operation, to unit and collaborate internally, to have a culture within the organization and to have at all levels leadership that is sensitive. Strategic alignment requires that all the employees in the organization acquire skills, knowledge and techniques that are detailed to the organizational processes. These include the stakeholders and administrators being able to able to continuously and flexibly channel the infrastructure of the organization towards achieving the needs of the organization and satisfying its customers (Luftman & Brier, 1999).

Strong emphasis is placed upon the ability of strategic alignment to deliver value. This has attracted the global attention of governments. Strategic alignment are strategies that are mostly applied by private organizations and more often than not public sector organizations are not as effective in their implementation because of value accountability and measurements are in different standards in commercial organizations as compared to governments. Governments and their agencies will only be able to get different results when they genuinely apply strategic alignment on a holistic manner on crucial public sector organizations. According to Lainhart (2008), a holistic approach refers to the application of governance on the whole life cycle of information communication technology and its administration.

Literature was reviewed on ICT risk management approach which refers to a group of techniques aimed at reducing or mitigating the impact of project failure. According to Rogue and

deCarvalho (2013), to minimize risk factors from occurring or to reduce the project risk impact, it is necessary to minimize risk management and control. Evaluating the uncertainties while the project was ongoing, utilizing approaches of risk management and comprehension of the business environment were considered essential factors with an impact on project performance.

Project management is essentially successful because of the approaches of risk management (Jin & Yean, 2005). This is attributed to the fact that the approaches of risk management and the success of project performance are close related. For instance, the objective of the projects are identified influenced by the potential risks that have been identified (Baloi & Price, 2001). According to Sundarajan (2004), by not properly managing the events of risk, an organization opens up itself to cash flow losses, high financial cost, low quality production, budget overheads, capital framework changes, redoing projects after work completion, claims of liquidity damages among others. It is therefore important to have actions that are going to mitigate against such uncertainties and risks if an organization is to achieve the project performance it desired. Performance measurement refers to the monitoring and measurement of relevant performance metrics to assess the performance of IT resources. Performance management not only encompasses performance from employees or departments from time to time; it also supposes an ongoing interaction between management and employees about their work and their needs to perform according to standards and policies. Performance measurement generates the information necessary to conduct performance management. It involves the implementation of measurement devices, for measuring production and for measuring quality.

Judiciary department have a unique way of performance measurement approach in getting how to ascertain the quality work administer at all times and where justice is given to all regardless of

their colour, race and status in the society. Performance measurement will only have meaning having identifying and understanding the stakeholders together with their needs and then successfully working towards achieving performance measurement.

Stakeholder management refers to any individual, or organization that can affect or be affected by a program. Firms have increasingly realized that stakeholder's engagement in programmes success is valuable with regards to the cost and quality of portfolios projects and costs and time associated with the project performance. Furthermore, more and more stakeholders are becoming involved in their development projects. This minor plans suggestions to being responsible for the complete development of projects. An empirical research is therefore require to determine the extent to which stakeholders' engagement influence implementation of legal case management projects.

Implementation is the process of putting a decision or plan into effect. Literature was reviewed on implementation of legal case management project in terms of timely implementation, cost effectiveness, quality project, timely completion and stakeholder satisfaction. Any system of governance used in a jurisdiction is enhanced where there is a legal framework governing it. It is easier to enforce something that enjoys legal back up rather than one that is policy oriented. ICT in the judiciary is therefore likely to be enhanced where there is a specific law that governs its implementation and enforcement. This ensures that it is done in a manner that fits its purpose.

2.11 Gaps in the Literature

Table 2.1: Gaps in the literature

Author/Year	Title of the Study	Methodology	Findings of the Study	Gap in Knowledge	Focus of the current Study
Navakholwe (2017)	Determinants of Implementation of performance contracting in Kenyan Judiciary: a case Law Courts in Nairobi City county, Kenya	The study employed a descriptive survey design and a correlation design.	The study identified that performance measurement had significant influence on project completion	The study failed to link performance measurement the implementation of projects	This study investigates performance and implementation of legal case management projects
Mbugua (2012).	Influence of electronic case management system on effectiveness of court service delivery: A case of Eldoret court station	The study employed a multiple case study approach.	The study identified that risk management / data security had significant influence on the project	The study failed to risk management/ data security and implementation of LCM project	This study investigates the influence risk management and implementation of LCM projects

Wangui (2017)	Factor influencing performance of Judicial system in Kenya: The case of delayed court rulings	The study employed qualitative method of research utilizing interviews and focus group discussions.	The study identified that collaboration with government agencies/stakeholders had significant influence on project results	The study failed to link collaboration/ stakeholders management with the implementation of LCM projects	This study examines the influence of stakeholders approach on implementation of LCM projects
Kagucia (2015)	A critical analysis of the impact of ICT in enhancing access to justice in the Kenyan Judiciary	The study employed pilot test involving consulting and monitoring groups	The study identified that ICT improve performance had significant influence on enhancing access to Justice	The study failed to link ICT improve performance with the implementation of LCM projects	This study examines the influence of performance measurement on implementation of LCM projects

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents a step by steps account of the methodology used by the study in establishing the study objectives. Research methodology is a systematic strategy or approach of solving a problem in a study. The process culminates into a study design, consideration of target population; specifically a sample through a technique known as sampling, collection of data and finally its procedures of analysis. Research methodology has also been defined by Mitchell and Jolley (2007) as logical and consistent procedures that augment the other and are capable of collecting data and arriving at findings that echo the questions beings asked by the research and conform to its purpose. The methodology reflects to the framework of the processes or the tools used for the purpose of the study. Detailed procedures are therefore given in this chapter on how the study was carried out. The section carried out a discussion of pertinent issues surrounding key areas such as the design of the study, the population targeted, the method used in sampling and the sample itself, the instrument of research and its description, data collection procedures and ethical consideration.

3.2 Research Design

The study employed Cross sectional design was applied in this study. At any given time, more than one case of data was collected. Babbie (1989) described cross sectional design as a type of research design that involves studying the circumstances by observing a cross-section of it at one given moment. The researcher settled at this design because of its cost effective and its ability to effectively collect data within a short span of time.

3.3 Target population

The target population was 250 judiciary employees and the law society of Kenya members within Eldoret law courts in Uasin Gishu County. The target population was the Judicial Officers, Judicial staff and Law Society of Kenya members. Presented on table 3.1.

Table 3.1: Target population

Target Population	Total
Judicial Officers(Judges, Magistrates & Chief Registrar)	13
Judicial Staff (Clerks, Archivist, Support Staff, Librarian, Regional Finance, Regional HR and Regional Finance, Secretaries, Regional ICT, Accountants, Registrar and Executive officer)	130
Law Society of Kenya Members (North Rift Eldoret Branch)	100
Total	243

Source: The Judiciary of Kenya, Human Resource Department

3.4 Sample Size and Sampling Procedure

The sample size and sampling procedure for this study are described in the following sub-sections.

3.4.1 Sample Size

The total target population for this study was 250. Using the Krejcie and Morgan table of estimation for the target population, the sample size for this study will be 152 (Krejcie & Morgan, 1970). Presented on Appendix Vii.

3.4.2 Sampling Procedures

Simple stratified random sampling procedure was adopted in this study. This sampling procedure makes it possible to sample all the members of the target population. It will also ensure that every member within the target population is given equal opportunity and chance to be interviewed. The researcher preferred this procedure because it was representative of population and more precise (Kothari, 2004). A sample of 152 was elected from a target population of 250.

3.5 Research Instruments

The research instruments for this study was a self-administered Legal Case Management Projects Implementation Questionnaire and an interview schedule. These instruments are briefly described below.

3.5.1 Self-Administered Questionnaire

The self-administered Legal Case Management Projects Implementation Questionnaire has six sections. The questionnaire will collect quantitative data on the influence of information communication technology governance approaches on implementation of LCM Projects. The Questionnaire six sections A-F. Section A seeks information on the demographic profile of the research participants. Sections B to F of the Questionnaire has five Likert scale statements on the independent and dependent variable. Section B seeks information on the influence of the ICT strategic alignment approach on the implementation of LCM projects. Section C seeks information on the influence of ICT risk management approach on the implementation of LCM projects. Section D seeks information on the influence of ICT performance measurement approach on implementation of LCM projects. Section E seeks information on influence of ICT stakeholders' management approach on implementation of LCM projects and section F seeks information on implementation of LCM projects.

3.5.2 Interview Guide

An open-ended (unstructured) interview guide was used to collect qualitative information on the ICT governance approaches and implementation of LCM projects. The thematic issues was on exploring the perspectives of the research informants on how the information communication technology governance approaches influence the implementation of the LCM projects. According to Kothari (2004), an open ended interview guide enables the researcher to explore a group's attitudes and opinions on a projects phenomenon. The researcher used open ended interviews to gauge the perception of the purposively selected respondents who will give and provide rich information on the implementation of the LCM projects.

3.6 Pilot Testing of Instruments

A pilot test was administered in order to determine the weaknesses in research tool and design and to give alternative data for selection of probability sample. The research instruments was pre-tested in Kisumu Law courts in Kisumu County. Kothari (2004) advises on piloting a study before embarking on the actual research. The purpose of the pilot study was to ensure that during the actual study the respondents understood the questions as a result of mistakes identified and corrected earlier. Kothari also advises that 10% of the sample is sufficient for pilot testing. Based on this advice, 15 questionnaires were pre-tested in Kisumu Law Courts in Kisumu County. The pilot study respondents were excluded from the main population study sample.

3.7 Validity of Instruments

Validity refers to correctness and significance of conclusion from the research results. Pilot testing was done to ascertain questionnaire validity. Bryman and Bell, (2010). Content validity make conclusion from the findings from the sample study as representative of the population; it thus focus sample of population representativeness. To ascertain validity of a research instrument,

the researcher compare the tools to other instruments used previously by other researchers in the reviewed literature. Content validity was ensured through consultation with the supervisor to ascertain suitability of the instrument to collect the necessary data. Sekaran and Bougie, (2010) emphasised that information required from a research questionnaire should be a representative of the information held by the population in order to achieve greater content validity through having more scale items representing the domain of the concept being measured.

3.8 Reliability of Instruments

Reliability is the ability of a research instrument to consistently measure characteristics of interest over time (Kothari, 2004). Reliability of the research instruments was assured through pre-testing. The research instruments was pre-tested in Kisumu Law Courts in Kisumu County. Pilot testing enable the researcher to identify issues with the questionnaires which was addressed before the final study. Pre-testing enable the researcher to estimate the time that was taken to administer each questionnaire. Kothari also advises that 10% of the sample was sufficient for pilot testing. Based on this advice, 15 questionnaires was pre-tested in Kisumu Law courts. The questionnaire was pretested among Judicial Officers, Judicial staff and Law Society of Kenya members in Kisumu Law Courts.

3.9 Data Collection Procedure

The University of Nairobi issue the researcher with a letter clearing the researcher to obtain a research permit. After the issuance if the clearance letter from the University, an application was for a research permit from the National Commission for Science, Technology and Innovation (NACOSTI). Once the research permit has been issued, the researcher inform the County

Commissioner and the Judiciary Department at the County about the intention to carry out the research. The County Government was informed about the purpose of the study. The researcher ask the Chief Magistrate to inform the Executive Officer about the study. The Executive Officer provide the contact of the staff to be interviewed and also inform them about the study and ask the target population to support the study. Once the respondents have identified, their consent to participate in the study was required. The researcher also explain the purpose of the study to the respondents after seeking their consent. The questionnaires will thereafter be administered and collected soon after ensuring that all the sections have been duly completed.

3.10 Data Analysis Techniques

Quantitative data was entered in the Statistical Packages for Social Sciences (SPSS). Unique identifiers was given to each questionnaire before entry. Both descriptive and inferential analyses were conducted. Descriptive statistics will include frequencies, means, standard deviations, composite means and composite standard deviations. Inferential statistics will include correlation and regression analyses. The inferential statistics will determine the associations or relationships between the information communication technology governance approaches and implementation of LCM projects.

3.11 Ethical Considerations

Ethical approval for this study was sought from University of Nairobi School of graduate Studies through a letter of granted. Further permission was sought from National Commission Science, Innovation and Technology. Permission was also sought from the County Commissioner, County Director of Education, Uasin Gishu County and Uasin Gishu Directorate of Licensing and

Compliance. The chief magistrate of Eldoret Law courts was also informed of the intention of the researcher to carrying out a study within their jurisdiction and for their support to be accorded.

According to Patton (2002) ethics encompasses the analyses and employment of concepts such as right and wrong, evil and good, transparency, responsibility and accountability. Mugenda (2008) continues by stating that in research process, ethics focuses on the application of ethical standards in the planning of the study, data collection and analyses, discrimination and use of the results. Ethical guiding principles were observed where the researcher ensured the selection of the respondents was above 18 years and above, consent from the respondent was sought out before the interviews commenced and finally all the respondents were assured of the information confidentiality. Finally the researcher explained to all the respondent of the importance of the research findings to the judiciary department. The information given was to contribute to the existing body of knowledge on ICT governance approaches and implementation of LCM projects and wholly for purpose of policy making.

3.12 Operationalization of Variables

Table 3.2: Operationalization of Variables

Objectives	Variable	Indicators	Measuring Scale	Research Approach	Tools of Analysis
Establish the influence of ICT strategic alignment approach on implementation of legal case management projects in Eldoret law courts in Uasin Gishu County	ICT strategic alignment approach	Strategic vision Strategic goal Strategic Objectives Strategic activities Strategic inputs	Ratio Ratio Ratio Ratio Ratio	Quantitative	Arithmetic Mean Standard deviation Pearson correlation(r)
Examine the influence of ICT risk management approach on implementation of legal case management projects in Eldoret law courts in Uasin Gishu County	ICT risk management approach	Scope of the project Identification of constraints Definition of alternatives Development of cost estimates Identification of quantifiable and non-quantifiable benefits	Ratio Ratio Ratio Ratio Ratio	Quantitative	Arithmetic Mean Standard deviation Pearson correlation(r)
Determine the influence of ICT performance measurement approach on implementation of legal case management projects in Eldoret law courts in Uasin Gishu County	ICT performance measurement approach	Safe working environment Web reliability Improved engagement of judiciary and litigants Stakeholders satisfaction Help desk and online support	Ratio Ratio Ratio Ratio Ratio	Quantitative	Arithmetic Mean Standard deviation Pearson correlation(r)

Determine the influence of ICT stakeholder management approach on implementation of legal case management projects in Eldoret law courts in Uasin Gishu County	ICT stakeholder management approach	Stakeholder collaboration Stakeholder participation Stakeholder involvement Stakeholder feedback Stakeholder recommendation	Ratio Ratio Ratio Ratio Ratio	Quantitative	Arithmetic Mean Standard deviation Pearson correlation(r)
Implementation of legal case management projects in Eldoret law courts in Uasin Gishu County	Implementation success	Timely implementation Cost effectiveness Quality projects Timely completion Stakeholder satisfaction	Ratio Ratio Ratio Ratio Ratio	Quantitative	Arithmetic Mean Standard deviation Pearson correlation(r)

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION.

4.1 Introduction

Chapter four presents data analysis, interpretation of results and discussions on influence of ICT governance approaches and implementation of LCM projects in Eldoret law courts in Uasin Gishu County. The key thematic areas included the perspectives of the research respondents on implementation of LCM projects, strategic alignment approach and implementation of LCM projects, risk management approach and implementation of LCM projects, performance measurement approach and implementation of LCM projects and stakeholder's management approach and implementation of LCM projects.

4.2 Questionnaire Return Rate

The sample size for the study was 152. The total number of questionnaires that were issued were 152, out of these, all were duly filled correctly and returned for analysis. The results are presented in Table 4.1.

Table 4.1: Questionnaire Return Rate

Sample size	Questionnaires filled	Percent return rate (%)
152	152	100.00%

This constitute 100% return rate due to constant daily briefs and close follow ups by the researcher as asserted by Cooper and Schindler (2008).

4.3 Background Information of the Respondent

The study sought information on demographic profiles of the research respondents. The demographic focused includes: Gender, age, marital status, level of education, position in

judiciary and duration worked in judiciary because of ease of interpretation of results. The results are presented in Table 4.2.

Table 4.2: Distribution of Demographic Characteristics of Respondents

Number of respondents n=152			
Gender		Frequencies	Percentage
	Male	94	61.8
	Female	58	38.2
	Total	152	100.0
Age of the respondents	18-30 years	44	28.9
	31-40 years	63	41.4
	41-50 years	42	27.6
	51-60 years	3	2.0
	61-70 years	0	0.0
	Total	152	100.0
Marital status	Married	104	68.4
	Widowed	0	0.0
	Divorced	0	0.0
	Not married	47	30.9
	Missing	1	0.7
	Total	152	100.0
Highest Educational Qualification	PhD	0	0.0
	Masters	29	19.1
	Bachelor's	65	42.8
	Diploma	44	28.9
	Certificate	12	7.9
	Secondary school	2	1.3
	Primary school	0	0.0
	Total	152	100.0
Position in the Judiciary	Judge	2	1.3
	Magistrate	5	3.3
	Regional ICT	1	0.7
	Regional HR	1	0.7
	Clerk	43	28.3
	Archivist	2	1.3
	Regional Finance	1	0.7
	Secretary	10	6.6
	Registrar	6	3.9
	Support staff	13	8.6
	Executive officer	2	1.3
	Librarian	4	2.6
	LSK Member	62	40.8
	Total	152	100.0
Duration worked in the Judiciary	0-5 years	56	36.8
	6-10 years	48	31.6
	11-15 years	41	27.0
	16-20 years	6	3.9
	Missing	1	0.7
	Total	152	100.0

Table 4.2 clearly indicates that on issues of gender, out of 152 respondents who participated in the study 94(61.8%) were male and 58(38.2%) were female suggesting that majority of those interviewed were male. It is an indication that judiciary department has embraced gender equity and conformed to constitution of 2010.

On the age bracket findings, majority of the respondents who filled in the questionnaire were 63(41.4%) aged between 31-40 years; 44(28.9%) aged between 18-30 years; 42(27.6%) aged between 41-50 years and 3(2.0%) aged above 50 years.

The findings on marital status suggested that out of 152 respondents, majority 104(68.4%) were married, 47(30.9%) were not married and 1(0.7%) was none-response. Findings on highest educational qualification indicated that 65(42.8%) were bachelor's holders, 44(28.9%) were diploma holders, 29(19.1%) were master's holders and 2(1.3%) were secondary school. This indicates that the judiciary department has embraced formal education as figures show relatively high literacy level among the respondents. Therefore this will fast track the implementation of LCM projects in judiciary. The findings on the duration worked in judiciary indicated that 56(36.8%) of the respondents have worked between one and five years, 48(31.6%) of the respondents have worked between 6-10 years, 41(27.0%) of the respondents have worked between 11-15 years, 6(3.9%) of the respondents have worked between 16-20 years and 1(0.7%) were none- response.

Lastly on the demographic characteristics, findings revealed that out of 152 respondents, 43(28.3%) were clerks, 13(8.6%) were support staff, 10(6.6%) were secretary, 6(3.9%) were Registrar, 5(3.3%) were magistrates, 2(1.3%) were judges and archivist while 1(0.7%) comprises of regional ICT, Regional HR and Regional Finance officer respectively.

4.4 Implementation of legal case management project

This was the dependent variable of the study and the study collected data and analysed based on the following indicators: timely implementation, timely completion, project quality, stakeholders' satisfaction and cost effectiveness. This were measured using statements on level of agreement or disagreement using a Likert scale of 1 to 5, where 1=strongly disagreed (SD), 2=Disagree (D), 3=Neutral (N), 4=Agree (A) and 5=strongly agreed (SA). The results are presented in table 4.3.

Table 4.3: Statement on implementation of legal case management projects

Statements	SD	D	N	A	SA	Missing	Mean	SD
IMP1- LCM projects are implemented in time	5(3.3%)	2(1.3%)	15(9.9%)	80(52.6%)	50(32.9%)	0(0.0%)	4.1053	0.8777
IMP2- LCM projects are completed in time	6(3.9%)	9(5.9%)	20(13.2%)	77(50.7%)	40(26.3%)	0(0.0%)	3.8947	0.9911
IMP3- LCM projects are cost effective	2(1.3%)	9(5.9%)	27(17.8%)	72(47.4%)	39(25.7%)	3(2.0%)	3.9195	0.8968
IMP4- LCM projects are of high quality	4(2.6%)	6(3.9%)	35(23.0%)	74(48.7%)	32(21.1%)	1(0.7%)	3.8212	0.9025
IMP5- Stakeholders are satisfied with LCM projects	5(3.3%)	10(6.6%)	50(32.9%)	74(48.7%)	13(8.6%)	0(0.0%)	3.5263	0.8685
Composite Mean and standard deviation							3.8534	

From the findings of item IMP1- LCM projects being implemented on time had a positive influence on implementation of LCM projects. This is showed by the statement having a higher mean of 4.1053 than the composite mean of 3.8534. On the same statement 130(85.5%) agree, 15(9.9%) were neutral and 7(4.6%) disagree to the statement.

From the findings item IMP2 - LCM projects being completed on time had a positive influence on implementation of LCM projects. This is showed by the statement having a higher mean of 3.8947 than the composite mean of 3.8534. On the same statement 110(77%) agree, 20(13.2%) were neutral and 15(9.8%) disagree to the statement.

From the findings item IMP3 - LCM projects are cost effective had a positive influence on implementation of LCM projects. This is showed by the statement having a higher mean of 3.9195 than the composite mean of 3.8534. On the same statement 111(73.1%) agree, 27(17.8%) were neutral and 11(7.2%) disagree to the statement.

From the findings item IMP4 - LCM projects are of high quality had a negative influence on implementation of LCM projects. This is showed by the statement having a lower mean of 3.8212 than the composite mean of 3.8534. On the same statement 106(69.8%) agree, 35(23.0%) were neutral and 10(6.5%) disagree to the statement.

From the findings item IMP5 - stakeholders are satisfied with LCM projects had a negative influence on implementation of LCM projects. This is showed by the statement having a lower mean of 3.5263 than the composite mean of 3.8534. On the same statement 87(57.3%) agree, 50(32.9%) were neutral and 15(9.9%) disagree to the statement.

4.5 Strategic Alignment Approach and Implementation of LCM projects

The first objective was to establish the extent to which the strategic alignment approach influence implementation of LCM projects in Eldoret law courts in Uasin Gishu County. The respondent were asked to give their opinion on the level of agreement or disagreement, using a Likert scale of 1 to 5, where 1= strongly disagreed (SD), 2= Disagree (D), 3= Neutral (N), 4= Agree (A) and 5= strongly agree (SA). The results are presented in table 4.4.

Table 4.4: Statements on strategic alignment approach

Statements	SD	D	N	A	SA	Mean	SD
ITSA1 - LCM projects has clear goals	3(2.0%)	0(0.0%)	8(5.3%)	88(57.9%)	53(34.9%)	4.2368	0.7255
ITSA2 - LCM projects lead to desirable outcome	2(1.3%)	5(3.3%)	16(10.5%)	82(53.9%)	47(30.9%)	4.0987	0.8118
ITSA3 - LCM projects have clear outputs	4(2.6%)	2(1.3%)	24(15.8%)	84(55.3%)	38(25.0%)	3.9868	0.8377
ITSA4 - LCM projects has specified activities	3(2.0%)	3(2.0%)	28(18.4%)	82(53.9%)	36(23.7%)	3.9539	0.8246
ITSA5 - LCM projects have sufficient inputs	4(2.6%)	7(4.6%)	50(32.9%)	72(47.4%)	19(12.5%)	3.6250	0.8598
Composite mean and standard deviation						3.98024	0.81188

From the findings item ITSA1 – LCM projects have a clear goals had a positive influence on implementation of LCM projects. This is showed by the statement having a higher mean of 4.2368 than the composite mean of 3.98024. On the same statement 141(92.8%) agree, 8(5.3%) were neutral 3(2.0%) disagree to the statement.

From the findings item ITSA2 – LCM projects led to desirable outcomes had a positive influence on implementation of LCM projects. This is showed by the statement having a higher mean of 4.0987 than the composite mean of 3.98024. On the same statement 129(84.8%) agree, 16(10.5%) were neutral and 7(4.6%) disagree to the statement.

From the findings item ITSA3 – LCM projects have a clear output had a positive influence on implementation of LCM projects. This is showed by the statement having a higher mean of 3.9868 than the composite mean of 3.98024. On the same statement 122(80.3%) agree, 24(15.8%) were neutral and 6(3.9%) disagree to the statement.

From the findings item ITSA4 – LCM projects have specific activities had a negative influence on implementation of LCM projects. This is showed by the statement having a lower mean of 3.9539 than the composite mean of 3.98024. On the same statement 118(77.6%) agree, 28(18.4%) were neutral and 6(5.0%) disagree to the statement.

From the findings item ITSA5 – LCM projects have sufficient inputs had a negative influence on implementation of LCM projects. This is showed by the statement having a lower mean of 4.2368 than the composite mean of 3.98024. On the same statement 91(59.9%) agree, 50(32.9%) were neutral and 11(7.2%) disagree to the statement.

4.5.2 Inferential Analysis of Strategic Alignment Approach and Implementation of LCM projects

Correlation and regression analyses were conducted to establish the association between strategic alignment approach and implementation of LCM projects.

4.5.2.1 Correlation analysis of Strategic Alignment Approach and Implementation of LCM projects

Pearson products moment correlation coefficient was used to establish the existence or non-existence of significant relationship as well as the degree or strength of association between strategic alignment and implementation of LCM projects, based on the perspectives of the research respondents.

Table 4.5: Correlation Statistics on Strategic Alignment Approach and Implementation of LCM Projects.

		Implementation of LCM Projects	ICT Strategic Alignment Approach
Implementation of LCM projects	Pearson Correlation	1	.808**
	Sig. (2-tailed)		.000
	N	152	152
Strategic Alignment Approach	Pearson Correlation	.808**	1
	Sig. (2-tailed)	.000	
	N	152	152

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

Table 4.5 presents correlations statistics on strategic alignment Approach and Implementation of LCM projects. The analysis shows a strong positive correlation between independent variable strategic alignment model and “the dependent variable implementation of LCM projects with a 0.808. The findings showed that there was statistical significance between strategic alignment approach and implementation of LCM projects.

4.5.2.2. Regression Analysis of Strategic Alignment Approach and Implementation of LCM Projects

To find the amount of variation in implementation of LCM projects, which explains its association with strategic alignment approach, the coefficient of determination (R^2) was computed. The coefficient was also computed to help in understanding or explaining the amount of variation in implementation of LCM projects.

Table 4.6: A model summary table of Strategic Alignment Approach and Implementation of LCM Projects

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808 ^a	.653	.651	2.08052

a. Predictors: (Constant), Straight Alignment Approach

Table 4.6 is the model summary of the association between strategic alignment approach and implementation of LCM projects. The above model summary table indicates that there is a ($R=0.808$) between implementation of LCM projects and strategic alignment approach and those predicted by the regression model. In addition, the coefficient of determination ($R^2=65.3\%$)

suggests that the amount of variance in implementation of LCM projects is explained by strategic alignment approach.

4.6 Risk Management Approach and Implementation of LCM projects

The second research objective was to examine the extent to which the risk management approach influence implementation of LCM projects in Eldoret law courts in Uasin Gishu County. The respondent were asked to give their opinion on the level of agreement or disagreement, using a Likert scale of 1 to 5, where 1=strongly disagreed (SD), 2=Disagree (D), 3=Neutral (N), 4=Agree (A) and 5=strongly agree (SA). The results are presented in table 4.7.

4.6.1 Descriptive Risk management Approach on the Implementation of LCM Projects

The study sought to examine the frequencies, percentages, means and standard deviation on the risk management approach.

Table 4.7 Statement on Risk Management Approach

	SD	D	N	A	SA	Mean	SD
ITRM1	2(1.3%)	5(3.3%)	18(11.8%)	77(50.7%)	50(32.9%)	4.1053	0.8312
ITRM2	2(1.3%)	3(2.0%)	16(10.5%)	73(48.0%)	58(38.2%)	4.1974	0.8059
ITRM3	4(2.6%)	7(4.6%)	27(17.8%)	83(54.6%)	31(20.4%)	3.8553	0.8871
ITRM4	3(2.0%)	4(2.6%)	31(20.4%)	87(57.2%)	27(17.8%)	3.8618	0.8060
ITRM5	2(1.3%)	5(3.3%)	39(25.7%)	93(61.2%)	13(8.6%)	3.7237	0.7205
Composite mean and standard deviation						3.9487	0.81014

From the findings item ITRM1 – project scope and opportunity considered during implementation of LCM projects had a positive influence on implementation of LCM projects. This is showed by the statement having a higher mean of 4.1053 than the composite mean of 3.9487. On the same statement 127(83.6%) agree, 77(50.7%) were neutral and 7(4.6%) disagree to the statement.

From the findings item ITRM2 – project assumption and constraints are taken into consideration on implementation of LCM projects had a positive influence on implementation of LCM projects. This is showed by the statement having a higher mean of 4.1974 than the composite mean of 3.9487. On the same statement 131(86.2%) agree, 73(48.0%) were neutral and 5(3.3%) disagree to the statement.

From the findings item ITRM3 – project alternatives are considered during implementation of LCM projects had a negative influence on implementation of LCM projects. This is showed by the statement having a lower mean of 3.8553 than the composite mean of 3.9487. On the same statement 114(75%) agree, 83(54.6%) were neutral and 11(7.2%) disagree to the statement.

From the findings item ITRM4 – project cost estimate are considered during implementation of LCM projects had a negative influence on implementation of LCM projects. This is showed by the statement having a lower mean of 3.8618 than the composite mean of 3.9487. On the same statement 114(75%) agree, 87(57.2%) were neutral and 7(4.6%) disagree to the statement.

From the findings item ITRM5 – benefits of LCM are identified during implementation of LCM projects had a negative influence on implementation of LCM projects. This is showed by the statement having a lower mean of 3.7237 than the composite mean of 3.9487. On the same statement 106(69.8%) agree, 93(61.2%) were neutral and 7(4.6%) disagree to the statement.

4.6.2 Inferential Analysis of Risk Management Approach on the implementation of LCM projects

Correlation and regression analyses were conducted to establish the association between risk management approach and implementation of LCM projects.

4.6.2.1 Correlation Analysis of Risk Management on the Implementation of LCM Projects

Pearson product moment correlation coefficient was used to establish the existence or non-existence of significant relationship as well as the degree or strength of association between risk management approach and implementation of LCM projects, based on the perspectives of the research respondents.

Table 4.8: Correlation Analysis of Risk Management and Implementation of LCM Projects

		Correlations	
		Implementation of LCM projects	Risk management
IMP_DV	Pearson Correlation	1	.837**
	Sig. (2-tailed)		.000
	N	152	152
ITRM_IV	Pearson Correlation	.837**	1
	Sig. (2-tailed)	.000	
	N	152	152

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

Table 4.8 presents correlation analysis of Risk management and implementation of LCM projects. The analysis from the table shows strong correlation between independent variable Risk Management and dependent variable “implementation of LCM projects” with $r=0.837$. This indicates that variables are statistically significant.

4.6.2.2 Regression Analysis of Risk Management on the implementation of LCM Projects

To find the amount of variation in implementation of LCM projects, which explains its association with risk management approach, the coefficient of determination (R^2) was computed. The coefficient was also computed to help in understanding or explaining the amount of variation in the implementation of LCM projects.

Table 4.9: Model Summary of the Association between Risk Management Approach and Implementation of LCM Projects

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.837 ^a	.701	.698	1.93388

a. Predictors: (Constant), Risk Management Approach

To find the amount of variation in implementation of LCM projects, which explains its association with Risk Management Approach, the coefficient of determination (R^2) was computed. The coefficient was also computed to help in understanding or explaining the amount of variation in the implementation of LCM projects.

Table 4.9 is the model summary of the association between Risk Management Approach and implementation of LCM projects. The above model summary table indicates that there is a positive multiple correlation coefficient ($R=0.837$) between implementation of LCM projects and Risk Management and those predicted by the regression model. In addition, the coefficient of determination ($R^2=70.1\%$) suggests that the amount of variance in implementation of LCM projects is explained by the Risk Management Approach.

4.7 Performance Measurement Approach and implementation of LCM projects

The third research objective was to determine to what extent does the performance measurement approach influence implementation of LCM projects in Eldoret Law courts Uasin Gishu County. Both descriptive and inferential statistics were used to determine the perspectives of the research respondents. Descriptive statistics included frequency, percentage, mean score and Standard deviation. Inferential statistics included correlation and regression tests.

4.7.1 Descriptive Analysis Performance Measurement Approach on the Implementation of LCM Projects

The study sought to determine the frequencies, percentages, means and standard deviation on the Performance Measurement Approach.

Table 4.10: Statements on Performance Measurement Approach

	SD	D	N	A	SA	Missing	Mean	SD
ITPM1	4(2.6%)	6(3.9%)	6(3.9%)	79(52.0%)	57(37.5%)	0(0.0%)	4.1776	0.8848
ITPM2	4(2.6%)	2(1.3%)	18(11.8%)	81(53.3%)	47(30.9%)	0(0.0%)	4.0855	0.8453
ITPM3	2(1.3%)	3(2.0%)	29(19.1%)	76(50.0%)	42(27.6%)	0(0.0%)	4.0066	0.8178
ITPM4	2(1.3%)	5(3.3%)	34(22.4%)	80(52.6%)	30(19.7%)	1(0.7%)	3.8676	0.8138
ITPM5	3(2.0%)	3(2.0%)	34(22.4%)	92(60.5%)	19(12.5%)	1(0.7%)	3.8013	0.7574
Composite mean and standard deviation							3.98772	0.82382

From the findings item ITPM1 – LCM project have safe working environment had a positive influence on implementation of LCM projects. This is showed by the statement having a positive mean of 4.1776 than the composite mean of 3.98772. On the same statement 136(89.5%) agree, 6(3.9%) were neutral and 10(6.5%) disagree to the statement.

From the findings item ITPM2 – LCM project have improved the quality of service had a positive influence on implementation of LCM projects. This is showed by the statement having a positive mean of 4.0855 than the composite mean of 3.98772. On the same statement 128(84.2%) agree, 18(11.8%) were neutral and 6(3.9%) disagree to the statement.

From the findings item ITPM3 – LCM project have improved the engagement between judicial staff and litigants had a positive influence on implementation of LCM projects. This is showed by the statement having a positive mean of 4.0066 than the composite mean of 3.98772. On the same statement 118(77.6%) agree, 29(19.1%) were neutral and 5(3.3%) disagree to the statement.

From the findings item ITPM4 – LCM project can be accessed in various courts had a negative influence of implementation of LCM projects. This is showed by the statement having a negative mean of 3.8676 than the composite mean of 3.98772. On the same statement 110(72.3%) agree, 34(22.4%) were neutral and 7(4.6%) disagree to the statement.

From the findings item ITPM5 – LCM project have led to increase judicial information had a negative influence of implementation of LCM projects. This is showed by the statement having a negative mean of 3.8013 than the composite mean of 3.98772. On the same statement 111(73%) agree, 34(22.4%) were neutral and 6(4%) disagree to the statement.

4.7.2 Inferential analysis of Performance Measurement on the implementation of LCM projects

Correlation and regression analyses were conducted to establish the association between Performance Measurement Approach and implementation of LCM projects.

4.7.2.1 Correlation Analysis of Performance Measurement on the implementation of LCM Projects

Pearson product moment correlation coefficient was used to establish the existence or non-existence of significant relationship as well as the degree or strength of association between Performance Measurement Approach and implementation of LCM Projects, based on the perspectives of the research respondents.

Table 4.11: Correlation analysis of Performance Measurement and implementation of LCM projects

		Correlations	
		Implementation of LCM	Performance Measurement
IMP_DV	Pearson Correlation	1	.800**
	Sig. (2-tailed)		.000
	N	152	152
ITPM_IV	Pearson Correlation	.800**	1
	Sig. (2-tailed)	.000	
	N	152	150

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

Table 4.11 presents correlation analysis of performance measurement and implementation of LCM projects. The analysis shows a strong correlation between variables Performance Measurement and Implementation of LCM projects ($r=0.800$ $P<0.01$). This indicates statistical significance between performance measurement approach and implementation of LCM projects.

4.7.2.2 Regression analysis of Performance Measurement on the implementation of LCM projects

To find the amount of variation in implementation of LCM projects, which explains its association with performance measurement approach, the coefficient of determination (R^2) was computed. The coefficient was also computed to help in understanding or explaining the amount of variation in the implementation of LCM projects.

Table 4.12: Model Summary of the Association between Performance Measurement approach and implementation of LCM Projects

Model Summary		
R Square	Adjusted R Square	Std. Error of the Estimate
.641	.638	2.11833

a. Predictors: (Constant), Performance Measurement Approach

Table 4.12 is the model summary of the association between performance measurement approach and implementation of LCM projects. The above model summary table indicates that there is a positive multiple correlation coefficient ($R=0.641$) between implementation of LCM projects and performance measurement approach and those predicted by the regression model. In addition, the coefficient of determination ($R^2=63.8\%$) suggests that the amount of variance in implementation of LCM projects is explained by Performance Measurement Approach.

4.8 Stakeholders Management Approach and implementation of LCM projects

The fourth research objective was to determine what extent does the stakeholder's management approach influence implementation of LCM projects in Eldoret Law Courts in Uasin Gishu County. Both descriptive and inferential statistics were used to establish the perspectives of the research respondent. Descriptive statistics included frequency, percentage, mean score and standard deviation. Inferential statistics included correlation and regression tests.

4.8.1 Descriptive Analysis of Stakeholders Management Approach on the Implementation of LCM Projects

The study sought to establish the frequencies, percentages, means and standard deviation on stakeholders' management approach.

Table 4.13: Descriptive Statistics on Stakeholders Management Approach

	SD	D	N	A	SA	Missing	Mean	SD
ITSM1-Stakeholders are involved in collaboration of LCM	4(2.6%)	4(2.6%)	6(3.9%)	85(55.9%)	51(33.6%)	2(1.3%)	4.1667	0.8388
ITSM2-Project stakeholders participate in LCM projects	3(2.0%)	5(3.3%)	17(11.2%)	78(51.3%)	48(31.6%)	1(0.7%)	4.0795	0.8604
ITSM3-Project stakeholders gave feedback of LCM projects	3(2.0%)	7(4.6%)	24(15.8%)	84(55.3%)	32(21.1%)	2(1.3%)	3.9000	0.8573
ITSM4-Stakeholders give recommendation on LCM projects	3(2.0%)	6(3.9%)	34(22.4%)	72(47.4%)	35(23.0%)	2(1.3%)	3.8667	0.8874
ITSM5-Stakeholders are consulted on LCM projects	4(2.6%)	9(5.9%)	38(25.0%)	82(53.9%)	17(11.2%)	2(1.3%)	3.6600	0.8579
Composite mean and standard deviation							3.93458	0.86036

From the findings item ITSM1 – stakeholders are involved in collaboration of LCM projects had a positive influence on implementation of LCM projects. This is showed by the statement having a higher mean of 4.1667 than the composite mean of 3.93458. On the same statement 136(89.5%) agree, 6(3.9%) were neutral and 8(5.2%) disagree to the statement.

From the findings item ITSM2 – project stakeholders participate inn LCM projects had a positive influence on implementation of LCM projects. This is showed by the statement having a higher mean of 4.0795 than the composite mean of 3.93458. On the same statement 126(82.9%) agree, 17(11.2%) were neutral and 8(5.3%) disagree to the statement.

From the findings item ITSM3 – project stakeholders give feedback on LCM projects had a negative influence on implementation of LCM projects. This is showed by the statement having a lower mean of 3.9 than the composite mean of 3.93458. On the same statement 116(76.4%) agree, 24(15.8%) were neutral and 10(6.6%) disagree to the statement.

From the findings item ITSM4 – stakeholders give recommendation during implementation of LCM projects had a negative influence on implementation of LCM projects. This is showed by

the statement having a lower mean of 3.8667 than the composite mean of 3.93458. On the same statement 107(70.4%) agree, 34(22.4%) were neutral and 9(5.9%) disagree to the statement.

From the findings item ITSM5 – stakeholders are consulted on LCM projects had a negative influence on implementation of LCM projects. This is showed by the statement having a lower mean of 3.66 than the composite mean of 3.93458. On the same statement 99(65.1%) agree, 38(25.0%) were neutral and 13(8.5%) disagree to the statement.

4.8.2 Inferential Analysis of stakeholders’ management on the implementation of LCM Projects

Correlation and regression analyses were conducted to establish the association between stakeholders’ management approach and implementation of LCM projects.

4.8.2.1 Correlation analysis of Stakeholders Management on the implementation of LCM projects

Pearson product moment correlation coefficient was used to establish the existence or non-existence of significant relationship as well as the degree or strength of association between stakeholders’ management approach and implementation of LCM projects, based on the perspectives of the research respondents.

Table 4.14: Correlation Analysis of Stakeholders Management and Implementation of LCM Projects

		Correlations	
		Implementation of LCM projects	Stakeholders Management
IMP_DV	Pearson Correlation	1	.831**
	Sig. (2-tailed)		.000
	N	152	152
ITSM_IV	Pearson Correlation	.831**	1
	Sig. (2-tailed)	.000	
	N	152	150

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

The analysis from the table shows strong correlation between independent variables: stakeholders' management and Implementation of LCM project variable with $r=0.831$, $p<0.01$. This indicates a strong correlation between Stakeholder Management and the implementation of LCM projects. The findings are consistent with the findings of studies reviewed under the literature review that found significant relationship between stakeholders' management approach and implementation of LCM projects.

4.8.2.2 Regression analysis of Stakeholders Management on the Implementation of LCM projects

To find the amount of variation in implementation of LCM projects, which explains its association with stakeholders management approach, the coefficient of determination (R^2) was computed. The coefficient was also computed to help in understanding or explaining the amount of variation in the implementation of LCM projects.

Table 4.15: Model Summary of the Association between Stakeholders Management Approach and Implementation of LCM Projects

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.831 ^a	.691	.689	1.96976

a. Predictors: (Constant), Stakeholders Management Approach

Table 4.15 is the model summary of the association between stakeholders Management approach and implementation of LCM. The above model summary table indicates that there is a positive multiple correlation coefficient ($R=0.831$) between implementation of LCM projects and stakeholders management approach and those predicted by the regression model. In addition, the coefficient of determination ($R^2=69.1\%$) suggests that the amount of variance in implementation of LCM projects is explained by stakeholders management approach.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECCOMENDATIONS

5.1 Introduction

This chapter presents summary of findings, conclusion and recommendations based on the study findings in chapter four. Also suggestions for further study in specific area related to the variables under study are made.

5.2 Summary of findings

This section summarizes the study findings. The summarized findings are on strategic alignment approach and implementation of LCM project, risk management approach and implementation of LCM projects, performance measurement approach and implementation of LCM project and stakeholder's management approach and implementation of LCM project. The summary of the results are presented thematically.

5.2.1 Strategic Alignment Approach on the implementation of LCM projects

The first objective of the study sought to establish how strategic alignment approach influence implementation of LCM projects in Eldoret law courts in Uasin Gishu County. Indicators for strategic alignment approach were; strategic goals, strategic outcomes, strategic objectives, strategic activities and strategic inputs. The study findings indicates that is a strong positive correlation (0.808) between the strategic alignment approach and implementation of LCM project. In addition, regression analysis findings found out that ($r=0.653$) implies that strategic alignment approach explains 65.3% of the variance in implementation of LCM projects.

5.2.2 Risk Management approach on the implementation of LCM projects

The second objective sought to examine how risk management approach influence implementation of LCM projects in Eldoret law courts in Uasin Gishu County. Indicators for risk management were; scope of the project, identification of constraints, definition of alternatives, development of cost estimates and quantifiable benefits of LCM. The study findings indicates that is a strong positive correlation (0.837) between the risk management approach and implementation of LCM project. In addition, regression analysis findings found out that ($r=0.701$) implies that risk management approach explains 70.1% of the variance in implementation of LCM projects.

5.2.3 Performance measurement approach on implementation of LCM projects

The third objective sought to determine how performance measurement approach influence implementation of LCM projects in Eldoret law courts in Uasin Gishu County. Indicators for performance measurement were; safe working environment, improved engagement of judiciary and litigants, quality services and recommendation. The study findings indicates that is a strong positive correlation (0.800) between the risk management approach and implementation of LCM project. In addition, regression analysis findings found out that ($r=0.641$) implies that performance measurement approach explains 64.1% of the variance in implementation of LCM projects.

5.2.4 Stakeholders Management approach on implementation of LCM projects

The fourth objective sought to determine how stakeholders' management influence implementation of LCM projects in Eldoret law courts in Uasin Gishu County. Indicators for

stakeholders management were; stakeholders collaboration, stakeholders participation, stakeholders involvement, stakeholders feedback and stakeholders recommendation. The study findings indicates that is a strong positive correlation (0.831) between the stakeholder's management approach and implementation of LCM project. In addition, regression analysis findings found out that ($r=0.691$) implies that stakeholders management approach explains 69.1% of the variance in implementation of LCM projects.

5.3 Conclusions

The study made the following conclusions based on the four objectives.

Objective one which sought to establish how strategic alignment approach influence implementation of LCM projects. The study concluded that LCM projects have a clear goals, LCM projects led to desirable outcomes and LCM projects have clear output had positive influence on implementation of LCM projects.

Regarding objective two which sought to examine how risk management approach influence implementation of LCM projects. The study concluded that projects scope and opportunity are considered during implementation of LCM project, project assumption and constraints are taken into consideration on implementation of LCM projects and project alternatives are considered during implementation of LCM projects had positive influence on implementation of LCM projects.

In answering objective three which sought to determine how performance measurement influence implementation of LCM projects. The study concluded that LCM project have safe working environment, LCM project have improve quality of services and LCM project have improved the engagement of judicial employees with litigants had a positive influence on implementation of LCM projects in the judiciary.

Concerning fourth objective which sought to determine how stakeholders' management influence implementation of LCM projects. The study concluded that stakeholders are involved in collaboration of LCM projects, project stakeholders participate in LCM projects had a positive influence on implementation of LCM projects.

5.4 Contributions to the body of Knowledge

The study's contributions to the body of knowledge is summarised in table 5.1.

Table 5.1 Contribution to Body of Knowledge

Objectives of the study	Contribution to Knowledge
1. To establish the extent to which strategic alignment approach influence implementation of legal case management project in Eldoret Law Courts in Uasin Gishu County.	Strategic alignment approach has significant influence on implementation of LCM project. Judiciary should formulate a systematic application of good strategies in place to gap any delay in delivery of justice.
2. To examine the extent to which risk management approach influence implementation of legal case management project in Eldoret Law Courts in Uasin Gishu County.	Risk management approach has significant influence on implementation of LCM project. Judiciary should put measures in place to ensure safety of confidential documents are always kept safe and available when required.
3. To determine to what extent does performance measurement approach influence implementation of legal case management project in Eldoret Law Courts in Uasin Gishu County.	Performance measurement approach has significant influence on implementation of LCM project. Judiciary should set realistic targets with proper support in achieving the goal objectives.
4. To determine to what extent does stakeholder's management approach influence implementation of legal case management project in Eldoret Law Courts in Uasin Gishu County.	Stakeholder management approach has significant influence on implementation of LCM project. Judiciary should have forums with stakeholders in order to get the feedback in order to guide on implementation LCM.

5.5 Recommendations

Based on the findings of the study, the following are the recommendation made.

The study recommend the need for judiciary to boost capacity to negotiate the share of national budget and justify the resources estimates through parliament this will fast track the strategic activities and implementation plan.

The study also recommends that Judiciary should develop strong training curricular and boost the judicial training institute as judiciary's think tank, where thorough infrastructure needs Assessment is carried out and development of overall master plan.

The study further recommends that judiciary undertakes extensive training for all the employees on ICT trends, usage and highlight their respective roles in implementation. The judiciary department should ensure constant communication on ICT governance approach progress and address the challenges to the stakeholders and employees. It should also institute a reward and sanction scheme; that will motivate growth and efficiency for none performing departments.

The study also recommends that tools in the legal case management systems be customized to suit specific needs to enhance the validity, reliability and simplicity of the same as they are the main determinants of the organizational performance.

Finally the study recommends that users are supposed to be open to change. This is because technology is ever changing and better ways of accomplishing tasks are being invented therefore it is paramount for users of ICT to embrace change hence call for change of their perception and attitude which might make them prone to getting comfortable with the status quo hence becoming fearful to change.

5.6 Areas for Further Research

The study recommends further research on ICT governance approach and implementation of LCM project in 47 counties. Since the study was delimited to Eldoret Law courts in Uasin Gishu County.

Based on the findings further research need to be conducted on how to assess the influence of project design and implementation of LCM projects in the judiciary.

The study recommends research on the influence of M&E approaches on implementation of LCM projects in the judiciary.

Finally the study also recommend further research on factors influencing stakeholders decision making on the choice of technology to adopt in the judiciary in managing legal issues more effectively.

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Appendix I: Legal Case Management Projects Implementation Questionnaire

Dear Respondent,

I would like to thank you most sincerely for accepting to participate in this research. This is a consent form which outlines the purpose of the research and provides a brief description of your rights as a research respondent. The purpose of this study is to get your views on the influence of information communication technology governance approaches on the implementation of legal case management projects.

You are strongly requested and encouraged to ask any questions that you may have concerning this research at any time during and after this study. Your participation and views are important for the success of this study. I wish to remind you all the information that you provide and share during this research will be kept confidential and will only be used for making the report of this survey better. Your names and personal information shared during the study will be kept strictly confidential and your names or any personal identifying information will not be included in the report.

Your participation in this study is purely voluntary, and you have the right to withdraw from this study at any point and time, for any reason. In the event that you withdraw from the study, any information you provided during the survey process will not be used and will still be kept confidential.

I would now like to ask you if you agree with the terms and conditions outlined and if you agree to participate in this research?

Yes No

Instructions:

The purpose of this questionnaire is to collect information from you on the information communication technology governance approaches and implementation of legal case management projects in Eldoret Law Courts in Uasin Gishu County. This questionnaire takes about 30 minutes to complete. Remember that this questionnaire is NOT an exam and there is no right or wrong responses. You are only required to be honest as much as possible with the answers you tick. The questionnaire is divided into six sections: A, B, C, D, E and F. Section A requires some personal information (demographic) about you. Section B seeks information on the influence ICT strategic alignment Approach on implementation of legal case management projects; Section C seeks information on the influence of ICT risk management Approach on implementation of legal case management projects; Section D seeks information on the influence of ICT performance measurement Approach on Implementation of legal case management projects; Section E seeks information on the influence of ICT stakeholders management Approach on the Implementation of legal case management projects; and Section F seeks information on the Implementation of legal case management projects.

SECTION A: Demographic Information

I would like to ask you some questions about yourself. Please answer as truthfully as you possibly can. Tick only one appropriate statement (response) in each question.

1. Select your appropriate gender.

Male Female

2. Kindly chose the age bracket you belong to (tick one):

18-30yrs 31-40yrs 41-50yrs 51-60yrs

61-70yrs

3. What is your marital status?

Married Widowed Divorced Not Married

4. What post do you hold in the Judiciary?

Judge Magistrate Regional ICT Regional HR

Accountant Clerk Archivist Regional Finance

Secretary Registrar Support Staff Executive Officer

Librarian LSK Member

5. For how long have you worked in the Judiciary?

0 -5 years 6 - 10 years 11 -15 years 16 -20 years

21 years and above

6. What is your highest level of education?

PhD Master Bachelor Degree Diploma

Certificate Secondary School Certificate Primary School Certificate

Section B: ICT Strategic Alignment (ITSA) and Implementation of LCM Projects

This section contains five items on the influence of ICT strategic alignment (ITSA) on the Implementation of LCM Projects. Kindly rate the following statements using a scale of SA- Strongly Agree; A- Agree; N-Neutral; D-Disagree; SD- Strongly Disagree.

	ICT Strategic Alignment Approach					
Items	Statements on ICT strategic alignment (ITSA)	SA(5)	A(4)	N(3)	D(2)	SD(1)
ITSA-1	The LCM projects have clear goals					
ITSA-2	The LCM projects lead to desirable outcomes					
ITSA-3	The LCM projects have clear outputs					
ITSA-4	The LCM projects have specified activities					
ITSA-5	The LCM projects have sufficient inputs (funds, resources, etc.)					

Section C: ICT risk management and Implementation of LCM Projects

This section contains five items on the influence of ICT risk management (ITRM) on the Implementation of LCM Projects. Kindly rate the following statements using a scale of SA- Strongly Agree; A- Agree; N-Neutral; D-Disagree; SD- Strongly Disagree.

	ICT Risk Management Approach					
Items	Statements on ICT risk management (ITRM)	SA(5)	A(4)	N(3)	D(2)	SD(1)
ITRM-1	Project scope and opportunity are considered during implementation of LCM projects					
ITRM -2	Project assumptions and constraints are taken into consideration during implementation of LCM projects					

ITRM -3	Project alternatives are considered during implementation of LCM projects.					
ITRM -4	Project cost estimates are considered during implementation of LCM projects					
ITRM -5	Both quantifiable and non-quantifiable benefits of LCM are identified during implementation.					

Section D: ICT performance measurement (ITPM) and Implementation of LCM Projects

This section contains five items on the influence of ICT performance measurement (ITPM) on the Implementation of LCM Projects. Kindly rate the following statements using a scale of SA- Strongly Agree; A- Agree; N-Neutral; D-Disagree; SD- Strongly Disagree.

ICT Performance Measurement Approach						
Items	Statements ICT Performance Measurement (ITPM)	SA(5)	A(4)	N(3)	D(2)	SD(1)
ITPM-1	LCM Projects are screened during implementation					
ITPM -2	Project scoping is undertaken during implementation of LCM projects.					
ITPM -3	Assessment tools are developed before implementation of LCM projects					
ITPM -4	Project outcomes are considered during implementation of LCM Projects					
ITPM -5	Recommendations are made during implementation of LCM projects					

Section E: ICT Stakeholder Management Approach (ITSM) and Implementation of LCM Projects

This section contains five items on the influence of ICT Stakeholder Management (ITSM) on the Implementation of LCM Projects. Kindly rate the following statements using a scale of SA- Strongly Agree; A- Agree; N-Neutral; D-Disagree; SD- Strongly Disagree.

ICT Stakeholder Management Approach						
Items	Statements On ICT Stakeholder Management (ITSM)	SA(5)	A(4)	N(3)	D(2)	SD(1)
ITSM-1	Stakeholders are involved in collaboration of LCM Projects					
ITSM-2	Project stakeholders participate in LCM Projects					
ITSM-3	Project stakeholders give feedback of LCM projects					
ITSM-4	Stakeholder give recommendation on LCM projects					
ITSM-5	Stakeholders are consulted on LCM Projects					

Section F: Implementation of LCM Projects

This section contains five items on the Implementation (IMP) of LCM Projects. Kindly rate the following statements using a scale of SA- Strongly Agree; A- Agree; N-Neutral; D-Disagree; SD- Strongly Disagree.

Implementation of LCM Projects						
Items	Statements on Implementation (IMP) of LCM Projects	SA(5)	A(4)	N(3)	D(2)	SD(1)
IMP-1	LCM Projects are implemented in time					
IMP-2	LCM Projects are completed in time					
IMP-3	LCM Projects are cost effective					
IMP-4	LCM Projects are of high quality					
IMP-5	Stakeholders are satisfied with the LCM Projects					

Thank You for Your Time and Participation!

Appendix II: LCM Projects Implementation Interview Guide

1. What is your view on ICT strategic Alignment Approach used to assess the Implementation of LCM projects in Eldoret Law Courts Uasin Gishu County?

Probe for: Goals, Outcomes, objectives, outputs, and activities.

2. What is your view on ICT Risk Management Approach used to assess the Implementation of LCM projects in Eldoret Law Courts Uasin Gishu County?

Probe for: Project scope, project assumptions and constraints, project alternatives, cost estimates, quantifiable and non-quantifiable benefits.

3. What is your view on ICT Performance Measurement Approach used to assess the Implementation of LCM projects in Eldoret Law Courts Uasin Gishu County?

Probe for: Safe working environment, internet reliability, improved engagement of judiciary staff and litigants, stakeholder satisfaction, increased litigants accessibility.

4. What is your view on ICT Stakeholders Management Approach used to assess the Implementation of LCM projects in Eldoret Law Courts Uasin Gishu County?

Probe for: Stakeholder involvement in implementation, stakeholder feedback during implementation.

5. How do the LCM projects implemented in Eldoret Law Courts Uasin Gishu County perform?

Probe for: Timely implementation, quality, cost effectiveness, stakeholder satisfaction

Appendix III: University of Nairobi Introduction Letter



**UNIVERSITY OF NAIROBI
OPEN, DISTANCE AND e-LEARNING CAMPUS
SCHOOL OF OPEN & DISTANCE LEARNING
KISUMU CAMPUS**

The Secretary
National Council for Science and Technology
P.O Box 30623-00100
NAIROBI, KENYA

16th October, 2018

Dear Sir/Madam,

RE: JOHN KIPKOECH ROTICH - REG NO: L50/85028/2016

This is to inform you that **John Kipkoech Rotich** named above is a student in the University of Nairobi, Open, Distance and e-learning centre, School of Open and Distance learning, Kisumu Campus.

The purpose of this letter is to inform you that **John** has successfully completed his **Masters** course work and Examinations in the programme, has developed Research Proposal and submitted before the School Board of Examiners which he successfully defended and made corrections as required by the School Board of Examiners.

The research title approved by the School Board of Examiners is: *“Information Communication Technology Governance Approaches and Implementation of Legal Case Management Project in Eldoret Law Courts in Kenya”*. The Project is part of the pre-requisite of the course and therefore we would appreciate if the student is issued with a research permit to enable him collect data and write a report. Research project reflect integration of practice and demonstrate writing skills and publishing ability. It also demonstrates the learners’ readiness to advance knowledge and practice in the world of business.

We hope to receive positive response so that the student can move to the field to collect data as soon as he gets the permit.

Yours Faithfully

Dr. NICHOLAS KUT
Ag. COORDINATOR OPEN
KISUMU CAMPUS



cc. file copy

Appendix IV: Research Authorization Letter



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 3310571, 2219420
Fax: +254-20-318245, 318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/18/39336/26293**

Date: **28th November, 2018**

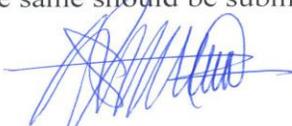
John Kipkoech Rotich
University of Nairobi
P.O Box 30197-00100
NAIROBI

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Information Communication Technology governance approaches and implementation of legal case management project in Eldoret Law Courts in Kenya”* I am pleased to inform you that you have been authorized to undertake research in **Uasin Gishu County** for the period ending **26th November, 2019**.

You are advised to report to **the County Commissioner and the County Director of Education, Uasin Gishu County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


DR. STEPHEN K. KIBIRU, PhD.
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Uasin Gishu County.

The County Director of Education
Uasin Gishu County.

National Commission for Science, Technology and Innovation is ISO9001:2008 Certified

Appendix V: Research Permit

THIS IS TO CERTIFY THAT:
MR. JOHN KIPKOECH ROTICH
of UNIVERSITY OF NAIROBI, 3202-40100
Kisumu, has been permitted to conduct
research in Uasin-Gishu County
on the topic: INFORMATION
COMMUNICATION TECHNOLOGY
GOVERNANCE APPROACHES AND
IMPLEMENTATION OF LEGAL CASE
MANAGEMENT PROJECT IN ELDORET
LAW COURTS IN KENYA

for the period ending:
26th November, 2019



Applicant's
Signature

Permit No : NACOSTI/P/18/39336/26293
Date Of Issue : 28th November, 2018
Fee Received :Ksh 1000



Director General
National Commission for Science,
Technology & Innovation

THE SCIENCE, TECHNOLOGY AND **INNOVATION ACT, 2013**

The Grant of Research Licenses is guided by the Science,
Technology and Innovation (Research Licensing) Regulations, 2014.

CONDITIONS

- 1. The License is valid for the proposed research, location and specified period.**
- 2. The License and any rights thereunder are non-transferable.**
- 3. The Licensee shall inform the County Governor before commencement of the research.**
- 4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies.**
- 5. The License does not give authority to transfer research materials.**
- 6. NACOSTI may monitor and evaluate the licensed research project.**
- 7. The Licensee shall submit one hard copy and upload a soft copy of their final report within one year of completion of the research.**
- 8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice.**

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CONDITIONS: see back page

Appendix VII: Krejcie & Morgan Table

<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				

Appendix VIII: Turnitin Anti Plagiarism Report

Information Communication Technology Governance Approaches and Implementation of Legal Case Management Project in Eldoret Law Courts in Kenya

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