



JUDICIAL SERVICE
OF GHANA



MPATAPO

LEADiNg Justice

STRATEGIC FRAMEWORK OF VISION
OF THE CHIEF JUSTICE OF
THE REPUBLIC OF GHANA

Her Ladyship Chief Justice Gertrude Sackey Torkornoo

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Her Ladyship Chief Justice Gertrude Sackey Torkornoo

PREFACE

This document presents the strategic framework of vision for the Judiciary and Judicial Service of Ghana during the tenure of Her Ladyship Chief Justice Gertrude Sackey Torkornoo as Chief Justice of Republic of Ghana. The purpose is to articulate a clear vision statement, mission statement, and set of goals that will guide the operations and aspirations of Judicial Service of Ghana and Judiciary under my leadership. It sets out my commitment to lead the institution into excellence in justice delivery through LAW, ETHICS, ASSETS, DIGITALIZATION and DUE PROCESS (LEAD) that are administered competently and conscientiously.

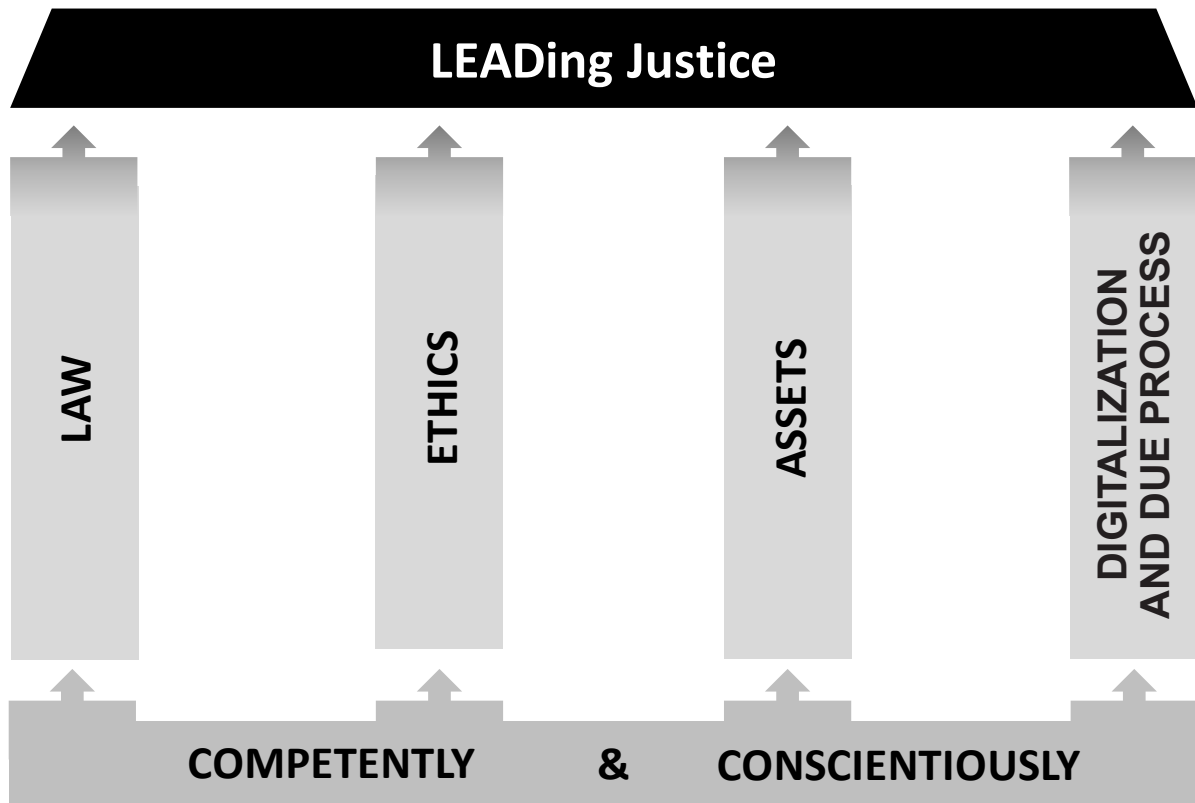
This strategic framework is stated to guide decision-making, inform operational planning and delivery, and help measure progress individually and collectively as an institution. It is a commitment to engage the Judiciary, Judicial Service of Ghana and all stakeholders in pursuit of the vision, mission and goals in order to continually advance justice delivery through adherence to Law, application of Ethics, mobilisation of Assets and compliance with Due Process.

It does not set aside the JSG's institutional Strategic Plan. It is meant to dovetail into the JSG's institutional Strategic Plan and guide its further evolution.



The Chief Justice of The Republic of Ghana, Her Ladyship Chief Justice Gertrude Araba Esaaba Torkornoo and the President of The Republic of Ghana His Excellency, Nana Addo Dankwa Akufo-Addo at her investiture on the 12th June 2023.

JUDICIAL SERVICE OF GHANA



VISION STATEMENT



To lead a judicial arm of government in which ALL role players in the justice delivery chain are working within law, ethics and due process and needed assets are continually mobilised to deliver justice efficiently, and with high use of technology.

Currently, the core staff of the Judicial Service of Ghana exceeds 7000 people. The Judiciary number 395 as at July 31st 2023. In the Justice delivery chain, several other external role players are required to assist Judges and Judicial Service of Ghana staff in roles such as service of documents, administrative services and expert services. Aside from Judges and Magistrates, the number of staff and external role players with legal or paralegal training is negligible.

This greatly hampers the application of the core legal ethics of competence, diligence and due process in judicial administration. The Vision is to increase the knowledge of law, legal and judicial ethics and accepted practices of the courts in all role players who assist with justice delivery. This is to ensure that court work is done “efficiently” and “effectively” and decisions are rendered and executed to achieve “substantial justice” and “finality”.
(Order 1 Rule 1(2) of the High Court (Civil Procedure) Rules 2004, CI 47)





MISSION STATEMENT



To harness all technological assets and other resources to ensure that justice is delivered with competence, conscientiousness and efficiency such that disputes are resolved within identified timelines and with substantial justice and finality.



The focus of the mission will be the harnessing of technology, capacity building, written directions, guidelines and manuals on procedures for all role players in justice delivery and to ensure that every one's work passes the test of legality, judicial ethics, due process, efficiency and effectiveness. Special attention will be paid to generating income through training services, creative expressions and publications for the mobilisation of the assets used in justice delivery.

Objectives & GOALS (1)

Law



To improve the ways in which all staff understand the architecture of law and how the justice delivery process requires each role player to comply with tenets of legality in the implementation of their work.

Traditionally, no form of training in law is given to non-judicial officers. This objective will tackle that gap so that all Judicial Service of Ghana staff and external service providers who work in justice delivery receive understanding of basic principles of law for competence and increased conscientiousness in their roles.

To make judgements and legal resources easily available with the use of technology for all users of court services and all citizens.

Objectives & GOALS (2)

Ethics

To ensure all role players understand the import of judicial ethics namely;

- Propriety
- Independence
- Integrity
- Competence and Diligence
- Impartiality
- Equality
- Avoidance of Conflict
- Compliance

Conscientiousness requires an appreciation of the Ethical values that justice is to be delivered with as articulated in international protocols, constitutional edicts, statutory directives, and Judicial Service of Ghana's various Codes of Conduct. Specific reference is made to the Bangalore Principles of Judicial Conduct 2003 and the Latimer House Principle on the Three Branches of Government and the Judicial Service Codes of Conduct.

Objectives & GOALS (3)

To be recognized as; an efficient, effective, dynamic Public Service Center of Excellence in knowledge, records keeping, ambiance and use of technology.

To develop;

Intellectual Assets

- i. Training and Capacity building
- ii. Research and Innovation
- iii. Monitoring and Evaluation
- iv. Publications
- v. High use of technology
- vi. Culture Change towards Digital Economy, Ethical conduct and Excellence in Public Service

To attract:

Talent and skill for heightened organizational effectiveness

Physical Assets

- i. Buildings and Furnishing
- ii. Equipment and Devices
- iii. Locations of Interest
- iv. Centers of Excellence

Assets

Technology Reputation: People Initiatives

Financial Assets

- i. Prudent management of allocated funds for justice delivery.
- ii. Innovative interventions for internally generated funds such as Publications, Creative Expressions, and Centers of Excellence.

Social and Emotional Assets

- i. Calendars and recreation for all Judges and staff.
- ii. Locations for recreation for all Judges and staff.
- iii. Responsiveness to financial, emotional, psychological and social needs of Judges and staff.

Resources are needed to actualize every vision.

The mobilization of resources for asset creation will be done actively as a separate objective - in order to realize the other three objectives.



Objectives & GOALS (4)

Digitalization and Due Process

Digitalization

To leverage technology and make digitalization a pillar that underpins the entire value chain of justice delivery, record management, administration of the Judicial Service. Through this, the Judicial Service of Ghana's work of justice delivery will be anchored in Efficiency, Speed and Integrity.

It is not possible to regulate each step of every role in the justice delivery arena by law. Because of the multiplicity of roles and myriad of steps, the goal is to provide as much written direction to infuse understanding and acceptance of what constitutes “due process” and “best practices”, into each role player’s work.

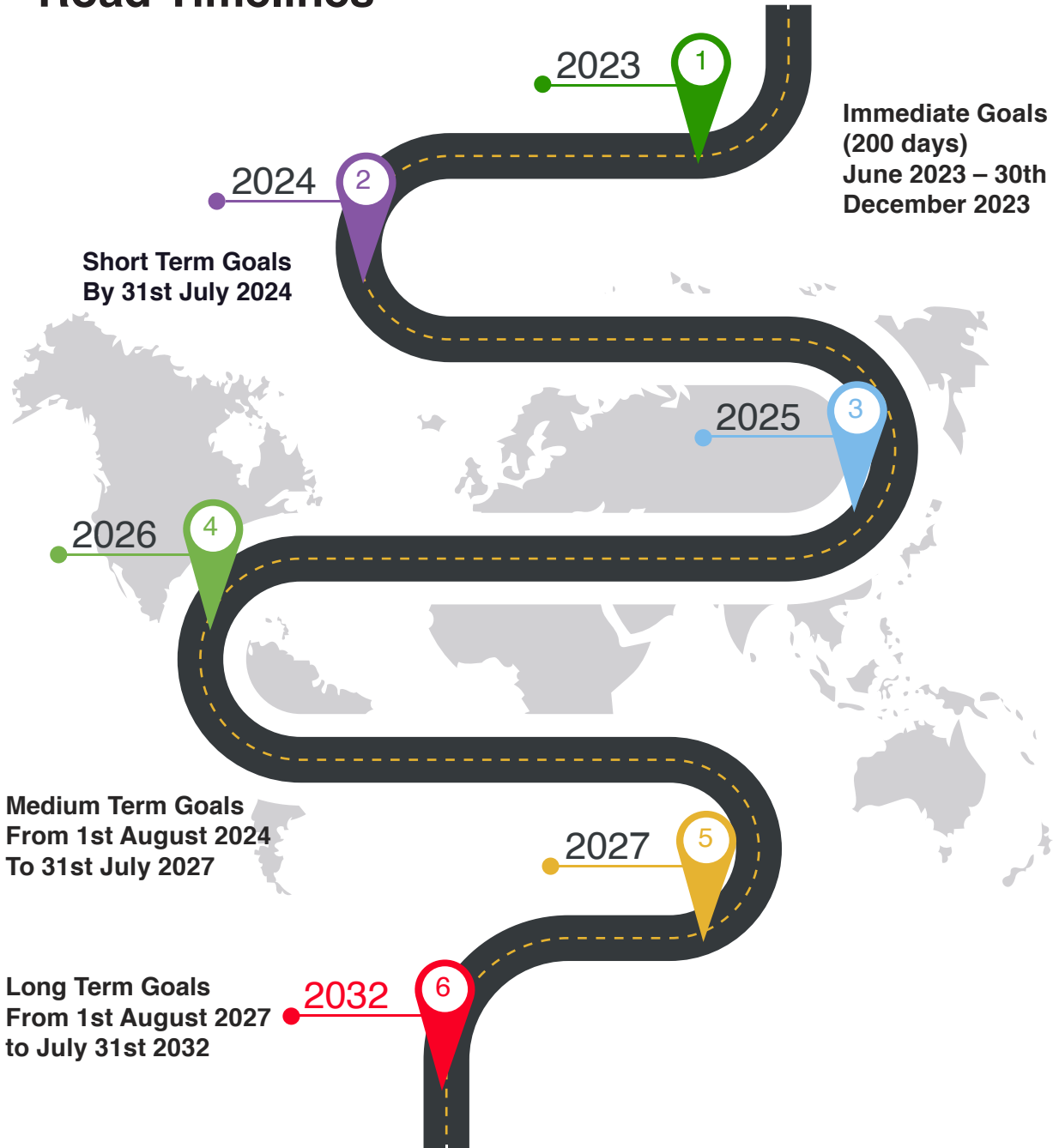
Due Process

To guide all staff and external role players to follow the required and established processes for executing their work to apply the law for discharging their duties and to do so ethically and professionally.

It is expected that consistent communication of all aspects of court work will increase commitment to due process and demand for due process from all role players and stakeholders in justice delivery.



Road Timelines



Immediate Goals (200 days)

June 2023 – 30th December 2023

No	Goals	Details
1	Law	<ul style="list-style-type: none"> i. Produce a document that captures the timelines set by law for every process in the justice delivery chain. ii. Produce Practice and Administrative Directions to increase legality in the work of Registrars, Court Staff, Stakeholders.
2	Ethics	<ul style="list-style-type: none"> i. Communicate extensively on Legal and Judicial Ethics with all Stakeholders. ii. Start the creation of programs for consistent education on Legal and Judicial Ethics for all Stakeholders.
3	Assets	<ul style="list-style-type: none"> i. Capture data on Judges case load for every level of court and courthouse. ii. Identify all impacted stakeholders, communicate LEADing Justice to them to ensure that each person understands roles and responsibility and get their support for this vision. iii. Start preparation of year round training curricula for core duties of all levels of staffs. iv. Set timeliness for efficient delivery of motions, trials, executions, post judgment appeals, proceedings. v. Lead commencement of two new phases of E-justice delivery. vi. Make E-judgements available to all Judges. vii. Introduce digital assess to legal materials.
4	Digitalization	Start preparation of clear Technology Strategy as a pillar that informs automation of courts, digitalization of records, staff management, resource management, digitalization of justice delivery, and driver of every aspect of work and income generation.
5	Due Process	Start provision of Guidelines, Manuals and Standard Operating Principles for <ul style="list-style-type: none"> i. All levels of Courts ii. All specialized of courts iii. Divisions of courts iv. Court Connected ADR v. External Service Providers

Short Term Goals By 31st July 2024

No	Related Objective	Details
1	Law	Roll out complete set of Paralegal training for all non-legal staff that will make JTI a center of learning excellence for paralegals.
2	Law	Develop and facilitate curriculum for continuous judicial education that meet judicial needs at all levels of courts and which will make JTI center of learning excellence for Judges.
3	Law	Produce Practice and Administrative Directions and Guides for the use of all Courts and Tribunals.
4	Law	Start making available various forms of digitalized libraries for Judges and staff.
5	Ethics	Community Sensitization Forums to engage The Public on the ethical content in justice delivery.
6	Ethics	Communicate Court Fees and Judicial Ethics to citizenry.
7	Ethics	Establish Judicial TV channels for communication on judicial work.
8	Assets	Establish programs for generating income stream from publications, websites, judicial legacies.
9	Assets	Create websites for the following; <ul style="list-style-type: none"> i. Land judgements ii. Human rights and judgements iii. Court of Appeal cases and judgements iv. Supreme Court cases and judgements
10	Assets	Start Justice Clubs for deepening understanding of the nature of law.
11	Assets	Start development of work-life balance strategies for all levels of staff and Judiciary.

Short Term Goals By 31st July 2024

No	Related Objective	Details
12	Assets	Streamline specialised divisions of courts at circuit court levels to unclog courts and reduce backlog at all levels of courts.
13	Assets	<ul style="list-style-type: none"> i. Create and manage a website for the auctioning of assets instead of the current newspaper advertisement. ii. Generate income from websites through advertisement. iii. Establish the identity of the Judiciary as LEADing Justice. iv. Start judicial legacy projects that generate income.
14	Assets	Complete plan on program for digitization and archiving of all records of courts.
15	Digitalization	Complete Technology Strategy and share with all stakeholders
16	Due Process	Start production of manuals for engaging every kind of process within the jurisdictions of the Court eg. Manuals for starting actions, trials, judgments appeals.
17	Due Process	Start production of Guides for external stakeholders and/or Court users for all levels of the Courts.
18	Due Process	Start production of Standard Operating Procedures for all staff at all levels and in all specialist areas.

Medium Term Goals

From 1st August 2024 To 31st July 2027

No	Related Value	Details
1	Law	<ul style="list-style-type: none"> i. Attain objective of courts completing at least 60% of pending cases within the timelines expected by the Court Rules of Procedure. ii. Every judgment of the courts made available online within one hour of delivery. iii. Various digitalized libraries available to all Judges and staff.
2	Ethics	More than 60% of citizens express confidence in the Judiciary and accept Judicial Service as a place of Integrity and Equal treatment where Judges and staff work competently and conscientiously.
3	Assets	Judicial Training Institute accepted as a Centre of Excellence serving at least 10 countries and 70% of Ghana's paralegal learning needs.
4	Assets	Create an income stream for the Judiciary through creative expressions, and judicial legacy centers nationwide.
5	Assets	60% of judgements executed within 90 days of delivery of judgements.
6	Assets	Complete program for digitization and archiving of all records of courts.
7	Assets	60% of core court work automated through E-justice processes.
8	Digitalization	Every judicial activity and administrative process conducted or designed to be conducted with use of technology in order to enhance efficiency and integrity.
9	Due Process	Every administrative process and judicial activity is made smooth with Practice Directions, Manuals and Standard Operating Principles that are available to and understood by all stakeholders.

Long Term Goals

From 1st August 2027 to July 31st 2032

No	Related Objective	Details
1	Law	<ul style="list-style-type: none"> i. 90% of Judicial Service of Ghana staff and external service delivery agents have paralegal training. ii. 90% of cases completed within timelines set by law and Rules of Procedure.
2	Ethics	80% of Population surveyed believe the Judiciary and Judicial Service of Ghana work with utmost independence, competence and integrity.
3	Assets	<ul style="list-style-type: none"> i. Digitise and archive all records of all courts. ii. 90% of cases heard and concluded virtually. iii. 90% of judgments executed within 30 days of delivery. iv. JSG known as a Center of Excellence
4	Digitalization	<ul style="list-style-type: none"> i. Digital Innovation guiding and delivering 90% of internally generated funds ii. 90% of court business conducted with use of technology iii. All records of courts digitized and accessible from digital archives.
5	Due Process	Obtain Standard Operating Procedures for all staff at all levels and in all areas of the courts' work.



STAKEHOLDERS

To achieve this framework of vision, the Chief Justice's Secretariat will actively engage and work with all stakeholders, many of whom are listed here, to ensure that collectively, the Judicial Service of Ghana continues to deliver on its mandate of administering JUSTICE in accordance with Law, Ethics, and Due Process, and with the use and development of Assets.

Internal Stakeholders	External Stakeholders
Judges	<ul style="list-style-type: none"> • Government of Ghana • Parliament • Attorney General and Minister of Justice • Agencies, Boards, Commissions under Ministry of Justice and Office of President • Parliamentary Committee on Judiciary • Police and other Investigatory and Prosecuting Authorities.
Judicial Secretary and Deputies	<ul style="list-style-type: none"> • CHRAJ • Prison Service • Private Process Servers • Auctioneers • Surveyors • Valuers • Expert Witnesses
Magistrates	<ul style="list-style-type: none"> • Ghana Bar Association • Ghana School of Law • Faculties of Law
Directors and Deputies	<ul style="list-style-type: none"> • Houses of Chiefs • Adjudicatory Tribunals
Regional Administrative Officers	Local Government Authorities

Administrative Staff (Departments and Units)	<ul style="list-style-type: none"> • Media
Judicial Council General Legal Council Board of Legal Education	Citizens
<ul style="list-style-type: none"> • Registrars • Court Clerks • Docket Clerks • Recorders • Interpreters • Bailiffs • Security Personnel 	Donor Agencies e.g <ul style="list-style-type: none"> • European Union • DFID Ghana • USAID • Danida • UNICEF • GIZ • Embassies and Consulates • NGOs CSOs
Faculties Managers Artisans Caterers Gardeners	<ul style="list-style-type: none"> • Financial Institutions • DVLA • Stock Exchange • Registrar of Companies

Conclusion



This framework of vision would not have been possible without the untiring support of the staff of the Chief Justice's Secretariat, Ms Harriet Adabla, Managing Consultant at HAK Business Solutions Limited, and the helpful contributions of visionary leaders whose hearts for Ghana caused them to reach out to request that I produce such a framework for all stakeholders to assist the Judiciary during the period of my tenure as Chief Justice of the Republic.



It is my aim to communicate regularly with stakeholders on the progress of the goals and objectives set out in the framework of vision and to welcome feedback and evaluation from stakeholders.

These updates will be published on the Judicial Service website and related social media platforms.

Our Contacts

All questions and enquiries can be directed to the following contact details;

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📘 judicialserviceofghana

🐦 Office of CJghana

Appendix



Symbol Coat of Arms
of the Republic of Ghana



Symbol of Judicial Service
of Ghana



Adinkra Symbol -
"Mpatapo" represents the
bond or knot that binds
parties in a dispute to
a peaceful, harmonious
reconciliation. It is a symbol
of peacemaking after strife.



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