

## Chapter 8

# Assessing the Institutional Readiness for Open Government at the Kenyan Judiciary Using IRMT E-Readiness Tool and Open Government Implementation Model

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### **ABSTRACT**

*Maturity models have existed as a concept for at least two decades. This chapter demonstrates the use of two models to assess the institutional readiness for open government at the Kenyan judiciary. Kenya has gone through a series of constitutional reforms, the latest being the promulgation of a new constitution in 2010 whose key pillar is continuous engagement with citizens, which led to a launch of the Kenya Open Data Initiative in 2011. In response to this initiative, the judiciary launched its transformation framework in 2012 with an aim of inculcating a culture of openness. Against this background, a study was undertaken on records-management readiness for open government in the Kenyan judiciary. This chapter reports some of its findings, specifically the status of open-government readiness at the judiciary, assessed using the IRMT E-Readiness Tool and the open government implementation model (OGIM). The chapter describes the methodology used, discusses the findings, and states a conclusion as well as recommendations.*

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## INTRODUCTION

Maturity models have existed as a concept for at least two decades. Their roots lie in the field of quality management, to which Crosby’s Quality Management Maturity Grid attests as one of the earliest forms of maturity model (Fraser, Moultrie, & Gregory, 2002). Typically, a maturity model consists of a sequence of maturity levels for a class of objects such as organizations or processes (Becker, Knackstedt, & Pöppelbuß, 2009). Becker et al. (2009) opine that a maturity model represents an anticipated, desired, or typical evolutionary path these objects follow in discrete stages, where the bottom stage depicts an initial state and the highest stage represents total maturity. As such, maturity models assess situations to guide improvement initiatives and to control progress (Röglinger, Pöppelbuß, & Becker; 2012).

Maturity models arise on the premise that organizations do not move from zero capability to optimum capability instantaneously, but rather progress along a journey of maturity (Murray & Ward, 2007, p.5). Maseh and Katuu (2017) point out that the number of levels for each model may vary from three to seven, as illustrated in Table 1.

The maturity model concept became most prominent through computer-software engineering in the 1980s and 1990s (Liu, 2002) and has since spread to several disciplines including business analytics (Cosic, Shanks, & Maynard, 2012), enterprise content management (Katu, 2016a; Pelz-Sharpe & Durga, 2010), financial management (McRoberts & Sloan, 1998), the health sector (Katu, 2016b; Katuu, 2017; Vital Wave Consulting, 2009) and project management (Kerzner, 2011). This chapter demonstrates how use of two maturity models (IRMT E-readiness Tool and Open Government Implementation Model) supported an assessment of the Kenyan judiciary’s readiness for open-government implementation.

*Table 1. Showing number of levels in different maturity models*

<b>Maturity Model</b>	<b>Number of Levels</b>
Capability Immaturity Model (Finkelstein, 1992)	3 levels
Capability Maturity Model (Kana and Karni, 2004) Gartner Security Process Maturity Model (van Mien, 2001)	4 levels
Enterprise Content Management Maturity Model (Katu, 2018; Real Story Group and DAM Foundation, 2014) Records Management Capacity Assessment System (Griffin, 2004; Katuu, 2016a)	5 levels
General Practice Information Maturity Model (Gillies, 2000) General Practitioner Information System measurement model (Saleh and Alshawi, 2005)	6 levels
Gartner’s Infrastructure Maturity Model (Bittman, 2004)	7 levels

Source: (Maseh & Katuu, 2017, p. 80)

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