



THE JUDICIARY OF ZANZIBAR STRATEGIC PLAN 2024/25 – 2028/29

JUDICIARY OF ZANZIBAR



4TH Medium Term

Judiciary Strategic Plan:

2024/25 – 2028/29

FOREWORD

The entry into office of the 8th phase Revolutionary Government of Zanzibar in 2020 gave stimulus to implementation of 3 fundamental strategies that were incorporated at various levels in the county's national objectives. They include a) the National Development Vision 2050, which outlines objectives of guiding Zanzibar to achieve Upper Middle Income Status by year 2050, through prioritizing human and economic development in an inclusive approach; b) The Zanzibar Legal Sector Reform Programme Strategy II (2021/22 – 2025/26) that propagates reinforcing reform initiatives in legal sector by strategic strengthening in key components, and enhancing efficiency in legal services in Zanzibar, and, c) specifically for Judiciary, A Zanzibar Judiciary Reforms Initiative (2021/22) that geared up strengthening Judiciary to cope with persistent challenges facing judiciary in Zanzibar. While the Zanzibar Judiciary Strategic Plan III (2019/20 – 2023/24), is drawing to a close the guidelines in these fundamental strategies have been taken on board by Zanzibar Judiciary in developing this Medium Term Judiciary Strategic Plan 2024/25 – 2028/29).

Retrospectively, The Constitution of Zanzibar 1984 mandates on Judiciary the responsibility to ensure that justice is accessible to all who in one way or another face the need for justice services.

At this juncture, Zanzibar Judiciary is at the threshold of embarking on implementation of a reviewed 5- year Judiciary Strategic Plan (2024/2025- 2028/29), which is soon expected to go into operation.

Of essence, efficiency in Judiciary service delivery stands at the forefront of the institution's obligations and it must be assessed by observance in performance in areas of accessibility, affordability, expediency and transparency. In the development of this Strategic Plan, in-depth assessments have been conducted and have revealed inadequacies in terms of court infrastructures, access to justice, case disposal, services to court users, witness and victim handling and use in ICT and its attendant systems, to mention but a few.

This Strategic Plan (2024/2025- 2028/29) aims at enabling Zanzibar Judiciary to plan, design and implement short and medium term strategies, in order to deliver most relevant citizen-centric Judiciary services to the public in an efficient manner. It shall serve as a guiding roadmap that

ensures enhancing efficiency in judiciary through establishment of a more conducive work environment, moving on to expedite case management procedures in courts, enhances access to justice by those most in need and the disadvantaged. The Strategic Plan initiatives shall go hand in hand with programs for enhanced public awareness in court services, restructuring in Judiciary administrative management processes and initiatives for uplifting judiciary prominence in justice - related governance issues in the national governance framework in Zanzibar.

The Strategic Plan shall also serve as a tool for resource mobilization and resource distribution, and it has been developed in the context of experiences, learning best practices from implementation of plans in several countries facing similar challenges, including Kenya, Uganda, Tanzania Mainland and South Africa, and it sets in motion innovations that Zanzibar wants to make use of in the quest for enhancing judiciary services delivery.

The development of this Strategic Plan involved consultations with both internal and external stakeholders, whose contributions have been invaluable and have helped to generate fresh ideas into the framework for future Judiciary operations.

Continuous reviews on procedures at Judiciary including performance monitoring and performance management shall be undertaken; capacity building for staff shall be at center of performance enhancement initiatives, while key stakeholders shall be encouraged to embrace technology (especially magistrates) to make services more efficient.

Needless to say, implementation of Judiciary of Zanzibar Strategic Plan (2024/25 – 2028/29) shall meet new challenges, which have to be premeditated, and this feature has been taken into account in the Judiciary Strategic Plan. Therefore initiatives such as strategic partnerships which have a major role to play, shall be pursued by Judiciary, to determine areas for potential collaboration with the intention of harnessing resources and productive projects in justice services.

The Judiciary leadership pledges to continue exploring more effective ways to overcome challenges and invites every stakeholder - institution or agency - both public and private to work with Judiciary to build a more reliable, respectable and stronger Judiciary for justice services in Zanzibar.

Hon. Khamis Ramadhan Abdalla

Chief Justice of Zanzibar

ACKNOWLEDGEMENTS

This Strategic Plan is the product of a comprehensive participatory and consultative process involving a wide range of stakeholders, court users and key actors involved in administering justice in Zanzibar. It is the joint efforts of such agents that culminated in production of this instrument. In this respect I would like to thank every person, agency, firm and office who was involved in providing inputs, and assisted in developing ideas, building perspectives and refining concepts for the Zanzibar Judiciary Strategic Plan IV(2024/25 – 2028/29).

I however wish to extend particular appreciation to the following: The Heads of institutions and members of staff in legal sector, namely Institute of Education for Offenders, Police Department, Government Chemist, Attorney General’s Chambers, Director of Public Prosecutions, Zanzibar Anti-Corruption Authority, Zanzibar Law Society and Drugs Control Authority, who set aside time for discussions and dialogue, and who offered valuable inputs into the Judiciary SP.

In Judiciary my thanks go to Chief Justice and Chief Kadhi, staff at High Court (Tunguu and Chake Chake) Regional Magistrate Courts, District Magistrate Courts, Primary Courts all over Zanzibar (including non-judiciary staff) for their contribution in new ideas for the Judiciary SP (2024/25 – 2028/29). In a special way I acknowledge inputs by Kadhi Court Registrar, High Court Registrar’s Office, Judges and Administrators at various levels. Each office has helped to shape the trajectory for the Judiciary SP (2024/25 – 2028/29), offering candid views and sharing experiences that have broadened understanding on challenges facing Zanzibar Judiciary, and the reasons for such challenges, and proposing rational ways to overcome them.

I wish acknowledge the appreciable technical assistance provided by Messrs. Geoffrey George Lufumbi and Ally Haji Ramadhani whose guidance has helped to attain the desired quality the Strategic Plan deserves. To all I say thank you very much and I hope continued cooperation shall

be our tradition in future assignments such as shown in developing Zanzibar Judiciary Strategic Plan.

Kai B Mbaruk (Mr.)

Chief Court Administrator

EXECUTIVE SUMMARY

Introduction

Historically, reforms to Judiciary of Zanzibar over the years have been based on initiatives to enhance administration of justice in the islands. More recently, after the Zanzibar Revolution of 1964 that ousted the unpopular government of the Sultan and replaced it with the RGOZ, the Judiciary of Zanzibar has undertaken significant reforms in terms of structure and substance. This Judiciary Strategic Plan IV (2024/25 – 2028/29) is among several preceding Judiciary SPs (3 former SPs to be exact) implemented in the past 2 decades (between 2006 and 2023), and is built on the basis of the following key factors: a) achievements and challenges recorded in implementation of the current SP which is phasing out (Judiciary SP III 2019 – 2024) and, b) situation analysis on Judiciary service delivery environment, which has created an increasing demand for more specific, far reaching, straightforward, transformative action, that will ensure the judiciary services are more efficient, and judiciary becomes a robust and effective institution.

Specifically, it takes into account the need to address persistent setbacks that have constrained judiciary services efficiency such as poor court infrastructures, inadequate facilities and equipment that cause inefficiency, and it outlines strategic objectives and initiatives for the plan.

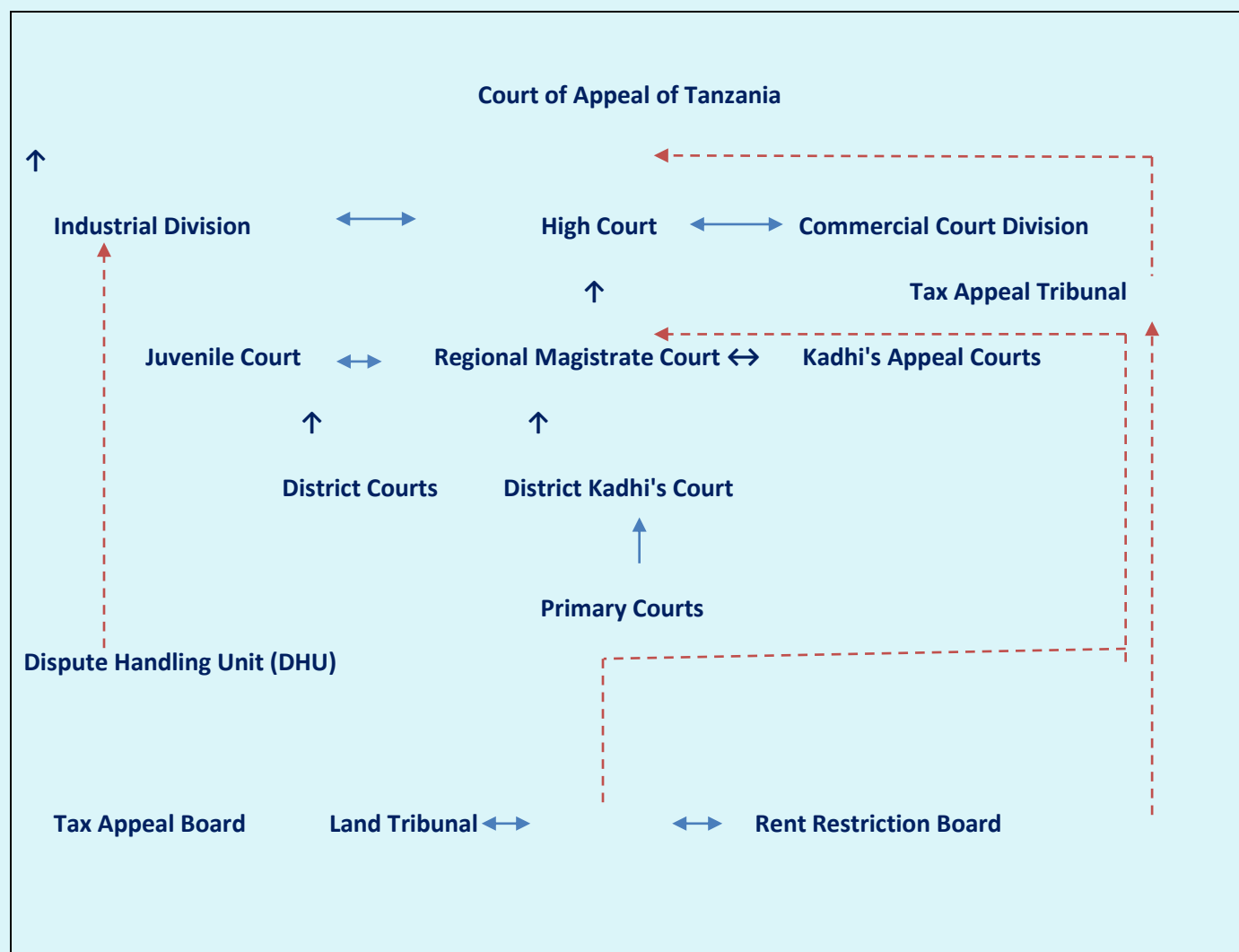
Judiciary SP IV Development

The opening 2 chapters of The Strategic Plan outline a history of the Judiciary of Zanzibar and subsequent reforms that were instituted after the 1964 Zanzibar Revolution, and articulate the structure of the Judiciary in Zanzibar with its dual legal system operating in the country i.e. the Secular Court and Kadhi Court as shown in chart below.

The methodology applied in development of the Judiciary SP included 3 main components: an in-depth literature review on Judiciary Strategic Planning, including review of other countries

Judiciary Strategic Plans such as Kenya, Uganda, Seychelles and South Africa; extended consultations with a wide range of stakeholders to obtain key inputs with recommendations on Judiciary services strengthening; and a data collection exercise to assess the extent to which various implementation initiatives have brought results.

STRUCTURE OF ZANZIBAR COURT HIERARCHY



Judiciary, December 2023

Observance of alignment of the Judiciary SP IV to national plans /objectives is outlined showing relevance to national guidelines – i.e. the overarching Zanzibar National Development Vision 2050 and its pillars – among which, Governance and Resilience (Pillar 4) which is most relevant, expounds upholding transparency, accountability in public service, and adhering to the rule of law.

A review on plan performance for current Judiciary Strategic Plan (2019 – 2024) is summarized in Chapter 2, indicating key achievements, challenges and lessons learned, and is followed by an environmental scan that includes a SWOC analysis and a stakeholder analysis, that help to determine the internal and external attributes that influence Judiciary's context. This Judiciary

SP IV highlights issues of concern raised by stakeholders on Judiciary services focusing on efficiency, resources, capacity to undertake sensitive functions (such as child justice and witness handling), engagement with stakeholders, reforms and institutional integrity. A synopsis on performance management at Judiciary highlights inadequacies in management efficiency so that improvements initiated focus on specific issues in justice services delivery in the bid to meet public trust and client expectations.

Vision, Mission, Core Values and Strategic Objectives

Chapter 3 defines the strategy vision, mission and core values and is where strategic objectives and strategic initiatives are outlined. This Judiciary SP Vision reads “An *institution that ensures efficient, timely, accessible justice for all*”.

The Zanzibar Judiciary SP 2024/25 – 2028/29 determines 5 Strategic Objectives: i) Upgrading the Judiciary work environment , which focuses on transforming outdated and unattractive infrastructures into SMART court structures to that accommodate modernity and to facilitate enhanced efficiency; ii) Enhancing Access to Justice aims at equitable justice for the indigent, the marginalized and disadvantaged, through more responsive legal and operational framework; iii) Expeditious Case Management - focusing on enhancing efficiency in dispensation of justice that underscores competence, accountability, quality, and responsive execution in case management through enhanced use of e- systems in Judiciary services. iv) Enhancing Public Trust and Judiciary Prominence which aims at promoting public trust in Judiciary, enhancing public awareness and prominence of the Judiciary and; v) Resource Mobilization, Performance Management and Strategic Partnerships that goes for Improved business processes ensure adequate and efficient use of resources and strategic partnerships.

Chapter four outlines the strategic plan implementation approach, risks and risk management while chapter 5 defines the Monitoring and Evaluation set up for Zanzibar Judiciary Strategic Plan. A Section in the last chapter provides projections for budget and financing for the Judiciary SP (2024/25 – 2028/29).

The SP takes into account that Judiciary operates in an interactive framework with government and with a wide range of shared roles with agencies in legal sector that are crucial to effective and efficient administration of justice. This “interaction in functions” dictates the necessity to

ensure judiciary services is guaranteed adequate financing from a variety of sources, and among key aspirations is the operationalization of the Zanzibar Judiciary.

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ABBREVIATIONS

ADR	Alternative Dispute Resolution
AfricanLII	African Legal Information Institute
AG	Attorney General
BSc	Bachelor of Science
CAT	Court of Appeal of Tanzania
CCA	Chief Court Administrator
CCTV	Closed Circuit Television Camera
CJ	Chief Justice
CJSES	Comprehensive Judicial Stakeholders' Engagement Strategy
CM	Change Management
CMS	Case Management System
CRTS	Court Recording and Transcription System
CSOs	Civil Society Organizations
CUS	Court Users' Surveys
DHU	Dispute Handling Unit
DM	District Magistrates
DMC	District Magistrates Court
DPP	Director of Public Prosecutions
DPs	Development Partners
GG	Good Governance
GGs	Good Governance Sector
GMS	Government Mailing System
GoT	Government of Tanzania

HIV/AIDS	Human Immune Virus/Active Immune Deficiency Syndrome
HOR	House of Representatives
HR	Human Resources
HRBA	Human Rights-Based Approach
HRM	Human Resources Management
HRMIS	Human Resource Management Information System
ICT	Information and Communication Technology
JSC	Judiciary Service Commission
KII	Key Informant Interview
KPI	Key Performance Indicators
KRAs	Key Result Areas
LASPs	Legal Aid Service Providers
LSZ	Law School of Zanzibar
M&E	Monitoring and Evaluation
MoF	Ministry of Finance
MPs	Members of Parliament
MSc	Masters of Science
MTEF	Medium-Term Expenditure Framework
OCM	Organizational Change Management
PACE	Public Awareness and Community Education
PCM	Primary Courts Magistrate
PESTEL	Political Economic Social Technological Environmental and Legal
PhD	Doctor of Philosophy
PO-CLAPSGG	President’s Office – Constitution, Legal Affairs, Public Service and Good

	Governance
PPP	Public-Private Partnership
PR	Public Relations
PS	Principal Secretaries
PSC	Public Service Commission
PWDs	persons with disabilities
RGOZ	Revolutionary Government of Zanzibar
RM	Regional Magistrate
RMC	Regional Magistrate Court
SO	Strategic Objective
SOPs	Standard Operating Procedures
SP	Strategic Plan
SWOC	Strengths, Weaknesses, Opportunities and Challenges
SWOs	Social Welfare Officers
TBD	To Be Determined
THRDC	Tanzania Human Rights Defenders Coalition
TOR	Terms of Reference
UK	United Kingdom
UNDP	United nations Development Program
URT	United Republic of Tanzania
WVCSP	Witness and Victim Care Service Program
ZADEP	Zanzibar Development Plan
ZAECA	Zanzibar Anti-Corruption and Economic Crimes Authority
ZanzibarLII	Zanzibar Legal Institute Information

ZBC	Zanzibar Broadcasting Corporation
ZIEO	Zanzibar Institute of Education for Offenders
ZJSP	Zanzibar Judiciary Strategic Plan
ZLS	Zanzibar Legal Sector
ZLSRS	Zanzibar Legal Sector Reform Strategy
ZNDV 2050	Zanzibar National Development Vision 2050

CHAPTER ONE

1.0. INTRODUCTION

Zanzibar comprises two main islands, Unguja and Pemba, and a number of islets (53) that lie about 40 km. off the coast of Mainland Tanzania. Zanzibar's total area is 2,654 km² (Unguja has a landmass of some 1,666 km², while Pemba which is located to the north of Unguja has 988 km²).

According to Population and Housing Census of 2022, Zanzibar population is estimated to be 1.6 million¹, with a growth rate of 2.8%, and is one of the more densely populated countries in Africa. Average income per capita in Zanzibar is about US\$1,114 i.e. Tshs.2, 549,000.

In April 1964, after the revolution that removed the Sultanate, Zanzibar joined with Tanganyika (Tanzania Mainland) to form the United Republic of Tanzania as a semi-autonomous part of the union. In the union setup, Zanzibar has its own government with an executive headed by the President of Zanzibar, a representative Legislative Assembly known as the House of Representatives (HoR), and its own judicial system.

The history of the Zanzibar legal system dates back over 150 years. When the Sultan of Oman adopted Zanzibar as the center of the empire in 1830's he did not establish any formal legal system in Zanzibar. This prompted foreign nations which had commercial and other sovereign interests in Zanzibar to enter into treaties with the Sultan, which, among other things, granted those States extraterritorial legal and judicial jurisdiction in Zanzibar. The States included the United States (1833 Treaty), United Kingdom (1839 Treaty), France (1844 Treaty) etc. Eventually and owing to substantial sovereign interests, the United Kingdom was the only nation which fully exercised the extraterritorial jurisdiction.

In 1861 the UK established a Consular Court which had powers to handle all cases, civil and criminal over all British subjects in the Sultan dominions of the East Africa. Through the treaty, the British crown had powers to extend English laws to British subjects. It was through this window that the British crown extended to Zanzibar a number of Indian laws, English laws, and

¹Tanzania National Population and Housing Census, 2022

principles of common law and equity. On the other hand the Sultan had powers to legislate over for Sultan's subjects. In 1897, formal Sultan court system for his subjects was established. The courts were essentially applying Islamic law which was formally declared a fundamental law for Zanzibar. This system whereby 2 court systems existed side by side was famously referred to as the dual legal system.

When the Sultan's legal system and the British legal system were streamlined and assimilated in the 1920's, a unique legal system which was a blend of the British legal system and Islamic legal system grew. After the 1964 Revolution in Zanzibar, in 1966 The Courts Decree (1966) made provision for a High Court, District Court, Kadhi's Courts, Primary Courts and Juvenile Courts. This system was well developed and the legal profession in general produced a number of eminent practitioners to be found in the East African region.

In 1970 with the "People's Courts Resolution", there was drastic change in the Court system, whereby the People's Courts were introduced (by The Courts Decree, 1969). This system, which was perceived relevant for that time in order to expedite socio-economic and political reforms of the revolutionary era, dismantled the previous system which had developed for many years. The capacity of the court system was profoundly affected in terms of stagnation in infrastructure, institutional management and operational capacity, during this time.

This People's Courts system continued until 1985 when there was another significant change after the promulgation of the Zanzibar Constitution 1984, and after which the People's Court system ended, and was replaced by the Magistrate Courts, the Kadhi's Courts and the High Court. These courts were introduced by statutes, namely, the Magistrates Courts Act (1985), the Kadhi's Courts Act of 1985 and the High Court Act of 1985. The court system was, from 1985, managed by Judges and Magistrates with the Court Registrar as the court's administrative and accounting officer.

In year 2003 A Judicial Services Commission was established by the Judicial Service Commission Act (13/2003). This Act however maintained judiciary and administrative functions under the Court Registrar until 2018, when it was repealed by Act Number 11 of 2018, which separated the major functions of Court Registrar by establishing The Office of Chief Court

Administrator. Together with the changes over the years, the dual court system (i.e. the ordinary Court and Kadhi's Court) remains in existence to date.

1.1. BACKGROUND

The Judiciary is the system of courts that interprets, defends and applies the law according to the Constitution. It is the mechanism for dispute resolution, and applies the law to the facts of each case. Zanzibar applies a Dual Legal system, with a formal court system for adjudicating matters along the Islamic faith applying Islamic law (Kadhi's Court), and a secular court for non-Muslim matters and adjudicating criminal justice.

The current Zanzibar Judiciary is established by the Zanzibar Constitution 1984 (plus provisions in the Constitution (2010 Edition). In the Constitution, Chapter 6, Part 1 (Sections 93 – 97) provides for operations of High Court; Part II provides for Court of Appeal (Sections 98 – 99; and Part III (Section 100) provides for operations of other Courts. The Kadhi's Court Act (1985) with its Amendments (Kadhi's Court Act 2017) establishes the Kadhi's Court and its operational framework.

1.2. JUDICIARY ORGANISATION STRUCTURE

The Judiciary structure of Zanzibar is dualistic as it embraces a secular court and the Kadhi's courts. The Kadhi's Court has exclusive jurisdiction in Islamic law cases on matters of personal status. It is structured into district, regional and appellate courts at national level and the ultimate hierarchy on appeal is the High Court of Zanzibar (HCZ).

On the other hand, the secular court structure comprises of the Court of Appeal of Tanzania (CAT), the HCZ, Regional Magistrates Courts (RMC); District Magistrates Courts (DMC); and, Primary Courts (PC). There is a Children's Court, which is attached to the Regional Court. The Industrial Court is a specialized division of the High Court dealing with issues of labour disputes.

The CAT is established under Article 117 of the Constitution of the United Republic of Tanzania (1977). This court, has jurisdiction over Mainland Tanzania and Zanzibar (URT Constitution, Article 114) while the Constitution of Zanzibar of 1984 (Article 98) provides for establishment and mandates of HCZ. This High Court of Zanzibar has two divisions, ie, a) the Industrial Court established and operating by provisions in Zanzibar Industrial Court Act (1994); and, Section

80(1) of the Zanzibar Labour Relations Act of 2005; and, b) The Commercial Court established under the Commercial Court Act of 2013.

The Judiciary structure includes also quasi-judicial Tribunals and Boards which are for Land, Taxation, Rents and Rates Restriction. Ideally, the quasi-judicial organs embrace and apply simplified procedures in their operations in order to hasten adjudication of relevant matters, mostly through mediation and therefore, strict application of the judicial rules e.g. technicalities in determination of disputes should normally not be invoked. They are supposed to make decisions on questions of the law in simplified procedures to hasten dispensation of justice.

The Land Tribunal is governed by the Land Tribunal Act of 1994 but began functioning 12 years later in 2006 and was amended in 2008 with the aim of having a legal framework that will hasten adjudication of land disputes in simplified ways (as quasi-judicial model or function) – to avoid or mitigate legal technicalities in settlement of land disputes. However, contrary to this intention, the Land tribunals apply almost all legal technicalities stipulated in the Civil Procedure Decree, Cap. 8 of Zanzibar. The Chairperson of the Land Courts is Regional Resident Magistrate, who is accountable to CJ, and disciplinary matters on conduct of the Tribunal are handled by the Judiciary Services Commission.

1.2.1 Reviews to Judiciary Structure

The Judiciary Administration Act (JAA) (No 11/2018) made fundamental restructuring in administration in Judiciary. According to Provisions of the Act, the Judiciary is headed by CJ of Zanzibar, who is assisted by the Chief Court Administrator (CCA) on administrative issues and the Registrar of High Court who oversees matters related to adjudication. There is also a Chief Kadhi who is assisted by the Deputy Chief Kadhi. Both of these officials are appointed by the President of Zanzibar upon recommendation of the Judiciary Service Commission (JSC). The Court Registrar is assisted by Deputy Registrars and the Kadhi's Court also has Deputy Registrars.

By provisions in Section 8(3) of the Kadhi's Court Act of 2017, The Chief Kadhi is mandated as head of Kadhi's Court and is responsible for the overall supervision of Kadhi's court. 'The Court has exclusive jurisdiction over all matters and proceedings between parties who belong to Islamic faith, i.e. Muslims, which relate to marriage, divorce, personal status, maintenance and custody

of children, WAKF/religious charitable trust, grants, gifts, wills, inheritance, division of matrimonial assets and any other related matters. The Court is categorized into District courts, Regional Courts and Appellate Courts.

1.2.2 Judiciary Administrative Hierarchy and Functional Support Organs

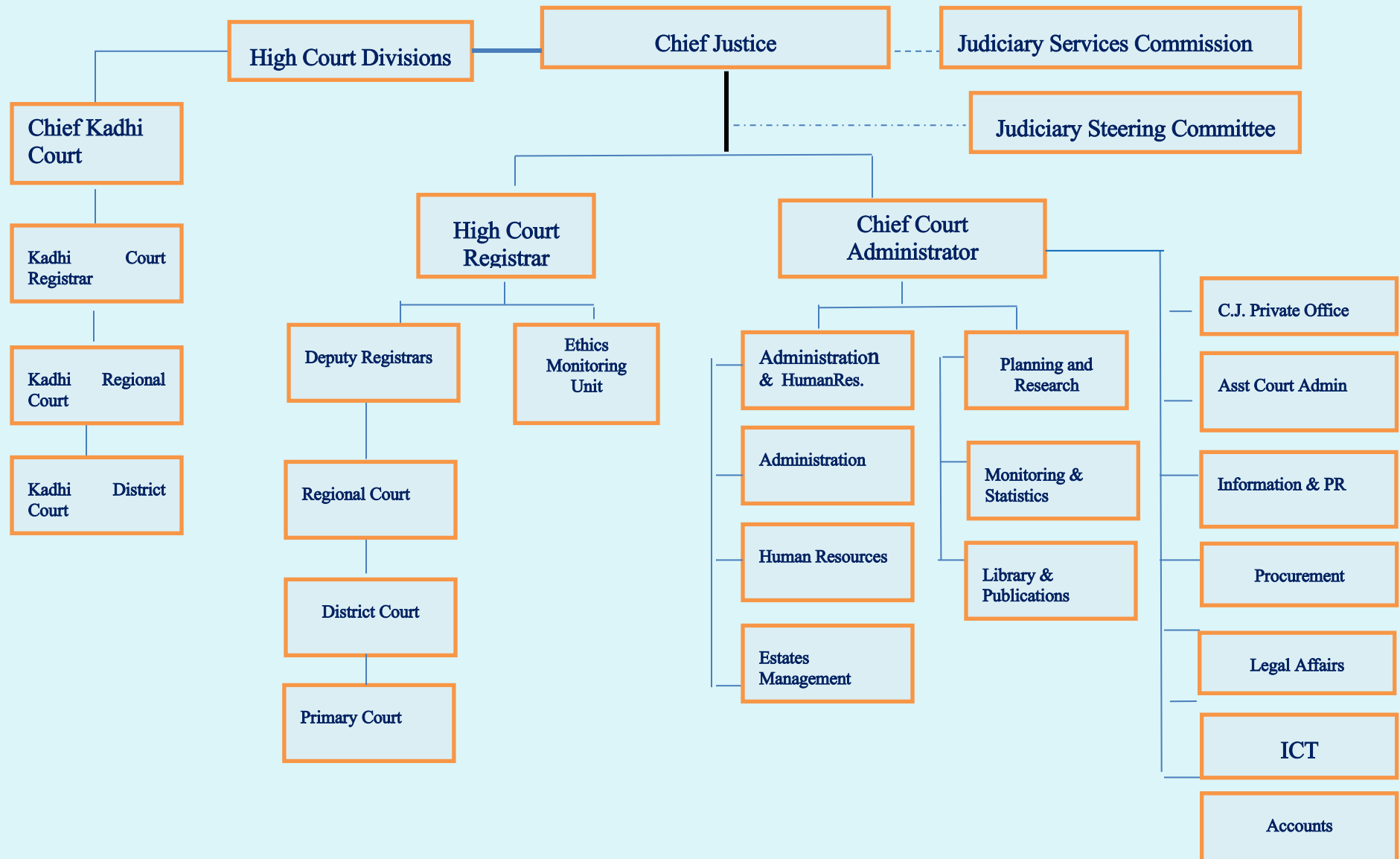
The Judiciary Administration Act of 2018 articulates the administrative hierarchy at Judiciary as follows:

- a) **Office of the Chief Justice:** The Chief Justice is the head of the Judiciary and is responsible for overseeing performance of judicial functions of the courts, including issuance of directives, supervision over court seatings, and the assignment of judicial duties. He provides the link between the Judiciary and other arms of Government while exercising general direction and control over the Judiciary. In addition, the CJ is the Chairperson of the Judiciary Steering Committee, The Chief Justice is administratively assisted by the Chief Court Administrator (CCA), and the Registrar of High Court oversees adjudication related matters; whereas the Chief Kadhi supervises the Kadhi's Court.
- b) **Office of the Chief Court Administrator (CCA):** The CCA is the Chief Executive Officer (head of administration) of the Judiciary and is responsible for the day-to-day administration of Judicial services. The CCA is also the Secretary of the Judiciary Steering Committee. The CCA is assisted by an Assistant Court Administrator in every Region in carrying out the day-to-day administration of the judicial service at the Court where the Assistant is posted.
- c) **Office of the High Court Registrar:** The Court Registrar is responsible for overseeing adjudication related matters. The Registrar is assisted by Deputy Registrars.
- d) **Office of the Chief Kadhi:** The Chief Kadhi is the head of Kadhi's Court and is responsible for the overall supervision of Kadhi's Court. He is assisted by the Deputy Kadhi and Deputy Registrar.

- e) **Office of the Kadhi's Court Registrar:** The Registrar is responsible for overseeing all matters and proceedings that fall under Kadhi's jurisdiction. The Kadhi's court is categorized into Appellate and district courts.
- f) **Directorate of Planning and Research (DPR):** The broad mandate of the directorate is planning, and coordination for informed policy decisions and expeditious delivery of justice. Specifically, the directorate coordinates planning, budgeting, monitoring and evaluation of Judiciary interventions, and promotion of innovations; conducts research, and collates analyses and disseminates case statistical data to inform Judicial programs and policies. The Directorate has 3 main Divisions Sections, namely (i) Planning and Research; (ii) Library and Documentation; and (iii) Statistics, Monitoring and Evaluation. The Directorate also serves as a Secretariat to the Judiciary Steering Committee.
- g) **Directorate of Human Resources and Administration:** The Directorate has the mandate to manage judicial personnel services and development of staff, training as well as outreach programs within the judiciary. The Directorate comprises of 4 Divisions, namely: (i) Management of Human Resources, (ii) Administration, (iii) Records Management and Archives; and (iv) Estate Management.
- h) **Administrative Support / Technical Support:** The Office of the CCA has 9 Units that are directly responsible to the CCA. These are: (i) Procurement and Disposal of Assets; (ii) Internal Audit; (iii) Legal Unit; (iv)Accounts; (v) Public Relations and Communication; (vi) CJ's Private Office; (vii) ACA Unit; (viii) Assets Management; and (ix) ICT Unit.

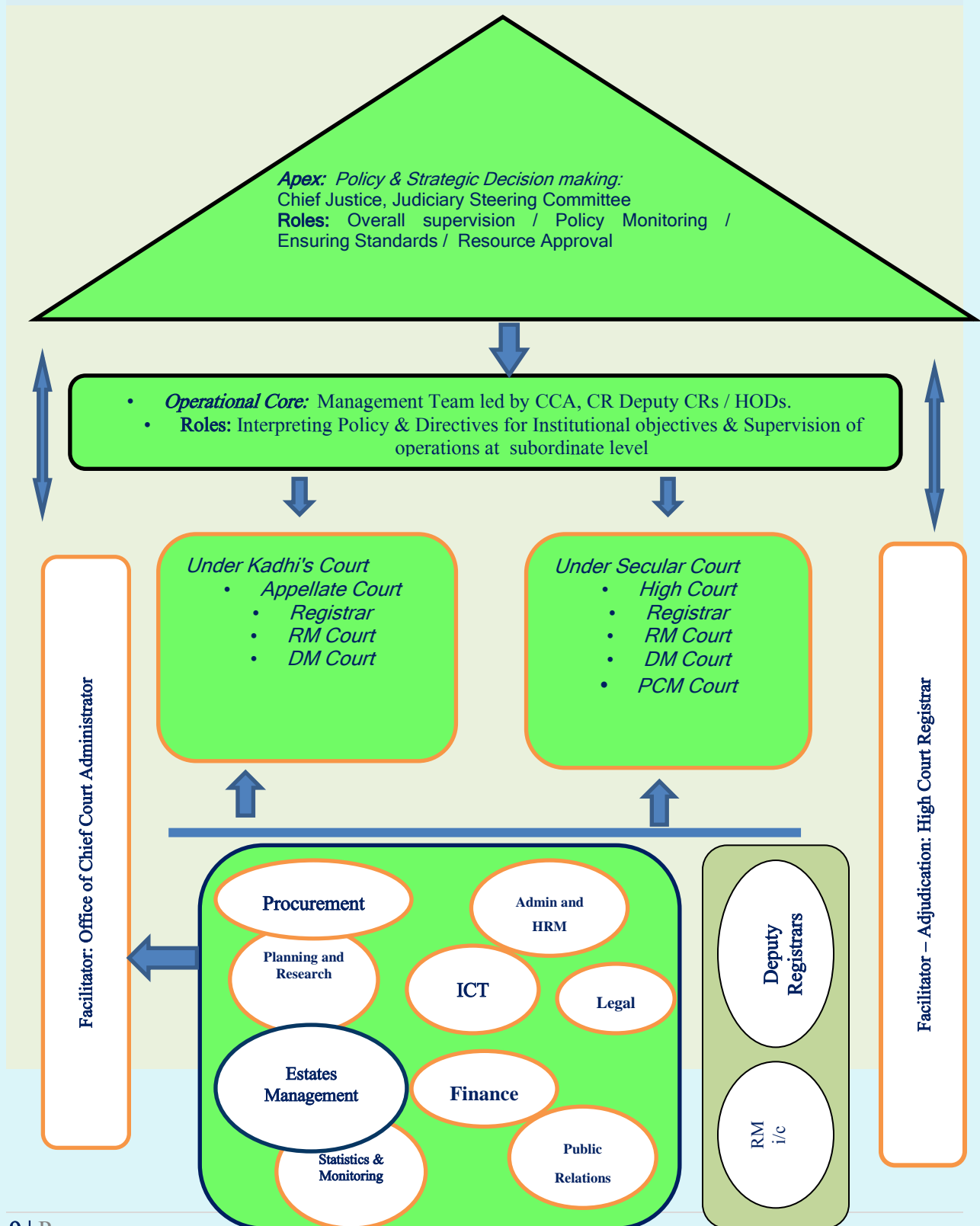
The Judiciary of Zanzibar Strategic Plan 2024/25 – 2028/29

ZANZIBAR JUDICIARY STRUCTURE



In line with the organisation structure shown above, the setup of Judiciary is organized along four structural configurations. They include a) the Apex(Chief Justice, Judiciary Services Commission, Judiciary Steering Committee, Chief Court Administrator, Chief Kadhi, Court Registrar), which is the policy oversight level and provides strategic guidance to the institution; b) The middle level Judiciary Management(Deputy Court Registrars and Heads of Departments) - which interprets general directives for implementation)The operating core units - which cover all services for delivery to clients(Courts, Tribunals and their staff), ie, and which implement services in delivery in justice and, d) The administrative and technical support functions (under Chief Court Administrator) that promote implementation efficiencies, provide internal services backstopping, and enabling operations that cut across all levels and departments,

Fig 1 ZANZIBAR JUDICIARY OPERATIONAL FRAMEWORK



1.2.3 Development of the Judiciary Strategic Plan IV (2024/25 – 2028/29) (Methodology)

Development of the ZJSP IV involved three interlinked steps. The first step focused on literature review of documents including the Zanzibar Development Vision 2050, ZADEP (2021/22 – 2025/26), Judiciary Administration Act (2018), Zanzibar Legal Sector Reform Program Strategy II (2023/24-2027/28), Zanzibar Judiciary Strategic Plan III (2019 – 2024), the Judiciary Institutional Implementation Report 2022 and the Judiciary Needs Assessment Survey (2022), and other Judicial Instruments.

The second step involved developing consensus on strategic direction for Judiciary SP, using three (3) methods; namely consultative meetings with key actors in case management and court users, interviews with key informants and Focused Group Discussions with Judiciary staff and key stakeholders. This also included the use of questionnaires to induce candid responses from respondents and focus on thematic areas. The SWOC and PESTEL analyses were undertaken to provide understanding of the operational environment and main issues that affect performance in Judiciary, and to define priorities, and strategic issues. Key issues from the reviews and consultations helped to develop the Vision, Mission, Values, Objectives, and Initiatives. (Lists of key informants in the consultative process are attached in Annexes).

The third step entailed analysis on performance in Judiciary in context of functions and objectives conducted by Judiciary Strategic Plan Technical Team and compilation of information for development of the strategic direction of the JSP IV. The JSP IV was then discussed and approved at senior management levels with all inputs duly accommodated.

CHAPTER TWO

2.0. ORGANIZATION STRATEGIC ASSESSMENT

This section presents an analysis of the internal and external environment in which the Judiciary operates as well as a synopsis of the key policies, legal and procedural documents, which informed the strategic planning process. The purpose of this assessment is to focus on strengths, detect the weaknesses, capitalize on the opportunities, and to recognize the threats in the course of developing the successor strategic plan.

2.1. JUDICIARY REFORMS IN ZANZIBAR

Reforms in Judiciary in Zanzibar date back to pre-independence times beginning with the country's legal engagement with a number of foreign agencies through certain forms of territorial agreements such as the United Kingdom (Treaty of 1839), France (Treaty of 1944), the British Consular Court, extended use of Indian laws, English laws, principles of common law, and the Sultan powers in Zanzibar. The Dual Legal system with a formal Sultan court system was established essentially for applying Islamic law, as fundamental law of Zanzibar.

The Zanzibar Constitution (1984), which ended People's Court system ushered in the Magistrates Courts Act (1985), the Kadhi's Courts Act of 1985 and the High Court Act of 1985 which established the Magistrate Courts, the Kadhi's Courts and the High Court respectively. From 1985, courts were managed by Judges and Magistrates with the Court Registrar as the court's administrative and accounting officer.

The Judicial Service Commission Act (13/2003) established the Judicial Services Commission 2003, (by which maintained judiciary and administrative functions under the office of Court Registrar. In 2018, the Judiciary Services Commission Act No 13/2003 was repealed by Act Number 11 of 2018, and separated major functions of Court Registrar by establishing The Office of Chief Court Administrator. Together with changes over the years, the two-pillar system (i.e. The Secular Court and Kadhi's Court) remains in existence to date.

More recently, in year 2021, efforts to improve performance of judiciary involved a number of institutional measures as 'quick-wins' which included formation of several committees namely: -

- i. Advisory committee.
- ii. Judiciary Reform committee.
- iii. Judiciary ICT Enhancement Committee
- iv. Judiciary Legislation committee.
- v. Judiciary Training committee.
- vi. Supervision committee.

2.2. REVIEW OF KEY GUIDELINES ON JUDICIARY OPERATIONS

Operations of Judiciary are guided by various policy and procedure manuals on key areas of (a) Case Management, (b) Finance and Accounting processes, (c) Human Resource management and administration, as well as (d) Information and Communication Technology functions. The policies and procedures guide day-to-day administrative decisions and actions of Judiciary in a manner that ensures quality and efficiency in the delivery of services.

The guiding operationalized Judiciary guiding and policy instruments include:

- i. **Zanzibar Constitution (1984) (Amendment of 2010)** which provides for establishment of the Judiciary, and the Judiciary Services Commission and which perform functions as articulated by Acts of the HOR (Zanzibar Constitution, Chapter 6 – Parts 1 – 3)
- ii. **Judiciary Administration Act (2018):** This governs the overall administration of the Judiciary, stipulating levels of authority, communications and procedures in recruitment and deployment of judiciary service employees.
- iii. **Public Service Act (No 2/2011)** which articulates 2 major issues
 - a) Adherence to the public service code of conduct by all public servants, as provided in the PS Regulations (2014) and for each institution to develop a professional code of conduct for relevant institutional profession.
 - b) Management of Human Resource in Zanzibar public service which includes non-judiciary staff at Judiciary.

- iv. **Public Service Regulations (2014)** which stipulates basic ethical principles in public service,(Part IV Sections 23 & 24)²
- v. **Guidelines on Judicial Ethics:** Currently, the Judiciary handles ethics issues along conventional service guidelines. Nevertheless, the Code of Judicial Ethics has been recommended in several guides and studies including the recent Judiciary Needs Assessment Survey (2022).
- vi. **Chief Justice Circular No I of 2018:** The purpose of the circular is to put in place a mechanism for judges and magistrates to conclude dockets timely, and timely production of copies of court documents.
- vii. **Information and Communication Technology (ICT) Policy:** The ICT policy outlines the standards, guidelines and procedures that guide the utilization of ICT in the Judiciary. It provides a framework that guides the acquisition, use and maintenance of ICT resources; automation and standardization of court processes; application of ICT in service delivery; and ensures security of data and information.
- viii. **Public Finance Management Act of 2016:** This articulates the procedures for all financial transactions in public service in Zanzibar.
- ix. **Procurement, Asset Disposal, Inventory Management Policies and Procedures Manual:** It guides on managing procurement asset disposal in accordance with the Public Finance Management Act of 2016 and the Public Procurement and Disposal of Public Assets Act of 2016.
- x. **Schemes of Service for Judicial Staff:** The current Judicial Schemes of Service (2013) have been reviewed (August 2023) and submitted to the Public Service Commission for ratification.

² RGOZ, Public Service Regulations 2014, Part IV, Sections 31 and 32

2.3. ALIGNMENT TO THE NATIONAL PLANS /AGENDA

The Zanzibar Judiciary undertakes its obligations within the framework of national policy directives which underscore a fair and effective justice system in Zanzibar which is fundamental for other components of good governance to succeed, as a driver for economic development, pro-poor services, peace and harmony.

4.1.1. Zanzibar National Development Vision 2050

Zanzibar outlines its' national development objectives in a framework for long term social and economic development goals in the Zanzibar National Development Vision 2050 (ZNDV 2050).³ The thrust of the vision is to attain an Upper Middle-Income Status by 2050, focusing on sustainable and inclusive human development. The vision is centered on human development i.e., improvements in economic growth to be accompanied by higher overall standard of living as well as attainment of near – zero extreme poverty, and is shaped by four pillars. Among pillars in ZNDV 2050, Pillar 4 which is '**Governance and Resilience**' has a key strategic direction that includes 'Upholding transparency, accountability and rule of law in government and society, supported by an efficient and competent bureaucracy for public service delivery'⁴.

According to Vision 2050, Zanzibar aspires on the attainment of upper-middle income status offering higher overall standard of living for all segments of Zanzibar's society across the economic, human capital, infrastructural and governance dimensions of human development by the year 2050. The Judiciary's role is key to the achievement of the Governance and Resilience pillar of Zanzibar Vision 2050 blueprint. This pillar has several developmental targets, one of which is on the governing institutions and public services. The strategic direction envisaged here is to uphold transparency, accountability and the rule of law in government and society, supported by an efficient and competent bureaucracy for public service delivery.

The Zanzibar Development Vision 2050 suitably articulates guiding policy framework for Zanzibar Judiciary outlined the Vision Aspirations, which include the following:

³ Zanzibar National Development Vision ZNDV 2050.

⁴ Ibid

- i. Aspiration 4.4.1. Effective implementation and enforcement of policies and laws reinforced by high engagement with key stakeholders through regular reviews and M&E mechanisms to improve governance and the rule of law.
- ii. Aspiration 4.4.2. Highly efficient, knowledgeable and competent public servants who provide strengthened public services alongside greater service digitalization and performance management
- iii. Aspiration 4.4.3. High ethical conduct and accountability of public leaders and civil servants in line with a zero-tolerance policy on corruption and its roots as well as mobilizing public participation against corruption.
- iv. Aspiration 4.4.4. Strong civil and criminal justice framework and infrastructure with highly accessible legal services for all under an effective judiciary system, including a focus on child justice through community rehabilitation programmes for child offenders
- v. Aspiration 4.4.5. Strong democratic and over-sighting organs with continued government commitment to upholding human rights and participatory democracy, reflecting relevant international conventions and the needs of the time where applicable
- vi. Aspiration 4.4.6. Continued adherence and alignment to relevant international conventions, treaties and declarations that support Zanzibar’s development aspirations through effective coordination with the URT, development partners and the international community at large

4.1.2. The Zanzibar Development Plan (ZADEP) (2021–2026)

ZADEP is the fourth in a series of successive five-year medium-term plans to implement the Zanzibar Vision 2050. The Plan defines the visionary aspirations, Initiatives and key actions in governance and resilience that aim towards strengthening civil and criminal justice system. They involve key actions to improve access to civil and criminal justice system; improve case management system; build capacity of legal and paralegal personnel; strengthen juvenile courts; strengthen judiciary service delivery; improve courts infrastructures and facilities; and strengthen community rehabilitation centers for juveniles. Specifically, to achieve the objectives set out in the Zanzibar Development Plan (2021–2026), the Judiciary focused and anchored on five distinct themes namely, access to justice; progressive jurisprudence; organizational development; operational efficiency; facilities improvement; and management and governance.

4.1.3. The Zanzibar Legal Sector Reform Programme Strategy II (2023/24 – 2027/28):

The Judiciary Strategic Plan is also aligned with the Medium-Term Zanzibar Legal Sector Reform Strategy II (2023/24 – 2027/28), which identifies five core Key Results Areas which are

- i) Reforming Legislation and Penal System
- ii) KRA 2: Legal Sector Institutional Management and Operational Capacities
- iii) KRA 3: Community Awareness & Access to Justice
- iv) KRA 4: Legal Sector Coordination and Accountability
- v) KRA 5: Strategy Management, M&E and Strategic Partnerships

The critical role of the Legal Sector in promoting good governance, rule of law and socio-economic development, and in protecting human rights is emphasized. This strategy considers such initiatives in a more comprehensive manner, and hence, an improved legal sector as a whole.

4.1.4. Blue Economy Policy for Zanzibar:

BE Policy outlines formalization of Blue Economy development as a growth generator for the next decade in the context of employment generation and poverty reduction within its four key areas; namely fisheries and aquaculture; marine trade; sustainable marine tourism and energy. Belatedly, the Judiciary needs to create a conducive business climate through provision of a responsive and efficient commercial justice system.

4.1.5. The Medium-Term Expenditure Framework (MTEF)

MTEF is the national planning and budget formulation process within which the Revolutionary Government of Zanzibar establishes a credible and transparent system for allocating public resources to strategic priorities while ensuring overall fiscal discipline. The objectives of the process are two-fold; setting of the fiscal targets and allocating resources to strategic priorities within these targets. Ministries, Departments and Agencies in Government are organized in sectors as per the United Nations Classification of Government Functions. The Judiciary is placed under the Good Governance, Sector (GGS) Working Group where it is expected to work

closely with other members of the working group to formulate and prioritize sector budget proposals.

2.3. JUDICIARY SP PERFORMANCE REVIEW

To attain institutional objectives, the Zanzibar Judiciary has over the years adopted a series of planning approaches and reviewed implementation over time. Currently a 5 year Judiciary Strategic Plan (2019 – 2024) is phasing out and reviews and planning for new strategies becomes imperative so that it will help determine more relevant objectives in the context of dynamics in Zanzibar legal system. This Judiciary Strategic Plan 2024/25 – 2028/29 is the 4th following 3 other medium term Strategic Plans produced and implemented in the past. They are:

- ❖ Judiciary SP 2008 - 2011
- ❖ Judiciary SP 2013 - 2016
- ❖ Judiciary SP 2019/20 – 2023/24

Towards end of year 2023 Judiciary initiated review of the Judiciary SP 2019/20 – 2023/24 SP in order to reorient the Judiciary to focus on pursuing more relevant objectives for the medium term.

2.4. REVIEW OF ZANZIBAR JUDICIARY STRATEGIC PLAN (2019 – 2024)

The Review provides status of implementation of the Judiciary Strategic Plan 2019-2024 and accommodates findings and recommendations of a “Holistic Assessment of the Judiciary of Zanzibar (Needs Assessment Survey Report) that was commissioned by Zanzibar Judiciary in 2022. The review highlights the achievements, challenges and lessons learnt during implementation of the Strategic Plan and makes recommendations that inform development of the Successor Judiciary Strategic Plan (2023/24-2027/28). The review helps to analyze the relevance, effectiveness, efficiency, impact and sustainability of Strategic Planning to operations at Judiciary.

The Strategic Plan (2019 – 2024) focused on seven (7) Strategic Objectives that cut across judiciary functions and mandates which were:

- (i) Enhance Judiciary Operational Capacity;
- (ii) Enhance Service Delivery by Judiciary;

- (iii) Ensure Access to Justice and Observance to Rule of Law;
- (iv) Enhance and Promote Human Rights;
- (v) Mainstream Cross Cutting Issues;
- (vi) Strengthening Stakeholders Relationships / Engagement.
- (vii) Strengthening Judiciary independence.

Under these objectives, the Judiciary prioritized seven (7) Key Result Areas (KRAs), itemized 16 strategies and established 68 strategic initiatives. Summarized below are some key achievements, challenges and lessons learnt.

4.1.6. KEY ACHIEVEMENTS

1. Key Result Area 1: Enhanced Judiciary Operational Capacity:

This KRA had three areas of focus: improving HR capacity, improve physical infrastructure, and improve work environment. During the plan period and following internal assessments on performance and identified challenges facing Judiciary, the Chief Justice established five special advisory committees with the purpose of guiding reforms proposed for judiciary.

The committees are: (i) Reform Committee; (ii) Research, Monitoring and Supervision; (iii) Statistics and ICT; (iv) Judiciary Rules; and (v) Training Committee. Proposals by the committees led to a Judiciary commissioned study (review) on Holistic Assessment of the Judiciary of Zanzibar (Needs Assessment Survey) supported by Tanzania Human Rights Defenders Coalition (THRDC). The study findings and subsequent recommendations are recorded in The Judiciary Holistic Needs Assessment Report (2022).

Achievements

i. Judiciary Staffing and Staff Development

In the context of the Judiciary staff, there is an increase in number of Judges of the High Court from 8 in 2019 to 14 in 2023 and following great demand, for the first time in the country's judicial history, Pemba has a stationed Judge in-Charge. The number of Magistrates, Kadhi and Legal Officers increased from 102 in 2019 to 110 in 2023. In terms of gender equity, the number of female judicial officers currently stands at 37% of total judicial staff. This comprises of 4 female Judges (36% of total Judges) and 22 female

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Magistrates (40% of total Magistrates). As for non-judiciary staff, there have been notable efforts to cover staffing gaps from 276 officers in 2019 to 336 in 2023. **Of these** 251 are based in Unguja and 85 in Pemba. (TABLE)

TABLE 1: Judiciary Staff as at December 2023

Category	Designation	Unguja			Pemba			Total		
		M	F	Total	M	F	Total	M	F	Total
Judicial Staff	Judges	8	5	13	1	0	1	9	5	14
	Magistrates	31	19	50	12	4	16	43	23	66
	Kadhi's	12	0	12	7	0	7	19	0	19
	Legal Officers	6	16	33	2	1	3	8	17	25
	Sub-Total	57	40	97	22	5	27	79	45	124
Non-Judicial Staff	Office of CCA	1	1	2	0	1	1	1	2	3
	Management and HR	123	112	235	48	35	83	171	147	318
	Planning and Research	4	10	14	1	0	1	5	10	15
	Sub-Total	128	123	251	49	36	85	177	159	336
GRAND TOTAL		185	163	348	71	41	112	256	204	460

Source: Zanzibar Judiciary December 2023

Various tailor-made courses aimed at improving transparency and accountability of the justice system were provided to judiciary staff serving at all levels ranging from the High Court to Primary Courts. These included

- (i) Induction training for newly recruited Judges and Kadhi; and
- (ii) Orientation sessions for newly recruited magistrates (8 PCM, 1 DCM, 1RM) which have helped improve among other things, timely and quality court decisions.
- (iii) Sound financial management, effective procurement management and improved customer satisfaction.
- (iv) Training on issues of Land and Natural Resources for Judges, Magistrates and Kadhis.
- (v) Other Short Courses of the duration of up to 6 weeks were as indicated in Table No 2 below.

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Table No 2: Short Courses Attended by Judiciary Staff 2019 - 2023

TRAINING COURSE/INSTITUTE	PLACE	PARTICIPANTS		
		M	F	Total
Human Rights Laws	South Africa	1	1	2
Specialized court system for electronic translation into Kiswahili	Italy	2	0	2
Cooperation of Judicial Training Institutes in Africa	Senegal	1	0	1
Environmental Laws for Judges	South Africa	1	1	2
Judicial Decision-making process	South Africa	1	1	2
Judicial Leaders retreat	South Africa	3	3	6
International law	Ireland	0	1	1
Protocol training (practical)	Zanzibar	1	0	1
Scientific application in decision and policy making	Zanzibar	1	0	1
Case management	Kenya	1	0	1
International labor standards and promotion of gender equity at work place	India	0	1	1
Governance capacity for African countries	China	1	2	3
Intellectual property and genetic resources	Sri Lanka	1	0	1
Big data analysis	India	1	0	1
Legislative drafting	India	1	0	1
The African Regional Dialogue on judicial enforcement	South Africa	1	0	1
Training on judicial management	Saudi Arabia	1	0	1

Source: Judiciary Administration Department, 2024

In the effort to build capacity and skills among the employees, beginning 2020, a total of 24 employees attended long-term training at different levels of professionalisms in-country and abroad as highlighted in Table 3 below.

Table No 3: Judiciary Staff Trained 2019 - 2023

No	Level of Education	No of Trained Staff		
		M	F	Total
1	Certificate	2	2	4
2	Diploma	1	0	1
3	Bachelor	6	4	10
4	Masters	5	3	8
5	Phd	1	0	1
	Total	15	9	24

Source: Zanzibar Judiciary 2023

ii. Judiciary Infrastructure

Construction of the state-of-art High Court building at Tunguu, Unguja has been completed, and the High Court transferred operations from Vuga, (Old Stone Town) to Tunguu in January 2022. Additionally, there is ongoing construction of Magistrates Courts in 7 locations of which 3 are in Pemba (Changaweni, Konde and Kinyasini) and 4 in Unguja (Mazizini, Binguni, Pale, and Kisakasaka).

Table No 4: Court Buildings under Construction December 2023

No	Court Level	Location		Total
		Unguja	Pemba	
1	High Court	0	0	0
2	Regional Magistrate Court	3	1	4
3	District Magistrate Court	1	2	3
4	Primary Magistrate Court	0	0	0
Total		4	3	7

Source: Zanzibar Judiciary 2023

iii. Improved Business Practices including ICT use at Judiciary

The High Court building at Tunguu is equipped with modern facilities including digitalized case management system. This has enhanced operations of the Judiciary by digitalization of case management system at High Court level,

Other improvements are

- ❖ Formulation of institutional guidelines and systems on procurement
- ❖ Enhanced efficiency in disposition of cases;
- ❖ Specialization on handling sexual harassment offenses;
- ❖ Promotion of Case flow management meetings.

From 2020 Notable progress has been seen in collecting, analyzing and using Judiciary statistics. As per reporting requirements, statistical reports comprising with narrative and statistical information is prepared and shared accordingly, on quarterly and annual basis. The reports are in the following data categories, collected to facilitate performance and management of courts:

- a) General information i.e. budget implementation and status in human resources (showing available judges, magistrates judiciary support staff and non-judiciary staff);
- b) Workflow information per case category
 - ❖ number of cases pending as of 1 January of the year;
 - ❖ number of cases registered during the year;
 - ❖ number of cases resolved during the year;
 - ❖ number of cases pending as of 31 December of the year;
 - ❖ number of appealed decisions;
 - ❖ number of quashed or modified decisions;
- c) Duration in pending cases.

To cope with demands for more efficient case management, initiatives to install Digitalized Case Management System in High Court and at Land Tribunal levels were undertaken so as to ultimately connect all courts in Zanzibar. The system however has not been accomplished.

Secondly, an improved devise for Database/ Dashboard system which operates manually but is semi-digitalized has been introduced for gathering statistics from magistrates' courts. Magistrates fill in the Return Forms and submit them to Registrar of the High Court of Zanzibar on daily basis. The ICT systems for this requirement are yet to be operationalized down to the other courts and lower courts.

2. **Key Result Area 2: Improved Service Delivery in judiciary;**

This KRA focused on three areas: increasing ability and quality of services provision, improving positive image and public confidence, and efficient management of service delivery.

Achievements: In collaboration with the African Legal Information Institute (AfricanLII) the Zanzibar High Court in 2022 organized special training for the Judges of the High Court on the use of ICT in judicial service provision, including management of electronic equipment in recording proceedings, interpreting cases involving electronic transactions, etc.

- ❖ This activity facilitated establishment of the Zanzibar Court website (ZanzibarLII) that publishes court decisions, Laws and Regulations for free online. Zanzibar is a registered

member of the African LII community and through this website ZanzibarLII provides free access to Zanzibar laws.

- ❖ Zanzibar LII covers information from February 2016 to November 2023. It is a very useful and helpful site for legal and non-legal practitioners in and outside our jurisdiction.

- ❖ **Citizens' Complaints Handling:**

In year 2021 a new development in citizen's complaints handling system known as 'Sema na Rais' (SNR- Speak with President) was instituted by HE The President of Zanzibar, whereby specific toll free telephone numbers were publicized, through which citizens can call to register complaints to the President's Office, in cases where there are occurrences in denial of justice⁵. Although this mechanism is not a Judiciary initiative it has helped citizens convey grievances and enhance awareness on Judiciary through challenges citizens' face when seeking justice and judiciary services. In year 2021 a total of 193 complaints on Judiciary were lodged with the Sema Na Rais facility. In 2023 total complaints dropped to 131 (by October 2023) while the total complaints for 3 years 2021 – 2023 was 479

TABLE No 5: No of Complaints Concerning Judiciary Reported to President

Year	Number of Complaints
2021	193
2022	155
2023	131
Total	479

Source: Presidents Office - RGOZ December 2023.

- ❖ The SNR mechanism has helped to reduce discrepancies at Judiciary, such as by ensuring dates of case hearings are conveyed to plaintiff who file cases in courts, while lost case files at Judiciary are recovered after such issue is reported to SNR.

3. Key Result Area 3: Improved timely access to Justice and the Rule of Law observed;

⁵Sema Na Rais is not a Judiciary initiative. However it has helped Judiciary to understand some key issues and complaints against unfavorable trends in Judiciary.

This objective focused on enhancement of adjudication of court cases through improving timely access to justice and enhancing the observation of the rule of law.

Achievements:

The Judiciary of Zanzibar strengthened its justice system to ensure equal access and representation for all citizens, including gender and minority groups.

- ❖ Operationalization of the Land Tribunal and the Dispute Handling Unit (DHU) at the district level and
- ❖ Operationalization of the Legal Aid Act 2018, improves access to justice and judicial services, but it builds confidence and engagement with the judiciary community whom it relies for support and trust.
- ❖ Adoption of **Chief Justice Circular No 1 of 2018** that directs courts in Zanzibar to adhere to the following:
 - a) Upon determination in any case, a copy of judgment or ruling is the tangible evidence required for execution of rights, for future references or appeal purposes.
 - b) Expeditious disposition of cases should go hand in hand with timely production of copies of judgments or ruling.⁶
 - c) In any case, it is meant to reduce and finally eliminate case backlog, unlock finances in continuing disputes and enhance accountability for trusted judiciary.⁷
- ❖ **Installation of ICT:** There has been ongoing installation of ICT system at the High Court level (Unguja), which is being supported by UNDP Tanzania.
- ❖ **Endorsement of Judiciary ICT Policy** with guidelines on issues including storage of data, communication arrangements, use of Judiciary's equipment, back-up systems, intra and interconnections, e-libraries, e-proceedings or e-case management Trends in Court User satisfaction.
- ❖ Gathering of statistical data from the magistrates' courts has been improved with a devised Database/ Dashboard which operates manually but semi-digitalized.
- ❖ In enhancing rule of law:

⁶ High Court of Zanzibar, 'Chief Justice Circular No 1 of 2018', Foreword, p. 1

⁷ Ibid, p.1.

- a) Enactment of the Zanzibar Anti-Corruption and Economic Crimes Act No. 5 of 2023 (that repeals the Zanzibar Anti-Corruption and Economic Crimes Act No. 1 of 2012) which serves as the basis for the establishment of the Zanzibar Anti-Corruption and Economic Crimes Authority (ZAECA);
- b) Enactment of statute for Practices of private advocates
- c) Review of the Kadhi Court Act (2017).

4. Key Result Area 4: Human Rights are observed;

This KRA focused on enhancement of adjudication of court cases through improving timely access to justice and enhancing the observation of the rule of law.

Achievements: The Judiciary engaged relevant stakeholders for subsequent enactment and amendments of the laws to strengthen human rights in Zanzibar. They include:

- ❖ In 2020 Judiciary proclaimed that every practicing advocate in Zanzibar must provide pro bono legal services lawyer in cases involving children. This is a good headway to judicial sensitivity on children's rights
- ❖ Engagement with the Tanzania Human Rights Defenders Coalition (THRDC), in implementing various activities including the Judiciary Needs Assessment Survey, 2022.

5. Key Result Area 5: Gender, Child and HIV/AIDS Issues are mainstreamed in The Justice System;

This objective had a focus to address mainstreaming of gender, children and HIV/AIDS issues in the justice system.

Achievements: key achievements include

- ❖ Designation of Regional Magistrates specific for children's courts as required by the Zanzibar's Children Act of 2011 and the Children's Courts Rules of 2015.
- ❖ In collaboration with various stakeholders most of the courts were renovated to accommodate child-friendly environments (e.g. drawings) which have improved exercising child-friendly surroundings.

6. Key Result Area 6: Enhanced Stakeholder Engagement;

This objective aimed at strengthening coordination with stakeholders through stakeholder engagement and dialogues.

Achievements: Towards promoting effective cooperation and collaboration,

- ❖ Judiciary spearheaded the Criminal Justice partners meetings to discuss challenges and share experiences
- ❖ Judiciary participated in several Regional and International forums/meetings.
- ❖ At the national level, there was a high level of engagement with various stakeholders, including private advocates, Attorney General's (A.G) chambers, the Office of Director of Public Prosecutions (DPP); and the Zanzibar Law Society (ZLS).
- ❖ At Judiciary, there is a PR Unit, responsible for ensuring attainment, organizing, supplying and distributing information to stakeholders on Judiciary. So far it has managed among other things to develop and coordinate a live TV program on Government owned Zanzibar Broadcasting Corporation every Friday evening. This program, instituted in 2022 known as "IJUE MAHAKAMA" is aired on Zanzibar Television (ZBC) as a 15 minute live program transmitted weekly. It disseminates legal knowledge by reporting on legal developments, Judiciary reforms, court procedures, as well as hosting interviews with legal experts.

Key Result Area 7: Judiciary Independence Strengthened

This objective focused on improving internal governance, institutional independence and achievement of budgetary independence.

Achievements: The Judiciary managed to produce the following

- ❖ A Judiciary Scheme of Service of 2013 has been reviewed, and a proposed new scheme of service (August 2023) has been submitted to the Public Service Commission (PSC) for approval and endorsement.
- ❖ In terms of financing the public budget allocation to the Judiciary has increased from TZS 5.03 bn in 2014/2015 Financial Year to TZS 17.36 bn in 2022/2023 Financial Year. The rate of disbursement of funds to the Judiciary is also fairly good (above 70%).
- ❖ Advocacy Remuneration Regulations (2022)

- ❖ Development of The Code of Conduct Regulations is in progress
- ❖ Chief Justice Circular No 1 of 2018 which articulates procedures for Judgment Writing
- ❖ Judiciary Flag and Emblem Regulations (2022).

4.1.7. MAIN CHALLENGES

There are outstanding issues that challenge Judiciary, which either could not be effectively overcome in the JSP III phase implementation, or have been a result of inadequacies at the judiciary in various operational aspects. These include:

- a) Insufficiency and uncertainty in release of funds.
- b) Inadequate human resource competencies and ability to meet the increasing demand for justice.
- c) Currently there is no documentation on records of assessments undertaken to determine court user satisfaction in Zanzibar Judiciary. Equally there is no data on satisfaction index and levels within the courts.
- d) Inadequate judicial environment-child friendly appliances are required e.g. installation of television sets e.g. for teleconference, toys, etc.
- e) Shortage of staff in critical administrative functions such as HR, Planning, Statistics, accounts, audit, procurement and ICT.
- f) Absence of sufficient on-job training programs of staff.
- g) Slow uptake of emerging technologies and systems.
- h) Discrepancies in remuneration and other statutory entitlements of staff (covering judiciary and non-judiciary staff).
- i) Significant shortages in facilities for office space / accommodation / sanitation/ hygiene / equipment and transport.
- j) Unethical behavior among staff that adversely affects the credibility and image of the Judiciary. According to the Report by Zanzibar Legal Sector Reform Programme Strategy II (2021/22 - 2025/26), in the period 2015 - 2020, a total of 8 (eight) Judiciary

staff were dismissed from service (5 non-Judiciary and 3 Judiciary) on confirmed charges of ethical misconduct.

- k) Functional overlaps between legal sector institutions due to inconsistencies in legislation (Refer Legal Sector Reform Programme Strategy II Report)..
- l) Inadequacies in public feedback, community awareness and negative community outlooks
- m) Inefficient staff performance monitoring systems in judiciary.
- n) Currently complaints' handling at Judiciary has not been very effective. There are however some efforts to enhance citizens' complaints handling, which so far have included the following mechanisms
- o) The lodging of complaints through opinion / suggestion boxes placed at court buildings (known as "Sanduku la maoni") - are available in some court buildings. However this method has not yielded the expected outcomes for reasons that, first, the average Zanzibar is not an avid user of such methods; secondly, there is little faith among citizens in the effectiveness of the method.⁸

4.1.8. LESSONS LEARNT

- a) The legal sector has developed efficient legislation, established stronger and more effective institutions, improvements in infrastructure, and strengthened the civil and criminal justice systems. Legal aid has been enhanced and access to justice through a legal aid framework – with policy and regulation - is working to improve legal aid services to the underprivileged and vulnerable groups in communities. Nevertheless, prevailing challenges undermine the smooth functioning of the judiciary; and therefore, need redressing
- b) A comprehensive legal sector policy framework is essential to link justice delivery systems with sectorial development strategies (at micro and macro levels).

⁸ Observations by Key Informant Interviewees Unguja and Pemba

- c) National resources alone are insufficient to fund implementation of the Judiciary Strategic Plan to sustainably strengthen and improve judiciary system in Zanzibar. Thus, resource mobilization through a sector wide approach (SWAP) in Legal Sector is essential that allows for joint resource mobilization strategies by various agencies in legal sector.
- d) Clarification of roles and responsibilities for all players in project implementation reduces duplication, overlaps and conflicts that often derail implementation. Clear demarcation of roles of committees, advisers and substantive directors with defined linkages and reporting lines is necessary.

4.1.9. ZANZIBAR JUDICIARY: INSTITUTIONAL PERFORMANCE MANAGEMENT –A SYNOPSIS

Institutional Efficiency in Zanzibar Judiciary depends on i) presence of effective internal structures to carry out functions, ii) adequate skills and competencies among staff and adequate resources and iii) efficient business processes and management practices to facilitate judiciary services. This has to be a prerogative for Judiciary in all courts serving the public – Secular Court, Kadhi, Courts, Branches of the High Court, and Quasi- Judicial Organs.

a). Institutions and Structures:

Efficient departments, divisions and units, established with appropriate backing for their raison d'être, help to ensure efficiency in judiciary services whose demands are among the most diversified in public service. Currently, Zanzibar Judiciary institutional components are not sufficiently organized in terms of structures to respond to demands of the environment in which judiciary operates. The departmental structures in the Planning and Research and in Administration and Human Resource need to be reviewed in order to support management requirements in judiciary at all levels.

b). Competencies and Resources:

This refers to adequacy of professional competencies, skills, experiences, the technologies and infrastructure that help to shape efficiency of judiciary. The Zanzibar Judiciary faces huge challenges in skills and competencies, both professionally and in experiences which are necessary for judiciary services to cope with demands. Key requirements in competencies at

judiciary are in a) Judgment writing, Transcription, b) Use of modern technology and equipment, information technology and records management systems and infrastructures for business processes, c) disability management – including sign languages d) foreign languages, e) contracts laws and international laws.

c). Performance Management

The main thrust of performance management is to make better use of resources available that will be evidenced by outputs and outcomes. Performance management focuses on performance of the departments, divisions, units and, employees, zeroing on the processes to build up efficient services delivery. At Judiciary a performance monitoring arrangement is in place which however, is not adequate enough to cater for demands in performance appraisal and the accompanying values in promotions, awards and sanctions.

Other elements in current status in performance in management are outlined below:

- i. **Organization Culture:** i.e., the assortment of values, working norms, business practices, institutional vision, habits and beliefs that the institution embraces. and which affects the way people work and interact with one another and with clients..
 - ❖ Issues such as exclusive treatment of judiciary court staff and a culture of deference in treatment of senior judicial staff, (i.e. judges, magistrates) creates huge disparities in terms of enablement, emoluments and benefits including facilities and equipment, at Judiciary and is considered acceptable but is also a cause for employee discontent.
 - ❖ Issues such as poor maintenance of registers i.e. records books, files, and poor state of cleanliness undermines the credibility of the courts but can be resolved without additional expenses. This helps to explain part of the institutional culture and this is a typical example of laxity, inattention among supervisors that abounds in Judiciary.
 - ❖ Moreover the slow uptake of new technology among Judiciary Court Magistrates e.g. adapting to use of computers instead of manual recording of cases is also a sign of reluctance to change to more efficient business practices.
- ii. **Planning, Budgeting and Financing in Judiciary:** This is a primary function in Judiciary and is guided by a government planning outline i.e., the MTEF Budgeting framework for

public institutions, which is a prioritized three-year integrated performance budget, and establishes the cost of implementing activities that will produce planned results.⁹

- ❖ This budgeting framework by procedure is needs-based and also considers national budgetary thrust. In reality, budget allocations to Judiciary have been constantly disproportionate to needs, while frequent budget cuts have had a negative effect on Judiciary. Budget constraints have led to derailing Judiciary critical operations particularly where funding is required to facilitate activities such as witness handling in courts, and much needed professional / specialist support.
- ❖ There is inadequate internal participatory planning process and feedback in judiciary planning and budgeting at lower levels in Judiciary administration.

iii. **Procurement:**

The Public Procurement and Disposal of Public Assets Act No 11 of 2016 direct public service institutions to prepare and present Annual Procurement and Disposal Plan and submit to Paymaster General.¹⁰ This requirement i.e. Annual procurement planning is currently not operational at Judiciary and thus procurement is handled in normal purchasing and tendering processes.

- iv. **Internal Audit:** There lacks adequate planning for Audit, such as the Annual Audit Plan and a functioning Audit Committee at Judiciary (as per Public Finance Act (No 12/2016, Section 118).
- v. **Judiciary Statistics:** There is a Statistics function at Judiciary. This unit has shortage in competencies due mainly to inadequate planning for methods in collection, preservation, verification and application of statistics.
- vi. **Information and Communication Technology (ICT)** – presence of a robust ICT framework is a prerequisite for efficient functioning at Judiciary. This needs a specific and sufficient budget line to support (a) software development; (b) information security; (c) networking and business processes; and (d) e-court automation. Currently there are seven (7) ICT applied systems within the Judiciary that are very supportive in facilitating Judiciary

¹⁰Public Procurement and Disposal of Public Assets Act No 11 of 2016 Section 42 (1) – (7)

business processes and functions. Nevertheless, the systems operate more visibly at the High Court and to some extent, at RMs Courts levels.

Table No 6:Judiciary ICT Applied Systems

SN	SYSTEMS	USES	OWNER
1	Case Management System (CMS)	Case Management	Judiciary
2	ZanWakili	Advocates Management	Judiciary
3	ZanMalipo	Payments/Revenue Collection	Government
4	Government Mailing System (GMS)	Email Services	Government
5	E-office	Documents Management/Letters and Memos	Government
6	BAMAS(Bajeti na Matunizi ya Serikali)	System for Budgets and Government Expenditures	Government
7	HR Payroll	Employees Payroll	Government

Note: Case Management System (CMS) at Judiciary

The Judiciary initiated developing the CMS and has managed to install about 50% of required systems. A feasibility study on upgrading the system is underway, with a critical analysis on appropriate implementation.

- vii. **Public Relations:** This function coordinates the creation, distribution and dissemination of communications for the purpose of promoting positive awareness and associations, good image and perception on the Judiciary, among stakeholders and the community. The Zanzibar Judiciary has a public relations unit which needs to enhance innovativeness in modalities for promoting judiciary image.
- viii. **Records Management:** serves as support function under judiciary and non- judiciary operations, and is responsible for registry functions including filing, file movement, tracking file movement and file retrieval. The registry services are inadequate in Judiciary, principally also due to poor state of infrastructures at Judiciary, particularly at most of the lower Courts.

2.5. JUDICIARY ENVIRONMENT ANALYSIS AND STAKEHOLDER ENGAGEMENT

The Judiciary operational environment is dictated by internal and external dynamics that are socio-economic, political and legal in nature. These dynamics in turn create trends, demands and challenges that should be anticipated and managed. The assessment of the Judiciary's internal and external operating environment was undertaken using PESTEL and SWOT analysis tools.

4.1.10. Strengths, Weaknesses, Opportunities & Challenges (SWOC) Analysis

As a tool for evaluating the strategic position of Judiciary, the SWOC analysis in this Zanzibar JSP IV is intended to specify objectives of the SP, and identify internal and external factors that will influence the achievement of objectives. The analysis helps generate information for each component to identify their comparative advantages in the context of roles and functions vested in each department, unit and division in the institution.

Zanzibar Judiciary SP uses this in a strategically focused analysis involving identification of internal factors (resources - personnel, finances, skills and competences, etc.), and external factors (technological changes, policy and legislation), selection and evaluation of the most important factors, and identification of the relations existing between internal and external features.

The setting of objectives i.e., defining what the Judiciary is aspiring to do within its context in the next 5 years involve internal appraisals with an assessment of the present situation as well as the portfolio of roles and functions vested in the institution i.e., administration of justice.

The SWOC defines strategic issues — key factors, including new / revised strategies and which means the objectives need to be redefined to enable Judiciary to play a more visible role in justice services and lead other agencies in the enhancement of efficiency in justice services.

The achievement of the Plan's objectives will depend on how Judiciary utilizes its internal strengths, present opportunities, and how to manage weaknesses in operations, while controlling factors that pose a threat to achievement of planned objectives.

Below is a summary of the SWOC analysis for the Judiciary Strategic Plan.

Table 7: SUMMARISED SWOC ANALYSIS

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Constitutional mandate of the Judiciary in Zanzibar 2. Functional and facilitative Judiciary Management structure and systems in place 3. Availability of qualified staff 4. Presence of strong, visionary and committed Judiciary leadership 5. Existence of a responsive Judicial Service Commission 6. Existence of adequate operational court services down to the district level 7. Improved ICT facilities at High Court 8. Supportive local communities in Zanzibar 	<ol style="list-style-type: none"> 1. Inadequate competencies in key areas of non- Judiciary functions 2. Inadequate physical infrastructure and poor state of equipment at Judiciary 3. Inadequate financial resources at Judiciary 4. Continuing incidences of unethical practices e.g. Muhali 5. Insufficient number of personnel in specialized areas 6. Inadequate ICT use in Courts 7. Inadequate Performance Measurement at Judiciary 8. Inadequate succession planning 9. Delays in Court processes and decisions 10. Inadequate stakeholder engagement 11. Lack of adequate professional and skills in court staff
Opportunities	Challenges
<ol style="list-style-type: none"> 1. Political stability and political support to Judiciary 2. Strong Government, Stakeholders, and Development Partners support 3. Availability of opportunity for adopting modern technologies for Judiciary operations 	<ol style="list-style-type: none"> 1. Continuing cases due to undue influences on social behavior by external agencies 2. Inadequate Judiciary Fund 3. Slow uptake in modern technologies in judiciary 4. Inadequate competencies in lower

4. Strong social cohesion and presence of adherence to values and norms	courts
5. Access to resources from willing Development Partners in enhancing Judiciary services	5. Inadequate security in Court facilities
6. Established Law School of Zanzibar	6. Inadequate opportunities for promoting Judiciary image and independence
7. Willingness among external agencies to work with Zanzibar Judiciary.	7. Inadequate Judiciary competencies

4.1.11. Judiciary Stakeholder Analysis

For purposes of broadening perspectives in the Judiciary SP, and in order to accommodate potential changes as they relate to relevant and interested parties (i.e., stakeholders), a stakeholder review becomes necessary for successful implementation for the Strategic Plan.. Inputs by a range of stakeholders have been included in development of the Strategic Plan. The stakeholders include institutions / departments/ agencies working with Judiciary and agencies involved in legal service delivery, mandated by regulation. They also involve state and non-state court users, professionals and oversight agencies. Consultations with stakeholders were undertaken in the process, involving plenary sessions, sharing ideas in group discussions, and Key Informant Interviews (KII). The information from stakeholders helps to assess how interests of stakeholders on Judiciary should be addressed in the Strategic Plan, focusing on strategic objectives, and programs derived in this SP and in legal sector as a whole.

The Judiciary SP weighs and balances all competing demands on the institution by each of the actors who have a claim (i.e. a stake), in order to meet Judiciary's core obligations. The Judiciary's primary stakeholders are the Office of DPP; A.G Chambers; ZLS; Police; ZAECA; Mufti Office; Offenders Education Institutes; Social Welfare Officers (SWOs); CHRAGG; CAT; and, others including CSOs offering legal aid services, and law enforcement agencies; Development Partners (DPs); and the private sectors, who all engaged to share with Judiciary their support in developing efficiency in Judiciary roles and responsibilities.

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Table No 8: Stakeholders Analysis

No	Stakeholder	Stakeholder Expectations	Judiciary Expectations
1	The Public	<ul style="list-style-type: none"> ▪ Efficient and effective service delivery ▪ Speedy delivery of Justice ▪ Relevant information and feedback ▪ Create conducive work environment for disadvantaged people including PWDs ▪ Uphold values 	<ul style="list-style-type: none"> ▪ Hold Judiciary accountable ▪ Participation in Judiciary activities
2	Judiciary Staff	<ul style="list-style-type: none"> ▪ Conducive work environment ▪ Competitive terms and conditions of service ▪ Transparency and accountability ▪ Fair treatment ▪ Opportunities for career progression 	<ul style="list-style-type: none"> ▪ Upholding professional standards and ethics ▪ Dedication and diligence in their work ▪ Provide feedback
3	Litigants	<ul style="list-style-type: none"> ▪ Independence and impartiality in decisions ▪ Efficient and effective case management ▪ Professionalism ▪ Accessible justice 	<ul style="list-style-type: none"> ▪ Abide by the Court decisions ▪ Comply with court processes and timelines ▪ Integrity ▪ Provide feedback
4	Judiciary Services Commission	<ul style="list-style-type: none"> ▪ Implement JSC decisions and policies ▪ Professionalism ▪ Adopt principles of good corporate governance 	<ul style="list-style-type: none"> ▪ Transparency and competitiveness in appointment ▪ Promote independence and Accountability ▪ Play its oversight role in management of Judiciary ▪ Maintain facilitative relations with other organs of government ▪ Timely approval of formulated policies
5	Advocates	<ul style="list-style-type: none"> ▪ Independence and impartiality in decisions ▪ Efficient and effective case 	<ul style="list-style-type: none"> ▪ Respect for the rule of law ▪ Comply with court processes and timelines

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No	Stakeholder	Stakeholder Expectations	Judiciary Expectations
		<ul style="list-style-type: none"> management Professionalism Uphold integrity Adopt a zero-tolerance approach on corruption. Relevant information and feedback Conducive work environment including for people with disability 	<ul style="list-style-type: none"> Uphold integrity Contribute to growth of Jurisprudence Provide feedback and adequate information
6	Law Reform Commission	<ul style="list-style-type: none"> Law research and development 	<ul style="list-style-type: none"> Spearhead legal reforms in areas of administration of justice Review legal and policy frameworks for justice sector Strengthen Court User Committees Mobilize resources for the administration of justice Public education and advocacy
7	National Archives	<ul style="list-style-type: none"> Avail court decisions in a timely manner Timely submission of judgments, cause lists and other information 	<ul style="list-style-type: none"> Publish and disseminate court decisions in a timely manner Keep the laws of Zanzibar updated and current Publish daily cause lists
8	ZLS	<ul style="list-style-type: none"> Share relevant information Transparency and accountability Create a culture that supports access to justice 	<ul style="list-style-type: none"> Perform their role as stipulated in the ZLS Act Upholding professional standards and ethics Offer free legal services to indigent litigants Contribute to growth of Jurisprudence Contribute to Research on legal matters
9	Development Partners	<ul style="list-style-type: none"> Strategic Partnerships Accountability Implement projects according to approved work plans 	<ul style="list-style-type: none"> Technical and financial Support Timely funding and support Feedback Participate in joint activities

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No	Stakeholder	Stakeholder Expectations	Judiciary Expectations
			<ul style="list-style-type: none"> Adhere to Judiciary priorities Support and Trust in Government systems
10	Academic Institutions	<ul style="list-style-type: none"> Collaboration in research Strategic partnerships 	<ul style="list-style-type: none"> Conduct scholarly discourse on the court's decisions. Information dissemination Collaboration in research on issues relating to administration of justice Provide stock of qualified professionals
11	Media	<ul style="list-style-type: none"> Transparency in conducting court processes Provide accurate and timely information Provide rules of engagement 	<ul style="list-style-type: none"> Fair, accurate and objective Reporting Information dissemination Proper identification
12	House of Representatives	<ul style="list-style-type: none"> Play its role as stipulated in the Constitution Communicate court decisions Respect the doctrine of Separation of Powers Prudent use and accountability of allocated resources 	<ul style="list-style-type: none"> Perform its role as stipulated in the Constitution Respect the doctrine of Separation of Powers Abide by Oath of Office Allocation of adequate resources
13	Police	<ul style="list-style-type: none"> Strategic partnerships Speedy determination of cases Comply with court decisions Attend and participate in Court User Committees 	<ul style="list-style-type: none"> Professionalism in conducting their duties Collaborate with the Judiciary and other players in the justice chain
14	AG	<ul style="list-style-type: none"> Judiciary Professionalism Play their role as stipulated in the Constitution 	<ul style="list-style-type: none"> Efficient applicable relevant laws Professionalism
15	DPP	<ul style="list-style-type: none"> Professionalism Play their role as stipulated in the Constitution 	<ul style="list-style-type: none"> Perform their role as stipulated in the Constitution Professionalism
16	ZAECA	<ul style="list-style-type: none"> Strategic partnerships Professionalism 	<ul style="list-style-type: none"> Investigate corruption and economic crimes

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No	Stakeholder	Stakeholder Expectations	Judiciary Expectations
		<ul style="list-style-type: none"> Speedy disposal of matters 	<ul style="list-style-type: none"> Professionalism
17	Treasury	<ul style="list-style-type: none"> Efficient utilization of allocated Resources Transparency and accountability 	<ul style="list-style-type: none"> Provision of adequate Budget Timely release of funds Professionalism
18	LSZ	<ul style="list-style-type: none"> Strategic Partnerships Transparency and accountability Partnerships in specific programmes Submit training requirements 	<ul style="list-style-type: none"> Perform their role as stipulated in the LSZ Act Professionalism Provide necessary technical support and training Conduct scholarly discourse on the court decisions Collaboration in research on issues Dissemination of information

4.1.12. ISSUES RAISED BY STAKEHOLDERS

(a) Infrastructure, Equipment and Security

1. There are inadequate court buildings: court structures are inadequate in numbers of facilities and space. In some cases the courts use other government premises for example, in Mkoani District (Pemba), Mkoani Magistrates Courts are housed within Mkoani Town Council premises.
2. Inadequate court facilities including equipment for closed court sessions, for e.g., when children are involved, and where witnesses need protection
3. Courts do not have adequate separated detention facilities for elders and children
4. Inadequate facilities for people with special needs in courts e.g. persons with disabilities (PWDs)
5. Courts are inadequately equipped with separate Male / Female sanitation facilities
6. Court premises do not have adequate security infrastructure and assistive security devices gear e.g., arms.
7. Inadequate safety measures for emergencies such as fire outbreaks, accidents and other health hazards.

8. There is inadequacy in physical and automated security systems, fences, security guards with detectors, CCTV cameras, etc. The safety and security of court staff (magistrates) and witnesses is uncertain.
9. There are inadequate security arrangements / facilities for screening clients and visitors when entering court premises, even at the High Court, and space for parking vehicles at court premises.
10. Courts do not have adequate equipment such as computers for middle and lower level staff for day to day activities (including at Tunguu High Court).

(b) Court Services

1. The Judiciary of Zanzibar faces challenges in serving people with special needs e.g., PWDs. Challenges include inadequate sign language interpreters and facilities to document proceedings in Braille format for the blind.
2. There are long delays in obtaining records /copies of court proceedings and court rulings from courts to applicants in referrals / appeal cases and to lawyers.
3. Magistrates tend to cling unnecessarily to English language when recording proceedings and rulings, even where their capacity in command of the language is inadequate. This results in records having very poor language that does not meet required judiciary standards.
4. Inadequate children’s retention facilities, rehabilitation centers and approved schools for children – which are also lacking in IEOs centers in Zanzibar.
5. Need to have specific arrangements for pro bono advocates such as incentives including waiver of certain percent of annual subscription fees. This has to be done in collaboration with the advocates.
6. There are only 4 Magistrates designated for Children’s Court countrywide and there is inadequate specialization in magistrates.
7. Questionable accountability of some magistrates in some cases - reported by some stakeholders to this effect.
8. Poor maintenance in records and registers for incoming and outgoing evidence materials e.g. at Vuga RMs Court.

9. Court services are at times influenced by socio - political pressure e.g. in the quest to address child abuse, a number of magistrates were assigned such cases leaving large caseloads to those who deal with other cases when child abuse cases decrease in numbers.
10. Loss of case files at Judiciary and loss of case files when being transferred from one court to another court

(c) Case Management

1. Inadequate court staff especially transcribers / typists, (In some cases for eg at Vuga RM Court, 2 Typists are assigned up to 9 Magistrates) which leads to an overwhelming load of cases to Transcribers / Typists and thus lengthy delays in producing court proceedings.
2. Cases are at times dismissed arbitrarily at the will of the magistrate without consideration of other factors - such as situations encountered by witnesses who are employed in other government departments and are constrained by responsibilities
3. Court infrastructure and facilities are not secure. Many court chambers do not have adequate room for Segregated sitting for witnesses and offenders / accused
4. and Seating for magistrates / court clerks / witnesses
5. There is serious lack of organized and proper preservation of records, no filing cabinets no safes and closets,
6. Most cases involving persons with mental or intellectual impairments are dismissed due to insufficient evidence or inability to interpret evidence adduced by persons with such impairments.
7. Kadhi's Courts should be left only with civil matters involving adults. All cases involving children should be handled by the Children's Court because they have child-friendly environments and legal procedures e.g. presence of SWOs as mentioned earlier.
8. Child cases are faced with challenges in inadequate counseling by Social Workers – who are at times excluded by magistrate and prosecutors when adjudicating child cases in courts
9. Insufficient ICT infrastructure to support Judiciary processes and inefficient case management in judiciary – continuing usage of manual recording procedures

10. Transferring cases from one court to another court creates undue inconveniences to all involved in cases

(d) Witness and Victim Handling

1. Non facilitation to witnesses in cases such as reimbursements in travel and other expenses leads to delays in court cases:
2. The absence of adequate security in courts undermines the situation of security for of witnesses and victims
3. Courts have limited facilities for holding Accused / remanded /, separately, which puts witnesses and victims' staff at personal risk.
4. Lack of refreshment facilities such as restaurants to serve witnesses / victims and staff and other court clients who resort to street vendors for food which is risky.
5. Courts need to develop guidelines or standard operating procedures (SOPs) on child-sensitivity handling skills e.g. techniques of interviewing children in a friendly but effective way.
6. Delays of payments to services from Rehabilitation Houses of Offenders

(e) Judiciary HR

1. Generally there are staff inadequacies in courts, especially court clerks, and typists/transcribers.
2. Inadequate staff orientation and Induction at recruitment and appointment to posts in judiciary.
3. Appointments of magistrates should also consider carefully required competencies to avoid embarrassments in court duties, e.g., weak judgment writing skills.
4. There is inadequacy in facilitation to staff on court duties for e.g. transfer allowances from one location to another.
5. Inadequate training / capacity development among staff especially court clerks, typists and magistrates in court procedures.
6. Schemes of service are not disseminated / applied in court HR management, neither is there a staff development programme.

7. The Judiciary has no Training Policy such that individual staffs pursue training at their own behest and preference. In some cases Driver goes for IT training at own expenses regardless of the needs of institution. This leads to a) overstaffing in a certain cadre while other cadres remain understaffed.
8. Undeveloped staff performance appraisal system

(f) Integrity Issues

1. There are cases where records of cases disappear especially when the winner of the case requests copies for further follow up.
2. In some cases the Police are used to deliver summons – an arrangement that is not very reliable for delivery of court documents
3. There are instances of biased judgment including claims of contradicting evidence by magistrate adjudicating a case.
4. Some courts apply the system of putting child on the stand as witness against adult which is considered inappropriate for justice in certain circumstances.
5. Many cases involving land issues are not sufficiently based on visible evidence. Courts should visit areas with disputes over land issues to verify arguments.
6. Contracts are not sufficiently investigated and end up in disputes at court. Courts should employ more resources to scrutinize contracts before and after contractual agreements are entered.
7. Magistrates do not priorities cases rationally – some cases are left pending for a long time unnecessarily.
8. Some magistrates allow irrelevant questions asked by counsel in court.
9. Some magistrates prolong cases for unknown reasons e.g. A Government Chemist in Pemba attended a case that was postponed / adjourned 13 times. In instances where magistrates are engaged in other affairs measures should be taken to ensure information is sent to other parties timely and efficiently
10. Unplanned expenditure for ad hoc issues at Judiciary which creates inconveniences in payments for other planned activities
11. Courts get involved in petty issues e.g., community ceremonies.

4.1.13. Political Economic Social Technological Environmental and Legal (PESTEL) Factors

The Judiciary operational environment is dictated by internal and external dynamics that are socio-economic, legal and political in nature. These dynamics in turn create trends, demands and challenges that should be anticipated and managed. The assessment of the Judiciary's internal and external operating environment was undertaken using PESTEL and SWOT analysis tools. This section presents an analysis of Political, Economic, Social, Technology, Environmental as well as Legal factors that normally influence operations and expectations in implementation of the judiciary Strategic Plans.

- i. **Political Factors:** Zanzibar's political landscape is generally stable. In 2020 a Government of National Unity was formed to allow for inclusive Governance for Political parties in implementation of the national development agenda.
- ii. **Economic Factors:** The Strategic Plan period is likely to be characterized by intensified economic growth, following the governments heightened investments in economic transformation through promulgation of the Blue Economy for Zanzibar, and a booming tourism industry. However, the question of economic inequalities among citizens may expand which may lead to continuing widespread poverty and which may hamper access to justice and increase cost of legal representation.
- iii. **Social Factors:** The 8th Phase Revolutionary Government of Zanzibar entered with promises of a series of reforms against injustices such as child and women abuse. The President further promised to remove the annoyance of impunity or as commonly known in Zanzibar, 'muwali' which has seen increased demand in justice particularly for women and children rights. This situation led to the establishment of special courts (for drug abuse, child abuse) and is expected to continue in the medium term, hence the need for courts to deliver decisions that will contribute to development of jurisprudence, from time to time.
- iv. **Technology Factors:** On one hand, the Judiciary is expected to leverage on the rapid rate of technological change and innovation to reduce operational costs and accelerate expeditious delivery of justice. Given the slow uptake in technology in Zanzibar

Judiciary, the use of IT may continue to be challenging if necessary measures are not exerted more aggressively.

- v. **Environmental Factors:** With the increasing drive to green work environments, the Judiciary will have to adopt sustainable business practices in its operations. This will include compliant court premises, waste management, use of renewable energy and paperless operational environment. The Judiciary will ensure that its decisions promote safe, secure and sustainable environment.
- vi. **Legal Factors:** The Judiciary will be expected to continue to uphold and protect the rule of law. However, the increase in investments in economic ventures prompted by the Blue Economy drive and industrialization will certainly call for a more adequate legal framework (including judiciary competencies) in support in management of contracts/interactions with investors and foreigners. The judiciary must strive and prepare to assume heavier responsibility in the context of Zanzibar's demographic dynamics, and, the country's location as a major tourist destination.

2.6. JUDICIARY SP: KEY SUCCESS FACTORS

- a) **Clear prioritization of objectives** – moving to the next level through Initiatives that are relevant, applicable and results oriented.
- b) **Expanded ICT proficiency:** Key to Judiciary SP success is harnessing the potential in ICT. More efficient ICT presents a good opportunity for improving efficiency in management and for bringing best results in Judiciary institutional development, across all levels.
- c) **Strengthened HR**, with a program that charts out modalities for enhanced skills in Strategic Plan management among staff, identifying areas in need of particular skills development, required for staff across levels of supervision and coordination, classifying short term and long term plan implementation..
- d) **Reliable, adequate guidelines** - records, implementation standards and schedules, ie approved and documented guidelines to support the SP that determine the objectives and institutional goals to which Judiciary staff must commit themselves to achieve.
- e) **Strategic and Constructive Partnerships:** The Judiciary SP prioritizes engagement with of partners, in strategically addressing the key challenges and issues, based on

understanding that partners possesses expertise that is exchangeable, and, benefits from such alliances include technology transfer, economic specialization, shared expenses and shared risk management

- f) **An Extended Research Framework** – in key areas in Judiciary SP shall ensure implementation is driven by analytical, problem-solving and informed planning and decision making, based on findings from wide ranging researches. These in turn shall provide appropriate guidance for M&E in the national implementation framework
- g) **Enhanced Resource Mobilization:** Judiciary SP must leverage a comprehensive resource mobilization initiative, to support programs in the SP at all levels. Opportunities in external financing for the Initiatives must be pursued to help ensure sustainability in the Judiciary SP programs.
- h) **Efficient Monitoring and Evaluation** and a comprehensive monitoring and evaluation framework.

CHAPTER THREE

3.0. ZANZIBAR JUDICIARY STRATEGIC PLAN IV FRAMEWORK

The Theory of change – or Initiative logic - is presented as representative of the hierarchy of objectives. It outlines strategic focus areas for the SP (with supporting arguments for change in the identified focus areas). It articulates Initiatives for each focus area (i.e., what should be done to effect change), and the projected results with performance measures (i.e., the indicators).

In this SP, the Log frame presents the following key elements of the SP:

- The Hierarchy of objectives (SP Logic), which shows the Goal, Purpose and Results/Objectives presenting the Initiative logic or theory of change;
- External factors critical to the SP's success (Assumptions);
- How the SP's achievements will be monitored and evaluated - Indicators and Sources of Verification
- Risks and Risk Management strategies

The rationale for the Judiciary SP 2023 / 24 - 2028/29 is based on 3 key elements:

- a) While it is recognized that Judiciary is an independent institution and has its respective mandates, it operates in an intricately interactive, interdependent and interrelated framework with other agencies in legal sector in justice governance, and in the performance of functions, there are shared roles that are crucial to effective and efficient administration of justice. The Judiciary needs to harmonize roles with the agencies so as to achieve desirable results.
- b) In implementation of activities the SP becomes an important guiding tool for measuring progress and achievements over time.
- c) The SP is a strategic approach to address outstanding, persistent, emerging challenges experienced and projected in the course of developing initiatives for enhancing judiciary services.

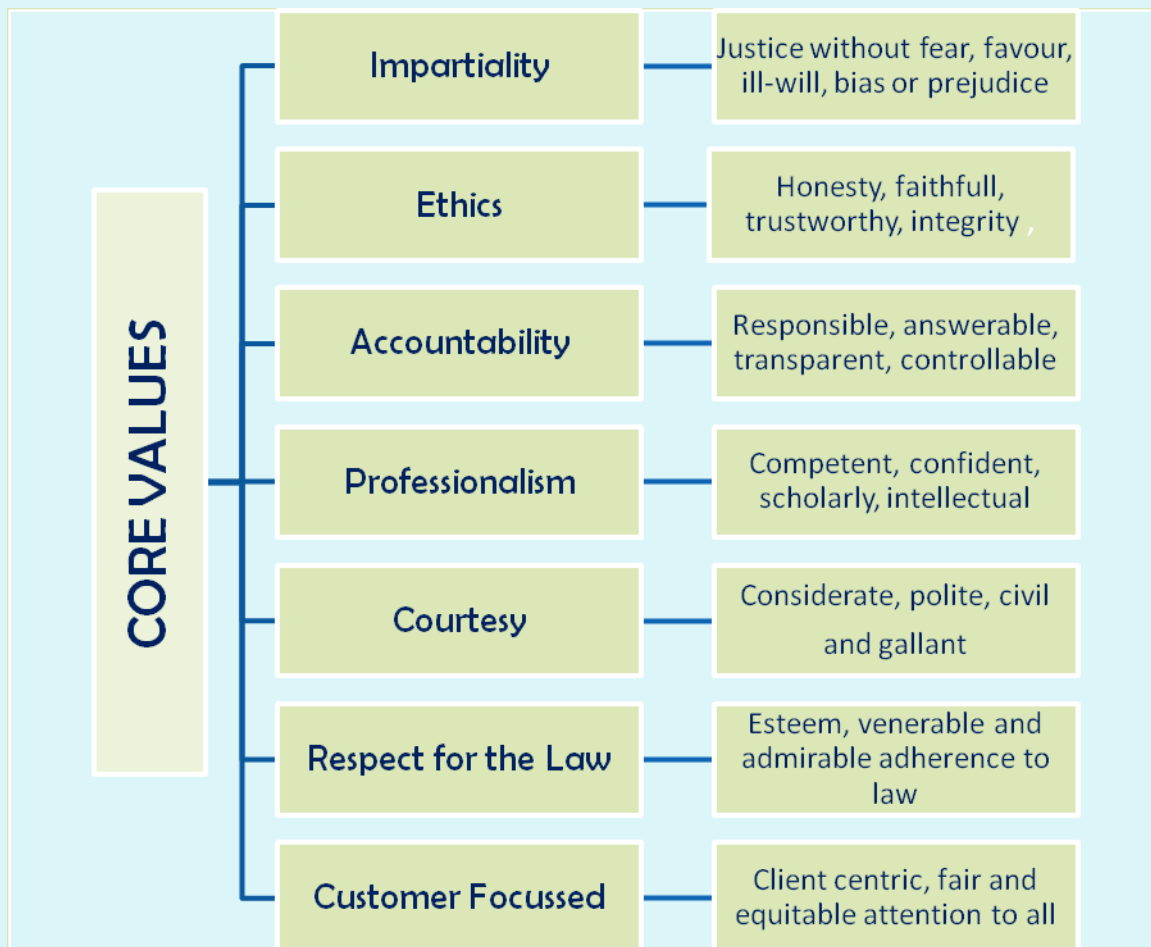
3.1. VISION

An institution that ensures efficient, timely, accessible justice for all.

3.2. MISSION

To administer justice in a fair, accountable and accessible manner, and ensure adherence to principles for upholding the rule of law, advance and promote integrity of the court

3.3. CORE VALUES



3.4. OUTCOMES, STRATEGIC OBJECTIVES AND STRATEGIC INITIATIVES

3.4.1. STRATEGIC FOCUS AREAS AND THEMES:

The strategic focus has been defined by issues identified in the situational analysis in the previous chapter. It responds to the emerging issues and priority areas identified under the national development policy agenda (Zanzibar Vision 2050 and ZADEP 2021-2025), the Sustaining Judiciary Transformation process (ZLSRS 2023/24 – 2027/28), Holistic Needs Assessment of the Judiciary of Zanzibar (2022), several other policy documents as well as the environmental scan. In line with the foregoing and the mandate of the Judiciary, the following five (5) Outcomes with their corresponding themes have been identified; as highlighted in table 4 below.

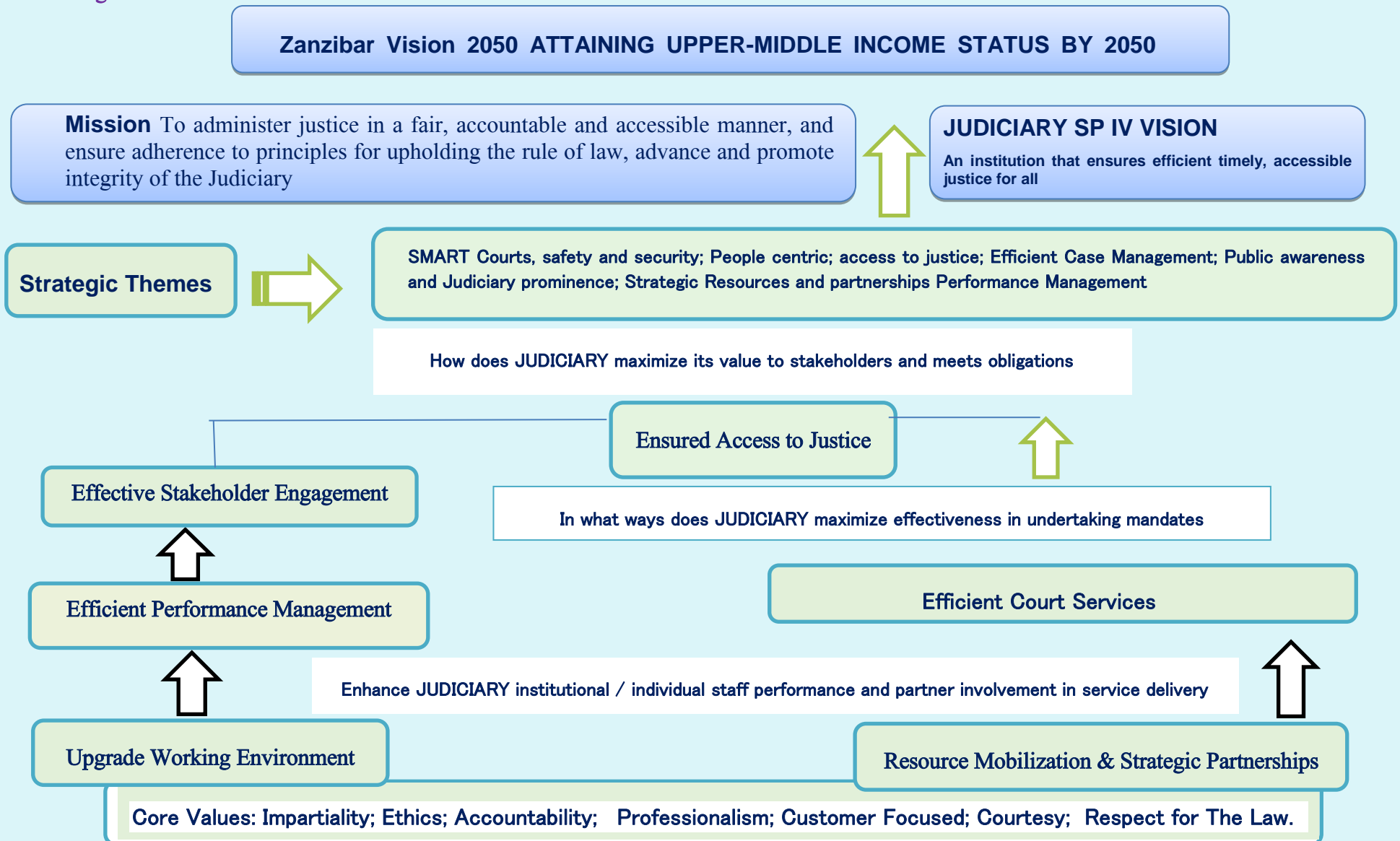
TABLE No 9: Zanzibar Judiciary SP Outcomes and Themes

OUTCOME		THEME
1	Reputable, safe and secure Judiciary work environment	Enhance efficiency by improving the judiciary work environment through installation of ‘SMART’ court infrastructures, adequate facilities, equipment and appropriate security in Judiciary.
2	Enhanced and Sustainable access to justice	Enhance access to equitable justice for the indigent, the marginalized and disadvantaged, through more responsive legal and operational framework in judiciary services.
3	Enhanced court efficiency in dispensation of justice	Enhance efficiency in dispensation of justice that underscores competency, accountability, quality, and responsive execution in case management.
4	A prominent, reliable institution in serving justice to the public	Promote public trust in Judiciary, enhance, public awareness and prominence of the Judiciary
5	Efficient performance management, effective use of resources and partnerships	Improve business processes ensure adequate and efficient use of resources and strategic partnerships.

3.4.2. ZANZIBAR JUDICIARY STRATEGY MAP:

The Zanzibar Judiciary Strategy map which shows the cause-effects linkages of strategic objectives, and the way in which they influence the Vision and the Mission of the Judiciary is indicated in Figure 2 below.

Fig 2: JUDICIARY SP IV STRATEGY MAP



3.4.3. STRATEGIC OBJECTIVES

The overall objective of judiciary Strategic Plan IV is to reinforce initiatives in Judiciary reforms, strategize priorities, strengthen key components of Judiciary services and, enhance efficiency in institutional performance for more effective functioning in administration of justice in Zanzibar. In line with the mandate of the Judiciary, the prioritized Strategic Objectives are as follows:

- SO 1.** Upgrading Judiciary Services Work Environment;
- SO 2.** Enhanced Access to Justice;
- SO 3.** Expeditious Court Services and Case Management;
- SO.4** Enhancing Public Trust, Community Awareness and Judiciary Prominence;
- SO 5.** Enhancing Institutional Performance Management, Resource Mobilization and Strategic Partnerships.

The strategic interventions and key activities under each strategic objective are discussed below. The same, including strategies, are further expounded in the implementation matrix of this Strategic Plan.

3.4.3.1. STRATEGIC OBJECTIVE 1: UPGRADING JUDICIARY SERVICES WORK ENVIRONMENT

This Strategic Objective focuses on improving Judiciary’s work environment through developing more secure infrastructure, equipment and facilities which is among these Judiciary SP’s foremost priorities. To uphold its reputation, court buildings at Judiciary must be “SMART “, that is:

- Appealing – that ensures the esteem and reputation of the Judiciary.
- Accommodating – that complies to needs and requirements of all clients / court users
- Secure – assured safety of all persons, ensured safekeeping for instruments and equipment, and safety to all judiciary infrastructures
- Conducive – Favorable environment for efficient execution of core court functions and support services.

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The Strategic Initiatives and key Activities /Actions under this Strategic Objective are as follows (Table 9):

Table No 10: SO1 Strategic Initiatives and key Activities /Actions

INITIATIVE	ACTIVITY/ACTION
1. Comprehensive Judiciary Infrastructure Development Plan	1.1. Acquire title documents for all Judiciary parcels of land 1.2. Construct 7 standard, all-inclusive “SMART” court buildings in Unguja (4) and Pemba (3) 1.3. Construct residential houses (30 structures) for Judiciary Staff (20 in Unguja and 10 in Pemba) 1.4. Completion of 7 ongoing constructions of Court buildings. 1.5. Renovation of 4 Court buildings 1.6. Modernization of Court Buildings
2. Court facilities and equipment needs assessment and procurement plan	2.1. Implement court facilities and equipment needs assessment and procurement plan 2.2. Procurement and installation of Court furnishings and safekeeping equipment in all court buildings 2.3. Procurement of Assistive Devices for PWDs / Children 2.4. Equip courts with generators 2.5. Equip courts with solar systems
3. Security requirements and security systems assessment and upgrading plan	3.1. Conduct Security Systems Needs Assessment 3.2. Procure and install Electronic Device (Screening) systems 3.3. Procure and install surveillance systems for all Court buildings 3.4. Provide security personnel at all court premises and designated residences
4. Judiciary transport facilities upgrading plan	4.1. Develop Judiciary Transport Plan 4.2. Procure transport facilities for all courts.

3.4.3.2. STRATEGIC OBJECTIVE 2: ENHANCED ACCESS TO JUSTICE

The Judiciary, being the custodian of justice in Zanzibar as mandated by the Constitution, must eliminate the barriers that hinder access to justice by ensuring proximity of courts, simplifying court procedures for court users and alleviating barriers to access to judicial services faced by different categories of people such as PWDs, children, women, and other marginalized groups. The focus of this Strategic Objective shall be to enhance **equitable access** to judiciary services by removing barriers to access to justice, and put measures to ensure that it remains open and available to all regardless of status. The Strategic Initiatives and key Activities /Actions under this Strategic Objective are as follows (Table 11):

Table 11: SO 2 Strategic Initiatives and key Activities /Actions

INITIATIVE	ACTIVITY/ACTION
1. Improve physical access to legal services and proximity to courts;	1.1. Engage partners in utilizing facilities for court premises in hard-to-reach areas 1.2. Facilitate mobile courts usage for cases with specific needs 1.3. Accommodate Court rooms for vulnerable witness, and facilities for PWDs
2. Rollout Program for enhancing awareness to court service providers and users	2.1. Disseminate awareness on procedures for accessing court services 2.2. Establish functional information desks at courts
3. Increase functional access to services, promote people-centered court services and processes	3.1. Recruit and deploy sign language interpreters.
4. Facilitate incorporation of policy and regulation on Alternative Dispute Resolution (ADR) in justice system,	4.1 Support legal sector agencies on developing ADR policy 4.2 Facilitate enactment of Alternative Dispute Resolution (ADR) in justice system 4.3 Establish and equip mediation spaces at courts 4.4 Accredite mediators

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INITIATIVE	ACTIVITY/ACTION
	4.5 Conduct mediation sensitization and awareness 4.6 Monitor the performance of accredited mediators 4.7 Train judicial officers in the management of gender-based violence cases
5. Facilitate adoption of the Human Rights-Based Approach (HRBA) in justice system	5.1. Institute HRBA in learning curricular and in academic circles.
6. Facilitate enhancement of the Witness and Victim Care and Protection in Zanzibar WVCSP	6.1. Design infrastructures and equipment - offices in regions and districts, 6.2. Train staff, disseminate policy and guidelines on WVCSP Programme
7. Enhance accessibility to services in filing suits; securing copies of court documents e.g., copies of proceedings and judgments	7.1. Formulate guidelines on courts to serve as a ‘one-stop-center’ for court services.

3.4.3.3. STRATEGIC OBJECTIVE 3: EXPEDITIOUS COURT SERVICES AND CASE MANAGEMENT

Quick disposition of cases is among the basic requirements for reduction in case delays. The Judiciary understands this mandate should be exercised expeditiously to ensure quality and timely justice. This Strategic Objectives shall focus on strengthening mechanisms for judges and magistrates to conclude dockets timely and expedited production of copies of court documents. Moreover, the Strategic Objective shall ensure institutionalization of Judiciary ICT policy, which offers guidance on a number of issues including storage of data, communication arrangements, use of Judiciary’s equipment, back-up systems, intra and interconnections, e-libraries, e-proceedings or e-case management Trends in Court User satisfaction. The Strategic Initiatives and key Activities /Actions under this Strategic Objective are as follows (Table 11

Table No 12: SO 3 Strategic Initiatives and key Activities/Actions are as follows:

INITIATIVE	ACTIVITY/ACTION
1. Strengthen human resource capacity and operationalized small claims courts;	1.1. Engage with partners to facilitate establishment of small claims courts 1.2. Appoint adjudicators for the small claims court 1.3. Designate courts to handle small claims matters 1.4. Equip small claims courts with equipment and facilities for timely disposition of cases. 1.5. Conduct sensitization and awareness of the public on the Small Claims Procedure 1.6. Roll out the Small Claims Courts Procedure to small claims courts 1.7. Train judicial and non-judicial officers in the Small Claims Procedure 1.8. Conduct on-station Small Claims Procedures coaching sessions at courts
2. Strengthen disposal of cases in all courts	2.1. Review, set and monitor case disposal targets 2.2. Disposal of cases at the Court of Appeal 2.3. Disposal of cases at the High Court 2.4. Disposal of cases at the Kadhi's Court 2.5. Disposal of cases at the Regional Magistrates Court 2.6. Disposal of cases at the District Magistrates Court 2.7. Disposal of cases at the Primary Courts
3. Reduce Court case backlog.	3.1 Set backlog case disposal targets 3.2 Monitor backlog case disposal 3.3 Roll out plea bargaining to courts and prisons 3.4 Set targets on disposal of cases through plea bargaining

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INITIATIVE	ACTIVITY/ACTION
	<p>3.5 Conduct plea bargaining sessions at High Court circuits and divisions</p> <p>3.6 Conduct sensitization and awareness of the public on plea bargaining</p>
4. Enhance ICT capacity of the Judiciary.	<p>4.1. Undertake ICT audit</p> <p>4.2. Review and develop a strategy for promoting use of ICT in all court processes</p> <p>4.3. Develop a Judiciary ICT infrastructure master plan</p> <p>4.4. Procure and provide computers and other equipment</p> <p>4.5. Install internet connectivity at court stations</p> <p>4.6. Provide ICT support to courts and Judiciary staff</p> <p>4.7. Undertake routine maintenance and service of ICT infrastructure</p> <p>4.8. Enable access to required applications and software</p> <p>4.9. Procure computer specialized application software like engineering design software (Arch CAD, AutoCAD, ProtaStructure, Geoslope, Plan Swift, Autodesk Revit and MS Project).</p> <p>4.10. Undertake ICT training of Judiciary staff</p> <p>4.11. Maintain ICT security for ICT systems and infrastructure</p>
5. Adopt and institutionalize ICT in case management system and judicial operations	<p>5.1. Develop standard operating procedures /policy on the operationalization of Case Management System (CMS)</p> <p>5.2. Roll out the developed Case Tracking Module of the Case Management System</p> <p>5.3. Establish interconnectivity of registries</p> <p>5.4. Provide equipment for registries</p> <p>5.5. Roll out digital court recording and transcription system</p> <p>5.6. Roll out Video conferencing system to Court of Appeal, High Court, Chief Kadhi's Court, High Court Divisions, Chief magistrates Courts</p> <p>5.7. Roll out digital evidence presentation systems to courts</p>

3.4.3.4. STRATEGIC OBJECTIVE 4: ENHANCING PUBLIC TRUST, COMMUNITY AWARENESS AND JUDICIARY PROMINENCE

In exercising its judicial authority, the Zanzibar Constitution (and relevant statutes) demands Judiciary demonstrate fairness, impartiality, transparency and promote public participation in its processes and activities. The ability of courts to fulfill their mission and perform functions helps stakeholders to assess public trust and confidence in Judiciary. That trust and confidence, are earned by the Judiciary through faithfully performing its duties and adhering to ethical standards. This Strategic Objective shall focus on strengthening public awareness and enhance Judiciary image through effective communication strategies, engagement with key stakeholders in raising the profile of the Judiciary, and efficient use of social media. The Strategic Initiatives and key Activities /Actions under this Strategic Objective are as follows (Table 12):

Table No 13: SO 4 Strategic Initiatives and key Activities/Actions

INITIATIVE	ACTIVITY/ACTION
1. Enhance participatory interactive engagement with the public.	1.1. Develop and implement the Comprehensive Judicial Stakeholders' Engagement Strategy (CJSSES) 1.2. Conduct periodic court users surveys (CUS) 1.3. Train court reporters 1.4. Maintain and update information-sharing platforms 1.5. Engage public on social media platforms 1.6. Review and update Judiciary Website
2. Enhance publicity of the Judiciary	2.1 Enhance conducting of Judiciary related events such as Moot Courts 2.2 Judiciary events and public awareness materials publicized
3. Promote the Judiciary Brand	3.1 Develop Judiciary Brand Manual 3.2 Develop and disseminate promotional merchandise/ materials 3.3 Brand Judiciary in corporate colors
4. Develop Comprehensive Judiciary Communication	4.1. Formulate Comprehensive Judiciary Communication Strategy

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INITIATIVE	ACTIVITY/ACTION
Strategy	<p>4.2. Adopt strategic communication modalities to sensitize the various targeted communities</p> <p>4.3. Devise basic Judicial procedures, education and information to the public</p> <p>4.4. Prepare and disseminate Guideline or Information Package on ‘Use of Judicial Services’ to stakeholders and public.</p>
5. Promote public trust, confidence and understanding of the Judiciary	<p>5.1. Institute effective complaints handling mechanisms at Judiciary</p> <p>5.2. Conduct Program for Public Awareness and Community Education (PACE) on legal aid services and access to justice.</p> <p>5.3. Roll out programs to promote Judiciary transparency to improve presence in public</p>
6. Develop Comprehensive Judiciary Stakeholders’ Engagement Framework	<p>6.1. Devise modalities for statutory and non-statutory engagement with various stakeholders;</p> <p>6.2. Design feedback mechanisms with stakeholders on judiciary services;</p>

3.4.3.5. STRATEGIC OBJECTIVE 5: ENHANCING INSTITUTIONAL PERFORMANCE MANAGEMENT, RESOURCE MOBILISATION AND STRATEGIC PARTNERSHIPS.

Performance management is referred to as “the process of managing the organization’s translation of plans into results”¹¹ It enhances broad cross-functional involvement in decision making and provides greater visibility with accurate, reliable and relevant information.¹² Thus, it is also the process by which organizations align their resources, systems and employees to strategic objectives and priorities. Zanzibar Judiciary needs to enhance performance management, by reviewing the current organization culture, institutional structures, management practices, and human resource development. For successful implementation of JSP IV the

¹¹ Gary Cokins ‘Performance Management’, John Wiley and Co Ltd 2004, p.1

¹² Gary Cokins ‘Performance Management’, John Wiley and Co Ltd 2004, p.1.

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Judiciary has to consider adopting strategies for diversifying the resource base, including enhancing PPP and engagement with donor Agencies. This shall be accompanied with efficient financial management and collaborations in strategic and productive partnerships. This Strategic Objective shall focus on enhancing performance management, efficient use of resources, knowledge management, and strong, productive partnerships through a strategic and integrated approach to promote efficiency in institutional management and staff performance. The Strategic Initiatives and key Activities /Actions under this Strategic Objective are as follows (Table 14).

Table No 14: SO 5: Strategic Initiatives and Key Activities /Actions are as follows

INITIATIVE	ACTIVITY/ACTION
1. Streamline and modernize records management at Judiciary	1.1. Develop and operationalized a Document and Record Control Procedures Manual 1.2. Develop and review Tribunals and Courts registry manuals 1.3. Develop and operationalized Judiciary Retention Policy and Disposal Schedules for Court and Tribunal records 1.4. Train all staff on Registry Manuals / Records Management and automation 1.5. Train Records Management Officers on e-Records Management
2. Review and harmonize Judiciary structures and functions	2.1. Conduct judiciary Technical functional review analysis 2.2. Conduct restructuring for Judiciary Administrative Structures at mid-level operations
3. Develop a Comprehensive HR Development Plan for Judiciary	3.1. Design a Performance Management Plan that will facilitate attracting, retaining, empowering and motivation to staff. 3.2. Establish optimal staffing levels 3.3. Design a Training Policy and Judiciary training Plan to enhance skills and competencies. 3.4. Design Judiciary succession plan
4. Strengthen Resource Mobilization at Judiciary	4.1. Develop Regulations and operationalized the Judiciary Fund 4.2. Propose and design modalities for alternative sources in financing for Judiciary Fund 4.3. Conduct survey on best practices in resource mobilization 4.4. Conduct researches on Judiciary resource potentials
5. Monitor Implementation of Judiciary	5.1. Disseminate JSP IV to key partners

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INITIATIVE	ACTIVITY/ACTION
SP	5.2. Design annual work plans aligned to SP 5.3. Prepare progress reports on the performance of JSP IV 5.4. Submit Progress Reports to external and Internal partners 5.5. Undertake monitoring and evaluation of JSP 5.6. Collect Data to validate work plan performance through surveys
6. Enhance capacities for Judiciary data management	6.1. Conduct baseline survey on Judiciary 6.2. Coach key facilitators on coordination and management in data collection, storage, analysis and application. 6.3. Conduct skills and competences-based training in planning methods in collection, preservation, verification and application of statistics. 6.4. Procure equipment in ICT for systems to support data collection 6.5. Design standard operating procedures for data collection and dissemination on findings
7. Promote strategic partnerships for Judiciary SP IV	7.1. Identify and determine areas for collaborations with internal and external partners; 7.2. Design Concept Notes and Project Proposals for strategic partnerships 7.3. Initiate communication with identified potential partners and propose modalities for collaboration.

3.5. DEVELOPMENT OF THE BASELINE FOR JUDICIARY SP:

For the entire hierarchy of objectives, the Log frame presents key performance indicators (KPIs) which describe how performance will be measured to indicate achievement of the identified objectives.

For the reviewed outgoing Judiciary SP (2019 – 2024), values for performance indicators to constitute performance targets could not be determined due to inadequacies in baseline information for measuring performance in implementation. Therefore, this Judiciary SP IV presents preliminary data. A comprehensive baseline survey will be developed in the first year of implementation of this Judiciary SP IV. Based on the data obtained, desired performance targets will then be set by Judiciary Management for extended use over the implementation period.

CHAPTER FOUR

4.0 IMPLEMENTATION FRAMEWORK, RISKMANAGEMENT AND FINANCING OF STRATEGIC PLAN

The Judiciary Strategic Plan IV implementation framework is organized in a series of interrelated processes where key plan components, i.e. Strategic Objectives, initiatives, outputs, activities and indicators are to be pursued and undertaken (Table 14 above); five year implantation plan (Table 15); and five-year-plan budget (Table 16) The framework also details anticipated risks and risk mitigation plan (Table 17) .

4.2. STRATEGIC PLAN MATRIX

Strategic Plan Matrix Is Presented In Table 15

TABLE 15: STRATEGIC PLAN MATRIX

Initiatives	Output	Activity/Action	Indicators	Baseline 2023	Target for 5 yrs.	Targets 2023/24-2027/28				
						24/25	25/26	26/27	27/28	28/29
Strategic Objective 1:Upgrading Judiciary Services Work Environment										
1.1 Comprehensive Judiciary Infrastructure Development Plan	Land acquired and land titles processed	Acquire title documents for all Judiciary parcels of land	Number of land titles acquired							
	New smart-court buildings constructed	Construct 7 smart-court buildings in Unguja (5) and Pemba (2)	% of new-smart courts buildings completed	0	7	3	3	1	0	0
	Residential houses for judiciary staff constructed	Construct residential housing (30 structures) for judiciary staff (20 Unguja and (10 Pemba)	% of new-residential buildings completed	30	10	10	10	0	0	0
	Ongoing court building construction projects completed	Complete the ongoing smart-court constructions	% of on-going court buildings completed	7	7	7	-	-	-	-

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	Court buildings renovated	Renovate 4 court buildings	% of courts buildings renovated	TBD	4	2	2	0	0	0
	High Court building modernized	Modernize the High Court building	% rate of installation of equipment and facility	TBD		50%	100%	-	-	-
1.2 Court facilities and equipment needs assessment and procurement plan	Facilities and equipment need assessment and procurement plan in place	Conduct court facilities and equipment needs assessment and procurement plan	Needs Assessment Report Number of courts equipped with generators	0	1	1	-	-	-	-
	Courts equipped with adequate facilities and equipment	Procurement and installation of Court furnishings and safekeeping equipment in all court buildings	% of furnished Courts buildings installed with equipment	TBD	18	50%	72%	84%	90%	100%
		Procurement of Assistive Devices for PWDs / Children	% of Courts equipped with Assistive Devices for PWDs / Children	TBD	18	50%	72%	84%	90%	100%
		Equip courts with generators	% of courts equipped with generators	TBD	18	50%	72%	84%	90%	100%
		Equip courts with solar systems	% of courts equipped with solar systems	TBD	18	50%	72%	84%	90%	100%
1.3 Security requirements and security systems upgrading plan in Judiciary	Security Systems Needs Assessment conducted	Conduct Security Systems Needs Assessment	Approved System Needs Assessment	0	1	1	-	-	-	-
	Security of court premises and designated residences improved	Procure and install Electronic Device (Screening) systems	% of courts equipped with Electronic Device (Screening) systems	1	18	50%	72%	84%	90%	100%
		Procure and install surveillance systems for all Court buildings	% of courts equipped with surveillance	1	18	50%	72%	84%	90%	100%

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			systems							
		Provide security personnel at all court premises and designated residences	% of courts and designated premises provided with security systems.	1	18	50%	72%	84%	90%	100%
1.4 Judiciary transport facilities upgrading plan	Judiciary Transport Plan developed	Develop Judiciary Transport Plan	Judiciary Transport Plan	0	1	1	-	-	-	-
	Judiciary transport facilities maintained	Procure transport facilities for all courts	% of courts with transport facilities	TBD		32%	54%	66%	79%	100%
Strategic Objective 2: Enhanced Access to Justice										
2.1. Improve physical access to legal services and proximity to courts;	partners engaged in utilizing facilities for court premises in hard-to-reach areas	Engage partners in utilizing facilities for court premises in hard-to-reach areas	% of court premises in hard-to-reach areas with improved physical access to legal facilities	TBD	6	25%	50%	70%	85%	100%
	Mobile courts established	Facilitate mobile courts usage for cases with specific needs	% of facilitated mobile courts for cases with specific needs	0	0	50%	100%	-	-	-
	Court rooms for vulnerable witness, and facilities for PWDs accommodated	Accommodate Court rooms for vulnerable witness, and facilities for PWDs	% of accommodated Court rooms for vulnerable witness, and facilities for PWDs	TBD		25%	50%	70%	85%	100%
2.2. Rollout Program for enhancing awareness to court service providers and users	Program for enhancing awareness to court service providers and users rolled out	Disseminate awareness on procedures for accessing court services	% of dissemination sessions/programs conducted	TBD		25%	50%	70%	85%	100%
			% of court procedures translated	TBD		25%	50%	70%	85%	100%

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	information desks at courts established and functional	Establish functional information desks at courts	% of courts with functional information desks	TBD		25%	50%	70%	85%	100%
2.3. Increase functional access to services, promote people-centered court services and processes	functional access to services increased; and people-centered court services promoted	Recruit and deploy sign language interpreters,	Number of courts with sign language interpreters	TBD		30%	55%	80%	95%	100%
2.4. Facilitate incorporation of policy and regulation on Alternative Dispute Resolution (ADR) in justice system,	Alternative Dispute Resolution (ADR) mechanism strengthened	Support legal sector agencies on developing ADR policy	Approved Alternative Dispute Resolution (ADR) Policy	0	1	1	-	-	-	-
		Facilitate enactment of Alternative Dispute Resolution (ADR) in justice system	Alternative Dispute Resolution (ADR) Act	0	1	1	-	-	-	-
		Establish and equip mediation spaces at courts	% of courts equipped with mediation spaces	TBD	TBD	22%	50%	74%	90%	100%
		Accredit mediators	% of mediators accredited	TBD	TBD	22%	50%	74%	90%	100%
		Conduct mediation sensitization and awareness	% of mediation sensitisation and awareness campaigns conducted	TBD	TBD	22%	50%	74%	90%	100%
		Monitor the performance of accredited mediators	% of accredited mediators inspected/assessed.	TBD	TBD	22%	50%	74%	90%	100%
		Train judicial officers in the management of gender-based violence cases	% of trained judicial officers in the management of gender-based violence cases	TBD	TBD	22%	50%	74%	90%	100%
2.5. Facilitate adoption of the Human Rights-	Human Rights-Based Approach (HRBA) in justice system	Institutionalize HRBA in learning curricular and academic circles	% of learning institutions and academia adopting	0	TBD	23%	45%	69%	90%	100%

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Based Approach (HRBA) in justice system	adopted		HRBA learning curricular								
2.6. Facilitate enhancement of the Witness and Victim care and Protection in Zanzibar	Witness and Victim care and Protection in Zanzibar enhanced	Design infrastructures and allocate equipment - offices in regions and districts	% of courts with designed infrastructure and equipment	0	TBD	18%	38%	62%	80%	100%	
		Train staff, disseminate policy and guidelines on WVCSP Programme	% of trained staff and disseminated guidelines on WVCSP	0	TBD	18%	38%	62%	80%	100%	
2.7. Enhance accessibility to services in filing suits; securing copies of court documents e.g. copies of proceedings and judgments	Accessibility to services in filing suits; and securing copies of court documents e.g. copies of proceedings and judgments enhanced	Formulate guidelines on courts to serve as a ‘one-stop-center’ for court services.	% of Courts implementing a one-stop-center system for court services	TBD	TBD	25%	48%	71%	86%	100%	
Strategic Objective 3: Expeditious Court Services and Case Management											
3.1 Strengthen human resource capacity and operationalized small claims courts;	Partners engagement in establishment of small claim courts facilitated	Engage with partners to facilitate establishment of small claims courts	% of partners engaged in establishment of small courts	TBD	TBD	24%	48%	68%	84%	100%	
	Adjudicators appointed	Appoint adjudicators for the small claims court	%. of adjudicators appointed	TBD	TBD	24%	48%	68%	84%	100%	
	Small claims courts established and operational	Designate courts to handle small claims matters	% of designated courts	TBD	TBD	24%	48%	68%	84%	100%	
		Equip small claims courts with equipment and facilities for timely disposition of cases.	% of courts with operational equipment and facilities	TBD	TBD	24%	48%	68%	84%	100%	
		Conduct sensitization and awareness of the public on the Small Claims Procedure	% of sensitization and awareness campaigns of the	TBD	TBD	24%	48%	68%	84%	100%	

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			public on Small Claims Procedure conducted							
		Roll out the Small Claims Procedure to all magistrate courts	% of magistrate courts where Small Claims Procedure is rolled out	TBD	TBD	24%	48%	68%	84%	100%
		Train judicial and non-judicial officers in the Small Claims Procedure	% of officers trained in Small Claims Procedure	TBD	TBD	24%	48%	68%	84%	100%
		Conduct on-station Small Claims Procedure coaching sessions at courts	% of sessions conducted	TBD	TBD	24%	48%	68%	84%	100%
3.2 Strengthen disposal of cases in all courts	Case disposal targets reviewed, set and monitored	Review, set and monitor case disposal targets	Report on case clearance targets	TBD	TBD	20%	40%	60%	80%	100%
	Dispose of cases at High, Kadhi, Regional, District and Primary courts	Dispose of cases at the Court of Appeal disposed of	% of cases disposed of at the Court of Appeal	TBD	TBD	20%	40%	60%	80%	100%
		Dispose of cases at the High Court	% of cases disposed of at the High Court	TBD	TBD	20%	40%	60%	80%	100%
		Dispose of cases at the Kadhi's Court	% of cases disposed of at the Kadhi's Courts	TBD	TBD	20%	40%	60%	80%	100%
		Dispose of cases at the Regional Magistrates Court	% of cases disposed of at the Regional Magistrate Courts	TBD	TBD	20%	40%	60%	80%	100%
		Dispose of cases at the District Magistrates Court	% of cases disposed of at the District Magistrates Courts	TBD	TBD	20%	40%	60%	80%	100%
		Dispose of cases at the Primary Courts	% of cases disposed of at the Primary Courts	TBD	TBD	20%	40%	60%	80%	100%
3.3 Reduce Court case backlog.	Backlog case disposal targets set	Set backlog case disposal targets	Annual backlog case disposal plan	0	1	1	-	-	-	-

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	and monitored	Monitor backlog case disposal	% reduction of case backlog	TBD	TBD	21%	45%	65%	85%	100%
	Plea bargaining program rolled out and implemented	Roll out plea bargaining to courts and prisons	% of courts and prisons implementing plea bargaining program	TBD	TBD	21%	45%	65%	85%	100%
		Set targets on disposal of cases through plea bargaining	Annual plea-bargaining plan	0	1	1	-	-	-	-
		Conduct plea bargaining sessions at High Court circuits and divisions	% of plea-bargaining sessions conducted	TBD	TBD	21%	45%	65%	85%	100%
		Conduct sensitization and awareness of the public on plea bargaining	Number of sensitization and awareness campaigns conducted.	TBD	TBD	21%	45%	65%	85%	100%
3.4 Enhance ICT capacity of the Judiciary.	ICT audit carried out	Undertake ICT audit	An ICT audit report	0	1	1	-	-	-	-
	A strategy for promoting the use of ICT in all court processes developed	Review and develop a strategy for promoting use of ICT in all court processes	Strategy for promoting the use of ICT in court processes	0	1	1	-	-	-	-
	Judiciary ICT infrastructure master plan developed	Develop a Judiciary ICT infrastructure master plan	Judiciary ICT infrastructure master plan	0	1	1	-	-	-	-
	Computers and other equipment procured and provided	Procure and provide computers and other equipment	% of computers and other equipment procured	TBD	TBD	22%	40%	60%	75%	100%
	Court stations connected to the internet	Install internet connectivity at courts stations	% of court stations connected to the internet	TBD	TBD	22%	40%	60%	75%	100%
	ICT support to courts and Judiciary staff provided	Provide ICT support to courts and Judiciary staff	% and type of ICT judiciary services operationalized at court stations	TBD	TBD	22%	40%	60%	75%	100%
	ICT infrastructure routinely maintained and serviced	Undertake routine maintenance and service of ICT infrastructure	% of ICT infrastructure in serviceable	TBD	TBD	22%	40%	60%	75%	100%

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			condition							
	Access to required applications and software enabled	Enable access to required applications and software	Rate of access (%) to required applications & software	TBD	TBD	22%	40%	60%	75%	100%
		Procure computer specialized application software like engineering design software (Arch CAD, AutoCAD, ProtaStructure, Geoslope, Plan Swift, Autodesk Revit and MS Project).		TBD	TBD	22%	40%	60%	75%	100%
	Judiciary staff trained on ICT	Undertake ICT training of Judiciary staff	% of Judiciary staff trained on ICT	TBD	TBD	22%	40%	60%	75%	100%
	ICT security for ICT systems and infrastructure maintained	Maintain ICT security for ICT systems and infrastructure	% of software licenses for ICT security procured	TBD	TBD	22%	40%	60%	75%	100%
3.5 Adopt and institutionalize ICT in case management system and judicial operations	Standard operating procedures on Case Management System in place	Develop standard operating procedures /policy on the operationalization of Case Management System	Standard operating procedure document	0	1	1	-	-	-	-
	Case Tracking System in use in courts	Roll out the developed Case Tracking Module of the Case Management System	% of courts using Case Tracking System	TBD	TBD	17%	25%	75%	95%	100%
	Registries interconnected	Establish interconnectivity of registries	% of interconnected registries	TBD	TBD	17%	25%	75%	95%	100%
	Equipment for registry operations provided	Provide equipment for registries	% of registries provided with equipment for registry operations	TBD	TBD	17%	25%	75%	95%	100%

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	Digital court recording and transcription system rolled out	Roll out digital court recording and transcription system	% of sets of digital court recording and transcription system	TBD	TBD	17%	25%	75%	95%	100%
	Video conferencing system rolled out to Court of Appeal, High Court, Chief Kadhi's Court, High Court Divisions, Chief magistrates Courts	Roll out Video conferencing system to Court of Appeal, High Court, Chief Kadhi's Court, High Court Divisions, Chief magistrates Courts	% of regional Courts stations with video conferencing systems	TBD	TBD	17%	25%	75%	95%	100%
	e-Court fee payment system adopted	Develop and Implement e-Court fee payment system	% of courts implementing e-Court fee payment system	TBD	TBD	17%	25%	75%	95%	100%
	Digital evidence presentation system rolled out to courts	roll out digital evidence presentation system to courts	% of courts with rolled out digital evidence presentation system	TBD	TBD	17%	25%	75%	95%	100%
Strategic Objective 4: Enhancing Public Trust, Community Awareness and Judiciary Prominence										
4.1 Enhance participatory interactive engagement with the public.	Stakeholder engagement strategy developed	Develop and implement the Comprehensive Judicial Stakeholders' Engagement Strategy (CJSSES)	Stakeholder engagement strategy document	0	1	1	-	-	-	-
	Court User and Customer surveys conducted	conduct periodic court users and customer' surveys (CUS)	Number of surveys conducted	0	2	-	1	-	1	-
	Court reporters trained	Train court reporters	% of court reporters trained	TBD	TBD	40%	80%	100%	-	-
	Information sharing platforms updated and maintained	Maintain and update information-sharing platforms	% of platforms updated and maintained	TBD	TBD	20%	45%	80%	100%	-
	Public engaged on social media platforms	Engage public on social media platforms	% of engaged programs on the social media platforms	TBD	TBD	20%	45%	60%	80%	100%

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	Reviewed and updated Judiciary Website	Review and update Judiciary website	% of media reports and events coverage in the website	TBD	TBD	20%	45%	60%	80%	100%
4.2 Enhance publicity of the Judiciary	Judiciary events and public awareness materials publicized	Enhance conducting of Judiciary related events such as Moot Courts.	% of judiciary events conducted	TBD	TBD	21%	45%	65%	75%	100%
		Judiciary events and public awareness materials publicized	Number of judiciary events publicized	TBD	TBD	21%	45%	65%	75%	100%
4.3 Promote the Judiciary brand	Judiciary Brand Manual developed	Develop Judiciary Brand Manual	Judiciary Brand Manual	TBD	TBD	21%	45%	65%	75%	100%
	promotional merchandise developed and promoted	Develop and disseminate promotional merchandise/materials	No. of promotional merchandise/materials developed	TBD	TBD	21%	45%	65%	75%	100%
	Judiciary branded in corporate colors	Brand Judiciary in corporate colors	No of courts branded	TBD	TBD	21%	45%	65%	75%	100%
4.4 Develop Comprehensive Judiciary Communication Strategy	Comprehensive Judiciary Communication Strategy developed	Formulate Comprehensive Judiciary Communication Strategy	Judiciary Communication Strategy	0	1	1	--	-	-	-
	Strategic communication tools in place and operational	Adopt strategic communication modalities to sensitize the various targeted communities	% of targeted communities reached	TBD	TBD	20%	45%	60%	80%	100%
		Devise basic Judicial procedures, education and information to the public		TBD	TBD	20%	45%	60%	80%	100%
	Guideline on 'Use of Judicial Services' disseminated to stakeholders and public	Prepare and disseminate Guideline or Information Package on 'Use of Judicial Services' to stakeholders and public.	% of stakeholders and public familiarized with 'Use of Judicial Services' guidelines	TBD	TBD	20%	45%	60%	80%	100%

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4.5 Promote public trust, confidence and understanding of the Judiciary	Effective Judiciary complaints handling mechanisms instituted	Institute effective complaints handling mechanisms at Judiciary.	% of resolved complaints	TBD	TBD	20%	40%	60%	80%	100%
	Public familiarized with legal aid services and access to justice procedures.	Conduct Program for Public Awareness and Community Education (PACE) on legal aid services and access to justice.	%. of public Awareness and Community Education (PACE) programs on legal aid services and access to justice.	TBD	TBD	20%	40%	60%	80%	100%
	Programs for promoting Judiciary transparency to improve presence in public in place	Roll out programs to promote Judiciary transparency to improve presence in public.	% of forums organized	TBD	TBD	20%	40%	60%	80%	100%
4.6 Develop Comprehensive Judiciary Stakeholders' Engagement Framework	Comprehensive Judiciary Stakeholders' Engagement Framework in place and operational	Devise modalities for statutory and non-statutory engagement with various stakeholders;	Comprehensive Judiciary Stakeholders' Engagement Framework	0	1	1	-	-	-	-
		Design feedback mechanisms with stakeholders on judiciary services;	% of engagement forums;	TBD	TBD	20%	40%	60%	80%	100%
Strategic Objective 5: Enhancing Institutional Performance Management, Resource Mobilisation and Strategic Partnerships.										
5.1 Streamline and modernize records management at Judiciary	Document and Record Control Procedures Manual developed and operationalized	Develop and operationalized a Document and Record Control Procedures Manual	Endorsed Document and Record Control Procedures Manual	0	1	1	-	-	-	-
	Tribunals and Courts registry manuals reviewed	Develop and review Tribunals and Courts registry manuals	% of reviewed tribunals and Courts registry manuals	TBD	TBD	50%	100%	-	-	-

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	Judiciary Retention Policy and Disposal Schedules for Court and Tribunal records operationalized	Develop and operationalized Judiciary Retention Policy and Disposal Schedules for Court and Tribunal records	% of Courts adopting retention policy and disposal schedules	TBD	TBD	20%	40%	60%	80%	100%
	Staff trained on the Registry Manuals/ Records Management	Train all staff on Registry Manuals/Records Management and automation	% of staff trained	TBD	TBD	20%	40%	60%	80%	100%
	Records Management staff trained on e-records	Train Records Management Officers on e-Records Management	% of staff trained	TBD	TBD	20%	40%	60%	80%	100%
5.2 Review and harmonize Judiciary structures and functions	Improved performance of the Judiciary	Conduct judiciary Technical functional review analysis	% of judiciary administrative operations and structures reviewed	0	1	1	-	-	-	-
		Conduct restructuring for Judiciary Administrative Structures at mid-level operations	% of alignment of judiciary structures with functions	0	1	100%	-	-	-	-
5.3 Develop a Comprehensive HR Development Plan for Judiciary	Performance Management Plan operationalized	Design a Performance Management Plan that will facilitate attracting, retaining, empowering and motivation to staff.	Approved Performance Management Plan	0	1	1	-	-	-	-
		Establish optimal staffing levels	% of staff recruited	TBD	TBD	20%	45%	70%	90%	100%
		Design a Training Policy and Judiciary training Plan to enhance skills and competencies.	% of trained staff	TBD	TBD	20%	45%	70%	90%	100%
	Judiciary succession plan operationalized	Design Judiciary succession plan	Approved succession plan	0	1	1	-	-	-	-
5.4 Strengthen Resource Mobilization at	Judiciary Fund operationalized	Develop Regulations and operationalized the Judiciary Fund	Approved Judiciary Fund regulations	0	1	-	-	-	-	-

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Judiciary		Propose and design modalities for alternative sources in financing for Judiciary Fund	% of proposals and concept notes provided	TBD	TBD	25%	75%	100%	-	-
		Conduct survey on best practices in resource mobilization	% of surveys conducted	TBD	TBD	25%	75%	100%	-	-
		Conduct researches on Judiciary resource potentials	%. of research topics conducted	TBD	TBD	25%	40%	70%	80%	100%
5.5 Monitor implementation of Judiciary SP	The Judiciary Strategic Plan IV operationalized	Disseminate JSP IV to key partners	% of disseminated sessions	TBD	TBD	19%	20%	21%	21%	19%
		Design annual work plans aligned to SP	No. of approved annual work plans	0	5	1	1	1	1	1
		Prepare progress reports on the performance of the JSP IV	% of produced reports	TBD	TBD	100%	100%	100%	100%	100%
		Submit Progress Reports to external and Internal partners	No. of produced reports	TBD	TBD	100%	100%	100%	100%	100%
		Undertake monitoring and evaluation of JSP	Number of produced monitoring and evaluation reports	TBD	TBD	100%	100%	100%	100%	100%
		Collect Data to validate work plan performance through surveys	No of conducted surveys	TBD	TBD	25%	50%	75%	100%	-
5.6 Enhance capacities for Judiciary management	Capacity for Judiciary management enhanced	Conduct baseline survey on Judiciary	Baseline data on Judiciary	0	1	1	-	-	-	-
		Coach key facilitators on coordination and management in data collection, storage, analysis and application.	%. of trained facilitators	TBD	TBD	40%	80%	100%	-	-
		Conduct skills and competences-based training in planning methods in collection, preservation, verification and application of statistics.	No. of trained facilitators	TBD	TBD	40%	80%	100%	-	-

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		Procure equipment in ICT for systems to support data collection	No of purchased equipment	TBD	TBD	20%	45%	60%	80%	100%
		Design standard operating procedures for data collection and dissemination on findings	standard operating procedures	0	1	1	-	-	-	-
5.7 Promote strategic partnerships for Judiciary SP IV	Cooperation and partnership with key players in the Judicial System broadened	Identify and determine areas for collaborations with internal and external partners;	% of signed and implemented partnership memoranda	TBD	TBD	100%	100%	100%	100%	100%
		Design Concept Notes and Project Proposals for strategic partnerships		TBD	TBD	100%	100%	100%	100%	100%
		Initiate communication with identified potential partners and propose modalities for collaboration.	No of potential collaborating partners	TBD	TBD	100%	100%	100%	100%	100%

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4.3. FIVE-YEAR IMPLEMENTATION OF STRATEGIC PLAN

Table No 16: Implementation of Strategic Plan (Five Years)

STRATEGIC INITIATIVES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	RESPONSIBLE
Strategic Objective 1: Upgrading Judiciary Services Work Environment						RGOZ DPs
1.1 Comprehensive Judiciary Infrastructure Development Plan	39%	39%	22%	-	-	
1.2. Court facilities and equipment needs assessment and procurement plan	42%	42%	17%	-	-	
1.3 Security requirements and security systems upgrading plan in Judiciary	32%	22%	22%	13%	12%	
1.5 Judiciary transport facilities upgrading plan	32%	28%	16%	16%	8%	
Strategic Objective 2: Enhanced Access to Justice						RGOZ DPs
2.1. Improve physical access to legal services and proximity to courts;	25%	30%	20%	15%	10%	
2.2. Rollout Program for enhancing awareness to court service providers and users	27%	33%	20%	13%	7%	
2.3. Increase functional access to services, promote people-centered court services and processes	30%	25%	25%	15%	5%	
2.4. Facilitate incorporation of policy and regulation on Alternative Dispute Resolution (ADR) in justice system,	22%	28%	24%	16%	10%	
2.5. Facilitate adoption of the Human Rights-Based Approach (HRBA) in justice system	23%	25%	24%	22%	5%	
2.6. Facilitate enhancement of the Witness and Victim care and Protection in Zanzibar	RGOZ	20%	24%	19%	19%	
2.7. Enhance accessibility to services in filing suits; securing copies of court documents eg, copies of proceedings and judgments	DPs	23%	23%	15%	15%	
Strategic Objective 3: Expeditious Court Services and Case Management						RGOZ DPs
3.1 Strengthen human resource capacity and operationalized small claims courts;	DPs	24%	20%	16%	16%	
3.2. Strengthen disposal of cases in all courts	RGOZ	20%	20%	20%	20%	
3.3 Reduce Court case backlog.	DPs	23%	21%	19%	17%	
3.4 Enhance ICT capacity of the Judiciary.	RGOZ	22%	21%	18%	17%	
3.5 Adopt and institutionalize ICT in case management system and judicial operations	DPs	18%	22%	21%	22%	

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STRATEGIC INITIATIVES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	RESPONSIBLE
Strategic Objective 4: Enhancing Public Trust, Community Awareness and Judiciary Prominence						RGOZ DPs
4.1 Enhance participatory interactive engagement with the public.	DPs	23%	20%	19%	18%	
4.2 Enhance publicity of the Judiciary	RGOZ	23%	21%	18%	17%	
4.3 Promote the Judiciary brand	DPs	22%	21%	20%	19%	
4.4 Develop Comprehensive Judiciary Communication Strategy	RGOZ	-	-	-	-	
4.5 Promote public trust, confidence and understanding of the Judiciary	DPs	21%	18%	21%	19%	
4.6 Develop Comprehensive Judiciary Stakeholders' Engagement Framework	RGOZ	-	-	-	-	
Strategic Objective 5: Enhancing Institutional Performance Management, Resource Mobilisation and Strategic Partnerships.						RGoZ DPs
5.1 Streamline and modernize records management at Judiciary	20%	20%	21%	21%	17%	
5.2 Review and harmonize Judiciary structures and functions	100%	-	-	-	-	
5.3 Develop a Comprehensive HR Development Plan for Judiciary	20%	24%	24%	20%	13%	
5.4 Strengthen Resource Mobilization at Judiciary	19%	21%	21%	23%	16%	
5.5 Monitor implementation of Judiciary SP	19%	20%	21%	21%	19%	
5.6 Enhance capacities for Judiciary data management	20%	22%	22%	21%	15%	
5.7 Promote strategic partnerships for Judiciary SP IV	17%	22%	21%	20%	19%	

4.3. FINANCING FOR JUDICIARY STRATEGIC PLAN

Basing on provisioning for a budget for Judiciary the SP IV Implementation Plan forms the basis for costing activities to be undertaken and financial details and budget that are elucidated as annexes to the Strategy Document.

Whether the proposed budget conforms adequately to SP requirements in terms of meeting expectations remains the focal issue. Particularly, national government has the obligation in matters for improved judiciary service –and the budget is considered reasonably justifiable, supported by the following factors:

- a. While it is recognized that judiciary is an independent institution, and has its respective mandates, it operates in an intricately **interactive framework with government in the performance in functions, and with a** wide range of shared roles in legal sector that are crucial to effective and efficient administration of justice.
- b. This “interdependence in functions” dictates the necessity to ensure judiciary is guaranteed adequate resources from a variety of sources.
- c. A budget for Judiciary SP shall help institution to cope with ongoing and new challenges accompanying the evolution of Judiciary in the context of advancing technologies, adopting more efficient and modernized business practices such as advanced use in IT.
- d. A robust budget for Judiciary especially for efficient use of technology can enable immediate improvements in management and efficiency gains, and where applicable, also sets the stage for automated systems interoperability, linkages, and integration, e.g. within the case management system

The Five-Year Strategic Plan budget is as indicated in the Table 17)

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STRATEGIC PLAN – FIVE-YEARS BUDGET

Table No 17: Five-year Strategic Plan Budget

STRATEGIC INITIATIVES	Costs in Tanzania Shillings (Billion)						FUNDING SOURCE
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL	
Strategic Objective 1: Upgrading Judiciary Services Work Environment							RGoZ/DP
1.1 Comprehensive Judiciary Infrastructure Development Plan	23.95	23.95	14.30	0.00	0.00	62.20	
1.2. Court facilities and equipment needs assessment and procurement plan	2.50	2.50	1.00	0.00	0.00	6.00	
1.3 Security requirements and security systems upgrading plan in Judiciary	3.00	2.00	2.00	1.20	1.10	9.30	
1.4 Judiciary transport facilities upgrading plan	4.00	3.50	2.00	2.00	1.00	12.50	
SO1 TOTAL	33.45	31.95	19.30	3.20	2.10	90.00	
Strategic Objective 2: Enhanced Access to Justice							RGoZ/DP
2.1. Improve physical access to legal services and proximity to courts;	0.63	0.76	0.50	0.37	0.25	2.50	
2.2. Rollout Program for enhancing awareness to court service providers and users	0.40	0.50	0.30	0.20	0.10	1.50	
2.3. Increase functional access to services, promote people-centered court services and processes	0.60	0.50	0.50	0.30	0.10	2.00	
2.4. Facilitate incorporation of policy and regulation on Alternative Dispute Resolution (ADR) in justice system,	0.54	0.70	0.60	0.40	0.26	2.50	
2.5. Facilitate adoption of the Human Rights-Based Approach (HRBA) in justice system	0.42	0.45	0.44	0.40	0.10	1.80	
2.6. Facilitate enhancement of the Witness and Victim care and Protection in Zanzibar	0.48	0.55	0.65	0.52	0.51	2.70	
2.7. Enhance accessibility to services in filing suits; securing copies of court documents e.g. copies of proceedings and judgments	0.50	0.45	0.45	0.30	0.30	2.00	
SO2 TOTAL	3.57	3.90	3.43	2.49	1.61	15.00	
Strategic Objective 3: Expeditious Court Services and Case Management							RGoZ/DP
3.1 Strengthen human resource capacity and operationalize small claims courts;	0.60	0.60	0.50	0.40	0.40	2.50	
3.2. Strengthen disposal of cases in all courts	0.30	0.30	0.30	0.30	0.30	1.50	
3.3 Reduce Court case backlog.	1.07	1.13	1.03	0.95	0.83	5.00	
3.4 Enhance ICT capacity of the Judiciary.	0.78	0.77	0.72	0.64	0.59	3.50	
3.5 Adopt and institutionalize ICT in case management system and judicial operations	0.44	0.44	0.55	0.53	0.55	2.50	
SO3 TOTAL	3.19	3.24	3.09	2.82	2.67	15.00	

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STRATEGIC INITIATIVES	Costs in Tanzania Shillings (Billion)						FUNDING SOURCE
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL	
Strategic Objective 4: Enhancing Public Trust, Community Awareness and Judiciary Prominence							RGoZ/DP
4.1 Enhance participatory interactive engagement with the public.	0.79	0.87	0.78	0.74	0.68	3.86	
4.2 Enhance publicity of the Judiciary	0.67	0.75	0.66	0.58	0.55	3.20	
4.3 Promote the Judiciary brand	0.57	0.67	0.65	0.63	0.58	3.10	
4.4 Develop Comprehensive Judiciary Communication Strategy	0.12	0.00	0.00	0.00	0.00	0.12	
4.5 Promote public trust, confidence and understanding of the Judiciary	0.64	0.67	0.56	0.65	0.60	3.10	
4.6 Develop Comprehensive Judiciary Stakeholders' Engagement Framework	0.12	0.00	0.00	0.00	0.00	0.12	
SO4 TOTAL	2.91	2.95	2.65	2.60	2.41	13.50	
Strategic Objective 5: Enhancing Institutional Performance Management, Resource Mobilisation and Strategic Partnerships.							RGoZ/DP
5.1 Streamline and modernize records management at Judiciary	0.75	0.74	0.79	0.80	0.65	3.73	
5.2 Review and harmonize Judiciary structures and functions	0.12	0.00	0.00	0.00	0.00	0.12	
5.3 Develop a Comprehensive HR Development Plan for Judiciary	0.42	0.50	0.50	0.42	0.28	2.12	
5.4 Strengthen Resource Mobilization at Judiciary	0.63	0.67	0.69	0.74	0.53	3.25	
5.5 Monitor implementation of Judiciary SP	0.58	0.62	0.66	0.64	0.60	3.10	
5.6 Enhance capacities for Judiciary data management	0.54	0.59	0.58	0.56	0.39	2.65	
5.7 Promote strategic partnerships for Judiciary SP IV	0.62	0.77	0.75	0.72	0.67	3.54	
SO5 TOTAL	3.66	3.89	3.96	3.87	3.12	18.50	
GRAND TOTAL	46.76	45.93	32.43	14.98	11.90	152.00	

4.4. STRATEGIC PLAN RISK ASSESSMENT - STRATEGIC PLAN RISK ASSUMPTIONS AND MITIGATION

This Judiciary Strategic Plan has undertaken a risk assessment to identify factors likely to impede the achievement of the strategic objectives. There are various types of risks depending on the character of the institution, which is among those responsible for handling some of the most sensitive aspects of community life, i.e., the administration of justice. For each of the identified risk, an estimate has been made on the probability (level of occurrence) of the risks occurring and the effects of the risk if it were to occur. The risks have been prioritized in terms of severity of impact and level of likelihood to occur. Based on those criteria the risks with the highest priority are indicated in the Table 17 below. The matrix is also used for monitoring purposes since the characteristics of the risk may change with time whereby some of the risks will reduce effects, or disappear or increase overtime. Risks identified include:

4.4.1 Reputation Risks.

The Judiciary has the obligation to maintain its rightful status of being an upright, ethical and accountable institution. While political leadership continues to exhort for an environment that will help Judiciary undertake responsibility more firmly, (e.g. establishment of Child Court, and the Sexual Abuse Court) it is noted that public trust in Judiciary has not yet attained the required levels. Some studies indicate that (i) complexity of the legal process when someone wants to seek legal redress even for minor issues; and (ii) deteriorating trust in a due legal process attributed to perceived corruptions e.g. Muhali, continue to abound. This factor may risk the essence of judiciary leading to people looking for other ways to seek recourse.

4.4.2 Operational Risks

A risk is in transfer of personnel in Judiciary leadership and other positions.

- ❖ Transfers in public service are random and at discretion of the government, they happen any time. This SP is facilitating major reforms in the way the Judiciary operates so it is also a learning process. Considerable learning has taken place during development of SP and there should be maintained a continuity of institutional memory to avoid interrupting the internalization process that can be caused by staff transfers. Stable capacity building for

effective implementation of the SP is a key area of focus in expectations that the SPs life span will be quite busy for Judiciary.

- ❖ Another risk is in the slow uptake of advanced technology in Judiciary. There has been an experience in developing the e-case management system in the past – whereby substantial resources were allocated for the system - but efforts to bring the initiative to its rightful conclusion have not succeeded so far. This trend if not addressed early may cause serious delays in administration of justice.

4.4.3 Financial Risks.

The SP makes one assumption and identifies two risks. It is assumed that the Government will make available funds needed to implement the Judiciary SP. If not the implementation may be put at risk.

- ❖ Notably, the Government is overburdened with financial responsibilities while resources are scarce, thus efforts must be made to mobilize resources from other sources to supplement Government funding, including contributions from development partners.

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Table 18 Strategic Plan Risk, Levels and Mitigation Plan

Risk Type	Risk	Likelihood of Risk	Impact of Risk	Mitigation Plan
Operational	<ul style="list-style-type: none"> Inadequate competencies Human Resource Competencies 	Medium	Inadequate court services	<ul style="list-style-type: none"> Employee recruitment and retention plan Succession plan HR Development Plan
	<ul style="list-style-type: none"> Regressive Organizational culture 	Medium	Institutional inertia	<ul style="list-style-type: none"> Change management initiatives.
	<ul style="list-style-type: none"> Challenges in Court Cases 	High	Inadequate justice	<ul style="list-style-type: none"> Professional skills development Professional partnerships enhancement agenda
Reputation	<ul style="list-style-type: none"> Ethical Misconduct Lack of Accountability 	Medium	Public Mistrust	<ul style="list-style-type: none"> Ethics Monitoring Strengthened Citizens' complaints handling mechanisms
	<ul style="list-style-type: none"> Inadequate Court Recognition 	Low	Poor Court facilitation	<ul style="list-style-type: none"> Court visibility in key forums Court Public Relations Enhancement Plan
Financial	<ul style="list-style-type: none"> Inadequate financial resources 	High	Continuing inadequacies in court infrastructure and facilities	<ul style="list-style-type: none"> Operationalized Judiciary Fund Strong and productive Partnerships
	<ul style="list-style-type: none"> Failure to implement Strategic Plan 	Medium	Inadequate justice services	<ul style="list-style-type: none"> Comprehensive Resource Mobilisation Strategies.

CHAPTER FIVE

5.0. STRATEGIC PLAN MONITORING, EVALUATION AND REPORTING

The purpose of monitoring, evaluation and reporting, is to ensure that the implementation of a strategic plan is undertaken according to schedule and in the event of any deviation, appropriate and timely action is taken. The system helps to reveal how all interventions are combined to make impact on the desired service delivery levels or organizational goals.

5.1 MONITORING AND EVALUATION STRUCTURE

As the case was in the previous Strategic Plan (2019-2024), the Judiciary undertakes to maintain a systematic M&E system with a monitoring framework. Therefore, M&E is planned to be undertaken at two levels; namely implementing units and management levels. The first level (implementing units) constitutes of routine monitoring of whether the designed interventions are implemented, based on the resources that are made available. These will be reflected in the regular departmental and management reports which will preferably be produced on monthly and quarterly basis. Various court levels are expected to build and embrace this culture.

The second level (management) focuses on the attainment of the desired outcome and impact to the improved justice service delivery. Periodic data on the performance and subsequent outcomes will be developed on annual bases. However, baseline indicators on some Key Performance Indicators upon which future improvements achieved will be gauged are missing. Therefore, an oriented survey to determine judiciary baseline data (indicators) will be conducted in the first year of JSP IV implementation.

For successful implementation the Monitoring, Evaluation and Reporting process will be managed by the Judiciary Technical Committee (JTC) and Judiciary Steering Committee (JSC) at the implementing units and management levels respectively; as follows:

(a) Judiciary Technical Committee (JTC)

There is a Judiciary Technical Committee that will serve as an advisory body to the Judiciary Steering Committee with the main aim to ensure effective and coordinated implementation of the JSP IV. The Committee will constitute of heads of Directorates and Judiciary Units (Divisions).

The Director for Policy and Planning will be the Chair of the JTC and reports to the JSC. The JTC will meet once every three months and is specifically responsible to:

- Safeguard inter-institutional coordination, guiding implementation of activities, promoting synergies and avoid duplication;
- Review SP budget plans, providing recommendations to JSC to ensure SP interventions are mainstreamed into all sector budget plans (MTEF);
- advise the JSC accordingly on improving program design and implementation in line with the SP;
- Receive and review monitoring reports of SP related interventions and prepare quarterly updates and periodic progress reports.
- Interact with the ZADEP monitoring system (i.e. ZADEP TWGs)
- Report to JSC.

(b) Judiciary Steering Committee

There is a Judiciary Steering Committee which is the highest decision-making body and is responsible for providing overall guidance to Judiciary Strategic Plan IV implementation to achieve the stated objectives. The Chief Justice is the Chair of the JSC and the Directorate of Planning and Research (DPR) will perform the secretariat functions of the JSC. The Judiciary Steering Committee will meet at least once in a year.

In the implementation of its responsibilities. The JSC shall perform the following functions:

- Ensure availability and equitable distribution of resources for effective implementation of the JSP IV;
- Direct the Technical Committee to prepare relevant reports (e.g. work and budget plans, monitoring reports, position papers on specific Judiciary related issues etc.);
- Approve budget proposals that promote efficient allocation and utilization of resources; and provide guidance on resource mobilization;
- Oversee the SP implementation and make adjustments where necessary;
- Ensure liaison with the Zanzibar Development Plan monitoring system (i.e. ZADEP IMTC).

5.2 MONITORING AND EVALUATION FRAMEWORK

Monitoring will involve routine supervision, data collection and analysis, evaluation, and reporting on the progress of the Strategic Plan implementation. The implementing units/divisions will monitor programs and projects administered within their respective jurisdictions and subsequently submit progress reports, on a quarterly and annually basis. These reports will be reviewed against the set targets to measure progress and lessons learnt. The data will be collated, analyzed and reported to the monitoring and evaluation (M&E) committee.

To ensure effective implementation of the Plan, units will be required to develop annual work plans and budgets aligned to the Strategic Plan, and ensure the SP Strategic Objectives are aligned to the work plans. The following reports presented in Table 18 below will be prepared to keep the planned activities on track and to assess the extent of achievement of strategic result:

Table 18:

TYPE OF REPORT	PREPARED BY	COMPILED BY	SUBMITTED TO
Quarterly Progress Report	All Registries, Directorates and Units	DPR	Chief Justice
Annual Report	All Registries, Directorates and Units	DPR	Chief Justice
Annual Brief to Chairperson of the JSC	DPR	CCA	Chief Justice
Mid-term Evaluation Report	M&E Committee/DPR	CCA	Chief Justice
End Term Evaluation Report	M&E Committee/DPR	CCA	Chief Justice

The evaluations will be carried out based on relevance, efficiency, effectiveness, and sustainability and impact measures. The results from the analysis will then be used to inform decision-making, including taking corrective action where deviations in implementation have been noted.

The implementation of the Strategic Plan will be closely monitored to ensure its accomplishment. Monitoring, follow-up and control systems will be established at all levels. These will include review meetings, regular review of the budget systems and development of progress reports from the units. Quarterly review meetings will be held between the JTC and the

JSC. During these meetings, the JSC will receive and review progress reports indicating overall progress made on Strategic Objectives.

The nature and scope of reporting will include: progress made against the plan; causes of deviation from the plan, if any; areas of difficulties and suggested solutions to problems that may adversely affect implementation; and corrective measures to be undertaken. The input of these quarterly meetings will bring the output for the Technical Committee meetings.

A Monitoring and Evaluation Committee shall be established comprising of Registrars and heads of Directorates with the Directorate of Planning and Research (DPR), as the secretariat. DPR's mandate will be to champion the implementation of the Strategic Plan by providing technical support as well as facilitating capacity building on monitoring and evaluation of the Plan.

A set of indicators will be used to determine whether the interventions are on the right track towards achieving the desired objectives and Strategic Objectives of JSP IV. They will be measured at all levels starting from input, output, outcome and impact.

ANNEX 1: LIST OF REFERENCES

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16. Zanzibar Judiciary Strategic Plan III (2019 – 2024)
17. Judiciary of Zanzibar: Judiciary Holistic Needs Assessment Survey (2022)

18. Zanzibar Judiciary: Institutional Implementation Report 2022
19. Zanzibar Magistrates Courts Act (1985),
20. Zanzibar Kadhi's Courts Act of 1985
21. Zanzibar High Court Act of 1985
22. Zanzibar's Children Act of 2011
23. Zanzibar Children's Courts Rules of 2015.

ANNEX 2: ZANZIBAR JUDICIARY: KEY FUNCTIONARIES & FUNCTIONAL UNITS

