



# THE JUDICIARY OF ZANZIBAR

## Training Needs Assessment Report



December 2025

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# Acknowledgement

In alignment with the Government's ongoing public service reforms, this Training Needs Assessment Report establishes the baseline for strengthening staff competencies and enhancing performance across the Judiciary of Zanzibar.

This marks a key milestone in building a competent, motivated, and ethically grounded workforce dedicated to justice delivery.

**Approved by:**



**Hon. Khamis Ramadhan Abdalla**  
Chief Justice of Zanzibar.

Date: 12 December 2025

# 1 Executive Summary

# 1. Executive Summary

This report reflects the main findings of the training needs assessment conducted between June and September 2025 for the Judiciary of Zanzibar

In partnership with the World Bank, the Judiciary of Zanzibar (JoZ) is implementing the Zanzibar Judicial Modernization Project (Zi-Jump), which seeks to enhance the accessibility, efficiency, and transparency of citizen-centric judicial services across Zanzibar.

As part of this initiative, the Judiciary is undertaking a Training Needs Assessment (TNA) to inform the development of a structured and sustainable training framework for judicial and administrative staff. The assessment aims to identify existing skill gaps, prioritize capacity-building needs, and strengthen the competencies required to support effective court operations and the overall modernization of the Judiciary.

Against this background, JoZ commissioned a training needs assessment. The main objective of this assignment is to conduct training needs assessments for judicial and non-judicial staff; and based on the assessment report, formulate a comprehensive training policy and design and implement a five-year structured sustainable training program. The assignment aims to attain the following desired end results, in alignment with the prescribed scope of work:

## **1. Training Needs Assessment**

Establishment of a systematic and periodic process for identifying skill gaps and aligning training priorities with institutional goals and performance requirements.

## **2. Training Policy Design**

Formulation and adoption of a clear policy framework that guides the planning, delivery, and evaluation of training activities, ensuring consistency and alignment with the Judiciary's strategic objectives.

## **3. Development of Training Program**

Rolling out a well-defined training plan supported by strong implementation, monitoring, and evaluation mechanisms to promote accountability and continuous improvement.

This report focusses on the findings of the training needs assessment which was conducted between June and September 2025. The assessment involved a detailed review of JoZ's key HR documents guiding training practices and employee capacity development, focus group discussions sessions and stakeholder interviews to collect insights on the current training practices and understand stakeholders' priority training needs. To ensure proper representation and inclusion, there was a clear selection criterion that sampled participants across age, location/duty station, gender, tenure of service, job roles and personal attributes.

A total of 15 JoZ stakeholders were interviewed between 16 June to 27 August 2025. The consultant also carried out focus group sessions with a total of 100 stakeholders across JoZ's job cadres, involving both judicial and non-judicial staff. The assessment also involved engagement sessions with external stakeholders involved in the dispensation of justice. A total of 40 stakeholders from 12 institutions/roles were interviewed.

Following the completion of the documentation reviews and the engagement of both internal and external stakeholders, all data collected during the Training Needs Assessment (TNA) process were systematically organized and classified into distinct thematic areas.

The report is organized into 5 main chapters: The background and context; Assignment objectives, scope and methodology; Findings of the training needs analysis; Recommendations and Conclusion.

### 1.1. Overall Findings

- **Current Staffing Levels:** The JoZ has a total of 521 staff out of which 110 are judicial staff and 411 are non-judicial staff. An overall assessment of the current staffing levels compared to the required number for optimal performance reveals a staffing shortfall of 14%. The shortage of staff severely impacts the ability of JoZ to function effectively. The staff shortages are higher in Pemba compared to Unguja.
- **Training Initiatives:** JoZ has supported staff training and capacity building initiatives through various tailor-made courses as well as short-term and long-term courses provided to various staff cadres. Between 2021 and 2025, a total of 56 staff have been supported to undertake long-term training while over 200 staff members have attended short term training courses. As part of the implementation of the Zi-Jump Project the World Bank has sponsored training for over 160 staff across various job roles who have participated in the various training programs.
- **External Stakeholder Perception:** External stakeholders provided opinions around capacity enhancement, emerging trends and technology, ethics discipline and professional standards. The external stakeholders' feedback underscores that while the Judiciary of Zanzibar has made notable progress in infrastructure, personnel expansion, and collaboration with justice actors, significant challenges persist in capacity enhancement, digital transformation, ethical standards, and public accessibility.
- **Other findings include.**
  - Lack of a structured Training Needs Assessment (TNA) framework at JoZ, which has resulted in most training opportunities being adhoc.
  - Lack of a comprehensive and well-coordinated training program that translates identified capacity needs into planned sequenced interventions
  - Limited training opportunities due to insufficient internal funding
  - Perceived Imbalance in Training Opportunities between judicial and non-judicial staff
  - Lack of robust mechanisms for training impact assessment
  - Lack of effective tracking and monitoring of staff training
  - Lack of an institutionalized Performance Management System (PMS)
  - Training opportunities that include travel or additional incentives are often perceived

as more attractive than those centered solely on skill enhancement.

## 1.2. Training capacity Gaps

Through the stakeholder engagements and reviews of strategic documents, several capacity gaps were identified. The report highlights the root causes for each gap and provides recommendations around training and capacity building initiatives to address the gap. These gaps have been classified into four categories:

- **Technical/Role Specific Skill:** These are training needs identified relating to the specific functions and responsibilities of various roles within the Judiciary. They focus on enhancing competencies required to perform core job tasks effectively, including legal expertise, case handling, procedural compliance, and other role-specific operational requirements.
- **Crosscutting/ Managerial Needs:** These are training needs identified are aimed at strengthening leadership, supervision, and organisational capacity across multiple roles. Examples are delegation, team motivation, dispute resolution, communication skills and other competencies that support effective human resource management and leadership within and outside JoZ.
- **Soft Skills:** These are training needs identified that enhance interpersonal, communication, and behavioral competencies. They are critical for improving collaboration, stakeholder engagement, public interactions, and workplace culture. Examples include communication, advocacy, gender sensitivity, teamwork, adaptability, and other competencies that support effective human interaction within and outside JoZ.
- **Emerging Trends and Technology Needs:** These are training needs identified relating to the adoption and utilization of new technologies, innovative practices, and modern operational trends within the Judiciary. They include digital transformation, e-court systems, smart court operations, advanced software applications, disaster recovery planning, and other skills that ensure the Judiciary remains efficient, resilient, and responsive to evolving operational demands.

This classification ensures a clear understanding of the type, purpose, and strategic relevance of each training proposed; and provides a structured framework for prioritization, reporting and tracking.

\*Detailed capacity needs for each category are provided in the report under chapter 4 of the report

### 1.3. Recommendations

In line with the findings of the training needs assessment, the report provides key recommended interventions. The recommendations include:

- Development of a unified training needs assessment (TNA) framework
- Establishment of sustainable funding mechanisms for capacity building
- Implementation of a standardized post-training evaluation and impact framework
- Operationalization of a comprehensive performance management system (PMS) as main tool for identification of training needs and assessment of training impact.
- Fully integration of the human resource information system (HRIS) for training data analysis and tracking
- Review and adjustment of staffing levels to match approved establishment
- Promote a culture of professional growth linked to competency needs
- Adoption of a flexible, mixed-mode approach to training delivery
- Investing in a training infrastructure to support modern delivery
- Appointment of departmental training change champions

### 1.4. Prioritization for Training Needs

The Training Needs Assessment (TNA) revealed a wide range of capacity gaps, and several training and initiatives have been recommended to address the gaps. The recommended training have been prioritized into three categories, reflecting the urgency, expected impact, and resource feasibility of each intervention. The categories are:

- **High Priority (Short Term: 0–12 months):** These are urgent interventions with immediate and significant impact on core judicial functions and service delivery that can be implemented quickly using existing or easily mobilised resources.
- **Medium Priority (Medium Term: 12–24 months):** This category has trainings that address important capacity gaps requiring moderate preparation, resource mobilisation, or scheduling to strengthen institutional performance over the medium term.
- **Long Term (Beyond 24 months):** These are strategic and foundational interventions for sustained institutional development which require substantial investment, policy adjustments, or partnerships before implementation.

The prioritisation plan provides a phased roadmap for addressing the capacity gaps identified in the TNA. By focusing first on high-impact, urgent, and resource-feasible training, while planning for medium- and long-term interventions, JOZ can build a sustainable, skills-driven workforce that enhances institutional performance and public trust in the justice system.



## **1.5. Conclusion and Way Forward**

The Training Needs Assessment indicates several staff development challenges. This includes fragmented efforts, reliance on external support and lack of alignment with performance management and institutional goals. However, implementation of the recommended reforms will build staff capacity, improve institutional performance, and enhance public trust in the justice system.

Following completion of the training needs assessment report, the following are presented as way forward

- Presentation and Validation of Training Needs
- Development of the Training Policy
- Preparation of the Training Plan

## 2 Background & Context

## 2.1 Background

In partnership with the World Bank, the Judiciary of Zanzibar is implementing the Zanzibar Judicial Modernization Project (Zi- Jump). The Project aims to enhance the accessibility, efficiency, and transparency of selected citizen-centric judiciary services in Zanzibar.

The Judiciary of Zanzibar (JoZ), in partnership with the World Bank, is implementing the Zanzibar Judicial Modernization Project (Zi-JUMP)-a five-year initiative (2024–2029) aimed at enhancing the accessibility, efficiency, and transparency of citizen-centric judicial services across Zanzibar. The project supports modernization of court infrastructure, improvement of case management and performance systems, and capacity strengthening of judicial and administrative staff to deliver quality, timely, and accountable justice services.

Within the project, Component 2 – Court Efficiency focuses on strengthening institutional capacity and staff performance through targeted training and system reforms. Under this component, Subcomponent 2.1: Staff Training and Knowledge Exchange Programs seeks to establish a structured, sustainable framework for developing judicial competencies and professional excellence.

This subcomponent finances a Training Needs Assessment (TNA) to identify skill gaps and inform the design of a capacity-building roadmap that will guide future training and exchange programs, both locally and internationally. Priority training areas include decision writing, use of electronic evidence, commercial and contract law, intellectual property, land and agriculture-related disputes (especially those influenced by climate change), and gender-based violence survivor-centered assistance.

The Broader goal of JoZ through this project is to institutionalize a structured training and knowledge-exchange framework that promotes continuous professional development, performance improvement, and citizen-centric judicial service delivery.

### **Relevance to National Strategic Objectives**

The Zi-Jump Project is aligned to the core aspiration of the Zanzibar Development Vision of 2050. The ZDV 2050 is Zanzibar's master plan to become an upper-middle-income society by 2050. It emphasizes inclusive growth, sustainability, and cultural unity anchored by strategic investments in the Blue Economy, infrastructure, governance and institutions as well as human capital.

The Zi-JUMP Project plays a critical supporting role in advancing the goals of the Zanzibar Development Vision 2025 (ZDV 2050). By focusing on enhancing the accessibility, efficiency, transparency and accountability of judicial services, Zi-JUMP aligns with ZDV 2025's objectives of fostering good governance, promoting the rule of law, and creating an enabling environment for sustainable development.

The project is also consistent with the Medium-Term Zanzibar Legal Sector Reform Strategy II (2023/24–2027/28), which focuses on five main areas: reforming laws and the penal system, strengthening institutional capacity, improving public access to justice, enhancing coordination and accountability within the legal sector, and ensuring effective strategy management, monitoring, evaluation, and partnerships.

## **Relevance to Institutional Strategic Objectives**

At the institutional level, the project directly supports the operationalization of the Judiciary of Zanzibar (JOZ) Strategic Plan (2024 – 2029). The JOZ Strategic Plan identifies five (5) key strategic objectives, each of which is supported under different components of the Zi-Jump project. Additionally, analysis of the current institutional capacity based on the strategic plan highlights critical training gaps that need to be addressed to achieve these objectives as follows:

### **1 Upgrading Judiciary Services Work Environment**

- Objective: Improve the Judiciary’s work environment through secure infrastructure, modern equipment, and facilities.
- Project Support: Component 1 of Zi-Jump (Access to Judiciary Services’) facilitates this through the construction of smart courts and renovations of court buildings.
- Training Gap: Staff require skills in managing and maintaining modern court infrastructure and technology, including security systems, smart court operations, and equipment upkeep.

### **2 Enhanced Access to Justice**

- Objective: Ensure equitable access to justice by removing barriers and maintaining judiciary services for all citizens regardless of status.
- Project Support: Component 1 supports this by strengthening Alternative Dispute Resolution (ADR) mechanisms and developing a gender justice strategy.
- Training Gap: Judiciary staff need training in ADR practices, gender-sensitive justice approaches, and community engagement to effectively bring services closer to citizens.

### **3 Expeditious Court Services and Case Management**

- Objective: Strengthen mechanisms to ensure timely conclusion of dockets and efficient production of court documents.
- Project Support: Component 2 (Court Efficiency) addresses this by streamlining internal procedures, updating rules and guidelines, and implementing an automated Judicial Information Management System.
- Training Gap: Judges, magistrates, and court staff require capacity building in case management systems, use of digital tools, and adherence to updated procedural guidelines.

### **4 Enhancing Public Trust, Community Awareness, and Judiciary Prominence**

- Objective: Increase public awareness, improve the judiciary’s image, and engage stakeholders effectively.
- Project Support: Component 3 (Citizens and Stakeholder Engagement) supports public engagement initiatives, user satisfaction surveys, stakeholder capacity building, and operational support for the Judicial Reform Delivery Unit.

- Training Gap: Staff need training in public communication, stakeholder engagement strategies, social media management, and user-centered service delivery.

## **5 Enhancing Institutional Performance Management, Resource Mobilization, and Strategic Partnerships**

- Objective: Promote efficiency in institutional management and staff performance through strategic partnerships and integrated approaches.
- Project Support: Component 2 supports this through staff knowledge exchange, training programs, and the rollout of a staff performance management system.
- Training Gap: Staff require skills in performance management, strategic planning, partnership development, and effective monitoring and evaluation practices.

While the Zi-Jump project provides structural and procedural support across the Judiciary, the achievement of strategic objectives hinges on addressing these training gaps. Strengthening staff capacity in technology use, case management, ADR, gender-sensitive approaches, public engagement, and performance management is essential for realizing the goals of the JoZ Strategic Plan.

It is expected that the above strategic objective number five (5), will have several key outcomes including:

- Completion of a comprehensive Training Needs Assessment (TNA) to identify skill gaps across all judicial cadres.
- Annual training plans are developed and implemented for judicial officers, registrars, mediators, and support staff.
- Number of staff trained in specialized areas: decision writing, electronic evidence handling, commercial and climate-related disputes, GBV case handling, M&E, procurement, and project management.
- Increased digital literacy: staff trained on JIMS, PMS, and other ICT systems.
- Increased number of trained mediators, with a focus on certifying female mediators to boost gender inclusion in ADR
- Knowledge exchange and study visits conducted to expose staff to best international practices.
- Monitoring of training impact through the PMS, linking training completion to performance evaluation

## **Engagement deliverables and Outcomes**

In line with the scope of work, the assignment aims to attain the following desired end results:

### **1. Training Needs Assessment**

- Deliverable: Establish a systematic and periodic process for identifying skill gaps and aligning training priorities with institutional goals and performance requirements.
- Outcome: Ensures that capacity-building efforts are targeted, relevant, and responsive to both institutional and individual performance needs, laying the foundation for effective professional development.

### **2. Training Policy Formulation**

- Deliverable: Develop and adopt a clear policy framework to guide the planning, delivery, and evaluation of training activities. This ensures consistency and alignment

with the Judiciary's strategic objectives.

- 
- Outcome: Institutionalizes a structured and sustainable approach to training, enabling continuous professional development for judicial officers and staff, and reinforcing accountability in training initiatives.

### **3. Development and Implementation of a Training Program**

- Deliverable: Roll out a well-defined training plan supported by robust implementation, monitoring, and evaluation mechanisms to promote continuous improvement.
- Outcome: Strengthens the human resource capacity of the judiciary, enhancing efficiency, quality, and accessibility of justice services. It also supports the successful adoption of key strategic reforms, including:
  - Judicial Information Management System (JIMS)
  - Performance Management System (PMS)
  - Gender Justice Strategy
- The structured training programs ensure that staff are equipped with the necessary skills and knowledge to effectively implement these reforms and sustain institutional progress.

Through this engagement, the Judiciary of Zanzibar will benefit from a comprehensive, policy-driven, and sustainable training framework that aligns human resource development with strategic institutional objectives. This integrated approach ensures both immediate capacity strengthening and long-term professional development for judicial officers and staff.

## 2.2 Institutional Context

In partnership with the World Bank, the Judiciary of Zanzibar is implementing the Zanzibar Judicial Modernization Project (Zi- Jump). The Project aims to enhance the accessibility, efficiency, and transparency of selected citizen-centric judiciary services in Zanzibar.

### **About the Judiciary of Zanzibar**

Established by the Zanzibar Constitution of 1984, the Judiciary of Zanzibar (JoZ), is responsible for interpreting and applying the law under Zanzibar's constitution, resolving disputes, ensuring constitutional compliance, protecting rights, and delivering justice fairly, efficiently, and transparently.

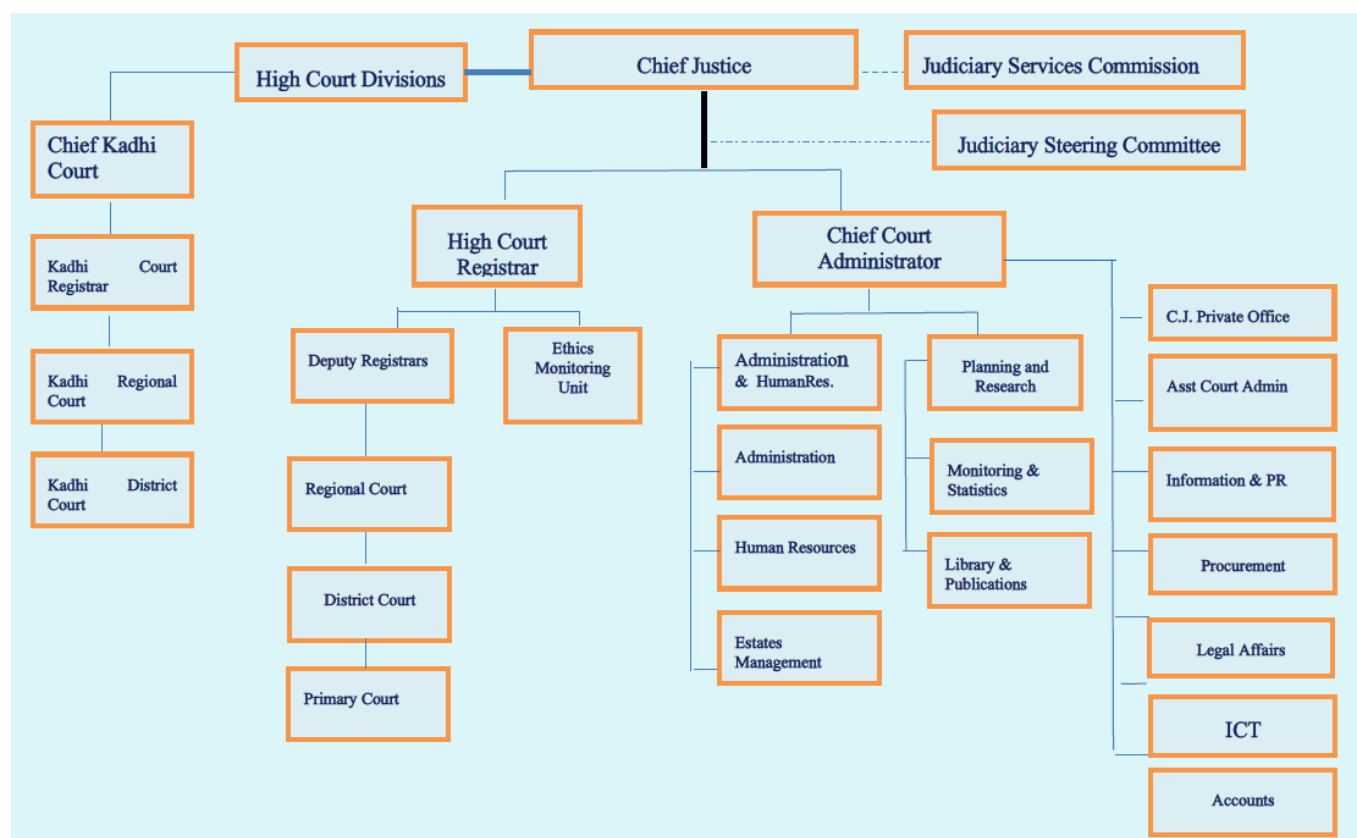
### **Zanzibar Judiciary Structure**

The Judiciary structure of Zanzibar is dualistic as it embraces a secular court and 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).

The secular court structure comprises of the High Court of Zanzibar (HCZ), Regional Magistrates Courts (RMC); District Magistrates Courts (DMC); and Primary Courts (PC). There are also two specialized courts; A Children's Court, which is attached to the Regional Court and the Industrial Court which is a specialized division of the High Court dealing with issues of labor disputes.

The court has a supporting administrative structure provided by the Judiciary Administration Act. The structure includes the Registrar, Chief Court Administrator, Deputy Registrars, Court Staff, Administrative and Case Management staff etc. The mechanism for delivering justice involves case filing, adjudication, appeals, and alternative dispute resolution in some cases.

**Fig: Zanzibar Judiciary Structure**



### Current human resource capacity development initiatives in the justice sector

Reforms in the legal sector are a component of Public Sector Reforms which started in 1990. The legal sector reforms have been guided by the Five-Year Strategic Plans with the current one covering the period 2024/25-2028/29.

Among the major human resource improvement includes.

- Introduction of the Court Administration Act (2018) which has brought clarity to role separation, enhancing the structure by distinguishing the responsibilities of the Registrar and Court Administrator.
- Specialized departments now have Directors, and there are continuous training programs established by the Chief Justice to improve staff qualifications.

### Legal and regulatory Framework

Regulatory frameworks guiding human capital and capacity development of the JoZ include:

- The Public Service Act (No 2/2011) which provides for Management of Human Resource in Zanzibar public service including judiciary staff at JOZ.
- 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.
- Public Service Regulations (2014) which provides basic ethical principles in public service, (Part IV Sections 23 & 24).
- Establishment of six governance committees plays an important role in supporting the



effective administration, independence, and accountability of the judicial system in Zanzibar. One of the committees is the Judiciary Training committee which supports judicial education and professional development.

### Current Human Resource Capacity Gaps

- **Staff shortages.** Some subordinate courts operate with as few as three employees, which severely limits their ability to function effectively (Source Page 97 of the Client User Satisfaction Survey by Repoa-April 2025). Shortage of staff in critical administrative functions such as HR, Planning, Statistics, accounts, audit, procurement and ICT has also been highlighted as one of main challenges in the JOZ's strategic plan (2024/25 – 2028/29), refer to page 27 of the strategic plan
- **Inadequate human resource competencies** to meet the increasing demands for justice. The recent Client User Satisfaction Survey by Repoa (April 2025), recommends capacity building to magistrates with expertise in specific areas like drug-related crimes or corruption to ensure more efficient handling of specialized cases. (Refer to page 97 of the Client User Satisfaction Survey)
- **Absence of on job training programs for staff.** This is partly contributed by a lack a formalized training program that outlines the strategic approach for the implementation of training activities.
- **Inefficient staff performance monitoring systems in judiciary.** The current performance management systems are insufficient to effectively support performance appraisals and their associated functions in promotions, rewards, and disciplinary actions. Refer to page27 and page 30 of the Strategic Plan (2024/25 – 2028/29)

# 3 Assignment Objectives, Scope & Methodology

# 3.1 Assignment Objectives

One of the key components of the Zanzibar Judicial Modernization Project (Zi-JUMP), is the development of a structured training framework for judicial staff, focusing on the acquisition of specialized skills and expertise to

## Overall Objective

The overall objective of the assignment is to enhance employees' skills and knowledge to drive sustainable improvements in judicial service delivery. The initiative aligns with institutional reforms and seeks to bridge capacity gaps through a structured, long-term approach to training and development.

The main objective of this assignment is to conduct training needs assessment for judicial and non-judicial staff, and based on the assessment report, formulate a comprehensive training policy and design and implement a five-year structured sustainable training program. The assignment aims to attain the following desired end results, in alignment with the prescribed scope of work:

### 1. Training Needs Assessment

- Establishment of a systematic and periodic process for identifying skill gaps and aligning training priorities with institutional goals and performance requirements

### 2. Training Policy Design

- Formulation and adoption of a clear policy framework that guides the planning, delivery, and evaluation of training activities, ensuring consistency and alignment with the Judiciary's strategic objectives.

### 3. Development of Training Program

- Rolling out a well-defined training plan supported by strong implementation, monitoring, and evaluation mechanisms to promote accountability and continuous improvement.
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## Specific Objectives

The Specific Objectives of the assessment include:

- Conduct comprehensive training needs assessment to Identify and evaluate the training needs of all judicial and non-judicial staff.
- Engage stakeholders to gather insights and ensure training needs are accurately identified.
- Evaluate training models and approaches by researching and assessing different training models that can be applied to meet the identified needs.
- Prioritize training needs by establishing criteria for prioritizing training needs based on urgency, impact, and resource availability.
- Develop sustainable training solutions to identify options for continuing and sustaining training initiatives beyond the initial assessment.

### 3.2 Scope of Work

The strategic intent of the assignment is to strengthen institutional capacity through comprehensive training needs assessment, policy formulation, and development of a sustainable five-year training program. The assignment is structured into three key phases, as outlined below.

This interim report focuses on the first component of the scope i.e. the training needs assessment component. The scope of this Training Needs Assessment encompasses both judiciary and non-judiciary staff across all existing job cadres at JoZ.

#### Training Needs Assessment

- **Stakeholders Engagement:** Conduct meetings and interviews with key stakeholders to identify training gaps and discrepancies that exist and gather insights on training needs
- **Data Collection:** Utilize surveys, questionnaires, and focus groups to collect quantitative and qualitative data on existing skills, competencies, and gaps.
- **Review Current Training Programs:** Examine existing training materials, programs and institutions to determine their capacity, effectiveness and relevance
- **Benchmarking:** Compare training practices with industry standards and best practices.

#### Preparation of Training Policy

- **Policy Framework Development:** Draft a training policy outlining JoZ's commitment to employee development, training objectives, guiding principles, and proposals for sustainable training solutions.
- **Stakeholder consultation:** Engage stakeholders to ensure alignment with JoZ goals and inclusivity in policy development.
- **Policy review and finalization:** Revise the draft policy based on feedback and finalize it for JoZ approval.

#### Development of Training Program

- **Training Design:** Develop a training program that identifies the training option that would most effectively and efficiently meet the TNA's identified needs.
- **Resource Identification:** Identify trainers (relevant Institutions that could offer the training), training materials, and necessary resources for program delivery.
- **Implementation Plan:** Create a detailed plan for rolling out the training program, including but not limited to timelines, logistics, and participant selection criteria.
- **Evaluation framework:** Establish metrics and methods for assessing the effectiveness of the training program.

### 3.3 Deliverable

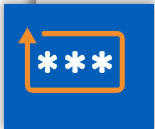
Based on the assignment objectives and scope of work, the key deliverable of the assignment includes training needs assessment, training policy and a structured five-year training program. This report focuses on the third deliverable of this engagement.

This report will provide findings of the training needs assessment and a summary of recommended trainings based on the data collected



#### 1. Inception Report

Inception Report- demonstrating understanding of the scope and the work plan for delivery of the assignment



#### 2. Interim Report

Interim report on training needs assessment including a summary table of training analysis based on the data collected



#### 3. Final report

Final report on the training needs assessment (incorporating feedback from stakeholders)



#### 4. Draft Training Policy

Draft of the training policy and the final training policy (incorporating feedback from stakeholders)



#### 5. Training Program

Training program (incorporating feedback from stakeholders)

### 3.4 Approach & Methodology

This section presents the overall approach and methodology for training needs assessment. This phase focused on reviewing relevant documents and data collection through a combination of structured interviews and focus group discussions. The mixed-methods approach was designed to facilitate collaboration with JoZ stakeholders in shaping a forward-looking and effective training practice.

#### 3.4.1. Document Review

The consultant carried out a detailed review of JoZ's key HR documents guiding training practices and employee capacity development to understand existing practices and policies. The review also focused on relevant national policies and strategic and regulatory documents related to the mandate of JoZ to ensure alignment and inform evidence-based recommendations.

***(A comprehensive list of documents reviewed has been included as appendix 1 of the report)***

#### 3.4.2. Internal Stakeholders Interviews

The Consultant interviewed various internal stakeholders across eight (8) job categories (by titles and cadres) within JoZ. A total of 15 people were interviewed between 16 June to 27 August 2025. This process enabled collection of insights on the effectiveness of current training practices and their impact on institutional performance. It also facilitated understanding of the stakeholder's priority training needs and the type of programs that would best support improved judiciary performance. The process was also fundamental in understanding stakeholder perspectives on the indicators to measure the effectiveness of the training effectiveness and their inclusion in institutional policy and accountability frameworks.

Table 1: List of Job Categories (Title and Cadre) Interviewed

No	Job Categories (Title and Cadre)	No. of Interviewees
1	Chief Justice	1
2	Chief Kadhi	1
3	Chief Court Administrator	1
4	Judges	5
5	Deputy Registrars	4
6	Director-Human Resource and Administration	1
7	Director-Planning and Research	1
8	Assistant Court Administrator	1

***(A comprehensive list of stakeholders interviewed has been included as an appendix 2)***

### 3.4.3. Focus Group Discussions

The Consultant carried out focus group sessions with a total of 100 stakeholders across JoZ. The focus group discussions involved judicial and non-judicial employees as well as management and non-management staff. Staff were carefully sampled to ensure inclusion across age, gender, tenure, duty stations, function as well as personality and behavior attributes. The focus group discussions allowed collection of views on the effectiveness of the current programs, solicit suggestions for improvements including recommendations for capacity enhancement. Below is the distribution of focus group discussions by court facility:

Job Cadre	Pemba	Unguja
Kadhi	4	5
Assistant Accountant	1	
Assistant HR Officer	1	1
Assistant Legal Officer	1	7
Magistrate	6	16
Legal Officer	1	
Public Relations Assistant	1	
Public Relations Officer	1	1
Statistician	1	
Accountant		1
Administration		1
Artisan		3
Personal Assistant to Judge		1
Attendant		6
Chief Accountant		1
Chief Internal Auditor		1
Communication & Documentation Officer- JRDU		1
Communication Assistant		1
Driver		2
Engineer- Estate		1
Environmental Officer-JRDU		2
Gender Officer		2
Head of CJ Private Office		1
Head of Legal Unit		1

Table 2: List of Focus Group Discussion by Court Facility Cont.

Job Cadre	Pemba	Unguja
Head of Public Relations		1
Head of Statistics Unit		1
Human Resources Officer		1
ICT		3
JRDU Members		3
Legal Officer		2
Library and Publications		1
Planning Officer		1
PMU (Procurement)		4
Protocol Officer		1
Receptionist		1
Records and Archives Officer		3
Secretary		3
Security Officer		1
Social Officer-JRDI		2
Storekeeper		1

(A comprehensive list of internal stakeholders interviewed has been included as appendix 3)

#### 3.4.4. External Stakeholder Engagement

On external stakeholders' engagement, the consultant engaged with 40 stakeholders from 12 various institutions/roles within the access to justice sector to obtain their opinion of judicial effectiveness and capacity enhancement needs to be considered on both ends for the judiciary to deliver its mandate optimally. The sessions also focused on obtaining suggestions for enhancing access to justice within the legal sector.

The table below indicates the external stakeholders engaged with respective number of session attendants



Table 3: Number of Stakeholder's Interviewed per Category.

S/N	Institution	Number of Attendees
1	Constitutional, Legal Affairs, Public Services, and Good Governance (PO CLAPSGG)	1
2	Zanzibar Law School	2
3	Institute of Public Administration IPA	1
4	Attorney General Office (AG)	4
5	Directorate of Public Prosecution (DPP)	8
6	Police	4
7	Judiciary of Tanzania	1
8	Zanzibar Legal Society (ZLS)	2
9	Zanzibar Female Lawyers Association (ZAFELA)	5
10	Mkoani District Paralegal Organisation (MDIPAO)	5
11	Assessors	4
12	Sheikh	3
	<b>Total</b>	<b>40</b>

(List of participants engaged for the external stakeholder's session is attached as appendix 4)

### 3.4.5. Analysis and Reporting

Following the completion of the documentation reviews and the engagement of both internal and external stakeholders, all data collected during the Training Needs Assessment (TNA) process were systematically organized and classified into distinct thematic areas. This approach ensured that information from diverse sources including policy documents, operational records, interviews, and consultative meetings was captured comprehensively and analysed consistently.

The analysis was guided by the objectives of the TNA and aligned with the broader institutional priorities. It involved identifying trends, gaps, and capacity enhancement needs across different functional areas of the judiciary, as well as capturing stakeholder perceptions on judicial effectiveness and access to justice. Both qualitative and quantitative data were crosschecked to strengthen the validity of the findings.

To facilitate clarity, the data were grouped according to major themes such as leadership and governance, professional competencies, infrastructure and technology, and stakeholder collaboration. Each thematic area was then assessed against established benchmarks, regulatory frameworks, and best practices to identify training priorities and opportunities for institutional improvement.

#### **3.4.6. Approach and Methodology Cont.**

The outcomes of this analysis form the basis of the findings and recommendations presented in this report. They not only highlight the current capacity gaps but also provide actionable insights for designing targeted interventions to strengthen the judiciary's ability to fulfil its mandate and enhance access to justice for all.

## 4. Findings of the Training Needs Assessment

## 4.1 Current Staffing Level

As of September 2025, JoZ has a total of 521 staff out of which 110 are judicial staff and 411 are non-judicial staff. An overall assessment of the current staffing levels compared to the required number for optimal performance reveals a staffing shortfall of 14%

### 4.1.1. Judicial Staff

The assessment of the data reviewed as of September 2025 indicates an overall staffing shortfall of approximately 16.5% among judicial officers. Kadhi's cadre remains the most critically affected, with a gap of 42% as only 21 Kadhi's are currently in post compared to the required 36.

Staffing shortages continue to be more pronounced in Pemba, where there is a deficit of 24%, compared to 15% in Unguja. Despite Unguja's larger establishment, Pemba's higher proportional shortfall highlights regional disparities in staffing, which could impact equitable access to justice and case management efficiency across the islands.

Table 3: JoZ Staffing Levels – Judiciary Staff

JOB TITLES	UNGUJA			PEMBA		
	Optimal Staffing	Available	Gap	Optimal Staffing	Available	Gap
Judges	13	13	-	1	1	0
Court Registrar & Deputy Court Registrars	5	5	-	1	1	0
Kadhi's	23	13	10	13	8	5
Regional Magistrates	27	21	6	6	4	2
District Magistrates	21	21	-	4	4	-
Primary Magistrates	15	15	-	4	4	-
<b>Total</b>	104	88	16	29	22	7
<b>Percentage Gap</b>			<b>15%</b>	<b>24%</b>		

Source: JoZ Staffing Data as of September 2025

#### 4.1.1 Non-Judicial Staff

The assessment of the data reviewed as of September 2025 indicates an overall staffing shortfall of approximately 10.8% among non-judicial staff. The Secretary job category remains the most critically affected, with a gap of 29% as only 44 staff are currently in post compared to the required 62.

Staffing shortages are more pronounced in Pemba, where there is a shortfall of 24%, compared to 7% in Unguja. Although Unguja has a larger number of staff, the comparatively higher shortfall in Pemba underscores uneven distribution of personnel, which may compromise administrative operations, support services, and the overall effectiveness of the Judiciary of Zanzibar

Table 4: JoZ Staffing Levels – Non-Judicial Staff

JOB TITLES	UNGUJA			PEMBA		
	Optimal Staffing	Available	Gap	Optimal Staffing	Available	Gap
Court Administrators	1	1	-	1	1	-
ICT	11	11	-	3	3	-
Planning	5	3	2	1	1	-
Accounts	11	11	-	3	3	-
Information Communication	7	7	-	3	3	-
Procurement	7	7	-	2	2	-
Legal	54	54	-	14	14	-
Library and Publications	-	6	-	-	-	-
Monitoring and Statistics	5	5	-	1	1	-
Estates	7	7	-	-	-	-
Records	19	12	7	8	-	8
Human Resources Management	12	12	-	8	8	-
Internal Audit	2	2	-	1	-1	-
Gender	4	4	-	-	-	-

JOB TITLES	UNGUJA			PEMBA		
	Optimal Staffing	Available	Gap	Optimal Staffing	Available	Gap
Mediator	10	4	6	4	-	4
Court Revenue Officer	1	1	-	1	1	-
Administration	10	7	3	5	3	2
Artisan (Plumber)	2	2	-	1	1	-
Artisan (Electrification)	3	3	-	2	2	-
Storekeeper	1	1	-	2	2	-
Secretaries	42	35	7	20	9	11
Court Clerks	39	39	-	4	4	-
Driver	29	29	-	3	3	-
Attendants	57	57	-	13	13	-
Security Officers	9	9	-	5	5	-
Environmental Officer	1	1	-	-	-	-
Community Engagement/Outreach Officer	1	1	-	-	-	-
<b>Total</b>	<b>356</b>	<b>331</b>	<b>25</b>	<b>105</b>	<b>80</b>	<b>25</b>
Percentage Gap				7%		
				24%		

Source: JoZ Staffing Data as of September 2025

## 4.2 Current Training Initiatives

In line with its strategic objectives towards staff development, JoZ has supported staff training and capacity building initiatives through various tailor-made courses as well as short term and long-term courses provided to various staff cadres.

Between 2021 and 2025, a total of 55 staff members from various cadres have undertaken long-term academic programs. These include Certificate (4 staff), Diploma (3 staff), bachelor's degree (30 staff), master's degree (16 staff), and PhD (2 staff) programs.

The table below provides further details including course specialization for each academic program

Table 4: Long Term Training Courses per Cadre

Course Program	Course Specialization	Job Categories (Cadre/Title)
Certificate	Certificate in Business Operations	Office Attendant (2)
	Certificate in Law	Driver (1)
	Certificate in Records Management	Office Messenger (1)
Diploma	Diploma in Law	Assistant Legal Officer (DPP trainee) (1)
	Diploma in Journalism	Photographer (1)
	Diploma in Law	Office Messenger (1)
Bachelor's Degree	Bachelor's in law (Degree)	Legal Officers / Assistant Legal Officers (8)
		Clerks (3)
		Secretaries (2)
	Bachelor of Human Resource Management	Clerks (3)
	Bachelor of Gender and Development	Clerks (1)
	Bachelor of International Relations and Diplomacy	Driver (2)
	Bachelor of International Relations and Diplomacy	Driver (4)
		Protocol Officer (1)
	Bachelor of Information Technology	Driver (1)
	Bachelor of Records Management	Records Management Officers (3)
	Bachelor of Computer Science	ICT Officers/Assistant ICT Officers (2)
	Bachelor of Public Administration	Administrative Officer (1)

Course Program	Course Specialization	Job Categories (Cadre/Title)
Master's	Master's in law and Sharia	Kadhi (1)
		Legal Officers (4)
	Master of Laws (LL.M)	Magistrates (5)
	Master of Computer Science	ICT Officer (1)
	Master of Project Planning and Management	Planning Officers (3)
	Master of Human Resource Management with IT	HR Officer (1)
	Master of Information Technology	Assistant ICT Officer (1)
PHD	PhD in Sharia	Kadhi (1)
	PhD in Law (Taxation Law)	Legal Officer (1)

#### 4.2.2 Short-term course

Between 2021 and 2025, a total of 17 short-term training programs have been facilitated, engaging 400 participants across various judicial and non-judicial job categories. Out of these 17 training, nine were sponsored by the Judiciary of Zanzibar (JoZ), while the remaining eight were supported under the Zi-Jump project.

The short-term training programs facilitated during this period are as follows:

- Short Course on Auditing of Donor - Funded Projects
- Knowledge Exchange Programme (to with the Judiciary of Kenya and Judiciary of Tanzania)
- Training On Management of Construction Contract (Variation Clams And Dispute)
- Training On Leadership
- Training for Internal Auditor
- Training On Microsoft Planning
- Training on Electronic Evidence; Witness Handling and Admission of Exhibits; Judicial Ethics and Etiquette; And Legal Research and Judgment Writing – for Judicial staff
- Training on Ethics, Etiquette and Customer Care; And Registries & Record Management – for non-judicial Staff
- Excellent Maintenance of Records and Documents is the Foundation for Economic Growth and Investment
- Guidelines, Laws, and Professionalism in the Use of Online Offices as a Stimulus for E-Government Success
- General Assembly for Office Operators
- Use of Computers for Office Operators
- Training on Digital Library
- Network of Management and Human Resource Managers in the Public Sector in Africa
- Training on Probate Act
- Training on Election



- Training on Registry in Criminal Case and Money Laundering

*(A comprehensive list of job categories and the number of staff trained per training program has been included as an appendix 5)*

## 4.3 Overall Findings

The section below provides the overall findings from training needs analysis which involved engagement sessions through interviews, focused group discussions as well and documents review.

**There is a lack of a structured Training Needs Assessment (TNA) framework at JoZ, which has resulted in most training opportunities being adhoc.** The existing TNA process is only partially implemented, relying on non-standardized performance appraisals, observations, and informal discussions with Heads of Departments. Consequently, training has historically been selected based on availability rather than actual demand, creating misalignment with judiciary needs and reducing their effectiveness. This fragmented approach has led to uneven capacity development across units, with critical skills gaps remaining unaddressed. Additionally, the absence of a centralized and data-driven TNA framework limits the ability to monitor training impact, plan for future capacity-building needs, and allocate resources efficiently.

This is also highlighted under page 43 of the JoZ Strategic plan which highlights the lack of a training policy resulting in staff pursuing training based on personal interests rather than institutional needs, which contributes to overstaffing in some cadres while others remain critically understaffed.

**JoZ does not yet have a comprehensive and well-coordinated training program that translates identified capacity needs into planned, sequenced interventions.** While some training courses are conducted, they tend to be isolated events without an overarching curriculum, competency framework, or follow-up mechanisms to reinforce learning. This absence of a consolidated training programme limits continuity reduces the cumulative impact of capacity building initiatives and hinders the development of long-term skills across judicial and administrative cadres. The lack of a structured curriculum also makes it difficult to measure learning outcomes, track progress over time, and ensure consistency in the competencies being developed. Furthermore, without a coordinated programme, resources are used inefficiently, and staff may repeatedly receive fragmented or duplicate training rather than a progressive, competency-based development pathway.

**Training opportunities within the Judiciary are limited due to insufficient internal funding.** Most capacity-building initiatives have historically relied on external donor support, with the last major programmes implemented in 2022. In addition, the limited training opportunities have primarily targeted judicial officers, with minimal participation of administrative and support staff, thereby reducing the overall reach and impact of capacity development efforts. This has created skill gaps across non-judicial functions, weakening the Judiciary's ability to deliver holistic and efficient services. Moreover, the lack of a sustainable, internally financed training framework increases vulnerability to donor funding cycles, making it difficult to plan and implement long-term staff development strategies.

Between 2021 and 2025, the Judiciary of Zanzibar supported 55 staff to undertake long-term studies and over 200 staff to attend short-term courses, including those funded by donors.

### **Perceived Imbalance in Training Opportunities**

62% of the stakeholders participating in interviews and focus group sessions perceived that legal staff (such as judges and magistrates) receive disproportionately more training than administrative and support staff. This perception points to the need for a more balanced and inclusive approach to capacity development across all roles within the Judiciary. Furthermore, the perceived inequality was stressed in terms of duty stations, with Unguja staff viewed as receiving preferential treatment over Pemba staff on training opportunities.

**There is no robust mechanism in place to assess the effectiveness and impact of training programs within the Judiciary.** For trainings conducted since 2022, there has not been a streamlined process to evaluate outcomes beyond requesting trainees to submit reports upon their return. These reports focus primarily on summarising the training content and theoretical understanding, with little or no follow-up on how newly acquired skills and knowledge are applied to assigned work or how they contribute to institutional performance. This lack of systematic evaluation reduces accountability for training investments, makes it difficult to measure return on capacity-building efforts, and hinders evidence-based decision-making for future training priorities. Furthermore, the absence of post-training impact assessments limits opportunities to identify gaps in implementation, provide targeted support to staff, and continuously improve training quality.

**Lack of effective tracking and monitoring of staff trainings.** Training records within the Judiciary of Zanzibar are currently documented and tracked manually, creating inefficiencies in monitoring staff development and limiting timely retrieval and analysis. Although efforts are underway to implement a Human Resource Information System (HRIS), training documentation and tracking remain largely paper-based, reducing accountability and the ability to plan effectively. This manual system limits accurate reporting, trend analysis, and evidence-based decision making for training investments. It also increases the risk of data loss, inconsistencies, and duplication of training efforts across departments, undermining efforts to build a consolidated view of capacity-building progress

### **JOZ currently lacks an institutionalised Performance Management System (PMS)**

Performance targets, indicators, and appraisals are handled inconsistently, with no standardised mechanism to link individual performance to institutional goals. This gap limits accountability, objective measurement of service delivery, and the ability to identify and prioritise capacity needs. In the absence of a structured PMS, training initiatives are not systematically aligned to actual performance gaps or competency requirements, resulting in adhoc or misdirected capacity-building efforts with reduced impact on institutional performance.

**Staffing levels in key areas of the Judiciary are insufficient, which constrains the institution's ability to deliver work efficiently, maintain quality standards, and sustain reforms.** Reviews conducted as part of the Training Needs Assessment (TNA) show

that under-staffing not only increases workload pressure but also limits opportunities for staff to attend training or apply newly acquired skills. Some of the capacity gaps that emerge are therefore compounded by resource constraints, with training initiatives unable to fully address performance issues in the absence of optimal staffing. This situation also undermines succession planning, challenges institutional resilience, and slows down the implementation of change initiatives. In addition, it restricts the Judiciary's ability to redistribute workloads across departments and to provide equal access to professional development opportunities.

Staff shortages is also highlighted in the client user satisfaction survey by Repoa(2025) as one of the key challenges where it indicated that some lower courts operate with as few as three employees, which severely limits their ability to function effectively. (Refer to page 97 of the report)

**There is a perception among some staff that training opportunities involving travel or other incentives are more desirable than those focused solely on skill development.**

This perception risks reducing the effectiveness of capacity-building initiatives, as participation may be driven by benefits rather than alignment with actual competency gaps or organisational needs. Over time, this dynamic can undermine the intended impact of training, influence staff perceptions of fairness, and create inequities in access to development opportunities. It highlights the need for a deliberate mindset shift toward valuing professional growth and upskilling as the primary purpose of training programs.

**The Judiciary of Zanzibar has made some investment in staff training by funding several short-term courses and a limited selection of long-term programmes.** *Based on JoZ data between 2021 to date, a total of 55 staff have attended long term trainings (Bachelor's degree, Master' and PHD) while over 200 staff have attended short courses for various cadres. Including those sponsored by Donors. While these initiatives have contributed to building basic competencies, the overall scale and targeting of training remain below optimal. There has been minimal investment in specialised training programs that lead to professional certifications or meeting requirements set by regulatory and professional bodies (such as Legal, Finance, and Procurement). This gap restricts alignment with the annual training calendars of these bodies and limits opportunities for staff to attain or maintain specialised qualifications essential for their roles*

This represents a significant gap, as obtaining recognized certifications is critical for strengthening staff credibility, enhancing technical competence, and aligning organisational capacity with international or industry-specific standards. Without such certifications, staff development remains largely informal, limiting opportunities for career progression, professional recognition, and improved service delivery.

## 4.4 Capacity Gaps Identified

The training needs identified through this analysis have been classified into four categories to provide a structured framework for reporting and prioritization. This classification ensures a clear understanding of the type, purpose, and strategic relevance of each training requirement.

This framework enables the Judiciary to strategically plan and implement capacity-building interventions that are aligned with both current operational needs and future institutional goal.

Table 6: Training Category Description

Category	Description
<b>Technical/Role Specific Skills</b>	These are training needs identified relating to the specific functions and responsibilities of various roles within the Judiciary. They focus on enhancing competencies required to perform core job tasks effectively, including legal expertise, case handling, procedural compliance, and other role-specific operational requirements such as Administration.
<b>Crosscutting/ Managerial Needs</b>	These training needs identified are aimed at strengthening leadership, supervision, and organisational capacity across multiple roles. Examples delegation, team motivation, dispute resolution, communication skills and other competencies that support effective human resource management and leadership within and outside JoZ
<b>Soft Skills</b>	These are training needs identified that enhance interpersonal, communication, and behavioral competencies. They are critical for improving collaboration, stakeholder engagement, public interactions, and workplace culture. Examples include communication, advocacy, gender sensitivity, teamwork, adaptability, and other competencies that support effective human interaction within and outside JoZ
<b>Emerging Trends and Technology Needs</b>	These are training needs identified relating to the adoption and utilization of new technologies, innovative practices, and modern operational trends within the Judiciary. They include digital transformation, e-court systems, smart court operations, advanced software applications, disaster recovery planning, and other skills that ensure the Judiciary remains efficient, resilient, and responsive to evolving operational demands.

## 4.4.1 Capacity Gaps – Technica Role/Specific

The training needs identified through this analysis have been classified into four categories to provide a structured framework for reporting and prioritization. This classification ensures a clear understanding of the type, purpose, and strategic relevance of each training requirement.

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.1. Limited capacity of judicial officers and staff in case management skills necessary for efficient handling of judicial proceedings</b>			
Training in case management has been ad hoc and not embedded into a structured program tailored for JoZ. There is also lack of exposure to modern case tracking tools	<ul style="list-style-type: none"><li>Judicial Officers</li></ul>	Inefficient case handling, delayed proceedings, and continued backlogs in courts	Provide comprehensive training on case management to improve timely handling of cases and proceedings
<b>1.2. Limited monitoring and evaluation (M&amp;E) skills to track progress and outcomes of court performance and overall Judiciary reforms.</b>			
<ul style="list-style-type: none"><li>There is no institutionalized M&amp;E framework or training for key roles at JoZ resulting in an inability to generate reliable data for decision-making across all levels</li></ul>	<ul style="list-style-type: none"><li>Planning &amp; Monitoring Division</li><li>Judges</li><li>Magistrates</li><li>Heads of Departments</li><li>Case Management Unit</li></ul>	<p>Inconsistent tracking of case progress and reform outcomes, affecting Judges, Magistrates, and Management Units.</p> <p>-Reduced capacity of</p>	<b>Provide targeted monitoring and evaluation (M&amp;E) training</b> for Judges, Magistrates, Heads of Departments, Planning & Monitoring Division, Case Management Unit, JRDU, and Human Resources staff to build

Root Cause	Job Cadres Affected	Implications	Recommendation
Currently the reliance is on traditional reporting methods	<ul style="list-style-type: none"> <li>• JRDU</li> <li>• Asset Management</li> <li>• Human Resources</li> <li>• Department</li> </ul>	<p>Planning and Monitoring Division and JRDU to provide timely, evidence-based insights for policy formulation and resource allocation.</p> <p>Limited accountability and performance oversight for Heads of Departments, affecting overall judiciary effectiveness.</p>	<p>skills in developing and tracking performance indicators, systematically collecting and analysing data, and using evidence to inform decision-making</p> <p>This will enable linking reform outcomes and operational performance to strategic planning, resource allocation, and continuous improvement initiatives across the judiciary</p>
<b>1.3 Limited technical skills among judicial staff in analyzing evidence, conducting legal research, and drafting judgments</b>			
<p>Insufficient formal training; limited mentorship or supervision.</p> <p>Lack of standardized tools and guidelines for research and writing.</p>	<ul style="list-style-type: none"> <li>• Judges</li> <li>• Magistrates</li> <li>• Case Management Unit</li> <li>• Court Officers.</li> </ul>	<p>Provision of Judgments that lack sufficient depth or clarity, leading to case delays, challenges in appeals, and reducing efficiency and quality of judicial decisions.</p>	<p><b>Implement practical, hands-on training and mentorship programs</b> to strengthen evidence handling, research, and judgment-writing skills, improving overall case quality and timeliness.</p>



Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.4 Knowledge gap in transitioning from cash to accrual basis financial reporting (IPSAS).</b>			
Lack of prior training on accrual accounting standards and insufficient exposure to IPSAS requirements.	<ul style="list-style-type: none"> <li>• Finance officers</li> <li>• Accountants</li> <li>• Budget Officers</li> <li>• Asset Management Unit</li> </ul>	Risk of non-compliance with IPSAS; inaccurate or incomplete financial statements; reduced transparency and accountability	Provide comprehensive IPSAS transition training covering accrual accounting principles and practical application. The training includes modules on smart codes for efficient tracking.
<b>1.5. Inadequate VIP protocol training</b>			
Lack of specialized training on safety, discretion and high-profile individual handling.	<ul style="list-style-type: none"> <li>• Drivers</li> <li>• Transport Officer</li> <li>• Public Relations</li> <li>• Administrators</li> <li>• Secretaries</li> <li>• Office Superintended</li> </ul>	Possible breaches of protocol, security risks and inconsistent service standards for VIPs.	Implement specialised VIP driver training covering security, discretion, etiquette and judicial protocols.
<b>1.6. Limited PR and communication skills, including graphic design and strategy development.</b>			
PR and communication roles have expanded, but staff lack exposure to modern tools (graphic design, brochures, banners, integrated strategies).	<ul style="list-style-type: none"> <li>• Public Relations officers</li> <li>• Administrative staff supporting communication.</li> </ul>	Inconsistent branding; weak public image, less effective outreach to stakeholders.	Provide comprehensive PR/communication training covering graphic design tools, brochure/banner creation and strategic communication planning



Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.7. Insufficient protocol management expertise among protocol officers.</b>			
Lack of structured training on official event coordination, diplomatic etiquette, news copy editing and crisis handling	<ul style="list-style-type: none"> <li>• Protocol officers</li> <li>• Senior administrative staff.</li> </ul>	Risk of protocol breaches during events; reputational harm during formal engagements.	Deliver specialized protocol management training covering event coordination, diplomatic etiquette and crisis-handling best practices.
<b>1.8. Limited capacity in handling juvenile cases sensitively.</b>			
Specialized juvenile justice training not adequately provided.	<ul style="list-style-type: none"> <li>• Juvenile Court judges and Magistrates</li> <li>• Court clerks</li> <li>• Social workers</li> </ul>	Risk of mishandling sensitive cases; harm to vulnerable individuals; non-compliance with juvenile justice standards.	Provide targeted training on age determination, diversion programs and juvenile justice procedures for staff handling youth case

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.9. Gap in specialized knowledge of Islamic law for some Kadhi</b>			
Shortage of magistrates with legal degrees or equivalent qualifications in Islamic law from other jurisdictions.	<ul style="list-style-type: none"> <li>Kadhi Courts- handling Islamic/Sharia related matters</li> </ul>	Misinterpretation or inconsistent application of Islamic law which may reduce confidence of stakeholders	Train Kadhi in Islamic law or equivalent qualifications to strengthen adjudication of religious-related case
<b>1.10. Limited case and court management skills among magistrates.</b>			
Inadequate targeted training and follow-up support on case flow and backlog reduction techniques	<ul style="list-style-type: none"> <li>Magistrates,</li> <li>Kadhi</li> <li>Registrars</li> <li>Legal Officers</li> <li>Court clerks.</li> </ul>	Persistent case backlogs reduced court throughput resulting to longer delays for litigants	Deliver targeted training and continuous support for magistrates on case and court management skills to reduce backlog and improve efficiency.
<b>1.11. Lack of proper institutional branding and identity.</b>			
Limited capacity in branding strategies, creativity, and innovation	<ul style="list-style-type: none"> <li>Public Relations/Communication Officers</li> <li>Administrative Officers dealing with external communication</li> </ul>	Inconsistent messaging which impacts institution image and public recognition on Judiciary affairs.	Build administration capacity in branding strategies, creativity and innovation to establish a strong institutional identity

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.12. Limited skills in Alternative Dispute Resolution (ADR)</b>			
ADR is not yet systematically integrated across the Judiciary framework.	<ul style="list-style-type: none"> <li>• Mediators</li> <li>• Arbitrators</li> <li>• Judges</li> <li>• Magistrates</li> <li>• Kadhi's</li> <li>• Registrars</li> <li>• Legal Officers</li> </ul>	High court burden on unresolved cases, limited use of non-adversarial options and delays in dispute resolution	Deliver ADR training (negotiation, mediation, reconciliation) to promote settlement outside court and reduce caseload.
<b>1.13. Experience of delays in procurement due to limited capacity in handling bureaucratic procedures.</b>			
Lack of specialized training on streamlined procurement procedures.	<ul style="list-style-type: none"> <li>• Procurement officers,</li> <li>• Asset Management Unit</li> <li>• Administration staff.</li> </ul>	Delayed acquisition of resources; hindering effective program implementation.	Provide specialised training on procurement efficiency to accelerate processes and ensure timely resource availability.
<b>1.14. Court clerks lack training in their core roles (case support and documentation).</b>			
On-the-job learning without structured orientation or capacity building.	<ul style="list-style-type: none"> <li>• Court clerks.</li> <li>• Legal Officers</li> </ul>	Increased errors which reduce support quality for judicial officers resulting to slower case processing.	Deliver core training for clerks on case support, documentation and procedural compliance.

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.15. Secretaries and administration Officers lack monitoring and evaluation (M&amp;E) fundamentals.</b>			
No structured M&E training for secretarial and administrative roles	<ul style="list-style-type: none"> <li>Secretaries</li> <li>Administration Officers</li> </ul>	Limited ability to track work progress, mainstream partnerships or support evidence-based decision-making	Provide M&E fundamentals training for secretaries and other relevant roles to strengthen collaboration and accountability.
<b>1.16. Insufficient advanced training for judges in judgment writing and accurate recording of proceedings</b>			
Existing training programs focus on elementary judicial skills rather than advanced judgment writing and documentation	<ul style="list-style-type: none"> <li>Judges</li> </ul>	Risk of inconsistent judgments and reduced quality records, undermining decision-making standards	Introduce advanced judgment writing and documentation training for judges to maintain high standards
<b>1.17. Gaps in training on criminal and civil procedures.</b>			
Incomplete coverage of core procedural skills in civil and criminal related matters and in training programs	<ul style="list-style-type: none"> <li>Judges</li> <li>Magistrates</li> <li>Legal Officers</li> </ul>	Prolonged case handling hence delayed resolutions	Provide refresher training programs in civil and criminal procedures to promote efficient resolutions

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.18. Limited training of paralegals to well assist unrepresented individuals</b>			
Insufficient focus on paralegal capacity building in the Justice Sector	<ul style="list-style-type: none"> <li>Paralegals recognized by the relevant authorities</li> </ul>	Disadvantaged groups face greater barriers to accessing justice	Expand paralegal training programs to promote access gaps
<b>1.19. Inadequate training of legal officers and court clerks in judgment writing.</b>			
Lack of targeted programs for support staff on judgment preparation and related tasks	<ul style="list-style-type: none"> <li>Legal Officers</li> <li>Court Clerks</li> </ul>	Inefficient case preparation and increased backlog for judges and magistrates	Provide judgment writing and case preparation training for legal officers and court clerks to support judges and magistrates
<b>1.20. Need for enhanced training for magistrates and Kadhi's on judgment writing</b>			
Limited opportunities for magistrates and kadhi's to refresh or advance their judgment writing skills	<ul style="list-style-type: none"> <li>Magistrates</li> <li>Kadhi's</li> </ul>	Risks of unclear or legally unsound decisions that affect justice outcomes	Offer specialized judgment writing training for magistrates to ensure clear, legally sound decisions.
<b>1.21. Insufficient training for key justice sector stakeholders on case understanding and electronic evidence</b>			

Root Cause	Job Cadres Affected	Implications	Recommendation
Lack of cross-sectoral training coordination among justice actors	<ul style="list-style-type: none"> <li>Judicial Officers</li> <li>Office of the Directorate of Public Prosecution - DPP</li> <li>Police</li> <li>Attorney General Office</li> <li>Judicial Officers</li> </ul>	Inconsistent handling of cases and electronic evidence, weakening the justice chain	Implement coordinated training for judicial external stakeholders on case understanding and electronic evidence to strengthen the justice chain
<b>1.22. Limited contract management skills</b>			
Lack of structured training on contract oversight, compliance, and dispute resolution	<ul style="list-style-type: none"> <li>Procurement Officers</li> <li>Estate Managers,</li> <li>JRDU</li> <li>User department focal persons</li> </ul>	Risk of delays, non-compliance, and disputes in project delivery	Provide targeted training on contract management to ensure effective oversight, timely delivery, and compliance
<b>1.23. Gaps in ICT expertise: network administration, database administration, front- end &amp; back-end development</b>			
Limited certification and specialization opportunities for ICT staff	<ul style="list-style-type: none"> <li>ICT officers</li> <li>System developers</li> <li>Systems and servers' administrators</li> <li>Assistant ICT Officers</li> </ul>	Inefficient system operations, security, suboptimal security controls and user interfaces	Offer certified trainings in network administration, PostgreSQL database management, Angular (front- end) and Spring Boot (back-end) development and Cyber security

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.24. Inadequate records archive management skills for historical and legal references</b>			
Lack of structured training on documentation, labelling, and archiving	<ul style="list-style-type: none"> <li>• Records management Officers</li> <li>• Librarians</li> <li>• Legal Officers</li> <li>• Court Clerks</li> <li>• Human Resources Management Officers</li> <li>• ICT Officers</li> </ul>	Loss or misplacement of critical historical records, reducing legal reference quality	Train staff in proper archiving and documentation techniques to preserve and access records easily
<b>1.25. Limited procurement knowledge in user departments</b>			
Inadequate understanding of procedures outside procurement teams	<ul style="list-style-type: none"> <li>• Heads of User departments</li> <li>• JRDU</li> </ul>	Non-compliance and delays in procurement processes	Offer procurement training to user departments to clarify procedures and encourage compliance
<b>1.26. Insufficient record-keeping practices integrating technology</b>			
Overreliance on manual systems and lack of technical training	<ul style="list-style-type: none"> <li>• Records management Officers</li> <li>• Librarians</li> <li>• Legal Officers</li> <li>• Court Clerks</li> <li>• HR Officers</li> <li>• ICT Officers</li> </ul>	Difficulty retrieving records, physical clutter, and reduced data integrity	Train staff in digital record-keeping solutions, including dedicated servers for secure storage and quick retrieval

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.27. Limited ICT equipment maintenance skills</b>			
Overreliance on external vendors with no in-house training	<ul style="list-style-type: none"> <li>• ICT assistants</li> <li>• ICT Support technicians</li> </ul>	Increased downtime and repair costs	Provide ICT equipment maintenance training on photocopiers, computers, and peripherals
<b>1.28. Inadequate safeguards / health &amp; safety training for artisans and engineers</b>			
Safety protocols not fully integrated into induction programs	<ul style="list-style-type: none"> <li>• Artisans</li> <li>• Engineers</li> <li>• Safety Officers</li> </ul>	Greater likelihood of occupational incidents and breaches of regulatory standards	Offer health & safety management training to prevent accidents and ensure compliance
<b>1.29. Limited exposure to EDGE-certified sustainable building practices</b>			
No structured knowledge- exchange programs	<ul style="list-style-type: none"> <li>• Estate Management</li> <li>• Engineers</li> </ul>	Missed opportunities for sustainable design and cost Savings	Organize exchange visits to learn firsthand from EDGE- certified facilities
<b>1.30. Insufficient family law training in Kadhi courts</b>			



Root Cause	Job Cadres Affected	Implications	Recommendation
Narrow training scope on Islamic principles	<ul style="list-style-type: none"> <li>Kadhis Magistrates</li> </ul>	Inconsistent handling of marriage, divorce, and inheritance cases	Provide dedicated family law training aligned with Islamic principles
<b>1.31. Limited exchange exposure on ADR framework</b>			
Lack of structured programs with peer jurisdictions	<ul style="list-style-type: none"> <li>Kadhis</li> <li>Mediators</li> <li>Judicial Officers</li> </ul>	Underuse of proven ADR approaches, slower case resolution	Establish exchange programs for best practice sharing
<b>1.32. Kadhi court clerks lack adequate knowledge of Islamic law, leading to inconsistent application of Islamic procedures</b>			
Entry requirements and recruitment criteria for Kadhi court clerks are not aligned with the Islamic law knowledge needed for effective performance.	<ul style="list-style-type: none"> <li>Kadhi court clerks</li> </ul>	Inconsistent and potentially incorrect application of Islamic legal procedures, which may undermine credibility and effectiveness of Kadhi court decisions	Develop and implement a structured Islamic law induction and refresher training program for all current and newly recruited Kadhi court clerks to build and maintain the required knowledge level for consistent application of Islamic procedures
<b>1.33. Protocol skill gaps among Judicial Officers</b>			

Root Cause	Job Cadres Affected	Implications	Recommendation
Limited awareness sessions on protocol standards	<ul style="list-style-type: none"> <li>Chief Justice</li> <li>Judges</li> </ul>	Risk to dignity and reputation during official events	Conduct awareness sessions and advanced protocol training covering international standards and crisis handling
<b>1.34. Library management and preservation skills are outdated</b>			
Lack of training on binding, classification, and digital tools	<ul style="list-style-type: none"> <li>Librarians</li> <li>Records management Officers</li> </ul>	Disorganised legal resources with potential loss of materials	Train on binding techniques, catalogue systems, and documentation management
<b>1.35. Limited training and exposure for artisans to modern construction practices</b>			
Training budgets focus mainly on professionals; limited site learning	<ul style="list-style-type: none"> <li>Artisans</li> </ul>	<p>Skills stagnation leading to lower quality assurance</p> <p>Increased dependency on external vendors resulting in higher operational costs.</p>	Include artisans in site visits and hands-on training to upgrade modern material skills

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.36. Insufficient defensive driving skills among drivers to ensure safe and proactive road practices</b>			
Lack of structured training or refresher courses on defensive driving techniques	<ul style="list-style-type: none"> <li>• Drivers</li> </ul>	Increased risk of road accidents, security incidents, and reduced passenger confidence	Provide defensive driving training and regular refresher courses to enhance safety, hazard anticipation, and secure transport services
<b>1.37. Insufficient workplace safety skills among staff in roles involving machinery, equipment, or hazardous exposure</b>			
Lack of structured role specific safety training	<ul style="list-style-type: none"> <li>• Engineers</li> <li>• Estates</li> <li>• Management</li> <li>• ICT</li> <li>• Artisans</li> </ul>	Increased risk of workplace accidents, injuries, and non-compliance with health and safety regulations	Implement targeted workplace safety training tailored to roles exposed to machinery, equipment, or hazardous conditions to prevent accidents and ensure regulatory compliance
<b>1.38. Inadequate skills necessary for effective records management and accurate financial reporting.</b>			
Absence of specialized training in revenue-related document control, accounting processes, and reporting standards	<ul style="list-style-type: none"> <li>• Accountants</li> <li>• Revenue officers</li> </ul>	Audit non-compliance, inaccurate financial reporting	Provide targeted training on financial records management and reporting, with emphasis on strengthening accounting skills for records and reporting

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.39. Limited capacity to embed gender perspectives into judicial processes to address biases and promote inclusivity</b>			
Lack of specialized training and awareness on gender equality principles and bias mitigation	<ul style="list-style-type: none"> <li>• Judges</li> <li>• Magistrates</li> <li>• Head of Departments</li> <li>• Legal Officers</li> <li>• Clerks</li> <li>• Gender Officers</li> </ul>	Perpetuation of systemic inequalities; perceived biased judgments which may lead to loss of public confidence	Provide specialised gender mainstreaming training to embed equity principles in processes and decisions
<b>1.40. Limited capacity to manage cross-border legal issues, including contract enforcement, trade disputes, and compliance with international law</b>			
Minimal exposure to international trade and legal frameworks	<ul style="list-style-type: none"> <li>• Judges</li> <li>• Magistrates</li> <li>• Legal Officers</li> </ul>	Mismanagement of international disputes, compliance challenges with international law, reputational risk	Provide training on international trade, transactions, and dispute resolution to enhance capacity
<b>1.41. Inadequate preparedness for disaster recovery, including system backup, data recovery, and contingency measures</b>			
Lack of formal training in ICT risk management and disaster recovery	<ul style="list-style-type: none"> <li>• ICT staff</li> <li>• System administrators</li> </ul>	Potential data loss, with extended downtime which may result to reputational damage	Train ICT staff on disaster recovery and contingency planning to ensure operational continuity

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.42. Insufficient capacity to cascade gender mainstreaming practices effectively across the judiciary</b>			
Lack of Training of Trainers (T.O.T.) programs	<ul style="list-style-type: none"> <li>Gender Unit</li> <li>HR Department</li> </ul>	Overreliance on external trainers, slow rollout of equitable practices	Implement T.O.T. programs to build internal capacity for gender mainstreaming
<b>1.43. Capacity challenge in drafting standardized Terms of Reference (T.O.R.) and concept notes for various reform initiatives</b>			
Lack of formal training in documentation and project planning	<ul style="list-style-type: none"> <li>JRDU</li> <li>Procurement</li> <li>Heads of Departments, Division and Units</li> </ul>	Inefficient project initiation, unclear mandates	Offer training to the relevant staff on drafting T.O.R. and concept notes to standardize processes
<b>1.44. Challenges on financial planning, budgeting, and resource allocation</b>			
Lack of structured financial management training	<ul style="list-style-type: none"> <li>Heads of Departments</li> <li>Finance Department</li> <li>Internal Audit</li> <li>JRDU</li> </ul>	Potential misallocation of resources and budget overruns	Establish a budget management board and train staff on resource allocation and monitoring

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.45. Limited expertise in public advocacy and educating citizens on judicial processes and rights</b>			
Lack of training in advocacy and public awareness	<ul style="list-style-type: none"> <li>• Legal Officers</li> <li>• Court Process Servers</li> <li>• Public Relations Officers</li> </ul>	Public misunderstanding of judicial processes, fear or mistrust of the judiciary	Train legal officers and court servers on advocacy to enhance public education and rights awareness
<b>1.46. Limited competence in threat detection, emergency response, and maintaining courtroom security</b>			
Lack of specialized security and risk management training	<ul style="list-style-type: none"> <li>• Security officers</li> </ul>	Security breaches, unsafe environment for staff and litigants	Train security staff on courtroom safety, emergency response, and risk assessment to ensure secure operations
<b>1.47. Limited proficiency in summons handling, including delivery verification and documentation</b>			
Lack of refresher training on summons procedures	<ul style="list-style-type: none"> <li>• Court process servers</li> </ul>	Non-compliance to summon handling procedures, resulting to delays in case progress	Conduct refresher training on delivery techniques and documentation to improve compliance

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.48. Limited ability to organize courtroom proceedings, maintain order, and address logistical requirements</b>			
No formal courtroom preparation training	<ul style="list-style-type: none"> <li>Court clerks</li> <li>Legal Assistants/Legal Officers</li> </ul>	Disorganized proceedings and delays undermining public perception of judicial effectiveness	Provide training on courtroom preparation and logistics
<b>1.49. Limited ability to handle gender-based violence cases effectively</b>			
Limited ability to handle gender- based violence cases effectively	<ul style="list-style-type: none"> <li>Judges</li> <li>Magistrates</li> <li>Prosecutors</li> <li>Investigators</li> </ul>	Inconsistent application of procedures and standards. Reduced team productivity and accountability.	Train staff on gender- based violence case management
<b>1.50. Limited expertise in public advocacy and educating citizens on judicial processes and rights</b>			
Lack of training in advocacy and public awareness	<ul style="list-style-type: none"> <li>Legal Officers</li> <li>Court Process Servers</li> </ul>	Public misunderstanding of judicial processes, fear or mistrust of the judiciary	Train legal officers and court servers on advocacy to enhance public education and rights awareness

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.51. Limited competence in threat detection, emergency response, and maintaining courtroom security</b>			
Lack of specialized security and risk management training	<ul style="list-style-type: none"> <li>Security officers</li> </ul>	Security breaches, unsafe environment for staff and litigants	Train security staff on courtroom safety, emergency response, and risk assessment to ensure secure operations
<b>1.52. Limited proficiency in summons handling, including delivery verification and documentation</b>			
Lack of refresher training on summons procedures	<ul style="list-style-type: none"> <li>Court process servers</li> </ul>	Non-compliance to summon handling procedures, resulting in delays in case progress	Conduct refresher training on delivery techniques and documentation to improve compliance
<b>1.53. Limited ability to handle gender-based violence cases effectively</b>			
Limited ability to handle gender- based violence cases effectively	<ul style="list-style-type: none"> <li>Limited ability to handle gender- based violence cases effectively</li> </ul>	Limited ability to handle gender- based violence cases effectively	Limited ability to handle gender-based violence cases effectively



Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.54. Limited capacity in legal research to effectively support case handling and informed policy decisions.</b>			
Lack of specialized training in advanced legal research methods and tools.	<ul style="list-style-type: none"> <li>• Legal Officers</li> <li>• Clerks</li> </ul>	Incomplete or less robust case preparation, reduced quality of evidence- based decision- making, potential delays or errors in case outcomes and policy support.	Offer specialized legal research training, including modern methodologies, case law analysis, and use of research tools, to build staff capacity in producing high-quality legal support and analysis.
<b>1.55. Limited advanced technical and professional knowledge required to perform complex duties effectively and support career progression</b>			
Long-term academic programs provide comprehensive knowledge, critical thinking, and specialized skills that enhance performance, enable effective decision making, and strengthen professional credibility across all roles.	<ul style="list-style-type: none"> <li>• All professional cadres, based on needs identified and validated through performance evaluations.</li> </ul>	Limited career advancement opportunities. Reduced capacity to handle complex or specialized tasks, Potential inefficiencies or errors in decision making and service delivery.	Support staff enrolment in long-term academic programs (Diploma, Bachelor's, Master's) relevant to their roles, based on validated PMS assessment results, growth requirements and institutional capacity.

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.56. Limited preparedness of new magistrates to perform judicial duties effectively due to absence of structured internal orientation program</b>			
No formal internal orientation program exists for new magistrates to familiarise them with court procedures, institutional policies, and role expectations	<ul style="list-style-type: none"> <li>Newly Appointed Magistrates and Kadhi's</li> </ul>	Reduced efficiency and consistency in judicial proceedings. Longer adjustment period for new staff. Increased risk of procedural errors.	Reinstate internal orientation program for new magistrates, including practical sessions on procedures, institutional policies, and case handling.
<b>1.57. Limited knowledge of Islamic law among clerks affecting accuracy in judgment preparation and court proceedings</b>			
Clerks have not received specialized training in Islamic law relevant to Kadhi Court operations.	Clerks in Kadhi Courts.	Potential delays in proceedings, with errors in case documentation and judgment support.	Conduct specialized Islamic law training tailored for clerks in Kadhi Courts, including practical exercises in case documentation and judgment writing
<b>1.58. Inadequate skills in journalism, photography, and publication preparation.</b>			
Lack of formal training and capacity development programs for PR staff.	Public Relations (PR) Officers	Ineffective communication with the public and media. Reduced visibility and institutional credibility.	Organize targeted training in journalism, photography, publication preparation, and professional etiquette for PR staff.

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.59. Limited knowledge of the HRM system among HR staff</b>			
HR staff have not received adequate training on HRIS functionality and processes.	Human Resources Department	<p>Potential errors in employees' records. Delays in HR service delivery and reporting.</p> <p>Reduced staff confidence in HR processes.</p>	Conduct comprehensive HRIS training to equip HR staff with the knowledge and skills to efficiently manage payroll, employee transfers, compensation, and other HR processes, ensuring accuracy, transparency, and timely service delivery
<b>1.60. Inadequate capacity among HR staff to align human resource practices with organizational goals and strategic priorities.</b>			

Root Cause	Job Cadres Affected	Implications	Recommendation
HR personnel have not received training in strategic HR planning and its application within the Judiciary.	<ul style="list-style-type: none"> <li>• HR Department</li> <li>• Planning and Monitoring Division</li> <li>• JRDU</li> </ul>	<p>Misalignment between HR practices and organizational objectives.</p> <p>Inefficient workforce planning and resource utilization.</p> <p>Reduced effectiveness of HR interventions in supporting institutional goal</p>	Provide training in strategic HR planning to build HR staff capacity to design and implement HR strategies that align with organizational goals, enhance workforce efficiency, and support institutional performance
<b>1.61. Limited capacity among audit staff to conduct system audits in line with emerging technologies and case management systems.</b>			
Existing audit practices and training have not kept pace with technological transformations	<ul style="list-style-type: none"> <li>• Internal Audit</li> <li>• ICT Audit</li> </ul>	Inadequate oversight of technology-driven systems, resulting in risks of non-compliance, data loss, or operational; inefficiencies	Provide system audit training aligned to current technological transformations, including case management systems.

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.62. Insufficient knowledge and skills in auditing contract management processes</b>			
Auditors have had limited exposure to evolving contract management practices and associated risk areas.	<ul style="list-style-type: none"> <li>Internal Audit</li> </ul>	Insufficient contract oversight, resulting in potential financial loss and increased risk of non-compliance with procurement laws.	Offer specialised training on contract management auditing to enhance auditors' ability to oversee contracts effectively, minimise financial losses, and ensure compliance with procurement laws
<b>1.63. Limited capacity to audit construction projects effectively.</b>			
Audit staff have minimal training or experience in construction projects auditing methodologies and standards.	<ul style="list-style-type: none"> <li>Internal Audit</li> </ul>	Potential mismanagement of construction funds, quality issues, and failure to achieve value for money in infrastructure projects	Comprehensive training on Auditing of Construction Projects to enhance auditors' ability to assess project compliance, ensure quality standards, and safeguard value for money

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.64. Minimal exposure to experiential learning such as exchange programs</b>			
Limited budget allocation and lack of formal programs for knowledge exchange. There is also selective participation in existing opportunities.	<ul style="list-style-type: none"> <li>• Magistrates</li> <li>• ICT</li> <li>• Case Management</li> <li>• Administrative functions</li> <li>• Human Resources Management Officers</li> </ul>	There is persistent of knowledge gaps and slow adoption of best practices across various staff levels at the Judiciary which results to limited professional growth.	<b>Expand exchange programs opportunities across staff levels</b> to promote practical skills development and institutional learning.
<b>1.65 Inadequate capacity in specialized areas of law, including commercial law, investment matters, economic sabotage, and related crimes.</b>			
Lack of structured training programs; reliance on ad hoc learning or limited exchange programs	<ul style="list-style-type: none"> <li>• Judges and Magistrates handling commercial and economic cases.</li> </ul>	Inaccurate or inconsistent rulings resulting to delays in case resolution,	Design targeted training programs including workshops and exchange programs, to equip Judges

## 4.4.2 Capacity Gaps Identified – Cross Cutting/Managerial

These are identified training needs that are aimed at strengthening leadership, supervision, and organizational capacity across multiple roles.

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.1. Difficulties in preparing the Medium-Term Planning Framework (MTPF) from the existing Strategic Plan (SP).</b>			
Strategic Plans are often viewed to be saturated with too much information, making it complex and overwhelming to extract and translate into MTPF.	<ul style="list-style-type: none"><li>• Supervisors,</li><li>• Heads of Departments, Divisions and Units</li><li>• Planning</li><li>• Officers involved in budgeting and implementation.</li></ul>	Misalignment between strategic goals and budgets leading to delays in planning cycles, inconsistency or implementation with limited ownership across levels.	<b>Conduct targeted training and refresher programs on the strategic plan</b> , including deep-dive sessions for supervisors to build mastery, while also engaging lower-level staff and departmental representatives to broaden understanding and application across the Judiciary
<b>1.2. Limited ability to design activities directly convertible into actionable budgets.</b>			

Root Cause	Job Cadres Affected	Implications	Recommendation
Lack of structured guidance or training on converting strategic objectives into costed activities.	<ul style="list-style-type: none"> <li>Supervisors,</li> <li>Heads of Departments, Divisions and Units</li> <li>Planning Units</li> <li>JRDU members</li> </ul>	Activities may be inadequately costed, leading to budget shortfalls or misallocation of resources.	Develop hands-on training modules on activity-to-budget translation; include practical templates and tools to ensure consistency and alignment.
<b>1.3. Gaps in onboarding new appointees into high rank judicial officer's roles and management programs</b>			
Lack of structured induction/orientation sessions for newly appointed management members.	<ul style="list-style-type: none"> <li>Judges</li> <li>Magistrates</li> <li>Kadhi's</li> <li>Newly appointed managers and supervisors.</li> </ul>	Slow adaptation to judicial processes; inconsistent application of policies; decreased productivity.	Introduce mandatory orientation and management programs for all new appointees to accelerate integration and performance.
<b>1.4. Need for enhanced judicial ethics, integrity, leadership and court management</b>			
Limited or outdated training on ethics and leadership for judicial officers	<ul style="list-style-type: none"> <li>Magistrates</li> <li>Kadhi's</li> <li>Head of Division and Units</li> <li>Judges</li> <li>Court administrators.</li> </ul>	Inconsistent professional standards, risk to impartiality and public trust; reduced effectiveness of court management	Offer integrated training on judicial ethics, integrity, leadership and court management to uphold fairness and strengthen institutional credibility



Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.5. Inadequate management and supervisory skills for leading teams</b>			
Limited exposure to leadership, delegation, and dispute resolution training	<ul style="list-style-type: none"> <li>Executive Management</li> <li>Heads of Departments, Division and Units</li> <li>Human Resources Department</li> </ul>	Inadequate team performance, poor conflict handling, low staff motivation	Provide training in leadership covering management, delegation, team motivation, dispute resolution and communication skills
<b>1.6. Limited ability to assess staff performance, provide constructive feedback, and implement strategies to improve productivity and morale</b>			
Lack of formal training on modern performance management practices	<ul style="list-style-type: none"> <li>Heads of Departments, Division and Units</li> <li>Supervisors</li> <li>HR Officers</li> </ul>	Low productivity and morale, inconsistent performance standards	Provide targeted performance management training to enhance leadership capacity
<b>1.7. Limited ability to lead and adapt to organizational change and transitions</b>			
Limited exposure to structured management practices	<ul style="list-style-type: none"> <li>Judges</li> <li>Magistrates</li> <li>Heads of Departments</li> <li>Supervisors</li> <li>JRDU</li> </ul>	Resistance to change, delayed implementation of reforms	Provide change management training to build adaptation strategies
<b>1.8. Limited capacity among staff with oversight roles to effectively manage teams and ensure adherence to procedures.</b>			

Root Cause	Job Cadres Affected	Implications	Recommendation
Absence of structured supervisory training programs	<ul style="list-style-type: none"> <li>All staff in supervisory or oversight positions.</li> </ul>	Inconsistent application of procedures and standards. Reduced team productivity and accountability. Increased risk of operational errors and inefficiencies.	Implement comprehensive supervisory training for all staff with oversight responsibilities, focusing on effective management, delegation, performance monitoring, and accountability
<b>1.9. Absence of a structured performance management system and skills to implement it.</b>			
Lack of institutionalized frameworks, policies, and staff capacity for performance management within the Judiciary	<ul style="list-style-type: none"> <li>All Jobs- performance planning and evaluation</li> <li>Supervisors- on effective performance appraisal</li> </ul>	Without a functioning PMS, the judiciary lacks reliable data to assess staff productivity, training outcomes, or the impact of reforms. It also weakens incentives for continuous improvement and professional Development	Provide performance management training to equip staff with skills to set performance indicators, monitor and evaluate performance, and link appraisal outcomes to targeted training and career development plans
<b>1.10. Absence of a standardized orientation program tailored to JoZ for new staff</b>			

Root Cause	Job Cadres Affected	Implications	Recommendation
Reliance on the general public- service orientation provided by the Institute of Public Administration, which does not address judiciary-specific practices, policies, and the Code of Conduct	<ul style="list-style-type: none"> <li>All Jobs- for newly recruited or transferred employees at the Judiciary</li> </ul>	Some new employees are not fully aware of or adhering to the judiciary's Code of Practice, procedures, and culture, leading to inconsistent service quality and potential reputational risks	Develop and implement a structured, judiciary- specific orientation/induction program for all new hires. This will ensure consistent understanding of JOZ's mission, values, Code of Practice, and operational standards, thereby improving compliance, service quality, and institutional culture
<b>1.11. Limited project management skills for overseeing initiatives, reforms, and donor- funded projects</b>			
There has not been comprehensive training in project planning, implementation, and reporting to the relevant jobs.	<ul style="list-style-type: none"> <li>Planning and Monitoring Division</li> <li>Judicial Reform Delivery Unit (JDRU)</li> <li>Estate Management</li> <li>Case Management Unit</li> <li>Heads of Departments and Sections</li> <li>Internal Audit</li> </ul>	Limited coordination and challenges in executing initiatives, leading to missed deadlines and suboptimal use of resources	Provide project management training (planning, risk, budgeting, donor reporting) to strengthen implementation of judicial reforms and partner funded initiatives
<b>1.12 Knowledge gaps among junior staff and lower-level stakeholders in interpreting and applying the Strategic Plan (SP) to MTPF.</b>			

Root Cause	Job Cadres Affected	Implications	Recommendation
Training and refresher programs have mostly been targeted at higher- level officers, excluding junior or departmental representatives.	<ul style="list-style-type: none"> <li>• Officers</li> <li>• Departmental focal persons.</li> </ul>	Low organizational buy which leads to fragmented execution of plans resulting in low sustainability of institutional memory.	Expand refresher/training programs regarding the SP to cover all levels of staff to enhance ownership, cross-functional understanding, and long-term execution capacity.
<b>1.13 Low organisational-wide sensitization on Judiciary's core mission and mandate to increase access to justice.</b>			
Lack of regular reminder programs reinforcing the Judiciary's mission and values.	<ul style="list-style-type: none"> <li>• All staff members.</li> </ul>	Reduced alignment with strategic goals; lower proactive contributions to access to justice initiatives.	Institute regular sensitisation programs for all staff to reinforce the Judiciary's mission and encourage proactive contributions toward access to justice.

## 4.4.3 Capacity Gaps – Soft Skills

These are training needs identified that enhance interpersonal, communication, and behavioral competencies. In most cases these trainings are applicable to all staff at different competency levels. They are critical for improving collaboration, stakeholder engagement, public interactions, and workplace culture

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.1. Insufficient customer care skills across staff interacting with stakeholders.</b>			
Absence of consistent customer service training tailored to judicial settings	<ul style="list-style-type: none"><li>All staff with internal/external client interaction including lower-level cadres</li></ul>	Lower satisfaction levels by the internal and external customers, slower issue resolution which may result in potential reputational risk	Deliver organisational-wide customer care training focusing on communication, problem-solving and service excellence to foster positive internal and external interactions among staff, promoting a collaborative environment.
<b>1.2. Lack of uniform ethics and etiquette standards across staff.</b>			
No consistent ethics and etiquette training across the organisation.	<ul style="list-style-type: none"><li>All staff at all levels</li></ul>	Unprofessional conduct, inconsistent interactions with stakeholders, higher risk of misconduct.	Implement organisation-wide ethics and etiquette training to instill professional standards and integrity, promote respectful interactions and reduce misconduct risks.

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.3. Insufficient mental health and stress management support for staff.</b>			
High-stress environment with limited training on coping mechanisms.	<ul style="list-style-type: none"> <li>All staff at all levels</li> </ul>	Increased burnout, absenteeism, reduced productivity and morale	Offer training on mental health awareness, stress reduction and resilience techniques to sustain staff well-being and productivity
<b>1.4. Low preparedness for retirement among staff</b>			
No structured retirement planning programs.	<ul style="list-style-type: none"> <li>All staff approach retirement age (above 55 years)</li> </ul>	Anxiety about post- career life which reduces focus on current duties.	Introduce retirement preparedness training to help employees plan financially and emotionally for life after service, improving current performance.
<b>1.5. There is a limited capacity to shift from routine tasks to approaches that are timelier and more focused on stakeholder needs.</b>			
Lack of structured change management and transformation initiatives.	<ul style="list-style-type: none"> <li>All staff levels (judicial and non- judicial).</li> </ul>	Persistent delays to deadlines, limited responsiveness to stakeholder needs and reluctance to embrace innovation.	Conduct mindset-change and people-transformation training to promote accountability, timeliness and stakeholder-oriented culture.
<b>1.6. Insufficient expertise in innovation, adaptability, and strategic thinking to respond to a rapidly evolving judicial environment</b>			

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>Limited exposure to competitive- edge skills</b>	<ul style="list-style-type: none"> <li>All Professional Staff</li> </ul>	Reduced ability to respond to evolving judicial demands and reforms	Introduce fundamental training in innovation, adaptability, and strategic thinking to maintain relevance
<b>1.7. Ineffective communication techniques for engaging with stakeholders, internal teams, and the public</b>			
<b>Insufficient communication training</b>	<ul style="list-style-type: none"> <li>All staff interacting with the public and internal teams</li> </ul>	Misunderstandings, reduced professionalism, Unsatisfactory public perception	Conduct refresher training on communication skills to improve clarity, professionalism, and stakeholder relations
<b>1.8. Limited change management capacity, hindering adaptability and innovation</b>			
<b>Absence of mandatory change management training</b>	<ul style="list-style-type: none"> <li>All Staff</li> </ul>	Slow adaptation to Judicial reforms and potential resistance to change	Provide mandatory management training to all employees

## 4.4.4 Capacity Gaps – Trends & Technology

These are training needs identified relating to the adoption and utilization of new technologies, innovative practices, and modern operational trends within the Judiciary.

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.1. Low digital literacy among judicial officers and administrative staff.</b>			
Inadequate ICT infrastructure and support within courts, limiting exposure and practice ▪	<ul style="list-style-type: none"><li>• Judges</li><li>• Magistrates</li><li>• Kadhi's</li><li>• Legal Officers</li><li>• Court Clerks</li><li>• Administrative Staff</li></ul>	Judicial officers remain unable to effectively use e-justice platforms and digital tools, resulting in slower case processing, continued reliance on manual systems, and reduced efficiency and transparency in court operations.	Conduct digital literacy training to strengthen skills in e-filing and case management systems, improving efficiency and access to justice.
<b>1.2. Limited knowledge and use of technology across the judiciary, including judicial officers and administrative staff, to improve work efficiency</b>			



Root Cause	Job Cadres Affected	Implications	Recommendation
Minimal ICT and software training. Lack of integration of digital tools and Microsoft applications into daily workflows Limited technical support and guidance for both judicial and administrative functions.	<ul style="list-style-type: none"> <li>All Jobs</li> </ul>	<p>Predominantly manual processes resulting to slow case and administrative workflows.</p> <p>There are inconsistent record-keeping, and limited capacity for timely reporting for decision-making</p>	<p>Implement comprehensive proficiency training in Microsoft applications such as Word, Excel, PowerPoint, Outlook) and other relevant digital tools for both judicial and administrative staff.</p> <p>Training should focus on practical integration into daily workflows to enhance efficiency, improve data management, automate routine tasks, and support timely, evidence-based reporting across the judiciary.</p>
<b>1.3. Limited familiarity with newly implemented statistical system and online data collection tools</b>			
Introduction of a new digital/statistical platform without adequate user orientation or hands-on practice	<ul style="list-style-type: none"> <li>Statisticians</li> <li>Legal officers responsible for data entry</li> <li>Records Management</li> <li>Librarians</li> <li>HR Officers</li> <li>M&amp;E Officers</li> </ul>	Input errors can compromise data integrity and directly affect case outcomes and decisions.	Conduct targeted, practical sessions for selected jobs on accurate data entry and system navigation to ensure reliable, efficient data capture.
<b>1.4. Insufficient preparation for new or upgraded management systems such as financial system</b>			

Root Cause	Job Cadres Affected	Implications	Recommendation
Systems rolled out without sufficient pre-deployment user training or change management support.	<ul style="list-style-type: none"> <li>All system users across organisation level.</li> </ul>	Higher rates of user errors; disruptions in reporting; reduced efficiency during rollout.	Offer user-oriented sessions and pilot testing on new systems before full deployment to minimize disruption and errors.
<b>1.5. Insufficient capacity to handle cybercrime investigations and electronic evidence.</b>			
Rapid increase in technology-driven offenses with limited exposure to cybercrime handling	<ul style="list-style-type: none"> <li>Judges</li> <li>Magistrates</li> <li>Prosecutors</li> <li>Legal officers</li> <li>Investigators</li> </ul>	Difficulty in adjudicating complex digital cases; risk of mishandled electronic evidence resulting to delays in justice	Provide specialized training on cybercrime investigation procedures, handling and admissibility of electronic evidence
<b>1.6. Insufficient capacity in remote hearing protocols.</b>			
Emerging trends and practice on virtual proceedings with yet having formal training or standardized procedures at the Judiciary	<ul style="list-style-type: none"> <li>Judges</li> <li>Magistrates</li> <li>Kadhi's</li> <li>Court clerks</li> <li>ICT Support</li> </ul>	Risk of compromised courtroom integrity; mishandling of electronic evidence and inconsistent participant management	Provide specific training on remote hearing protocols, including electronic evidence production and participant management.
<b>1.7. Inadequate modern records and archiving practices</b>			
Inadequate exposure to e-filing and digital preservation	<ul style="list-style-type: none"> <li>Court Clerks</li> <li>Legal Officers</li> <li>Records Management Officers</li> <li>Librarians</li> </ul>	Risk of loss or deterioration of critical documents	Provide training on digital archiving, e-filing, and exchange programs with advanced institutions

Root Cause	Job Cadres Affected	Implications	Recommendation
<b>1.8. Limited ability to operate smart courts, including virtual hearings and e-filing systems</b>			
Lack of structured training on digital courtrooms	<ul style="list-style-type: none"> <li>• Judges</li> <li>• Magistrates,</li> <li>• Legal Officers</li> <li>• Court Clerks</li> <li>• ICT staff</li> </ul>	Inefficient virtual proceedings limiting accessibility to judicial services	Provide smart court training to enhance digital operations
<b>1.9. Insufficient expertise in judicial innovation, leadership, and technology adoption.</b>			
Absence of edge certification programs	<ul style="list-style-type: none"> <li>• Executive Management</li> <li>• Judges</li> <li>• Heads of Department, Division and Units</li> <li>• Supervisors</li> <li>• ICT Staff</li> </ul>	Missed opportunities for modernization	Offer edge certification training to position staff as leaders

**1.10. Insufficient readiness among staff to effectively adopt and utilize the soon-to-be- launched Case Management System to streamline workflows and minimize error**

Limited exposure, training, and hands- on practice with the new CMS prior to its launch.	<ul style="list-style-type: none"> <li>• Judges</li> <li>• Magistrates</li> <li>• Kadhi's</li> <li>• Legal Officers</li> <li>• Court Clerks</li> <li>• ICT Support Teams.</li> </ul>	Potential delays and errors in case handling; inconsistent data entry across users and difficulties in achieving the intended benefits of the new CMS.	<p>Implement comprehensive, role-specific training and hands-on simulations for all relevant cadres prior to and shortly after the CMS launch.</p> <p>Provide ongoing support, refresher sessions, and user guides to embed skills and ensure smooth transition to the new system.</p>
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**1.11. Limited proficiency in advanced Microsoft applications (Word, Excel) for administrative efficiency**

Insufficient formal training on advanced features and functionalities of Microsoft Office applications.	<ul style="list-style-type: none"> <li>• Administrative</li> <li>• Roles</li> <li>• Clerks</li> <li>• Other roles involved in data processing and reporting</li> </ul>	<p>Slower preparation of reports and documents; increased likelihood of errors in data management and analysis.</p> <p>Reduced overall efficiency in administrative and operational tasks.</p>	Implement targeted training on advanced Microsoft Office applications, including hands-on exercises, templates, and best practices, to strengthen staff capabilities in document preparation, data management, and reporting.
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## 4.5 External Stakeholder Perspective

A critical objective of the Training Needs Assessment (TNA) for the Judiciary of Zanzibar (JoZ) was to gather candid feedback from stakeholders across the justice value chain.

### 4.5.1. Overview

External actors such as law enforcement agencies, legal aid providers, professional associations, regulatory bodies, and training institutions play a pivotal role in both the supply and demand sides of justice. Their perceptions provide an independent lens on the Judiciary's effectiveness, highlight capacity gaps, and identify opportunities for improvement. This chapter presents a synthesis of these perspectives and outlines actionable recommendations to inform JoZ's training and capacity-building agenda.

### 4.5.2. Stakeholders Engagement

Between 25th to 29th August, targeted interviews and focus group discussions sessions were conducted with representatives from key institutions including:

- President Office- Constitutional, Legal Affairs, Public Services, and Good Governance (PO-CLAPSGG)
- Police and law enforcement agencies
- Directorate of Public Prosecutions (DPP)
- Judicial Service Commission
- Attorney General's Office
- Law School of Zanzibar
- Institute of Public Administration (IPA)
- Zanzibar Legal Society (ZLS)
- Zanzibar Female Lawyers Association (ZAFELA)
- Mkoani District Paralegal Organization (MDIPAO)

These engagements explored perceptions of judicial effectiveness, capacity gaps, collaboration challenges, and proposals for enhancing access to justice. Feedback was classified into major themes aligned with the TNA's focus on capacity enhancement and other critical considerations.

### 4.5.3. Findings by Theme

#### 4.5.3.1. Capacity Enhancement

##### **Strengths:**

Stakeholders acknowledged significant progress in increasing the number of judges and magistrates, strengthening Kadhi courts, establishing dedicated land and abuse jurisdictions, and expediting case transfers between Police and DPP. Increased Collaboration with NGOs and paralegal groups was viewed to have improved legal awareness and case registration.

**Challenges:**

Persistent skill gaps exist across cadres, particularly in economic crimes, cyber law, gender-based violence, and judgment writing. Court clerks, paralegals, and support staff are perceived to lack consistent training in communication, procedure, and role clarity. These deficiencies reduce the quality and timeliness of case handling, weaken public confidence in judicial outcomes, and limit the Judiciary's ability to meet emerging and complex justice demand.

**Opportunities and Recommendations:**

- Introduce structured long- and short-term trainings linked to recognized professional certifications.
- Ensure merit-based recruitment and transparent rotation of training opportunities.
- Establish mentorship and exposure programmes for new judicial officers.
- Expand training for support staff and paralegals on communication and procedural skills.

#### 4.5.3.2. Emerging Trends and Technology

**Strengths:**

The stakeholders engaged have awareness of the ongoing digital transformation programs, with the e-court system and smart court initiatives showing promise.

**Challenges:**

Delayed implementation of case management systems; low digital literacy among senior staff; inadequate equipment for process servers and audio recording; and limited capacity to handle digital evidence are collectively slowing case processing, undermining data accuracy and transparency, and reducing the Judiciary's ability to deliver timely, technology-enabled justice.

**Opportunities and Recommendations:**

- Accelerate training on e-filing, e-investigation, cyber evidence, and digital case management for judges, magistrates, and clerks.
- Provide joint training for Police, DPP, and Judiciary on financial and cybercrimes to ensure aligned approaches.
- Develop a central database for gender-based violence and other sensitive cases to improve coordination.

#### 4.5.3.3. Ethics, Discipline, and Professional Standards

**Strengths:**

Efforts to improve access to justice and streamline case transfers have been recognized by stakeholders. The recognition is supported by the feedback they receive from other players, including citizens.

**Challenges:**

Stakeholders expressed concerns about inconsistent sentencing, magistrate absenteeism, alleged corruption, unofficial payments, tardiness, and weak ethical standards. While these issues have not been formally substantiated, the perception of such practice's risks eroding public trust, diminishing the Judiciary's credibility, and weakening compliance with judicial decisions.

**Opportunities and Recommendations:**

- Develop and implement structured sentencing guidelines with training for consistent application.
- Introduce mandatory ethics and integrity training for all judicial personnel.
- Create a monitoring and evaluation framework to track training impact and professional conduct.

#### 4.5.3.4. Access to Justice and Public Awareness

**Strengths:**

Collaboration between NGOs and paralegal organisations has significantly expanded the reach of legal aid and strengthened community legal education. In addition, case transfers from the Police to the DPP are now being completed more quickly, improving efficiency within the justice chain

**Challenges:**

High court fees, the absence of fee exemptions for vulnerable groups, limited citizen awareness of court processes, and under-utilized ADR mechanisms continue to restrict equitable access to justice. In addition, male-dominated practices and outdated laws hinder progress towards gender equity. These barriers collectively discourage vulnerable groups from asserting their rights, prolong case resolution, and undermine public confidence in the fairness and inclusiveness of the judicial system.

**Opportunities and Recommendations:**

- Expand citizen education on legal rights, bail conditions, and court processes.
- Subsidize or waive fees for women and indigent litigants ((financially disadvantaged parties), especially in Kadhi courts.
- Establish separate ADR units with trained mediators to reduce case backlogs.
- Strengthen collaboration with paralegals and community forums for early dispute resolution.

#### 4.5.3.5. Inter-Agency Coordination

**Strengths:**

Stakeholders acknowledged that collaboration between the Police, the DPP, and the Judiciary has improved, exemplified by faster and more efficient case transfers.

**Challenges:**

Weak system interlinkages, inadequate follow-up on case-flow meetings resolutions, and the absence of an integrated database contribute to delays and duplication across justice institutions. These shortcomings hinder real-time information sharing, reduce coordination efficiency, and ultimately slow the delivery of timely and consistent justice to the public.

**Opportunities and Recommendations:**

- Develop an integrated digital platform linking Judiciary, Police, Prisons, DPP, and AG's

Office.

- Schedule regular feedback sessions and case flow management meetings with clear resolutions.
- Provide joint operational funding and ethics training to enhance multi-agency operations.

#### 4.5.3.6. Law and Policy Reform

##### **Strengths:**

The Judiciary has made notable progress in expanding its infrastructure and personnel capacity, and stakeholders have expressed a strong willingness to actively contribute to ongoing reform initiatives.

##### **Challenges:**

Outdated laws (example: 1917 Civil Procedure Act), limited engagement in proactive law reform, and inadequate victim compensation policies hinder effective justice delivery, leading to delays, increased case backlogs, and reduced public trust in the judicial system.

##### **Opportunities and Recommendations:**

- Facilitate stakeholder participation in legislative reforms to align laws with current realities.
- Establish a legal aid unit within the Judiciary to support vulnerable groups.
- Update policies to reflect best practices and Vision 2050 priorities.

#### 4.5.4. Synthesis and Implications for the TNA

The external stakeholders' feedback underscores that while the Judiciary of Zanzibar has made notable progress in infrastructure, personnel expansion, and collaboration with justice actors, significant challenges persist in capacity enhancement, digital transformation, ethical standards, and public accessibility.

For the Training Needs Assessment (TNA), these findings highlight priority areas for capacity building as follows:

##### ➤ **Technical skills and professional certification across cadres**

- *TNA Finding:* Staff across cadres demonstrate gaps in specialized competencies such as legal research, case analysis, and records management, affecting service delivery quality.
- *Alignment:* Targeted technical training and professional certification will equip staff with standardized competencies, enabling consistent, high-quality performance across all judicial functions.



- **Digital literacy and emerging technologies for smart courts**
  - *TNA Finding: Limited familiarity with digital tools and case management systems results in procedural delays and inefficient operations.*
  - *Alignment: Training on ICT systems, e-filing, and emerging smart court technologies will streamline case workflows, improve efficiency, and enhance accessibility for citizens.*
- **Ethics, discipline, and structured sentencing to enhance credibility**
  - *TNA Finding: Inconsistent application of ethical standards, discipline, and sentencing protocols undermines public trust in judicial decisions.*
  - *Alignment: Workshops on ethics, structured sentencing, and professional discipline will strengthen accountability, reduce inconsistencies, and reinforce judicial credibility.*
- **Strengthened inter-agency coordination for seamless case management**
  - *TNA Finding: Weak collaboration between courts, police, prosecution, and other justice actors leads to delays, duplication, and backlogs.*
  - *Alignment: Joint training and coordination mechanisms will improve case flow, enhance collaboration, and reduce systemic inefficiencies.*
- **Public education and gender-sensitive access to justice to improve trust**
  - *TNA Finding: Limited awareness of legal rights and insufficient gender-sensitive practices restrict equitable access to justice and reduce public confidence.*
  - *Alignment: Public education campaigns and gender-focused capacity building will empower citizens, enhance inclusivity, and strengthen trust in the judicial system.*

#### **Overall Implication:**

Addressing these gaps through targeted training, policy reforms, and strengthened inter-agency collaboration will enhance judicial effectiveness, improve access to justice, and enhance public confidence in Zanzibar's justice system.

## 5. Recommendations

## 5.1 Prioritization Plan for Training Needs

The Training Needs Assessment (TNA) reveals a wide range of capacity gaps which necessitates the prioritisation of training interventions in line with Judiciary's resources, operational demands, and strategic objectives

### 5.1.1 Overview

The Training Needs Assessment (TNA) revealed a wide range of capacity gaps across the Judiciary of Zanzibar (JoZ). While all gaps are important, the Judiciary's resources, operational demands, and strategic objectives necessitate the prioritisation of training interventions.

The prioritisation plan groups training needs according to urgency, expected impact on service delivery, and availability of resources. The plan enables JoZ to implement high-value interventions first, while scheduling medium- and long-term capacity-building initiatives in a systematic, sustainable manner.

### 5.1.2 Approach to Prioritisation

Training needs were classified using three key criteria:

- **Urgency:** This criterion assesses how quickly a training gap must be addressed to prevent disruption or deterioration of core judicial functions. High-urgency needs are those that, if unaddressed, could lead to immediate operational inefficiencies, delays in case processing, or compromised quality of service. Medium-urgency needs are important but can be addressed within a planned timeframe without severely affecting operations, while low-urgency needs are strategic or long-term gaps that can be scheduled beyond immediate priorities.
- **Impact:** Impact measures the degree to which addressing a training gap will enhance institutional performance, improve service delivery, strengthen public trust, and support the Judiciary's strategic objectives. High-impact training significantly enhances efficiency, accountability, and stakeholder satisfaction; medium-impact training contributes to incremental improvements; and low-impact training primarily focuses on long-term capacity development or professional growth without immediate operational consequences
- **Resource Availability:** This criterion evaluates the feasibility of implementing the training given the Judiciary's current financial, human, and logistical resources. High feasibility indicates that the training can be conducted using existing budgets, personnel, or infrastructure with minimal additional costs. Medium feasibility may require moderate resource mobilization or scheduling adjustments, while low feasibility training requires substantial investment, partnerships, or policy adjustments to implement effectively.

### 5.1.3 Training Needs Prioritisation

Based on the above criteria, the training needs prioritisation was grouped into three categories, reflecting the urgency, expected impact, and resource feasibility of each intervention:

#### High Priority (Short Term: 0–12 months)

These are urgent interventions with immediate and significant impact on core judicial functions and service delivery that can be implemented quickly using existing or easily mobilised resources.

Below are the high priority training needs based on the criteria:

S/N	Training Need	Relevant Job Cadres	Urgency	Expected Impact	Resource Feasibility
1	Digital literacy and smart-court operations (e-filing, CMS, MS applications)	Judges, Magistrates, Clerks, Administrative Staff	High	High	High
2	Structured Performance Management training (PMS rollout)	All staff, Heads of Departments and Units, Human Resource Management Department	High	High	High
3	Judiciary-specific induction/orientation programmes	New staff, newly appointed Judges, Magistrates and Kadhi	High	High	High
4	Case and court management skills	Judges, Magistrates, Kadhi, Legal Officers, Court Clerks	High	High	High
5	Monitoring & Evaluation fundamentals	Planning & Monitoring Division, JRDU, Heads of Departments, Human Resources Management, Asset Management Unit, Secretaries	High	High	High
6	Customer care, ethics, and etiquette training	All staff interacting with the public	High	High	High
7	Gender mainstreaming and GBV case management	Judges, Magistrates, Kadhi, Prosecutors, Investigators	High	High	High
8	HRIS functionality and digital record-keeping	HR staff, Records Management Officers, Librarians, Legal Officers and Court clerks	High	High	High

### Medium Priority (Medium Term: 12–24 months):

This category has training that address important capacity gaps requiring moderate preparation, resource mobilisation, or scheduling to strengthen institutional performance over the medium term.

The training needs prioritized for medium term as below:

S/N	Training Need	Relevant Job Cadres	Urgency	Expected Impact	Resource Feasibility
1	Project and contract management	JRDU, Planning & Monitoring Division, Heads of Department and Units, Procurement Team	Medium	High	Medium
2	Advanced judgment writing, legal research, evidence analysis	Judges, Magistrates, Kadhi and Legal Officers	Medium	High	Medium
3	Alternative Dispute Resolution (ADR)	Mediators, Arbitrators Judges Registrars, Kadhi and Legal Officers	Medium	High	Medium
4	Training on international trade law, cybercrime, electronic evidence	Judges, Magistrates, Prosecutors, Legal Officers	Medium	High	Medium
5	Protocol management, VIP handling, courtroom security, risk management	Relevant cadres	Medium	Medium	Medium
6	Supervisory and leadership training	Executive Management Heads of Departments, Supervisors	Medium	High	Medium
7	Medium-term planning & activity-to-budget translation	Planning & Monitoring Division, Heads of Departments and Units, Accounts, Internal Auditors, Human Resources Management Department	Medium	High	Medium
8	Training of Trainers (TOT) programmes on selected disciplines/topics	Selected internal trainers	Medium	High	Medium

### Long Term (Beyond 24 months):

These are Strategic and foundational interventions for sustained institutional development which require substantial investment, policy adjustments, or partnerships before implementation.

The training needs prioritisation for long term as below:

S/N	Training Need	Relevant Job Cadres	Urgency	Expected Impact	Resource Feasibility
1	Long-term academic programmes (Diploma, Bachelor's, Master's)	Professional cadres	Low	High	Low
2	Specialised Islamic law training	Kadhi Court Magistrates, Legal Officers and Clerks	Low	High	Low
3	Advanced ICT certifications (network administration, database management, front- end & back-end development)	ICT Staff	Low	High	Low
4	Exchange programmes with peer jurisdictions (ADR, EDGE, digital archiving, judicial innovation)	Selected staff	Low	Medium	Low
5	Structured retirement planning and mental health/resilience programmes	All staff	Low	Medium	Low
6	Internal capacity for auditing construction projects, contract management audits, IPSAS	Planning & Monitoring Division, Internal Audit, Finance & Procurement Staff	Low	High	Low

## 5.2 Overall Recommendations

The following is a summary of the key recommendations aligned with the findings of the training needs assessment.

**Develop a Unified Training Needs Assessment (TNA) Framework.** JoZ should design and institutionalise a unified, organisation-wide TNA framework. This framework should integrate standardized performance appraisals, clearly defined competency profiles, and systematic consultation with departments to identify and prioritise training needs. Aligning training plans with objectively identified needs rather than adhoc opportunities will enhance relevance, increase impact, and strengthen the judiciary's overall workforce capability

A unified TNA will generate reliable data on skills gaps across the judiciary, enabling more strategic allocation of resources. It will also ensure that training initiatives directly address performance gaps, reduce duplication, and improve return on investment in capacity-building programmes.

**Establish Sustainable Funding Mechanisms for Capacity Building.** JoZ should create a dedicated budget line for training and adopt a proactive resource-mobilisation strategy to reduce reliance on external funding. The training scope should deliberately include administrative and support staff alongside judicial officers to promote equitable access to capacity-building opportunities and strengthen institutional capability at all levels.

Creating a sustainable funding mechanism will minimize the current dependence on external support, ensuring continuity of staff development even when donor funding fluctuates. Broader coverage will also build a more competent and motivated workforce across all job categories, leading to stronger institutional resilience

**Implement a Standardized Post-Training Evaluation and Impact Framework.** To ensure training investments yield measurable results, JoZ should develop and roll out a standardized post-training evaluation framework. This framework should go beyond participant satisfaction to assess knowledge transfer, skills application, and impact on both individual performance and institutional outcomes. Follow-up mechanisms such as on-the-job assessments, supervisor feedback, and periodic impact reviews should be embedded to ensure continuous improvement

Systematic post-training evaluation will generate evidence of what works, enabling JoZ to refine programmes, scale successful approaches, and discontinue ineffective ones. It will also strengthen accountability to stakeholders and demonstrate the value of training investments

in improving judicial service delivery.

**Operationalise a Comprehensive Performance Management System (PMS).** JoZ should accelerate the development and implementation of a comprehensive PMS covering all job categories. The PMS should define clear performance targets, indicators, and appraisal processes. Importantly, its output must be integrated with the TNA framework so that training interventions directly address objectively identified performance gaps and competency requirements, ensuring capacity-building is demand-driven and aligned with organisational goals.

A functioning PMS will provide an objective evidence base for training decisions, link staff development to actual performance outcomes, and create a culture of accountability. This integration will help ensure that investments in capacity building translate into measurable improvements in individual and institutional performance.

**Fully Integrate the Human Resource Information System (HRIS) for Training Data** JOZ should fast-track the full implementation and integration of the HRIS to enable comprehensive, digital tracking of staff training and development. The system should capture all relevant data including participation, completion, performance outcomes, and follow-up assessments and users should be trained to ensure records are accurate and easily retrievable. This will support evidence-based planning, reporting, and accountability in workforce development.

An integrated HRIS will provide real-time visibility of training activities and outcomes, support evidence-based workforce planning, and improve reporting to management and partners. It will also reduce administrative burdens and ensure institutional memory of staff development efforts over time

**Review and Adjust Staffing Levels to Match Approved Establishment.** JOZ should systematically review and adjust staffing levels across key areas to align with the Judiciary's approved establishment. Optimal staffing will enable personnel to participate effectively in training and capacity-building initiatives, apply newly acquired skills on the job, and enhance overall institutional performance. Integration of workforce planning with the Training Needs Assessment (TNA) process will ensure that capacity development efforts are realistic, targeted, and sustainable.

Aligning staffing levels with the approved establishment will address workload imbalances, create time for training participation, and support the effective application of new skills. This approach will also help ensure that capacity-building investments produce measurable improvements in service delivery.



**Promote a Culture of Professional Growth Linked to Competency Needs.** JoZ should foster an organisational culture that values professional growth by linking training directly to competency requirements, raising awareness of available opportunities, and reinforcing the importance of upskilling through performance appraisals and evaluations. This can be achieved by introducing a minimum number of annual learning hours, covering both in-house and outsourced training monitored through the performance management framework as part of the learning and development agenda.

Embedding minimum learning hours and linking them to appraisals will institutionalise continuous learning, motivate staff to upgrade their skills, and strengthen the link between training and career progression. This will increase staff engagement and improve organisational capability over time.

**Adopt a Flexible, Mixed-Mode Approach to Training Delivery.** The Judiciary should implement a flexible, mixed-mode training delivery model aligned with content and learning objectives. This model should combine in-house, outsourced, in-person, virtual, and hybrid methods. Emphasis should be placed on interactive, practical sessions for greater engagement, while virtual and blended approaches should be leveraged to enhance accessibility and address logistical constraints. External expertise should also be incorporated to provide specialized and global perspectives, ensuring training remains relevant, effective, and responsive to institutional needs.

A mixed-mode training approach will expand access to learning opportunities across all staff cadres, reduce training costs, and improve knowledge retention by matching delivery methods to content. Involving external experts will further enrich training quality and ensure alignment with international standards and best practice.

**Invest in Training Infrastructure to Support Modern Delivery.** JoZ should invest in modern training infrastructure, including video-conferencing facilities, reliable internet connectivity, and other digital tools to support remote and hybrid learning. Enhanced infrastructure will enable wider participation across all staff cadres, support flexible and efficient training delivery, and minimise disruptions to learning.

Improved training infrastructure will facilitate cost-effective and inclusive capacity-building, enabling the judiciary to deliver high-quality learning experiences regardless of location. It will also future-proof training for delivery against disruptions and increase the return on investment in staff development.

**Appoint Departmental Training Champions.** JoZ should appoint training change champions within each department to work closely with the Human Resources Department in coordinating the institutional training agenda. These champions will act as focal points for identifying training needs, promoting participation, facilitating knowledge sharing, and supporting the implementation of capacity-building initiatives within their respective

departments.

Departmental training champions will enhance ownership of training programmes, strengthen communication between HR and user departments, and ensure the practical application of acquired skills. This approach will build an internal network of advocates for learning and development, increasing sustainability and impact of capacity-building efforts.

## 6. Conclusion & Way forward

## 6. Conclusion & Way forward

: Based on the assessment conducted, the following critical steps are posed to guide the Judiciary's institutional training initiatives

### 1.1. Conclusion

The Training Needs Assessment has provided clear evidence that the JoZ's staff development efforts are fragmented, heavily reliant on external support, and insufficiently linked to performance management and institutional priorities. The recommendations outlined in the previous chapter collectively provide a coherent roadmap for addressing these gaps. By institutionalizing a unified TNA framework, integrating performance management, establishing sustainable funding, adopting flexible delivery models, and fostering a culture of continuous learning supported by modern infrastructure and departmental champions, the Judiciary can transition from adhoc, donor-driven initiatives to a strategic, internally owned system of staff development. Implementing these measures will enhance staff competencies, optimize institutional performance, and strengthen public confidence in the justice system.

### 1.2. Way Forward

Following completion of the training needs assessment report, the following are presented as way forward:

**Presentation and Validation of Training Needs.** The validation of the needs identified is essential to ensure that identified gaps are relevant, and aligned with operational and strategic objectives, incorporating feedback to refine and confirm the proposed interventions.

**Development of the Training Policy.** The policy to be developed as the next step shall provide a formal framework for all capacity-building efforts. Based on insights from stakeholders' engagement and benchmarking among others, the policy shall embed principles of demand-driven programming, equity, cost-effectiveness, and alignment with performance management. It will clearly define roles, responsibilities, and oversight mechanisms, ensuring institutional ownership and alignment with broader judicial priorities.

**Preparation of the Training Plan:** The training program shall outline validated initiatives, target participants by job cadres, delivery modalities, schedules, expected outcomes, and resources. Integrate mechanisms for post-training evaluation, performance tracking, and knowledge transfer to ensure practical application and responsiveness to emerging needs.

# Appendices



## Appendix - 1

### List of Documents Reviewed

S/N	Document
1	Judiciary Strategic Plan (2024/2025- 2029/2030)
2	Organizational Structure and Departmental mandates
3	Job Descriptions / Job Profiles
4	Performance Appraisal Reports / Staff Evaluation Records
5	Previous TNA Reports or Skills Audits
6	Human Resource Inventory / Staff List with Qualifications and Experience
7	Service Delivery Reports / Customer Feedback Reports
8	Existing Training Plans or Schedules
9	Zanzibar Public Service Training Policy or Public Sector Reform Policy
10	Government Guidelines for Training
11	Project Appraisal Document (PAD)
12	Organizational Development or Change Management Reports

## Appendix - 2

### List of stakeholders interviewed

S/N	Name	Position Title	Date
1.	Khamis Ramadhan Abdalla	Chief Justice	18 August
2	Hassan Othman Ngwali	Chief Kadhi	17 June
3	Kai .B. Mbaruk	Chief Court Administrator	19 August
4	Salum Hassan Bakar	Judge	27 August
5	Ibrahim Mzee Ibrahim	Judge	18 August
6	Said H. Said	Judge	18 August
7	Haji S.K. Tetere	Judge	18 August
8	Khadija Shamte	Judge	20 August
9	Hussein Makame Hussein	Deputy Registrar	16 June
10	Faraji SH. Juma	Deputy Registrar	18 August
11	Chausiku Kafuti Kuya	Deputy Registrar	27 August
12	Khamis Rashid Khamis	Deputy Registrar, Head of Ethics and Monitoring	16 June
13	Amina Shaibu Mohamed	Director-Human Resource and Administration	16 June
14	Mohamed Salum Mohamed	Director-Planning and Research	16 June
15	Chumu Khamis Omar	Ass. Court Administrator	27 August

## Appendix - 3

### List of participants engaged in focus group discussions - Unguja

S/N	Name	Position Title	Date
1	Mohammed Amour	Magistrate- Regional Court	17-Jun
2	Hassan Bakar	Magistrate- District Court	17-Jun
3	Muumin Ali Juma	Magistrate- Regional Court	17-Jun
4	Luciano Makoye	Principal Regional Magistrates	17-Jun
5	Amina KH Juma	Magistrate-Primary Court	17-Jun
6	Laura Abass Salum	Magistrate- Primary Court	17-Jun
7	Saumu Kihyo	Magistrate- Primary Court	17-Jun
8	Nayla Abdulbasit Omeyar	Magistrate-Primary Court	17-Jun
9	Safia Waziri Juma	Magistrate- Primary Court	17-Jun
10	Ahmad Marika	Magistrate- Regional Court	17-Jun
11	Salum S.Talib	Magistrate- District Court	17-Jun
12	Fatma Muhsin Omar	Magistrate-Regional Court	17-Jun
13	Sara Omar Hafidh	Magistrate- Regional Court	21-Aug
14	Said Abdalla Omar	Magistrate- District Court	21-Aug
15	Said .H. Khalfan	Magistrate- Regional Court	28-Aug
16	Omar .SH. Khamis	Kadhi- Regional Court	19-Aug
17	Ali .J. Machano	Kadhi- District Court	19-Aug
18	Moh'd .R. Khamis	Kadhi- District Court	19-Aug
19	Fadhil .P. Ameir	Kadhi- District Court	19-Aug
20	Mussa .A. Hamad	Engineer	19-Aug



S/N	Name	Position Title	Date
21	Mussa Makame Mussa	Head of Legal Unit	17-Jun
22	Ali Athuman Said	Head of Statistics Unit	17-Jun
23	Asma Hamid Ameir	Chief Accountant	17-Jun
24	Safia Abdallah Mohammed	Chief Internal Auditor	8-Sep
25	Balu Lada Balu	Head of Public Relations	17-Jun
26	Fatma Taimour Rukun	Planning Officer	17-Jun
27	Mohammed Suleiman Omar	Head of CJ Private Office	17-Jun
28	Lailat Suleiman Mohammed	Human Resources Officer	17-Jun
29	Hamza S. Hamza	Assistant Legal Officer	17-Jun
30	Mundhir Ramadhan Ali	Library and Publications	19-Aug
31	Zenabia Khamis Haji	Administration	19-Aug
32	Ramadhan Mohamed Ussi	PMU (Procurement)	19-Aug
33	Haitham Said Hassan	PMU (Procurement)	19-Aug
34	Swahim Abdulla Abdulla	Engineer- Estate	19-Aug
35	Fatma Ali Juma	ICT	19-Aug
36	Ramadhan Abdalla Khamis	ICT	19-Aug
37	Mbarouk Khamis Omar	ICT	19-Aug
38	Ramadhan .H. Khatib	Assistant Records and Archives Officer	19-Aug
39	Mohd .K. Mohd	Attendant	20-Aug
40	Khamis Mzee Azizi	Attendant	20-Aug
41	Abdul-Aziz Ame Hilal	Protocol Officer	20-Aug
42	Mgeni Ali Abdulla	Accountant	20-Aug

S/N	Name	Position Title	Date
43	Faiza .S. Said	Records	20-Aug
44	Maryam Jecha Salum	Legal Assistant	20-Aug
45	Said Kombo Ali	Artisan-Electrical	20-Aug
46	Hassan Suleiman	Artisan Electrical	20-Aug
47	Khatib Khamis	Driver	20-Aug
48	Bakar Hamad Khatib	Artisan- Plumbing	20-Aug
49	Mwanaidi Haji Silima	Procurement Officer	20-Aug
50	Ali Juma Hassani	Driver	20-Aug
51	Hole Suleiman Ali	Records Officer	20-Aug
52	Hawa Khamis Bakar	Librarian	20-Aug
53	Nathania Suleiman Khamis	Secretary	21-Aug
54	Khadija Omar Saleh	Assistant Legal Officer	21-Aug
55	Mwanaidi Yussuf Ahmada	Assistant Legal Officer	21-Aug
56	Muhamadi Ghafuru A	Attendant	21-Aug
57	Yassir Farhan Juma	Secretary	21-Aug
58	Abdalla Juma	Attendant	21-Aug
59	Omar .S. Mwinyi	Security Officer	21-Aug
60	Monica .C. Majaliwa	Assistant Legal Officer	21-Aug
61	Hamza Shabaan Hamza	Legal Officer	21-Aug
62	Mohd Shaali Abeid	Assistant Legal Officer	21-Aug
63	Kassim Mohd Ali	Legal Officer	21-Aug
64	Nassra .S. Mussa	Attendant	21-Aug

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S/N	Name	Position Title	Date
65	Amina Mussa Haji	Receptionist	21-Aug
66	Zainab Skun Hamad	Assistant HR Officer	21-Aug
67	Mwanakhamis .J. Foun	Procurement Officer	21-Aug
68	Aziza Christopher Ngole	Communication Assistant	21-Aug
69	Lawahidha Yussuf Mohamed	Gender Officer	21-Aug
70	Mafunda Bakar Ali	Storekeeper	21-Aug
71	Asma Ali Haji	Gender Officer	21-Aug
72	Asila Mabrouk Kombo	Public Relations Officer	21-Aug
73	Nurdin Kombo	Assistant to Judge	22-Aug
74	Haji Hamza Haji	Attendant	22-Aug
75	Saad Ali Abdalla	Assistant Legal Officer	22-Aug
76	Jamila Juma Mohamed	Secretary	22-Aug
77	Othman Khamis Mberwa	Assistant Legal Officer	22-Aug
79	Asya .A. Ali	JRDU Manager 1	21-Aug
80	Ziredi .A. Msanif	JRDU Manager 2	21-Aug
81	Khamis Ali Simai	JRDU Manager 3	21-Aug
82	Alicia John	Social Specialist- JRDU	21-Aug
83	Chumu Ali Abeid	Social Officer-JRDU	21-Aug
84	Khadija Mohammed Seif	Environmental Officer-JDRU	21-Aug

## Appendix – 3 Cont.

### List of participants engaged in focus group discussions - Pemba

S/N	Name	Position Title	Date
1	Daud Khamis Salim	Appellate Kadhi	27-Aug
2	Hamisuu .S. Makanjira	Regional Magistrate	27-Aug
3	Abdalla Hamad Salum	Regional Magistrate	27-Aug
4	Masoud Said Salum	Regional Magistrate	27-Aug
5	Nassor Suleima Nassor	Primary Magistrate	27-Aug
6	Johari.A. Makame	District Magistrate	27-Aug
7	Taki .A. Habib	Regional Magistrate	27-Aug
8	Rehema Juma Khamis	Assistant Legal Officer	28-Aug
9	Mafunda Issa Hemed	Legal Officer	28-Aug
10	Ramla Mohid Hussein	Assistant HR Officer	28-Aug
11	Abdalla Omar Abdalla	Kadhi	28-Aug
12	Bakar Idrisa	Kadhi	28-Aug
13	Mkubwa .A. Juma	Statistician	28-Aug
14	Zulekha Sheha Mohd	Assistant Accountant	28-Aug
15	Riziki Abdalla Ali	Public Relations Assistant	28-Aug
16	Asha Rashid Issa	Public Relations Officer	28-Aug

## Appendix - 4

### List of participants engaged for the external stakeholder's session

S/N	Name	Organisation	Position Title	Date
1.	Bakar Khamis Muhidin	PO CLAPSGG	Director-Department of Human Resource planning	25 August
2.	Dr. Ali .A. Uki	Law school Zanzibar	Principal	25 August
3.	Salma .A. Said	Law school Zanzibar	Head of Division of Administration & Human Resource	25 August
4	Dr. Hamad Khamis Said	Institute of Public Administration	Deputy Principal-Administration, Planning & Finance	25 August
5	Ali Rajab Ali	DPP'S Office	Director-Economic Crimes	26 August
6	Nasra Chum Ali	ZAFELA	Legal Officer	26 August
7	Salma .O. Zenny	ZAFELA	Advocate	26 August
8	Laylat .R. Haji	ZAFELA	Legal Officer	26 August
9	Mwanaisha .M. Makame	ZAFELA	Legal Officer	26 August
10	Jamila .M. Juma	ZAFELA	E. Director	26 August
11	Joseph Magazi	ZLS	President	26 August
12	Abeid KH Abeid	ZLS	Legal Officer	26 August
13	Nassor .H. Haji	MDIPAO	Director	26 August
14	Bakar .R. Mbwana	MDIPAO	Member	26 August
15	Omar .M. Mohd	MDIPAO	Member	26 August
16	Hidaya .B. Hassan	MDIPAO	Member	26 August
17	Sleiman .S. Mohd	MDIPAO	Member	26 August
18	Samwel .F. Mshote	Judiciary of Tanzania	Assistant Director-ICT	26 August
19	Hamisa Mmanga Makame	AGC	Principal State Attorney	26 August
20	Munir Ali Khamis	AGC	State Attorney	26 August
21	Shufaa .A. Khamis	AGC	Head of planning division	26 August
22	Sarah .A. Khatau	AGC	State Attorney	26 August

S/N	Name	Organisation	Position Title	Date
23	Hamis .O. Abdalla	DPP'S Office	State Attorney	26 August
24	Rahima Kheri Iddi	DPP'S Office	State Attorney	26 August
25	Hariri .Y. Ali	DPP'S Office	State Attorney	26 August
26	Simni .M. Naim	DPP'S Office	State Attorney	26 August
27	Said .A. Said	DPP'S Office	State Attorney	26 August
28	Ali .A. Makame	DPP'S Office	State Attorney	26 August
29	Anwar .KH. Shaban	DPP'S Office	State Attorney	26 August
30	Fumu Kombo Fumu	Independent	Sheik	29 August
31	Jamal Mohamed Abeid	Independent	Sheik	29 August
32	Juma Ali Juma	Independent	Sheik	29 August
33	Abdalla Nassor Abdalla	Independent	Assessor	29 August
34	Nassor Mohammed Suleiman	Independent	Assessor	29 August
35	Hadia Hamad Khalid	Independent	Assessor	29 August
36	Said Yussuf Kombo	Independent	Assessor	29 August
37	Said Jaffar Mchaki	Police	D/RCO Kusini Pemba	29 August
38	Saleh Issa Saleh	Police	K/OC-CID Chakechake	29 August
39	Shukrani .M. Matongo	Police	D/RCO Kaskazini Pemba	29 August
40	Hassan Khamis Suleiman	Police	D/RCO Kaskazini Pemba	29 August

## Appendix – 5

### List of job categories and number of staff trained –short term courses (2021 to 2025)

Job Cadre	Number Trained
<b>Exchange Program</b>	
Architect	2
Assistant Court Administrator	4
Assistant Legal Officer	1
Chief Court Administrator	2
Chief Judge	1
Chief Justice's Bodyguard	1
Chief Justice's Personal Assistant	1
Chief Registrar	2
Civil Engineer	6
Deputy Registrar	5
Desk Officer - Ministry Of Finance	1
Director Administration And Human Resource	3
Director Planning And Research	3
District Magistrate	1
District Magistrate (Officer CMU)	1
Documentation Officer	1
Environmental Officer	2
Financial Manager	1
Gender Officer	7
Head ICT Unit	1
High Court Judge	7
High Court Registrar	1
Human Resource Officer	3
ICT Officer	6
Internal Auditor	1
JRDU Members	3

Job Cadre	Number Trained
<b>Exchange Program</b>	
JRDU Member 2	1
Judge Of High Court	3
Legal Officer	1



## Appendix – 5 Cont.

### List of job categories and number of staff trained –short term courses (2021 to 2025)

Job Cadre	Number Trained
<b>Training Of Judicial Staff On Electronic Evidence; Witness Handling and Admission Of Exhibits; Judicial Ethics and Etiquette; and Legal Research and Judgment Writing (48)</b>	
Appellant Kadhi	2
Assistant Legal Officer	3
Chairperson Land Tribunal	1
Chief Judge	1
Chief Justice's Bodyguard	1
Chief Justice's Driver	1
Chief Justice's Personal Assistant	1
Chief Kadhi	1
Court Clerk	2
Deputy Chief Kadhi	1
Deputy Registrar	3
District Magistrate	4
Head Case Management Unit	1
High Court Judge	13
Legal Officer	3
Photographer	1
Primary Magistrate	2
Protocol Officer	1
Regional Kadhi	2
Regional Magistrate	4
<b>Training Of Non-judicial Staff On Ethics, Etiquette And Customer Care; And Registries &amp; Record Management (90)</b>	
Ass. Legal Officer	2
Assistant Human Resource Officer	1
Assistant Legal Officer	8
Cashier	2

Job Cadre	Number Trained
Clerk	2
Court Clerk	30
Head Ethic Unit	1
Legal Officer	8
Office Attendant	22
Public Relation Officer	2
Receptionist	2
Record Officer	4
Secretary	5
Storekeeper	1

## Appendix – 5 Cont.

### List of job categories and number of staff trained –short term courses (2021 to 2025)

Job Cadre	Number Trained
<b>Training On Leadership (36)</b>	
Architect	1
Assistant Accountant	1
Assistant Court Administrator	1
Chairperson Land Tribunal	1
Chief Court Administrator	1
Civil Engineer	1
Deputy Registrar	1
Director Human Resource	1
Director Planning And Research	1
District Magistrate	1
Documentation Officer	1
Environmental Officer	1
Financial Manager	1
Head ICT Unit	1
High Court Judge	1
High Court Registrar	1
Human Resource Officer	1
ICT Officer	1
Internal Auditor	1
Monitoring & Evaluation Officer	1
Monitoring & Evaluation Specialist	1
Planning Officer	1
Procurement Officer	2
Procurement Specialist	1
Public Relation Officer	2

Job Cadre	Number Trained
<b>Training On Leadership (36)</b>	
Regional Magistrate	4
Regional Magistrate (JRDU Member 1)	1
Regional Magistrate (JRDU Member 2)	1
Regional Magistrate (JRDU Member 3)	1
Social Specialist	1
Statistician Officer	1

**List of job cadres and number of staff trained through the Zi-Jump**

Job Cadre	Number Trained
<b>Training On Project Management (34)</b>	
Accountant	1
Assistant Accountant	1
Assistant Court Administrator	1
Chief Court Administrator	1
Deputy Registrar	1
Director -Administration and Human Resource	1
Director Planning and Research	1
District Magistrate	1
Documentation Officer	1
Environmental Officer	1
Financial Manager	1
Gender Officer	2
Head ICT Unit	1
High Court Judge	1
High Court Registrar	1
Human Resource Officer	1
ICT Officer	2
Internal Auditor	1
Monitoring & Evaluation Officer	1
Monitoring & Evaluation Specialist	1
Planning Officer	1
Procurement Officer	2
Procurement Specialist	2
Public Relation Officer	1
Regional Magistrate (JRDU Member 1)	1

Job Cadre	Number Trained
Regional Magistrate (JRDU Member 2)	1
Regional Magistrate (JRDU Member 3)	1
Social Specialist	1
Statistician Officer	2
<b>Excellent Maintenance of Records and Documents is the Foundation for Economic Growth and Investment (3)</b>	
Assistant Records Officer	3
<b>Guidelines, Laws, and Professionalism in the Use of Online Offices as a Stimulus for E-Government Success (2)</b>	
Assistant Records Officer	2
<b>General Assembly for Office Operators (1)</b>	
Assistant Stenographer	1
<b>Use of Computers for Office Operators (12)</b>	
Assistant Stenographer	12
<b>Digital Library Training (4)</b>	
Librarian	4
<b>Network of Management and Human Resource Managers in the Public Sector in Africa (1)</b>	
Human Resources Officer	1
<b>Training on Probate Act (27)</b>	
Judges	3
Magistrates	2
Kadhi	2
Legal Officers	10
Court Clerks	10
<b>Training on Election (60)</b>	
Judges	14
Magistrates	40
Support Staff	6
<b>Training on Registry on Criminal Case and Money Laundering (130)</b>	
Judges	4
Magistrates	70

Job Cadre	Number Trained
Legal Officers	35
Court Clerks	20
Support Staff	1

**Prepared by:**

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