



THE UNITED REPUBLIC OF TANZANIA
JUDICIARY OF TANZANIA



ANNUAL PERFORMANCE REPORT OF THE JUDICIARY OF TANZANIA 2023-24



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NOTE BY CHIEF JUSTICE

The Annual Performance Report of the Judiciary of Tanzania (2023–2024) highlights the institution’s unwavering commitment to delivering timely, accessible, and transparent justice for all citizens. Guided by our vision of *“Timely and Accessible Justice for All”* and anchored in core values of integrity, impartiality, and professionalism, the Judiciary has made significant strides in enhancing service delivery, leveraging technology, and strengthening governance.

Over the past year, we have achieved notable milestones, including: Improved efficiency, with a 95% case clearance rate and reduced backlog to 5%. Expanded access to justice through mobile courts, mediation services, and new court constructions. Digital transformation, including the Electronic Case Management System (e-CMS), virtual courts, and AI-driven transcription tools. Stakeholder engagement, fostering collaboration with legal professionals, government agencies, and the public.

While challenges such as staff shortages, infrastructure gaps, and funding constraints persist, the Judiciary remains resolute in addressing these through strategic reforms and partnerships. This report not only reflects our achievements but also outlines actionable recommendations to further strengthen Tanzania’s justice system.

We extend our gratitude to Judiciary staff, government partners, and stakeholders for their dedication. Together, we continue to uphold the rule of law and build public trust in judicial institutions.



Hon. Prof. Ibrahim Hamis Juma

Chief Justice of Tanzania

June 2024

Foreword

The Judiciary of Tanzania has made remarkable progress in the 2023/24 fiscal year, driven by strategic reforms, technological innovation, and a commitment to efficiency. Under the leadership of the Chief Justice, we have achieved a 95% case clearance rate, reduced backlogs to 5%, and enhanced public trust through transparency and accountability measures.

Key operational highlights include: Infrastructure expansion, with new courts and rehabilitated facilities improving access to justice. Digital transformation, including the successful rollout of the e-CMS, virtual courts, and AI transcription systems, streamlining judicial processes. Capacity building, with targeted training for judicial officers and staff to enhance service delivery.

While challenges such as resource constraints and case volume persist, we remain focused on optimizing performance through innovation and stakeholder collaboration. This report reflects our collective efforts and sets the foundation for sustained progress in the coming year.



Hon. Prof. Elisante Ole Gabriel

Chief Court Administrator

June 2024

Executive Summary

The Annual Performance Report of the Judiciary of Tanzania (2023–2024) presents the institution's achievements, challenges, and strategic direction in delivering accessible, efficient, and transparent justice. This report highlights key performance indicators, reforms, and initiatives undertaken to strengthen Tanzania's judicial system. Below is a chapter-by-chapter overview:

Chapter 1: Governance Structure and Strategic Areas

This chapter outlines the Judiciary's four-tier court system, leadership framework, and governance as well as the Judicial Service Commission (JSC). It details the Strategic Plan (2020/21–2024/25), emphasizing core values of integrity, impartiality, and professionalism. Key focus areas include improving access to justice, infrastructure development, ICT integration, and stakeholder collaboration.

Chapter 2: Expanding Access to Justice Services

The Judiciary enhanced justice delivery through: New court constructions and sub-registries, reducing travel distances for litigants. Mobile courts services, resolving 1,264 cases (110% clearance rate). Court-annexed mediation and alternative dispute resolution (ADR). Digital innovations, including the e-CMS, AI transcription, virtual courts, and the Primary Court App, improving efficiency and transparency.

Chapter 3: Judiciary Performance

Performance metrics show significant improvements of 78% disposal rate and 95% clearance rate across all courts. Reduced backlog to 5%, with faster case resolution (average 78 days, down from 84). High citizen satisfaction (88%), reflecting service improvements. Specialized divisions (Commercial, Land, Labour, Corruption Courts) demonstrated strong case management.

Chapter 4: Human Capital Management and Development

The Judiciary prioritized workforce development through: Recruitment and promotions, appointing 4 Court of Appeal Justices, 24 High Court Judges, and 86 magistrates. Gender inclusivity, with near-parity (49% female staff). Training programs for judges, magistrates, and non-judicial staff, enhancing skills in ICT and judicial processes. Support for long-term studies, with 124 staff pursuing advanced degrees.

Chapter 5: Major Celebrated Events and Ceremonies

Key milestones included: Judicial appointments and swearing-in ceremonies. Law Week and Law Day, promoting public legal awareness. International engagements, including visits by foreign judiciaries and participation in global forums. Launch of digital systems, such as the Labour Law Mobile App and TanzLII.

Chapter 6: Emerging Issues and Recommendations

Challenges such as staff shortages, infrastructure gaps, and funding delays were addressed with actionable solutions: Increased recruitment and training, ICT modernization and system interoperability, Advocacy for higher budget allocations, Decentralization of High Courts to improve accessibility.

Conclusion

The Judiciary of Tanzania remains committed to innovation, efficiency, and public trust. While progress is evident, sustained efforts in capacity building, infrastructure development, and stakeholder partnerships will ensure continued improvement in justice delivery. This report serves as a roadmap for future reforms, aligning with national development goals and global best practices.

June 2024

Judiciary of Tanzania

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Abbreviations

ADR	Alternative Dispute Resolution
BRELA	Business Registrations and Licensing Agency
CMA	Commission for Mediation and Arbitration
CoA	Court of Appeal
DC	District Court
e-CMS	Electronic Case Management System
HC	High Court
ICT	Information and Communication Technology
IJCs	Integrated Justice Centres
JSC	Judicial Service Commission
JAA	Judiciary Administration Act
JAMS	Judiciary Advocates Management System
JCMS	Judiciary Complaints Management System
JoT	Judiciary of Tanzania
JSP	Judiciary Strategic Plan
JTP	Judiciary Training Policy
KPIs	Key Performance Indicators
NBS	National Bureau of Statistics
NIDA	National Identification Authority
NPS	National Prosecution Services
OAG	Office of the Attorney General - OAG
PE	Personal Emoluments
PO-PS-MGG	President's Office of Public Service Management and Good Governance - PO-PSMGG
PC	Primary Court
RM	Resident Magistrate
SEACJF	Southern and Eastern Africa Chief Justices' Forum
SBCs	Subordinate Courts
TNA	Training Needs Assessment
TTS	Transcription and Translation System
WIPO	World Intellectual Property Organization

CHAPTER 1

Governance Structure of the Judiciary and Strategic Areas

1.1 Introduction

The Judiciary draws its mandate from Articles 107A and 107B of the Constitution of the United Republic of Tanzania of 1977. It is charged with dispensing justice and maintaining peace in the country. In executing its Constitutional mandate, the Judiciary of Tanzania operates under the Judiciary Administration Act No. 4 of 2011. The Act makes better provisions for the Administration of the Judiciary. It puts in place the office of the Chief Court Administrator as the head of general administration, and the Accounting Officer and the office of the Chief Registrar, who are both responsible for the effective performance of the Judicial functions. To ensure the effective dispensation of justice, the Judiciary operates at different court levels.

1.2 The Leadership and Governance Structure of the Judiciary

The Judiciary operates in a four-tier system, namely, the Court of Appeal, the High Court, the Courts of Resident Magistrate and District Courts, and the Primary Courts. The Judiciary is headed by the Chief Justice, who is assisted by Jaji Kiongozi in the judicial matters at the High Court and Subordinate Courts

1.2.1 The Court Hierarchy System

1.2.1.1 The Court of Appeal

This is the highest level in the justice delivery system in Tanzania. The Court of Appeal draws its mandate from Article 117(1) of the Constitution of the United Republic of Tanzania. The Court hears appeals on both points of law and facts for cases originating from the High Court of Tanzania and Magistrates with extended jurisdiction in

the exercise of their original jurisdiction or appellate and revisional jurisdiction over matters originating in the District Land and Housing Tribunals, District Courts, and Courts of Resident Magistrate. The Court also hears similar appeals from quasi-judicial bodies of status equivalent to that of the High Court. It further hears appeals on points of law against the decision of the High Court in matters originating from the Primary Courts. The Court of Appeal also exercises jurisdiction on appeals originating from the High Court of Zanzibar, except for constitutional issues arising from the interpretation of the Constitution of Zanzibar and matters arising from the Kadhi Court.

1.2.1.2 The High Court

The High Court is the second level in the Judiciary justice delivery hierarchy. It draws its mandate from Article 108(1) of the Constitution. It has both appellate and original powers on civil and criminal matters. It also hears appeals from the Courts of Resident Magistrate, the District Courts, and the District Land and Housing Tribunals in the exercise of their original, appellate, and/or revisional jurisdiction. Further, the High Court has revisional and supervisory powers over subordinate courts, tribunals, and administrative and quasi-judicial bodies. The High Court is divided into Zones and specialized Divisions. Currently, there are sixteen (16) Zones and four (4) Specialized Divisions: Commercial, Land, Labor, and Corruption & Economic Crime. The establishment of special divisions was aimed at creating a conducive environment for the attraction of investments necessary for economic growth by faster resolution of legal matters that required the court's intervention.

1.2.1.3 Court of Resident Magistrate and District Court

The Court of Resident Magistrates and District Court is the third level in the Judiciary justice delivery hierarchy. It is established by an order of the Chief Justice under section 5 (1) of the Magistrates' Courts Act [CAP 11 R.E 2019]. It exercises jurisdiction over the area specified

by the Order establishing it. It has original jurisdiction in both civil and criminal matters.

The District Court is established under section 4(1) of the Magistrates' Courts Act, [CAP 11 R.E 2019]. It exercises jurisdiction within the district of its establishment or as may be extended by the Chief Justice. In addition to its original jurisdiction, it has both appellate and revisional jurisdiction over matters originating in the Primary Court.

1.2.1.4 Primary Court

This is the lowest level of the Courts in a hierarchy. The Court is established under section 3(1) of the Magistrates' Courts Act, [CAP 11 R.E2019]. It exercises criminal and civil jurisdiction within the district of its establishment. The Court also has appellate and revisional jurisdiction over Ward Tribunals. Much as Primary Courts are supposed to be established in every Administrative Ward to facilitate accessibility to justice, only 785 are currently operational

1.3 Judiciary Strategic Plan

The Judiciary of Tanzania's Strategic Plan 2020/21–2024/25 is a master plan designed to help the institution address contemporary limitations, pressures, and opportunities presented by local and global developments.

1.3.1 Vision, Mission, and Core Values

VISION: The vision of the Judiciary, the final impact of all our collective efforts is to realize: ***“Timely and Accessible Justice for all.”***

MISSION: Administer Justice to all through the timely provision of quality, fair, transparent, and impartial decisions.

Core Values: Integrity, Impartiality, Team spirit, Accountability and transparency, and Professionalism.

1.3.2 Strategic pillars and key result areas

PILLAR 1: Governance, Accountability and Management of Resources	1. Organizational transformation 2. Quality Judicial Decisions
PILLAR 2: Access to Justice and Expeditionousness	3. Efficient and Effective Judicial Services 4. Equitable access to justice for all
PILLAR 3: Public Trust and Stakeholders engagement	5. Sustained Public trust 6. Ethical and Value-Based Judiciary 7. Strengthened Inter Institutional coordination and cooperation

CHAPTER 2

Highlights on Strategic Initiatives and Progress

2.1. Improving Access to Justice

The Judiciary of Tanzania recognizes that access to justice entails the ability of both the victim and accused to seek and obtain redress through the formal or informal legal system in an accessible, affordable, timely, and just manner, regardless of sex, age, socioeconomic status, mental or physical capacity, or ethnicity. Recognizing that the Judiciary has continued to improve access to Justice via the construction of court buildings, providing mobile court services, and emphasizing the use of case management systems.

2.1.1. Construction and rehabilitation of court buildings

The Judiciary of Tanzania is dedicated to transforming its infrastructure by enhancing both physical and virtual facilities across rural and urban areas. These efforts are focused on facilitating the efficient administration of justice through the timely delivery of quality, fair, transparent, and impartial decisions. To achieve this, the judiciary has prioritized the construction of modern court buildings equipped with advanced Information and Communication Technology (ICT) systems to improve accessibility and service delivery.

In the 2023/24 fiscal year, under the infrastructure development plan spanning 2021/22 to 2025/26, significant progress was made in constructing new court facilities. This included primary court buildings in Nyakimbibili (Kagera), Kinesi (Rorya), Mahenge (Kilolo), Luilo (Ludewa), and Madale (Ubungu), along with district court buildings in Korogwe, Kwimba, Ulanga, and Liwale, as well as rehabilitation of the Maswa district court. Additionally, construction continued on the judiciary headquarters in Dodoma, along with residential houses for

judges and the Chief Justice, and ongoing rehabilitation of the old Dodoma High Court building. Overall, these advancements are crucial in ensuring that justice services are not only accessible but also of high quality, thereby reinforcing the rule of law and upholding the rights of all individuals within the country.



2.1.2. Expanding the doorways of Justice – mobile courts

To enhance access to justice and lower costs for citizens, the Justice-on-Wheels (Mobile Court) services were adopted to bring justice services closer to the people. The improved program began in July 2019, with two specialized mobile courts deployed in the cities of Dar es Salaam and Mwanza. During the year under review, the mobile courts determined a total of 2,873 cases out of 2896 that were filed, equivalent to a 99.2% clearance rate. The beneficiaries of mobile court service at the end of the reporting period were 31,224 above

the target of 24,000. This achievement has attracted other judiciaries and stakeholders outside the country to visit the mobile courts to learn the best mobile court practices. For example, the Principal Judge of Uganda visited the Judiciary of Tanzania on 16th August 2023

2.2. Use of ICT

The Judiciary of Tanzania has strategically embraced Information and Communication Technology (ICT) to enhance efficiency, accessibility, and transparency in justice delivery. Key innovations include the Electronic Case Management System (e-CMS), the Video Conferencing System, an AI-driven Transcription and Translation System (TTS), the Primary Court App, and the Data Hub. These ICT advancements underscore Tanzania's commitment to a modern, efficient, and inclusive judicial system.

2.2.1. Electronic Case Management System (e-CMS)

The system which was launched in 2023 digitized all court processes from filing to execution of court decrees. In 2023/24, the e-CMS was integrated with 9 justice stakeholders, which are Government Electronic Payment Gateway (GePG), Common Interface Gateway (CIG) for the National Identification Authority (NIDA), Online Registration System (ORS) for the Business Registrations and Licensing Agency (BRELA), Management Information System for the Office of the Attorney General (OAG-MIS), and Case Management Information System (CMIS) for the National Prosecution Services (NPS). Others are Land Management Information System (ILMIS) for the Ministry of Lands, Housing and Human Settlements Development (MLHHSD), Case Management Information System (CMIS) for the Office of Solicitor General (OSG), Online Case Management System (OCMS) for the Commission for Mediation and Arbitration (CMA), and the Tanzania Integrated Statistics Portal (TISP) for the National Bureau of Statistics (NBS). The integration has enabled exchange of information amongst justice stakeholders thus expediting justice delivery. The e-CMS has

also been improved to enhance its performance and align it with the Judiciary business process. Major changes made include the development of a dedicated mediation module, family window for family cases, improvements to case digital file, and introducing record transfer and sharing among courts.

2.2.2. The Court Recording and Transcription System

The Judiciary has implemented an AI-driven Transcription and Translation Application System (TTS). This system aims to automate the transcription of court proceedings from speech to text and provide text-to-text translation between English and Kiswahili (Swahili), and vice versa. The AI system is specifically trained on various Kiswahili dialects spoken across Tanzania (including mainland and Zanzibar) and Tanzanian English, to ensure accuracy and handle linguistic nuances. The goal is to eliminate the manual transcription and translation process, which was prone to errors and delays, often leading to litigation and further delays. AI has been implemented in 11 registries: Temeke IJC, Kinondoni IJC, Arusha IJC, Dodoma IJC, Commercial Court, Dar es Salaam zone, Crime & Corruption, Bukoba, Morogoro, Mwanza, and Musoma.

2.2.3. Virtual Courts and Video Conferencing Services

This innovative ICT system supports virtual court, training and conferences. Through the virtual court, the system helps the Judiciary to operate remote case proceedings. This virtual court serves the Judiciary, litigants, and stakeholders' cost and time. In the year 2023/24, the use of virtual court sessions increased by 4.83% from 81,490 sessions in the previous year to 85,415. Virtual court sessions connected parties and witnesses from across the globe, including England, Germany, India, Iran, Iraq, Jordan, Oman, the United States of America, and Uganda.

2.2.4. The Primary Court App

Parallel with the innovation of the e-CMS, the Judiciary developed a special Primary Court App for statistical purposes. The App connected to the e-CMS is used by all primary courts across the country. In 2023/24, 86,620 cases were registered in the App, whereas 92,174 cases were heard and determined. With the App, the primary court statistics are generated and accessible in real time for monitoring and evaluation, and decision making.

2.2.5. The Data Hub

The Data Hub is a business intelligence and analytical tool that retrieves, analyses, and visualizes different sets of information on demand basis. The hub is a centralized access to case-related data and other information systems, which offer a seamless experience for internal and external stakeholders to enhance efficiency in information sharing. In 2023/24, a total of 596,923 hits by various stakeholders were recorded, indicating that people accessed various information compared to the previous year, where there were only 474,197 hits.

2.2.6. Digitization of Court Records

To enhance record-keeping and streamline judicial processes, JoT has embarked on a large-scale digitization initiative, starting with the Court of Appeal and High Court as pilot projects. By 2023/24, significant progress had been made: Court of Appeal: 2,561 case files (totaling 184,323 pages) were successfully digitized. High Court (Dar es Salaam Zone): 10,534 historical files (containing 142,151 pages) from the colonial era (1920–1960) were scanned and archived digitally. This transformation from physical to digital records ensures faster retrieval, secure storage, and efficient management of judicial documents, reducing delays and enhancing transparency in court operations. The initiative marks a crucial step toward a fully digitized judiciary, preserving historical legal documents while modernizing access to justice.

2.2.7. Judiciary Complaints Management System

The Judiciary of Tanzania has introduced an Integrated Electronic Feedback Handling System through the Sema na Mahakama Judiciary Portal to enhance transparency, accountability, and public engagement in justice delivery. This digital platform enables citizens, litigants, and legal professionals to submit complaints, commendations, or inquiries about judicial services in real time. The system features multi-channel accessibility, allowing feedback via web or mobile devices, and categorizes submissions for efficient resolution. Each entry is assigned a unique tracking number, ensuring users can monitor progress while automated routing directs concerns to the appropriate judicial officers. By aggregating and analyzing feedback data, the Judiciary identifies systemic issues such as case delays or misconduct and implements targeted reforms. In 2023/24, over 5,000 feedback entries were processed, with a 72% resolution rate, leading to measurable improvements in service delivery and public trust.

The Sema na Mahakama system aligns with Tanzania's broader Justice Sector Reform Agenda and Digital Government Framework, underscoring the Judiciary's commitment to modernization and citizen-centric governance. By providing a structured, tech-driven mechanism for public feedback, the platform reduces reliance on informal complaints and fosters greater confidence in judicial accountability. The initiative not only streamlines grievance resolution but also serves as a model for how ICT can democratize access to justice and strengthen institutional integrity. As Tanzania's Judiciary continues to digitize its operations, the Sema na Mahakama portal stands as a testament to its dedication to transparency, efficiency, and public engagement in the pursuit of a fair and accessible legal system.

2.2.8. Judiciary Advocates Management System

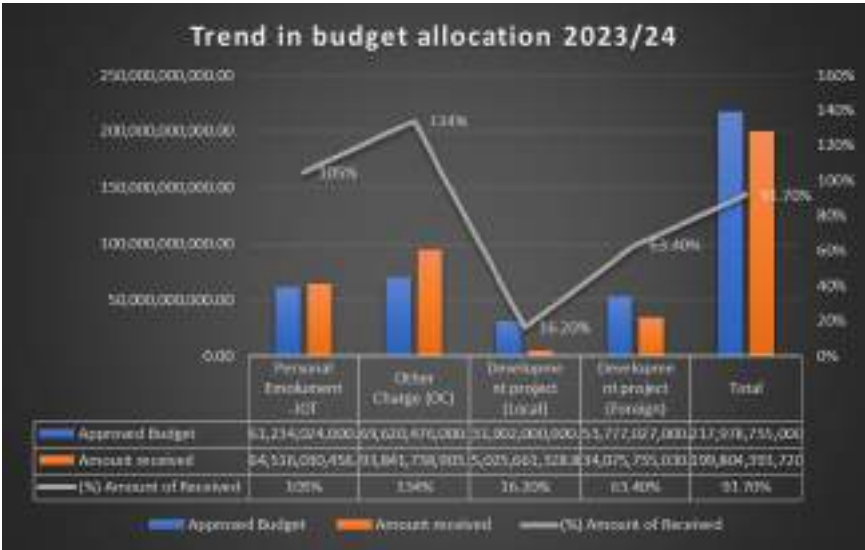
The e-Wakili System (e-WAKILI) is a web application and online platform to help qualified legal professionals apply for petition for admission and become an advocate. e-Wakili Tanzania is used by the Judiciary of Tanzania to keep and manage all petitioners' applications and advocate renewals and other applications. Only Judicial staff and advocates with credentials are allowed to login into the system. e-Wakili Tanzania allows citizens to publically know the status and history of an advocate by searching name or roll number.

2.3. Transparency & Accountability

Transparency and accountability are crucial elements in the Judiciary of Tanzania. The efforts to enhance transparency and accountability include key issues of combating perceived corruption, increasing access to information, practicing judicial independence, managing capacity and resources, increasing public awareness and engagement, and implementing reforms.

2.3.1. Judiciary Fund

For the year 2023/24, the approved budget was 217,978,755,000, of which 63,579,252,000 were for personal emoluments, 69,620,474,000 for other charges, and 84,779,228,000 for development projects. As of June 2024, the Total amount of 199,804,393,720.06 was received, which is 91.7% of the approved budget.



2.3.2. Online publication of Court Decisions

The Judiciary of Tanzania has indeed made significant strides in enhancing transparency and access to legal information through the online publication of court decisions. This initiative leverages Information and Communication Technology (ICT) to make judgments readily available to the public. For the period under review a total of 10,889 decisions from the court of records (CoA and HC) were published, demonstrating a strong commitment of the judiciary to enhancing accountability, transparency and accessibility of judicial decisions to the public.

2.3.3. Court user satisfaction survey

The Court Users’ Satisfaction Survey serves as a crucial tool for evaluating the Judiciary’s progress against its Five-Year Strategic Plans. It aims to pinpoint challenges encountered during the implementation of these reforms and to guide future improvements based on the public’s perceived difficulties. Specifically, this survey quantifies citizen satisfaction with the court services provided. The Court User

Satisfaction Survey is regularly conducted every three years. The Court User Satisfaction Survey (2023) revealed a significant improvement in public perception; the percentage of court users satisfied with services rendered by the Judiciary rose from 79% in 2019 to 88% in 2023. This upward trend demonstrates the Judiciary's commitment to enhancing transparency and accountability in its service delivery.

2.4. Stakeholder Dialogues & Collaboration

Stakeholder engagement is among the three pillars articulated in the Judiciary of Tanzania's strategic plan. Stakeholder dialogues and collaboration play a crucial role in the judiciary of Tanzania. This calls for fostering the Judiciary to engage in stakeholder forums that bring together stakeholders to discuss and address issues affecting the legal and justice sector, improve interaction with both internal and external stakeholders, and implement strategies towards achieving its Vision to provide timely, quality, and accessible justice for all. These initiatives reflect Tanzania's commitment to improving access to justice through collaborative efforts and stakeholder engagement.

2.4.1. Case flow and bench bar meetings

The Judiciary of Tanzania has implemented Case Flow Management and Bench-Bar Committees to improve the efficiency of both criminal and civil justice systems. These committees provide a structured forum for justice sector stakeholders to address challenges in case investigation, prosecution, adjudication, and execution. During the reporting period, 83 Case Flow Management meetings and 80 Bench-Bar meetings were conducted at district, regional, zonal, and national levels. These discussions focused on identifying and resolving complex issues and obstacles in case processing. As a result, notable progress was made in reducing case backlogs, which declined from 5% in 2023 to 4% in 2024. Additionally, the average case disposal time decreased from 84 days in 2023 to 78 days in 2024 for both criminal and civil cases. These outcomes reflect the Judiciary's efforts to enhance the

timely and effective delivery of justice, contributing to a more efficient judicial system. The progress achieved is also linked to the Judiciary's collaboration with key stakeholders in the administration of justice.

2.4.2. Law week celebrations

Each year, the Judiciary of Tanzania conducts Law Week at the end of January, culminating in Law Day at the beginning of February. This annual tradition provides a platform for the Judiciary and its stakeholders to educate the public on judicial services and the justice delivery process.

In the year under review, the Judiciary organized a series of events during Law Week 2024, focusing on promoting the rule of law, raising public legal awareness, and strengthening stakeholder engagement and collaboration. The celebrations commence with a five-kilometer walk, graced by Dr. Tulia Ackson (MP), Speaker of the Parliament of the United Republic of Tanzania and President of the Inter-Parliamentary Union (IPU), as the guest of honor. The event also brought together representatives from legal institutions, government agencies, and non-governmental organizations.

Stakeholder engagement was central to the success of Law Week 2024, fostering meaningful discussions and reinforcing partnerships across the justice sector. The exhibition day served as an interactive forum where legal professionals, law enforcement agencies, and the public exchanged insights, helping citizens better understand the law and the Judiciary's role in upholding justice.

The theme for this year's event was: "The Importance of the Concept of Justice for the Welfare of Our Nation: The Role of the Judiciary and Stakeholders in Improving the Integrated Criminal Justice theme encouraged criminal justice institutions to review recommendations from the Presidential Commission on Criminal Justice Reforms, established by Her Excellency Dr. Samia Suluhu Hassan, and explore ways to enhance judicial efficiency.

The Law Week activities concluded with Law Day on February 1, 2024, held at Chinangali Grounds in Dodoma, where President Samia Suluhu Hassan presided as the guest of honor.

2.5. Appointments and ceremonial duties

During the period under review, Four Justice were appointed to the Court of Appeal, 24 Judges were appointed to the High Court. Other appointments included the Chief Registrar, Registrar of the Court of Appeal, the Registrar of the High Court as well as 28 deputy registrars, 1 Court Administrator, 6 magistrates in-charge of the Court of Resident Magistrate and 13 magistrates in-charge of the District Court. Increasing the number of judges in the judiciary has led to numerous benefits, including reduced case backlog, enhanced access to justice, and improved legal outcomes for citizens.

2.5.1. Admission of Advocates

The admission of advocates is an important part of stakeholder engagement in the legal profession, involving key institutions such as the Tanganyika Law Society and the Council for Legal Education. This process grants formal authorization by the Chief Justice to qualified individuals, enabling them to practice law and contributing to the legal system while improving access to justice.

During the reporting period, two admission ceremonies were held in July and December, where the Chief Justice admitted 1,079 new advocates to the Roll. This brought the total number of admitted advocates to 12,995. The Judiciary continues to prioritize the admission process to maintain professional legal standards, working in collaboration with the Council for Legal Education to uphold the integrity of the legal profession. This ensures that the legal community remains well-regulated and capable of meeting the growing demand for legal services in Tanzania.

2.5.2. Regulation and Oversight of Court Brokers and Process Servers in Tanzania

Effective stakeholder engagement is critical in supervising and regulating court brokers and process servers, who play a vital role in executing court decrees and serving legal documents. Their direct involvement in enforcing judicial decisions necessitates strong regulatory frameworks and collaboration to uphold the integrity of the justice system.

To maintain professional standards, the Judiciary has established regional disciplinary sub-committees composed of key stakeholders. These committees oversee the conduct of court brokers and process servers, ensuring compliance with legal and ethical guidelines. By promoting transparency, enforcing accountability, and taking swift disciplinary action when necessary, these bodies help safeguard the credibility of judicial processes. Corrective measures including suspensions, license revocations, and legal action are applied in cases of misconduct to uphold professional ethics.

The increasing number of court brokers and process servers highlights the importance of continuous stakeholder engagement to enhance oversight and operational efficiency. In 2024, the number of registered court brokers rose from 129 to 135, while process servers increased from 96 to 101. Despite this growth, complaints remained low, with only two reported cases against court brokers and none against process servers, reflecting strong adherence to professional standards and ethical codes. This structured oversight mechanism ensures that court brokers and process servers operate with integrity, contributing to public trust in the judicial system.

2.6. Access to Justice Services and Court Procedures

Article 107A (1) of the Constitution of the United Republic of Tanzania, 1977, mandates the Judiciary of Tanzania to be the final authority in the dispensation of justice. As the custodian of justice, the Judiciary must therefore take deliberate steps to ensure equitable access to justice for all citizens. As part of its accountability, the Judiciary must demonstrate efforts to remove barriers to access to justice and put measures in place to ensure that courts are within reasonable range and available to all those who seek justice. In 2023/24, the Judiciary continued to put into action the commitment to enhance access to justice. All the means possible were explored to ensure justice is expeditiously accessed at low costs but with great efficiency. The progress in decreasing physical proximity to court services and simplification of rules of procedure had an impact on improving access to justice for citizens.

2.6.1. Establishment of Courts and Sub-Registries

Progress was made in bringing justice closer to the people. The Chief Justice vide the High Court Registries (Amendments) Rules, 2023 [GN No. 853A of 2023] read together with the High Court (Geita Sub-Registry Establishment) Order, 2023 [GN No. 853B of 2023] established the High Court Sub-registry at Geita with effect from 1st December 2023. The establishment of the HC registry at Geita reduced the distance for a litigant from Geita who had to seek HC services in Mwanza Urban. For instance, for a person from Mbogwe-Geita, such distance was reduced from about 250 to 90 kilometers. Further, in 2023/24, the Judiciary extended primary court services by establishing six new primary court sittings at Mukendo in Musoma district, Mikangaula in Nanyumbu district, Migori and Ngimu in Singida district, Ingri in Rorya district, and Nyakibimbili in Bukoba district.

2.6.2. Simplification of Court Procedures

In 2023/24, the Chief Justice promulgated 10 procedural rules to improve access to justice, enhance transparency, and promote the use of ICT in the administration of justice. These rules are as follows:

I. The Criminal Procedure (Audio and Video Recording of Interviews with Suspects) Rules, 2023 II. The High Court (Geita Sub-Registry Establishment) Order, 2023 III. The High Court Registries (Amendments) Rules, 2023 IV. The High Court Registries (Amendment) Rules, 2023 V. The Judicature and Application of Laws (One-Stop Judicial Centre of Temeke) (Establishment) (Amendment) Order, 2023 VI. The Law School of Tanzania (Exemption of Certain Officers) Rules, 2023 VII. The Tanzania Court of Appeal (Amendment) Rules, 2024 VIII. The Judicature and Application of Laws (Appointment, Remuneration, and Disciplinary of Mediators) Rules of 2024 IX. The Legal Sector Laws (Miscellaneous Amendments) Act, 2023 X. Court-Annexed Mediation Guidelines, 2024

2.7. Expanding Justice Services to Citizens

2.7.1. Court-Annexed Mediation

The Mediation Centre, facilitates court-anchored mediation, offering parties involved in legal disputes a structured opportunity to reach mutually acceptable resolutions with the assistance of trained mediators. This process, initiated through court referrals to the Centre, allows mediated agreements to be integrated into court orders. By utilizing the Mediation Centre, parties benefit from faster resolution, reduced costs, and the preservation of relationships while contributing to a decrease in court congestion. For instance, land disputes referred to the Mediation Centre have shown high success rates in achieving amicable settlements. This Centre plays a pivotal role in expediting case resolution and promoting accessible justice across Tanzania.

2.7.2. Alternative Dispute Resolution

The Mediation Centre also provides a range of Alternative Dispute Resolution (ADR) services, including arbitration, mediation, and conciliation, that resolve disputes outside of traditional court litigation. These services offer flexible, confidential, and often expert-led solutions, reducing formality and costs for citizens. The Mediation Centre actively promotes ADR, handling diverse cases, especially commercial disputes, through arbitration, where neutral arbitrators deliver binding decisions. As a central hub for ADR within the Judiciary, the Centre showcases the effectiveness of these methods in the Tanzanian context, complementing and supporting the court system.

CHAPTER 3

Court Performance

3. Introduction

The Judiciary of Tanzania demonstrated significant progress in the 2023/24 fiscal year, achieving a 78% disposal rate and 95% clearance rate across all court levels, while reducing the overall case backlog to 5%. Key improvements included a decrease in average case resolution time from 84 to 78 days and a rise in citizen satisfaction to 88%. These results reflect the Judiciary's commitment to efficiency, supported by strategic case management thresholds and enhanced service delivery. This chapter provides a detailed analysis of court performance, including case statistics, backlog reduction, and productivity metrics at each judicial tier.

3.1. Overall Performance of Courts

The Judiciary aims to enhance efficiency in case adjudication. Timeliness is a crucial aspect of justice delivery and a key indicator of court performance. At the start of the reporting period on 1st July, 2023, there were 52,056 pending cases across all court levels. From July 1, 2023, to June 30, 2024, an additional 236,291 cases were filed, resulting in a total workload of 288,347 cases for the entire court system. Figure 3.1 below shows the status of filing and disposal of cases in 2023/24 all court levels.

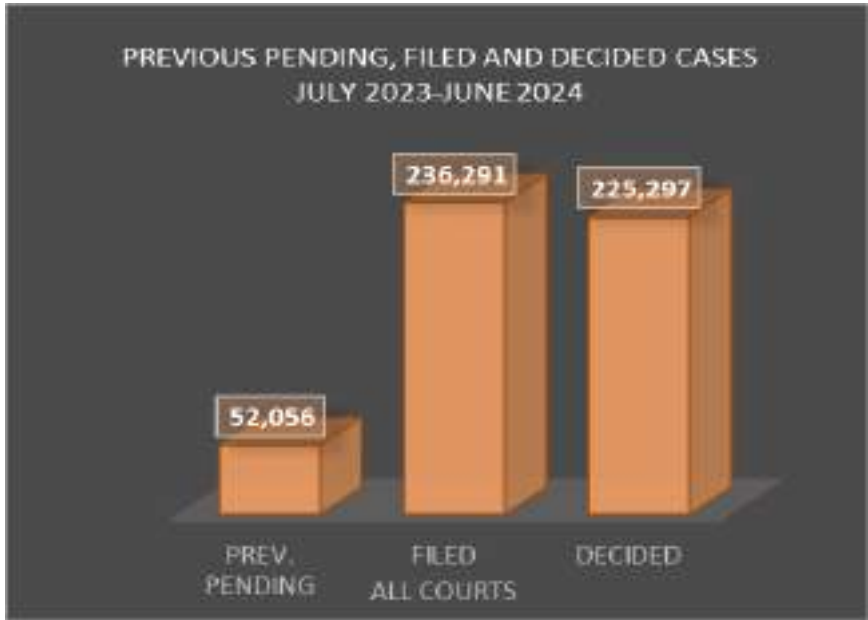


Figure 3.1 Filed and Decided cases all courts 2023/24

During the reporting period, the courts achieved a disposal rate of 78% and a clearance rate of 95%. The overall case backlog for the court system was reduced to 5%. The Judiciary's performance, as measured by key performance indicators within the Judiciary Strategic Plan, demonstrated notable improvements. The overall time taken for a case from filing to determination of a case has reduced from 84 to 78. Citizen satisfaction with court services was recorded at 88%. Similarly, the performance of administrative departments and units, assessed through the Strategic Plan's achievements, showed significant improvement, with an overall JSP Scorecard performance of 86% as shown in figure 3.2 below.

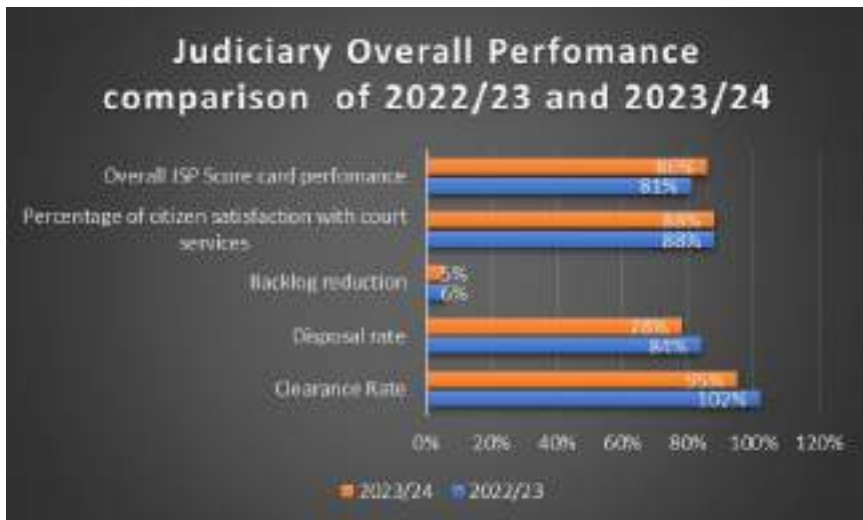


Figure 3.2 Judiciary overall performance comparison of 2022/23 and 2023/24

To further enhance efficiency and service delivery, the Judiciary has established case hearing thresholds for each court level: 220 cases per panel/Judge for the Court of Appeal and High Court, 240 cases per magistrate for Resident Magistrate and District Courts, and 260 cases per magistrate for Primary Courts.

3.2. Performance Statistics for Courts

Court performance is assessed using key metrics, including case clearance rate, disposal rate, percentage of case backlog, and case resolution time, which is calculated from the date of filing to the date of determination.

3.2.1. The Court of Appeal

The Court of Appeal conducts its judicial functions through circuit court sessions held in 14 sub-registries. With 35 Judges organized into 11 panels, the Court of Appeal demonstrated strong performance in case clearance rate and panel productivity during the reporting period.

3.2.1.1. Filed, Decided, and Pending Cases by June 2024

At the start of the reporting period, on June 30, 2023, the Court of Appeal had 5,777 pending cases. From July 2023 to June 2024, the Court received 2,714 new filings and resolved 2,591 cases, resulting in 5,900 pending cases by the end of June 2024. Figure 3.3 below, shows the trend in filling and decision of cases at CoA in 2023/24.

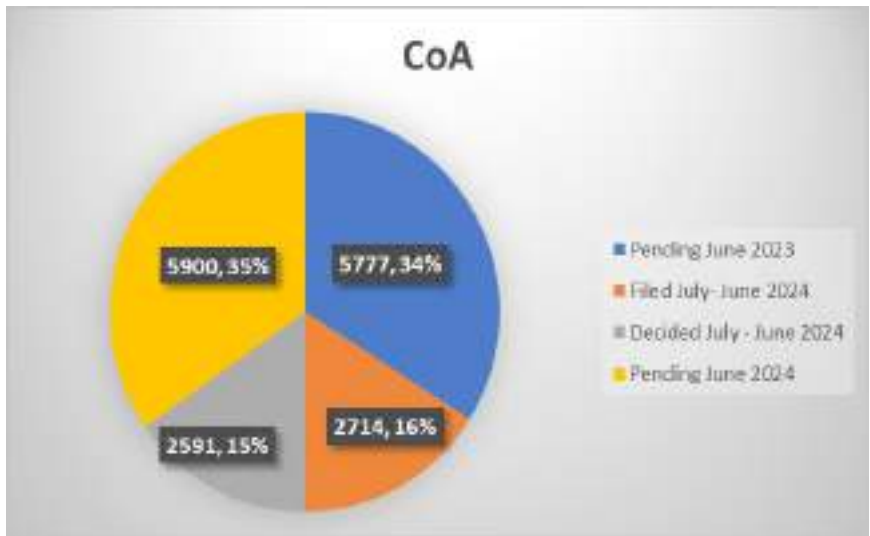


Figure 3.3 Filed, Decided, and Pending Cases 2023/24

3.2.1.2. Case Backlog

Case backlog is defined as the number of pending cases that have remained unresolved for over two years, calculated as of the end of the reporting period. By the end of June 2024, the Court of Appeal reported 1,248 backlogged cases, representing 21% of its total pending caseload. Notably, these backlogged cases constitute 40% of the Judiciary's overall case backlog.

3.2.1.3. Clearance and Disposal Rate

The clearance rate is calculated as the percentage of cases resolved compared to the total number of cases filed within the reporting period. During the period under review, the Court of Appeal (CoA) achieved a clearance rate of 95% and a disposal rate of 31%. Notably, both clearance and disposal rates showed a significant improvement compared to the previous year, as illustrated in Figure 3.4 below.

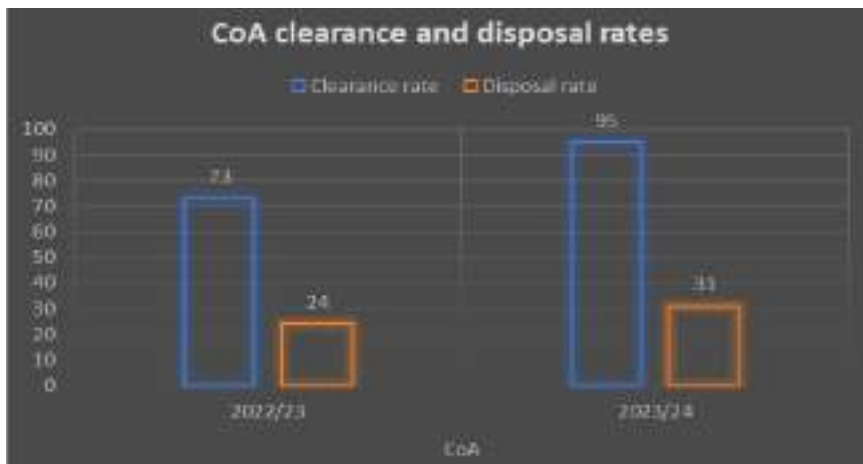


Figure 3.4 clearance and disposal rate in CoA comparison of 2022/23 and 2023/24

3.2.1.4. Productivity per Panel

During the period under review, the Court of Appeal has decided a total number of 2,591 from July 2023 to June 2024. The level of productivity for the Court of Appeal, which is measured by the total number of cases decided per panel, stands at 236 cases, which supposes the threshold set for the Court of Appeal at 220 cases.

3.2.1.5. Time Taken

The results framework indicator for the Court of Appeal's case resolution time in 2024 targeted 763 days from filing to determination. By June 2024, the actual average resolution time for civil cases was 807 days. While the target was not met, this represents a significant improvement compared to the 2020 baseline of 913 days.

3.2.2. The High Court

During the period under review, the High Court demonstrated significant achievements in case clearance rate, disposal rate, time taken from filing to determination and case backlog reduction. The High Court operates across 20 regions and includes four specialized divisions: the Commercial Court, Labour Court, Land Court, and Corruption and Economic Crimes Court, as well as a Mediation Centre.

3.2.2.1. Filled, Decided, and Pending Cases by June 2024

At the start of the reporting period, on June 30, 2023, the High Court had 11,358 pending cases. From July 2023 to June 2024, the Court received 19,657 new filings and decided 17,239 cases, resulting in 13,776 pending cases by the end of June 2024. Filed, decided and pending cases in HC registries and Divisions are as illustrated in figure 3.5 below.

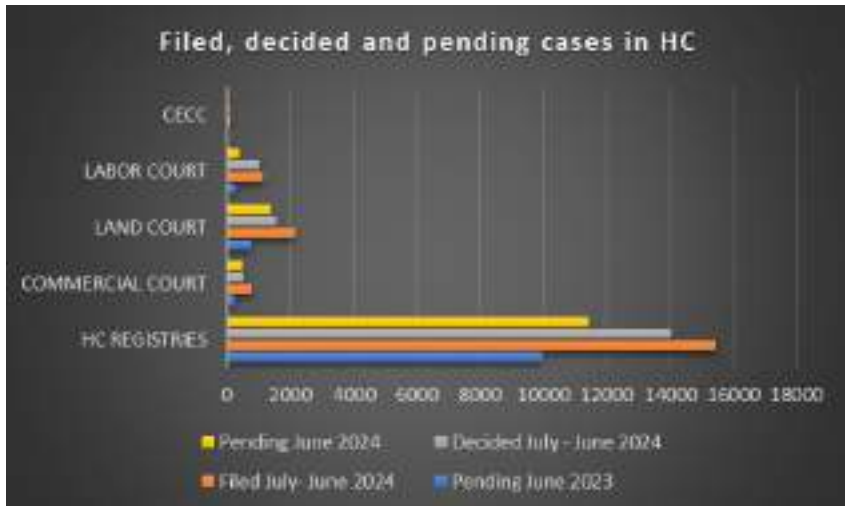


Figure 3.5 Filed, Decided, and Pending Cases 2023/24 HC Registries and Divisions

3.2.2.2. Case Backlog

In 2023/24, the High Court reduced the number of backlog cases from 411 in 2022/23 to 345. Nonetheless, backlog cases constituted 3% of all pending cases within the High Court. The contribution of the High Court to the entire backlog of the Judiciary decreased from 11.3% in 2022/23 to 9% in 2023/24. The achievement by the High Court in reducing backlog cases is attributed to the court’s efforts to expedite the hearing and determination of cases, the appointment of new judges, and the efficient application of Information and Communication Technology.

3.2.2.3. Clearance and Disposal Rate

During the period under review, the High Court achieved a clearance rate of 88% and a disposal rate of 56%. Notably, both clearance and disposal rates showed a significant improvement compared to the previous year, as illustrated in figure 3.6 below. The increase in clearance and disposal rate signify increase in efficiency within the High Court.

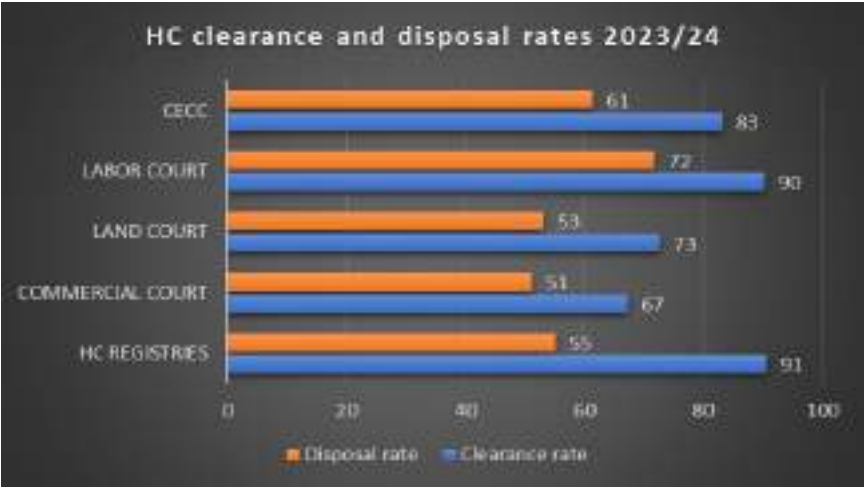


Figure 3.6 clearance and disposal rate High Court Registries and Divisions

3.2.2.4. Average workload per Judge

From July 2023 to June 2024, the High Court had a workload of **31,015** cases equivalent to **298** cases per each Judge for 104 Judges who were present as of June 2024. The workload per Judge have reduced from **402** cases in 2022/23 to **298** cases in 2023/24. This is due to the appointment of 21 High Court Judges in September 2023.

3.2.2.5. Time Taken

The High Court has maintained a downward trend in the average time taken to dispose of a case. The average time taken to dispose of a case decreased from 262 days in 2022/23 to 249 days in 2023/24.

3.2.3. Courts of Resident Magistrate

In the courts of RM, a total of **6,634** cases were filed from July 2023 to June 2024 whereby **6,294** cases, equivalent to **95%** of all filed cases, were disposed of. As on 30th June 2024, a total of **3,712** cases were pending in the courts of RM all over the country. Figure 3.7 below shows the performance of the court of RM in 2023/24 as compared to 2022/23.

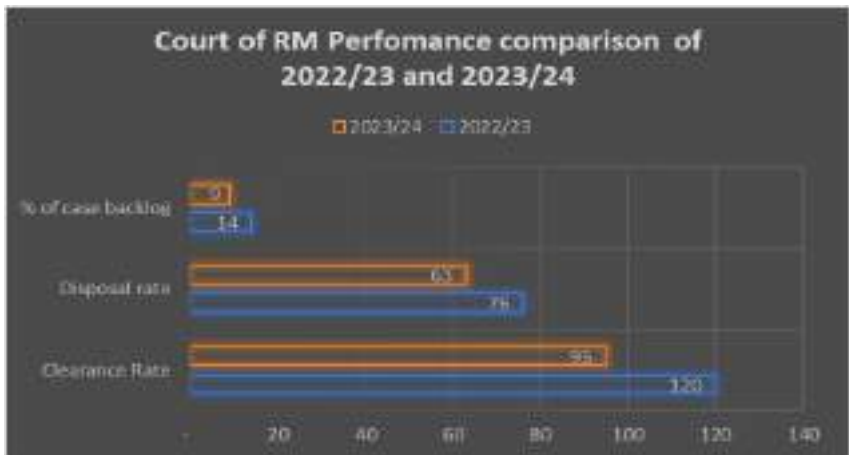


Figure 3.7 Performance of the court of RM

3.2.3.1. Case backlog

In 2023/24, courts of RM attained a tremendous achievement in case backlog reduction. At the end of the said year, only **323** cases, equivalent to **9%** of all pending cases in all courts of RM, were in the backlog. The courts of RM share in the total backlog of the whole Judiciary is **10%**.

3.2.3.2. Clearance and Disposal Rate

In 2023/24, the courts of RM recorded the clearance rate to **95%** as opposed to **120%** recorded in 2022/23. Disposal rate also decreased by 13% compared to the previous year.

3.2.3.3. Workload per Magistrate

The workload per magistrate in the courts of RM decreased from **174** in 2022/23 to **152** in 2023/24.

3.2.3.4. Time Taken to Dispose a Case

In the year 2023/24, great achievements were attained as regards to time taken from filing to the disposition of a case. Courts of RM scored an average of **187** days to dispose of a case compared to an average of **235** days in the year 2022/23.

3.2.4. District Courts

In 2023/24, the district courts registered **39,289** cases and decided **35,657** cases. By the end of June, 2024, the court remained with **17,992** cases. Figure 3.8 below shows the performance of the district courts in 2023/24 as compared to 2022/23



Figure 3.8 Performance of the district courts

3.2.4.1. Case Backlog

At the closure of 2023/24, a sum of **882** cases equivalent to **5%** of all pending cases in the district courts were backlogged. Number of backlog cases in these courts have decreased even though the percentage of backlog has remained the same for both 2022/23 and 2023/24.

3.2.4.2. Case Clearance and Disposal Rate

In 2023/24, the district courts recorded the clearance rate to 91% as opposed to 106% recorded in 2022/23. Disposal rate also decreased by 11% compared to the previous year.

3.2.4.3. Caseload per Magistrate in the District Courts

At the end of the year 2023/24, the workload per magistrate in the district courts was **178** cases which is a decrease by 39 cases from **217** cases per magistrate in 2022/23.

3.2.4.4. Time Taken to Dispose a Case

The Judiciary Strategic Plan (JSP) targeted to decrease the average time taken from filing a case to its final determination in the district courts from **365** days in 2022/23 to **130** in 2023/24. In 2023/24, the average time taken to dispose of a case in the district courts stood at **130.8** days, almost in line with the JSP's target.

3.2.5. Primary Courts

In Tanzania, primary courts serve a greater population of those seeking justice in court as they are accessible and use simplified procedures in adjudication. Between July, 2023 and June, 2024 a total of **167,997** cases were filed and **163,516** cases were decided in primary courts. At the end of June, 2024, **21,670** cases were pending in primary courts. Figure 3.9 below shows the performance of the primary courts in 2023/24 as compared to 2022/23



Figure 3.9 Performance of the primary courts

3.2.5.1. Clearance and Disposal Rate

The primary courts' clearance and disposal rate in the year under review, were **97%** and **88%**, respectively. Both clearance and disposal rate has decreased by **2%** and **3%** compared to the previous year as indicated in figure...above.

3.2.5.2. Workload

In the primary courts, there was a decrease of workload per magistrate from **238** in 2022/23 to **227** in 2023/24. The decrease in workload was due to recruitment of **86** resident magistrates.

3.2.5.3. Time Taken to Dispose a Case

Timely justice can be measured by considering the time consumed from filing a case to its determination. There was an increase in the time taken from filing a case to its determination in the year 2023/24 as compared to the previous year. Primary courts scored an average of **37** days from the day of filing a case to its determination while the previous year the score stood at **30** days. However, the score attained was beyond the target of **90** days by 2023/24.

CHAPTER 4

Human Capital Management and Development

4. Introduction

Human Capital management and development has transformed from a habitually administrative function to a strategic enabler of organizational value in managing human resources effectively and optimizing productivity. Like other organizations, the Judiciary of Tanzania has developed strategies to manage recruitment, development, management, and optimization of its human resources to increase its value to the organization. These strategies are aligned with the Strategic Plan of the Judiciary of Tanzania for 2020/21 to 2024/25 to help the attainment of the judiciary of Tanzania's vision of timely and accessible justice for all. The strategies are translated yearly for smooth implementation to ensure that there is a required number of employees with the right skill set.

Article 112 (1) of the Constitution of the United Republic of Tanzania and sections 13 (1) and 14(1) of the Judiciary Administration Act No. 4 of 2011 confer powers to the Judicial Service Commission to oversee human capital management issues for the Judiciary of Tanzania. The human capital management issues are managed in collaboration with the President's Office of Public Service Management and Good Governance (PO-PSM). The implementation of human capital management issues involves the preparation and issuance of a guideline by the PO-PSMGG for institutional recruitments and promotions every year. As part of implementing the human capital management guidelines, each year, the Judiciary prepares the Personal Emoluments (PE) estimates for recruitments, recategorization,

and promotions intending to improve the efficiency of judicial and administrative functions.

Human Capital Development is among the strategic areas that enhance an organization to achieve its goal as it guarantees the organization has staff with the right skill set and knowledge necessary to execute their day-to-day strategic activities. The Judiciary of Tanzania is implementing a Human Capital Development program by conducting Training Needs Assessment exercises to identify skill gaps of both judicial and non-judicial staff, preparing training program to address identified skill gaps, carrying out various short- and long-term training based on the training program and ultimately conducting Training Impact Assessment exercise to assess the impact of various trainings in enhancing efficiency and productivity of staff towards realizing the Judiciary of Tanzania vision.

4.1 Strategic Human Capital Plans

The Judiciary of Tanzania conducted a strategic Human Capital Plan (job list) in 2021. The exercise revealed that for effective implementation of the Judiciary Strategic Plan, the Judiciary would need a total of 11,934 employees of various cadres, of which 2,811 staff are required at the Judiciary Headquarters and 9,123 staff are required at outpost stations.

The current ongoing judiciary of Tanzania reforms has shaped the focus of the Judiciary of Tanzania regarding its human capital plans to ensure that there is staff with the right skills to support the reforms. Judiciary human capital plans reiterate the need to add more ICT officers to support e-judiciary services deployed all over the judiciary and technological innovations carried out by the Judiciary and recruitment of technicians and engineers to strengthen monitoring and supervision of construction projects of court buildings at all court levels to wit Integrated Justice Centres (IJCs) and Subordinate Courts

(SBCs). The plan also highlights the need to recruit more Resident Magistrates to enhance the effective disposal of cases and also recruit other staff like human resources officers, accountants, supplies officers, office assistants, and security guards who will be deployed in new IJCs and SBCs under construction.

4.1.1 Employees Promotion Plans

As part of strategies to increase staff satisfaction and ultimately productivity, in the year of reporting, the Judiciary of Tanzania planned to promote a total of 742 staff out of which 222 were judicial officers, particularly resident magistrates, and 520 were non-judicial officers.

4.1.2 Employee Recategorization Plans

In the year of reporting the Judiciary of Tanzania planned to recategorize 114 staff who developed themselves in different disciplines. Out of 114 staff, 46 were judicial officers while 68 were non-judicial officers.

4.1.3 Employees new recruitment plans

To increase efficiency, the Judiciary planned to recruit a total of 563 new staff of which 67 were judicial officers and 496 were non-judicial officers.

4.2 Employee Establishment

By June 2024 the Judiciary had a total number of 5,865 employees of which 1,567 were judicial officers and 4,298 were non-judicial officers. Out of 5,865 employees, 2,940 were male and 2,925 female. This number is equivalent to 49.1% of the total number of employees required by the judiciary. Impliedly, the Judiciary of Tanzania required a total of 6,069 employees by June 2024 to enable it to perform its mandated functions effectively and efficiently. Judiciary employee-approved establishment is portrayed in the table below.

4.3 Employee Promotion

The Judiciary of Tanzania managed to promote a total number of 1,687 staff of which 373 were judicial officers while 1,310 were non-judicial officers.

4.3.1 Appointment to leadership positions

In the year of reporting, a total of 60 officers were appointed to different leadership positions of which 33 were male while 27 were female. Out of 60 officers, 59 were appointed to judicial positions while 1 was appointed to a non-judicial position. Table 4.1 below shows officers appointed to leadership positions disaggregated by gender.

S/NO	POSITION	GENDER		TOTAL
		MALE	FEMALE	
1	Court of Appeal judges	4	0	4
2	High Court Judges	16	8	24
3	Chief Registrar	0	1	1
4	Registrar of the Court of Appeal	1	0	1
5	Registrar of the High Court	1	0	1
6	Deputy Registrars	11	17	28
5	Court Administrators	0	1	1
TOTAL		33	27	60

4.3.2 Employee categorisation

The Judiciary of Tanzania managed to recategorise a total number of 104 staff of which 34 were judicial officers while 70 were non-judicial officers.

4.3.3 New Recruitment of Employees

The Judiciary of Tanzania managed to recruit a total number of 112 staff of which 5 were judicial officers while 107 were non-judicial officers.

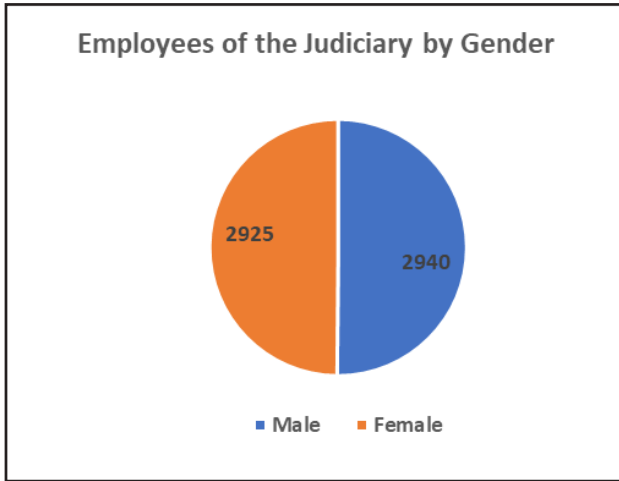
4.4 Diversity and Inclusivity

4.4.1 Persons Living with Disability

The Judiciary abides by national law and guidelines and considers international human rights standards by recognizing the rights of persons with disabilities within the judiciary on an equal basis with others. An open and conducive environment, inclusive and accessible, has been created for all persons with disabilities. 28 employees are persons with disability (PWD), of which 18 were male and 10 were female. Out of 28 persons with disabilities, 6 were judicial officers while 22 were non-judicial officers. Persons living with disabilities constituted 0.5 percent of the Judiciary's human capital.

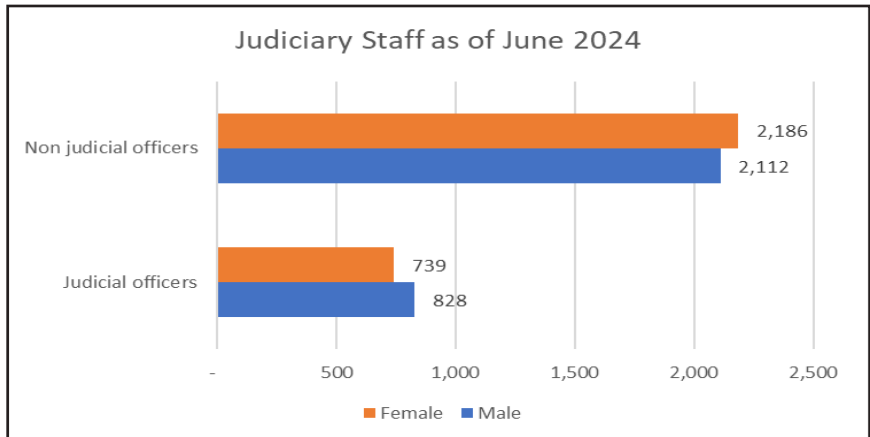
4.4.2 Gender Diversity

The judiciary recognizes the benefit and importance of gender inclusion in the organization. The number of male employees for the period of reporting was 2,940 equivalent to (50.2%), while the number of females was 2,925 (49.8%). This reflects that the gender diversity was greater as the gap between the number of females and males was small, as indicated in Figure 4.1 below.



4.4.3 Gender Demographics for the Judiciary Staff

There was a total number of 1,567 judicial officers and 4,298 non-judicial officers, of which out of 1,567 judicial officers, 739 were female and 828 were male while out of 4,298 non-judicial officers, 2,186 were female and 2,112 were male. Figure 4.2 below shows the gender demographic of judiciary staff.



4.5 Training and Development

3.5.1 Development and Implementation of Judiciary Training Policy and Training Program

The Judiciary developed its first training policy in 2019 to provide guidance and a systematic way of the overall management of training in the Judiciary toward the realization of the vision and mission. The policy has become the foundation for capacity-building programs for judiciary staff as in 2022 the Judiciary conducted a Training Needs Assessment to assess knowledge, skills, and attitudinal gaps to determine the Training areas Judiciary staff need to be trained that would fill the knowledge, skills, competencies and attitudinal/behavioral gaps. To build the capacity of judiciary staff, in 2022 the Judiciary developed a 3 years training program for 2022/23 – 2024/25. The implementation of the training program for the year of reporting is as indicated in parts 4.5.2 to 4.5.4 below.

3.5.2 Training and Development for Judges and Judicial Officers

As a strategy to increase the efficiency and capacity of employees, the judiciary conducted various strategic trainings for judges and other judicial officers. A total of 48 judges were trained of which male judges were 27 (56.25%) and female judges were 21 (43.75%). A total of 57 Deputy Registrars were trained of which 28 (49.12%) were male while 29 (50.88%) were female. 429 magistrates were trained out of which 199 (46.39%) were male while 230 (53.61%) were female. Among other things, the training aimed at orienting newly appointed judges of the high court and Court of Appeals and enhancing the digital skills of judicial officers to help them use various e-judiciary services including transcription and translation systems.

3.5.3 Training and Development for other Judiciary staff

A total of 2,148 non-judicial officers were trained out of which 593 (27.61%) were male while 1,555 (72.39%) were female. Most of the training for this category of staff is aimed at empowering participants with the knowledge and abilities to use digital tools, platforms, and technologies effectively.

3.5.4 Training for Judiciary Stakeholders

In recognition of the contribution of stakeholders to the implementation of judiciary functions and achievement of the Judiciary vision, the judiciary conducted training for its stakeholders including court brokers and process servers. A total of 25 stakeholders were trained out of which 20 (80.00%) were male and 5 (20.00%) were female. The training aimed at equipping participants with knowledge and skills of content conversions (e-learning materials) for uploading in the platforms building a shared understanding among participants regarding the work environment and also bringing a common understanding of the law between employees and Tanzanians in general regarding the implementation of the Workers' Compensation Fund Act.

3.5.5 Long-term Training for Judiciary Staff

The judiciary has been encouraging its staff to pursue long-term studies as part of a strategy to develop their career and upgrade their skills. In the year of reporting the Judiciary facilitated **124** employees to attend long-term studies of which 64 were male and 60 were female, to undertake long-term training on PhD, Master's Degree, Degree, Diploma and Postgraduate Diploma in Legal Practice. Out of 124 staff, 30 were judicial officers while 94 were non-judicial officers. Table 4.2 below shows the number of Judiciary staff attending long term training at different levels by sex.

S/N	EDUCATION LEVEL	MALE	FEMALE	SUBTOTAL	JUDICIAL OFFICERS	MALE	FEMALE	OTHER STAFF	MALE	FEMALE
	PHD	10	2	12	8	7	1	4	3	1
	MASTERS	22	13	35	14	9	5	21	13	8
	DEGREE	14	33	47	1	0	1	46	14	32
	LAW SCHOOL	13	7	20	7	3	4	13	8	5
	DIPLOMA	5	5	10	0	0	0	10	5	5
	TOTAL	64	60	124	30	19	11	94	43	51

CHAPTER 5

Major Celebrated Events and Ceremonies in 2023/24

5 Introduction

The judiciary has undertaken numerous initiatives to actively engage key stakeholders in enhancing justice delivery, including annual special events and ceremonies. This chapter provides a brief overview of 2023/24 significant activities, illustrated with photos, covering judicial appointments and swearings-in, Law Week exhibitions, Law Day celebrations, official visits, conferences, court sessions, trainings, program inaugurations and public exhibitions, all demonstrating the institution's commitment to accessible justice and operational excellence.

5.1 Judicial appointments and swearing

5.1.1 Justices of Appeal



President of the United Republic of Tanzania, Her Excellency. Hon. Dr. Samia Suluhu Hassan (centre) poses for a photo with the newly 6 Justices of the Court of Appeal (standing at the back row wearing robe) after being sworn in on September 14, 2023.

5.1.2 Judges of the High Court



Swearing in office of the newly appointed 21 Judges of the High Court on 14 September 2023



The group photo for the newly appointed Judges with the Her Excellency Dr. Samia Suluhu Hassan, the President of the United Republic of Tanzania.

5.2 Exhibition & celebration

5.2.1 Law week exhibition & Law Day celebration



Hon. Dr. Phillip Mpango, the Vice President of the United Republic of Tanzania leading a special march to mark the inauguration of the Law Week in Dodoma, on 22nd January, 2023.



Hon. Dr. Phillip Mpango, the vice President of the United Republic of Tanzania addressing the public during the inauguration of the Law Week held in Dodoma on 22nd January 2023.



Hon. Prof. Ibrahim Hamis Juma delivering his speech at the inauguration of the law week held at Dodoma on 22nd January, 2023.



Hon. Wilbert Chuma, Chief Registrar of the Judiciary of Tanzania visited the Office of the Solicitor General during the 2023 Law Week exhibitions.



Her excellency Dr. Samia Suluhu Hassan addressing members of the judiciary and the general public at the Law Day celebrations held in Dodoma on 1st February, 2023.



Judges of Court of Appeal, High Court and citizens attended the Law Day celebrations held in Dodoma on 1st February, 2023.



5.2.2 Admission and enrollment of new advocates



Admission and enrolment ceremony of new advocates held in Dar es Salaam at the JNICC on the First Day of December, 2023

Official visits

5.3.1 Inside the country



The Chief Justice of Tanzania, Hon. Prof. Ibrahim Hamis Juma (R) welcomes his guest, Deputy Chief Justice and Vice President of the Supreme People's Court of China, Hon. Yang Linping during her arrival at his office on November 1, 2023.



Deputy Chief Justice and Vice President of the Supreme People's Court of China, Hon. Yang Linping (L) shakes hands with the Principal Judge of the High Court of Tanzania Mainland, Hon. Mustapher Mohamed Siyani (R) on 1st November, 2023



The President of the Supreme Court of Zimbabwe, Hon. Mary Dube (second left), during her official visit to Tanzania on 26th November 2023.



The principal Judge of the High Court of Tanzania, Hon. Mustapher Mohamed Siyani (left) presenting a gift to his guest, the Principal Judge of the High Court of Uganda, Hon. Flavian Zeija at his office in Dar es Salaam, during his visit on 15th August, 2023.



The Principal Judge of the High Court of Uganda, Hon. Flavian Zeija visiting a mobile court during his official visit in Tanzania.

5.3.2 Outside the country



WIPO Assistant Director General, Dr. Aleman Marco and the Principal Judge of the High Court of the United Republic of Tanzania, Hon. Mustapher Siyani (at the Centre) with WIPO Officials and members of the delegation of the Judiciary of Tanzania during an official visit at WIPO in Geneva Switzerland on 13th November, 2023.



From left is the Principal Judge of the High Court of Tanzania, Hon. Siyani Mustapher, Ms. Upendo Ngitiri, Deputy Registrar & WIPO-JoT focal person, Dr. Aleman Marco WIPO Assistant Director General, and Hon. Wilbert Chuma, J.

5.4 Conference/meeting

5.4.1 inside the country



Her Excellency Dr. Samia Suluhu Hassan, the President of the United Republic of Tanzania, delivering speech during the official opening of the Southern and Eastern Africa Chief Justices' Forum Conference and Annual Meeting at Mount Meru Hotel in Arusha, 23 October 2023.



The President of the United Republic of Tanzania Her Excellency, Dr. Samia Suluhu Hassan in a group Photo with the Southern and Eastern Africa Chief Justices at Mount Meru Hotel in Arusha immediately before the official opening of the Southern and Eastern Africa Chief Justices' Forum (SEACJF) Conference and Annual Meeting on 23 October 2023.



Honourable Prof. Ibrahim Hamis Juma, the Chief Justice of Tanzania, gave welcome remarks at Mount Meru Hotel in Arusha during the official opening of the Southern and Eastern Africa Chief Justices' Forum (SEACJF) Conference and Annual Meeting on 23 October 2023.



The Justices of Appeal at the Annual Performance Evaluation Meeting of the Court of Appeal of Tanzania in Morogoro on July 27, 2023.



The Chief Justice, who is also the patron of the JMAT, Hon. Prof. Ibrahim Hamis Juma (centre) participating in the singing of the National Anthem and the East African National Anthem during the opening of the JMAT Annual Conference on 19th December 2023 in Dodoma. Others in the photo are; the Principal Judge of the High Court of Tanzania, Hon. Mustapher Mohamed Siyani (second from left), President of JMAT Hon. John Kahyoza, (second from right), Hon. Dr. Juliana Masabo, (left) and Chief Court Administrator of the Judiciary of Tanzania, Hon. Prof. Elisante Ole Gabriel (right)

5.4.2 outside the country



A photo taken during inauguration of WIPO Annual Judges Forum (Judges from various jurisdictions and Judicial Personnel from the Judiciary of Tanzania) held in Geneva Switzerland on 15th November, 2023.



Hon. Prof. Ubena A. John, making a presentation during the sixth African Union Judicial Dialogue on advancing human rights in Africa, held in Algeria on 20th November, 2023.

Court sessions



His Lordship Prof. Ibrahim Hamis Juma, the Chief Justice of the United Republic of Tanzania, *opening the first session of the Court of Appeal in line with launching the sub registry of the Court of Appeal in Songea, on August 14, 2023.*



His Lordship Prof. Ibrahim Hamis Juma, the Chief Justice of the United Republic of Tanzania, opening the first session of the Court of Appeal in Sumbawanga on 18th September, 2023.

5.5 Training, study tours and benchmarking



The Institute of Judicial Administration (IJA) in partnership with the non-governmental organization (PAMS Foundation) conducting a training for criminal justice stakeholders including Judges, Magistrates, Prosecutors and Detectives from across the country on how to manage and prosecute wildlife cases in Katavi on 13-15 November 2023



Newly 21 Judges of the High Court of Tanzania pose for a photo after their training session at IJA on 2nd October, 2023.



Hon. Mustapher Mohamed Siyani (front row), the Principal Judge of the High Court of Tanzania, poses for a photo with Judges and newly Deputy Registrars and Regional Magistrates after launching of the training which began on December 12, 2023.



The delegation of the Judiciary of Tanzania during their study tour on various issues of justice delivery in Lithuania on 16th November, 2023.

Inauguration/launching

5.6.1 books



His Lordship Prof. Ibrahim H. Juma, the Chief Justice of the United Republic of Tanzania launching a new book titled Utawala Bora (Good Governance) authored by Hon. Barnabas Samatta, the retired Chief Justice during the launching ceremony on 4th December 2023 at JINCC in Dar es Salaam.

5.6.2 System



His Lordship Prof. Ibrahim Hamis Juma (center) , the Chief Justice of the United Republic of Tanzania, launching the new Labour Law Mobile App, on 29th September 2023 at the Conference Hall of the High Court of Tanzania Division of Labour.



Hon. Dr. Gerald Ndika, Justice of Appeal, launching the third edition of the new TanzLII held at IJC Temeke on 29th May, 2023

Reports



Dr Donald Mmari, the Executive Director of REPOA, handing over the report of the Court Users' Satisfaction survey to Hon. Wilbert Chuma, the Chief Registrar of the Judiciary of Tanzania, at a short event held at One Stop Centre for Family Affairs Temeke in Dar es Salaam on 11th July, 2023.

CHAPTER 6

Emerging Issues and Recommendations

Annexures

The Judiciary of Tanzania, like many Judicial systems worldwide, faces several challenges that require thoughtful consideration and strategic responses. These challenges arise from a confluence of factors, including technological advancements, societal changes, and economic pressures. This report explores some of the key emerging issues confronting the Judiciary of Tanzania and offers recommendations for addressing them.

S/N	EMERGING ISSUE	RECOMMENDATIONS	ACTOR
1	A persistent shortage of staff across various cadres within the Judiciary of Tanzania has emerged as a significant challenge: This shortage has led to increased workloads for existing staff, delayed case proceedings, and compromised service delivery to the public.	1. Conduct a thorough assessment to identify the specific staffing needs across various cadres within the judiciary, considering factors such as workload, caseload, and geographic distribution. 2. Based on the assessment, develop a comprehensive staffing plan that outlines the recruitment and retention strategies to address the identified shortages. 3. Review and enhance the compensation and benefits packages offered to Judiciary staff to improve job satisfaction and reduce staff turnover. 4. Invest in training and development programs to enhance the skills and capabilities of existing staff, reducing the need for external recruitment. 5. Advocate for increased funding from the government to support the judiciary's staffing needs and improve service delivery.	JSC and DAHRM

2	The Judiciary of Tanzania faces a growing imperative to harness technology for more efficient and effective justice administration. While the implementation of electronic case management, Virtual Courts, Digitization of Records, Process Automation, ICT System Upgrades, and Cybersecurity Measures systems has been a significant step forward, further advancements are necessary to fully leverage the potential of technology	1. Ensure that the Judiciary ICT Systems are regularly updated and upgraded to incorporate new features, address security vulnerabilities, and improve user experience. 2. Ensure the Integration of Judiciary ICT Systems 3. Ensure that ICT initiatives receive adequate funding and resources within the judiciary's budget, prioritizing them over other capital and development expenditures. 4. ICT department within the judiciary to oversee the planning, implementation, and maintenance of technology systems. 5. Provide comprehensive training to Judiciary staff on the use of the systems and establish a reliable support mechanism to address user queries and issues. 6. Implement robust data quality and integrity measures to ensure the accuracy and reliability of data entered into the system and ensure that the system is interoperable with other systems used within the judiciary, such as court scheduling and document management systems. 7. Establish interlinkages between different systems and actors within the Justice sector to ensure seamless data flow and coordination. 8. Implement robust cybersecurity policies and procedures to protect sensitive judiciary data.	DICT
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3	The Judiciary of Tanzania is facing significant infrastructure deficiencies in its court buildings, which hinder its operations and create challenges for both staff and Stakeholders: Outdated courtrooms, limited office space, and inadequate facilities have compromised the judiciary's ability to deliver efficient and effective justice services. These deficiencies contribute to delays in case proceedings, reduced access to justice, and a decline in public confidence.	1. Prioritize the construction of new court buildings and the rehabilitation of existing ones, focusing on areas with the most urgent needs. 2. Develop a maintenance and upkeep plan to ensure that court buildings are properly maintained and in good condition. 3. Ensure that court facilities are accessible to all, including people with disabilities. 4. Implement effective project management practices to ensure that construction and rehabilitation projects are completed on time and within budget. 5. Incorporate sustainable design principles into new construction projects to reduce the environmental impact and long-term maintenance costs.	DPC AND HEM
4	Financial Constraints: Limited budgetary allocations have constrained the judiciary's ability to invest in necessary resources, including staff training, infrastructure improvements, and the implementation of modern technologies.	1. Advocate for increased budgetary allocations from the government to support the judiciary's operations and initiatives. 2. Review the national budgeting process to complement the financial independence of the Judiciary. 3. Implement cost-effective practices to optimize resource utilization and reduce unnecessary expenditures.	PARLIAMENT

5	The Judiciary of Tanzania is facing a growing need to consolidate, harmonize, and decentralize Judiciary services across the country. This emerging issue is driven by the desire to improve access to justice, enhance efficiency, and reduce disparities in the delivery of legal services.	1. Review and harmonize relevant laws and regulations to create a consistent legal framework across the country. 2. Ensure that adequate resources are allocated to support the implementation of reforms, including funding, personnel, and infrastructure. 3. Develop clear guidelines and procedures for the operation of decentralized courts, including jurisdiction, case allocation, and dispute resolution mechanisms. 4. A high Court be established in every region of Tanzania to bring justice closer to the people, reduce travel distances, and alleviate the burden on existing High Courts. 5. Resource the Mobile Court and expedite their rollout across the country to curb the increasing case backlog and enhance access to justice.	CJ COMMITTEES, CJ REFORM TEAM
6	The Judiciary of Tanzania has made significant strides in establishing specialized courts to address specific types of cases more efficiently: However, to ensure that these specialized courts continue to operate effectively and contribute to the overall efficiency of the justice system, it is essential to undertake legal and administrative reforms to streamline the entire justice chain.	1. Establishing clear guidelines and procedures to delineate the jurisdiction of specialized courts, reducing overlaps and ensuring efficient case allocation. 2. Leveraging technology to streamline processes, improve transparency, and enhance access to justice for litigants. 3. Simplify and modernize court procedures to reduce delays, improve efficiency, and enhance access to justice.	

7	The Judiciary of Tanzania is increasingly recognizing the importance of data-driven decision-making. To enhance its effectiveness and efficiency, the judiciary must prioritize the utilization of both qualitative and quantitative analysis tools	1. Implement a robust data management system to collect, store, and analyze relevant data. 2. Establish data governance policies and procedures to ensure data quality, security, and integrity. 3. Provide training to Judiciary staff on data analysis techniques, including statistical modeling, data visualization, and qualitative research methods. 4. Develop key performance indicators (KPIs) to measure the judiciary's performance in key areas, such as case processing time, access to justice, and public satisfaction. 5. Use data to track progress towards achieving KPIs and make data-driven decisions to improve performance. 6. Raise awareness among judiciary staff about the importance of data-driven decision-making and provide training on data literacy. 7. Encourage data sharing and collaboration among different departments within the judiciary.	
8	Persistent delays in the disbursement of project funds from the Treasury have significantly hindered the implementation of construction and rehabilitation of court buildings within the Judiciary: These delays have resulted in stalled projects, compromised infrastructure, and reduced access to justice for the public.	1. Employ effective project management practices, including clear project plans, regular monitoring, and risk assessment, to ensure efficient and timely execution of construction and rehabilitation projects. 2. Advocate for expedited disbursement of project funds from the Treasury, emphasizing the importance of these projects for the judiciary's operations and the public good.	

Opportunities and Initiatives

Despite the challenges, the Judiciary of Tanzania also presents significant opportunities for growth and improvement. Some key initiatives include:

- **Modernization:** The Judiciary is investing in modernization efforts, including the implementation of technology-enabled systems to improve efficiency and transparency.
- **Public Engagement:** The Judiciary is actively engaging with the public to enhance understanding of its role and address concerns.
- **Partnerships:** The Judiciary is forging partnerships with government agencies, civil society organizations, and international donors to support its initiatives and address challenges.

Conclusion

The Judiciary of Tanzania is facing several challenges that require a comprehensive and multifaceted approach to address. By implementing strategic initiatives and leveraging opportunities, the Judiciary can overcome these challenges and deliver efficient, effective, and fair justice to the people of Tanzania.

