



*Judicial Service Commission*

## UNITED REPUBLIC OF TANZANIA



### JUDICIAL SERVICE COMMISSION

## MEDIUM TERM STRATEGIC PLAN (MTSP) (2021/2022 – 2025/2026)

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**Abbreviations/Acronyms**

ADPs	-	Annual Development Plans
AG	-	Attorney General
CAG	-	Controller and Auditor General
CCM	-	Chama Cha Mapinduzi
CEO	-	Chief Executive Officer
FYDP II	-	Five Years Development Plan Phase Two
GN	-	Government Notes
GSPP	-	Government Salary Payment Platform Integrated Communication System
HCMIS	-	Human Resource Management Information System
HIV & AIDS	-	Human Immune Deficiencies and Acquired Immune Deficiencies Syndrome
HRM	-	Human Resource Management
ICS	-	Integrated Communication System
ICT	-	Information Communication Technology
JOPRAS	-	Judicial Open Performance Review Appraisal System
JSC	-	Judicial Service Commission
KPIs	-	Key Performance Indicators
LTPP	-	Long Term Perspective Plan
M&E	-	Monitoring and Evaluation
MoFP	-	Ministry of Finance and Planning
MTEF	-	Medium Term Expenditure Framework
MTSP	-	Medium Term Strategic Plan
MTSPB	-	Medium Term Strategic Plan and Budget
NACSAP III	-	National Anti-corruption Strategy Action Plan Phase Three
NAO	-	National Audit Office
NCDs	-	Non-communicable Diseases
OPRAS	-	Open Performance Review Appraisal System
PCCB	-	Prevention and Combating of Corruption Bureau
PO-PSMGG	-	President's Office Public Service Management and Good Governance



- POSH - President's Office, State House
- PPRA - Public Procurement Regulatory Authority
- SDGs - Sustainable Development Goals
- SP - Strategic Plan
- SWOC - Strengths, Weaknesses, Opportunities and Challenges
- TDV - Tanzania Development Vision
- URT - United Republic of Tanzania



## **PREFACE**

It is with great honor that I present the Judicial Service Commission Strategic Plan for the period of 2021/2022 – 2025/2026 by acknowledging the hard work and commitment of our Management and its staff, ably led by the Judicial Service Commission Secretary in preparing this Strategic Plan.

It is important to take a serious note that, Tanzania is about to reach the final time of implementation of its development efforts toward aimed at deliver to its Development Vision 2025 that has the Target on Good Governance and Rule of Law. In that target, it is desired that Tanzania Society should be characterized by: Desirable moral and cultural uprightness; Strong adherence to and respect for the rule of law; Absence of corruption and other vices; and A learning society which is confident learns from its own development experience and that of others and owns and determines its own development agenda.

The Vision unifies all pillar of States' efforts for which Judiciary hold an equal stake to its peers in contributing to national development. The aspiration poses a challenge to Judiciary to be more robust and focused, with that respect mandates, roles and functions of Judicial Service Commission cements the foundation. The JSC Strategic Plan for the year 2021/2022 – 2025/2026 articulates the direction to be pursued as required by the Judiciary Administration Act No. 4 of 2011, and ongoing Legal Sector Reforms as well as other reforms in the public sector. The Strategic Plan keeps in focus the challenges it will address in improving the Performance of the Judicial Service Commission and the Judiciary.

The Judicial Service Commission focuses on strengthening its statutory relationship with all its stakeholders in efforts to aligning its efforts enshrined in the Strategic Plan to support the current National priorities. The focus of the Judicial Service Commission's Strategic Plan 2021/2022 – 2025/2026, will be in the framework of citizenry centered perspective for delivering services not only in conformity to National frameworks but also towards internationally acceptable standards including attaining the Sustainable Development Goals' 2030.

This Strategic Plan therefore serves as a roadmap towards achievement of the Development Objectives that is in line with the Tanzania Development Vision 2025. It inspires JSC *to enhance efficient and effective service delivery to the public, good governance and accountability as well as peace and tranquility*. Other key areas which will be addressed by this strategic plan among others include Management information systems. Judicial Service Commission is fully committed to achieving the SDGs with the way they have been mainstreamed in Five Years Development Plan Phase Three (FYDP III) as last phase of Tanzania's Long Term Perspective Plan (LTPP) 2011/12-2025/ in achieving The Tanzania Development Vision 2025 (TDV 2025), which is purposefully aimed at enabling Tanzania be a middle income country by year 2025. The Ruling Party Election Manifesto (2020) wasn't left out of review since it has recommendations for JSC strengthening in order to improve Judiciary performance in general.



The Plan articulates the Vision, Mission, Core Values and Objectives that will attract shared institutional effort, departmental and individual accountability in achievements by Judicial Service Commission during 2021/2022 – 2025/2026. In brief, the thrust of JSC for the next five years is to enhance ethical behavior, desired performance and accountability in the Judicial Service. In this endeavor, it is my sincere hope and wishes that all JSC staff and stakeholders will fully and objectively participate in the implementation and monitoring of the plan to ensure the realization of the expected results as depicted in the plan.

A handwritten signature in blue ink, appearing to be 'I. Juma', written over a light blue grid background.

Prof. Ibrahim H. Juma  
**Chief Justice and Chairman**  
**JUDICIAL SERVICE COMMISSION**





## **STATEMENT OF THE SECRETARY**

The Judicial Service Commission strives to support the quality service delivery in the Judiciary; the endeavor that can only be achieved if there is well organized efforts. This plan is formulated to address that important intention by a series of actions performed by a team of JSC staff facilitated by PO PSMGG expert who acted as both trainer and moderators in the process of developing this strategic plan. The process involved reviewing International and National Policy Frameworks, JSC mandated roles, undertaking SWOC analysis in which organization's strengths, weaknesses, opportunities and challenges were identified and analyzed. Special attention were centered also on review of the previous Strategic Plan to be a foundation for sustainability purposes. The reviews undertaken to establish critical issues that areas for improvements to be addressed in the planned period as key result areas for JSC.

The process enabled the JSC to refine its vision, mission, and core values and develop focused strategies for improving JSC performance in service delivery to Judiciary and other key stakeholders. Some strategies from the previous plan are sustained in this plan with some improvements and, more scrutiny was done on new strategies and targets to be more focused in order to improve service delivery. To achieve its objectives JSC formulated performance indicators as standard measures of performance.

The basic building blocks of our organization include our dedication to our vision, mission and values; as well as our commitment to our clients through our actions as described in our Strategic Plan and its implementation is expected to be an instrument to bring a positive sustainable socio – economic development and support Judiciary so as promote justice for all in Tanzania.

In the process of performing its mandated administrative and development roles, JSC is committed in the coming five years to implement interventions aimed at achieving planned targets whose combined effects will lead to attainment of the following objectives:

- A. HIV & AIDS and Non-communicable Diseases (NCDs) Infection Reduced and Supporting Services Improved.
- B. Effective Implementation of the National Anti-corruption Strategy Enhanced and Sustained.
- C. Human Resources Capacity, Capability and Ethical Behavior in the Judiciary Sustainably Strengthened
- D. Good Governance and Administrative Services in JSC Enhanced.

JSC management having participated in formulation of the plan, is committed and devoted to the implementation of this Strategic Plan and will use it as a guide/reference document for Operational planning, monitoring and evaluation of the entire JSC initiatives.

**Mathias Kabunduguru**  
**Secretary**



## **EXECUTIVE SUMMARY**

The Strategic Plan has been prepared in accordance to the MTSPB Manual with facilitation on formulations of components of the quality Strategic Plan. In achieving the participatory formulation, the Management and designated SP team of JSC undergone a short training on Strategic Planning, Situational Analysis and Plan Components Formulation thus coming up with Vision, Mission, Core Values, Objectives and their rationale, Targets and finally KPIs.

The JSC Strategic Plan has four chapters formulated with the team under a facilitators who guided document review that have been listed in the mandate section of the plan, additionally the JSC Strategic Plan that ended in 2017/2018 was used as a baseline reference document. Other documents consulted as major reference documents included the Tanzania Development Vision (Vision 2025), FYDP II, and the 2015 CCM Party Election Manifesto and The Functions and Organisation Structure of the JSC. After critical Analysis of Internal and external environment using tools of analysis and review of Performance the team formulated Critical issues that governed the plan development. The Plan has Vision, Mission, and Core Values for JSC, Objectives, Strategies, Targets and Key Performance Indicators - KPIs.

The Plan has **four** Objectives, **ten** strategies, **twenty two** Targets for **ten** Unites of JSC; finally there are **nine** KPIs to track the plan.

The last chapter is the Results Framework which intends to show how the results envisioned in JSC Strategic Plan will be measured as well as the benefits that will accrue to its clients and other stakeholders. It has the Monitoring Plan; the Planned Reviews; the Evaluation Plan and finally the Reporting Plan.

The last part of the Strategic Plan includes appendices which include organizational structure and Strategic Plan Matrix.



## CHAPTER ONE

### 1.0. INTRODUCTION

The introduction narrates the about the institution and Strategic plan in a focus to whoever will use it as a communication tool to show future intervention of Judicial Service Commission (JSC) that are prioritize in five years starting 2021/2022 to 2025/2026. This chapter will have sub topics of Historical Background, the mandate, roles and functions, Purpose of the Plan, Approach and Layout of the Plan

### 1.1. Historical Background

Judicial Service Commission (JSC) was established under Article 112 (1) of the Constitution of The United Republic of Tanzania, it shall be an Appointments Advisory Commission for Judges and Magistrates in Mainland Tanzania. Despite a long history starting in 1962, it undergone last changes in 2011 by the Act No. 4 of 2011 that introduced some reforms to the Judicial Service Commission by adding to its roles to deal with both Judicial and non-Judicial Officers on the issues of recruitment, promotion, confirmation, appointment and discipline. Under that new perspective it started operation in 2012. Nonetheless, JSC has been planning but this plan succeeds the JSC Strategic Plan for the year 2013/2014 to 2017/2018.

### 1.2. Mandate, Functions and Powers of the Judicial Service Commission.

#### 1.2.1. Mandate of JSC

The Judicial Service Commission derives its mandate from Article 112 (1) of the Constitution of the United Republic of Tanzania (URT).

#### 1.2.2. Roles and Functions of JSC

Article 113 (1) of the of the Constitution of the United Republic of Tanzania of 1977 establishes the Judicial Service Commission's functions vide Section 29 (1) of the Judiciary Administration Act No.4 of 2011 as depicted in the table below:-

**Table 1: Roles and Functions of JSC**

ROLES AND FUNCTIONS	PROVISION
(i) To advise the President in respect of the appointment of the Jaji Kiongozi and Judges of the High Court on the exercise of such of the functions conferred on the President by Article 113 (a) as the President may require	29(1) (a) (i)
(ii) To advice the President in respect of appointment of Chief Court Administrator, Chief Registrar, Registrar of Court of Appeal and Registrar of High Court.	29 (1) (a) (ii)
(iii) Inability of a Justice of Appeal, The Jaji Kiongozi, or a Judge of High Court to perform functions of the office of a Justice of Appeal, a Jaji Kiongozi or a Judge;	29 (1) (a) (iii)



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(iv) Misconduct by Justice of Appeal, the Jaji Kiongozi, a Judge, the Chief Court Administrator, the Chief Registrar, the Registrar of the Court of Appeal, or the Registrar of the High Court which is inconsistent with the ethics of their respective offices or with the Law governing ethics of public leaders;	29 (1) (a) (iv)
(v) Salaries and remuneration of Judicial and non-judicial officers in the Judiciary service;	29 (1) (a) (v)
(vi) To scrutinize a complaint against a Justice of Appeal, the Jaji Kiongozi, a Judge or any other Judicial officer;	29 (1) (b)
(vii) To take administrative measures against a Justice of Appeal, a Jaji Kiongozi, or a Judge other than measures referred to under the Constitution;	29 (1) (c)
(viii) Appoint, promote and discipline any Judicial Officer other than the Chief Registrar, Registrar of Court of Appeal or Registrar of the High Court;	29 (1) (d)
(ix) Recruit, promote and take any disciplinary or administrative measures against any non-judicial officer as provided in this Act;	29 (1) (e)

### 1.2.3. Powers of JSC

In order to exercise powers conferred on it by the Constitution, JSC is vested with the following powers:

**Table 2: Powers of JSC**

POWERS OF JSC	SECTION OF THE JUDICIAL SERVICE ACT
(i) Authority in relation to appointment, promotion and discipline over non-judicial offers;	14 (1)
(ii) To establish an Employment Advisory Committee;	14 (2)
(iii) To decide on the composition and modalities of the Employment Advisory Committee and prescribe rules for better carrying into effect its functions;	14 (3)

### 1.3. Purpose of the Plan

This plan has been prepared with a view to guiding JSC developmental and operational interventions in the five years of implementation of its strategic roles and functions. The plan shall be used as a management tool in improving institutional performance and service delivery. Preparations of the plan has been designated to facilitate creation of more relevant institutional structures since output of every cost centre has been charted out in a participatory manner thus increasing the levels of institutional,



departmental and individual accountability. Intentionally the plan will improve transparency and communication between management, employees, clients and other stakeholders with the view of enhancing collective responsibility in performance of mandated functions within policy and regulatory framework. Formulation guide established priorities for efficient and effective resource allocation from the fact that, it will be used at departmental level in annual plans and budget.

#### **1.4. Approach**

This Plan has been developed in accordance with the Medium Term Strategic Plan, Budget Guidelines and Manual issued by President's Office, Public Service Management and Good Governance. Furthermore, the participatory approach involving JSC Management and facilitators from the President's Office Public Service Management and Good Governance (PO-PSMGG) was the methodology applied coupled with review of several documents in the formulation of a foundation chapter called Situational Analysis. Some of the documents includes Tanzania Development Vision 2025, Tanzania Five Years Development Plan III, and Strategic Documents for the merged Institutions, Medium Term Strategic Planning and Budgeting Guidelines and Manual. The process was not just adhering to the process but rather creating results used to formulate other chapters but centrally the Plan. In addition to that, some key stakeholders were involved in its perfection to ensure that their needs and expectations are adopted. Adherence to the guidelines enabled preparation of the plan that conforms to the public institution Strategic Plans requirements.

#### **1.5. Layout of the Plan**

The plan contains four chapters and two annexes. Chapter one provides Introduction that covers historical background of JSC, approach, purpose and layout of the plan. Chapter Two discusses the Situational Analysis covering, Policy frameworks, performance review, stakeholders' analysis, SWOC analysis and the critical issues which need to be addressed by the Plan. Chapter Three Covers Vision, Mission, Core Values, Objectives and their Rationale, Strategies, Targets as well as Key Performance Indicators. Chapter Four outlines the Development Objectives, beneficiaries of JSC Services and provides linkage between the four objectives with the National Planning Frameworks. It also encompasses the Results Framework and describes how the plan will be monitored, reviewed and evaluated. The Organizational Structure and Strategic Plan Matrix are annexed



## **CHAPTER TWO**

### **2.0. SITUATIONAL ANALYSIS**

#### **2.1. PREAMBLE**

The analysis hereunder purposefully gives out critical issues results of choices generated as outputs of way forward merged intuitively for the Plan. They are to be addressed in Objectives and Strategies formulation. Components of this chapter are Current Vision, Mission and core value of the existing plan documents such as Current Strategic Plan and Structure; Review of Relevant Information such as Results of Institution Service Delivery Surveys and its Self-Assessment; Performance Reviews; Stakeholders Analysis; SWOC Analysis; Recent initiative for improving Performance; and Critical Issues. The chapter gives answers for fundamental question about JSC in an analytical way and show where it came from; where it now; where it is going; and choices it expects to use in the period ahead that is 2021/22 and 2025/26.

#### **2.2. ANALYSIS OF CURRENT VISION AND MISSION**

##### **2.2.1. Current Vision**

“To be a centre of excellence in the management of Judicial Service in Tanzania Mainland”

##### **Findings**

There is a need of using the correct word legally documented as Judiciary Service instead of Judicial Service in next formulations.

##### **Way forward:**

The current vision bears benchmark to Tanzania Mainland and this needs rethinking when developing new vision. Nonetheless, issues of Judiciary Service instead of Judicial Service wording needs an intervention in next formulations.

##### **2.2.2. Current Mission;**

“To sustainably provide Human Resource Management and Advisory Services pertaining to Judicial Service in Tanzania Mainland”

##### **Findings**

- i. Judiciary Service should be used instead of Judicial Service in next formulations;
- ii. Ethical conducts of judicial staff as part of services by the commission is included; and
- iii. Ethical conduct of non-judicial staff is not taken care of in the mission statement

##### **Way forward:**

There is a need to rethink when developing new mission.



## **2.3. REVIEW OF RELEVANT INFORMATION**

### **2.3.1. Service Delivery Survey Report**

The Commission assessment done after five years since 2015 to 2020 identifies several operational and strategic shortcomings as follows:

- i. There is a persistent mismatch between requirement for implementation of Commission's intervention to meet roles and functions. Additionally the Commission is facing a shortage of staff in comparison to the Commission's establishment and facilities are not sufficient;
- ii. The survey identified the minimal capacity in understanding by the ethics committee's members about general operand of the committees at regional and district level;
- iii. Marginalization of implementation of interventions by ethics committees at regional and district level as exhibited by weakness in secretariats that under normal circumstances has the role of following up complaints and claims against Judicial Officers;

#### **Way Forward**

- i. Strengthening ethics committees supervision at the regional and district level for capacity development on complaints and claims resolving committed by Judicial Officers;
- ii. Introducing the orientation programmes for newly appointed government official who automatically become members of ethics committees; and
- iii. Improving engagement with stakeholders whose roles affects the Commission's performance at Human Resource and financial capability.

### **2.3.2. Policy Framework for the Planning**

#### **2.3.2.1. Sustainable Development Goals (SDGs)**

**Goal 16: Promote peaceful and inclusive societies** for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

#### **Way forward:**

Strengthening the Human resources capacity and ethical behavior in the Judiciary as Institution.

#### **2.3.2.2. Tanzania Development Vision 2025: -**

**Overarching Development Goals:** in ensuring that Tanzania becomes a middle income country, 5 characteristics were identified that includes Peace stability and unity and Good Governance; which Judiciary has a stake in its implementation.





**Way forward:**

Maintaining Good Governance at JSC institutional level and within Judicial Service at large in implementing its mandate.

**2.3.2.3. Ruling Party Manifesto for General Election of Year 2020**

Article 120 (k) Strengthening JSC and its roles of managing ethics and conduct of Judiciary Service Staff;

**Way forward:**

Strengthening JSC capacity and capability resource endowment for effective and efficient performance.

**2.3.2.4. Official Presidential Inaugural Speech of the 12th Parliament.**

“The government pledged to cooperate with Judiciary to enable it fulfil the responsibility of overseeing right in the country. Nonetheless, Judiciary was evidenced that it has positive impact in ensuring the government be on track. The importance of preservation unity, harmony within the society, sustainment of peace and security in socio-economic development”. HE: Hon Dr. John Pombe Joseph Magufuli, President of the United Republic of Tanzania in Dodoma on 13th November 2020.

**Way forward:**

- i. Facilitating processes for recruitment, appointment and promotion of Judicial Staff; and
- ii. Strengthening of ethics and conduct for Judiciary Staff.

**2.4. BEST PRACTICES IN JUDICIARY ADMINISTRATION**

Judicial Service Commissions in other countries such as Kenya, Uganda, Argentina and South Africa has been observed for lesson in improvement of JSC future implementation of its Strategic Plan and Service Delivery improvement purposes.

**Findings**

South Africa’s and Argentina’s commissions has a role of Handling all logistics for commissioners and collating agenda and documents for the Commission. Whereas Kenya Commission facilitates capacity development of Judges

**Way Forward**

- i. Thinking of introducing the programmes of Handling all logistics for commissioners and collating agenda and documents for the Commission; and
- ii. Collaborating with stakeholders in continuously assess capacity development of Judges;





## **2.5. PERFORMANCE REVIEW OF JSC STRATEGIC PLAN (2013/2014 TO 2017/2018)**

**OBJECTIVE A:** HIV & AIDS and Non-Communicable Diseases (NCDs) infection reduced and supporting services improved.

### **ACHIEVEMENTS**

- Awareness raising campaign on HIV & AIDS and Non-Communicable Diseases (NCDs) was conducted to 96% of JSC staff;

### **FAILURES**

- No Report on the status of HIV & AIDS and Non Communicable disease in JSC is available.
- JSC have not conducted a survey to ascertain the magnitude of this disease.
- JSC have no HIV & AIDS and Non-Communicable Diseases (NCDs) workplace policy;
- JSC's HIV and AIDS and Non Communicable disease desk not established.
- JSC's HIV and AIDS and Non Communicable disease Committee inactive (Committee coordinator not appointed)

### **WAY FORWARD**

- Promoting HIV and AIDS and Non Communicable disease voluntary counseling and testing.
- JSC should establish a HIV and AIDS and Non Communicable disease committee and operationalize it.
- Training for HIV and AIDS and Non Communicable disease peer educators, Counsellors and project coordinators should be provided
- HIV and AIDS and Non Communicable disease together with Non Communicable Diseases work place policy to be established;

## **OBJECTIVE B: Effective Implementation of the National Anti-Corruption Strategy**

### **ACHIEVEMENTS**

- Awareness raising campaigns were conducted to 96% through IEC and seminars on Anti - corruption

### **FAILURES**

- JSC have not established an integrity committee.

### **WAY FORWARD**

- Establish an integrity committee and operationalize it as a Policy requirement.
- Domesticating NACSAP III in JSC

**OBJECTIVE C: Human resources capacity, capability and ethical behaviour in the Judiciary sustainably strengthened;**



### **ACHIEVEMENTS**

- Judicial Officers' ethics Committee Operational Guidelines prepared, disseminated and operationalized.
- Awareness ~~creation~~ on the roles and functions of JSC provided during National Exhibitions;
- Recruitment of new employees 1520 Promotion 1600 and Confirmation 1274 Permanent and Pensionable terms 1222 Appointments of Judiciary Staff 57 facilitated, these includes Principal Judge - 1, Judges 52 Registrars -3; CCA – 1, and Directors...
- Ethical behaviour of 242 Judicial Staff were handled; warning 41, dismissal 191.

### **FAILURES**

- Irregular submission of Quarterly and annual status reports from Regional and Districts Judicial Officers Ethics committees;
- Awareness creation on the roles and functions of JSC not conducted to a wider scope;
- JSC supportive supervision to Committees did not cover all Regions and Districts (Tanzania Mainland).
- Effective Complaints processing mechanism not in place
- JSC has no comprehensive database for potential legal practitioner's appointees.

### **WAY FORWARD**

- Implement training programme to Regional and Districts Judicial Officers Ethics committees
- To enhance inspection of Regional and Districts Judicial Officers Ethics committees,
- To implement the Awareness /Advocacy strategies and programmes
- Effective Complaints business processing mechanism to be prepared and operationalized
- Establishing a comprehensive database for potential legal practitioner's appointees.

### **OBJECTIVE D: Good Governance and Administrative Services in JSC Enhanced;**

#### **ACHIEVEMENTS**

- JSC working environments improved.
- Strengthened HRM in JSC (Promotion, transfer, re-categorization, appointment)
- Implementation of Training Program
- JSC was awarded an unqualified opinion (Clean certificate) in 2013/14, 2014/15, 2015/16, 2016/17, and 2017/2018.
- 4 quarterly internal audit reports prepared and submitted to the Authorities.
- The JSC Organization Structure reviewed in 2018,
- Compliance to the Public Procurement Act and its Regulations and Public Finance Acts facilitated
- Institutional Plans and accountability reports submitted accordingly.



**FAILURES**

- Vacancies of some Head of Units (DS and HGCU).
- Inadequacies of staff to perform JSC functions
- Minimal public visibility of JSC nationally
- JSC website not in place
- Client Service Charter not updated;
- Mismatch between requirements for fulfilling mandated functions and resource;

**WAY FORWARD**

- Sustaining and improved good working environment;
- Fulfilling the JSC approved establishment;
- Improving public visibility of JSC nationally
- Improving implementation of Performance Management Tools (Strategic Plan, Clients Service Charter, M&E systems and OPRAS)
- To establish JSC zone coordinators
- Effective implementation of the training programme;
- Soliciting fund from external and internal sources.
- Ensuring a holistic approach in implementing JSC mandate;
- Improving M&E and implementation of performance management tools.

**2.6. Stakeholders’ Analysis**

Judicial Service Commission has internal and external stakeholders. External stakeholders are from a wide spectrum of institutions including government and private entities. Generally, JSC offers services to its staff, customers and external stakeholders the plan shall continue serving their needs and expectations. The services offered by JSC and expectations of stakeholders are detailed and analyzed below in the Table No. 1:

**Table 3: Stakeholders analysis**

<b>Stakeholders</b>	<b>Service Offered</b>	<b>Stakeholder Needs and Expectations</b>
The Presidency	<ul style="list-style-type: none"> <li>• Proposals/Advise in respect of appointments and filling of vacancies of Principal Judge, High Court Judges, Chief Court Administrator, Chief Registrar, Registrar of Court of Appeal and High Court,</li> <li>• Develop/prepare proposal in respect of salary and fringe benefits for Judiciary staff,</li> </ul>	<ul style="list-style-type: none"> <li>• Timely and appropriately advisory proposals for filling of vacancies in the Judiciary Service.</li> <li>• Timely advices proposals on salary and fringe benefits in the Judiciary Service.</li> <li>• Timely advices on administrative matters and steps to be taken on ethical conduct for presidential</li> </ul>



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Stakeholders	Service Offered	Stakeholder Needs and Expectations
	<ul style="list-style-type: none"> <li>• Provision of advices on administrative matters on the status of Judiciary Service.</li> </ul>	<ul style="list-style-type: none"> <li>• appointees.</li> </ul>
Chief Court Administrator.	<ul style="list-style-type: none"> <li>• Decisions of the Commission for implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely provision of Compiled Commission's Decisions and Guidance;</li> <li>• Qualified and competent employees;</li> <li>• Remuneration and motivation scheme for Judiciary staff.</li> </ul>
Judiciary	<ul style="list-style-type: none"> <li>• Commission's decisions;</li> <li>• Feedback on complaints; and</li> <li>• Filling vacant posts in the Judiciary Service.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely, just and impartial decisions by the Commission;</li> <li>• Timely feedback on complaints against Judiciary Staff;</li> <li>• Timely filling of the vacant posts in the Judiciary Service;</li> <li>• Qualified, competent and well-motivated employees.</li> </ul>
Parent Ministry for Justice	<ul style="list-style-type: none"> <li>• Preparation and submission of Plans and Budgets</li> <li>• Budget Speech inputs;</li> <li>• Preparation and submission of Policy and performance related reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely preparation and submission of Plans and Budgets</li> <li>• Budget Speech inputs annually</li> <li>• Timely preparation and submission of performance reports.</li> <li>• Timely implementation of directives.</li> </ul>
Judicial Service Commissioners	<ul style="list-style-type: none"> <li>• Technical advice for Commission's decision making; and</li> <li>• Facilitation of Commission Meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Adequately and timely submission of information for decision making.</li> <li>• Appropriate technical advice for decision making;</li> <li>• Timely implementation of Commissions' decisions.</li> </ul>
Public Institutions	<ul style="list-style-type: none"> <li>• Provision of required data and report;</li> <li>• Preparation and submission of plans, budgets and reports</li> <li>• Information and experience sharing.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely, adequately and accurate reports;</li> <li>• Timely preparations and submission of plans, budget and reports</li> <li>• Ethical Judicial Service Commission staff.</li> </ul>
Development Partners	<ul style="list-style-type: none"> <li>• Preparation and Submission of Development proposals for</li> </ul>	<ul style="list-style-type: none"> <li>• Timely submission of development proposals;</li> </ul>



## *Judicial Service Commission*

<b>Stakeholders</b>	<b>Service Offered</b>	<b>Stakeholder Needs and Expectations</b>
	funding; and <ul style="list-style-type: none"> <li>• Implementation Reports on projects funded by donors.</li> </ul>	<ul style="list-style-type: none"> <li>• Accurate and timely submission of implementation reports;</li> <li>• Value for money and timely completion of projects;</li> </ul>
Civil Society Organizations	<ul style="list-style-type: none"> <li>• Processing of complaints; and</li> <li>• Develop and conduct awareness programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Just, Impartiality and Promptness in processing of complaints;</li> <li>• General understanding of the roles and functions of JSC.</li> </ul>
Politicians and Parliament	<ul style="list-style-type: none"> <li>• Information on implementation of mandated functions of the Judicial Service Commission;</li> <li>• Implementation of directives;</li> </ul>	<ul style="list-style-type: none"> <li>• Accurate information on implementation of mandated functions of the Judicial Service Commission;</li> <li>• Timely implementation of directives.</li> </ul>
Business Community (Economic Operator)	<ul style="list-style-type: none"> <li>• Provision of information on availability of procurement opportunities;</li> <li>• Processing of payment requests.</li> </ul>	<ul style="list-style-type: none"> <li>• Fair and transparent procurement processes; and</li> <li>• Timely and compliance of contracts.</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Information regarding the roles and functions of JSC;</li> <li>• Request for Advertisement of vacancy/recruitment opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely and accurate information regarding JSC; and</li> <li>• Timely submission of request and invitation for advertisement by JSC.</li> </ul>
Judicial Officers' Ethics Committees	<ul style="list-style-type: none"> <li>• Technical advices on decision makings;</li> <li>• Capacity building for members;</li> <li>• Provision of Guideline Manuals; and</li> <li>• Feedback on decisions by the Commission;</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate technical advices and capacity building;</li> <li>• User friendly Guidelines;</li> <li>• Timely feedback on their recommendations.</li> </ul>
General Public	<ul style="list-style-type: none"> <li>• Awareness and advocacy programs;</li> <li>• Transparent Recruitment Processes</li> </ul>	<ul style="list-style-type: none"> <li>• Adequately information on the roles and functions of the Commission;</li> <li>• Just and impartial recruitment processes;</li> <li>• Feedback on complaints lodged; and</li> <li>• Ethical Staff in Judiciary Service.</li> </ul>
Judicial Service Commission	<ul style="list-style-type: none"> <li>• Provision of statutory payments and benefits;</li> <li>• Provision of guidelines and</li> </ul>	<ul style="list-style-type: none"> <li>• Timely provision of guidance;</li> <li>• Realistic capacity building scheme;</li> </ul>



Stakeholders	Service Offered	Stakeholder Needs and Expectations
staff	clear directives; <ul style="list-style-type: none"> <li>• Career development and progression;</li> <li>• Conducive working environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely settlement of dues/entitlement;</li> <li>• Improvement in working environment.</li> </ul>
Controller and Auditor General and other regulators	<ul style="list-style-type: none"> <li>• Compliance and Accountability Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Adherence to Policies and Legislation;</li> <li>• Timely reply to recommendations.</li> </ul>

### **2.7. Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis;**

The assessment conducted by the Judicial Service Commission revealed the organization's strengths, weaknesses, opportunities and challenges by using the balanced score cards and in consideration of PEST to come up with the follows.

#### **Strength**

- Existence of competent and multi-disciplinary Secretariat staff;
- Existence of JSC competent and experienced Commissioners;
- Optimum utilization of available human resource;
- Focused leadership and management with strong ethical values;
- Participatory approach and team work building culture within the Commission;
- JSC staff are equally subjected to similar Human resource practices;
- Availability of performance management system (OPRAS&JOPRAS). Automated financial management system (Epicor/TSA & MUSE)
- Automated financial management system (Epicor/TSA & MUSE)
- Presence of planning, budgeting and reporting guidelines and procedures (CBMS)
- Presence of Risk Management Framework.
- TANEPS (Tanzania National Electronic Procurement System);
- Human Resource/Capital Management Information System (HCMIS) and GSPP (Government Salary Payment Platform) Existence of a Clear Mandate from the Constitution and the Judiciary Administration Act No.4 of 2011
- Existence of a Clear Mandate from the Constitution and the Judiciary Administration Act No.4 of 2011
- Existence of delegate Committees;
- Dual roles of the Secretary to the Commission.
- Strong and committed leadership;
- Existence of qualified staff and good customer care;
- Existence of ICT networking infrastructure
- Delegated system by having judicial officers' ethics committees and employment advisory committee.



## **Weaknesses**

- ~~Inadequacy in conduciveness of working environment;~~
- Inadequate implementation of performance management system;
- Lack of customized human resource working tools i.e. Healthy scheme, Induction Manual, Service Scheme or operational manual, retention scheme, incentive scheme;
- Understaffing of JSC according to structure and establishment.
- Internal control framework;
- Inflexibility of public procurement processes;
- Minimal capacity in operating systems that are in place;
- Technological problems for systems seldom affects efficiency and effectiveness;
- Outdated Risk Management Framework.
- Absence of Judiciary Administration Regulations;
- Weak/inadequate Complaints Handling mechanism
- Inadequate ICT Infrastructures systems;
- Communication strategy not in place
- Inadequate operation of the delegate committees
- Absence of Integrated Communication System (ICS) or Lack of recruitment portal;
- Overlapping of Roles and functions of the JSC Units/Sections
- ~~Weak~~ Inadequate of records management system
- Status report Model (uniformity) not complied
- Lack of harmonized Data Management System;
- Unharmonized duties and responsibility of CEO to JSC.
- Weak Complaints handling system/mechanism;
- Outdated Client Service Charter
- Non-Existence of JSC website
- Weak linkage between JSC and clients;
- Proximity between service recipient and JSC.

## **Opportunities**

- Availability of skilled people in the labour market
- Existing Judiciary reform programs;
- Similar institutions within and outside the country for best practices exchange in human resources management;
- Availability of potential appointees;
- Possibilities for donors support of JSC capacity development;
- Political will for HRM through Parliamentary committees visits and directives;
- Support from Central HRM Ministry.
- Existence of Judicial Ethics Committees
- Existence of HRM Laws, Regulations & Guidelines. □ Existence of financial, procurement, planning and budgeting guidelines in the public service;
- Existence of financial, procurement, planning and budgeting guidelines in the public service;





- Existence of International Financial Reporting Standards (IFRS);
- Existence of International Public Sector Accounts Standards (IPSAS)
- Existence of subvention from the Government and other financial support for development;
- Availability of technological support from parent Ministries;
- Existence of other financial systems. Availability of institutions with similar business from within the country and abroad;
- Availability of institutions with similar business from within the country and abroad;
- Growth and advancement in ICT and ICS in the country;
- Possibility of benchmarking with other Judicial Service Commissions globally;
- Possibility of working with stakeholders to improve service delivery.
- Existence of Instruments/Operational manuals for each discipline or profession
- Availability of ICT systems;
- Support from Government Institutions and Stakeholders.
- Customers confidence;

### **Challenges**

- Competing employers for attractive remuneration;
- Insufficient financial resources;
- Commission's HRM decisions depends on approval by PO PSM GG;
- Effects of non-communicable diseases to HRM;
- Weakness in the Law about HRM.
- Mismatch between finances priority dynamisms, such as low budget ceiling and disbursement;
- Delays in technological support;
- Foreign currency whenever used is normally unstable. High expectations from the public
- High expectations from the public
- Frequent changes in laws, rules and regulation;
- Knowledge gap about the laws, rules and regulation on JSC's roles and functions.
- Misinterpretation and non-compliance to laws and regulations.

### **2.8. Recent Initiatives**

- i. Filling of vacant posts as per JSC Organisation structure,
- ii. Purposeful labour mobility to instill innovativeness and exposure,
- iii. Long and short term training to JSC staff in HCMIS, ICT, e-Procurements (TANePS), MUSE and Debt Management,
- iv. Retooling of JSC offices by providing working tools and facilities and installation of Networking infrastructure (ICT),
- v. Development and dissemination of Judicial Officers Ethics Committee Guidelines, Operational and Training Manual,
- vi. Training of Members of the Judicial Officers Ethics Committees
- vii. Recruitment and appointment of Judicial and Non Judicial Staff, filling of vacant posts in the Judiciary as per Judiciary Administration Act No.4 of 2011,





- viii. Introduction of the Post of Deputy Secretaries in the structure of JSC,
- ix. Strengthening of ethics amongst Judiciary staff in order to restore public trust and reputation through compulsory retirements on public interests.

### **Way Forward**

Strengthening the Judiciary integrity system to maintain public trust and reputation.

## **2.9. Critical Issues**

The following are to be considered as critical issues facing the Commission and therefore, should be urgently addressed to enhance JSC effective service delivery.

- i. Upholding good governance<sup>1</sup>, independence, equity and justice.
- ii. Strengthening stakeholders' trust and reputation.
- iii. Promoting the Commission's implementation of crosscutting policy intervention that includes combating corruption, mitigate HIV and AIDS, and Non Communicable Diseases at work place
- iv. Strengthening Human Resources Management and systems for delivery of quality services according roles and functions.
- v. Establishing a holistic and purposeful data bank and linkages for all Judiciary staff and other potential candidate for simplification of recruitment, appointment and career management.
- vi. Strengthening adherence to Ethical Conduct in the Judiciary service by improving information exchange and sharing.
- vii. Improving JSC's working environment and capacity development.

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<sup>1</sup> Good Governance is “the manner in which power is exercised in the management of a country’s economic and social resources for development”. Generally it has four components, that are Accountability, Participation, Predictability of Laws and policies and Transparency



## CHAPTER THREE

### 3.0. THE JUDICIAL SERVICE COMMISSION'S PLAN

The Plan for JSC includes Vision, Mission, Core Values and Objectives. The later has all of its component under it that are the Objective Rationale, Strategies, Targets and Key Performance Indicator(s).

#### 3.1. Vision

“To be a centre of excellence in the Administration of Judiciary Service for robust good governance”

#### 3.2. Mission

“To sustainably provide Human Resource Management and Advisory Services pertaining to Judicial Service for dispensation of Justice in Tanzania Mainland”

#### 3.3. Core Values

##### **INTEGRITY**

We provide and maintain high standards ethical behaviour and rule of law

##### **INNOVATIVENESS**

We are a learning and creative organisation that promote and implement value added ideas and methods from inside and outside of the organisation

##### **EXCELLENCE**

We provide high quality services based on standards and best practices

##### **ACCOUNTABILITY AND RESPONSIVENESS**

We uphold openness and take responsibility for actions in discharging our Mandate

##### **TEAM WORK**

We maintain cooperation and team work spirit among our staff

##### **TRANSPARENCY**

We consciously serve our clients in a open and acceptable way



### **3.4. The List of JSC Objectives**

- A. HIV & AIDS and Non-communicable Diseases (NCDs) infection reduced and supporting services improved.
- B. Effective Implementation of the National Anti-corruption Strategy Enhanced and Sustained.
- C. Human resources capacity, capability and ethical behavior in the Judiciary sustainably Strengthened
- D. Good Governance and Administrative Services in JSC Enhanced.

#### **3.4.1. Objective A: HIV & AIDS and Non-communicable Diseases (NCDs) infection reduced and supporting services improved**

##### **Rationale:**

HIV and AIDS and Non-Communicable Diseases (NCDs) are diseases whose effects are felt in the public service. Their major effects include reduction of human resource efficiency and effectiveness. Further to that, it has been a causative of premature staff deaths. For the organization it affects productivity associated with unhealthy staff suffering from diseases and loss of man-hours attending the affected members of the family. JSC is not excused from their effects unless specific interventions are undertaken.

Contemporarily, the rise of NCDs has increased due to low attention to their effects. In fact, they were driven by primarily four major risk factors: tobacco use, physical inactivity, the harmful use of alcohol and unhealthy diets.

JSC will sustain the facilitation and provision of education on the combating NCDs and HIV and AIDS so that staff can be able to get the best services and continues to serve in the Judicial Service with efficiency.

JSC needs to ensure that HIV and AIDS infections are not spread and those who have revealed their status to the employer are getting the required supportive services so that they can continue serving like others. However, it has to ensure that, employees are getting proper education on NCDs. This cannot be done if JSC will not get sufficient resources to implement the preventive and supportive strategies to the required coverage. In order to achieve that, JSC adopts the following Strategies;

- (i) Strengthening implementation of the work place Non Communicable Diseases, HIV and AIDS JSC policy

##### **Targets for Objective A**

From the above interventions the following outputs are expected;



**01.** Knowledge on HIV and AIDS and Non Communicable diseases to 34 JSC staff updated by June, 2026

**02.** Annual Care and supportive services to JSC staff living with HIV and AIDS and Non Communicable diseases facilitated by June, 2026

### **Key Performance Indicators**

The intended outcomes from the above targets will be monitored through the following outcome indicators:

- i. Percentage of staff attending Non Communicable diseases, HIV and AIDS voluntary testing
- ii. % of Reported cases of Non Communicable diseases, HIV and AIDS infections in JSC

The major results expected from the above interventions is prevention of the spread of infections and increased productivity from infected personnel

### **3.4.2. Objective B: Effective Implementation of the National Anti-corruption Strategy Enhanced and Sustained**

#### **Rationale:**

Public service is prone to corruption, whereas justice provision is vulnerable to corruptive practices as instigated by some clients of judiciary. JSC intends to reverse the perception of Judiciary being one of the corruptive areas by mainstreaming the Implementation of the National Anti-corruption Strategy of which by now there is NACSAP III.

It is the fact that corruption undermines justice, good governance and economic growth, distorts national development, and retards the general welfare of the citizens, particularly the poor and the vulnerable in the society. Considering these ill effects, JSC maintains zero tolerance for all acts of corruption, petty or grand in the delivery of its valuable services to restore good public image of Judiciary.

JSC will mainstream the country's strategy in its plans by analytically identify suitable intervention and implement them. Areas of awareness creation to staff and public will be given high priority, also the integrity committee will be strengthened and actions to accused members of Judiciary shall be instituted.

The challenge which JSC is facing is the coverage of its awareness campaigns whereby a small number of staffs are covered leaving the new employees not given the awareness on the anti-corruption issues. This has been so due to financial constraints. JSC will collaborate with its stakeholders to secure and allocate more funds to extend coverage of its awareness sessions to all employees in the Commission. However, awareness creation has to be extended to the clients who benefit from our services.

In addressing the implementation of the National Anti-corruption Strategy, JSC has come up with the following Strategy:



- (i) Strengthening internal programmes in the context of NACSAP III

### **Targets for Objective B**

From the above strategy the following outputs are expected;

**01.** Ant-corruption campaign within JSC annually facilitated by June 2026

**02.** Integrity committee of JSC established and quarterly reports disseminated by June 2026

### **Key Performance Indicators**

The intended outcome from the above output will be monitored through the following indicator:

- (i) Reported corruption incidences within JSC

The expected result from the above outputs is make JSC a corruption free zone

### **3.4.3. Objective C: Human resources capacity, capability and ethical behavior in the Judiciary sustainably strengthened**

#### **Rationale**

Judicial Service Commission is vested with the powers to make Recruitment, deliberate on disciplinary matter for Judiciary staff. Also, it is an advisory body to the President on matters pertaining to appointment and remuneration for the same staff. Furthermore, JSC has the role to advice in case of inability and misconduct of Justice of Appeal, Jaji Kiongozi, Judges of High Court, Chief Registrar, Chief Court Administrator, Registrar of Court of Appeal and Registrar of the High Court. The roles of JSC are intended to ensure the Judiciary has competent Human Resources with exemplary track record of higher integrity. However, review of the existing legal/human resource management frameworks reveals that JSC is not well structured to address Judiciary Human Resources issues effectively.

Furthermore, the existing supporting mechanisms for an enforcement of integrity through regional and district integrity committees still needs an effectively functioning status. In addressing the shortcomings, JSC needs a downstream orientation of ethics enforcement mechanisms by adopting strategies of enhancing capacity of ethics committees to sustainably undertake monitoring and evaluation of ethical conduct of Judicial Officers. It is evident that streamlining disciplinary mechanisms for non - Judicial Officers at all levels is relevant.

Due to dynamisms in human resource management, sustainability in term of retraining competent Human Resources, reviews ethics and close monitoring and evaluation conducts of Judicial Staff.

Surveys have revealed that JSC in implementing its roles and functions experiences shortfalls in the Scope of follow up visit to facilitate sharing information. Other area is ineffective complaints handling mechanism which leads to slow process for the received complaints as well as giving feedbacks to the Complainants. Also, there is a low level of understanding by the Public on the roles and functions of JSC and Judicial Officers Ethics Committees that creates some mixed feelings. Experience has evidenced delays and



sometimes not obtaining recruitment permits from relevant Authority that needs internal and external initiatives.

**Purpose strategy:**

- (i) Strengthening recruitment and appointment processes;
- (ii) Strengthening upstream and downstream monitoring and evaluation of implementation of JSC mandated roles and function;
- (iii) Strengthening the complaints handling mechanism and awareness program;
- (iv) Enhancing Cooperation with other Institutions in the identification for updating JCS's data bank of potential candidates;

**Targets for Objective C**

From the above interventions the following outputs are expected;

**Recruitment, appointment and Confirmation**

- 01.** Recruitment of Judiciary staff annually processed by June 2026;
- 02.** Presidential advise on appointment and remuneration for Judiciary staff annually developed by June 2026;
- 03.** Commission's appointments for Judiciary staff annually facilitated by June 2026;
- 04.** Merit based system for Judiciary staff developed and operationalized by June 2026;

**Ethics and discipline**

- 01.** Guidelines on ethical conduct reviewed and operationalized by June 2026;
- 02.** Ethical conduct compliance by Judiciary staff annually monitored by June 2026,

**Key Performance Indicators**

The intended outcome from the above outputs will be monitored through the following indicators:

- (i) Percentages of disciplinary matters concluded;
- (ii) Trend of complaints received
- (iii) % of case concluded by Judiciary;
- (iv) % of Judiciary Manning level;

The expected result from the above interventions is to have a vibrant Judicial Service which is just and fairly administered to both public and employees (judicial staff)

**3.4.4. Objective D: Good Governance and Administrative Services in JSC enhanced**

**Rationale**

The ability to deliver quality services depends much on the capacity of the institution's governance in term of human resources, financial resources and physical assets. These resources need to be maintained and managed properly in order to realize value for



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money. The proper mix of robust systems, structures and tools are pertinent for achievement of organizational goal. Also the responsive administration and wellbeing of staff contributes much of the successful performance. Their availability and management determines the nature of working environment and quality of service offered.

In order to strengthen decision making, JSC have been building capacity of its staff through career development and progression. JSC has to allocate more resources in capacity building so that it can equip its staff with modern technologies and techniques for efficiency discharging of its mandated roles and functions.

JSC has been facing the problem of inability to execute its mandated roles and function efficiently due to inadequate capacity including understaffing and financial resources. There is a mismatch between the required budget, approved budget and the released funds. This also has caused other plans including Annual and Procurements Plan not to be implemented efficiently and effectively. Moreover JSC has not getting development budget to finance its potential systems and structure strengthening services. Due to this, working environment in JSC has been inadequate as it is deflected from its annual approved budgets from 2014-to date.

ICT is important in the modern world; JSC has neither had an ICT specialist officer nor installed ICT infrastructure. Efforts should be made to not only employ an ICT specialist but also to install ICT infrastructure and operationalize them for the betterment of its operations.

Communication is power, the entity cannot operate as a closed system, it must receive information from both internal and external. JSC have not employed a Communication and Information specialist whose duty is to prepare and advice the management on the issues of the communication strategies and link JSC with external stakeholders. Efforts should be made to employ the officer(s) to ease the operations of the Commission and enable stakeholders be aware of the existence of JSC, roles, functions and its powers.

Despite that JSC secretariat serves learned and experienced legal experts, it has no legal officer who would advise management on the legal issues. The shortcoming of the secretariat on legal advice needs a hard look.

Since JSC is an oversight institution in the Judiciary Service, it has to ensure that there is judicious use and maintenance of resources under its disposal, and thus the services it offers are of best quality. For JSC to be able to promote good governance and quality service delivery in the Judiciary Service, it has to be a center of excellence by being equipped so that it can deliver quality service as it is mandated. In order to achieve the above; the following strategies will be implemented;

- (i) Improving working environment
- (ii) Strengthening adherence to Policies and Legislation;
- (iii) Strengthening upstream and downstream monitoring and evaluation of implementation of JSC mandated roles and function;





## **Targets for Objective D**

### **A Administration, human resources management**

01. JSC Administrative and human resources management services annually facilitated by June 2026;
02. JSC Human Resource Capacity Building Scheme annually Operationalized by June 2026; and
03. Public Service Management and Employment Policy at JSC operationalized by June 2026.

### **Finance and Accounts**

01. Employees & Service Providers' payments monthly facilitated by June 2026;
02. JSC financial accountability reports monthly developed by June 2026;
03. JSC Annual Financial Statements submitted by 30th September annually by June 2026

### **Internal Audit**

01. Assurance and consultancy reports to CEO and stakeholders quarterly developed by June 2026

### **Procurement Management**

01. JSC procurement, logistics and disposal processes monthly facilitated by June 2026;
02. JSC procurement accountability reports quarterly submitted by June 2026

### **Planning, M&E**

01. JSC formulation of and preparation of annual plans and medium strategic plan coordinated by June 2026;
02. JSC's compilations of M&E reports quarterly coordinated by June 2026.

### **Government Communication**

01. JSC's communication strategy implementation facilitated annually by June 2026;

### **ICT**

01. JSC implementation of ICT and e-Government policy operationalized by June 2026;

### **Legal Service**

01. Legal assistances to 10 JSC units/sections provided by June 2026

### **Key Performance Indicators**





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The intended outcome from the above output will be monitored through the following indicators:

- (i) % of customers satisfied with JSC services;
- (ii) CAG annual Audit Opinion;

The expected results from the above interventions and outputs will be; improved working environment and service delivery.



## **CHAPTER FOUR**

### **4.0. RESULTS FRAMEWORK**

#### **4.1. Introduction**

This Chapter shows how the results expected in this Strategic Plan will be measured as well as the benefits that will accrue to JSC clients and other stakeholders. It shows how various interventions to be undertaken during the five years of the strategic planning cycle will lead to achievement of the development objective. It also shows how interventions will be monitored, the kind of reviews to be done over the period and the type of evidence based evaluation studies and analytical work to be undertaken. Studies intend to show that, the interventions have either led or are leading to achievement of the intended outcomes and finally how the indicators and progress of the various interventions will be reported to stakeholders. The remainder of this chapter shows the Development Objective which is basically the overall impact of JSC activities, beneficiaries of JSC services and linkage of JSC objectives to The Tanzania Development Vision 2025, Tanzania's Long Term Perspective Plan (LTPP) 2011/12-2025/26, The Tanzania Five Year Development Plan II (2016/17 – 2020/21), Sector Policies and Strategies, Budget Guidelines and Ruling Party Election Manifesto (2020); and Official Presidential Inaugural Speech of the 12th Parliament.

The chapter also shows the Result Chain, Result Framework Matrix, Monitoring Plan, Planned Reviews, Evaluation Plan and Reporting Plan.

#### **4.2. The Development Objective**

The development objective of JSC is to improve accountability, transparency and compliance on ethical behavior in the Judicial Service to support Peace, Stability and Unity of the nation. This represents the highest level of results in the JSC result chain and will be achieved by enhancing Ethical behavior Management in the Judiciary Service, enhancing handling and determination of cases and complaints, enhancing capacity of the commission to deliver quality services, enhance and sustaining implementation of national anti-corruption strategy and fight corruption within JSC, reducing HIV and AIDS infections and improve supportive services to people leaving with HIV and AIDS and Non Communicable Diseases.

Achievement of the high level result will also depend on contribution of other stakeholders namely; Parliament, Civil Societies, Judicial Commissioners, Ethics Committees, Mass Media, JSC Staff, and the Business Community/private sector (Economic Operators).

#### **4.3. Beneficiaries of the JSC Services**

There are two levels of beneficiaries of JSC services such as direct and indirect beneficiaries. The direct beneficiaries include Judiciary Staff and Judiciary Service at large for the general public's benefits.



The second level is the indirect beneficiaries. This includes Development partners, Independent Consultants, Researchers, Academic and Training Institutions, Media, Law enforcement organs and Parliamentary oversight Committees. The above indirect beneficiaries use the JSC reports to cater for their various needs.

#### **4.4. Linkage with National Planning Frameworks**

This Strategic Plan has four objectives which will contribute to the Tanzania Vision 2025 attributes, Tanzania's Long Term Perspective Plan (LTPP) and Five year Development Plan II.

The plan will contribute to the Good Governance attribute 3.2 of the VISION 2025 which focus on upholding the rule of law, culture of accountability, combating corruption and other vices, creating performance culture and empowering citizens with capacity to make their leaders and public servants accountable.

Tanzania's Long Term Perspective Plan (LTPP) 2011/12-2025/26 is an implementation tool for the Tanzania Development Vision 2025 (TDV 2025) which emphasizes Tanzania's cherished goal of becoming a prosperous nation, through eradicating poverty, ignorance and disease in the drive to become a Middle Income Country (MIC). It upholds the aspiration of ensuring that good governance reinforces the national socio-economic structure, thereby strengthening a culture of accountability, transparency, **rewarding good performance, penalizing/sanctioning ineffectiveness** and curbing corruption. In the same vein, the LTPP places emphasis on integrity and ethical uprightness of public servants and institutions and upon the efficient, fair and transparent administration of justice thus protecting the fundamental human rights as a basis of social peace and stability of the country. LTPP sets the strategic direction and long term objectives, targets, and pillars for a more focused guidance, coordination and harmonization of the country's growth process. Besides, LTPP is a crucial link between the long term Vision, and the country's medium and short term perspectives, namely Five Years Development Plans (FYDPs) and Annual Development Plans (ADPs).

The plan will contribute to attribute 3.12 of LTPP which aims at attaining Good Governance and the Rule of Law. The goal of this objective is to embrace a culture of accountability, rewarding performance and doing away with all vices in the course of creating and sharing wealth.

The plan will also contribute to the Tanzania Five Years Development Plan III which has the theme "*competitive economy capable of producing sustainable export-oriented growth and shared benefits*" as Good Governance is one of the enablers of national and international trust. JSC will be working to improve the Judicial Service so that it can



deliver efficiently by ensuring that the Ethics Committees of the Judicial Service comply to laws, rules, regulations and procedures when discharging their statutory powers.

Through its disciplinary functions in the Judicial Service, JSC will create an environment where accountability and transparency will increase and adherence to the Ethical behavior will improve.

**4.5. Result Chain**

Result chain consists of inputs, activities, outputs and outcomes. It is formed by the combination of objectives and targets in the strategic plan, activities and inputs in the MTEF. There is a link in the various elements of JSC’s result chain thus, the elements are dependent and they link by contributing to each other. The inputs i.e. utilization of resources will lead to achievement of the activities and contribute to the achievement of outputs. Achievement of outputs leads to achievement of objectives hence the realization of JSC’s development objective. Realization of JSC’s development objective will contribute to the achievement of Tanzania’s Long Term Perspective Plan (LTPP) 2011/12-2025/26, and Tanzania Vision 2025. The achievement of JSC’s Development Goal in the medium term will contribute to the achievement of the country’s Five Years Development Plan. By so doing, JSC will contribute to the development of the country through improving accountability, transparency and ethical behavior in Judicial Service.

**4.6. The Results Framework Matrix**

This matrix contains JSC’s overall development objective, objective code, objectives, planned outcomes and outcome indicators. The matrix shows how the development objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards achievement of planned outcomes and objectives. The results framework matrix is as detailed in table 6.

**Table 4: Results Framework Matrix**

<b>Development Objective</b>	<b>Objective Code</b>	<b>Objective Name and Description</b>	<b>Planned Intermediate Outcomes</b>	<b>Indicators</b>
To improve accountability, transparency and compliance on ethical behavior in the Judicial Service to support Peace, Stability and Unity of the	<b>A</b>	HIV & AIDS and Non-communicable Diseases (NCDs) infection reduced and supporting services improved	<ul style="list-style-type: none"> <li>• Reduced mortality rates caused by HIV and AIDS</li> <li>• Behavioral change</li> <li>• Reduced absenteeism</li> <li>• Reduced stigma</li> </ul>	(i) Percentage of staff attending Non Communicable diseases, HIV and AIDS voluntary testing (ii) % of Reported cases of Non



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Development Objective	Objective Code	Objective Name and Description	Planned Intermediate Outcomes	Indicators
nation			<ul style="list-style-type: none"> <li>Increased productivity</li> </ul>	Communicable diseases, HIV and AIDS infections in JSC
	<b>B</b>	Effective Implementation of the National Anti-corruption Strategy and Sustained Enhanced	<ul style="list-style-type: none"> <li>Reduced corruption incidences</li> <li>Increased staff awareness on corruption</li> <li>Behavioural change</li> <li>Increased trustworthy to the Judiciary</li> </ul>	Reported corruption incidences within JSC
	<b>C</b>	Human resources capacity, capability and ethical behaviour in the Judiciary sustainably strengthened	<ul style="list-style-type: none"> <li>Improved adherence of ethical conduct in the Judicial service</li> <li>Increased awareness on regulations governing Judicial and non-judicial staff</li> <li>Reduced number of complaints</li> </ul>	(i) Percentages of disciplinary matters concluded; (ii) Trend of complaints received (iii) % of case concluded by Judiciary; (iv) % of Judiciary Manning level;
	<b>D</b>	Good Governance and Administrative Services in JSC Enhanced	<ul style="list-style-type: none"> <li>Improved working environment</li> <li>Improved financial management</li> <li>Increased staff motivation</li> <li>Satisfaction by JSC employees and customers</li> <li>Increased</li> </ul>	(i) % of customers satisfied with JSC services; (ii) CAG annual Audit Opinion;



Development Objective	Objective Code	Objective Name and Description	Planned Intermediate Outcomes	Indicators
			productivity	

#### **4.7. Monitoring, Reviews and Evaluation Plan**

This subsection details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering strategic planning cycle 2021/2022 – 2025/2026. Monitoring and Evaluation (M&E) are important aspects in the implementation of the Strategic Plan. The purpose for monitoring is to ensure that the Strategic Plan is implemented according to schedule and if there are any deviations, appropriate and timely actions should be taken. The implementation will thus be closely monitored to ensure Human Resource compliance. Monitoring will be carried out on a continuous basis while evaluation will be done periodically. Monitoring will involve regular data collection and analysis on the progress of implementation of the plan. The results from the analysis will then be used to inform decision-makers to take corrective measures on time where deviations in implementation have been noted.

##### **4.7.1. Monitoring Plan**

The Monitoring Plan matrix consists of indicators, indicator description, baseline, indicator targets values, data collection and methods of analysis, indicator reporting frequencies and the Unit responsible for data collection, analysis and reporting. This Plan is comprised of nine indicators which will be tracked quarterly and reported on annual basis. The monitoring and evaluation plan is as detailed in **table 7**:



**Table 5: Monitoring Plan**

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
1.	<p><b>Percentage of staff attending Non Communicable diseases, HIV and AIDS voluntary testing;</b></p> <p>This indicator intends to measure percentage of JSC staff who attends voluntary testing.</p> <p>It will be Measured by number of staff attending Non Communicable diseases, HIV and AIDS voluntary testing over the total number of staff</p>	2019/20	0	0	0	0	0	0	Administrative data	Documentary Review	Annually	Data from NCDs, HIV/AIDS focal person	Annually	HR section



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SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
2.	<p><b>% of Reported cases of Non Communicable diseases, HIV and AIDS infections in JSC</b></p> <p>This indicator intends to measure the trend of HIV/AIDS infections in JSC.</p> <p>It will be measured by the reported number of infection in JSC</p>	2019/20	0	0	0	0	0	0	Administrative data	Documentary Review	Annually	Data from HIV/AIDS focal person and test report	Annually	HR section
3.	<p><b>Reported Corruption incidences within JSC</b></p> <p>This indicator intends to measure prevalence of corruption in JSC.</p> <p>It will be measured by the number of staff convicted for</p>	2019/20	0	0	0	0	0	0	Administrative data	Personal files	Annually	Administrative reports	Annually	HR section





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SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
	corruption													
4.	<p><b>Percentages of complaints concluded</b></p> <p>This indicator intends to measure percentage of complaints concluded;.</p> <p>It will be measured by the number of complaints concluded over the total number of complaints received</p>	2019/20	100	100	100	100	100	100	JSC quarterly and annual reports	Documentary review	Quarterly	<ul style="list-style-type: none"> <li>Minutes of Commission meetings</li> <li>Complaints register and decision letters</li> </ul>	Quarterly	DS ETHICS -
5.	<p><b>Percentages of disciplinary matters concluded;</b></p> <p>This indicator intends to measure percentage disciplinary matters concluded;</p> <p>It will be measured by the number of</p>	2019/20	100	100	100	100	100	100	JSC quarterly and annual reports	Documentary review	Quarterly	<ul style="list-style-type: none"> <li>Minutes of Commission meetings</li> <li>Complaints register and decision letters</li> </ul>	Quarterly	DS ETHICS -



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SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
	disciplinary matters concluded over the total number of complaints received													
6.	<p><b>% of case concluded by Judiciary</b></p> <p>This indicator intends to measure the level of adherence to ethical behavior in the Judicial Service.</p> <p>It will be measured by the percent, the Judicial Service (as determined by the cases received)</p>	2019/20	100	100	100	100	100	100	Complaints Reports		Quarterly	Raw data from HR Inspection	Quarterly	DS-ETHICS
7.	<p><b>% of customers satisfied with JSC services</b></p> <p>This indicator intends to collect opinions of customers on JSC</p>	2019/20	75	75	75	75	75	75	Survey	Questionnaires and Interviews	Annually	Survey report	Annually	M&E



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SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
	<p>services</p> <p>It will be measured by the percentage by which customers are satisfied with JSC services</p>													
8.	<p><b>CAG annual Audit Opinion</b></p> <p>This indicator intends to measure the level of audit rating received in the financial year.</p> <p>It will be measured by the audit rating received from NAO</p>	2019/20	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Administrative data	Audit Reports	Annually	NAO audit report	Annually	CA
9.	<p><b>% of Judiciary Manning level</b></p> <p>This indicator intends to collect data on employment level by JSC in Judiciary as related to Establishment;</p>	2019/20	90	90	90	90	90	90	Survey	Questionnaires and Interviews	Annually	Survey report	Annually	HR section



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SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
	It will be measured by the number of staff satisfied with total number of permits received													



#### 4.7.2. Planned reviews

The plan is to carry out a total of five (5) formal reviews during the Strategic Planning Cycle. This will involve carrying out four (4) annual reviews, one (1) medium term annual reviews and one Final MTSP Outcome Review as indicated in Table 8.

The reviews will focus on determining whether the planned activities are moving towards achieving the annual targets and will find out whether they are on track, off track, unknown or at risk. In addition, the reviews will track changes in terms of outputs realized over the period as well as assessing capacity of the Commission in discharging its mandate, challenges and lessons learnt over the respective year under review. Furthermore, the review will assess the extent to which the outputs delivered are contributing towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary.

**Table 6. Planned reviews Matrix**

S/N	Years	Planned Reviews	Timeframe	Responsible Person
1.	Year 2021/2022	Annual Performance Review	June, 2022	
2.	Year 2022/2023	Annual Performance Review	June, 2023	
3.	Year 2023/2024	Medium-Term Review	December, 2024	
4.	Year 2024/2025	Annual Performance Review	June, 2025	
5.	Year 2025/2026	Final MTSP Outcome Review	April, 2026	



**Table No. 7: Planned Milestones Reviews**

<b>YEARS</b>	<b>Planned Review</b>	<b>Milestones</b>	<b>Timeframe</b>	<b>Responsible Person</b>
<b>Year I 2021/2022</b>	Two Reviews (Semi-Annually)	Nomination of Integrity committee members JSC readily for orientation	June 2022	DHRAM
		Merit based system for Judiciary staff initiated;	June 2022	RECRUITMENT
		Guidelines on ethical conduct review process initiated	June 2022	ETHICS
<b>Year II 2022/2023</b>	Two Reviews (Semi-Annually)	Integrity committee of JSC established and operationalized	June 2023	DHRAM
		Merit based system for Judiciary staff developed and partially operationalized;	June 2023	RECRUITMENT
		Guidelines on ethical conduct operationalized;	June 2023	ETHICS
<b>Year III 2023/2024</b>	Two Reviews (Semi Annually)	Integrity committee of JSC quarterly reports disseminated	June 2024	DHRAM
		Merit based system for Judiciary staff fully operationalized	June 2024	RECRUITMENT
		Guidelines on ethical conduct fully operationalized	June 2024	ETHICS
<b>Year IV 2024/2025</b>	Two Reviews (Semi Annually)	Integrity committee of JSC quarterly reports disseminated	June 2025	DHRAM
		Merit based system for Judiciary staff fully operationalized	June 2025	RECRUITMENT
		Guidelines on ethical conduct fully operationalized	June 2025	ETHICS
<b>Year V 2025/2026</b>	Two Reviews (Semi-	Integrity committee of JSC quarterly reports disseminated	June 2026	DHRAM
		Merit based system for Judiciary staff fully operationalized	June 2026	RECRUITMENT



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<b>YEARS</b>	<b>Planned Review</b>	<b>Milestones</b>	<b>Timeframe</b>	<b>Responsible Person</b>
	Annually)	Guidelines on ethical conduct fully operationalized	June 2026	ETHICS



#### **4.7.3. Rapid Appraisals**

Rapid appraisals intend to gather information for facilitating implementation of planned interventions. The table below indicates the JSC for the next five years from 2021/22.





**Table No 8: Rapid Appraisals**

S/N	Rapid appraisal	Description of the rapid appraisal	Appraisal questions	Methodology	Timeframe	Responsible person
1.	Judicial Staff post JSC measures against unethical conduct assessment studies	This study aims at examining causes for reoccurrence of unethical conduct.  The findings shall inform corrective measures to be undertaken.	i. Which business processes are prone to unethical conduct?  ii. What are the root causes of these unethical conduct?  iii. What are the reasons behind the reoccurrence of the unethical conduct?  iv. What preventive measures to be were effect in undertakings?	i. Interview ii. Questionnaires iii. Document review	June 2022	Ethics
2.	A study to assess performance of newly recruited Judicial Staff for testing academic excellency	This study aims at finding out academic qualification of newly recruited Judicial Staff from different stratified training institutions  The findings shall testify training institution quality manpower capacity impartment for prioritization during recruitment exercises and appointment.	i. Which academic study mix does the staff gone through?  ii. What are the challenges the worker at the site?  iii. Which areas does the staff exhibits Excellency?  iv. What are the gaps in the existing mechanisms?  v. What human resources capacity development required?	i. Interview ii. Document review iii. Questionnaire iv. Survey	June, 2022	Recruitment



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<b>S/N</b>	<b>Rapid appraisal</b>	<b>Description of the rapid appraisal</b>	<b>Appraisal questions</b>	<b>Methodology</b>	<b>Timeframe</b>	<b>Responsible person</b>
3.	A study to assess stakeholders' engagement in JSC role and functions facilitation	<p>This study aims at improving Stakeholders engagement in JSC performance improvement.</p> <p>Findings shall facilitate strengthening participation of stakeholders and experts in JSC role and functions facilitation.</p>	<ul style="list-style-type: none"><li>i. Which means are more appropriate for stakeholders' participation in facilitation?</li><li>ii. Are the tools used by the JSC in stakeholder engagement adequate and appropriate?</li><li>iii. What are the challenges facing participation of stakeholders in facilitation?</li><li>iv. What are the experts opinions on their involvement in facilitation?</li></ul>	<ul style="list-style-type: none"><li>i. Interview</li><li>ii. Questionnaires</li><li>iii. Document review</li><li>iv. Survey</li><li>v. Focus group discussion</li></ul>	June 2022	HPME



**4.7.4. Evaluation Plan**

The Evaluation Plan consists of the evaluation studies to be conducted during the Strategic Planning Cycle. The evaluation studies include description of each study, the evaluation questions, the methodology, timeframe and the responsible person. A total of ten (5) evaluation studies will be conducted over the period of five years. The evaluation studies intends to obtain evidence as to whether the interventions and outputs achieved have lead to the achievement of the outcomes as envisioned in the strategic plan outputs. The evaluation plan matrix is as indicated in Table 9.

**Table No. 9: Evaluation Plan Matrix**

S/No	Evaluation	Description	Evaluation Questions	Methodology	Timeframe	Responsible
	Medium-Term Evaluation	This evaluation aims at measuring the realization of intermediate Outcomes.	<ul style="list-style-type: none"> <li>• What has been achieved so far in terms of intermediate outcomes?</li> <li>• What were the challenges and lessons learnt?</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Focus group discussions</li> <li>• Controlled studies</li> <li>• Literature reviews</li> </ul>	December, 2024	
	Final Evaluation	This evaluation aims at measuring the achievement of Planned Strategic Objectives. In addition it measures the impact that the Commission has to the public	<ul style="list-style-type: none"> <li>• To what extent have the Planned Targets been achieved?</li> <li>• Has Target achievement led to realization of the intended outcomes?</li> <li>• What policy, legal and regulatory framework changes can be done to improve the outcomes?</li> <li>• What is the percentage of stakeholders aware of e-Government</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Focus group Discussions</li> <li>• Controlled randomized studies</li> <li>• Literature reviews</li> <li>• Surveys</li> <li>• Questionnaire</li> </ul>	April, 2026	



			initiatives? • To what extent has JSC contributed to the social economic development of the country?			
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#### **4.8. Reporting Plan**

The reporting plan provides mechanism on how various reports will be prepared and issued on course of monitoring the execution of Strategic Plan. It consists of internal and external reporting mechanisms that are in accordance with statutory requirements, Medium Term Strategic Planning and Budgeting Manual or as may be required from time to time.

##### **4.8.1. Internal Reporting**

This plan will involve preparation of five types of reports namely units', quarterly progress reports, Commissioners reports and annual reports. The reports will be submitted to various reporting levels including JSC Commissioner, Secretary of the Commission, and Heads of units. They will be prepared on weekly, monthly, quarterly, annually or on demand basis as may be required from time to time. The Reporting Plan is as indicated in Table 10.

**Table 10. Plan Reporting Plan**

<b>S/No</b>	<b>Types of reports</b>	<b>Recipient</b>	<b>Frequency</b>	<b>Responsible Person</b>
1	Section Reports	Head of Units	Weekly	Heads of Section
2	Department/Units Reports	Secretary	Weekly	Heads of Units
3	Quarterly Reports	Secretary	Quarterly	Heads of Units
4	Commission Report	JSC Commissioners	Quarterly	Secretary
5	Annual Report	JSC Commissioners	Annually	Secretary

##### **4.8.2. External reporting plan**

This plan will involve preparation of several types of reports including Program Implementation Reports, Performance reports, financial reports, Annual reports and five year Outcome report to be submitted to various external stakeholders, including Ministry of Justice and Constitutional Affairs, Ministry of Finance and Planning, Controller and Auditor General, Development Partners, the Parliament and the General Public. The reports will be prepared on quarterly, annually or on demand basis from time to time. The reporting plan will be in accordance with the statutory requirements as directed, as well as the Government Performance reporting requirements as stipulated in the Medium Term



Strategic Planning and Budgeting Manual. The External Reporting Plan is as indicated in Table 11.

**Table 11. External reporting plan**

S/No	Type of Report	Recipient	Frequency	Responsible Person
1	Projects Implementation Report	Development partners Ministry of Finance and Planning, Ministry of Justice and Constitutional Affairs	Quarterly/Annually	Secretary
2	Income and expenditure Reports	Ministry of Finance and Planning, Ministry of Justice and Constitutional Affairs	Monthly	Secretary
3	Financial Reports	Ministry of Finance and Planning/Controller and Auditor General, Ministry of Justice and Constitutional Affairs	Quarterly/Annually	Secretary
4	Performance Reports	Ministry of Finance and Planning, Ministry of Justice and Constitutional Affairs /Development Partners	Quarterly/Semi Annually/ Annually	Secretary
5	Annual Reports	Ministry of Finance and Planning, Ministry of Justice and Constitutional Affairs /Development Partners	Annually	Secretary
6	Outcome Reports	TR, Ministry of Finance and Planning, Ministry of Justice and Constitutional Affairs, General Public/Parliament	Annually	Secretary

#### **4.9. Relationship between Results Framework, Results Chain, M&E and Reporting Arrangements**

##### **4.9.1. Level 1-Impact**

The first level of the Results chain tracks realization of overall development objective of the institution; impact is attributed through achievements of four JSC objectives and efforts done by other players in the same area. The Development objective for JSC is to make a Judiciary service more citizen centric. The impact will be measured through indicators whose data collection and analysis will be done in the final MTSP review of the strategic planning period. The impact level indicators are reported at the end of five years strategic plan report. Studies will be conducted and data collected and used to ascertain and verify the impact to the general public, the reports will focus on improved Judiciary service's ability to deliver just and equitable rights to public.



#### **4.9.2. Level 2-Outcomes**

The second level of the Results Chain tracks the realization of the planned outcomes specified for each objective, though achievement of these outcomes may not be attributed to JSC alone as there will be several players contributing to these outcomes. These planned outcomes will be measured through outcome indicators whose data collection and analysis could be done annually. Indicators at this level are reported through the annual report or the three year outcome report. The annual reports and the three years outcome reports will be based on either sector or specific analytical/ evidence based studies using national statistics. The reports focus on benefits delivered by JSC to clients and other stakeholders.

#### **4.9.3. Level 3 - Outputs**

The third level of the Results Chain tracks the realization of the outputs that JSC produces and which are attributed solely to JSC. The outputs at this level will be measured by output indicators and milestones. Data collection, analysis and review of the outputs, milestones and output indicators will be done quarterly and reported in quarterly reports. The reports will focus on how the outputs produced are contributing to the outcomes, and will inform corrective action if the outputs are not being delivered on time, to the expected quality and are not contributing to planned outcomes.

#### **4.9.4. Level 4 – Process**

The fourth level of the Results Chain focuses on realization of activities in the Business Plan and linkage between activities and outputs. At this level indicators will focus on processes, activities program and timeliness of implementation. Activities will be reviewed on weekly, periodically or monthly basis and will be reported on respective implementation reports. The reports will focus on quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time, to the expected quality and if are not contributing to outputs.

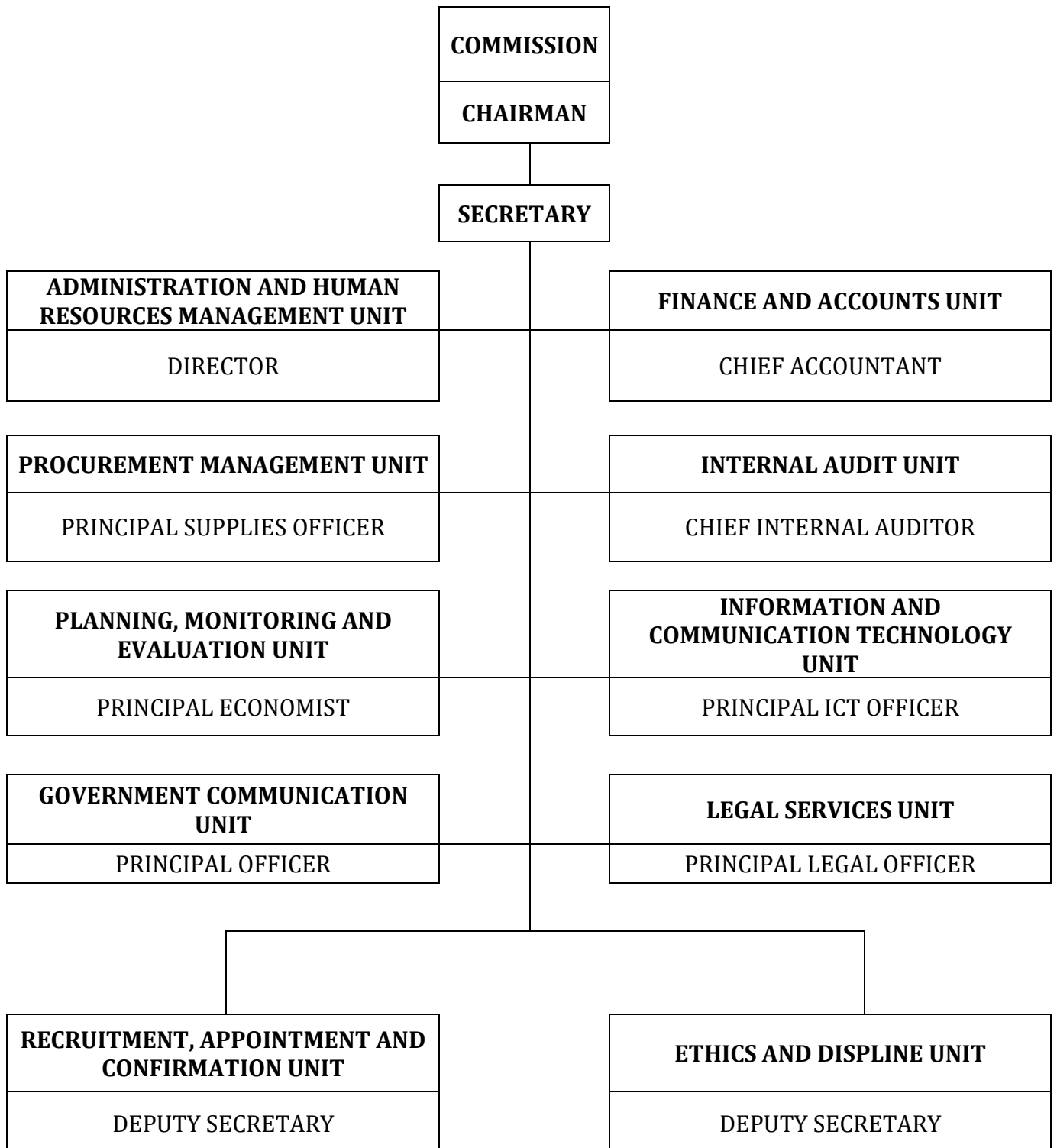
#### **4.9.5. Level 5 - Inputs**

The fifth level of the Result Chain tracks the allocation and use of resources on the various activities. Resources availability will be reviewed on weekly, periodically or monthly basis and will be reported on respective implementation reports. At this level indicators will focus on the number and quality of human resources available for various tasks, amount of time dedicated to tasks by staff and information flow between various levels. Indicators will also focus on time spent in resolving problems, quality and timeliness of decisions, staff timeliness as well as predictability of resource flows and the alignment of resource flow to the activities and outputs.



**THE APPROVED FUNCTIONS AND ORGANIZATION STRUCTURE OF THE JUDICIAL SERVICE COMMISSION SECRETARIAT**

*(Approved by the President on 21<sup>st</sup> May, 2018)*





**STRATEGIC PLAN MATRIX**

<b>Objective code</b>	<b>Objective</b>	<b>Strategies</b>	<b>Targets</b>	<b>Key Performance Indicators (KPIs)</b>
A.	HIV & AIDS and Non-communicable Diseases (NCDs) infection reduced and supporting services improved.	Strengthening implementation of the work place Non Communicable Diseases, HIV and AIDS JSC policy	<b>01.</b> Knowledge on HIV and AIDS and Non Communicable diseases to 34 JSC staff updated by June, 2026 <b>02.</b> Annual Care and supportive services to JSC staff living with HIV and AIDS and Non Communicable diseases facilitated by June, 2026	(i) Percentage of staff attending Non Communicable diseases, HIV and AIDS voluntary testing (ii) % of Reported cases of Non Communicable diseases, HIV and AIDS infections in JSC
B.	Effective Implementation of the National Anti-corruption Strategy Enhanced and Sustained.	Strengthening internal programmes in the context of NACSAP III	<b>01.</b> Ant-corruption campaign within JSC annually facilitated by June 2026 <b>02.</b> Integrity committee of JSC established and quarterly reports disseminated by June 2026	Reported corruption incidences within JSC
C.	Human resources capacity, capability and ethical behavior in the Judiciary sustainably Strengthened	(v) Strengthening recruitment and appointment processes;	<b>Recruitment, appointment and Confirmation</b> <b>05.</b> Recruitment of Judiciary staff	(i) Percentages of disciplinary matters concluded;





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Objective code	Objective	Strategies	Targets	Key Performance Indicators (KPIs)
		(vi) Strengthening upstream and downstream monitoring and evaluation of implementation of JSC mandated roles and function; (vii) Strengthening the complaints handling mechanism and awareness program; (viii) Enhancing Cooperation with other Institutions in the identification for updating JCS's data bank of potential candidates;	annually processed by June 2026; <b>06.</b> Presidential advise on appointment and remuneration for Judiciary staff annually developed by June 2026; <b>07.</b> Commission's appointments for Judiciary staff annually facilitated by June 2026; <b>08.</b> Merit based system for Judiciary staff developed and operationalized by June 2026; <b>Ethics and discipline</b> <b>03.</b> Guidelines on ethical conduct reviewed and operationalized by June 2026; <b>04.</b> Ethical conduct compliance by Judiciary staff annually monitored by June 2026,	(ii) Trend of complaints received (iii) % of case concluded by Judiciary; (iv) % of Judiciary Manning level;
D.	Good Governance and Administrative Services in JSC Enhanced.	(iv) Improving working environment (v) Strengthening adherence to Policies	<b>Administration, human resources management</b> <b>04.</b> JSC Administrative and human resources management services	(i) % of customers satisfied with JSC services; (ii) CAG annual Audit



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Objective code	Objective	Strategies	Targets	Key Performance Indicators (KPIs)
		<p>and Legislation;</p> <p>(vi) Strengthening upstream and downstream monitoring and evaluation of implementation of JSC mandated roles and function;</p>	<p>annually facilitated by June 2026;</p> <p><b>05.</b> JSC Human Resource Capacity Building Scheme annually Operationalized by June 2026; and</p> <p><b>06.</b> Public Service Management and Employment Policy at JSC operationalized by June 2026.</p> <p><b>Finance and Accounts</b></p> <p><b>04.</b> Employees &amp; Service Providers' payments monthly facilitated by June 2026;</p> <p><b>05.</b> JSC financial accountability reports monthly developed by June 2026;</p> <p><b>06.</b> JSC Annual Financial Statements submitted by 30th September annually by June 2026</p> <p><b>Internal Audit</b></p> <p><b>02.</b> Assurance and consultancy reports to CEO and stakeholders quarterly developed by June 2026</p>	<p>Opinion;</p>



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Objective code	Objective	Strategies	Targets	Key Performance Indicators (KPIs)
			<p><b>Procurement Management</b></p> <p><b>03.</b>JSC procurement, logistics and disposal processes monthly facilitated by June 2026;</p> <p><b>04.</b>JSC procurement accountability reports quarterly submitted by June 2026</p> <p><b>Planning, M&amp;E</b></p> <p><b>03.</b>JSC formulation of and preparation of annual plans and medium strategic plan coordinated by June 2026;</p> <p><b>04.</b>JSC's compilations of M&amp;E reports quarterly coordinated by June 2026.</p> <p><b>Government Communication</b></p> <p><b>02.</b>JSC's communication strategy implementation facilitated annually by June 2026;</p> <p><b>ICT</b></p>	



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Objective code	Objective	Strategies	Targets	Key Performance Indicators (KPIs)
			<p><b>02.</b>JSC implementation of ICT and e-Government policy operationalized by June 2026;</p> <p><b>Legal Service</b></p> <p><b>01.</b>Legal assistances to 10 JSC units/sections provided by June 2026</p>	