



THE JUDICIARY OF ZANZIBAR

Training and Development Policy



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PREFACE

The Judiciary of Zanzibar stands at a defining moment in its institutional growth and transformation. As the guardian of justice and the rule of law under the Constitution of Zanzibar, we are duty-bound to ensure that our delivery of justice is timely, fair, responsive, and trusted by the people we serve. Achieving this noble duty depends greatly on cultivating a competent, ethical, and visionary workforce across all job cadres of the Judiciary.

In recent years, the Judiciary has embarked on wide-ranging reforms aimed at improving access to justice, strengthening institutional capacity, and enhancing accountability. These reforms draw clear attention to the evolving nature of judicial work, influenced by technological advances, complex legal environments, citizen expectations, and emerging socio-economic dynamics. To thrive within this environment, continuous capacity development is not only necessary but indispensable.

This Training and Development Policy provides a structured, coherent, and forward-looking framework to guide how we build and sustain professional excellence within the Judiciary of Zanzibar. It consolidates the principles of merit, independence, integrity, equity, and accountability ensuring that every training investment targets real needs, yields measurable performance improvements, and directly contributes to improved justice services. It reinforces our obligation to invest in judicial officers and staff from recruitment through the full span of their careers.

As Head of the Judiciary, I call upon all leaders and officers from the highest courts to the lowest administrative units to champion a culture of learning, mentorship, innovation, and ethical conduct. Training must not be viewed merely as a personal benefit but as a strategic necessity for justice delivery and public confidence. The Judiciary cannot excel beyond the knowledge, skills, and values of the people who operate it.

I urge every individual and institution within our mandate to adhere to the provisions of this Policy and take responsibility for its effective implementation. Through our collective effort, we will ensure that the Judiciary of Zanzibar remains a world-class institution one that administers justice with professionalism, dignity, and integrity for generations to come.

Hon. Chief Justice



Khamis Ramadhan Abdalla
The Judiciary of Zanzibar

PREAMBLE

In recognition of the pivotal role of a competent, ethical and well-equipped judiciary in advancing justice, promoting the rule of law and fostering public confidence, the Judiciary of Zanzibar (JoZ) hereby adopts this Training Policy.

In alignment with the national development agenda and the Zanzibar National Development Vision 2050, and in furtherance of its mandate to deliver timely, fair and accessible justice, JoZ acknowledges that human resource capacity development is essential in sustaining institutional performance, efficiency, accountability and transformation.

This Policy sets out a strategic, coherent and institutionalized framework for training design, delivery, monitoring and continuous learning for judicial officers and staff. It aims to ensure that all personnel are equipped with the knowledge, skills, values and attitudes required to meet evolving demands of justice service delivery in Zanzibar's context — including but not limited to professionalism, integrity, inclusivity, gender responsiveness, technological literacy and stakeholders' engagement.

By adopting this Policy, JoZ reaffirms its commitment to:

- Investing in the development of its human capital as a foundation of judicial excellence.
- Embedding training and lifelong learning as integral to institutional culture and performance management.
- Ensuring that training interventions are aligned with institutional goals, operational needs and strategic priorities.
- Applying rigorous monitoring, evaluation and feedback mechanisms to maximise training return on investment and continuous improvement.
- Fostering a learning environment in which individual growth and institutional objectives are mutually reinforcing.

Through this Policy, JoZ commits to collaborate with relevant internal and external stakeholders' government agencies, civil society, donors, training institutions and professional networks to mobilise resources, share best practices and advance a culture of continuous professional development. This Training Policy will serve as the guiding document for all training initiatives within JoZ and will be reviewed periodically to reflect emerging challenges, judicial reforms, and global best practices in knowledge-based institutions.

1. CHAPTER ONE: INTRODUCTION

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

The Judiciary of Zanzibar (JoZ) is implementing several reforms to enhance performance in the delivery of justice services. The reforms are a long-term ambition to promote efficiency, enhance access to justice, refurbish the image of the Judiciary, and make it a more competent, reliable, well-resourced, and self-assured institution.

Judiciary reforms in Zanzibar are supported by 2 key strategic frameworks which are, firstly, the aspirations in the Zanzibar National Development Vision 2050, in which aspiration 4.4.4 calls for a strong civil and criminal justice framework and infrastructure, with highly accessible legal services for all under an effective judiciary system; and secondly, the Judiciary Strategic Plan IV (2024/25 – 2028/29), with a vision to ensure to Judiciary, 'efficient provision of timely, accessible justice for all.

One of the key outcomes under objective five of the Judiciary Strategic Plan IV (2024/25 – 2028/29) is the development of a structured training framework for judicial staff, focusing on the acquisition of specialized skills and expertise to optimize court operations. This training policy has been developed within that context.

1.1 Purpose

The aim of this policy is twofold: first, to address existing gaps in the training and development of both judicial and non-judicial staff as identified in the training needs analysis; and second, to establish a comprehensive framework for the continuous development of all JoZ staff, ensuring individuals possession of the competencies, specialized skills, and expertise required to support the realization of the vision of the JoZ which is to be a world-class, independent, and credible institution that provides efficient, timely, and accessible justice to all members of society.

1.2 Scope

The training policy applies to all staff judicial and non-judicial personnel serving under the Judiciary of Zanzibar, including newly appointed and existing staff across all court levels in Zanzibar. It contains different categories of training and development initiatives (that is mandatory, voluntary, induction, continuing, and specialized training) delivered through in-person, virtual, and hybrid formats. It covers training conducted locally, regionally, or internationally. The policy provides a framework for planning, implementing, monitoring, and evaluating training activities aimed at enhancing staff performance, institutional efficiency, and effective administration of justice.

1.3 Policy Statement

The Judiciary of Zanzibar recognizes the important role that continuous learning and staff development play in achieving its vision. It is committed to building a professional, well-equipped, and ethical judicial system that delivers justice efficiently, fairly, and in accordance with the rule of law, in line with its mission

This training policy affirms the Judiciary' commitment to provide training and development opportunities to its staff in a structured manner that ensures equal opportunities for all, responsiveness of the staff training needs while also in alignment with the institutional needs, adherence to relevant national guidelines and international standards and best practices to enrich judicial competence.

The training policy shall be grounded in the principles of judicial independence, integrity, and accountability. All training initiatives will be designed and delivered in a manner that promotes professionalism, enhances court performance, and upholds public confidence in the administration of justice.

1.4 Objectives

The main objective of the training policy is to establish a comprehensive framework for the planning, identification, implementation, and evaluation of training and development activities towards the realization of the vision and mission of the Judiciary of Zanzibar.

The specific objectives of the policy are:

- Strengthen the management of the training and development function through structured frameworks on governing structures, training administration funding as well as evaluation of the training impacts.
- Encourage a culture of continuous learning, knowledge sharing, innovation, creativity and best practices among employees
- Ensure equity in provision of training and development opportunities for staff
- Provide a structured roadmap for effective linkages collaboration, and partnerships with stakeholders and development partners
- Promote efficient and effective use of resources allocated for training and development initiatives.
- Provide a mechanism for monitoring, evaluation and audit of the training and development function to promote sustainable outcome and impact.

2. CHAPTER TWO: GUIDING PRINCIPLES

This policy is guided by relevant circulars, national and international policies and guidelines including the Zanzibar Public Service Regulations, 2014, Tanzania Public Service Standing Orders of 2009, and the principals of judicial training adopted by the International Organization for Judicial Training (IOJT).

2.1 Zanzibar Public Service Regulations, 2014

The Zanzibar Public Service Regulations, 2014 under Part Eight (section 74 to Section 82) provides for guiding principles and guidelines on training for public servants of the Revolutionary Government of Zanzibar. Section 74 (1-6) of the policy provides for overall guiding principles regarding training provisions. The principles promote a culture of continuous learning and development by directing all government institutions to creating training plans and allocating budgets for training. The policy also places a responsibility to the heads of institutions to encourage and support employees to utilize training and development opportunities. Lastly, it also calls for alignment of all training with the institutional needs and approved training plans/guidelines.

2.2 The Tanzania Public Service Standing Orders of 2009

Section G1. of the Tanzania Public Service Standing Order of 2009 provides for general principals regarding training. This policy borrows the following values and guiding principles.

- a) **Ensure availability of trained and skilled human resources within the Judiciary of Zanzibar:** Section G1.1 *'It is the Government policy that Tanzania should be self-sufficient in trained and skilled human resources to manage its economy'*.
- b) **Cost effectiveness in the administration of trainings.** Section G1.2 *'Whenever possible, training shall take place locally.....where local facilities are non-existent, efforts should be made to secure and utilize training opportunities and scholarships that may be made available by friendly countries and International Organizations'*
- c) **Promote effective partnerships and collaboration with relevant stakeholders.**
 - **Section G.1.4** *'Systematic approach should be employed by public institutions to build human capital capable of delivering services to the expectations of the citizens. Such approach should take cognisance of growing public private partnership'*
 - **Section G.1.5** *(...The Nation's programme for higher and middle level training facilities shall be expanded and given due emphasis in producing qualified people) and*

- **Section G.1.6** *(It is the Government's policy to have polytechnic type of training institutions in the country)*
- d) **Promote accountability, fairness and strengthen the administration of training and development for staff of the Judiciary.**
- **Section G.1.7** *'All organisations are required to draw up specific in-service training programmes based on their identified training needs. Every organization shall make sufficient financial provision for training purposes in the annual budget'.*
 - **Section G.1.8** *'Every employer is responsible for planning and conducting induction and orientation programs which will provide newly appointed employees with knowledge, basic concepts and legislations pertaining to public service and work management to enable new employees adopt to the new job requirements.'*
 - **Section G.1.10** *'Where a public servant is admitted attending a local in-service course of more than twelve months in duration, any course fees e.g. tuition, subsistence allowance and related charges shall be met by sponsoring organisation or the public servant's employer.'*
- e) **Promote the culture of continuous learning.**
- **Section G.1. 9** *'Every public servant serving in a supervisory capacity has a duty to assist in training and developing junior public servants and every public servant shall endeavor to train self on the job while performing his duties.'*
 - **Section G.1. 11** *Employers shall encourage public servants to develop themselves through appropriate correspondence or part-time courses*

2.3 Principals of Judicial Training by International Organization for Judicial Training (IOJT)

The International Organization for Judicial Training (IOJT) is a global, non-profit organization dedicated to the advancement of judicial education and training. It brings together judicial training institutions from around the world to share knowledge, best practices, and promote the independence, competence, and professionalism of judges and judicial officers. On 8 November 2017, the members of IOJT unanimously adopted the Declaration of Judicial Training Principles. The principles are intended to be a common base and horizon uniting judicial training institutions worldwide, regardless of the diversity of judicial systems.

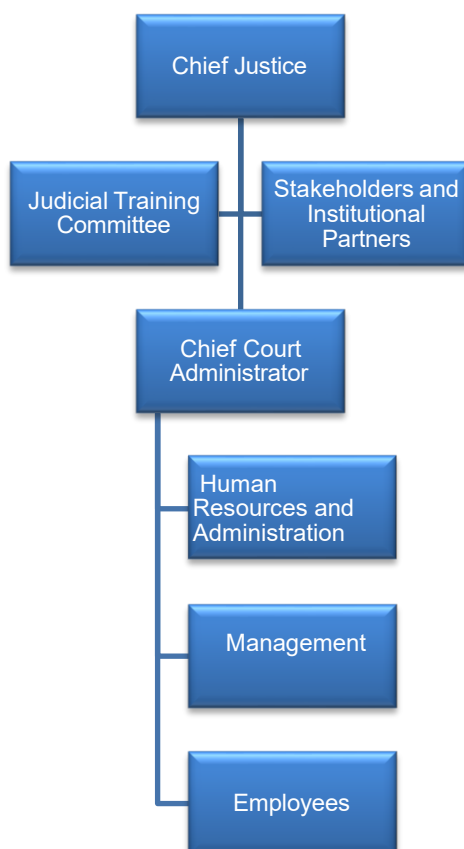
This training policy is grounded in these internationally recognized principles ensuring that judicial education is independent, relevant, and responsive to the needs of the judiciary. These include:

- a) **Judicial Independence:** All training programs shall be designed to uphold and reinforce judicial independence, free from external influence.

- b) **Training by Judges for Judges:** Judicial training shall be led by judges or under their direct supervision to ensure content reflects judicial realities and integrity.
- c) **Mandatory Initial Training:** Participation in an initial training program shall be mandatory for all new judicial appointments before assuming official duties.
- d) **Continuing Education:** Continuing judicial education shall be provided throughout a judge's career to maintain and enhance professional competence.
- e) **Tailored Content:** Training programs will be customized to reflect the varying needs of judicial officers, considering specialization, court level, and social context.
- f) **Adult Education Techniques:** Training delivery shall employ modern adult learning methods, including experiential learning, group discussion, and case-based exercises.
- g) **Autonomy of Training Institution:** The judicial training institution shall operate with institutional autonomy, under the governance of the judiciary, to safeguard impartiality.
- h) **Adequate Funding and Resources:** The judiciary shall ensure the training institution is adequately resourced with funding, personnel, and infrastructure.
- i) **Evaluation and Assessment:** All training initiatives will be subject to periodic evaluation to assess effectiveness and guide continuous improvement.
- j) **Access to International Best Practices:** Training content will reflect relevant international standards, comparative jurisprudence, and best practices to enrich judicial competence.

3. CHAPTER THREE: GOVERNANCE

This chapter explains the roles and responsibilities of various players, in the administration of this policy. The management and administration of the training and development function is performed by various offices and bodies as outlined below:



3.1 The chief Justice

The Chief Justice (CJ) is the head of Judiciary of Zanzibar responsible for issuing policy directives.

3.2 The Chief Court Administrator (CCA)

The CCA is the Chief Executive Officer (head of administration) of the Judiciary and is responsible for the day-to-day administration of Judicial services. The CCA is also the Secretary of the Judiciary Steering Committee. The CCA is assisted by an Assistant Court Administrator in every Region in carrying out the day-to-day administration of the judicial service at the Court where the Assistant is posted.

In implementation of Training Policy, the CCA is responsible for receiving Training Proposals through Judiciary Training Committee, submitting training proposal before the Management for deliberations and approval, advise the CJ accordingly on training related matters, ensure that adequate funds are set aside for Administering training and create essential partnerships and contracting with training institutions.

3.3 The Judicial Training Committee

Established by the Chief Justice through the Judicial Administration (General) Regulations of 2021 the Judicial Training Committee is an advisory committee responsible for all matters related to coordination and administration of training for the Judiciary of Zanzibar. In the implementation of this policy, the Judicial Training Committee will be responsible:

- To work closely with the training section of the Judiciary of Zanzibar
- To propose a training policy for continuing judicial education and training for other non-Judicial Staff
- To identify training needs for Judicial and Non-Judicial Staff
- To Identify and establish a list of resource persons and Training Institutes for the purpose of continuing education
- To monitor, analyse and evaluate conducted trainings

3.4 Strategic Training Partners

The Judiciary of Zanzibar shall identify and form strategic alliances and partnerships with relevant training institutions within and outside the country to ensure continued education and development for both judicial and non-judicial staff. These institutions may include (but are not limited to) local institutions such as The Law School of Zanzibar, The Institute of Judicial Administration Lushoto, The Law School of Tanganyika, and Uongozi Institute.

Through these partnerships the institutions are expected to build the capacity, skills and competency of the employees of the Judiciary of Zanzibar through:

- Development of tailor-made trainings and capacity building programs/training to respond to the specific learning needs/demands from the Judiciary of Zanzibar
- Organize and administer trainings to the employees of the Judiciary of Zanzibar
- Research and recommendations to the JoZ on how they can improve capacity and competence of the Judiciary and Non-Judiciary staff.

3.5 Human Resources and Administration Department

Human Resources and Administration Department is mandated to manage judicial personnel services, training and development of staff as well as outreach programs within the judiciary. Hence the Directorate plays a central role in the coordination and implementation of this policy through the following:

- Development and implementation of guidelines for this Policy
- Monitoring the implementation of the policy, and initiating review where necessary
- Initiate training needs assessment every five (5) years to identify skills gaps and develop training plans and budgets for submission to the Judicial Training Committee
- Communicate course approval to judicial staff on approved training courses
- Bonding employees that undertake training that requires bonding
- Organise and conduct monitoring and evaluation of training to assess its outcome and impact
- Align the career progression guidelines for judicial staff to the training policy
- Coordinate and collaborate with relevant stakeholders for all matters related to training.

3.6 Line Management - Heads of Departments, Divisions and Units

All the Heads of the Departments, Divisions and Units and the In-charges of various court levels have a coordination and monitoring role in the implementation of this training policy. They are responsible for identifying knowledge/skills needs for their employees, ensuring employees participate in training needs assessments and comply with performance planning and appraisal process for identification of competency gaps and ensuring that staff who have completed training disseminate the knowledge and skills to peer staff.

3.7 Judiciary Employees

The employee shall be required to participate in the training needs assessment and performance evaluation and provide accurate information to identify/ascertain the knowledge gaps. Judiciary employees are also expected to participate in the assigned training programs, take responsibility for personal development, provide constructive feedback for improvement of the training programs and adhere to the requirements of the training policy and guidelines.

4. CHAPTER 4: TRAINING PROGRAMS

This section provides a high-level overview of the various forms of training that can be used to support development of judiciary staff. The Judiciary will support the following training programs:

4.1 Mandatory Trainings

Mandatory training refers to training programs that all judicial employees must attend or complete as a condition of their employment, compliance, or performance within the Judiciary. These trainings may be aligned with legal requirements, standards or priorities of the Judiciary of Zanzibar from time to time. These include:

- a) **Induction and Orientation:** Induction and orientation of newly employed/appointed or re-designated officers should be carried out within one month while induction and orientation of deployed personnel shall be conducted within three (3) months from the date of engagement. On top of the specific technical training for the role, the induction training shall also cover soft skills training including customer care, ethics and values.
- b) **Ethics and values:** All employees will be taken through ethics and values training on continuous basis. This will be mandatory training for all new employees, which must be completed within two (2) months from the date of engagement
- c) **Pre-retirement trainings:** The Judiciary shall prepare and conduct customized pre-retirement training programs for all staff within 5 years from retirement to adequately prepare them for retirement.
- d) **Leadership and Management Trainings:** Judiciary shall implement structured training for various leadership and management cadres (within 6 months from appointment/assignment to the management or leadership role within the Judiciary). This will cover both judiciary and non-judiciary staff to ensure that they have necessary managerial and leadership skills to execute their roles.
- e) **Priority mandatory training:** The Judiciary from time to time will organize training relevant to the issues of priority to the Judiciary. These may include ICT training within 3 months of appointment or when a new technology/change occurs; training related to prevailing diseases like outbreaks or pandemic diseases and training related to occupational safety in the workplace.
- f) **Mentorship and Coaching:** To strengthen professional growth and knowledge transfer within Judiciary, a mentorship and coaching culture shall be institutionalized. Each staff member with supervisory responsibilities shall be required to conduct a minimum of two (2) hours of coaching sessions per annum for the subordinate(s) under their supervision. Mentorship and coaching shall be recognized as part of the mandatory training requirements and shall form one of the supervisee's goals under the Learning and Development dimension within the Performance Management System. Supervisors shall document and report on these sessions during performance reviews to ensure compliance and continuous professional growth across all levels of the Judiciary.

- g) **Guidance and counselling:** The Judiciary shall offer workplace guidance and counselling services to its employees. This may include peer counseling and engagement of professional counsellors.

These would be administered through in-house seminars, workshops or in collaboration with training institutions and other stakeholders. These are expected to be short term training courses of not more than three weeks)

4.2 Continuous Professional Development

The Judiciary will support employees to undertake long-term and short-term training related to the professional development of the staff or skills development. These may include Professional Qualifications/Certification training from recognized institutions. The Judiciary shall encourage staff to register with their respective professional bodies. The judiciary will meet the cost of annual subscription for eligible employees (of specific cadres) as well as support participation in meetings organized by the professional bodies.

Continuous professional development shall also include mandatory training for judicial staff to stay updated on legal developments and evolving jurisprudence through workshops, seminars, and online courses

As part of professional development, the Judiciary will also support specialized Trainings (in-house or those organized by recognized institutions) to address specific areas of law or for staff groups within specific job role/cadres for improvement of job performance, provide specialized skills or competency.

4.3 Formal Trainings (Higher Education)

The Judiciary will sponsor formal training (for approved employees) to attend formalized higher education training courses from recognized institutions within and outside the country (subject to the availability of funds). This includes post graduate courses, degrees or equivalent qualifications from recognized universities.

4.4 Other Training Programs

The Judiciary will also support development of its employment through other training programs and forums such as:

- **Exchange programs:** The judiciary will facilitate exchange programs with the objective of exposing employees to best practices within and outside the country.

- **Conference Seminars and Workshops:** The Judiciary shall consider sponsorships to professional conferences, seminars and workshops relevant for enhancing the capacity employees subject to a specific criterion and a business case.
- **The use of TOTs (Train the Trainer Programs):** Judiciary shall invest in training of trainers (employees who possess proven expertise in various fields) to act as facilitators/trainers for approved in-house trainings.

5. CHAPTER FIVE: TRAINING ADMINISTRATION

This Chapter provides guidelines for how the training needs/skills gaps will be identified, how staff will be nominated for the various training courses, eligibility criteria for sponsorship for various training programs, leave administration during long term studies and other matters pertinent to the administration of training and development function.

5.1 Training Needs Assessment

The Judiciary through the Directorate of Human Resources and Administration shall conduct a training needs assessment every five years to identify capacity gaps within the employees of the Judiciary. The training needs analysis will form the basis for the training plans/programs.

The training plans shall be submitted to the Judiciary Training Committee for approval and further submission to the Office of the Chief Court Administrator for incorporation into the Judiciary budgets and submission to the CJ for approval.

5.2 Performance Review

The training and development needs will also be identified through annual performance reviews. As part of performance review and appraisal process between staff and supervisors, training needs shall be documented as part of the personal development plans (in the performance review forms). Annually, the collate Human Resource Department shall gather and organise all training needs identified through the performance review process.

Following the consolidation of the training needs identified, the Directorate of Human Resources and Administration shall revise and make the necessary changes to the existing training plan and prepare corresponding budgets for review and approval.

To foster a performance driven and learning oriented culture, all staff shall be required to undertake a minimum of eight (8) hours of learning per annum for non-judiciary staff and fifteen (15) hours per annum for judiciary staff. These learning hours shall form part of each employee's Individual Learning Plan (ILP) and be integrated into the Performance Management Framework under the Learning and Development dimension (self-development).

Supervisors shall ensure that their supervisees incorporate learning goals into annual performance plans and meet the minimum required learning hours through goal setting, progress reviews, and performance appraisals.

5.3 Course Nomination Process

Training will be provided based on the needs, budget availability and alignment to the overall objectives and needs of the Judiciary at the time of the request. Nominations of employees for various training and development programs shall be made in line with the training program while ensuring gender equity, transparency, fairness and meritocracy.

Hence forth, the Department of Human Resources and Administration shall prepare annual training plans and corresponding budgets together with recommended staff to be trained/sponsored for that specific year. This shall be guided by the five-year training program.

All self-initiated requests for training or sponsorship for formal higher education training sponsorship are required to be initiated through the personal development plans as part of annual performance review. The applicant shall obtain written approval once the consolidated annual training plan is approved before proceeding for training. Once the approval is granted the applicant must provide an admission letter from a recognized university and proceed on studies within one year after the approval is granted.

5.4 Eligibility Criteria

Judiciary of Zanzibar Staff will be eligible for sponsorship for various training and development programs based on longevity, skills relevancy while giving priority to critical skills gaps. Below is a high-level criterion based on the nature of the training:

a) Mandatory Trainings:

All staff are eligible for mandatory training, including both current employees and new joiners whether they are fresh graduates from universities or have been transferred from other public sector institutions in Zanzibar

b) Continuous Development Trainings: This will be administered in line with the training plan.

Eligibility will revolve on aspects of job cadres and identified training/skills gaps among staff as well as the governing law and professional requirements for specific job roles.

Only staff who have served in the Judiciary for at least two (2) years will be eligible for sponsored professional examinations from recognized national bodies and related sponsorships, unless there is a pressing institutional need that requires earlier consideration.

c) Formal (Higher Education): Only Inservice staff will be eligible for formal higher education courses based on the following criteria:

- i. If they have worked for at least two years within the Judiciary
- ii. If they have a satisfactory performance rating for the past two years
- iii. If they have the minimum qualification required by the training institutions

- iv. If the training is part of their staff development plan (endorsed by the line manager) with justification of how the course is relevant to the institution's needs and the overall job role of the employee.
- v. If they comply with bonding conditions prior to endorsement of the training program

5.5 Leave

To support training and development for its staff, the Judiciary of Zanzibar shall grant the following types of leave to allow staff to attending trainings and other development programs.

- a) Leave with pay in case of higher education sponsorship for postgraduate and degree studies that are within the staff development plan and approved within the training plan
- b) Special leave of absence with pay in case of other courses other than form higher education studies. (This includes all other types of training including continued professional education, mandatory trainings, specialized training that are less than one year)
- c) Post training leave: Staff who were absent from work for a training course of more than 9 months shall be entitled to a leave of 2 weeks calendar day after the completion of the training (prior to return to the office).

Staff who are absent (on leave) for higher education studies shall not be entitled to annual leave. Their annual leave entitlement shall be regarded as having been utilized in respect of each complete year of absence. While staff who are on leave attending courses that are less than one year shall still be entitled to their annual leave.

N.B: JoZ shall also sponsor staff who wish to take higher education studies after working hours (as part-time students) aligning with the above-mentioned requirements for approval.

5.6 Training Bond

All employees sponsored by the Judiciary of Zanzibar, its partners, or other stakeholders for training lasting more than six (6) months shall be required to sign a Training Bond Agreement before commencement of studies. The bond ensures that the employee applies the acquired knowledge and skills in service to the Judiciary and safeguards public investment in capacity development.

Bonding shall apply to all sponsored long-term courses leading to a certificate, diploma, degree, or professional qualification. It shall not apply to training lasting less than six (6) months or to fully- sponsored courses undertaken outside official working hours.

The Bond serving period shall be as follows:

- a) Employees sponsored for training lasting six (6) months to one (1) year shall serve the Judiciary for at least one (1) year upon completion, while those attending training exceeding one (1) year shall serve for at least three (3) years.
- b) For postgraduate or fully sponsored international programmes, the bond period may extend up to five (5) years.

The bond shall cover all costs borne by the Judiciary or sponsor, including tuition, travel, accommodation, subsistence, medical cover, and other approved training-related expenses. A formal bond agreement shall be signed by the employee, Head of Department, Director of Administration and Human Resources and Chief Court Administrator before release for training. The Administration and Human Resources Directorate shall maintain and monitor all bonding records.

Employees who fail to complete their studies, resign, transfer, or leave before serving the bonded period shall refund the full cost of training on a pro-rata basis, recoverable from any benefits, gratuities, or terminal dues. The same requirement shall apply to employees who change or switch their approved course without formal authorization, and they will be required to refund the related training costs accordingly.

Bond obligations shall be discharged upon:

- Completion of the required service period
- Full repayment of the training cost
- Death of the employee while in service.
- In exceptional cases, the Chief Court Administrator may recommend partial or full waiver of the bond if circumstances beyond the employee's control make continued service impossible, or where it is in the public interest to do so. The waiver shall be documented by Human Resources and Administration Department and approved by the Judicial Training Committee, prior to CCA granting the waiver.

All employees sponsored by the Judiciary, its donors or stakeholders for a training program of more than (12) month shall be subject to the following conditions upon completion of the studies:

- a) Shall report back to the substantive duty station or employer upon completion of studies.
- b) Shall not be allowed to terminate their employment while on study leave or immediately after study.
- c) Shall be required to serve the Judiciary as per stipulated bonding requirements above or be required to refund the total cost of training.

6. CHAPTER SIX: SPONSORSHIP ARRANGEMENTS

This chapter outlines sources of funding, how the funds will be utilized, criteria for eligibility for sponsorship and related training allowances and obligations.

6.1 Sources of Funding

The Judiciary of Zanzibar shall ensure availability of adequate sources of funding for training and development initiatives through mobilization from various resources including:

- **Annual budget allocation** for training of employees through annual budgetary process. These funds shall sponsor staff who have been with the Judiciary for more than two years focusing on critical required skills
- **Donor Funds** through bi-lateral agreements with Judiciary development partners. The Judiciary will engage donors for technical assistance in training and development of staff, without prejudice to the mandate or service delivery of the Judiciary.
- **Private (Self-Sponsoring)**. Employees who wish to pursue approved courses at their own cost are required to formally inform the Human Resources and Administration and will be granted approval of time, provided that the course forms part of the training program and is relevant to their career development

6.2 Rights and Privileges of Staff Under Training

Subject to the availability of funds and budgetary arrangements which shall be made, annually approved training sponsorships include fees and expenses related:

- a) Registration and Admission
- b) Examinations
- c) Tuition fees
- d) Books and stationaries
- e) Special Faculty Requirements.
- f) Higher education allowance, field allowance, research allowance
- g) Transport allowance
- h) Maintenance Allowance
- i) Fees related to visa, permits fees, health insurance and airport fees
- j) Residential, including all board and Lodging fees (Where necessary)

Judiciary staff who have been selected for training sponsorship shall be afforded with the following privileges/rights.

- a) **Leave:** as guided under section 5.5 of this policy
- b) **Salary:** Judiciary employees will continue to be paid throughout their absence from duty to while attending training courses. However, such staff shall not be eligible for ordinary annual increments during the period of absence if absent for more than 9 months.
- c) **Retention of public sector housing:** A Judiciary staff attending an in-service course and is currently entitled for housing benefit, shall retain Public Sector Housing except where the staff has failed to report to his duty station after the completion of the course, he shall be required to vacate the government quarter.
- d) **Salary adjustment in line with the acquired qualifications:** After completion of higher education studies the staff shall submit education certificates, and the Judiciary shall adjust the staff salary to match the level of education (in line with the salary structure). The salary adjustment shall take effect upon the employee's return to duty and submission of the official academic certificate for the completed programme
- e) **Training Cost Refund for Non-Completion:** Employees sponsored for long-term training who fail to complete their program whether due to disqualification or failure to graduate—shall be required to repay fifty percent (50%) of the total program costs.

The repayment mechanism shall include the following:

- **Repayment Schedule:** The employee shall enter into a formal repayment agreement with the Director of Human Resources and Administration and the endorsed by the Chief Court Administrator, specifying a schedule of instalments based on the employee's financial capacity. The maximum repayment period shall not exceed four (4) years.
- **Method of Payment:** Payments shall be made directly to the Judiciary of Zanzibar, through bank transfer and shall not be deducted directly from the employee's salary to avoid undue financial hardship.
- **Temporary Suspension from Sponsorship:** The employee shall be temporarily ineligible for any future training sponsorship until the repayment obligations are fully met.
- **Acknowledgement of Debt:** The employee shall sign a written acknowledgement of debt, confirming the repayment amount, schedule, and consequences of non-compliance.
- **Recovery in Case of Separation:** If the employee resigns, retires, or otherwise leaves the Judiciary before completing repayment, any outstanding amount shall be recovered from terminal benefits payable by the Judiciary. In the event that the employee dies or suffers a permanent disability rendering them unable to work, the remaining balance of the debt shall be written off.

6.3 Transport, Travelling and Subsistence Allowance

Staff sponsored for training and development programs will be entitled to normal transport and travelling expenses. They may also be paid subsistence allowance for each night spent on the journey from his duty post to the point of training.

- a) **Local Training Outside the Duty Station for more than 12 months:** Transport and travelling privileges between employee duty station and the Training Institution at the beginning and end of each term; and subsistence allowance.
- b) **Local Training Outside the Duty Station for less than 12 months:**
 - 40% of the relevant applicable subsistence allowance, if the staff is provided with accommodation or breakfast
 - 60% of the relevant applicable subsistence allowance, if no accommodation is provided
 - 10% if the staff is attending an in-house training course within the duty station
- c) **Training outside the country:** In service employee who is attending short-term training sponsored by institutions outside the country shall be paid at least 60 days' allowance. Such staff will also be entitled to wardrobe allowance once every three months and travel inconvenience allowance each time they travel to attend the training.

The Judiciary shall cover the additional cost (as may be required and in line with the approved annual plans) in case of a partial sponsorship by an institution providing the training or a donor/stakeholder, or the sponsored amount does not cover the total cost of living.

6.4 Termination of Sponsorship

The Judiciary will seize the training sponsorship on the following grounds.

- If the sponsored staff is terminated on-disciplinary grounds, the Judiciary will withdraw sponsorship immediately. Subject to the discretion of the CJ the employee may be allowed to continue as a private student.
- The Judiciary will not sponsor or pay for repetition of exams upon failing on the first instance.

7. CHAPTER SEVEN: MONITORING AND EVALUATION

This chapter provides for the overall framework on how the training and development initiatives will be monitored and evaluated to ensure that they are effective, accountable, and contribute to the overall performance of the Judiciary. The Directorate of Human Resources and Administration under the guidance of the judiciary training committee shall hold primary responsibility for overseeing the monitoring and evaluation of training and judicial functions.

7.1 Reporting

The Human Resource and Administration Department shall prepare quarterly and annual reports on all training and development activities done per quarter and share with the Judicial Training Committee for review and submission to Chief Justice.

The report shall highlight among other things.

- Number and type of training implemented within the reporting period (including distribution on duration, overseas, local or in-house)
- Distribution of the training participants in terms of gender, age, job cadre/designation
- Cost of the training and source of funding
- Relevance of the programs and expected impact and outcomes
- Other information as may be required from time to time.

For Sponsored Employees on Long term Studies: Employees undertaking sponsored studies shall submit a progressive academic report at the end of every semester. The report should include academic results, progress made, any challenges encountered, and anticipated support required (if any). Submission of these reports is mandatory and forms part of the monitoring and evaluation process for all sponsored training programs

7.2 Training Impact Assessment

The Directorate of Administration and Human Resources shall conduct continuous impact assessments of all training programmes implemented by or on behalf of the Judiciary. The results of these assessments shall be consolidated and submitted to the Judicial Training Committee as part of the annual training and capacity development report. The purpose of the assessment is to evaluate the relevance, effectiveness, efficiency, and sustainability of training interventions and their contribution to institutional performance and service delivery.

Training impact assessment shall measure the extent to which training has:

- Enhanced staff knowledge, skills, and professional behavior.
- Improved work performance and service delivery outcomes; and
- Contributed to the attainment of the Judiciary's strategic objectives and reform priorities.

The impact assessment shall be conducted based on the categories of training as follows:

- a) **Assessment of Short term and In House Trainings:** All short-term, mandatory, and specialized technical trainings organised internally by the Judiciary shall incorporate evaluation tools to measure learning outcomes and immediate effectiveness. These may include pre and post training assessments, participant feedback forms, and supervisor evaluations to determine application of knowledge and skills at the workplace.
- b) **Assessment of Long term or Formal Training:** For long-term training (exceeding twelve months) or higher education sponsorships, impact assessment shall be conducted through mandatory Back-to-Office Reports submitted by returning staff. The reports shall document the competencies gained, relevance of the training to the Judiciary's needs, and proposed application in the work environment. In addition, annual performance reviews shall evaluate how effectively the acquired competencies are being applied through assigned goals and deliverables.
- c) **Assessment of Externally Conducted Trainings:** For technical or professional training delivered by external institutions, impact shall be assessed through self-assessment forms completed by the participating employees, endorsed by their supervisors or performance managers during annual evaluations. These assessments shall form part of the staff member's learning and development record and inform future training priorities.

7.3 Audit

The Judicial Training Committee shall institute a mechanism to get audit reports (issues) related to training and development initiatives that are raised through audit process by the Controller and Auditor General of Zanzibar. The Internal Audit reports shall also be used as a source of assessing effectiveness and compliance of the training program.

As part of audit process the Judiciary Training Committee shall review the annual training reports to ensure equity and fairness, quality of the training and development initiatives, value for money and cost effectiveness.

7.4 Quality Assurance

The Judiciary shall ensure the quality, relevance, and consistency of all training and development initiatives through the establishment of comprehensive quality assurance frameworks and mechanisms. These measures are intended to maintain high standards in the design, delivery, and evaluation of training programmes, and to guarantee that all learning interventions contribute effectively to institutional performance and service delivery excellence.

The quality assurance framework shall include, but not be limited to, the following components:

- a) **Accreditation of Training Programmes:** Ensuring that all courses and programmes offered under the Judiciary's sponsorship or coordination are accredited by legally recognized institutions, professional bodies, or regulatory authorities.

b) **Pre-qualification of Training Institutions and Trainers:** Engaging only reputable, pre-qualified institutions and certified trainers with demonstrated expertise in relevant subject areas and adherence to ethical and professional standards.

c) **Recognition of Certifications and Awards:** Accepting and supporting only those qualifications, certifications, and awards issued by institutions legally recognized by national or international regulatory bodies.

d) **Periodic Review of Training Content and Methodologies:** Conducting regular reviews of training materials, methods, and delivery approaches to ensure continued relevance, alignment with institutional goals, and responsiveness to emerging trends and reforms.

e) **Monitoring and Feedback Mechanisms:** Establishing post-training evaluations, participant feedback tools, and supervisor assessments to measure the quality and applicability of knowledge and skills gained.

As part of this process, the Judiciary Training Committee (JTC) shall review annual training reports submitted by the Directorate of Administration and Human Resources to ensure equity, quality, value for money, and cost-effectiveness in training and development initiatives.

The JTC shall also provide strategic guidance on improvement measures, capacity gaps, and training priorities for subsequent implementation cycles.

7.5 Continuous Improvement

Building upon the reporting and quality assurance mechanisms, the Judiciary shall promote a culture of continuous learning and institutional improvement in all training and development initiatives. Findings from quarterly and annual training reports, impact assessments, and quality assurance reviews shall be systematically analyzed to identify strengths, gaps, and opportunities for enhancement.

The Judiciary Training Committee shall review these findings and make recommendations aimed at improving training design, relevance, and delivery. Emphasis shall be placed on ensuring that future training interventions address identified competency gaps, align with the Judiciary's strategic objectives, and contribute to improved service delivery and organizational performance.

Feedback from participants, supervisors, and training providers shall be consolidated by the Directorate of Human Resource and Administration and used to refine training curricula, methodologies, and evaluation tools. Lessons learned shall also inform periodic reviews of the annual training plans to maintain their relevance and responsiveness to institutional needs.

The Judiciary shall further encourage knowledge sharing, mentorship, and peer learning platforms to reinforce the application of skills in the job and to sustain professional growth across all staff levels. Through these continuous improvement efforts, the Judiciary seeks to ensure that training and development

investments yield measurable outcomes, strengthen institutional capacity, and foster a high-performing, learning-oriented organization

7.6 Policy Review

This Policy shall be reviewed every five (5) years, or earlier, if necessary, to ensure its continued relevance, effectiveness, and alignment with the evolving needs of the Judiciary. The review shall take into account emerging trends in judicial administration, technological advancements, institutional reforms, and geo-political developments that may impact capacity-building priorities and practices.

The Directorate of Human Resource and Administration, in consultation with the Judiciary Training Committee, shall coordinate the review process and submit recommendations for approval by the Chief Justice. The revised policy shall incorporate lessons learned from implementation, stakeholder feedback, and best practices in judicial training and development