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## GLOSSARY OF TERMS AND ABBREVIATIONS

<b>BSC</b>	Balanced Scorecard System
<b>CEPEJ</b>	European Commission for Efficiency of Justice
<b>CEPEJ TOOL</b>	Quality of Justice Assessment Tool (Adapted by the JSC)
<b>GoZ</b>	Government of Zimbabwe
<b>HR</b>	Human Resources
<b>ICT</b>	Information Communication Technology
<b>IECMS</b>	Integrated Electronic Case Management System
<b>IRBM</b>	Integrated Results Based Management System
<b>Interviewees</b>	Stakeholder representatives who were interviewed as part of the planning process.
<b>JCZ</b>	Judicial College of Zimbabwe
<b>JCZ Act</b>	Judicial College of Zimbabwe Act [Chapter 7:17]
<b>JLOS</b>	Justice Law and Order Sector
<b>JSC</b>	Judicial Service Commission
<b>JTI</b>	Judicial Training Institute
<b>Judicial Officers</b>	Judges, magistrates and persons presiding over customary law courts and other courts established by or under an Act of Parliament.
<b>KRA</b>	Key Result Areas
<b>KPI</b>	Key Performance Indicator
<b>MoJLPA</b>	Ministry of Justice, Legal and Parliamentary Affairs
<b>Participants</b>	Stakeholders who participated in the formulation of this JSC Strategic Plan (2021-2025)
<b>PESTLEG</b>	Political, Economic, Social, Technological Legal and Environmental, Governance
<b>RBM</b>	Results Based Management
<b>RTGS</b>	Real Time Gross Settlement
<b>PRAZ</b>	Procurement Regulatory Authority of Zimbabwe
<b>SWOC Analysis</b>	Strengths, Weaknesses, Opportunities and Threats/Challenges
<b>w.e.f.</b>	Abbreviation used in the Action Plan to denote, "With Effect From".

It is with great pride that I present this third successive five-year Strategic Plan (2021-2025) of the Judicial Service, marking another milestone in the journey towards a Zimbabwe in which world-class justice prevails. The tangible outcomes arising from the successful crafting and implementation of the first five-year Strategic Plan (2012-2016) became our inspiration for a sustained culture of planned administration and a scientific approach to judicial management and governance.

As the second five-year Strategic Plan (2016-2020) comes to its expiry, we have undertaken the planning process once again with the dual objective of taking stock of our achievements in the implementation of the strategy, as well as (and perhaps more importantly) set new priorities for the third five-year strategic plan, during which it is my most sincere hope that the JSC will consolidate its gains over the last 10 years and move significantly within reach of its vision, working together with other actors in the justice sector.

While we have had to contend with planning under the restrictions imposed by the Coronavirus pandemic, which made physical interaction difficult, we were able to effectively engage most of our key stakeholders online. The strategic planning process included workshops and interviews with members of the Judicial Service; as well as selected internal and external stakeholder representatives. In particular, a number of online interviews were held with relevant external stakeholders such as the Ministry of Justice, the Law Society, the Prosecutor General, Zimbabwe Anti-Corruption Commission, Zimbabwe Republic Police, Zimbabwe Prison Services, civil society and development partners, who were also invited to give their input to the process. The process included a review and confirmation of the Vision, Mission, Core Values, Mandate and Founding Principles of the JSC.

The years gone by were not without their challenges. Resource constraints, inadequate court infrastructure, and inadequate investment in technology and human capital development as well as the scourge of corruption which reared its ugly head not just in the broader society but even within the justice sector. While significant measures have already been taken to counter some of the challenges, the current planning cycle will focus on dealing decisively with these and other strategic priorities identified.

The JSC recognizes that the attainment of sustainable social and economic development depends on strict adherence to the rule of law and effective protection of rights, both of which require a highly effective judiciary. The Commission seeks to develop an independent; financially autonomous and sustainable; modern and efficient judiciary; that is enthusiastically accountable to the public in its pursuit of a society in which the rule of law prevails. Some of our highest priorities will include:

- Enhancing judicial independence and administrative autonomy of the judicial service.
- Modernising and strengthening the efficiency of the judicial service.
- Enhancing access to quality justice for all.
- Strengthening accountability mechanisms and enhance public trust and confidence in the rule of law.

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The Judicial Service will seek to strike a balance between accountability and independence by adopting a policy of “responsible independence” or independence with accountability.

Human capital development and talent management is a major priority for the judiciary, if not the entire justice sector. The continual training of Judicial Officers is an essential ingredient for truly independent, competent and impartial courts that are accessible to all. This strategic planning cycle will place emphasis on establishing a solid foundation for sustainable investment in talent development and the continual training of all members of the Judicial Service.

During our third five-year strategic planning cycle, the modernisation of the Judicial Service will be a major priority, and the JSC will ensure that adequate effort is placed in mobilising the resources required to acquire and install appropriate technology in all courts, develop strong internal systems, and facilitate continual digital training of all members of the Judicial Service. The effectiveness, efficiency and quality of service rendered to court users by the JSC will depend on the fulfilment of this priority.

The Commission will place significant importance on culture change and organisational transformation as the stepping stone towards administrative excellence. In a rapidly changing operational environment, the Judicial Service will adopt positive change attitudes and embrace the tenets of transformational leadership, objective performance management systems and self-evaluation. As we strive towards the establishment of an ideal judicial system in Zimbabwe, the JSC will conform to corporate governance best practice, and adhere to principles of democratic constitutionalism.

On behalf of the Commission, I wish to express my most sincere gratitude to our partners and stakeholders for the support we received during the planning process. In particular, the JSC received financial assistance from UNDP. I am grateful to our local consulting firm, Genesis Global Finance (Private) Limited, represented by the Managing Director, Felix Kumirai for facilitating and guiding the process to successful completion. During the implementation of this third five-year plan, we will monitor and evaluate our progress and keep our stakeholders engaged.

**Harare, November 2020**



Honourable Chief Justice Luke Malaba

**Chief Justice, Head of the Judiciary and the Judicial Service, Chairperson of the JSC.**



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## 1. INTRODUCTION

This Strategic Plan for the Judicial Service Commission (“JSC”), sets out the Vision, Mission, and Mandate, Values and Founding Principles of the organisation and the judiciary in addition to the objectives to be reached and the activities needed to reach such objectives. The Strategic Plan sets out its goals, outlines its short and long-term resource requirements, and serves as a guide to the Commission on how to achieve the long-term goal of establishing JSC as a sustainable and competent institution.

The planning process started in July 2020 with an analysis of the status of JSC, followed by a stakeholder consultation process that took place during the same month. As a result of the Coronavirus pandemic which saw travel being restricted, conferences getting canceled, and more and more organisations vacating their premises and allowing employees to work from home, all interviews were done virtually using ZOOM and Skype applications. The purpose of these consultations was to secure the total buy-in all key internal and external stakeholders. The consultation process also gave the stakeholders a platform to contribute to the plan. This section outlines the approach and methodology adopted in the JSC Strategic Planning process.

### 1.1. Purpose of the Strategic Plan

This five-year Strategic Plan (2021-2025) was crafted by the JSC as the successor plan to the second five-year Strategic Plan (2016-2020) whose tenure expires in December 2020. The purpose of this Strategic Plan is to establish the greatest priorities of JSC, and to provide general direction to guide its operations during the five-year period to December 2025.

### 1.2. Scope of the Plan

The planning and implementation horizon is limited to a five-year planning period, although it is notable that all the super-ordinate goals, including the vision, mission, and core values are enduring over much longer periods of time. The JSC undertook a full-scope planning process, involving extensive stakeholder consultations through in-depth interviews facilitated by the Consultant. The JSC made use of conventional planning tools and contemporary models for implementation, monitoring and evaluation.

### 1.3. Planning Process

The JSC reviewed and adopted its current vision with no amendments, as it was the general feeling of the participants that the vision was still relevant, and that it appropriately addressed the long-term impacts set out in this strategic plan. Participants suggested that “the pursuit of excellence” should be a key culture element during the next planning cycle. The JSC crafted a set of broad, medium-term goals and their associated outcomes, before proceeding to develop a detailed balanced

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scorecard based Action Plan derived from the said 'Impact and Outcomes' plans.

#### **1.4. Conceptual foundations of the Balanced Scorecard Framework**

The Integrated Results Based Management System ("IRBM") and the Balanced Scorecard ("BSC") as adapted for the JSC, are base strategic planning and management tools used extensively in industry, government, and the non-profit sector worldwide to align business activities to the vision and strategy of the organisation, improve internal and external communications, and monitor organisational performance against set strategic goals. By adaptation of these tools, the strategy was analysed and crafted around five perspectives that are designed to cover the major aspects of an organisation's key performance areas, namely:

- Resources and Financing Perspective;
- Customer Services/Stakeholder Perspective;
- Internal Processes & Systems Perspective;
- Human Resources/Learning & Growth Perspective; and by adaptation; and
- Corporate Governance Perspective.

#### **1.5. Process Build-Up**

This document has been drafted to reflect both the flow of work and thinking process adopted by the JSC in the crafting of its strategy. Each section of the document represents a building block towards the detailed Action Plan and the Implementation Plan in sections 5 and 6 respectively, which are designed to ensure that the strategic plan is fully implemented. Prior sections 2 and 3 outline the complete strategy, with section 4 providing context to the priorities identified by the Commission.

#### **1.6. Stakeholder Consultations**

As part of the exercise, a number of stakeholder consultations were done, through one-on-one interviews, in an effort to get comprehensive feedback from the JSC's major stakeholders. The Consultants asked non-restrictive, open-ended questions; invited the interviewees to be as broad as possible in their responses; and used an interactive discussion approach, which provided the interviewees with sufficient flexibility to address not only the specific questions asked, but also to cover other pertinent issues considered relevant. The rationale for this approach was to enhance the quality of responses and content of information extracted.

#### **1.7. Strategic Planning Tools**

The JSC relied on a number of strategic planning tools including: the IRBM; the BSC system; the PESTLEG Analysis; the SWOC Analysis; the GGF-SSC Analysis; and the CEPEJ Quality of Justice Checklist (adapted for the JSC), to evaluate the external environmental and internal strategic factors



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that may be relevant to the crafting and attainment of the JSC vision, mission and goals. The tools, which are included as appendices hereto, were used to extract key strategic priorities for the JSC.

- **TOOL 1: ENVIRONMENTAL ANALYSIS (APPENDIX 1)**

The JSC recognises that strategic planning must be done in context. A thorough review of the external environment was carried out to determine macro-environmental factors that may affect the JSC's operations, directly or indirectly. The PESTLEG analysis identified those factors (Political, Economic, Social, Technological, Legal, Environmental and Governance), in the macro-environment that affect the operations of the JSC.

- **TOOL 2: SWOC ANALYSIS (APPENDIX 2)**

In order to identify issues requiring strategic intervention or redress, the SWOC Analysis was undertaken to evaluate JSC's internal strengths and weaknesses, as well as the opportunities and challenges emanating from the external environment. Participants developed various strategies to consolidate JSC's internal strengths, exploit external opportunities, address and turn around internal weaknesses and develop defensive mechanisms to protect it from external challenges.

- **TOOL 3: QUALITY OF JUSTICE SELF-ASSESSMENT– CEPEJ CHECKLIST (summarised in APPENDIX 5, with the full text available on request)**

The JSC relied on the CEPEJ checklist of quality justice to analyse "quality justice" in the context of such attributes as: strategic management and policy; internal systems and standard operational procedures; access to justice; human capital development and competence; and resources (or "means of justice").

### **1.8. Best Practice Benchmarking**

The JSC evaluated court systems, training approaches and general practices in other jurisdictions including Namibia, Zimbabwe, South Africa, Ghana and Kenya, from where key lessons relating to administration, automation, sector collaboration, and ADR among others, have been drawn and incorporated into this strategic plan. Best practice publications and guidelines by the UNDP, ICJ, CEPEJ and similar institutions were also reviewed for inspiration.

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## 2. JSC MANDATE AND STATUTORY FRAMEWORK

The Mandate of the Judicial Service Commission, in accordance with **the Constitution** and other laws of Zimbabwe, is:

- *to tender advice to the Government on any matter relating to the judiciary or the administration of justice in terms of the Constitution;*
- *to promote and facilitate the independence and accountability of the judiciary and the efficient, effective and transparent administration of justice in Zimbabwe;*
- *to administer and supervise the Judicial Service;*
- *to appoint persons to and fix the conditions of service of members of the Judicial Service;*
- *to deal with complaints made by or against members of the Judicial Service and to exercise disciplinary powers in relation to all members of the Judicial Service, save for Judges of the Superior Courts and persons presiding over Specialised Courts; and*
- *to ensure the well-being and good administration of the Judicial Service and its maintenance in a high state of efficiency.*

### 2.1. Structure of the Judiciary in Zimbabwe

In terms of section 163 of the Constitution of Zimbabwe, the Judiciary consists of:

- "the Chief Justice, the Deputy Chief Justice and the other judges of the Constitutional Court;*
- the judges of the Supreme Court;*
- the Judge President of the High Court and the other judges of that court;*
- the Judge President of the Labour Court and the other judges of that court;*
- the Judge President of the Administrative Court and the other judges of that court; and*
- persons presiding over the magistrates' courts, customary law courts and other courts established by or under an Act of Parliament."*

### 2.2. The Court Structure

The Chief Justice is head of the judiciary. Section 162 of the Constitution provides that judicial authority derives from the people of Zimbabwe and is vested in the courts, which comprise:

- the Constitutional Court;*
- the Supreme Court;*
- the High Court;*
- the Labour Court;*
- the Administrative Court;*
- the magistrates' courts;*
- the customary law courts; and*
- other courts established by or under an Act of Parliament."*

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### 2.3. Establishment of the Judicial Service Commission

The JSC is established in terms of Section 189 of the Constitution of Zimbabwe and its functions are described in section 190 of the Constitution. In terms of section 191 of the Constitution, the Judicial Service Commission must conduct its business in a just, fair and transparent manner. The JSC has a constitutional mandate to:

- *tender advice to the Government on any matter relating to the judiciary or the administration of justice, and the Government must pay due regard to any such advice;*
- *promote and facilitate the independence and accountability of the judiciary and the efficient, effective and transparent administration of justice in Zimbabwe, and has all the powers needed for this purpose;*
- *make regulations, with the approval of the Minister responsible for justice; and*
- *carry out functions conferred on it by the Judicial Service Act, in connection with the employment, discipline and conditions of service of persons employed in the Constitutional Court, the Supreme Court, the High Court, the Labour Court, the Administrative Court and other courts.*

### 2.4. Composition of the Commission

The Constitution of Zimbabwe sets out in section 189, the establishment and composition of Judicial Service Commission as follows:

- (1) *There is a Judicial Service Commission consisting of —*
  - (a) *the Chief Justice;*
  - (b) *the Deputy Chief Justice;*
  - (c) *the Judge President of the High Court;*
  - (d) *one judge nominated by the judges of the Constitutional Court, the Supreme Court, the High Court, the Labour Court and the Administrative Court;*
  - (e) *the Attorney-General;*
  - (f) *the Chief Magistrate;*
  - (g) *the chairperson of the Civil Service Commission;*
  - (h) *three practising legal practitioners of at least seven years' experience designated by the association, constituted under an Act of Parliament, which represents legal practitioners in Zimbabwe;*
  - (i) *one professor or senior lecturer of law designated by an association representing the majority of the teachers of law at Zimbabwean universities or, in the absence of such an association, appointed by the President;*
  - (j) *one person who for at least seven years has practised in Zimbabwe as a public accountant or auditor, and who is designated by an association, constituted under an Act of Parliament, which represents such persons; and*
  - (k) *one person with at least seven years' experience in human resources management, appointed by the President.*
- (2) *The Chief Justice or, in his or her absence, the Deputy Chief Justice, presides at meetings of the Judicial Service Commission, and in the absence of both of them at any meeting, the members present elect one of their number to preside at the meeting.*

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(3) *The members of the Judicial Service Commission referred to in paragraphs (d), (h), (i), (j) and (k) of subsection (1) are appointed for one non-renewable term of six years.*

## **2.5. Structure of the Judicial Service**

The employees of the unified judiciary and the JSC (including judicial and non-judicial employees of the Constitutional Court, the Supreme Court, the High Court, the Labour Court, the Administrative Court, and the Magistrates' Courts with its 54 court stations and 52 circuit courts in various districts of Zimbabwe), are collectively referred to as the Judicial Service. The JSC will seek the realignment of, *inter alia*, Section 3 of the Judicial Service Act [*Chapter 7:18*], which stipulates the composition of the Judicial Service, with the Constitution, particularly in respect of: *the Deputy Chief Justice and Judges of the Constitutional Court and persons presiding over customary courts.*

## **2.6. The Secretariat of the JSC**

The JSC is supported by a Secretariat, headed by the Secretary to the JSC, and two Deputy Secretaries, one responsible for the Court Administration (Policy and Legal Services), and the other for Corporate Administration (Support Services). Details of the JSC organisational structure are set out in Section 6 hereof.

### 3. SUPERORDINATE GOALS OF THE JSC

#### 3.1. Vision

Guided by its mandate, the JSC developed the following vision and mission statements and core values. These super-ordinate goals were reviewed and confirmed as appropriate and relevant to JSC for the foreseeable future. JSC has adopted the following vision statement which remains its long-term aspiration; and which goal will be attained through collective actions and collaborations with stakeholders in the justice delivery sector.

**A Zimbabwe in which world class justice prevails!**

#### 3.2. Mission

Participants felt that the mission statement of the JSC may be improved by adding the words “transparent, accountable and independent” to qualify the “justice delivery system” as these issues were among JSC’s highest priorities in the new planning season. The JSC has adopted the following Mission statement:

**In accordance with the laws of Zimbabwe and best practice, to promote the maintenance of a transparent, accountable, and independent judiciary and provide administrative support to the judiciary for an efficient and effective justice delivery system that inspires public trust and confidence in the rule of law.**

#### 3.3. Core Values

The culture of the JSC, is “**a culture of excellence**” and is defined by 6 core values. During the planning process, Participants reviewed and confirmed the continued relevance (and adequacy) of these core values, which the JSC has adopted as the ultimate expression of the philosophy and “**performance culture**” that guides and inspires the work ethic of Team-JSC and all its internal and external working relations.

CORE VALUE	WHAT IT MEANS FOR THE JSC
<b>Independence</b>	While working within its mandate, JSC resists any undue influence and interference and takes the appropriate steps to instil independence as a core value of all members of the Judicial Service.
<b>Fairness</b>	The JSC treats all members and users of the Judicial Service equitably, impartially, respectfully and in a transparent manner, based on a strict adherence to communicated policies and regulations.
<b>Professionalism</b>	The JSC works to maintain the Judicial Service in a high state of efficiency, based on a strong work-ethic of honesty, diligence and integrity, while strictly adhering to its Code of Ethics and its Code(s) of Conduct.

<b>Accountability</b>	While safeguarding the independence of the Judicial Service, the JSC acknowledges its accountability to the general public from which it derives its mandate, and is responsive to the legitimate concerns and expectations of its stakeholders.
<b>Accessibility</b>	The JSC is accessible to all its stakeholders, and seeks to avail well-equipped court facilities within reasonable physical proximity to all communities, including people with special needs; to maintain affordable court costs; and to provide information in various language translations on how to navigate within the judicial system - so that all those who need justice can access it easily.
<b>Transparency</b>	The JSC operates with transparency by communicating internally and externally with unwavering candour, honesty and respect.

### 3.4. Founding Principles

The JSC has adopted the following Founding Principles, being the basic ideology which, together with the Core Values, informs the organisational culture of the JSC and guides the pursuit of its vision:

PRINCIPLE	DESCRIPTION
<b>Accessible justice for all.</b>	The JSC seeks to promote equitable access to justice through the elimination of cost, infrastructure and knowledge barriers.
<b>High quality service to the public.</b>	The JSC is committed to the expeditious delivery of affordable justice to all court users.
<b>Performance culture.</b>	The JSC will encourage a culture of continuous implementation, monitoring and regular review of its plans and policies to ensure adherence to set performance standards.
<b>Competent judicial service.</b>	The JSC will create and sustain an environment conducive for members of the Judicial Service to be highly trained, well equipped and adequately resourced for effectiveness and efficiency.

### 3.5. Key Result Areas

The JSC's key result areas ("KRAs") refer to the fundamental responsibilities of the JSC, as outlined in its mandate. The proposed KRAs outline key facets of the JSC mandate that should be attained. Participants suggested that KRAs should be aligned to the foundational principles. This would entail the possible addition of "justice delivery" and perhaps replacement of "advisory" with the broader term "service delivery", while in the same vein, linking "performance culture" to "administrative management" as illustrated below:

KEY RESULT AREA	DESCRIPTION
Resource Mobilisation.	Mobilise adequate and appropriate technological, financial, and physical resources for the Judicial Service - towards greater efficiency, autonomy and independence.

Advisory services.	Advise the Government on any matter relating to the judiciary or the administration of justice; and carry out functions in connection with the employment, discipline and conditions of service of persons employed in the courts.
Service Delivery.	Facilitate efficient, effective and transparent court services and institutional administration.
Justice Delivery.	Facilitate access to quality justice for all by maintaining judicial independence, accountability, transparency, competence and good governance, while engaging with consumers of justice and other stakeholders to identify and eliminate all barriers to justice.
Performance Management.	Apply scientific management and administration best practice for the maintenance of the Judicial Service in a high state of efficiency; and driven to perform by appropriate technology. Facilitate effective monitoring & evaluation to promote efficient and effective service delivery.
Capacity Building.	Towards greater competence and universal access to quality justice, develop judicial service talent, culture, and skill-sets that are competent to facilitate institutional resilience, strong leadership, good governance, and capacity to deliver quality justice to all.

In order to establish an accountability framework for each KRA, the organisational structure of the JSC will assign departments responsible for the execution of programmes in pursuit of these KRAs.

### 3.6. Sustainable Development Goals

The JSC, as part of its strategy, seeks to contribute towards the attainment of **SDG 16, 'Peace, Justice and Strong Institutions'** which highlights the role of governments and institutions in promoting peaceful and inclusive societies for sustainable development, **providing access to justice for all, and building effective, accountable and inclusive institutions** at all levels. To achieve the SDGs, governments and private institutions must be held accountable. Corruption, crime, bribery, and any number of unacceptable behaviours that are rampant in countries around the world must be addressed and ultimately eradicated. The pursuit of **SDGs 4, 5 and 17** (respectively for the promotion of inclusive and **equitable quality education and lifelong learning** opportunities for all; and for the promotion of **gender equality** and the empowerment of all women and girls at all levels), will also motivate the JSC strategy to strengthen continual judicial training and enhance diversity and equity in its human capital development.

### 3.7. Agenda 2063

Similarly, Agenda 2063 is the African Union's strategic framework to deliver on its goal for inclusive and sustainable continental development, prioritising inclusive social and economic development, continental and regional integration, democratic governance, as well as peace and security, in order to reposition Africa as a

dominant actor in the community of nations. The JSC will seek to contribute towards the attainment of Goals 11,12 and 13, which fall under Agenda 2063 Aspirations 3 and 4 towards "An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law' and "A Peaceful and Secure Africa" respectively. These are concerned with the following priorities:

- Democracy and Good Governance;
- Human Rights, Justice and The Rule of Law
- Institutions and Leadership;
- Participatory Development and Local Governance; and
- Maintenance and Preservation of Peace and Security.

### 3.8. National Development Plan (Vision 2030)

The Government of Zimbabwe, in 2018 pronounced the national development plan under the title TRANSITIONAL STABILISATION PROGRAMME "Towards a Prosperous & Empowered Upper Middle Income Society by 2030". As part of its strategic plan, the JSC will, in recognition of its role in contributing towards the attainment of the national vision, play a role in "promoting justice and fairness in application of the rule of law, protection of human rights, and upholding of property rights". Public sector reforms for sound governance, promotion of transparency, accountability and eradication of corruption are key priorities in the national development plan, and where appropriate, the JSC will align its strategy to these goals. Other areas of alignment include the harmonisation of the JSC automation strategy to the national "digital economy by 2030" objective; and the JSC human capital development strategy to the guidelines set out in Vision 2030.

### 3.9. Broad Goals

The JSC has developed its strategic plan around four primary goals derived from the KRA's above, the attainment of which will move JSC towards the realisation of its vision.

GOALS
<p><b>Goal A: Means of Justice, Resources, and Sustainability:</b> To attain financial autonomy and sustainability of the JSC by mobilising adequate financial, infrastructural or technological resources to support the implementation of its strategic plans and operations.</p>
<p><b>Goal B: Consumers of Justice and Stakeholders:</b> To consistently deliver accessible justice and quality services to all court users and stakeholders.</p>
<p><b>Goal C: Internal Systems and Technology for Organisational Effectiveness:</b> To develop and automate a comprehensive set of internal control systems and standard operating procedures.</p>
<p><b>Goal D: Human Resources and Training:</b> To build a competent (skilled, equipped, motivated and performance-driven) Judicial Service that is always learning.</p>



**Goal E: Corporate Governance:** To adhere to the highest standards of corporate governance, policy and planning, results-focused implementation and effective monitoring and evaluation of programmes.

### 3.10. Apex Results Chain (Impact and Outcomes Analysis)

In developing the statement of desired impact(s), Participants analysed the key attributes of “quality justice” (including accessibility, independence, fairness, transparency, accountability, efficiency) and synthesised them into 2 desired states drawn from the IRBM system: enhanced public trust and confidence in the rule of law; and improved quality of justice.

**IMPACT PLAN** - Impact refers to the broader or longer-term effects of JSC’s activities, outputs and outcomes. Often, these are effects on a broader field such as government policy, the legislative framework. The successful implementation of the JSC Strategic Plan (2021-2025), supported by the successful delivery and good performance of other actors and agents in related sectors, is expected to yield the above Impact.

IMPACT PLAN	INDICATOR	Measurement Unit/Criterion	Target		
			Baseline	2025	2030
Enhanced public trust and confidence in the rule of law	Percentage of population with confidence in the rule of law in Zimbabwe.	Independent Annual Survey	+55%	+75%	+90%
Improved quality of justice.	Degree of conformance with international Quality of Justice standards.	Quality of Justice self-assessment score (based on the JSC modified CEPEJ Tool).	+65%	+85%	+95%

**OUTCOMES PLAN** - Outcomes are the changes, benefits, learning or other effects that happen as a result of work or effort. They can be wanted or unwanted, expected or unexpected. The JSC Outcomes Plan comprises **capacity-enhancing outcomes** that are expected to yield from the successful implementation of this strategic plan.

OUTCOMES PLAN	INDICATOR	Measurement Unit/Criterion	Target		
			Baseline	2023	2025
1. A competent (skilled, equipped and motivated), Judicial Service.	Full implementation of the Judicial Skills Development Plan	% of Judicial Service trained in line with individual JSDP	New Indicator	80%	95%
	JSC Job satisfaction index	% of survey respondents expressing job satisfaction	New Indicator	80%	100%

OUTCOMES PLAN	INDICATOR	Measurement Unit/Criterion	Target		
			Baseline	2023	2025
2. An efficient and effective technology-driven Judicial Service.	Case disposal rates	% of cases completed within Prescribed Limits	40%	75%	90%
	Adoption and use of technology	% of users actively using the IECMS and ERP	New Indicator	80%	100%
3. An accessible, independent and accountable court system.	Public confidence index	% of survey respondents expressing confidence in the court system	New Indicator	60%	80%
	Judgment quality	% of judgments upheld on appeal	60%	80%	80%
	Physical access	Number of Districts (/52) with a well equipped court station	30	40	52

### Judicial Competence, Efficient Service Delivery, and Quality Justice

The JSC Strategic Plan (2021-2025) will seek to achieve three major outcomes in the medium term (Judicial Competence; Efficient Service Delivery; and Quality Justice). Judicial education and resource adequacy are the two critical inputs to the enhancement of judicial competence, efficiency in service delivery, quality of justice, and the rule of law.

**Measures of financial autonomy and resource adequacy** – The JSC will evaluate key indicators of financial autonomy and resource mobilisation success including: JSC Budget-to-Treasury Allocation variance; budget disbursement time lapse; Expenditure to Budget variance; Programme funding gap analysis; and planned infrastructure gap analysis.

**Subjective measures of judicial education outcomes** - It is difficult to measure qualitative primary indicators (such as knowledge, understanding, skills and attitudes), to estimate training related outcomes and changes in the professional competence of a judicial officer - except perhaps by way of judicial self-assessment, analysis of appeal outcomes, and judicial review reports. Accordingly, the JSC will place reliance on quantitative secondary indicators (such as, number of judicial officers trained; number of learning hours, number of judicial officers expressing satisfaction with training; etc.), which are easier to observe, and more objectively measured, albeit less direct. Judicial self-assessment surveys will be relied upon for useful qualitative information.

**Objective measures of judicial education outcomes** - Other objective and measurable indicators to measure how learning outcomes and training interventions impact the operation of the rule of law include:

- **Public confidence in the integrity of the court system** - The JSC will undertake stakeholder surveys (with such participants as academia, community representatives, public interest groups and legal practitioners), to assess the degree of satisfaction with judicial services. Such criteria as: accessibility; efficiency; transparency; affordability; integrity; and protection of human rights, will generate qualitative data that will be analysed to measure useful public perceptions.
- **Judicial performance** - The JSC will extract data from its case management and information systems and analyse trends in caseload, case disposal and service delivery. The proposed IECMS will be a critical source of accurate information on judicial performance. The JSC will use quantitative indicators including: the number of new cases filed; number of case disposals; average duration per case; number of appeals and percentage of successful appeals; number and nature of complaints against the judiciary and their outcomes.
- **Indicators of effective judicial education** - The contribution of judicial education and resource adequacy to greater efficiency in justice delivery, quality of justice and the rule of law will be measured through the use of process and impact evaluation techniques; subjective and objective criteria; and quantitative and qualitative data. The JSC will use a number of data collection methods including: comparative surveys; opinion surveys; external assessment; peer-assessment; self-evaluation; and base-line judicial management data. Some of the key performance indicators that will be measured are listed in the table below:

KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION
1. Establishment of a dedicated judicial training institute (process evaluation)	Judicial Training Institute in place and operational
2. Judicial Officers' participation in skills development planning and TNA	Skills development plan
3. Judicial Officers' participation in pre-scheduled training	Training evaluation forms
4. Judicial Officers' satisfaction with the training (course evaluation)	Training evaluation forms
5. Public perception of the quality of service	Client Satisfaction survey
6. Public perception of quality of judgments	Client Satisfaction Survey
7. Public confidence in improvements to the rule of law	Client Satisfaction Survey
8. Objective assessment of caseload and case disposal rates.	Statistical Reports
9. Reduction in successful appeals against decisions	Percentage of successful appeals
10. Reduction in complaints upheld against Judicial Officers	Percentage of valid complaints against Judicial Officers

### 3.11. Risks and Assumptions

EXPECTED OUTCOMES	RISK FACTORS	UNDERLYING CAUSE	MITIGATION
1. A competent (skilled, equipped and motivated), Judicial Service.	Inability to attract and retain adequate talent.	Uncompetitive conditions of service due to Treasury constraints	Provide adequate remuneration and benchmark against comparable jurisdictions and sectors.
	Inadequate training resources and facilities	Lack of a dedicated training institute due to funding and capacity limitations; and/or resistance from the Executive branch.	Engage a broad spectrum of potential partners and mobilise resources and technical experts to support the establishment of a Judicial Training Institute. Lobby Government and actors for support.
	Unwillingness by the Judicial Service to participate in pre-scheduled curriculum based & assessed courses.	Preference for ad hoc conference type courses	Incentivise enthusiastic training and completion of programmes. Introduce appropriate assessment methods
2. An efficient and effective technology-driven Judicial Service.	Failure of acquire the proposed IECMS	Delays in the process of coordinating sector actors. Failure to secure a funding partner.	Engage several prospective donors and partners to support the procurement of the IECMS. Coordinate all justice sector actors through MOJLPA and financing partner.
	Inadequate automation and use of technology by the courts.	User resistance to technology and limited computer equipment.	Provide ICT training, appropriate tools of trade and undertake culture re-orientation. Provide incentives for quick migration to the digital office.
	Inadequate systems documentation, SOPs and policies.	Capacity limitations	Mobilise specialists in the drafting of judicial systems, SOPs bench-books and manuals.
3. An accessible, independent and accountable court system.	Failure to eliminate access barriers	High court costs, complex court rules, long distances to courts and inappropriate facilities at the courts.	Implement the strategy to reduce costs, decentralise the courts, and undertake public education to demystify the court system.
	Inadequate capacity at the Local Courts and other ADR platforms to handle cases and reduce formal courts caseload.	Inadequate capacity and lack of support from other actors within the justice sector.	Support the development of ADR and capacitate the Local Courts through training and provision of adequate tools of trade.
	Failure to secure and retain financial autonomy.	Lack of resources due to Treasury capacity limitations.	Provide judicial education on independence and other principles.

EXPECTED OUTCOMES	RISK FACTORS	UNDERLYING CAUSE	MITIGATION
		Inadequate training on judicial independence.	Lobby Government for the allocation of full judicial applications and immediate disbursement.

## 4. SUMMARY OF THE JSC STRATEGY AND PRIORITIES

### 4.1. Highlights of the Strategic Plan

The following table provides a dash-board summary of the JSC Strategic Plan (2021-2025)

<b>1. Vision</b>	<b>A Zimbabwe in which world class justice prevails!</b>				
<b>2. Mission</b>	<b>In accordance with the laws of Zimbabwe and best practice, to promote the maintenance of a transparent, accountable, and independent judiciary and provide administrative support to the judiciary for an efficient and effective justice delivery system that inspires public trust and confidence in the rule of law.</b>				
<b>3. Core Values</b>	<b>Independence; Fairness; Professionalism; Accountability; Accessibility; and Transparency.</b>				
<b>4. Key Result Areas</b>	<b>Justice Delivery</b>	<b>Service Delivery</b>	<b>Performance Management</b>	<b>Resource Mobilisation</b>	<b>Capacity Building</b>
	Facilitate access to quality justice.	Facilitate efficient court services, advisory services, and institutional administration.	Facilitate effective monitoring & evaluation to promote efficient and effective service delivery.	Mobilise adequate financial, technical, technological and infrastructural resources.	Train staff and build sustainable institutional capacity and resilience.
<b>5. Principles</b>	<b>Accessible justice for all</b>	<b>High quality service to all</b>	<b>Performance culture</b>	<b>Competent judicial service</b>	
	Promote equitable access to justice and eliminate all barriers.	Fulfil the needs, and meet the legitimate expectations, of all consumers of justice and judicial services.	Set high performance & accountability standards, and review plans and policies regularly.	Create and sustain an environment conducive for members of the Judicial Service to be highly skilled, well equipped, and adequately compensated for effectiveness and efficiency.	
<b>6. Key Strategies</b>	Eliminate cost barriers; infrastructure barriers; and	Implement and measure performance of the JSC on:			
		<b>(a) demand-side interventions:</b> expeditious delivery of affordable justice to all court users; efficient administrative support to internal customers; and sound advisory services to Government.			

		knowledge barriers.	<b>(b) supply-side (internal) interventions:</b> Strategy & policy; Human capital development & talent management; Internal SOPs & automation; Resource mobilisation & sustainability;			
7.	<b>Outcomes</b> (expected improvement in key areas)	<ul style="list-style-type: none"> <li>• Access to all</li> <li>• Lower costs</li> <li>• More court stations</li> <li>• Widespread public education</li> <li>• Demystified court process</li> </ul>	<ul style="list-style-type: none"> <li>• Sound advice</li> <li>• Research capacity</li> <li>• Increase in number of specialised courts.</li> <li>• More Victim-Friendly courts.</li> </ul>	<ul style="list-style-type: none"> <li>• Effective monitoring and self-evaluation systems.</li> <li>• Accountability.</li> <li>• Transparency.</li> <li>• Efficiency.</li> <li>• Consistency of court rulings.</li> <li>• Quality judgments.</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Tools.</li> <li>• Appropriate compensation.</li> <li>• Talent retention.</li> <li>• Accessible justice.</li> <li>• Operational efficiency.</li> <li>• Independence with accountability.</li> </ul>	<ul style="list-style-type: none"> <li>• Investment in skills development and effective training.</li> <li>• Judgment quality.</li> <li>• Good corporate governance.</li> <li>• Sound risk management systems &amp; SOPs</li> <li>• Automation of systems.</li> </ul>
8.	<b>Impact</b>	<b>Improved quality of justice and enhanced public trust and confidence in the rule of law.</b>				
	(key impact indicators)	Public trust and confidence.	Service Quality	Expeditious delivery of quality justice.	Independence with accountability.	Competent court system.

#### 4.2. Summary of Strategic Priorities

The table below provides a summary of the strategic priorities derived from the broad stakeholder consultations undertaken by the JSC, and the corresponding strategic interventions developed in response.

Strategic Priorities Identified	Strategic Interventions / Action Plan
1. <b>Financial Autonomy and Sustainability</b> – Mobilise adequate “means of justice” and advocate for financial autonomy in both disbursement and expenditure control.	1. Engage Treasury for full budget allocation and budgetary control.
	2. Develop resource mobilisation plans based on SDGs (e.g. basket fund for donor support can be established with notification to the Minister and Treasury).
	3. Develop resource needs assessment and capital expenditure budget estimates outlining resource requirements of the JSC for the five-year planning horizon.
	4. Provide resource mobilisation (donor management) training.
	5. Adopt sustainable cost-effective service delivery and training interventions.
2. <b>Judicial Independence</b> – Demonstrable independence with accountability	1. Protect the independence of the individual judicial officer (internal independence), in order to guarantee institutional independence (external independence).
	2. Defend members of the Judicial Service from political and other forms of intimidation.
	3. Take steps to demonstrate judicial independence while communicating effectively to

	maintain public confidence in the absolute independence of the judiciary (real and perceived). Communications to be supported by statistical data.
	4. Maintain high standards of judicial transparency and accountability in order to guarantee responsible independence.
	5. Adopt objective mechanisms, guidelines and indicators to monitor and evaluate the Rule of Law and Independence.
	6. Provide continual judicial training, and public education on the principle of independence with accountability.
3. <b>Judicial Accountability</b> - Foster a culture of judicial transparency and accountability, and <b>strengthen efforts in the fight against corruption.</b>	1. Adapt global accountability mechanisms (e.g. ICJ Practitioners Guide No. 13) for the JSC.
	2. Promote individual and institutional accountability.
	3. Increase the number of special anti-corruption courts and strengthen their capacities.
	4. Contribute to the review and strengthening of anti-corruption laws.
	5. Invest in electronic case management software for greater efficiency.
	6. Automate case allocation for greater transparency.
	7. Expedite the hearing and disposal of corruption cases.
	8. Improve service conditions for members of the Judicial Service.
	9. Invest in continual judicial training and culture re-orientation, in such areas as ethics, governance, and formal anti-corruption training.
	10. Review recruitment policy to include minimum age or maturity benchmarks.
	11. Promote transparent lifestyles.
4. <b>Access to Justice for All</b> - Strengthen access to justice for all and eliminate all barriers to justice.	1. Promote devolution and decentralization by establishing more courts in all provinces and strengthen district court stations; and localise access.
	2. Capacitate customary/local courts with training and tools.
	3. Establish more victim friendly courts and facilities.
	4. Reduce or eliminate cost barriers.
	5. Eradicate knowledge and information barriers.
	6. Reduce infrastructure and physical barriers.
	7. Promote pro deo and pro bono legal aid programmes in collaboration with the Legal Aid Directorate and the Law Society.
	8. Institute counter-measures against Covid-19 barriers (non-traditional modes of delivery).
5. <b>Capacitation of Customary / Local Courts</b>	1. Provide appropriate judicial training to all local court officers (ultimately through the proposed JTI).

	<ol style="list-style-type: none"> <li>2. Provide appropriate tools of trade, and administrative support to the local courts.</li> <li>3. Provide appropriate court-related infrastructure.</li> <li>4. Establish a special engagement platform with representatives of judicial officers presiding over customary courts, including the Chiefs Council to ensure adequate representation and engagement on strategic issues relating to local courts.</li> <li>5. Consider the establishment of an appropriate appeals process for cases heard in the local courts.</li> <li>6. Undertake public education and awareness campaigns (on rights and customary court procedures) in collaboration with the local courts,</li> <li>7. Assign a dedicated administrative resource at the JSC head office to liaise with and represent the local courts.</li> </ol>
<p><b>6. Quality of Justice -</b> Strengthen institutional capacity to deliver high quality justice in all courts</p>	<ol style="list-style-type: none"> <li>1. Promote efficient and expeditious disposal of cases (quantitative discharge without compromising quality).</li> <li>2. Eliminate case backlogs.</li> <li>3. Institute a Caseload (Workload) and Staffing Needs Study to avoid excessively heavy work loads, and recruit adequate numbers of Judicial Service members.</li> <li>4. Institute qualitative performance evaluation (assess quality of work / decisions).</li> <li>5. Institutionalise staff promotions based on performance (beyond 'seniority').</li> <li>6. Ensure full implementation, monitoring and evaluation of the JSC Five-Year Strategic Plan (2021-2025)</li> <li>7. Undertake training and introduce measures to reduce the risk of the courts issuing inconsistent or conflicting judgments and judicial pronouncements.</li> <li>8. Strengthen the system of review and scrutiny of decisions and case performance (Zimbabwe Law Reports / Cases confirmed on review / Cases with adverse reviews / Cases appealed and reversed), supported by appropriate digital technology; and analyse performance at each court level.</li> <li>9. Strengthen academic review, scrutiny and feedback mechanisms in partnership with academia, supported by appropriate digital technology; and analyse performance at each court level.</li> <li>10. Institutionalise regular monitoring and evaluation of quality based on objective quality assessment mechanisms (e.g. CEPEJ Self-assessment)</li> </ol>
<p><b>7. Development of jurisprudence -</b> Foster progressive jurisprudence</p>	<ol style="list-style-type: none"> <li>1. Contribute to the development of local and regional jurisprudence.</li> <li>2. Encourage expression of the full individual opinions of all judges hearing a case, whether dissenting or otherwise.</li> <li>3. Promote continual review of the rules of court.</li> <li>4. Provide training in specialised and emerging areas of law including anti-money laundering, cyber-crime, anti-corruption and virtual currencies.</li> </ol>



	<ol style="list-style-type: none"> <li>5. Establish a dedicated Judicial Training Institute with capacity for legal research, judicial and administrative training.</li> <li>6. Promote judicial research and development initiatives, in partnership with academia.</li> <li>7. Promote technology-supported knowledge management in the Judiciary</li> <li>8. Strengthen Library and Information Resource Centres</li> <li>9. Build institutional capacity for law reporting and monitoring of jurisprudence</li> <li>10. Promote the publication of land mark decisions by the courts (including through the media)</li> <li>11. Increase regional and international judicial cooperation</li> </ol>
<p><b>8. Justice Sector Collaboration -</b> Institutionalise regular communication and co-ordination with stakeholders in the justice sector</p>	<ol style="list-style-type: none"> <li>1. Contribute to the collective development of all actors “towards world class justice” by participating in the JLOS forum.</li> <li>2. Contribute to the crafting and implementation of a 10-Year Justice Sector Development Plan.</li> <li>3. Establish a special engagement platform with representatives of judicial officers presiding over customary courts, including the Chiefs Council.</li> <li>4. Strengthen the system of judicial visitation to prisons and correctional facilities, reporting on conditions, and evaluation of pre-trial detention cases.</li> <li>5. Work with relevant stakeholders to promote the effective monitoring of prison populations and advocate for decent prison conditions.</li> <li>6. Build public confidence in existing and new Alternative Dispute Resolution platforms, through public education and supporting the building of ADR capacities, and competencies.</li> <li>7. Engage in “administrative collaboration” with members of the Justice Sector to improve inter-dependent sub-systems within the justice delivery sector.</li> <li>8. Provide sector leadership in respect of cross-cutting justice delivery initiatives (ADR, Anti-corruption, gender based violence, child rights, de-congestion of the courts and prisons, etc);</li> <li>9. Consider benchmarking against the JLOS models of other jurisdictions</li> </ol>
<p><b>9. Internal Systems and Risk Management -</b> Strengthen Internal Systems and Controls</p>	<ol style="list-style-type: none"> <li>1. Craft and implement standard operating and court procedures (SOPs).</li> <li>2. Automate all systems with relevant technology and connectivity.</li> <li>3. Mobilise financial resources for entire Judicial Service.</li> <li>4. Acquire and install an IECMS, and facilitate training of internal and external users.</li> </ol>
<p><b>10. Automation of Judicial Systems -</b> Institutionalise the use of technology.</p>	<ol style="list-style-type: none"> <li>1. Develop and implement interactive website and social media handles.</li> <li>2. Implement financial management systems.</li> <li>3. Expand the case management system to all court stations.</li> </ol>

	4. Procure and implement Integrated Electronic Case Management System and communications.
	5. Provide appropriate technology and tools of trade to members of the Judicial Service.
11. <b>Performance &amp; Talent Management</b> - Attract, retain and motivate high performers within the Judicial Service.	1. Strengthen service delivery and quality through effective performance control.
	2. Adopt a qualitative review-based system of performance self-assessment.
	3. Improve staff conditions of service.
	4. Benchmark conditions of service with other jurisdictions to counter the long term effects of brain drain.
	5. Consider alternative non-monetary rewards (such as land and housing), beyond traditional salary and benefit perks.
	6. Promote gender equity, and diversity.
	7. Invest in effective talent identification, management and mentorship.
	8. Review Merit Policies and shift from rewarding Seniority (loyalty, long service) towards Performance (quality, efficiency, effectiveness).
	9. Institute a Caseload (Workload) and Staffing Needs Study to avoid excessively heavy work loads, and recruit adequate numbers of Judicial Service members.
12. <b>Organisational Structure Review</b>	1. Review the organisational structure, streamline and align to the strategy.
	2. Undertake regular job evaluation reviews and regional proxy market surveys.
13. <b>Human Capital Development</b> - Institutionalise continual judicial training.	1. Establish a dedicated Judicial Training Institute ('JTI').
	2. Establish and resource a Special Committee for Judicial Training to drive the establishment of the JTI.
	3. Undertake a skills audit or competence self-assessment to identify training needs; and produce a comprehensive five-year skills development plan for each member of the Judicial Service.
	4. Develop curriculum (crafted and delivered by the judiciary), aligned to the skills development plan.
	5. Provide structured, pre-scheduled, and systematic curriculum-based training (with focus on specialised thematic areas, judge-craft, contemporary jurisprudence, substantive law, procedural law; human rights law & mainstreaming of ESC, civil and political rights into the curriculum; research methods; case management; interpretation, manning of the courts, public relations and other soft skills).
	6. Provide in-house on-the-job practical training, for both judicial officers and non-judicial officers.
	7. Reduce ad hoc, conference-type training.

	8. Undertake post-training assessments of performance (decision quality, case flow, consistency) to evaluate training impact and estimate the Return on Investment towards skills development.
14. <b>Organisational Culture and Administrative Efficiency</b> – Strengthen administrative capacity and service delivery	<ol style="list-style-type: none"> <li>1. Undertake comprehensive organisational culture transformation to achieve greater team and individual alignment to the core values of the Judicial Service.</li> <li>2. Adopt corporate governance best practice standards (ZUNDAF sustainable governance culture), and provide regular training and induction of the Commission and Secretariat.</li> <li>3. Provide induction training on the mandate of the Commission/ Secretariat as a service provider to the Judiciary, and maintain absolute role clarity.</li> <li>4. Adopt scientific and strategic management approach to the administration of the Judicial Service.</li> <li>5. Train officers in strategic offices in transformational leadership and change management.</li> <li>6. Consolidate the strategic gains of the last 10 years and build capacities for the next decade.</li> <li>7. Evaluate strategy implementation and organisational performance (impact assessment), and benchmark JSC performance metrics to comparable jurisdictions.</li> </ol>

### 4.3. Specific Goals and Objectives

The following specific goals and objectives were drawn from the super-ordinate goals of the JSC and classified in four categories: Means of Justice (resources) and Sustainability; Service Delivery and Quality of Justice; Institutional Capacity and Resilience; Human Capital development and Competence.

	SPECIFIC GOALS AND OBJECTIVES
<b>Goal A – Means of Justice and Sustainability:</b> To attain financial independence and sustainability of the JSC by mobilising adequate financial, infrastructural or technological resources to support the implementation of its strategic plans and operations.	• To secure full budgetary control and protect the financial independence of the Judiciary.
	• To mobilise supplementary resources from donors through a dedicated Access to Justice Basket Fund.
	• To improve physical infrastructure in the courts and the work environment;
	• To provide training in resource planning, mobilisation, and donor management.
	• To optimise resource utilization and maintain sustainable expenditure patterns.
	• To enhance judicial independence and administrative autonomy of the judicial service.
	• To modernise and strengthen the efficiency of the judicial service.

<p><b>Goal B – Service Delivery and Quality of Justice:</b> To consistently deliver a world-class quality service to members of the judicial service and to all court users.</p>	<ul style="list-style-type: none"> <li>● To enhance access to quality justice for all (timely, efficient, fair, consistent, equitable, transparent justice).</li> </ul>
	<ul style="list-style-type: none"> <li>● To strengthen accountability mechanisms, transparency, and integrity in the Judiciary.</li> </ul>
	<ul style="list-style-type: none"> <li>● To enhance stakeholder engagement and improve the public image of the JSC.</li> </ul>
	<ul style="list-style-type: none"> <li>● To build public trust and confidence in the rule of law.</li> </ul>
<p><b>Goal C – Institutional Capacity and Resilience:</b> To develop and automate a comprehensive set of internal systems, controls, policies, procedures and processes.</p>	<ul style="list-style-type: none"> <li>● To establish a comprehensive set of policies and craft standard operating procedures (e.g. sentencing guidelines).</li> </ul>
	<ul style="list-style-type: none"> <li>● To automate all systems with relevant technology and connectivity.</li> </ul>
	<ul style="list-style-type: none"> <li>● To modernise JSC’s registry operations.</li> </ul>
	<ul style="list-style-type: none"> <li>● To strengthen Records management.</li> </ul>
	<ul style="list-style-type: none"> <li>● To mobilise financial resources for the entire Judicial Service.</li> </ul>
	<ul style="list-style-type: none"> <li>● To acquire and install an IECMS, and facilitate training of internal and external users.</li> </ul>
	<ul style="list-style-type: none"> <li>● To provide digital training and promote the mainstreaming of Information, Communication and Technology.</li> </ul>
<p><b>Goal D - Human Capital development and Competence:</b> To build a strong (performance-driven) judicial service that is (adequately) equipped, trained and compensated.</p>	<ul style="list-style-type: none"> <li>● To strengthen human capital management and entrench performance management</li> </ul>
	<ul style="list-style-type: none"> <li>● To establish a dedicated Judicial Training Institute (JTI).</li> </ul>
	<ul style="list-style-type: none"> <li>● To adopt a culture of judicial activism and develop local and regional jurisprudence.</li> </ul>
	<ul style="list-style-type: none"> <li>● To undertake a comprehensive five-year skills development plan for all members of the Judicial Service.</li> </ul>
	<ul style="list-style-type: none"> <li>● To develop appropriate curricula for the JTI based on the skills development plan, and roll out training.</li> </ul>
	<ul style="list-style-type: none"> <li>● To mainstream transformative leadership, excellence and performance as core culture elements.</li> </ul>

## 5. STRUCTURE OF THE JUDICIAL SERVICE

The implications of this JSC Strategic Plan (2021-2025) on how the Judicial Service should be organised in order to achieve the goals and objectives set out herein are summarized below. The corporate structure will include a Judicial Training and Research branch, in addition to the Corporate Administration, Court Administration and Judicial Services branches. The organisational structure accordingly, reflects faculty and administration staff for the JTI and re-locates research experts from current locations on the structure to the new education and research branch.

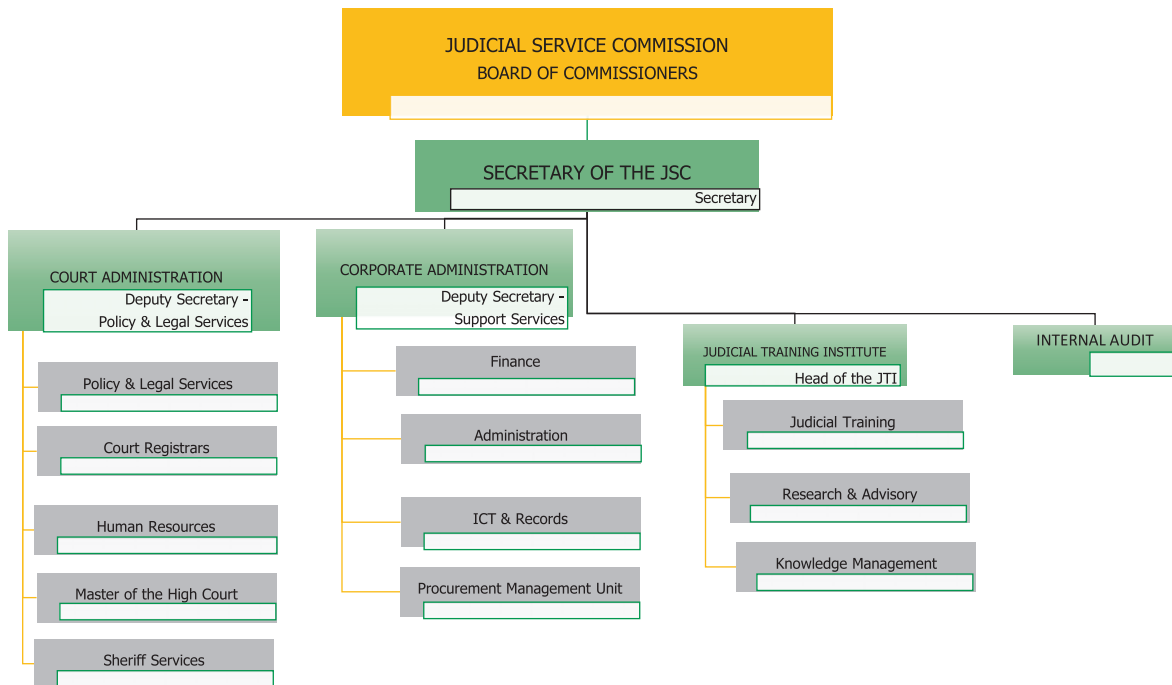
### 5.1. Proposed Corporate Structure designed to drive this Strategy

CORPORATE STRUCTURE	DESCRIPTION OF COMPONENTS	
<b>Corporate Administration and Governance</b>	<b>Office of the Chief Justice</b> (Head of the Judiciary and the Judicial Service, Chairperson of the JTI, and Chairperson of the JSC).	
	<b>Commissioners of the JSC</b>	
	<b>Secretary of the JSC</b>	
<b>Corporate Administration Services</b>	<b>Deputy Secretary – Support Services</b>	
	<b>Finance</b>	
	<b>Administration</b>	
	<b>ICT &amp; Records</b>	
	<b>Procurement Management Unit</b>	
<b>Court Administration Services</b>	<b>Deputy Secretary – Policy and Legal Services</b>	
	<b>Policy and Legal Services</b>	
	<b>Court Registrars</b>	
	<b>Human Resources</b>	
	<b>Master of the High Court</b>	
	<b>Sheriff Services</b>	
	<b>Research</b>	
	<b>Internal Audit Unit</b>	
<b>Judicial Training Institute</b>	<b>Head of the JTI</b>	
	<b>Training Institute</b>	
	<b>Research &amp; Advisory</b>	
	<b>Knowledge Management</b>	
<b>Judiciary</b>	<b>Chief Justice and the Courts</b>	
	<b>Constitutional Court</b>	
	<b>Supreme Court</b>	
	<b>High Court and the Specialised Courts</b>	
	<b>Magistrates Court</b>	
	<b>Customary / Local Court Courts</b>	

## 5.2. Proposed Organisational Structure designed to drive this Strategy

The organisational structure illustrated below reflects the human resources required to drive the strategy adopted by the Commission. **It is not an illustration of the current organisational structure.**

- The audit function, headed by the Chief Internal Auditor, reports functionally to the Commission through the JSC Audit Committee and administratively to the Secretary.
- The procurement function is a statutory role established in terms of section 17 of the Public Procurement and Disposal of Public Assets Act, and is headed by the Secretary (being the Accounting Officer) with the technical support of a Procurement Management Unit located under the Deputy Secretary – Support Services.
- The structure of the Judiciary is provided for in the Constitution and the Judicial Service Act, and does not appear on the organisational structure of the JSC. The Chief Magistrate carries some administrative responsibilities over the running of the Magistracy.



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## 6. STRATEGIC ISSUES AND PRIORITIES

### 6.1. General Context

The JSC undertook a current status assessment and identified a number of factors that were deemed relevant for consideration during the planning process. Significant progress was noted in the areas of decentralisation of court operations, establishment of basic court infrastructure in various districts nationwide, public education, and judicial self-assessment reviews. Gains in the foregoing areas will be consolidated over the five-year implementation cycle. The process also identified performance gaps and outstanding issues from current plans and remedial interventions were put in place. Some of the issues identified include:

- Resurgence of case backlogs and delays in the completion of cases.
- Inadequate funding of the judiciary due to budgetary constraints at Treasury.
- Widely-held public perceptions of judicial corruption and political bias.
- Inefficient case management due to inadequate use of electronic and digital solutions.
- High cost of training and inadequate investment in skills development and training due to infrastructure and resource constraints.
- Absence of objective evaluation mechanisms to assess the effectiveness of training interventions.
- Limited access to the courts (due to cost, logistical and knowledge barriers), in certain segments of society, particularly the rural folk.
- Limited capacity of local courts to deliver judicial services due to resource constraints.
- High staff turnover and low morale due to uncompetitive conditions of service.
- Complex court procedures.

### 6.2. Financial Autonomy and Sustainability

The JSC will advocate for greater financial autonomy in both disbursement of Treasury allocations and expenditure control. The strategy will include active mobilisation of adequate “means of justice” from partners, without compromising the independence and impartiality of the judiciary.

Participants in the planning process identified inadequate funding as one of the biggest challenges facing the JSC, a critical ingredient required for the institution to be free of external influence and truly independent. The JSC, for instance, does not source funding for recurrent expenditure from the donor community as this may impact on its independence. The Constitution provides for adequate funding of the Commission from Treasury resources and the JSC will continue to engage Treasury to release full allocations on application, and allow full autonomy in respect of financial planning and expenditure control. This will minimise the number of times the JSC has to make requisitions for funding during the course of a financial year.

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The Commission will consider supplementary material and technical support from non-governmental partners only in respect of specific projects and programmes approved by the Commission, pursuant to its mandate. The Commission will, however, not access any resources from funders who attach pre-conditions of any kind to their financial or material support. The JSC will also foster a culture of good stewardship and cost management in order to preserve the value of assets, court revenues and other financial resources under its control (e.g. the Imprest Account and the Guardian Fund) so that investment surpluses can be applied towards development finance. The Commission will also consider establishing a Basket Fund in which donations from partners might be harnessed to support development finance, under strict rules and policies to be set by the JSC and in compliance with existing laws governing the funding of the judiciary.

### 6.3. Judicial Independence

The JSC recognises that the right to an independent and impartial tribunal is “an absolute right that may suffer no exception”, and has included further measures in its strategy to strengthen both individual and institutional independence of the judiciary. Consideration was given to mechanisms for greater autonomy of the courts, and judicial freedom from external and internal influence, threats or interference, including procedures for judicial appointment, conditions of service and training.

Although there must, of necessity, be some relations between the judiciary and other actors including the Executive, “such relations must not interfere with the judiciary’s liberty in adjudicating individual disputes and in upholding the law and values of the Constitution”, as guided by the Bangalore Principles of Judicial Conduct. The Judicial Service will strive for demonstrable independence and autonomy, albeit responsible and accountable independence.

### 6.4. Judicial Accountability

The Commission is committed to building a culture of judicial transparency and accountability, and strengthen efforts in the fight against corruption. The ICJ Practitioners’ Guide No. 13 on Judicial Accountability, and the UNDP Rule of Law Indicators among other international best practice benchmarks, make recommendations for accountability procedures and mechanisms that have been considered by the JSC in the development of its strategies to strengthen transparency and accountability while protecting its independence.

- ***Accountability mechanisms***

Existing accountability mechanisms will be strengthened for greater effectiveness in ensuring both individual accountability as well as institutional transparency and accountability. Stakeholders also recommended the strengthening of judicial review procedures, law reports and academic critique of



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judgments (especially from the Supreme and Constitutional Courts) in order to improve the quality of judgments handed down. The Commission will work with academia to strengthen the effectiveness of existing academic review and scrutiny practices. The JSC will foster a culture of enthusiastic transparency and accountability which will in turn contribute to the integrity and efficiency of the justice system and reduce the incidence of judicial corruption.

- ***Judicial outreach and public education***

Stakeholders commended the JSC on its programmes of judicial outreach and public education concerning court services and procedures. The Commission will enhance its efforts in active public to demystify court procedures and simplify the conduct of court proceedings. By educating and involving the public in the work of the courts through proactive judicial outreach and communication strategies, the Judicial Service will increase public confidence and strengthen respect for the rule of law in society. Outreach programmes will continue in this strategy cycle.

- ***The fight against corruption***

The JSC will intensify its anti-corruption drive within the judicial system. One approach that Participants advocated for was to improve the conditions of service for judicial staff such that they are not easily corruptible. However, it was highlighted that all members of the judiciary and the JSC need to live by the values of integrity and transparency which are shared values in the JSC.

A study has revealed that there is a high correlation between age and corruption, showing that the younger magistrates who are usually the lowest paid tend to be more susceptible to corruption. Participants recommended that JSC reviews the minimum age criteria for the recruitment of magistrates.

A study done by the ICJ in 2017/18 highlighted areas where the public identified potential avenues of corruption within the JSC. The JSC will strengthen efforts to address these issues in the next planning cycle.

The Commission observed that understaffing with the Judicial Service and excessive workloads per capita were unsustainable and result in bottlenecks, backlogs and delays in the delivery of justice. The rationalisation of workload and elimination of bottlenecks will aid the fight against corruption as heavy workloads may be used to mask corrupt activities, while bottlenecks and backlogs create opportunities for rent-seeking behavior. The JSC will undertake workload and staffing needs assessments to determine optimum staff establishment, recruit and deploy as appropriate.

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Automation of case allocation to judges and magistrates will minimise the practice of litigants having their legal case heard in the court thought most likely to provide a favorable judgment, or “forum shopping”. A transparent, random digital case allocation system will also inspire public trust and confidence in the fairness of trials and judicial outcomes.

The JSC strategy will consider recommendations by Participants including:

- the need for training of judicial officers in dealing with emerging trends related to commercial crime and anti-corruption cases (e.g. money laundering and unexplained wealth);
- the establishment of well-equipped special anti-corruption courts within reasonable proximity of all court users;
- the swift and efficient trial of corruption cases;
- the review of rules of court relating to corruption cases, with a view to avoiding interlocutory applications and other complications that tend to compromise effective prosecution of cases; and
- the enhancement of witness protection programmes, including appropriate witness-friendly court facilities, in respect of corruption cases.

As a key part of its anti-corruption strategy, the JSC will develop sustainable collaborative efforts with the Zimbabwe Anti-Corruption Commission and partner in the administration of stringent anti-corruption systems and procedures.

### **6.5. Access to Justice for All**

The Commission will, in partnership with stakeholders, strive to strengthen access to justice for all and eliminate all barriers to justice. Participants celebrated the efforts made by the JSC towards enhancing access to justice by decentralising the High Court and increasing the number of lower courts in the country. The Commission will continue to promote the principle of devolution. More specialised courts such as family courts and small claims courts will also be established, while consideration will be given to the establishment of mobile courts in far-flung regions as interim bridges to justice.

Court procedures will be reviewed to identify bottlenecks to accessibility to justice and reduce obstacles that impede public access to information, proximity to courts, and ability to understand court procedures. The Commission has noted that there are still a number of courts that do not have adequate facilities to cater for the physically challenged. The strategic plan will prioritise the installation of special needs facilities. For instance, supportive ICT infrastructure, including audio recording of proceedings and transcription, teleconferencing facilities, and electronic billboards will enhance access to justice.

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The JSC will work with other actors in JLOS to advocate for and support the establishment of Alternative Dispute Resolution (ADR) as a sustainable alternative to the formal court system, whether by way of private or court-annexed arbitration, mediation, or conciliation. Well-resourced local or customary courts will also play a key role in relieving congestion in the formal courts as they are widely accessible at the grassroots being less expensive and less time-consuming.

Digital public information kiosks will be installed at all courts to enable easy access to information by members of the public. People seeking judicial services will be able to access basic information online using the booths, halting the queues common at the court registrar's office. The kiosks will save time spent by physically going through court registers.

The COVID-19 pandemic has impeded access by justice seekers to the courts and this is a significant challenge whose cultural and psychological impact to society is likely to remain long after the lockdown and travel restrictions have been lifted. The Commission will therefore plan to adopt a post-Covid-19 strategy designed to leverage technology as a channel for justice delivery.

In the meantime, courts are closing, reducing, or adjusting their operations, which can negatively impact the provision of timely and fair hearings, contribute to increased case backlogs, longer pre-trial detention periods, longer lead times during cases and generally hinder the efficient disposal of judicial and administrative proceedings. Certain vulnerable groups, including women and children at risk of domestic violence are acutely affected, while the curtailment of court operation times has often resulted in prolonged pretrial detention. In the absence of effective judicial oversight, persons detained while these emergency measures are in place may not be brought before a judge in a timely manner. Measures to counter the effects of Covid-19 on the work of the JSC have been considered in the first annual operational plan.

## **6.6. Capacitation of Customary / Local Courts**

The majority of the rural population in Zimbabwe relies on the local courts for the settlement of disputes within the jurisdiction of the customary courts. Customary courts / local courts are recognised by the Constitution as part of the Judicial Service (even though Traditional Chiefs who preside over these courts are autonomous 'institutions' that are also governed under different pieces of legislation outside the Judicial Service Act). The JSC will therefore continue to provide administrative support to all local courts and ensure their maintenance in a high state of efficiency. In order to guarantee delivery of this strategic objective, a specific resource within the JSC will be assigned the responsibility to drive the capacitation of local courts.

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## 6.7. Quality of Justice

The Commission will strengthen institutional capacity to deliver high quality justice in line with SDG 16 “Peace and Justice Strong Institutions” that seeks to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

In order to evaluate possible gaps in the pursuit of quality justice, the JSC reviewed and adapted for domestic use, an international tool for the development of quality justice. Participants defined the term “quality justice” in the context of such attributes as: strategic management and policy; internal systems and standard operational procedures; access to justice; human capital development; and resources (or “means of justice”). By disaggregating and analysing the 5 broad factors above, the JSC is able to undertake progressive self-assessments to identify, measure and analyse any quality-gaps, against a checklist developed by the EUROPEAN COMMISSION FOR EFFICIENCY OF JUSTICE (CEPEJ), entitled “Checklist for Promoting the Quality of Justice and the Courts”. Appendix 3 hereto provides a summary of the first JSC self-assessment. Regular reviews will be done to ensure rapid transformation towards world class justice.

As a way to strengthen institutional capacity to deliver quality justice, performance appraisals will move from merely looking at the quantitative discharge of justice (i.e. the number of judgments handed down), but will also look at the quality of the judgments including technical and efficiency measures such as legal soundness, procedure, case management and sentencing guidelines. Review and scrutiny of the courts will be mainstreamed as a measure of the quality of justice. Promotions and career progression within the organisation will be based on performance and consistency, and not just seniority or length of service.

## 6.8. Development of jurisprudence

The Judicial Service will build a culture of progressive jurisprudence and judicial activism, considering the broader societal implications of its decisions, over and above interpretation of current law. Judicial Officers will take active interest in contributing to the broadening of local and regional jurisprudence. Strategies for the development of jurisprudence, including transformational mechanisms for changing judicial policies, procedures, culture as well as monitoring and reporting will be implemented during this planning cycle. The capacity of judicial officers in cultivating and contributing to development of progressive, patriotic and indigenous jurisprudence will be enhanced through training and provision of relevant research materials. Forums for promoting judicial fellowship through purposeful engagement and sharing of jurisprudential decisions among different court levels and publication of land mark decisions by the courts through the media will be promoted.

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## 6.9. Justice Sector Collaboration

In general, the development of the justice sector towards accountability, transparency, and access to quality justice *"measures taken only by or only in relation to the judiciary are unlikely to succeed if they are not matched by similar efforts by other actors."* (ICJ Practitioners' Guide No. 13). A collaborative approach and equal participation towards the strengthening of the justice sector is key, and the JSC will improve its participation in such sector-wide efforts as anti-corruption initiatives, victim-friendly justice, child rights and gender based violence. However, to protect its independence, the JSC will only participate in initiatives concerned strictly with administrative and sector development issues; while members of the Judicial Service will not participate in anything that entails legal interpretation, conflict or legal formulation.

The JLOS liaison platform is a sector-wide forum bringing together justice sector institutions with closely linked mandates in order to promote collaboration in the development of a common justice sector vision, policy framework, common objectives and a unified development approach, over the medium term. The JSC will institutionalise regular communication and co-ordination with stakeholders and other actors in the justice sector and contribute to the collective development of all actors "towards world class justice".

## 6.10. Internal Systems and Risk Management

The JSC will work towards strengthening its internal systems and controls. Effective internal controls reduce the risk of asset loss, improve operational efficiency, and help ensure that information is complete and accurate, that financial statements are reliable, and that the Commission's operations are conducted in full compliance with applicable laws and regulations. The documentation of standard operating procedures (SOPs) commenced during the course of the JSC Strategic Plan (2016-2020), and will be completed during the current planning cycle.

## 6.11. Automation of Judicial Systems

Automation and digitisation of the courts and the modernisation of administrative systems is a major priority in the strategic planning cycle. While the process of automating some of these operational procedures has already begun on a limited scale, the Commission will, as part of the JSC Strategic Plan (2021-2025), focus on rolling out the full automation of all its internal systems and operational procedures. This process will involve training of all members of the Judicial Service on basic computer skills, followed by the procurement and installation of appropriate hardware and software at all court stations. The technology will include: internet access for all; appropriate software for finance and audit officers; integrated electronic case management system for the courts; appeals and reviews tracking

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system; digital research centre and electronic libraries (Hein-on-Line and Lexis Nexis) for Judicial Officers and Policy and Legal Services teams.

The Commission will institutionalise the use of technology in all facets of justice delivery. Information Communication Technology (ICT) has enormous potential to provide a quantum leap in the administration of justice as a cross-cutting imperative for all the pillars of transformation. The JSC has in recent years made modest progress in integrating technology into its operations. For instance, the Commission has a strong presence on social media through its Twitter account, its website is regularly updated, the JSC prepares and avails most of its publications in both hard and electronic format, and uses a robust financial management system. Information Kiosks operated at the High Court in Harare have been successful at the pilot phase and the JSC will undertake nationwide roll out within the next planning cycle.

Properly harnessed and deployed, ICT infrastructure will augment efficiency and effectiveness of both back office and court processes facilitating speedier trials and aiding in the fight against corruption. The JSC should now focus on creating an "e-Justice" framework that will make ICT an enabler for the delivery of justice. Stakeholders recommended that all key processes in the Judiciary be automated to enhance efficiency and effectiveness. The ultimate goal for the JSC should be the adoption of integrated ICT systems for the administrative and judicial functions of the Judiciary.

In some jurisdictions where they have adopted e-justice, routine remand hearings are done via video conferencing to save costs and increase access to justice. A key priority for the JSC is to finalise the development of an Integrated Electronic Case Management System (integrate with other players like NPA, ZRP, LSZ and AG).

## **6.12. Performance and Talent Management**

The JSC will work towards improving conditions of service and general working conditions of all members of the judicial service, in order to attract, retain and motivate high performers within the Judicial Service. Conditions of service are currently poor, characterised by heavy workloads and uncompetitive remuneration. The JSC will also recruit more magistrates to ensure effective and efficient service provision as well as to avoid employee burn-out.

Participants indicated that currently, the conditions of service for judicial officers are way below industry standards, as a result of which the JSC has lost many judicial officers to the private sector, not to mention the lost talent potential which the sector has failed to attract. Improving conditions of service will result in a secure workforce that is more productive.

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Performance evaluation tools will be linked to the remuneration structure, as a way of incentivising commitment to efficient service delivery and discouraging sloth and unethical behaviour.

### **6.13. Review the JSC Organisational Structure**

The process of strengthening institutional capacity will involve the continuous review and calibration of the organisational structure in order to deliver on the goals and expected outcomes of the JSC's strategic and operational plans. In order to reduce operating costs and improve effectiveness, a review of functions will be undertaken with a view to consolidate units, enrich jobs, eliminate duplication or functional redundancies, and ultimately improve efficiency. In order to improve strategic alignment, the Commission will, for instance, consider relocating the Communications & Corporate Affairs department to Policy and Legal Services, which is the division charged with the responsibility of strengthening public education, improving public perceptions of the Judicial Service and promoting trust and confidence amongst stakeholders.

### **6.14. Human Capital Development - Institutionalise Judicial Training**

The Commission is committed to the establishment of a dedicated Judicial Training Institute, and the institutionalisation of judicial training.

Judicial independence presupposes a judiciary that is well-trained and educated in the law. The judiciary often has to address delicate issues such as liberty, property, access to public services, and increasing the demands on the courts to defend or assert those rights. Therefore, it is imperative that Judicial Officers be well-prepared.

Judicial education was identified by stakeholders as a critical priority as it supports the professional development of officials involved in the delivery of justice and fosters awareness of the socio-economic dynamics and judicial administration. It is, therefore, imperative to equip judicial officers with relevant skills that will ensure efficient and effective execution of their mandate. It is against this background that establishing a dedicated Judicial Training Institute, as one option, has become a critical priority. The alternative of converting the Judicial College of Zimbabwe (JCZ) into a dedicated judicial training facility is considered more complicated as it would require lobbying of the Executive, and of actors across the sector, as well as seeking legislative amendment of the JCZ Act as a pre-condition. It would also leave other state actors, such as the prosecution and Attorney General's office, without a training facility.

The absence of a dedicated training institute is a serious challenge to the human capital development plans of the JSC. Best practice shows that in order for the judiciary to function effectively, a key pillar to that is systematic, curriculum-based and structured training for judicial officers (as opposed to ad hoc,

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conference-type trainings, which can only serve as an interim solution). The curriculum will be organised around different thematic areas, technical and soft, such as: procedural/ adjectival law, judge-craft, managing the bench, judgment-writing, evidence assessment, as well as training on emerging laws.

Even the most seasoned Judicial Officers must be afforded the opportunity to participate in training and continuing judicial education not only on the substantive law and procedures but also in techniques and skills such as judgment-writing, case management techniques, judicial resolution procedures, and the use of technology. Access to continuous education is the key to ensuring the highest level of competence on the bench. Active collaboration with academic institutions to provide curriculum based training courses to the Judicial Service will be a key part of the transition towards a dedicated JTI. Additionally, practical training can be reinforced by establishing judicial and administrative mentorship platforms through which judicial officers and court administrators with experience in particular areas can help to build the capacity of counterparts.

Some of the courses and training programmes offered by judicial training institutes in Africa include:

- Access to Justice and Gender Equality for Judicial Officers
- Case Management.
- Core Skills course for Judicial Officers
- Core Skills for Judicial and Legal Researchers
- Introduction to Human Rights for Judicial Officers
- Judgment writing for Judicial Officers
- Judicial Administrative Tribunals
- Judicial Independence and Ethics
- Specialised Training in Transcription and Legal Communication
- Training Needs Assessment for the Judiciary

### **6.15. Organisational Culture and Administrative Efficiency**

The JSC will strengthen administrative capacity and service delivery by focusing on the systematic transformation of culture, and building of administrative capacity through management and leadership training, and recruitment of talented administrative managers to complement resident skills. The Commission is generally pleased with the current organisational culture of hard work, excellence, transparency and accountability. During the next strategy implementation cycle, the JSC will consolidate the strong cultural foundation by undertaking an organisation-wide culture transformation and change management exercise with a view to cascade one set of shared core values from the apex to the lower levels of the Judicial Service.



## 7. PRIORITY-LINKED ACTION PLAN

The priority-linked action plan shown below is the logical framework and primary mechanism for the implementation of the JSC strategy. The strategic priorities described in prose in the previous section are broken down into specific activities with performance indicators, timelines and estimated budgetary requirements. The ultimate responsibility for the delivery of the strategy lies with the Secretary of the JSC, working under the direction of the Commission, being the vision bearer and custodian of the plan. The Secretary will cascade the strategy to his team by way of annual operating plans and performance contracts.

Strategic Priorities Identified	Strategic Interventions / Action Plan	Performance Indicators	Resources and Budgets	Target Date	Responsible
<b>1. Financial Autonomy and Sustainability</b> – Mobilise adequate “means of justice” and advocate for financial autonomy in both disbursement and expenditure control.	1. Engage Treasury for full budget allocation and budgetary control.	Full upfront disbursement of Treasury allocation annually.	N/A	December 2021	Secretary
	2. Develop resource needs assessment and capital expenditure budget estimates outlining resource requirements of the JSC for the five-year planning horizon.	<b>Resources Needs Assessment and Budgets</b> in place. All needs identified. Specific programmes developed for resource mobilisation.	TBA	December 2021	Secretary
	3. Provide resource mobilisation (donor management) training.	JSC resource mobilisation experts recruited & trained on programme development and management.	TBA	December 2021	Secretary
	4. Develop resource mobilisation plans based on SDGs and establish a basket fund for donor support.	<b>Basket Fund and Trust</b> in place. Partner-supported programmes in place for all identified resource needs.	TBA	December 2022	Secretary
	5. Adopt sustainable cost-effective service delivery and training interventions.	Cost management proposals approved and implemented.	TBA	March 2021	Secretary
<b>2. Judicial Independence</b> – Demonstrable independence with accountability	1. Protect the independence of the individual judicial officer (internal independence), in order to guarantee institutional independence (external independence).	<b>JSC Policy on Protection of Judicial Independence</b> reviewed, benchmarked to global best practice, and implemented.	TBA	December 2021	Secretary

Strategic Identified	Priorities	Strategic Interventions / Action Plan	Performance Indicators	Resources and Budgets	Target Date	Responsible
3. <b>Judicial Accountability</b> - Foster a culture of judicial transparency and accountability, and strengthen efforts in the fight against corruption.		2. Defend members of the Judicial Service from political and other forms of intimidation.	Policy on protection of judicial independence reviewed, benchmarked to global best practice, and implemented.	TBA	December 2021	Secretary
		3. Take steps to demonstrate judicial independence while communicating effectively to maintain public confidence in the absolute independence of the judiciary (real and perceived).	Regular public awareness communications supported by statistical data on court outcomes issued.	TBA	Semi-annually	Secretary
		4. Maintain high standards of judicial transparency and accountability in order to guarantee responsible independence.	Judicial review and scrutiny reports published regularly.	TBA	Semi-annually	Secretary
		5. Adopt objective mechanisms, guidelines and indicators to monitor and evaluate the Rule of Law and Independence.	Rule of Law Index indicators adapted for the JSC, and reported regularly.	TBA	Annually w.e.f. December 2021	Secretary
		6. Provide continual judicial training, and public education on the principle of independence with accountability.	<b>Judicial Independence Training Programme</b> (certified short course) developed and all judicial officers trained within two years.	TBA	December 2022	Secretary
		1. Adapt global accountability mechanisms for the JSC.	<b>JSC Judicial Accountability Policy</b> benchmarked against accepted global standards (including the ICJ Practitioners Guide No. 13, CEPEJ, ENCJ, and Global Rule of Law Index), in place and implemented.	TBA	December 2021	Secretary
2. Promote individual and institutional accountability.	ENCJ and Rule of Law Index indicators on judicial accountability adapted for the JSC, and reported regularly.	TBA	December 2021	Secretary		

Strategic Priorities Identified	Strategic Interventions / Action Plan	Performance Indicators	Resources and Budgets	Responsible
	3. Increase the number of special anti-corruption courts and strengthen their capacities.	Special anti-corruption courts operational in all provinces and trying all corruption cases including judicial officers implicated.	TBA	Secretary
	4. Contribute to the review and strengthening of anti-corruption laws.	Joint campaigns and programmes against corruption implemented in collaboration with JLOS actors.	TBA	Secretary
	5. Invest in electronic case management software for greater efficiency.	<b>Integrated Electronic Case Management System</b> in place and operational (and promoted across all JLOS actors).	TBA	Secretary
	6. Automate case allocation for greater transparency.	Case allocation systems in use.	TBA	Secretary
	7. Expedite the hearing and disposal of corruption cases through effective case allocation, case management and collaboration.	At least 80% of all corruption cases concluded within set time guidelines.	TBA	Secretary
	8. Improve service conditions for members of the Judicial Service.	<b>JSC Conditions of Service Enhancement Programme</b> developed in partnership with Treasury and appropriate partners.	TBA	Secretary
	9. Invest in continual judicial training and culture re-orientation, in such areas as ethics, governance, and formal anti-corruption training.	<b>Judicial Accountability Training Programme</b> (certified short course) developed and all judicial officers trained within two years.	TBA	Secretary
	10. Review recruitment policy to include minimum age or maturity benchmarks.	<b>JSC Recruitment Policy</b> revised and implemented.	TBA	Secretary
	11. Promote transparent lifestyles.	<b>JSC Judicial Transparency &amp; Lifestyle Policy</b> developed in implemented.	TBA	Secretary

Strategic Priorities Identified	Strategic Interventions / Action Plan	Performance Indicators	Target Date	Responsible
<p>4. <b>Access to Justice for All</b></p> <ul style="list-style-type: none"> <li>- Strengthen access to justice for all and eliminate all barriers to justice.</li> </ul>	<p>1. Promote devolution and decentralization by establishing more courts in all provinces and strengthen district court stations; and localise access.</p>	<p>The High Court or at least one specialised court station established in at least seven of the ten Provinces by December 2025. District court stations strengthened to cater for a broader range of cases including Master of the High Court.</p>	<p>December 2023</p>	<p>Secretary</p>
	<p>2. Capacitate customary/local courts with training and tools.</p>	<p><b>Resources Needs Assessment and Budgets</b> in place. All needs identified. Specific programmes developed for local courts' resource mobilisation. Judicial Training in Customary Law Procedures Programme (certified short course) underway.</p>	<p>December 2021</p>	<p>Secretary</p>
	<p>3. Establish more victim friendly courts and facilities.</p>	<p>All court stations capacitated to handle SGBV cases and other cases involving vulnerable persons within three years.</p>	<p>December 2023</p>	<p>Secretary</p>
	<p>4. Reduce or eliminate cost barriers.</p>	<p>Court fees eliminated for all persons who cannot afford to pay.</p>	<p>December 2021</p>	<p>Secretary</p>
	<p>5. Eradicate knowledge and information barriers.</p>	<p>Sustained <b>JSC Public Education Campaign</b> rolled out (for at least two years), to demystify the courts and provide key information.</p>	<p>Ongoing w.e.f. March 2021</p>	<p>Secretary</p>
	<p>6. Reduce infrastructure and physical barriers.</p>	<p>Within three years, all court stations equipped with appropriate facilities to handle cases involving persons living with disabilities in line with the <b>JSC Infrastructure Expansion Programme</b>.</p>	<p>Ongoing w.e.f. January 2021</p>	<p>Secretary</p>
	<p>7. Promote <i>pro deo</i> and <i>pro bono</i> legal aid programmes in collaboration with the Legal Aid Directorate and the Law</p>	<p><b>Comprehensive pro deo and pro bono legal aid Programmes</b> underway, in collaboration with</p>	<p>Ongoing w.e.f. March 2021</p>	<p>Secretary</p>

Strategic Interventions / Action Plan	Performance Indicators	Resources and Budgets	Target Date	Responsible
<p>Society.</p> <p>8. Institute counter-measures against Covid-19 barriers (non-traditional modes of delivery).</p>	<p>the Legal Aid Directorate, the Law Society and relevant partners.</p> <p>Covid-19 response measures expanded to cater for consumers of justice in need of urgent court services during lockdown.</p>	TBA	January 2021	Secretary
<p>5. <b>Capacity of Customary / Local Courts</b></p> <p>1. Provide appropriate judicial training to all local court officers (ultimately through the proposed JTI).</p> <p>2. Provide appropriate tools of trade, and administrative support to the local courts.</p> <p>3. Establish a special engagement platform with representatives of judicial officers presiding over customary courts, including the Chiefs Council to ensure adequate representation and engagement on strategic issues relating to local courts.</p> <p>4. Provide appropriate court-related infrastructure.</p> <p>5. Consider the establishment of an appropriate appeals process for cases heard in the local courts.</p>	<p><b>Judicial Training in Customary Law Procedures Programme</b> (certified short course) developed and all customary court officers trained within three years.</p> <p><b>Resources Needs Assessment and Budgets</b> in place. All needs identified.</p> <p>Specific programmes developed for local courts' resource mobilisation.</p> <p><b>Customary Courts Engagement Platform</b> in place and operational</p> <p><b>Court facilities plan</b> developed and implemented in collaboration with the Chiefs under the customary courts engagement platform</p> <p><b>Customary courts appeals process</b> developed and implemented in collaboration with the Chiefs under the customary courts engagement platform</p>	TBA	January 2021 to December 2023  December 2021	Secretary  Secretary

Strategic Priorities Identified	Strategic Interventions / Action Plan	Performance Indicators	Resources and Budgets	Target Date	Responsible
	<p>6. Undertake public education and awareness campaigns (on rights and customary court procedures) in collaboration with the local courts,</p> <p>7. Assign a dedicated administrative resource at the JSC head office to liaise with and represent the local courts.</p>	<p>Sustained <b>JSC Public Education Campaign</b> rolled out (for at least two years), to demystify the courts and provide key information on customary court procedures and legal rights.</p> <p>Dedicated officer recruited and trained.</p>	TBA	December 2022	Secretary
	<p>1. Define and communicate what quality justice is, and how JSC delivers it to consumers of justice.</p> <p>2. Promote efficient and expeditious disposal of cases (quantitative discharge without compromising quality); and Eliminate case backlogs.</p> <p>3. Institute a Caseload (Workload) and Staffing Needs Study to avoid excessively heavy work loads, and recruit adequate numbers of Judicial Service members.</p> <p>4. Institute qualitative performance evaluation (assess quality of work / decisions).</p> <p>5. Institutionalise staff promotions based on performance (beyond 'seniority').</p>	<p><b>JSC Quality of Justice Policy</b> in place (benchmarked to accepted global standards), and implemented in terms of a comprehensive partner-supported <b>JSC Quality of Justice Development Programme.</b></p> <p>Performance management and judicial evaluation systems operational; and outcomes published.</p> <p>Workload assessment done and adequate staff recruited to strengthen the Judicial Service.</p> <p>Qualitative measures in place to evaluate productivity and performance.</p> <p>Objective performance management system in place.</p>	TBA	December 2021	Secretary
6. <b>Quality of Justice</b> - Strengthen institutional capacity to deliver high quality justice in all courts.			TBA	December 2021	Secretary

Strategic Priorities Identified	Strategic Interventions / Action Plan	Performance Indicators	Resources and Budgets	Target Date	Responsible
	6. Ensure full implementation, monitoring and evaluation of the JSC Five-Year Strategic Plan (2021-2025)	Implementation plan included in section 8 of this strategic plan executed in full.	TBA	December 2021	Secretary
	7. Undertake training and introduce measures to reduce the risk of the courts issuing inconsistent or conflicting judgments and judicial pronouncements.	<b>Judicial Training on Quality of Justice</b> undertaken, with emphasis on judgment writing and case management.	TBA	December 2021	Secretary
	8. Strengthen the system of <b>judicial review and scrutiny of decisions by the courts</b> , as well as case performance; supported by appropriate digital technology to analyse performance at each court level.	Reduction of adverse outcomes from law reports and judicial review: <i>% of cases confirmed on review</i> <i>% of cases with adverse reviews</i> <i>% of cases appealed and reversed</i>	TBA	December 2021	Secretary
	9. Strengthen <b>academic review, scrutiny and feedback mechanisms</b> in partnership with academia – and supported by appropriate digital technology, analyse evaluation at each court level.	Reduction of adverse outcomes from academic review and scrutiny reports: <i>% of cases with adverse reviews</i>	TBA	December 2021	Secretary
	10. Institutionalise regular monitoring and evaluation of “the quality of justice” based on objective assessment mechanisms (e.g. CEPEJ Self-assessment)	Semi-annual CEPEJ Self-evaluation report reviewed and approved by the Secretary.	TBA	June 2021	Secretary
<b>7. Development of</b>	1. Contribute to the development of local	New high profile cases and judgments published.	TBA	December 2021	Secretary

Strategic Priorities Identified	Strategic Interventions / Action Plan	Performance Indicators	Resources and Budgets	Target Date	Responsible
<b>jurisprudence</b> - Foster progressive jurisprudence.	and regional jurisprudence.				
	2. Encourage expression of the full individual opinions of all judges hearing a case, whether dissenting or otherwise.	Reduction in the % of cases with mere "I concur" opinions expressed by judges on the bench.	TBA	December 2021	Secretary
	3. Promote continual review of the rules of court.	Increase in the % of court rules reviewed and up to date.	TBA	December 2021	Secretary
	4. Provide training in specialised and emerging areas of law including anti-money laundering, cyber-crime, anti-corruption and virtual currencies.	Increase in the number of judicial officers trained in specialised areas of law.	TBA	December 2021	Secretary
	5. Establish a dedicated Judicial Training Institute with capacity for legal research, judicial and administrative training.	<b>Judicial Training Institute Establishment Project</b> underway, in collaboration with partners.	TBA	December 2021	Secretary
	6. Promote judicial research and development initiatives, in partnership with academia.	Increase in the number of research papers produced by the JSC.	TBA	December 2021	Secretary
	7. Promote technology-supported knowledge management in the Judiciary	Knowledge management system in place and operational.	TBA	December 2021	Secretary
	8. Strengthen Library and Information Resource Centres	Increase in the number of users of the online Library and Information Resource Centre.	TBA	December 2021	Secretary
	9. Build institutional capacity for law reporting and monitoring of jurisprudence	Annual increase in the number of published law reports.	TBA	December 2021	Secretary
	10. Promote the publication of landmark decisions by the courts (including through the media)	Annual increase in the number of landmark (high profile) decisions reported by the courts and the media.	TBA	December 2021	Secretary



Strategic Priorities Identified	Strategic Interventions / Action Plan	Performance Indicators	Resources and Budgets	Target Date	Responsible
	11. Increase regional and international judicial cooperation	Increase in the number of international or regional ventures involving judicial cooperation.	TBA	December 2021	Secretary
8. <b>Justice Sector Collaboration</b> - Institutionalise communication and coordination with stakeholders in the justice sector	1. Contribute to the crafting and implementation of a 10-Year Justice Sector Development Plan.	<b>Zimbabwe Justice Sector Development Plan</b> ("ZJSDP") in place and under implementation.	TBA	December 2021	Secretary
	2. Contribute to the collective development of all actors "towards world class justice" by participating in the JLOS forum.	JSC actively contributing towards all the implementation initiatives and action plans attributed to the JSC under the Zimbabwe Justice Sector Development Plan. Number of reports by the Secretariat to the Commission in respect of the ZJSDP.	TBA	December 2021	Secretary
	3. Contribute to the collective development of all actors "towards world class justice" by participating in the JLOS forum.	JSC actively contributing to the implementation of the Zimbabwe Justice Sector Development Plan. Number of reports to the Commission on the ZJSDP	TBA	December 2021	Secretary
	4. Establish a special engagement platform with representatives of judicial officers presiding over customary courts, including the Chiefs Council.	A special engagement platform with representatives of judicial officers presiding over customary courts, including the Chiefs Council ( <i>to ensure adequate representation and engagement on strategic issues relating to local courts</i> ) in place and operational.	TBA	December 2021	Secretary
	5. Strengthen the system of judicial visitation to prisons and correctional facilities, reporting on conditions, and evaluation of pre-trial detention cases.	Increase in the number of judicial visitation reports and implementation of recommendations	TBA	December 2021	Secretary

Strategic Priorities Identified	Strategic Interventions / Action Plan	Performance Indicators	Resources and Budgets	Target Date	Responsible
	<p>6. Work with relevant stakeholders to promote the effective monitoring of prison populations and advocate for decent prison conditions.</p> <p>7. Build public confidence in existing and new Alternative Dispute Resolution platforms, through public education and supporting the building of ADR capacities, and competencies.</p> <p>8. Engage in “administrative collaboration” with members of the Justice Sector to improve inter-dependent sub-systems within the justice delivery sector.</p> <p>9. Provide sector leadership in respect of cross-cutting justice delivery initiatives (ADR, Anti-corruption, gender based violence, child rights, de-congestion of the courts and prisons, etc);</p> <p>10. Consider benchmarking against the JLOS models of other jurisdictions</p>	<p>Increase in the number of judicial visitation reports and implementation of recommendations.</p> <p><b>ADR Promotion Programme</b> in place and operational, and the JSC contributing actively towards the ADR Promotion Programme along with other stakeholders.</p> <p>JSC actively contributing towards all the implementation initiatives and action plans attributed to the JSC under the Zimbabwe Justice Sector Development Plan.</p> <p><b>Zimbabwe Justice Sector Development Plan</b> (“ZJSDP”) in place and under implementation.</p> <p>Research paper and recommendations in place regarding <b>“Regional and International Justice Sector Collaboration Initiatives – Strategies and Recommendations”</b></p>	TBA	December 2021	Secretary
9. Internal Systems and Risk Management - Strengthen Internal Systems and Controls	<p>1. Craft and implement standard operating and court procedures (SOPs).</p> <p>2. Automate all systems with relevant technology and connectivity.</p>	<p>All Standard Operating Procedures as planned in place and operational.</p> <p>All SOPs automated.</p>	TBA	December 2021	Secretary

Strategic Priorities Identified	Strategic Interventions / Action Plan	Performance Indicators	Resources and Budgets	Target Date	Responsible
	<p>3. Mobilise financial resources for entire Judicial Service.</p> <p>4. Acquire and install an IECMS, and facilitate training of internal and external users.</p>	<p><b>Resource Needs Assessment and Capital Expenditure Budget</b> estimates outlining resource requirements of the JSC for the five-year planning horizon in place and implementation underway.</p> <p><b>IECMS</b> in place and operational in the Constitutional Court, Supreme Court, and the Commercial Division. (with active implementation expected in all JLOS institutions).</p>	TBA	December 2021	Secretary
10. <b>Automation of Judicial Systems</b> - Institutionalise the use of technology.	<p>1. Develop and implement interactive website and social media handles.</p> <p>2. Implement financial management systems.</p> <p>3. Expand the case management system to all superior courts.</p> <p>4. Procure and implement Integrated Electronic Case Management System and communications.</p> <p>5. Provide appropriate technology and tools of trade to members of the Judicial Service.</p>	<p>Interactive website and social media handles in place and active.</p> <p>Financial management system in place.</p> <p><b>IECMS</b> in place and operational in the Constitutional Court, Supreme Court, and the Commercial Division. (with active implementation expected in all JLOS institutions).</p> <p><b>IECMS</b> in place and operational in the Constitutional Court, Supreme Court, and the Commercial Division. (with active implementation expected in all JLOS institutions).</p> <p>All members of the Judicial Service equipped with appropriate tools of trade.</p>	TBA	December 2021	Secretary

Strategic Priorities Identified	Strategic Interventions / Action Plan	Performance Indicators	Resources and Budgets	Target Date	Responsible
<p>11. <b>Performance &amp; Talent Management</b> - Attract, retain and motivate high performers within the Judicial Service.</p>	<ol style="list-style-type: none"> <li>1. Strengthen service delivery and quality through effective performance control.</li> <li>2. Adopt a qualitative-review system of performance self-assessment.</li> <li>3. Improve staff conditions of service.</li> <li>4. Benchmark conditions of service with other jurisdictions to counter the long term effects of brain drain.</li> <li>5. Consider alternative non-monetary rewards (such as land and housing), beyond traditional salary and benefit perks.</li> <li>6. Promote gender equity, and diversity.</li> <li>7. Invest in effective talent identification, management and mentorship.</li> <li>8. Review Merit Policies and shift from rewarding Seniority (loyalty, long service) towards Performance (quality, efficiency, effectiveness).</li> <li>9. Institute a Caseload (Workload) and Staffing Needs Study to avoid excessively heavy work loads, and recruit adequate numbers of Judicial Service members.</li> </ol>	<p>Effective <b>Performance &amp; Reward Management system for the JSC</b> in place.</p> <p><b>Performance self-assessment system for judicial officers</b> in place and operational.</p> <p><b>Staff satisfaction survey</b> carried out annually and results shared within the Judicial Service.</p> <p><b>Performance self-assessment system for judicial officers</b> in place.</p> <p>Develop and implement an effective <b>Performance &amp; Reward Management system for the JSC</b>.</p> <p>At least 50% of all Judicial Service members female or vulnerable.</p> <p>Effective <b>Judicial Mentorship and Leadership Programme</b> in place and underway.</p> <p>Effective <b>Performance Management system for the JSC</b> in place.</p> <p><b>Judicial Caseload (Workload) and Staffing Needs Study</b> in place and operational.</p>	<p>TBA</p> <p>TBA</p> <p>TBA</p> <p>TBA</p> <p>TBA</p> <p>TBA</p> <p>TBA</p> <p>TBA</p> <p>TBA</p>	<p>December 2021</p> <p>December 2021</p> <p>December 2021</p> <p>December 2021</p> <p>December 2021</p> <p>December 2021</p> <p>December 2021</p> <p>December 2021</p> <p>December 2021</p>	<p>Secretary</p> <p>Secretary</p> <p>Secretary</p> <p>Secretary</p> <p>Secretary</p> <p>Secretary</p> <p>Secretary</p> <p>Secretary</p> <p>Secretary</p>

Strategic Priorities Identified	Strategic Interventions / Action Plan	Performance Indicators	Resources and Budgets	Target Date	Responsible
12. <b>Organisational Structure Review</b>	<ol style="list-style-type: none"> <li>1. Review the organisational structure, streamline and align to the strategy.</li> <li>2. Undertake regular job evaluation reviews and regional proxy market surveys.</li> </ol>	<p><b>JSC Organisational Structure</b> in place.</p> <p><b>JSC Job Evaluation review and Regional market survey report</b> in place and implemented.</p>	TBA	December 2021	Secretary
13. <b>Human Capital Development</b> - Institutionalise continual judicial training.	<ol style="list-style-type: none"> <li>1. Establish a dedicated Judicial Training Institute (JTI).</li> <li>2. Establish and resource a Special Committee for Judicial Training to drive the establishment of the JTI.</li> <li>3. Undertake a skills audit or competence self-assessment to identify training needs; and produce a comprehensive five-year skills development plan for each member of the Judicial Service.</li> <li>4. Develop curriculum (crafted and delivered by the judiciary), aligned to the skills development plan.</li> <li>5. Provide structured, pre-scheduled, and systematic curriculum-based training (with focus on specialised thematic areas, judge-craft, contemporary jurisprudence, substantive law, procedural law; human rights law &amp; mainstreaming of ESC, civil and political rights into the curriculum; research</li> </ol>	<p><b>A dedicated Judicial Training Institute (JTI)</b> in place and operational.</p> <p><b>Special Committee for Judicial Training</b> in place and actively pursuing the JTI goals.</p> <p><b>JSC Skills Audit and Skills Development Plan</b> in place and under implementation.</p> <p>Training-needs-driven curriculum in place.</p> <p>Training with certification underway.</p>	TBA	December 2021	Secretary

Strategic Priorities Identified	Strategic Interventions / Action Plan	Performance Indicators	Resources and Budgets	Target Date	Responsible
	methods; case management; interpretation, manning of the courts, public relations and other soft skills).				
	6. Provide in-house on-the-job practical training, for both judicial officers and non-judicial officers.	Increase in the number of in-house on-the-job practical training underway for all staff.	TBA	December 2021	Secretary
	7. Reduce ad hoc, conference-type training.	Increase in the number of in-house on-the-job practical training underway for all staff.	TBA	December 2021	Secretary
	8. Undertake post-training assessments of performance (decision quality, case flow, consistency) to evaluate training impact and estimate the Return on Investment towards skills development.	Post-training assessments underway,.	TBA		Secretary
14. <b>Organisational Culture and Administrative Efficiency</b> – Strengthen administrative capacity and service delivery	1. Undertake comprehensive organisational culture transformation to achieve greater team and individual alignment to the core values of the Judicial Service. 2. Adopt corporate governance best practice standards (ZUNDAF sustainable governance culture), and provide regular training and induction of the Commission and Secretariat. 3. Provide induction training on the mandate of the Commission/ Secretariat as a service provider to the Judiciary,	<b>JSC Organisational culture transformation programme</b> , in partnership with stakeholders, in place.  Corporate Governance and best practice standards in place.  Induction Training done.	TBA  TBA  TBA	December 2021  December 2021  December 2021	Secretary  Secretary  Secretary

Strategic Identified	Priorities	Strategic Interventions / Action Plan	Performance Indicators	Resources and Budgets	Target Date	Responsible
		and maintain absolute role clarity.				
		4. Adopt scientific and strategic management approach to the administration of the Judicial Service.	Management and Leadership culture re-orientation in place.	TBA	December 2021	Secretary
		5. Train officers in strategic offices in transformational leadership and change management.	Strategic and management training underway.	TBA	December 2021	Secretary
		6. Consolidate the strategic gains of the last 10 years and build capacities for the next decade.	Implement the 10-year sector development plan	TBA	December 2021	Secretary
		7. Evaluate strategy implementation and organisational performance (impact assessment), and benchmark JSC performance metrics to comparable jurisdictions.	Comprehensive JSC performance management system in place.	TBA	December 2021	Secretary

## 8. IMPLEMENTATION PLAN

An ideal strategic plan should: be compliant with relevant statutes; be compliant with planning best practice; provide cost estimates and resources required for full implementation, and contain an implementation plan to guide how the monitoring and evaluation of the plan will be managed.

### 8.1. Compliant Strategy Implementation

The strategic plan is compliant with the requirements of the Public Entities Corporate Governance Act, which prescribes the minimum content of a strategic plan drawn up by a public entity. The table below is a checklist of the statutory provisions in reference to this strategic plan.

<i>(2) A strategic plan shall deal with such of the following matters as are relevant to the entity-</i>	
<i>(a) the core functions of the entity, and the relative importance of those functions;</i>	Section 2 of this strategic plan defines the vision, mission, core values and core mandate of JSC, and provides indicative weights to illustrate the relative importance of each Key result Area defined.
<i>(b) key performance indicators by which the entity's performance will be evaluated;</i>	Section 7 outlines the broad (or "strategic") action plan at the apex of the organisation, with specific, quantifiable, and time bound goals as well as key performance indicators for each initiative or programme to be undertaken pursuant to the goals.
<i>(c) measures needed to protect the entity's financial soundness;</i>	The strategic plan outlines the key internal policies, procedures and processes to be developed by JSC in order to protect the entity from financial and operational risk, amongst other risks and threats to sustainable financial soundness.

### 8.2. Implementation of the strategic plan

JSC has developed a simple but effective implementation plan comprising the following:

<b>Level 3: Strategy Review</b> - JSC will break this five-year strategic plan into <b>annual</b> operational plans to be reviewed and re-calibrated on an annual basis.
<b>Level 2: Performance Review</b> - JSC will conduct <b>semi-annual</b> performance reviews based on the implementation of the Annual operational plan.
<b>Level 1: Ongoing Monitoring &amp; Control</b> - Management will be required to develop <b>monthly</b> operational plans, to be reviewed by the Secretary on a quarterly basis.



### 8.3.

#### **Strategy Development and Implementation through Specific Programmes and Policies**

The strategic plan outlines a number of interventions whose implementation begins with the development of specific programmes and policies supported by research, consultation, and collaboration with stakeholders and partners. Each programme will define its specific goals and outcomes, supported by a schedule of activities, indicators, people, training needs, material resource requirements, and timelines. The Programmes identified in this strategic plan include:

1. JSC Resource Needs Assessment and Capital Expenditure Budgets
2. JSC Basket Fund and Trust
3. JSC Customary Courts Engagement Platform
4. Court facilities plan
5. Customary Courts Appeals Process
6. JSC Policy on Protection of Judicial Independence
7. Judicial Independence Training Programme
8. Judicial Accountability Policy
9. JSC Quality of Justice Policy
10. JSC Quality of Justice Development Programme.
11. ADR Promotion Programme
12. Zimbabwe Justice Sector Development Plan.
13. Regional and International Justice Sector Collaboration Initiatives – Strategies and Recommendations.
14. Integrated Electronic Case Management System (“IECMS”)
15. Performance and Reward Management system for the JSC.
16. Performance self-assessment system for judicial officers.
17. Judicial Mentorship and Leadership Programme
18. JSC Organisational Structure
19. JSC Job Evaluation review and Regional market survey report

- 20. JSC Organisational Culture Transformation Programme
- 21. A dedicated Judicial Training Institute
- 22. Special Committee for Judicial Training
- 23. JSC Skills Audit and Skills Development Plan

#### **8.4. Performance Management System**

The three-level implementation monitoring and evaluation plan is supported by a robust performance management system that rewards achievement of set goals and admonishes non-attainment of goals.

#### **8.5. RBM Performance Contracts**

Performance contracts based on the JSC Performance Management System will be set on a quarterly basis for evaluation by the JSC Secretary, while semi-annual performance contracts binding on all staff will be prepared for evaluation.

#### **8.6. Results Based Funding**

JSC will allocate resources to departments on an incremental basis with future funding determined by the delivery of current results.

#### **8.7. Strategic Plan Implementation Committee**

JSC will appoint a strategy implementation monitoring committee comprising three managers and employee representatives, whose responsibility will be to oversee and report to the Secretary on implementation achievements, challenges and recommended solutions.

## APPENDIX 1 – ENVIRONMENTAL SCAN

This tool is used to assess the macro environment that JSC is operating in, under 7 critical elements. In filling out the PESTLEG analysis, participants should identify 1 factor for each of the 7 elements and add **SO THEREFORE** to every point raised, so as to assess the strategic implication of the raised point on JSC.

ELEMENT	STRATEGIC IMPLICATION
<p><b>Political</b></p> <ul style="list-style-type: none"> <li>• <b><i>Polarised community and political contestations and conflicts within and between political parties</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• <i>This presents a scenario where the people resort to courts to resolve political differences.</i></li> <li>• <i>The public may have a negative perception of the JSC stemming from political contestations.</i></li> </ul> <p><u>Mitigation strategy</u></p> <ul style="list-style-type: none"> <li>• <i>Timely disposal of all cases including politically motivated cases</i></li> <li>• <i>The JSC needs to manage perceptions and increase awareness on its operations.</i></li> <li>• <i>Effective use of the website and social media platforms as an information dissemination tool</i></li> <li>• <i>Maintain the independence of the judiciary and strengthen accountability structures e.g. judicial ethics and codes of conduct</i></li> </ul>
<p><b>Economic</b></p>	

<ul style="list-style-type: none"> <li>● <b>Harsh economic environment</b></li> </ul>	<ul style="list-style-type: none"> <li>● <i>The effect of the current economic challenges translates to dwindling funding for JSC which in turn negatively impacts programming and on-going projects</i></li> <li>● <i>The economic meltdown may also result in challenges of high staff turn over</i></li> </ul> <p><u>Mitigation Strategy</u></p> <ul style="list-style-type: none"> <li>● <i>Due to economic hardships JSC should focus on service delivery, prioritise its expenditure and access to justice.</i></li> <li>● <i>Regular consultations with JSC stakeholders and justice enhancing projects are crucial</i></li> </ul>
<ul style="list-style-type: none"> <li>● <b>Resource mobilisation</b></li> </ul>	<p><u>Mitigation Strategy</u></p> <ul style="list-style-type: none"> <li>● <i>Delayed release of funds impacts negatively on JSC</i></li> <li>● <i>JSC needs to engage and lobby for timely release of budgetary allocations.</i></li> <li>● <i>Funding of the JSC by private players should be done on JSC terms and in response to the institution's needs and gaps</i></li> <li>● <i>External funding should come in to augment existing budgetary allocations.</i></li> </ul>
<b>Social</b>	
<ul style="list-style-type: none"> <li>● <b>Use and abuse of social media</b></li> </ul>	<ul style="list-style-type: none"> <li>● <i>The advent of social media may have implications for JSC as abuse of social media platforms may lead to distortions and misrepresentations of facts on issues emerging from JSC such as case management</i></li> </ul> <p><u>Mitigation Strategy</u></p>

	<ul style="list-style-type: none"> <li>• <i>To mitigate effects of the abuse of social media JSC needs to improve access to information</i></li> <li>• <i>JSC needs to continue facilitating the delivery of timely and well-reasoned decisions through continuous judicial training.</i></li> <li>• <i>There is a need for JSC to watermark and authenticate all media associated material</i></li> <li>• <i>JSC needs to employ the use of main stream media to counter false social media reports</i></li> </ul>
<ul style="list-style-type: none"> <li>• <b>Work ethics</b></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Good work ethics and professionalism are required to place JSC in good light</i></li> <li>• <i>There is need to finalise and effectively and continuously implement standard operating procedures.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <b>Rampant corruption</b></li> </ul>	<ul style="list-style-type: none"> <li>• <i>The current economic environment may provide a situation where corruption may creep in within JSC structures which can negatively impact and taint the whole institution's image</i></li> <li>• <i>There is a need to ensure strict adherence to the JSC code of conduct and continuously enforce the zero tolerance approach to corruption</i></li> </ul>
<ul style="list-style-type: none"> <li>• <b>COVID-19 Pandemic</b></li> </ul>	<ul style="list-style-type: none"> <li>• <i>The pandemic may continue to be a challenge as there is no cure or vaccine as yet. This means operating outside the usual way of doing business for the JSC e.g. introduction of virtual courts.</i></li> <li>• <i>Budgeting should respond to the operational needs in response to the pandemic e.g. sanitizers, PPEs, automation of processes</i></li> </ul>

<p><b>Technological</b></p>	<ul style="list-style-type: none"> <li>• <b>Courts embracing change and technology</b></li> </ul> <ul style="list-style-type: none"> <li>• <i>As a developing country, Zimbabwe is still in the process of developing in digital, and information communication technology which is where the world is currently moving towards</i></li> <li>• <i>JSC should therefore align its programming in line with current trends</i></li> <li>• <i>Finalise and implement the integrated electronic case management system</i></li> <li>• <i>Forge synergistic relationships with similar institutions globally to stay aware of current trends</i></li> </ul>
<p><b>Legal</b></p>	<ul style="list-style-type: none"> <li>• <b>Legislation promulgated to respond to emerging issues</b></li> </ul> <ul style="list-style-type: none"> <li>• <i>JSC needs to keep pace and well updated with new legislation to avoid conflicting decisions</i></li> </ul> <ul style="list-style-type: none"> <li>• <b>2013 Constitution</b></li> </ul> <ul style="list-style-type: none"> <li>• <i>The Constitution of Zimbabwe is still relatively new and needs to be developed through constitutional jurisprudence</i></li> <li>• <i>Stakeholders need to continue with efforts to align the laws to the Constitution</i></li> <li>• <i>JSC to contribute towards improving access to justice through publicising laws and its decisions through the JSC website and social media platforms</i></li> <li>• <i>Public awareness of laws minimises technical challenges when approaching the courts.</i></li> </ul>

- *Engaging the public through workshops and various other forums which give insight into how the public is interpreting the law and law related developments*

**Environmental (Green issues)**

- ***Climate change and global warming***

- *JSC is not spared by environmental calamities such as floods, droughts and cyclones due to climate change*
- *There is need for disaster preparedness through risk reduction, readiness, response, recovery and sustainable development mechanisms.*
- *JSC needs to contribute to the reduction of its carbon footprint e.g. waste separation for recycling*
- *Minimizing printing and utilising soft copy documents*
- *There is a need to ensure there is relevant investment in software which facilitate efficient communication without printing*
- *Incorporate environmental protection awareness in programming e.g. in internal trainings or corporate social responsibility projects*
- *May need to consider establishing an environmental law court and introduce environmental law training*

**Governance**

- **Internal JSC governance**

- *There is a need for the inclusion of stakeholder feedback in decision making*
- *The Secretariat needs to continue making sound decisions for the smooth operation of the JSC*
- *Continuously review, integrate and implement work policies and systems e.g. recruitment, performance management, standard operating procedures and complaints management*



## APPENDIX 2 – SWOC ANALYSIS

SWOC analysis provides a method to talk through all the critical issues. The purpose of a SWOC analysis is to identify the main Strengths, Weaknesses, Opportunities and Challenges that characterise a particular situation or entity in this case the JSC. Participants identified strategic implications with detailed strategies that:

- Consolidate internal **strengths**;
- Exploit external **opportunities** available to the JSC;
- Redress internal **weaknesses**; and
- Develop defensive mechanisms to protect the JSC from external **challenges**.

The findings will be captured in the table below which highlights the key factors identified by the participants and their corresponding strategic implications.

<b>STRENGTHS:</b> Any internal asset, which will help the JSC to meet its mandate and to fight off threats of irrelevance	
<b>Strength</b>	<b>Strategic Implication</b>
✓ Good client care	✓ All staff members should be trained. This can be done by introducing Public Relations courses
✓ Basic Infrastructure and court facilities	✓ Almost every District in JSC has commenced to capitalise on existing infrastructure to ensure access to Justice by all
✓ Qualified and competent workforce	✓ Capacity to grow solutions. Support staff equipped with tools of trade and improve working environment.
✓ Effective communication systems	✓ JSC to continue to disseminate information through the website and news letters
✓ Efficient performance management system	✓ JSC has to reward high flyers to reinforce a high performance culture while identifying poor performers and taking corrective action.
✓ Strong Institutional memory	✓ JSC treasures long service by employees through recognition of culture, values and ethos and the need to continue rewarding long service.
✓ Presence throughout the country (DECENTRALISATION)	✓ JSC to continue decentralising to ensure uncostly access to justice .

✓ Effective complaints management systems	✓ JSC to quickly deal with complaints thereby enhancing JSC's image and reputation
✓ Effective enterprise risk management systems	✓ Continue to utilise and strengthen risk management systems in order to reduce JSC enterprise risk
<b>WEAKNESSES:</b> Internal deficits hindering the JSC in meeting its mandate	
<b>Weakness</b>	
✓ Poor conditions of service	✓ JSC should align salaries with those being given in other Southern African countries
✓ Negative perception on judicial corruption	✓ JSC to work on improving transparency and robust complains handling procedures
✓ Poor budgetary performance	✓ JSC to engage treasury for improved budgetary support so that operations are not affected
✓ Inadequately developed infrastructure	✓ JSC needs to construct access ramps for physically challenged for most courthouses.
✓ Delays in adjustment of chargeable fees	✓ JSC to advocate for authority to review fees within set limits to avoid operating at a loss where incurred costs are no longer conducive
✓ Continued manual processes	✓ JSC should introduce automation to improve efficiency and eliminate errors.
✓ JSC structure requires alignment with strategy	✓ To seek Treasury concurrence
✓ High maintenance costs for vehicle fleet and equipment	✓ JSC to introduce internal service centers such as garages and ICT maintenance workshops
<b>Opportunities:</b> Any external circumstance or trend that favours the relevance of the JSC's specific competence(s)	
<b>Opportunity</b>	
✓ New developments in ICT	✓ JSC to continue to introduce ICT at all the courts in the country and automate court process and support functions
✓ Emerging Government Policies	✓ JSC to take advantage of Government initiatives that promote e-governance and ride on available free services, i.e VOIP, Data Center
✓ Government is in support of JSC adopting Integrated EMS	✓ JSC to immediately implement the Integrated electronic case management systems
✓ Incidence of COVID	✓ Accelerate deployment of e-based systems to combat COVID

✓ Partnership with civil society and external financiers	✓ JSC to engage its funding partners to address financial gaps and sponsor the established of virtual court
<b>Challenges:</b> Any external circumstance or trend which will decrease the relevance of the JSC's specific competence(s)	
<b>Challenges</b>	
✓ Insufficient resources	✓ JSC to engage funding partners
✓ Low procurement thresholds resulting in poor turnaround of procurement	✓ JSC should ensure that there is adequate human resources to avoid duplication of work/redundancy
✓ Reduced access to courts due to COVID 19 restrictions	✓ JSC to engage Treasury and PRAZ to improve procurement thresholds
✓ Overcrowding at certain courts e.g Mbare and Harare Magistrates Court	✓ Accelerate deployment of e-based systems to facilitate electronic access to the court through virtual courts and having staff working from home
✓ Inadequate power back up facilities	✓ Decongest certain courts to avoid crowding through construction of additional courts within the same town ( Warren Park ,Mabvuku etc)
✓ Negative perceptions due to alleged corruption within the Judiciary and by support staff	✓ JSC to introduce solar power systems which are less costly to maintain
	✓ JSC to continue to communicate its position on corruption, respond to and deal with reported incidents of corruption transparently.

### TOOL 3: QUALITY OF JUSTICE SELF-ASSESSMENT– CEPEJ CHECKLIST (the full text available on request)

In order to evaluate possible gaps in the pursuit of quality justice, Participants defined the term “quality justice” in the context of such attributes as: strategic management and policy; internal systems and standard operational procedures; access to justice; human capital development; and resources (or “means of justice”). By disaggregating and analyzing the 5 broad factors above, the JSC is able to under-take progressive self-assessments to identify and analyse any quality-gaps in the judicial service, against a checklist developed by the EUROPEAN COMMISSION FOR EFFICIENCY OF JUSTICE (CEPEJ), entitled “Checklist for Promoting the Quality of Justice and the Courts”.

A. STRATEGY AND POLICY	B. “JOB” AND OPERATIONS PROCESS	C. ACCESS TO JUSTICE, COMMUNICATION TO COURT USERS AND THE PUBLIC.	D. HUMAN RESOURCES AND STATUS OF MAGISTRATES.	E. MEANS OF JUSTICE.
A1. Judicial organisation and policies	B1. Legislation.	C1. Access to legal and court information	D1. Human Resources policies	E1. Finances
A2. Mission, strategy, objectives	B2. Court proceedings.	C2. Access in financial terms	D2. Status and competencies of Judicial Officers	E2. Information systems
A3. Delegation of powers and distribution of cases	B3. Legal certainty.	C3. Material and virtual access	D3. Development of skills & competencies (training).	E3. Logistics & security
Evaluation	B4. Case management.	C4. Treatment of the parties	D4. Knowledge-sharing, quality & mediation	Evaluation
	B5. Hearing management.	C5. Presentation of decisions	Evaluation	
	B6. Delay management.	C6. Legitimacy, and public trust		
	B7. Execution of judicial decisions.	Evaluation		
	B8. Legal partners			
	B9. File and archiving management			
	Evaluation			

END