



# THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF JUSTICE AND CONSTITUTIONAL AFFAIRS

TRAINING NEEDS ANALYSIS IN LEGAL SECTOR INSTITUTIONS

## *FINAL REPORT – VOLUME TWO*

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## **1. Introduction to the Volume**

This Volume of the Report contains four key elements of the training needs analysis findings.

First, it presents a schedule for the implementation of the training programmes that are recommended in Volume One of the report. The consulting team has worked on a three-year cycle, and the training programmes have therefore been clustered over that period. Second, the Volume presents an outline of the assistance and support that local training institutions will need if they are to deliver the recommended training programmes to the standards required. The consulting team has held extensive consultations with various training institutions in the country to agree on the programmes that each of those institutions is capable of conducting, and – where relevant – the support and/or assistance each institution requires if it is to run the programme at the standards desired. Fortunately, the majority of training programmes recommended in Volume One can be delivered by local institutions. However, in a few cases the institutions in question would need foreign support in order to bring international experience and expertise. There is, of course, also the need for technical equipment/materials to improve the quality of training delivery in those institutions. Third, the Volume presents a summary of the programmes that are to be conducted abroad. Finally, the Volume presents a budget for the entire training programme.

This Volume, therefore, sets the ground for the implementation of the recommended training programmes. It need not be emphasised, though, that the actual implementation will also have to take into account other factors that have not been considered in this training needs assessment – such as the actual availability of training funds. Still, the contents of this Volume are expected to serve as a basis for the implementation plan.

## 2. Schedule of Training Programmes

### 2.1 Training Programmes for the Ministry of Justice and Constitutional Affairs

<b>First Year</b>								
<b>Programme No.</b>	<b>Programme Title</b>	<b>Directorates</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
A/1	Programme on international crimes, trafficking, and terrorism	DPP, DCA, CPD,	Senior and middle level State Attorneys	20	<b>X</b>		<b>X</b>	<b>X</b>
A/4	Programme on e-commerce and its regulation	DPP, DCA DC&I, & CPD.	Senior and middle level State Attorneys	20		<b>X</b>	<b>X</b>	<b>X</b>
A/11	Introduction to law an legal processes programme	CPD, ADG, DAP	Para-legal staff	Individual basis	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/12	Programme on specialised areas of law	All	State Attorneys	Individual basis	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/1	Advocacy skills programme	All	Middle and junior level State Attorneys	20	<b>X</b>		<b>X</b>	
B/5	Programme on the drafting and management of agreements and contracts	DC&I	State Attorneys	2		<b>X</b>		
B/7	Use of modern information and communication technology programme	All	All staff not having the skills	Part-time participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/14	Programme on writing of legal opinion	All	Middle and junior level State Attorneys	Part-time participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/19	Legislative drafting programme	CPD	Middle and junior level State Attorneys	Individual basis	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>

<b>First Year</b>								
<b>Programme No.</b>	<b>Programme Title</b>	<b>Directorates</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
C/1	Programme on principles and approaches to good governance	DCA	State Attorneys	Weekend programme	<b>X</b>			
C/2	Programme on combating corruption	DPP	Senior and middle level State Attorneys	20			<b>X</b>	
C/3	Programme on legal issues related to human rights, gender and the treatment of vulnerable and disadvantaged groups	All	State Attorneys	20	<b>X</b>		<b>X</b>	<b>X</b>
C/4	Programme on strategies and techniques for overseeing and reporting on human rights	DCA	State Attorneys	2		<b>X</b>		
D/1	Strategic management and leadership skills programme	All	Directors and Assistant Directors	20	<b>X</b>			<b>X</b>
D/2	Customer services management	ADG	Middle and junior level staff	10	<b>X</b>		<b>X</b>	
D/4	Records management programme	ADG	Senior and middle level staff	20		<b>X</b>	<b>X</b>	<b>X</b>
D/8	Programme on the management of public services	Support Directorates	Senior Staff	15		<b>X</b>		

<b>Second Year</b>								
<b>Programme No.</b>	<b>Programme Title</b>	<b>Directorate</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
A/1	Programme on international crimes, trafficking, and terrorism	DPP, DCA, & CPD	Senior and middle level State Attorneys	20	<b>X</b>		<b>X</b>	<b>X</b>
A/4	Programme on e-commerce and its regulation	DPP, DCA DC&I, & CPD.	Senior and middle level State Attorneys	20		<b>X</b>	<b>X</b>	<b>X</b>
A/2	Programme on emerging trends in cyber-crime and fraud	DPP & CPD	Senior and middle level State Attorneys	20		<b>X</b>		<b>X</b>
A/7	Programme on developments in constitutional law	DCA	Senior and middle level State Attorneys	Weekend programme		<b>X</b>	<b>X</b>	
A/8	Programme on law and practice of estate management	ADG	Senior and middle level State Attorneys	5			<b>X</b>	
A/11	Introduction to law an legal processes programme	CPD, ADG, DAP	Para-legal staff	Individual basis	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/12	Programme on specialised areas of law	All	State Attorneys	Individual basis	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/1	Advocacy skills programme	All	Middle and junior level State Attorneys	20	<b>X</b>	<b>X</b>		
B/2	Enhancing negotiation skills programme	CIL, Support Services	State Attorneys and Senior Officers (Support)	10	<b>X</b>			

<b>Second Year</b>								
<b>Programme No.</b>	<b>Programme Title</b>	<b>Directorate</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
B/5	Programme on the drafting and management of agreements and contracts	DC&I	State Attorneys	2			<b>X</b>	
B/6	Programme on arbitration, mediation and reconciliation processes	DC&I	Senior and middle level State Attorneys	2			<b>X</b>	
B/14	Programme on writing of legal opinion	All	Middle and junior level State Attorneys	Part-time participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
C/1	Programme on principles and approaches to good governance	DCA	State Attorneys	Weekend programme			<b>X</b>	
C/3	Programme on legal issues related to human rights, gender and the treatment of vulnerable and disadvantaged groups	All	State Attorneys	20		<b>X</b>	<b>X</b>	<b>X</b>
C/4	Programme on strategies and techniques for overseeing and reporting on human rights	DCA	State Attorneys	2		<b>X</b>		
D/1	Strategic management and leadership skills programme	All	Directors and Assistant Directors	20	<b>X</b>		<b>X</b>	
D/2	Customer services management	ADG	Middle and junior level staff	10	<b>X</b>		<b>X</b>	
D/4	Records management programme	ADG	Senior and middle level staff	20		<b>X</b>	<b>X</b>	<b>X</b>
D/8	Programme on the management of public services	Support Directorates	Senior Staff	15		<b>X</b>		

<b>Third Year</b>								
<b>Programme No.</b>	<b>Programme Title</b>	<b>Directorate</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
A/1	Programme on international crimes, trafficking, and terrorism	DPP, CAHR, & CPD	Senior and middle level State Attorneys	20	<b>X</b>		<b>X</b>	<b>X</b>
A/2	Programme on emerging trends in cyber-crime and fraud	DPP & CPD	Senior and middle level State Attorneys	20	<b>X</b>		<b>X</b>	
A/4	Programme on e-commerce and its regulation	DPP, DCA DC&I, & CPD.	Senior and middle level State Attorneys	20		<b>X</b>	<b>X</b>	<b>X</b>
A/3	Programme on procedures relating to legal inter-state relations	DPP	Senior and middle level State Attorneys	15		<b>X</b>		<b>X</b>
A/7	Programme on developments in constitutional law	DCA	Senior and middle level State Attorneys	Weekend programme	<b>X</b>	<b>X</b>		
A/8	Law and practice relating to estate management and administration	DAG	State Attorneys	5	<b>X</b>			
A/11	Introduction to law an legal processes programme	CPD, ADG, DAP	Para-legal staff	Individual basis	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/12	Programme on specialised areas of law	All	State Attorneys	Individual basis	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/1	Advocacy skills programme	All	Middle and junior level State Attorneys	20	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/2	Enhancing negotiation skills programme	DC&I, Support Services	State Attorneys and Senior Officers (Support)	10	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>

<b>Third Year</b>								
<b>Programme No.</b>	<b>Programme Title</b>	<b>Directorate</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
B/6	Programme on arbitration, mediation and reconciliation processes	DC&I	Senior and middle level State Attorneys	2			<b>X</b>	
B/14	Programme on writing of legal opinion	DAG	Middle and junior level State Attorneys	Part-time participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
C/2	Programme on strategies for combating corruption	DPP	State Attorneys	20				<b>X</b>
C/3	Programme on legal issues related to human rights, gender and the treatment of vulnerable and disadvantaged groups	All	State Attorneys	20	<b>X</b>	<b>X</b>	<b>X</b>	
C/4	Programme on strategies and techniques for overseeing and reporting on human rights	DCA	State Attorneys	2		<b>X</b>		
D/4	Records management programme	ADG	Senior and middle level staff	20		<b>X</b>	<b>X</b>	<b>X</b>

## 2.2 Training Programme for the Judiciary

<b>First Year</b>							
<b>Programme No.</b>	<b>Programme Title</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
A/5	Programme on reformed legal areas	Judges, Registrars, Directors, Resident Magistrates, District Registrars	Weekend programme for Gr. 1	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/6	Programme on alternative dispute resolution and case management	Judges, Magistrates, Registrars	15		<b>X</b>		<b>X</b>
A/10	Continuing education in emerging and new aspects of law	Judges, Magistrates, Registrars	Weekend programme		<b>X</b>	<b>X</b>	
A/11	Introduction to law an legal processes programme	Para-legal staff	Individual basis	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/12	Programme on specialised areas of law	Judges, Magistrates, Registrars	Individual basis	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/13	Orientation/initiation programme for Judges and Resident Magistrates	Judges, Magistrates	Part-time participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/7	Use of modern information and communication technology programme	Judges, Magistrates, Registrars and other Court Officials	Part-time participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
C/3	Programme on legal issues related to human rights, gender and the treatment of vulnerable and disadvantaged groups	Resident Magistrates, District Registrars, Primary Court Magistrates	30	<b>X</b>		<b>X</b>	

<b>First Year</b>							
<b>Programme No.</b>	<b>Programme Title</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
D/4	Records management programme	Registry staff	20		<b>X</b>	<b>X</b>	<b>X</b>
D/6	Orientation programme in matters pertaining to judicial administration	Newly appointed staff	Part-time participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
D/7	Programme on management and leadership in the context of the Judiciary	Resident Magistrates, District Registrars, Primary Court Magistrates	20	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
D/8	Programme on the management of public services	Senior Support Staff	5		<b>X</b>		

<b>Second Year</b>							
<b>Programme No.</b>	<b>Programme Title</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
A/5	Programme on reformed legal areas	Judges, Magistrates, Registrars, Directors	15	<b>X</b>		<b>X</b>	
A/6	Programme on alternative dispute resolution and case management	Judges, Magistrates, Registrars	15		<b>X</b>		<b>X</b>
A/10	Continuing education in emerging and new aspects of law	Judges, Magistrates, Registrars	Weekend programme		<b>X</b>	<b>X</b>	

<b>Second Year</b>							
<b>Programme No.</b>	<b>Programme Title</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
A/11	Introduction to law and legal processes programme	Para-legal staff	Individual basis	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/12	Programme on specialised areas of law	Judges, Magistrates, Registrars	Individual basis	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/13	Orientation/initiation programme for Judges and Resident Magistrates	Judges, Magistrates	Part-time participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/7	Use of modern information and communication technology programme	Judges, Magistrates, Registrars and other Court Officials	Part-time participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
C/3	Programme on legal issues related to human rights, gender and the treatment of vulnerable and disadvantaged groups	Resident Magistrates, Primary Court Magistrates	30	<b>X</b>		<b>X</b>	
D/4	Records management programme	Registry staff	20		<b>X</b>	<b>X</b>	<b>X</b>
D/6	Orientation programme in matters pertaining to judicial administration	Newly appointed staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
D/7	Programme on management and leadership in the context of the Judiciary	Resident Magistrates, District Registrars, Primary Court Magistrates	20	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
D/8	Programme on the management of public services	Senior Support Staff	5		<b>X</b>		

<b>Third Year</b>							
<b>Programme No.</b>	<b>Programme Title</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
A/5	Programme on reformed legal areas	Judges, Magistrates, Registrars	15	<b>X</b>		<b>X</b>	
A/6	Programme on alternative dispute resolution and case management	Judges, Magistrates, Registrars	15		<b>X</b>		<b>X</b>
A/10	Continuing education in emerging and new aspects of law	Judges, Magistrates, Registrars	15			<b>X</b>	<b>X</b>
A/11	Introduction to law an legal processes programme	Para-legal staff	Individual basis	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/12	Programme on specialised areas of law	Judges, Magistrates, Registrars	Individual basis	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/13	Orientation/initiation programme for Judges and Resident Magistrates	Judges, Magistrates	Part-time participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/20	Introduction to law and legal processes	Court clerks, Secretaries	20	<b>X</b>			<b>X</b>
C/3	Programme on legal issues related to human rights, gender and the treatment of vulnerable and disadvantaged groups	Resident Magistrates, Primary Court Magistrates	30	<b>X</b>		<b>X</b>	
D/4	Records management programme	Registry staff	20		<b>X</b>	<b>X</b>	<b>X</b>

<b>Third Year</b>							
<b>Programme No.</b>	<b>Programme Title</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
D/6	Orientation programme in matters pertaining to judicial administration	Newly appointed staff	Part-time participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
D/7	Programme on management and leadership in the context of the Judiciary	Resident Magistrates, District Registrars, Primary Court Magistrates	20	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>

### 2.3 Training Programme for Legal Sector Training Institutions

<b>First Year</b>								
<b>Programme No.</b>	<b>Programme Title</b>	<b>Institution</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
A/9:	Programme on emerging themes of law	All	Faculty of Law academic members of staff	Weekend programme	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/10	Continuing education in emerging and new aspects of law	All	Faculty of Law academic members of staff	Weekend programme		<b>X</b>	<b>X</b>	
A/11	Introduction to law an legal processes programme	UDSM IJA	Faculty of Law support staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/12	Programme on specialised areas of law	All	Faculty of Law academic members of staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/7	Use of modern information and communication technology programme	All	Faculty of Law Staff	Part-time participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/8	Programme in teaching methodology for law and related subjects	All	Faculty of Law academic members of staff	20	<b>X</b>			
B/9	Programme on research skills	All	Faculty of Law academic members of staff	20		<b>X</b>		
B/10	Programme on legal sector consulting skills	All	Faculty of Law academic members of staff	20			<b>X</b>	
B/11	Programme on distant education methods	The Open University	Faculty of Law academic members of staff	20				<b>X</b>

<b>First Year</b>								
<b>Programme No.</b>	<b>Programme Title</b>	<b>Institution</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
D/1	Strategic management and leadership skills programme	All	Law faculty Deans and Associate Deans	20			<b>X</b>	
D/3	Programme on the management of academic resources	UDSM, IJA	Faculty of law support staff	20		<b>X</b>		

<b>Second Year</b>								
<b>Programme No.</b>	<b>Programme Title</b>	<b>Institution</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
A/9:	Programme on emerging themes of law	All	Faculty of Law academic staff	Weekend programme	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/10	Continuing education in emerging and new aspects of law	All	Faculty of Law academic staff	Weekend programme		<b>X</b>	<b>X</b>	
A/11	Introduction to law an legal processes programme	UDSM IJA	Faculty of Law support staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/12	Programme on specialised areas of law	UDSM, MU, OUT	Faculty of Law academic members of staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/8	Programme in teaching methodology for law and related subjects	All	Faculty of Law academic staff	20	<b>X</b>			
B/9	Programme on research skills	All	Faculty of Law academic staff	20		<b>X</b>		
B/10	Programme on legal sector consulting skills	All	Faculty of Law academic staff	20			<b>X</b>	

<b>Second Year</b>								
<b>Programme No.</b>	<b>Programme Title</b>	<b>Institution</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
B/11	Programme on distant education methods	The Open University	Faculty of Law academic staff	20				<b>X</b>
D/1	Strategic management and leadership skills programme	All	Law faculty Deans and Associate Deans	20			<b>X</b>	
D/3	Programme on the management of academic resources	UDSM, IJA	Faculty of law support staff	20		<b>X</b>		

<b>Third Year</b>								
<b>Programme No.</b>	<b>Programme Title</b>	<b>Institution</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
A/9:	Programme on emerging themes of law	All	Faculty of Law academic staff	Weekend programme	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/10	Continuing education in emerging and new aspects of law	All	Faculty of Law academic staff	Weekend programme			<b>X</b>	<b>X</b>
A/11	Introduction to law an legal processes programme	UDSM IJA	Faculty of Law support staff	Individual Participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/12	Programme on specialised areas of law	UDSM, MU, OUT	Faculty of Law academic members of staff	Individual Participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/8	Programme in teaching methodology for law and related subjects	All	Faculty of Law academic staff	20	<b>X</b>			

<b>Third Year</b>								
<b>Programme No.</b>	<b>Programme Title</b>	<b>Institution</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
B/9	Programme on research skills	All	Faculty of Law academic staff	20		<b>X</b>		
B/10	Programme on legal sector consulting skills	All	Faculty of Law academic staff	20			<b>X</b>	
B/11	Programme on distant education methods	The Open University	Faculty of Law academic staff	20				<b>X</b>
D/1	Strategic management and leadership skills programme	All	Law faculty Deans and Associate Deans	20			<b>X</b>	
D/3	Programme on the management of academic resources	UDSM, IJA	Faculty of law support staff	15		<b>X</b>		

## 2.4 Training Programmes for the Business Registration and Licensing Agency

<b>First Year</b>							
<b>Programme No.</b>	<b>Programme Title</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
A/11	Introduction to law an legal processes programme	Para-legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/12	Programme on specialised areas of law	Legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/3	Programme on private sector facilitation	Senior core function staff	10		<b>X</b>		<b>X</b>
B/7	Use of modern information and communication technology programme	All staff not having the skills	Part-time Participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/12	English language skills	Middle and junior level staff not fluent in English	Part-time participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
D/1	Strategic management and leadership skills programme	Senior members of staff	15				<b>X</b>
D/2	Customer service management programme	Middle and junior level staff	10			<b>X</b>	
D/4	Records management programme	Middle and junior level staff	10				<b>X</b>
D/5	Operations management in facilitating private sector business	Middle level core function staff	15	<b>X</b>		<b>X</b>	

<b>Second Year</b>							
<b>Programme No.</b>	<b>Programme Title</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
A/11	Introduction to law an legal processes programme	Para-legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/12	Programme on specialised areas of law	Legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/12	English language skills	Middle and junior level staff not fluent in English	Part-time participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
D/1	Strategic management and leadership skills programme	Senior members of staff	15				<b>X</b>
D/2	Customer service management programme	Middle and junior level staff	6			<b>X</b>	
D/4	Records management programme	Middle and junior level staff	6				<b>X</b>
D/5	Operations management in facilitating private sector business	Middle level core function staff	15	<b>X</b>		<b>X</b>	

<b>Third Year</b>							
<b>Programme No.</b>	<b>Programme Title</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
A/11	Introduction to law an legal processes programme	Para-legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/12	Programme on specialised areas of law	Legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/2	Enhancing negotiation skills programme	Senior core function staff	10			<b>X</b>	
B/3	Programme on private sector facilitation	Senior core function staff	12	<b>X</b>			
D/1	Strategic management and leadership skills programme	Senior members of staff	12				<b>X</b>
D/2	Customer service management programme	Middle and junior level staff	6			<b>X</b>	
D/4	Records management programme	Middle and junior level staff	6			<b>X</b>	
D/5	Operations management in facilitating private sector business	Middle level core function staff	12		<b>X</b>		<b>X</b>

## 2.5 Training Programme for the Registrar of Titles

<u>First Year</u>							
Programme No.	Programme Title	Target Staff	Participants per Session	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
A/11	Introduction to law an legal processes programme	Para-legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/12	Programme on specialised areas of law	Legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/4	Programme on the registration of titles and related documents	Senior and middle level staff	10	<b>X</b>			
B/12	English language skills	Junior staff	5		<b>X</b>		<b>X</b>
B/13	Programme on technical skills in land management	Middle and junior level staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
D/1	Strategic management and leadership skills programme	Senior members of staff	5		<b>X</b>		
D/2	Customer services management programme	Middle and junior level staff	5			<b>X</b>	
D/4	Records management programme	Middle and junior level staff	5				<b>X</b>

<b><u>Second Year</u></b>							
<b>Programme No.</b>	<b>Programme Title</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
A/11	Introduction to law an legal processes programme	Para-legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/12	Programme on specialised areas of law	Legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/4	Programme on the registration of titles and related documents	Senior and middle level staff	10	<b>X</b>			
B/7	Use of modern information and communication technology programme	All staff not having the skills	Part-time participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/13	Programme on technical skills in land management	Middle and junior level staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
D/2	Customer services management programme	Middle and junior level staff	5				<b>X</b>
D/4	Records management programme	Middle and junior level staff	5			<b>X</b>	

<b><u>Third Year</u></b>							
<b>Programme No.</b>	<b>Programme Title</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
A/11	Introduction to law an legal processes programme	Para-legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/12	Programme on specialised areas of law	Legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/4	Programme on the registration of titles and related documents	Senior and middle level staff	12	<b>X</b>			
B/13	Programme on technical skills in land management	Middle and junior level staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/20	Introduction to law and legal processes	Junior level staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
D/2	Customer services management programme	Middle and junior level staff	5			<b>X</b>	
D/4	Records management programme	Middle and junior level staff	5			<b>X</b>	

## 2.6 Training Programme for the Commission for Human Rights and Good Governance

<u>First Year</u>							
Programme No.	Programme Title	Target Staff	Participants per Session	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
A/6	Programme on alternative dispute resolution and case management	Commissioners and Assistant Commissioners	5		X		X
A/11	Introduction to law and legal processes programme	Para-legal staff	Individual participation	X	X	X	X
A/12	Programme on specialised areas of law	Legal staff	Individual participation	X	X	X	X
B/7	Use of modern information and communication technology programme	All staff not having the skills	Part-time participation	X	X	X	X
B/15	Programme on investigation techniques	Investigation Officers	12	X		X	
B/16	Report writing skills programme	Investigation Officers, Support staff	10			X	
B/17	Programme on managing public hearings	Commissioners, Assistant Commissioner, Investigation Officers	3	X			
C/1	Programme on principles and approaches to good governance	Commissioners, Assistant Commissioner, Investigation Officers	Weekend programme	X			
C/3	Programme on legal issues related to human rights, gender and the treatment of vulnerable and disadvantaged groups	Commissioners, Assistant Commissioner, Investigation Officers	15			X	
D/1	Strategic management and leadership skills programme	Top Management	5		X		

<b><u>Second Year</u></b>							
<b>Programme No.</b>	<b>Programme Title</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
A/6	Programme on alternative dispute resolution and case management	Commissioners and Assistant Commissioners	5		<b>X</b>		<b>X</b>
A/11	Introduction to law an legal processes programme	Para-legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/12	Programme on specialised areas of law	Legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/15	Programme on investigation techniques	Investigation Officers	12			<b>X</b>	
B/16	Report writing skills programme	Investigation Officers, Support staff	10			<b>X</b>	
B/17	Programme on managing public hearings	Commissioners, Assistant Commissioner, Investigation Officers	3				<b>X</b>
C/1	Programme on principles and approaches to good governance	Commissioners, Assistant Commissioner, Investigation Officers	Weekend programme			<b>X</b>	

<b><u>Third Year</u></b>							
<b>Programme No.</b>	<b>Programme Title</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
A/6	Programme on alternative dispute resolution and case management	Commissioners and Assistant Commissioners	5		<b>X</b>		<b>X</b>
A/11	Introduction to law an legal processes programme	Para-legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/12	Programme on specialised areas of law	Legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/15	Programme on investigation techniques	Investigation Officers	12			<b>X</b>	
B/16	Report writing skills programme	Investigation Officers, Support staff	10			<b>X</b>	
B/17	Programme on managing public hearings	Commissioners, Assistant Commissioner, Investigation Officers	3				X

## 2.7 Training Programmes for the Law Reform Commission

<b>First Year</b>							
<b>Programme No.</b>	<b>Programme Title</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
A/11	Introduction to law and legal processes programme	Para-legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/12	Programme on specialised areas of law	Legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/7	Use of modern information and communication technology programme	All staff not having the skills	Part-time participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/18	Programme on law reform strategies	Commissioners, Research Staff	6	<b>X</b>			
B/19	Legislative drafting programme	Research staff	Individual basis	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
C/3	Programme on legal issues related to human rights, gender and the treatment of vulnerable and disadvantaged groups	Research staff	5				<b>X</b>
D/1	Strategic management and leadership skills programme	Top Management	5			<b>X</b>	

<b><u>Second Year</u></b>							
<b>Programme No.</b>	<b>Programme Title</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
A/11	Introduction to law an legal processes programme	Para-legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/12	Programme on specialised areas of law	Legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/18	Programme on law reform strategies	Commissioners, Research Staff	6	<b>X</b>			
B/19	Legislative drafting programme	Research staff	Individual basis	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
C/3	Programme on legal issues related to human rights, gender and the treatment of vulnerable and disadvantaged groups	Research staff	5				<b>X</b>

<b><u>Third Year</u></b>							
<b>Programme No.</b>	<b>Programme Title</b>	<b>Target Staff</b>	<b>Participants per Session</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
A/11	Introduction to law an legal processes programme	Para-legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
A/12	Programme on specialised areas of law	Legal staff	Individual participation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
B/18	Programme on law reform strategies	Commissioners, Research Staff	6	<b>X</b>			
B/19	Legislative drafting programme	Research staff	Individual basis	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
C/3	Programme on legal issues related to human rights, gender and the treatment of vulnerable and disadvantaged groups	Research staff	5				<b>X</b>

### 3. Support and Assistance to Local Training Institutions

#### 3.1 General Assistance and Support

By and large, local training institutions have the capacity to deliver most of the training programmes. However, in some cases the institutions will need foreign specialists to work with local experts. The next section, listing the programmes to be conducted locally and the local institution capable of conducting each of the programmes, indicates those programmes that will need such support, the actual type of expertise required, and the possible sources for such expertise.

The key legal sector training institutions that will implement the bulk of these training programmes have also indicated their general needs, i.e., needs that are not tied to a particular training programme but to training in general. To ensure that they deliver the training programmes at the appropriate standards of quality, the institutions require the resources shown below.

Faculty of Law of the University of Dar es Salaam	Faculty of Law of the University of Mzumbe	Faculty of Law of the Open University of Tanzania	Institute of Judicial Administration
<ul style="list-style-type: none"> <li>• 20 Pentium 4 computers with associated accessories;</li> <li>• Multimedia projector</li> <li>• 2 laser-jet printers</li> <li>• 20 Flash disks</li> <li>• 20 CDs</li> <li>• A Systems Administrator</li> </ul>	<ul style="list-style-type: none"> <li>• 10 Computers with associated accessories;</li> <li>• Multimedia projector</li> <li>• 2 printers</li> </ul>	<ul style="list-style-type: none"> <li>• 10 Computers with associated accessories;</li> <li>• Multimedia projector</li> <li>• 2 printers</li> </ul>	<ul style="list-style-type: none"> <li>• Textbooks on law and related subjects;</li> <li>• Multimedia projector</li> <li>• 10 computers with associated accessories;</li> <li>• 2 video cameras</li> <li>• 2 TV sets</li> <li>• 2 video players</li> </ul>

### 3.2 Specific Support for Specific Training Programmes

#### 3.2.1 Programmes in General and Specialised Legal Education

<b>Programme No.</b>	<b>Programme Title</b>	<b>Programme Profile</b>	<b>Local Institution Capable of Delivering the Programme</b>	<b>Assistance/Support Required by the Institution</b>
A/1	Programme on international crimes, trafficking, and terrorism	A one week seminar for Law Officers in the Directorates of Public Prosecutions, Constitutional Affairs and Human Rights, and Chief Parliamentary Draftsman – to be held thrice a year over a three-year cycle.	Faculty of Law of the University of Dar es Salaam	The Faculty will need the input of an experienced expert at least during the first two seminars. Possible sources of expertise: Justice College in South Africa, Criminal Bar Association of the UK, or American Bar Association.
A/2	Programme on emerging trends in cyber-crime and fraud	A one week seminar for Law Officers in the Directorates of Public Prosecution and Chief Parliamentary Draftsman – to be conducted twice a year.	Faculty of Law of the University of Dar es Salaam will coordinate this programme but involve experts from other institutions (e.g. the Computer Science Department, Faculty of Commerce and Management, etc).	None
A/3	Programme on procedures relating to legal inter-state relations	A one week seminar for Law Officers in the Directorate of Public Prosecutions – to be conducted twice.	Faculty of Law of the Open University of Tanzania	The Faculty will co-opt a specialist in legal issues relating to inter-state relations.
A/4	Programme on e-commerce and its regulation	A one week seminar for Law Officers in the Directorates of Public Prosecutions, Civil and International Laws, Chief Parliamentary Draftsman, and Constitutional Affairs and Human Rights – to be conducted thrice a year over a three-year cycle.	Faculty of Law of the University of Dar es Salaam	The Faculty will co-opt a specialist in legal issues relating to e-commerce for the first two seminars.

<b>Programme No.</b>	<b>Programme Title</b>	<b>Programme Profile</b>	<b>Local Institution Capable of Delivering the Programme</b>	<b>Assistance/Support Required by the Institution</b>
A/5	Programme on reformed legal areas	<p>This programme is divided into two components:</p> <ul style="list-style-type: none"> <li>• A week-end seminar for Judges, Registrars, Deputy Registrars, and Directors of the Court of Appeal and the High Court – held twice a year,</li> <li>• A one-week seminar for Resident Magistrates/District Magistrates – twice a year.</li> </ul>	The Faculty of Law of the University of Dar es Salaam for the first component and the Faculty of Law of Mzumbe University for the second. These will coordinate the programme but include other institutions in the country.	None
A/6	Programme on alternative dispute resolution and case management	<p>This programme is divided into two components:</p> <ul style="list-style-type: none"> <li>• A one-week seminar/workshop for Judges, Registrars, Deputy Registrars and Directors of the Court of Appeal and the High Court – held twice a year,</li> <li>• A two weeks seminar/workshop for Resident Magistrates and District Magistrates – held twice a year.</li> </ul>	Faculty of Law of the University of Dar es Salaam.	An expert on ADR methods will work with the Faculty for the first two seminars/workshops.
A/7	Programme on developments in constitutional law	A week-end seminar for State Attorneys in the Directorate of Constitutional Affairs and Human Rights.	Faculty of Law of the University of Dar es Salaam	None
A/8	Programme on law and practice relating to estate management and administration	A three-weeks seminar/workshop for State Attorneys in the Office of the Administrator General – conducted twice a year.	Faculty of Law of Mzumbe University	None
A/9	Programme on emerging themes of law	A weekend seminar/workshop for academic members of staff of legal sector training institutions – held as often as will be required.	Faculty of Law of the Open University will coordinate the programme and involve other local institutions	None

<b>Programme No.</b>	<b>Programme Title</b>	<b>Programme Profile</b>	<b>Local Institution Capable of Delivering the Programme</b>	<b>Assistance/Support Required by the Institution</b>
A/10	Continuing education in emerging and new aspects of law	<p>A weekend seminar/conference for different groups of officers:</p> <ul style="list-style-type: none"> <li>• Judges, Registrars and Deputy Registrars of the Court of Appeal and of the High Court,</li> <li>• Resident Magistrates and District Registrars,</li> <li>• Academic members of the faculties of law of legal sector training institutions</li> </ul> <p>- conducted in as many batches as will be necessary.</p>	The Faculty of Law of the University of Dar es Salaam will coordinate the programme and involve other legal sector institutions in the country	None
A/11	Introduction to law and legal processes programme	This programme comprises academic courses – leading to Certificate in Law, Diploma in Law, and Degree in Law qualifications – targeting Primary Court Magistrates, District Magistrates, and middle and junior level staff performing para-legal functions in all legal sector institutions.	<ol style="list-style-type: none"> <li>1. Faculty of Law of the University of Dar es Salaam,</li> <li>2. Faculty of Law of Mzumbe University,</li> <li>3. Institute of Judicial Administration.</li> </ol>	None
A/13	Orientation/initiation programme for Judges and Resident Magistrates	Briefing sessions held as and when required.	The Judiciary will appoint a coordinator/facilitator and include specialists from different institutions	None

### 3.2.2 Programmes in Technical and Operational Functions

Programme No.	Programme Title	Programme Profile	Local Institution Capable of Delivering the Programme	Assistance/Support Required by the Institution
B/1	Advocacy skills programme	A two weeks workshop for State Attorneys in all Directorates of the Ministry (including those seconded to other Ministries) – conducted twice a year.	The Faculty of Law of the University of Dar es Salaam will coordinate the programme but include experts from other institutions	None
B/2	Enhancing negotiation skills programme	A two weeks workshop for State Attorneys in the Directorate of Civil and International Laws, Senior Offices of Support Services in the Ministry, and Senior core-function staff of the Business Registrations and Licensing Agency – conducted once a year.	Faculty of Law University of Dar es Salaam	A expert on negotiation techniques will work with the Faculty during the first workshop
B/3	Programme on private sector facilitation	A three weeks seminar/workshop for Senior core-function staff of the Business Registrations and Licensing Agency – to be conducted twice.	Faculty of Commerce and Management of the University of Dar es Salaam in conjunction with the Faculty of Law of the same University	An expert on intellectual property law will work with the Faculties. Possible sources of expertise: World Intellectual Property Organisation
B/4	Programme on the registration of titles and related documents	A two weeks workshop for senior and middle level staff of the Office of the Registrar of Titles – conducted twice a year.	Faculty of Law of the Open University	None

<b>Programme No.</b>	<b>Programme Title</b>	<b>Programme Profile</b>	<b>Local Institution Capable of Delivering the Programme</b>	<b>Assistance/Support Required by the Institution</b>
B/7	Use of modern information and communication technology programme	A five weeks part-time course for all legal sector officers who have not received instruction in the use of computers for management and communication – to be conducted in as many batches as will be necessary.	There are many local institutions that have capacity in this area. It is recommended that selection be done through tendering procedures. The following are some of the institutions that may be invited to tender: 1. University of Dar es Salaam Computing Centre 2. Institute for Information Technology 3. Horizons Training Centre	None
B/8	Programme on teaching methodology for law and related subjects	A one week workshop for academic members of staff of legal sector training institutions – conducted twice a year.	Faculty of Education of the University of Dar es Salaam	None
B/9	Programme on research skills	A one week seminar/workshop for academic members of staff of legal sector training institutions and research staff of the Law Reform Commission	Centre for Continuing Education of the University of Dar es Salaam	None
B/10	Programme on legal sector consulting skills	A one week seminar/workshop for academic members of staff of legal sector training institutions – conducted twice a year.	There are many institutions with capacity in this area. Selection should be done through tendering procedures	None
B/11	Programme on distant education methods	A one week workshop for full-time and part-time academic members of staff of the Faculty of Law of the Open University of Tanzania – conducted twice a year.	Centre for Continuing Education of the University of Dar es Salaam	An experienced expert on distant education methods will join the Centre. Possible source: University of South Africa.

<b>Programme No.</b>	<b>Programme Title</b>	<b>Programme Profile</b>	<b>Local Institution Capable of Delivering the Programme</b>	<b>Assistance/Support Required by the Institution</b>
B/12	English language skills programme	A three-months part-time course for middle and junior level staff of the Business Registrations and Licensing Agency and the Registrar of Titles – conducted in one or two batches.	There are many local institutions that have capacity in this area. It is recommended that selection be done through tendering procedures. The following are some of the institutions that may be invited: 1. The British Council, 2. English Fountain 3. Institute of Adult Education	None
B/13	Programme on technical skills in land management	A series of courses for middle and junior level staff in the office of Registrar of Titles leading to certificate and diploma qualifications.	University College of Lands and Architectural Studies	None
B/14	Programme on writing of legal opinion	A three to four weeks workshop, conducted on a part-time basis, for State Attorneys in the Directorate of Civil and Internal Laws and that of Public Prosecutions, to be conducted once a year in a two-year cycle.	The Faculties of Law of the University of Dar es Salaam and of the Open University	None
B/15	Programme on investigation techniques	A one week seminar for investigation officers in the Commission for Human Rights and Good Governance, conducted twice a year over a three-year cycle.	The Faculty of Law of the University of Dar es Salaam	A specialist on human rights issues investigation will join the Faculty to bring international experience.
B/16	Report writing skills programme	A one week workshop for staff in the Commission for Human Rights and Good Governance and of the Law Reform Commission.	There are many local institutions that have capacity in this area. It is recommended that selection be done through tendering procedures	None

### 3.2.3 Programmes in Good Governance

Programme No.	Programme Title	Programme Profile	Local Institution Capable of Delivering the Programme	Assistance/Support Required by the Institution
C/1	Programme on principles and approaches to good governance	A two-days conference, held once a year, for Commissioners and Assistant Commissioners of the Commission for Human Rights and Good Governance, Senior Officers of the Commission, and Senior Officers of the Directorate of Constitutional Affairs and Human Rights.	The Department of Political Science of the University of Dar es Salaam will coordinate the programme but include experts from other institutions as well	None
C/2	Programme on strategies for combating corruption	A one week seminar for staff in the office of the Director of Public Prosecutions, conducted twice a year.	The Faculty of Law of the University of Dar es Salaam	None
C/3	Programme on legal issues related to human rights, gender and the treatment of vulnerable and disadvantaged groups	A one week seminar, held in as many batches as will be required, for: <ul style="list-style-type: none"> <li>• State Attorneys in all Directorates of the Ministry,</li> <li>• Resident Magistrates, District Registrars, and Primary Court Magistrates,</li> <li>• Commissioners, Assistant Commissioners, and the Management of the Commission for Human Rights and Good Governance,</li> <li>• The Management and Research Staff of the Law Reform Commission.</li> </ul>	The Faculty of Law of the University of Dar es Salaam in conjunction with the Legal and Human Rights Centre and other NGOs	None

### 3.2.4 Programmes in Institutional Management and Leadership

Programme No.	Programme Title	Programme Profile	Local Institution Capable of Delivering the Programme	Assistance/Support Required by the Institution
D/1	Strategic management and leadership skills programme	A two weeks seminar for all senior officers with managerial and administrative functions in all legal sector institutions, conducted twice a year in a two-years cycle.	There are many local institutions with capacity in this area. It is recommended that selection of institutions be done through tendering procedures. Some of the institutions that may be invited are: <ol style="list-style-type: none"> <li>1. Centre for Continuing Education of the University of Dar es Salaam,</li> <li>2. Public Service College,</li> <li>3. Eastern and Southern African Management Institute.</li> </ol>	None
D/2	Customer service management programme	A one week seminar for middle and junior level staff dealing with external clients in BRELA, Office of the Registrar of Titles, and office of the Administrator General, conducted in batches.	There are many local institutions with capacity in this area. It is recommended that selection of institutions be done through tendering procedures. Some of the institutions that may be invited are: CBE, ESAMI and Public Service College.	None

<b>Programme No.</b>	<b>Programme Title</b>	<b>Programme Profile</b>	<b>Local Institution Capable of Delivering the Programme</b>	<b>Assistance/Support Required by the Institution</b>
D/3	Programme on the management of academic resources	A three days workshop for senior and middle level support staff of the Faculty of Law of the University of Dar es Salaam and of the Institute of Judicial Administration.	Tanganyika Library Service and the Library of the University of Dar es Salaam.	None
D/4	Records management programme	A seminar lasting two weeks for senior officers and three weeks for middle and junior level officers – targeting: <ol style="list-style-type: none"> <li>1. Senior and middle level staff in the office of the Administrator General,</li> <li>2. Support function staff in the Judiciary,</li> <li>3. Core-function supervisory staff and functionaries in BRELA,</li> <li>4. Middle and junior level staff in the office of Registrar of Titles, and</li> <li>5. Support staff in the Law Reform Commission.</li> </ol>	There are many local institutions with capacity in this area. It is recommended that selection of institutions be done through tendering procedures. Some of the institutions that may be invited are: <ol style="list-style-type: none"> <li>1. Tanganyika Library Service,</li> <li>2. Public Service College,</li> <li>3. The Library of the University of Dar es Salaam.</li> </ol>	None
D/5	Operations management in facilitating private sector business	A one week workshop for supervisory and operational staff in core-function areas of BRELA.	There are many local institutions with capacity in this area. It is recommended that selection of institutions be done through tendering procedures.	None
D/6	Orientation programme in matters pertaining to judicial administration	A one week (if full time) seminar for newly recruited/appointed support function staff in the Judiciary occupying senior and middle level administrative positions and without previous work experience in the Judiciary.	Institute of Judicial Administration	None

<b>Programme No.</b>	<b>Programme Title</b>	<b>Programme Profile</b>	<b>Local Institution Capable of Delivering the Programme</b>	<b>Assistance/Support Required by the Institution</b>
D/7	Programme on management and leadership in the context of the Judiciary	A two weeks seminar conducted in batches for: <ul style="list-style-type: none"> <li>• Resident Magistrates and District Registrars,</li> <li>• Primary Court Magistrates.</li> </ul>	Public Service College	An expert from outside the country will work with the College to bring international experience. Possible sources: Justice College of South Africa, RIPA of the UK, ITAN of Malaysia.
D/8	Programme on management of public services	A two weeks seminar for all senior staff of support Directorates/Units in the Ministry and in the Judiciary – conducted twice a year.	There are many local institutions with capacity in this area. It is recommended that selection of institutions be done through tendering procedures.	None

#### 4. Training Programmes to be Conducted Abroad

Programme No.	Programme Title	Programme Profile	Target Group	Institution/Country to Offer the Training
A/12	Programme on specialised areas of law	This programme comprises academic courses – leading to Post-graduate Diploma, LL.M. and Ph.D. qualifications – targeting legal officers in all legal sector institutions.	All legal officers in all legal sector institutions	Depending on areas of specialisation.
B/5	Programme on the drafting and management of agreements and contracts	A two to four weeks workshop bringing together trainees from different countries/institutions	State Attorneys in the Directorate of Civil and International Laws – one/two trainees at a time	International Law Institute, USA and Uganda
B/6	Programme on arbitration, mediation and reconciliation processes	A two to three weeks workshop bringing together trainees from different countries/institutions	State Attorneys in the Directorate of Civil and International Laws – one/two trainees at a time	International Law Development, Italy
B/17	Programme on managing public hearings	A one week study tour in different teams – each team going in a different direction – followed by a conference	Commissioners, Assistant Commissioners, and Investigation Officers of the Commission for Human Rights and Good Governance	One team may go to the European Union on Commission on Human Rights and Sweden, another to Southern Africa and Namibia.
B/18	Programme on law reform strategies	A two weeks study tour in different teams – each team going in a different direction – followed by a conference	Commissioners, Management and Research staff of the Law Reform Commission	One team may go to Zambia, Uganda, South Africa, and Namibia; another team to Australia, New Zealand and Canada.

<b>Programme No.</b>	<b>Programme Title</b>	<b>Programme Profile</b>	<b>Target Group</b>	<b>Institution/Country to Offer the Training</b>
B/19	Legislative drafting programme	An academic course leading to post-graduate qualifications	State Attorneys in the office of the Chief Parliamentary Draftsman, and Research Staff of the Law Reform Commission.	University of London, University of West Indies, University of Ottawa.
C/4	Programme on strategies and techniques for overseeing an reporting on human rights	A two to three weeks seminar bringing participants from different countries/institutions	State Attorneys in the Directorate of Constitutional Affairs and Human Rights - one/two participants at a time	UN Staff College, Turin (Italy) or the University of Pretoria (South Africa)

## 5. Training Budget<sup>1</sup>

### Training Budget for Priority Training Needs

- (a) Overall Support for Training Institutions to Facilitate Execution of this Training Programme  
(Training Materials and Equipment):

<u>Institution</u>	<u>US\$</u>
1. Faculty of Law, University of Dar es Salaam	35,000
2. Faculty of Law, Mzumbe University	17,000
3. Faculty of Law, Open University of Tanzania	17,000
4. Institute of Judicial Administration	10,000
Total for General Support:	79,000

- (b) Expenses Related to Specific Training Programmes:

#### Year One

	Short-Term Programmes	Part-Time/ Weekend Programmes	Long-Term Programmes	Overseas Programmes	Totals in US\$
Ministry of Justice and Constitutional Affairs	294,525	63,310	15,000	130,000	502,835
Judiciary	289,950	69,988	12,500	70,000	442,438
Legal Sector Training Institutions	121,700	57,660	8,000	140,000	327,360
Business Registration and Licensing Agency	85,600	52,000	8,000	30,000	175,600
Registrar of Titles	51,500	52,000	11,000	30,000	144,500
Commission for Human Rights & Good Governance	72,625	25,940	4,000	43,500	146,065
Law Reform Commission	42,850	6,000	4,000	92,000	144,850
Total for Year One:	958,750	326,898	62,500	535,500	1,883,648

<sup>1</sup> This Section presents the budget in summary form. Details of the figures given, spelling out the rates used for each and every training programme, are to be found in a separate Microsoft Excel file.

Year Two

	Short-Term Programmes	Part-Time/ Weekend Programmes	Long-Term Programmes	Overseas Programmes	Total in US\$
Ministry of Justice and Constitutional Affairs	355,650	25,560	24,500	165,000	570,710
Judiciary	279,650	29,988	12,500	70,000	392,138
Legal Sector Training Institutions	121,700	17,660	13,000	140,000	292,360
Business Registration and Licensing Agency	85,600	-	8,000	30,000	123,600
Registrar of Titles	51,500	-	11,000	30,000	92,500
Commission for Human Rights & Good Governance	72,625	19,940	4,000	43,500	140,065
Law Reform Commission	42,850	-	4,000	71,000	117,850
Total for Year Two:	1,009,575	93,148	77,000	549,500	1,729,223

Year Three

	Short-Term Programmes	Part-Time and Weekend Programmes	Long-Term Programmes	Overseas Programmes	Total in US\$
Ministry of Justice and Constitutional Affairs	317,550	18,060	12,500	200,000	548,110
Judiciary	279,650	29,988	12,500	70,000	392,138
Legal Sector Training Institutions	116,550	17,660	13,000	140,000	287,210
Business Registration and Licensing Agency	85,600	-	8,000	30,000	123,600
Registrar of Titles	51,500	19,940	11,000	30,000	112,440
Commission for Human Rights & Good Governance	72,625	19,940	4,000	43,500	140,065
Law Reform Commission	42,850	-	4,000	71,000	117,850
Total for Year Three:	966,325	105,588	65,000	584,500	1,721,413

Total for Three-Year Cycle

	Short-Term Programmes	Part-Time/ Weekend Programmes	Long-Term Programmes	Overseas Programmes	Total in US\$
Support for Training Institutions					79,000
Ministry of Justice and Constitutional Affairs	967,725	106,930	52,000	495,000	1,621,655
Judiciary	849,250	129,964	37,500	210,000	1,226,714
Legal Sector Training Institutions	359,950	92,980	34,000	420,000	906,930
Business Registration and Licensing Agency	256,800	52,000	24,000	90,000	422,800
Registrar of Titles	154,500	71,940	33,000	90,000	349,440
Commission for Human Rights & Good Governance	217,875	65,820	12,000	130,500	426,195
Law Reform Commission	128,550	6,000	12,000	234,000	380,550
Total for Three Years:	2,934,650	525,634	204,500	1,669,500	5,413,284