



REPUBLIC OF ZAMBIA

THE JUDICIARY

ANNUAL REPORT 2018



MISSION STATEMENT

“To adjudicate civil, criminal and constitutional matters in an independent, impartial and timely manner without fear or favour.”

VISION

“To provide timely and accessible justice to all.”

FOREWORD

It gives me great pleasure to present the Judiciary's Annual Report for the year 2018, which showcases the work of the Judiciary.

2018 was a significant year for us as we made strides in realizing our vision to provide timely and accessible justice to all. Our focus was to consolidate our efforts in the previous year to dismantle the backlog of cases and pending judgments. To this end, we took several measures aimed at decongesting our court system and enhancing the delivery of justice.

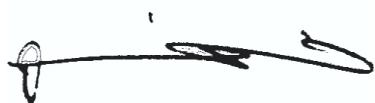
One of the initiatives was to constitute a Task Force on Backlog. In conjunction with the Advisory Committee on Court-Annexed Mediation and Backlog Reduction, my office assigned six Judges of the High Court to systematically dismantle the backlog of cases in the shortest possible period. The six Judges working in collaboration with the Chairperson of the Committee and the Judge-in-charge at Lusaka. They were assisted by a team of support staff comprising, among others, a Registrar, Research Advocates, IT Personnel and Registry Staff.

This exercise was immediately commenced in Lusaka and has so far yielded positive results. The Task Force found that out of 8,784 cases files pulled out of the Principal Registry, 2,054 cases were in backlog. The cases in backlog were scanned and allocated to the Judges, while those concluded were archived. I am confident that the exercise will soon be extended to the High Courts at Livingstone, Ndola and Kitwe. Once the backlog is dismantled, Judges will have more time to expeditiously deal with new cases allocated to them so that going forward, justice is dispensed without undue delay.

Another notable step made was to introduce Court-Annexed Mediation in the Subordinate Courts after it proved effective in the High Court. Through the use of mediation, we witnessed a considerable decline in the number of civil cases pending before the High Court.

I must also mention that as part of our long-term plan to bring justice closer to the victims of gender-based violence (GBV), we launched four GBV fast-track courts at Ndola, Chipata, Choma and Mongu. This increased the number of GBV fast-track courts to six, the first two having been launched at Lusaka and Kabwe in 2016. This project was implemented with the generous support of the United Nations Development Programme, without whom it would have remained a distant dream.

I also wish to take this opportunity to warmly thank all my colleagues on the bench and the entire staff of the Judiciary for the work done during the year under review. Although we accomplished a lot in 2018, much work remains to be done. I have no doubt that together, we shall realize our vision to provide timely and accessible justice to all. It is my sincere hope that this Annual Report will give all of us the impetus to do better in the coming year.



Irene C. Mambilima

CHIEF JUSTICE

ACKNOWLEDGEMENTS

This Report, like others before it, is the outcome of concerted efforts of many individuals from different strata of the Judiciary, without whose unflinching dedication this assignment would have been a tall order. I was particularly privileged to have, at my disposal, the wisdom and guidance of the Honourable Chief Justice of the Republic of Zambia, Her Ladyship Mrs. Justice Irene C. Mambilima. I cannot thank her enough for her serenity amid arduous schedules and the priceless leadership she provided during the entire project.

As always, it was heartwarming, and truly fulfilling, to work with Directors, Registrars of the different courts, Deputy Directors, Senior Research Advocates, the Statistician, Information Technology personnel and a whole spectrum of variously gifted members of staff, whose input I must credit for enriching this Report. The text of this Report would be incomplete if I omitted to state how grateful I am for the long hours invested by each one of them in ensuring the successful compilation of this Report.

Not to be forgotten is the fact that comments by brothers and sisters from the Executive and Legislative wings of government, on the Judiciary's previous Annual Reports, did inform the complexion of this Report to a considerable extent. To them too, I am exceedingly grateful.

It is my fervent hope that our combined efforts and mutual appreciation will help keep justice delivery in our country, and the faith of our people in their Judiciary, on an upward trajectory.



Nalishebo Imataa (Ms)

CHIEF ADMINISTRATOR

EXECUTIVE SUMMARY

This Report highlights the events and activities of the Judiciary in the legal calendar of 2018. Building on the momentum attained in 2017, the institution continued vigorously on its path to improve the judicial system, albeit with limited resources.

Some of the major successes scored include the enactment of High Court (Amendment) Rules Statutory Instrument No. 72 of 2018 and Subordinate Court (Amendment) Rules Statutory Instrument No. 73 of 2018. The rules amplify procedure for referral to court-annexed mediation and for the first time extend mediation to the Subordinate Court, as a way of decongesting mainstream court system.

Alongside the rules, further amendments were drafted and submitted to the Ministry of Justice, setting out new procedures relating to originating process. If passed, the rules will make litigation more predictable.

The year also saw the signing of a Memorandum of Understanding (MOU) between the Judiciary and the National Centre for State Courts (NCSC) of the United States of America to develop an automated case management system to speed up disposal of cases. The proposed case management system will activate electronic case filing, automated case allocation and generate information for performance appraisal.

A taskforce was set up specifically to dismantle the backlog of cases and pending judgments in the High Court, accumulated up to the year 2015. With financial support from the Treasury, the number of gazetted criminal sessions was increased in 2018 from ... to ...

As a result of stringent and prudent measures put in place to manage public resources, the Judiciary recorded a significant reduction in the number of audit queries and saw a marked increase in revenue collection from fines and fees.

The period under review, however, was not without impediments. Due to inadequate funding, the Judiciary faced a critical shortage of infrastructure, transport and personnel in key areas.

Finally, the Report makes recommendations and highlights its plans for the future, based on the lessons learnt during the year under review and before.

CONTENTS

1.0	INTRODUCTION.....	1
2.0	MANDATE OF THE JUDICIARY	1
3.0	INSTITUTIONAL STRUCTURE	2
4.0	A GLANCE AT 2018	4
5.0	COURT OPERATIONS	9
6.0	HUMAN RESOURCES AND ADMINISTRATION DEPARTMENT	16
6.1	THE HUMAN RESOURCES MANAGEMENT UNIT	16
6.2	THE HUMAN RESOURCES INFORMATION AND PLANNING UNIT	18
6.3	INFORMATION TECHNOLOGY UNIT	19
6.4	TRAINING AND DEVELOPMENT UNIT	20
6.4.1	LOCAL WORKSHOPS, CONFERENCES AND OTHER TRAINING	20
6.4.2	INTERNATIONAL WORKSHOPS, CONFERENCES AND OTHER TRAININGS	20
6.5	INTERNAL AUDIT UNIT	24
6.6	ADMINISTRATION UNIT	26
6.7	PROCUREMENT AND SUPPLIES UNIT	27
6.8	SECURITY UNIT	28
6.9	INFRASTRUCTURE UNIT	32
6.10	ACCOUNTS UNIT	33
7.0	ACHIEVEMENTS.....	34
7.1	ACHIEVEMENTS BY COURT OPERATIONS	34
7.2	ACHIEVEMENTS BY HUMAN RESOURCES AND ADMINISTRATION	36
8.0	CHALLENGES	37
8.1	COURT OPERATIONS	37
8.2	HUMAN RESOURCE AND ADMINISTRATION.....	42
9.0	RECOMMENDATIONS.....	43
9.1	COURT OPERATIONS	43
9.2	HUMAN RESOURCES AND ADMINISTRATION.....	44
10.0	FUTURE PLANS	44
10.1	COURT OPERATIONS	44
10.2	HUMAN RESOURCES AND ADMINISTRATION DEPARTMENT	45
11.0	CONCLUSION.....	46
12.0	APPENDIX I	47

1.0 INTRODUCTION

This Report is prepared in accordance with section 20 of the Judiciary Administration Act No. 23 of 2016. As required by the Act, the Report includes information relating to the financial affairs of the Judiciary and other information pertaining to the year 2018.

In particular, the Report discusses the activities undertaken by the Judiciary and the achievements recorded during the same period. It also highlights the challenges encountered and proposes solutions to those challenges. In addition, the Report outlines the Institution's plans for the future.

2.0 MANDATE OF THE JUDICIARY

The Judiciary is established under Article 118 of the Constitution, Chapter 1 of the Laws of Zambia. Article 118 (1) of the Constitution provides that –

“The judicial authority of the Republic derives from the people of Zambia and shall be exercised in a just manner and such exercise shall promote accountability.”

Further, Article 118 (2) provides that –

“In exercising judicial authority, the Courts shall be guided by the following principles:

- (a) justice shall be done to all, without discrimination;*
- (b) justice shall not be delayed;*
- (c) adequate compensation shall be awarded, where payable;*
- (d) alternative forms of dispute resolution, including traditional dispute resolution mechanisms, shall be promoted, subject to clause (3);*
- (e) justice shall be administered without undue regard to procedural technicalities; and*
- (f) the values and principles of this Constitution shall be protected and promoted.”*

In addition, Article 119 (1) provides that the authority of the Judiciary vests in the courts and shall be exercised by the courts in accordance with the Constitution and other laws. The functions of the court are defined in Article 119 (2), namely to:

- (a) hear civil and criminal matters; and*
- (b) hear matters relating to, and in respect of, this Constitution.*

3.0 INSTITUTIONAL STRUCTURE

The structure of the Judiciary is set out in Article 120 (1) of the Constitution. It consists of Superior Courts and the following courts:

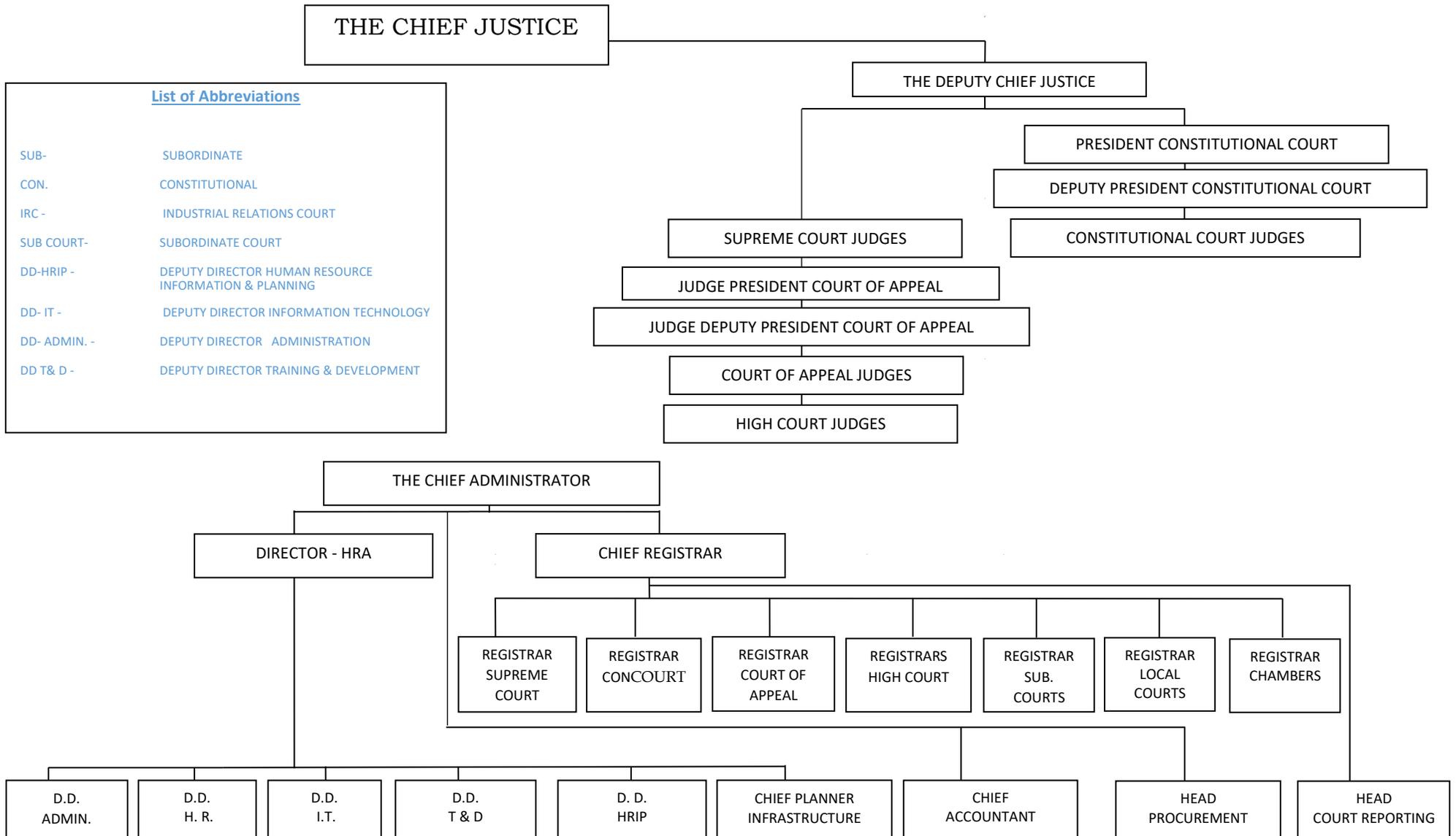
- (a) *subordinate courts;*
- (b) *small claims courts;*
- (c) *local courts; and*
- (d) *courts, as prescribed.*

The Superior Courts comprise -

- (a) *The Supreme Court and Constitutional Court, which rank equivalently;*
- (b) *The Court of Appeal; and*
- (c) *The High Court.*

In addition, the Constitution establishes the Judicial Service Commission. Article 146 (1) of the Constitution creates the office of the Chief Administrator, who is responsible for the administration of the Judiciary. The diagram below shows the organisational structure of the Judiciary.

INSTITUTIONAL STRUCTURE



List of Abbreviations

SUB-	SUBORDINATE
CON.	CONSTITUTIONAL
IRC -	INDUSTRIAL RELATIONS COURT
SUB COURT-	SUBORDINATE COURT
DD-HRIP -	DEPUTY DIRECTOR HUMAN RESOURCE INFORMATION & PLANNING
DD- IT -	DEPUTY DIRECTOR INFORMATION TECHNOLOGY
DD- ADMIN. -	DEPUTY DIRECTOR ADMINISTRATION
DD T & D -	DEPUTY DIRECTOR TRAINING & DEVELOPMENT

4.0 A GLANCE AT 2018

The Judiciary of Zambia is one of the three Arms of Government, the others being the Executive and the Legislature. It is presided over by the Honourable Chief Justice. At present, the Honourable Mrs. Justice Irene Chirwa Mambilima is the Chief Justice.

In administering the Judiciary, the Chief Justice is empowered by section 4(1) of the Judiciary Administration Act to constitute advisory committees, consisting of judges or persons with the knowledge of the work of courts and prevailing social conditions, to advise her on matters relating to the Judiciary.

In the year 2018, the Honourable Chief Justice reconstituted the following Advisory Committees:

- (a) The Advisory Committee on Court-annexed Mediation and Delay Reduction;
- (b) The Advisory Committee on Training and Continuing Education;
- (c) The Advisory Committee on Gender in Development;
- (d) The Advisory Committee on Court Operations and Administration;
- (e) The Advisory Committee on Establishment and Conditions of Service;
- (f) The Advisory Committee on Administration of Civil and Criminal Justice;
- (g) The Advisory Committee on Budget and Finance; and
- (h) The Advisory Committee on Public Relations and Information.

ACTIVITIES OF ADVISORY COMMITTEES

Advisory Committee on Court-Annexed Mediation and Delay Reduction

The Committee conducted the following activities –

(a) High Court and Subordinate Courts Amendment Rules

The Committee drafted amendments to the High Court Rules and the Subordinate Courts Rules, among others, to provide for rules of procedure governing the mediation process, and to extend court-annexed mediation to the Subordinate Courts. The High Court (Amendment) Rules, Statutory Instrument No. 72 of 2018, and the Subordinate Court (Amendment) Rules, Statutory Instrument No. 73 of 2018, are designed to enhance case flow and case management, as well as to help reduce backlog.

(b) Draft High Court (Amendment) Rules

The Committee formulated new rules of procedure for filing originating process and holding scheduling, pre-trial and status conferences in civil actions. The rules arose from the need to enhance case flow and case management and, in turn, ensure speedy disposal of cases.

(c) Judges' Sensitisation Workshop

A sensitisation workshop was organised for Judges of the High Court in November, 2018. The aim of the workshop was two-fold: firstly, to appraise Judges on the High Court (Amendment) Rules Statutory Instrument No. 72 of 2018 and secondly, to elicit their comments on the proposed High Court (Amendment) Rules relating to filing of originating process.

(d) Sensitisation Seminars for Magistrates on the Court-Annexed Mediation Rules

Two seminars were held at Lusaka and Ndola to launch court-annexed mediation in the Subordinate Courts and to sensitise Magistrates on mediation rules. The seminars covered, among other topics, *General Principles of Mediation; Salient Features of the Subordinate Court (Amendment) Rules Statutory Instrument No. 73 of 2018; the Role of an Adjudicator in the Mediation Process; and Issues to Consider when Referring a Matter to Mediation.*

(e) Sensitisation Workshop for Legal Practitioners

The Committee, in conjunction with the Law Association of Zambia, organised a half-day sensitisation workshop for Legal Practitioners in Lusaka. The purpose of the workshop was to appraise and elicit comments from LAZ on the proposed High Court (Amendment) Rules relating to originating process, and to encourage lawyers to effectively play their role if the proper administration of justice is to be achieved.

(f) Constitution of Taskforce on Backlog

The Honourable Chief Justice, in conjunction with the Committee, set up a taskforce to address the backlog of cases and pending Judgments in the High Court. The taskforce comprises six Judges of the High Court, who work in close collaboration with the Chairperson of the Committee and the Judge-in-Charge of the General List at Lusaka. The exercise started in Lusaka in 2018, with the view to extending it to the High Court at Livingstone, Ndola and Kitwe.

The following were the findings of the Task Force at Lusaka:

Out of **8, 784** case files that were pulled out of the Principal Registry, **2, 054** cases (filed between 1986 and 2015) were found to be in backlog. These were matters in which trial had not commenced, and they were scanned and allocated to the six Judges on the Task Force on Backlog. Of the total **8, 784** case files retrieved from the Registry, **293** were pending hearing either before the Deputy Registrar or the Taxing Master, while the rest (**6,437** cases) were found to have been concluded and were archived.

(g) Mediation Settlement Weeks

Two Judges participated in the Mediation Settlement Week in May 2018 as part of a fact-finding mission on the performance of court-annexed mediation. In addition, the Committee recommended an upward revision of mediation fees from K250 to K750. Further, during the period under review, the Committee circulated a checklist to assist High Court Judges in identifying factors to consider when referring matters to mediation.

(h) Judges' Desk Guide

The Committee produced a Judges' Desk Guide designed to deal with problematic areas of adjudication. The Guide sets out uniform practice and procedure for Judges in dealing with matters, thus enhancing predictability of litigation.

(i) Public Awareness Campaigns

Throughout the year under review, the Committee ran a series of television shows to inform the public about the products offered by the Judiciary. The exercise was a success because it helped to demystify the judiciary by giving it a human face and highlight the services that are available to the public.

Advisory Committee on Training and Continuing Education

In the year under review, the Committee facilitated several local and international workshops for different categories of members of the Judiciary.

Local Workshops

The Committee conducted a one-day sensitisation workshop for forty (40) Judges on court-annexed mediation and proposed amendments to the High Court Rules, and a one-day workshop for 30 Lusaka-based Magistrates and 31 Copperbelt-based Magistrates on court-annexed mediation in the Subordinate Courts.

International Workshops

The Honourable Chief Justice, the Deputy Chief Justice, the President of the Constitutional Court and other Judges of various Courts attended a number of international conferences during the period under review. These included a High-Level Meeting of Chief Justices of the African Constitutional and Supreme Courts in Cairo Egypt.

Others were the 19th International Conference of Chief Justices of the World in Lucknow, India; the VIII St. Petersburg International Legal Forum in St. Petersburg, Russia; a two-day Conference on the *"Role of Arbitration Practitioners in the Development of Arbitration in Africa"* held in Kigali, Rwanda; a training on *"Core Skills for Judges"* at the Judicial Institute for Africa (JIFA) in Cape town, South Africa; a Summit of the African Women

Judges (IAWJ) on “*Human Trafficking and Organised Crime*” in Vatican City, Italy; a four-day Biennial IWAJ Conference in Buenos Aires, Argentina; the Southern African Chief Justices’ Forum in Lilongwe Malawi; and the Law, Justice and Development Week held in Washington DC, USA.

The Honourable Judges were accompanied to some of the conferences by the Chief Administrator, Registrars, Research Advocates or Magistrates.

Induction, Scholarship and Study Programmes

The Committee, in collaboration with Management, conducted an induction programme for seventeen (17) newly-appointed Judges of the High Court.

In addition, the Committee helped three members of staff to take up scholarships offered to the Judiciary by the Indian government under the ITEC/SCAAP 2018/2019 Scheme.

Advisory Committee on Gender in Development

In March 2018, after sourcing contributions from Judges, the Chairperson of the Committee, led Magistrates to Bimbe Primary School in Chongwe to donate clothing and foodstuffs to villagers, whom they also sensitized on gender-based violence (GBV) and related issues. The following month, the school received a second donation of clothes through Her Worship Mrs. F. Hamaundu.

During the year under review, the Chairperson of the Committee spearheaded the launch of four GBV fast-track courts in Mongu, Chipata, Choma and Ndola.

The Committee also organised 35 members of staff, drawn from across the Courts and from the Administration in Lusaka, who participated in the march past to commemorate International Women’s Day.

Advisory Committee on Court Operations and Administration

The Honourable Chief Justice and the Honourable Deputy Chief Justice undertook tours in five (5) provinces namely, Lusaka, Copperbelt, Southern, Western and North-Western. The tours were aimed at appreciating the challenges faced in the provinces and finding ways of expeditiously dealing with such challenges in order to enhance operations of the courts in the country. The Chairperson of the Committee accompanied the Chief Justice and the Deputy Chief Justice on the tours.

Among the issues considered were those relating to court operations, administration, infrastructure and human resource. The Chairperson paid particular attention to administrative issues, which included the shortage or lack of furniture and office equipment.

Advisory Committee on Establishment and Conditions of Service

.....

Advisory Committee on Administration of Civil and Criminal Justice

The Committee toured eighteen (18) registries on the Copperbelt Province; nine (9) registries in Central Province; thirteen (13) registries in Southern Province; fifteen (15) registries in Western Province; seventeen (17) registries in Northern Province; fourteen (14) registries in Eastern Province; seventeen (17) registries in Muchinga Province; and fourteen (14) registries Luapula Province.

The tours arose out of a resolution passed by the Committee in 2017 to familiarize itself with the registries and to formulate an action plan to improve their operations to international standards. The Committee also resolved to develop that an operations manual for registries be, modelled after that of Kenya.

Advisory Committee on Budget and Finance

....

Advisory Committee on Public Relations and Information

The Committee continued to improve media relations and demystify the Judiciary by promptly attending to media queries through the Public Relations Office (PRO). A number of press releases were issued on events and occurrences in the Judiciary, all of which are accessible on the Judiciary's website under the "**Events**" and "**Press Releases**" pages respectively. For example, the PRO facilitated maximum visibility of the Judiciary at the launch of four (4) GBV fast-track courts at Ndola, Mongu, Chipata and Choma.

The Committee continued to replace old billboards and flags with new ones, which exercise is expected to extend to all premises. It also prepared the 2019 Law Directory and Legal calendar, which has since been submitted for printing.

In collaboration with Transparency International Zambia and the Anti-Corruption Commission, the Committee developed Service Charters for the High Court, the Subordinate Courts and the Small claims Court. It is envisaged that the Charters will act as information kits for members of the public on court processes and practice.

Following a Policy Committee resolution that wellness activities be introduced at the Judiciary, the Committee spearheaded this initiative during the year under review, with Friday afternoons being dedicated to physical exercise, to improve fitness, and general wellness among members of staff of the Judiciary.

Working with the IT Department, the PRO kept the website (www.judiciaryzambia.com) active, informative and relevant. It also continued to run specialized Public Relations desks intended to ease provision of information to the public, thus improving service delivery. These desks were at the Lusaka High Court. It is envisaged that the desks will be extended to other High Courts and to the Subordinate Courts Complex at Lusaka.

The Committee also resolved and requested the Chief Administrator to help create waiting rooms for court users within the court infrastructure.

The provision of protocol services, under the supervision of the PRO, remained one of the key mandates of the Committee.

THE CHIEF ADMINISTRATOR

The Chief Justice is also assisted by the Chief Administrator, who heads the support function. The office of the Chief Administrator is, in turn, assisted by the Chief Registrar, who is in charge of Court Operations, and the Director of Human Resources and Administration.

5.0 COURT OPERATIONS

This Part of the Report focuses on the operations of the different Courts that constitute the Judiciary. These are the Supreme Court, the Constitutional Court, the Court of Appeal, the High Court, Subordinate Courts, the Small Claims Court and Local Courts. Court Operations also includes the Sheriff's Office, the Mediation Office, Research Advocates and the Court Reporters Unit.

The Courts are established under Part VIII of the Constitution, as amended by Act Number 2 of 2016. The table below shows the mandate of each Court as provided by statute:

COURT	MANDATE
Supreme Court	<ul style="list-style-type: none"> Established under Article 124 of the Constitution; Has jurisdiction to hear appeals from the Court of Appeal and jurisdiction conferred on it by other laws.
Constitutional Court	<ul style="list-style-type: none"> Established under Article 127 of the Constitution; Has original and final jurisdiction in all constitutional matters, except the enforcement of the Bill of Rights (Part III of the Constitution), over which the High Court has original jurisdiction; Sits as a final court of appeal in matters relating to parliamentary and local government election petitions; Also sits to determine matters referred to it by any Court in Zambia where a question relating to the Constitution arises.
Court of Appeal	<ul style="list-style-type: none"> Established under Article 130 of the Constitution;

	<ul style="list-style-type: none"> • Has jurisdiction to hear appeals from the High Court, quasi-judicial bodies, except a local government elections tribunal. The Court also hears appeals from other courts, except matters under the exclusive jurisdiction of the Constitutional Court.
High Court	<ul style="list-style-type: none"> • Established under Article 94 of the Constitution; • The Court’s operations are governed by the High Court Act, Chapter 27 of the Laws of Zambia and other relevant laws; • Has a Principal and Criminal Registry at Lusaka, and District Registries at Kitwe, Livingstone, Ndola, Kabwe, Chipata, Mongu, Solwezi, Kasama and Mansa; • Consists of the Commercial Court, Industrial Relations Court and Family and Children’s Court Divisions in accordance with Article 133 (2) of the Constitution; • Commercial Court Division is responsible for resolving disputes of a commercial nature; • Industrial Relations Division has original and exclusive jurisdiction to hear and determine matters under the Industrial and Labour Relations Act, among others; • Family and Children’s Division has jurisdiction in all family and children’s matters, including divorce petitions, custody and intestate succession disputes.
Subordinate Courts	<ul style="list-style-type: none"> • Established under Article 120 of the Constitution; • The Courts’ operations and functions are regulated under the Subordinate Courts Act, Chapter 28 of the Laws of Zambia.
Small Claims Court	<ul style="list-style-type: none"> • Established under Article 120 of the Constitution. These are courts of record under Article 120(2); • Processes and procedures of the Court are provided for in the Small Claims Court Act, Chapter 47 of the Laws of Zambia, as amended by Act No. 14 of 2008. The Court has jurisdiction in all personal suits where the value of the property, debt or damages claimed is not more than twenty thousand kwacha.
Local Court	<ul style="list-style-type: none"> • Established under Article 91 of the Constitution; • Constituted under Section 4 (1) of the Local Courts Act, Chapter 29 of the Laws of Zambia.

The Sheriff's Office

The Sheriff's Office is established under the Sheriff's Act, Chapter 37 of the Laws of Zambia. In executing its mandate of securing the rights of individuals and institutions through debt recovery, the Office, in the year under review, continued to enforce court orders through the service of warrants on defaulting individuals and institutions, as well as to execute process in accordance with relevant laws.

In addition, the Office conducted several public auctions in line with its mandate. The total amount collected by the Office in the year under review in terms of fees was **4,824,040.55**.

The Table below shows the number and value of Court Orders by the Sheriff's Office during the year under review:

S. NO.	COURT OF ISSUE	NO. OF WRITS RECEIVED	VALUE OF ORDERS
1.	High Court – Principal Registry	603	K101, 778, 154.39
2.	High Court – Commercial Registry	197	K247, 184, 391.29
3.	Subordinate Court	373	K7, 985, 888.80
4.	Industrial Relations Court	37	K2, 991, 233.63
5.	Small Claims Court	387	K21, 493, 957.21
6.	Lands Tribunal	5	K3, 447, 735.85
	TOTAL	1, 602	K384, 881, 361.17

The Mediation Office

Order 31 of the High Court Rules, Chapter 27 of the Laws of Zambia provides for Mediation as an alternative dispute resolution mechanism. During the year under review, the Judiciary continued to use Court-Annexed Mediation to, among others, help reduce the number of cases awaiting determination by litigation, thus decongesting the court system.

Court-annexed Mediation is being practiced in the High Court in all its Divisions. A total of 772 cases were referred to the mediation office by the High Court. Three (3) mediation sessions were held during the year. The first one was from 22nd May to 4th June, 2018; the second one from 8th August to 6th September, 2018; and the third was held from 12th to 26th November, 2018.

Below are the aggregate figures of mediation in the High Court in the year under review:

Total number of cases referred to mediation	1,077
Number of cases mediated and fully settled	234
Number of cases mediated and partially settled	43
Number of cases mediated but not settled	268
Number of cases settled before mediation	30
Number of cases not mediated	237
Number of cases carried forward	265

There were 83 trained mediators... Mediation fees were increased from K250.00 to K750.00 as published in Government Gazette No. 6700 of 5th October, 2018.

In terms of staff, the Mediation Office at Lusaka had three (3) officers, while Ndola and Kitwe had one (1) each.

The Judiciary also aired two documentaries on Zambia National Broadcasting Corporation television aimed at sensitising members of the public on mediation as a quick form of dispute resolution.

Research Advocates

Research Advocates continued with their role of carrying out legal research in both criminal and civil matters on behalf of Judges to whom they are assigned. This function is intended to help Honourable Judges perform their adjudicative duties more efficiently and effectively. Research Advocates prepare summaries of cases and provide legal opinions for judges. They draft speeches and presentations, and prepare reports and minutes of meetings attended by their respective Judges, locally and abroad.

Court Reporting Unit

The unit provides real-time court reporting services to ensure that an efficient, effective and accurate verbatim record of proceedings is available to all stakeholders, namely the courts, counsel, litigants, Commissions of Inquiry, Tribunals and the general public.

In the year under review, 37 Court reporters were trained, one of whom is deceased while another resigned.

Sessions

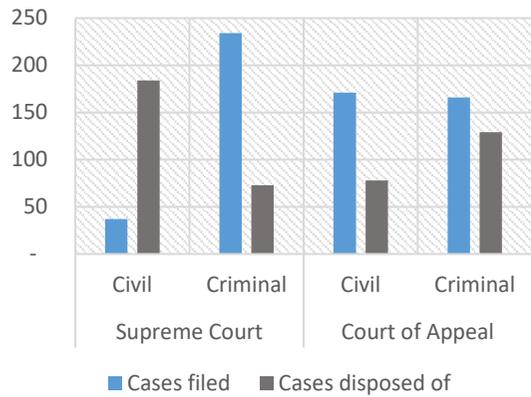
During the year under review, the Registrars of various courts assisted the Office of the Chief Administrator in coordinating and implementing the sittings of various courts as per Gazette calendar. In this regard, Administration provided logistical support for the holding of several court sessions and undertaking of various court circuits.

The total number of gazetted sessions for the superior courts was as shown in the table below:

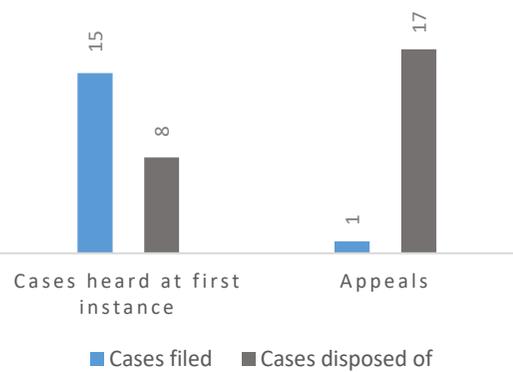
NO.	NAME OF COURT	NUMBER OF SESSSIONS
1.	Supreme Court	12
2.	Constitutional Court	12
3.	Court of Appeal	10
4.	High Court	XXX
	Total	XXX

Further, all the courts heard criminal and civil cases as shown below:

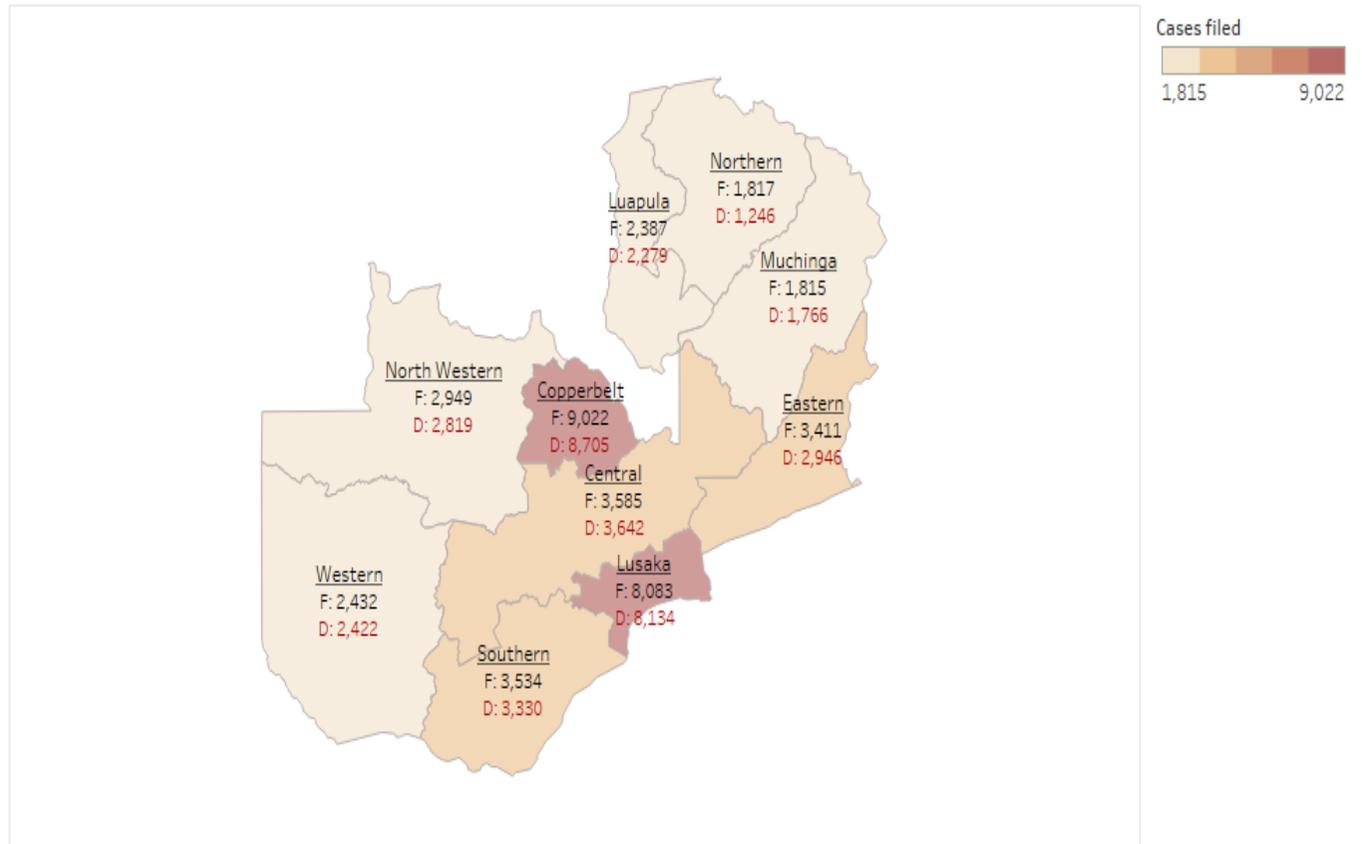
Appellate Courts



Constitutional Court



Subordinate Courts

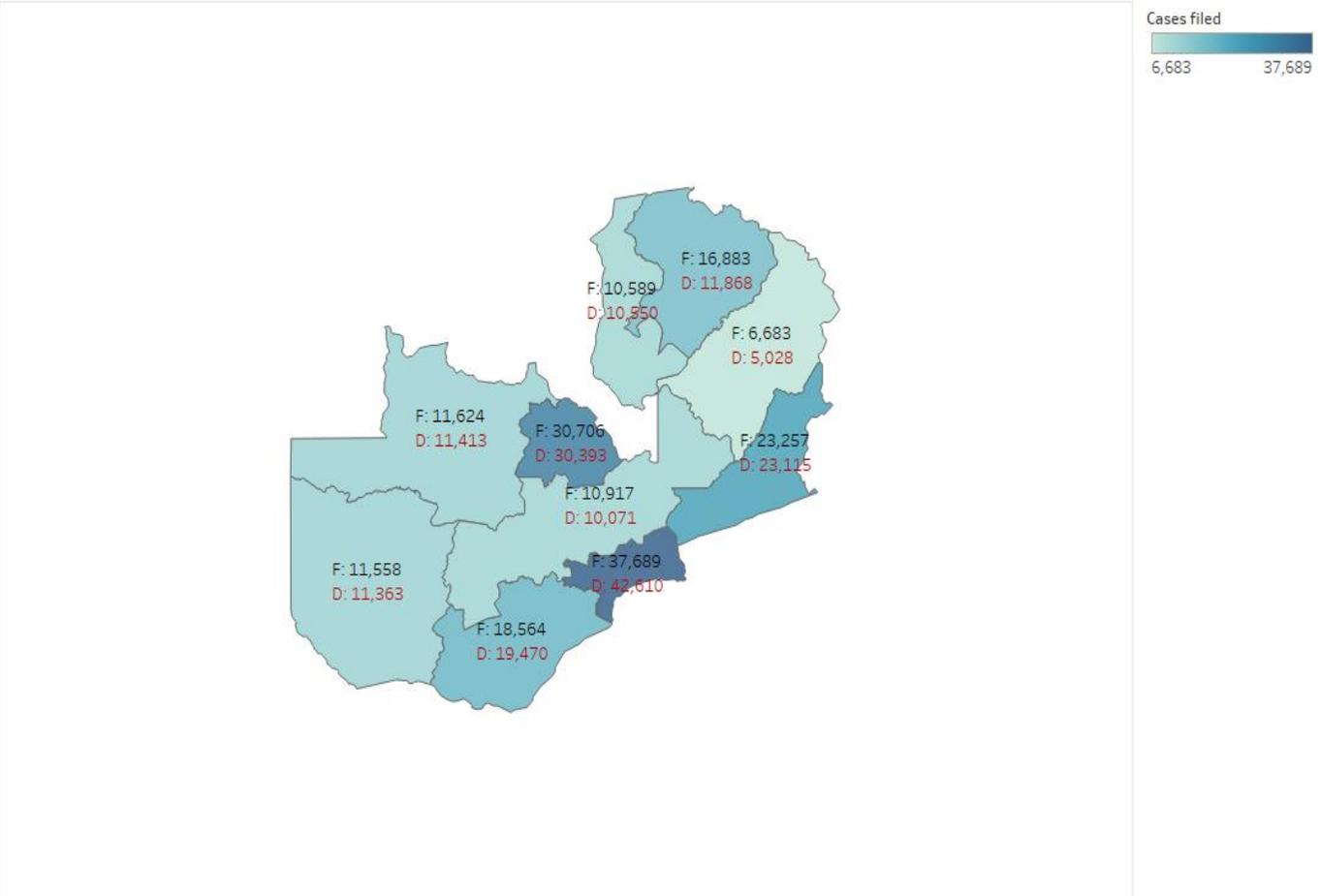


Key

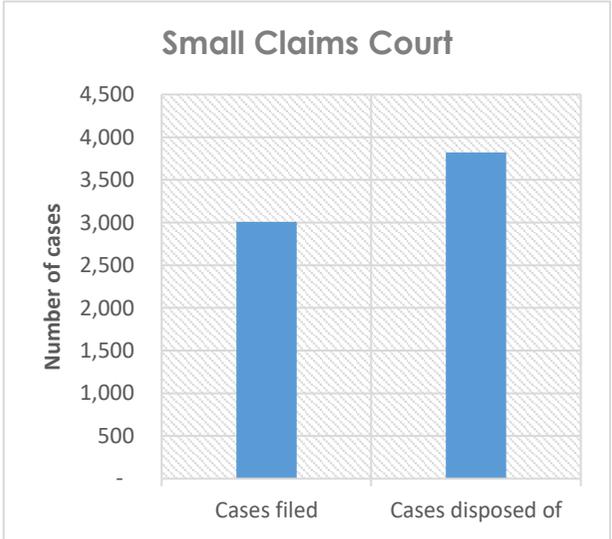
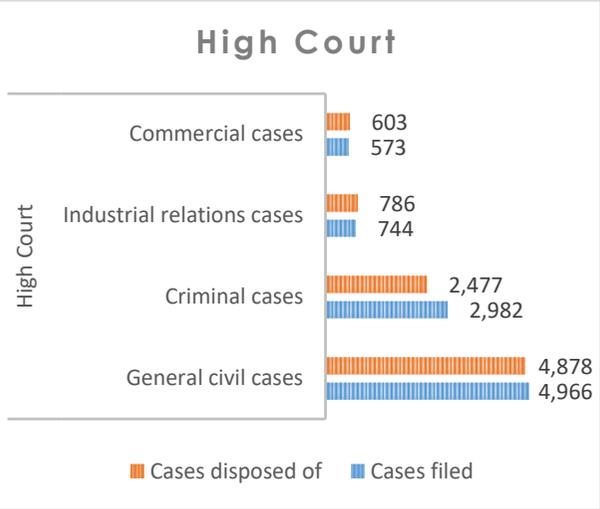
F: Cases filed

D: Cases disposed of

Local Courts



Key
 F: Cases filed
 D: Cases disposed of



6.0 HUMAN RESOURCES AND ADMINISTRATION DEPARTMENT

The Human Resources and Administration Department is primarily concerned with providing support services to the core function of the Judiciary, namely adjudication. It comprises the following Units:

- (a) Human Resources Management;
- (b) Human Resources Information and Planning;
- (c) Information Technology;
- (d) Training and Development;
- (e) Internal Audit;
- (f) Administration;
- (g) Procurement;
- (h) Security;
- (i) Infrastructure; and
- (j) Accounts (????????????????).

6.1 THE HUMAN RESOURCES MANAGEMENT UNIT

The mandate of the Unit is to manage and coordinate human resource management functions. This includes recruitment and placement of staff, pay roll administration, implementation, interpretation of terms and conditions of service.

In 2018, the Unit carried out the following activities:

a) Negotiations for Improved Salaries and Conditions of Service

Negotiations for improved salaries and conditions of service were conducted between Management and the Judicial and Allied Workers' Union of Zambia (JAWUZ), and the following were the outcomes:

- (i) Salary increments ranging from 8% to 19% effective 1st January, 2018.
- (ii) Introduction of risk allowance for Court Messengers, Court Bailiffs, Security Guards and Watchmen at the rate of K200.00 per month.
- (iii) Introduction of compulsory contributory Funeral Insurance Scheme.
- (iv) Introduction of utility allowance for unionised employees to be paid quarterly outside the payroll at the rate of K200.00 per quarter.

During the period under review, the Judiciary began the process of introducing a compulsory medical insurance scheme. The procurement process was completed and the contract was approved by the office of the Accountant General. By the end of 2018, Management was waiting for the Attorney General's approval to implement the scheme.

b) Personal Emoluments

The closing bill for Personal Emoluments (PEs) for 2018 stood at **K 125, 954, 883.50**, broken down as follows:

(i)	Non-Serving Employees	K 54, 258, 323.97
(ii)	Retired but Retained on Payroll	K 19, 852, 508.85
(iii)	Serving Employees	<u>K 51, 844, 050.68</u>
	Total	<u>K 125, 954, 883.50</u>

In the year under review, a sum of **K 4, 493, 999.78** was paid towards gratuity, leave terminal, repatriation, settling-in allowance, leave travel benefits, commutation, salary arrears and long service. Table II summarizes the payment for PEs for 2018.

By December, 2018, the programme of paying PEs province-by-province had not been completed, as Lusaka Province remained unpaid with a total bill of **K8, 472, 764.93**. Payments were deferred to 2019.

c) Staff Appointments

In 2018, the unit recruited 383 employees in various positions countrywide, as follows:

No.	Recruitments	2018
1	Permanent and Pensionable	329
2	Classified Daily Employees	18
3	Judges' workers	36
	TOTAL	383

d) Confirmations, Promotions and Regrading

A total of 435 employees were confirmed in their positions. Further, a total of 291 employees were promoted, while 24 positions were regraded. See table below.

No.		2018
1.	Confirmation	435
2.	Promotion	291
3.	Regrading	24
	Total	750

e) Staff Returns

At the end of the 2018, the Judiciary had a total workforce of 4, 990 employees as tabulated below:

No.		2018
1.	Judges	73

2.	Subordinate Court Magistrates	232
3.	Local Court Magistrates	571
4.	Other Staff	4, 114
	Total	4, 990

f) Separations

A total of 130 employees were separated from the Institution during the year under review, as tabulated below:

No.	Mode of Separation	2018
1	Resignation	23
2	Death	8
3	Dismissal	56
4	Retirement on age	5
5	Retirement on medical grounds	2
	Retirement in public interest	1
6	Termination of employment (Judges' workers)	23
8	Non-renewal of contracts	12
	TOTAL	130

6.2 THE HUMAN RESOURCES INFORMATION AND PLANNING UNIT

The objective of the Unit is to maintain optimum staffing levels in the institution by identifying current and future human resource needs for the organisation to achieve its goals. Human resource planning serves as a link between human resource management and the overall strategic plan of the organisation. The Unit endeavours to satisfy these needs by ensuring that suitable employees are engaged for the available jobs, while avoiding manpower shortages or surpluses.

In the year under review, the Unit conducted the following activities:

a. Human Resource Information Prototype

A pilot project was conducted at Lusaka Central Administration to assess if the Human Resource Management Information System (HRMIS) prototype, which was developed in 2017, was a suitable working model. The prototype is intended to improve management of employee data and is accessible at www.hrmis.judiciaryzambia.com.

b. Updating and development of job descriptions

The Unit, with the help of consultants from Management Development Division (MDD), embarked on an exercise to create job descriptions where there was none, and to update existing ones. A total of 149 job descriptions were created, outlining the main duties and responsibilities, essential job requirements and skills. The job descriptions will be applied in recruitment and selection, performance appraisal, disciplinary procedures, job evaluation and training.

6.3 INFORMATION TECHNOLOGY UNIT

The mandate of the Unit is to oversee information technological development of the Judiciary. It provides technical support and training in order to facilitate efficiency and smooth operation of the Institution. The Unit is responsible for providing solutions to information technology-related challenges faced by Judges and support staff in the course of duty.

In the year under review, the Unit provided technical support during the launch of four user-friendly Gender Based Violence (GBV) fast track Courts at Ndola, Choma, Chipata and Mongu Subordinate Courts.

The Unit continued with the expansion of ICT infrastructure. This was done in conjunction with SMART Zambia at Lusaka and Ndola. It is expected that on full implementation of the programme, all Provincial Centres will be connected to the Judiciary Wide Area Network (JWAN).

The Unit is part of the Steering Committee on Automated Case Management system. With regard to this, the Institution signed a Memorandum of Understanding (MoU) with the National Centre for State Courts (NCSC) of the United States of America (USA) in June 2018. The aim of the MOU is to improve the delivery and administration of justice in the Judiciary. The MoU will, among others, also facilitate the exchange of information critical for the acquisition of an automated case management system for the Zambian courts. The case management system will address areas of interest in the digitalisation of the Judiciary such as electronic filing, automated allocation of cases, automated generation of information on performance of Courts and automated diary management.

Another activity undertaken during the year under review was the continued digitalisation of case records at Lusaka, Ndola and Kitwe. The exercise was also extended to the Small Claims Court at Lusaka. A total of 12,657 records filed in 2018 and 6,052 records filed in the previous years were scanned and added to the system.

Further, a total of 442,572 individual documents were scanned in 17 registries during the period under review, compared to 356,504 in 2017, representing 24.14% increase. See table below: (Harnex to extract)

The Unit is also charged with the responsibility of disseminating information. It continued to upload content such as judgments, cause lists, notices and press statements onto the institution's official website.

6.4 TRAINING AND DEVELOPMENT UNIT

The Training and Development Unit provides capacity building interventions aimed at attaining the Judiciary's goals, as well as improving employee competencies and performance. The capacity building programmes carried out during the year under review are as follows:

6.4.1 LOCAL WORKSHOPS, CONFERENCES AND OTHER TRAINING

(a) **Judges' Sensitization Workshop**

Forty (40) Honourable Judges attended a one (1) day sensitisation workshop on "*Court Annexed Mediation and Proposed Amendments to the High Court Rules*" at Sandy's Creations Garden Centre in Lusaka, on 2nd November, 2018.

(b) **Subordinate Court Magistrates' Sensitization Workshop**

Thirty (30) Lusaka-based Magistrates attended a one (1) day sensitisation workshop on "*Court Annexed Mediation in the Subordinate Court*", at the Lusaka Magistrates' Court Complex on 29th October, 2018. Thirty-one (31) Copperbelt-based Magistrates also attended a one (1) day sensitization workshop on "*Court Annexed Mediation in the Subordinate Court*" at Urban Hotel in Ndola, on 5th December, 2018.

(c) **6th National Conference for Procurement Officers**

Procurement Officers attended the 6th National Conference at Avani Victoria Falls Resort in Livingstone, from 30th May to 1st June, 2018. The Conference was held under the theme, "*Supply Chain Excellence a Pillar for Value Chain Addition in Sustainable Development*". Its main objective was to appreciate, review and discuss the significant role that Procurement Professionals in all industries and sectors have to play in supporting the National Budget, and to provide practical strategies and techniques applicable to their environment.

(d) **6th Human Resource Regional Summit and 21st Annual General Meeting**

Seventeen (17) human resource officers attended the 6th Human Resource Regional Summit and the 21st Annual General Meeting at Chrismar Hotel in Livingstone, from 8th - 10th May, 2018. The theme of this event was "*Enhancing Productivity through Effective Capital Management*".

6.4.2 INTERNATIONAL WORKSHOPS, CONFERENCES AND OTHER TRAININGS

(a) **Second High Level Meeting of Chief Justices of the African Constitutional and Supreme Courts**

The Honourable Chief Justice and the Honourable President of the Constitutional Court attended the Second High Level Meeting of Chief Justices of the African Constitutional and

Supreme Courts in Cairo, Egypt, from 17th to 24th February, 2018. It discussed the role of the judiciary in combating corruption and terrorism, modern case load management strategies and access to justice and constitutionalism. The aim of the meeting was to follow up on the implementation of the Cairo Declaration on the Challenges and Opportunities of the Judiciaries in Africa.

(b) **25th International Annual Conference for Accountants**

Three (3) Internal Auditors attended the 25th International Annual Conference for Accountants in Kenya, from 26th February to 2nd March, 2018. The Conference was organised by the Eastern and Southern Africa Association of Accountants General under the theme *“Public Financial Management Reforms - an Engine for Sustainable Development Goals and Economic Growth”*.

(c) **Conference on the Role of Arbitration Practitioners in the Development of Arbitration in Africa**

Two (2) Honourable Judges attended a Conference on the *“Role of Arbitration Practitioners in the Development of Arbitration in Africa”*, which was held at Kigali International Center in Kigali, Rwanda, from 2nd to 4th May, 2018.

(d) **14th Biennial International Association of Women Judges (IWAJ) Conference**

The Honourable Chief Justice, four (4) Honourable Judges, the Chief Administrator, the Deputy Director – Administration, one (1) Magistrate and two (2) Research Advocates attended the 14th Biennial International Association of Women Judges (IWAJ) Conference from 2nd to 6th May, 2018 in Buenos Aires, Argentina. The theme of the Conference was *“Building Bridges Between Women Judges of the World”*.

(e) **VIII St. Petersburg International Legal Forum**

The President of the Constitutional Court attended the VIII St. Petersburg International Legal Forum in Petersburg, Russia, from 15th to 18th May, 2018. The purpose of the Conference was to discuss a range of current insolvency issues on the global socio-economic agenda.

(f) **Core Skills for Judges Training**

Two (2) High Court Judges and an Assistant Research Advocate underwent training on *“Core Skills for Judges”* at the Judicial Institute for Africa (JIFA) in Cape Town, South Africa, from 23rd to 27th April, 2018.

(g) **Southern African Chief Justices’ Forum Conference**

The Honourable Chief Justice, three (3) Honourable Judges, the Chief Registrar, a Registrar and a Senior Research Advocate attended the Southern African Chief Justices’ Forum Conference

under the theme: *“Strengthening Judicial Independence Towards a Shared Vision of Judicial Selection and Appointment”*. It was held at Bingu International Conference Centre in Lilongwe, Malawi, from 28th to 31st October, 2018.

(h) **Law, Justice and Development Week 2018**

The Honourable Chief Justice, one Judge and a Senior Research Advocate attended the 2018 Law, Justice and Development Week in Washington DC, USA from 5th to 9th November, 2018. The theme for the event was, *“Rights, Protection and Development”*.

(i) **19th International Conference of Chief Justices of the World**

The Honourable Deputy Chief Justice, one Judge and an Assistant Senior Research advocate attended the 19th International Conference of Chief Justices of the World 2018 in Lucknow, India, from 14th to 20th November, 2018. The conference discussed the role of Judiciaries in efforts to achieve world peace and secure the future of all the children of the world. It was based on Article 51 of the Indian Constitution, which is dedicated to world peace, world unity a better future for the world’s poor children.

(j) **Alternative Dispute Resolution Seminar**

One Judge, one Registrar and the Head of the Council of Law Reporting attended the Alternative Dispute Resolution Seminar in Kenya from 8th to 9th November, 2018. The theme of the Seminar was, *“Alternative Dispute Resolution Trends in a Dynamic Legal Environment in Mombasa”*.

(k) **Summit of the African Women Judges**

Two (2) Honourable Judges attended the Summit of the African Women Judges (IAWJ) on *Human Trafficking and Organised Crime* in Casina Pio IV, Vatican City in Italy from 12th to 13th December, 2018.

6.4.3 INDUCTION

Induction for newly-appointed Judges of the High Court

The Unit, in collaboration with the Advisory Committee on Training and Continuing Education, conducted an induction for seventeen (17) newly-appointed Judges of the High Court, at Protea Safari Lodge in Chisamba, from 18th to 23rd March, 2018.

6.4.4 SCHOLARSHIPS

The Indian government offered scholarships to the Judiciary as follows:

(a) Short course in Global Human Resource Management

One (1) Senior Human Resource Information Planning Officer was sponsored to undertake a short course in Global Human Resource Management at the National Institute of Labour Economics Research and Development in India, from 5th December, 2018 to 15th January, 2019.

(b) Course in Audit in the IT Environment

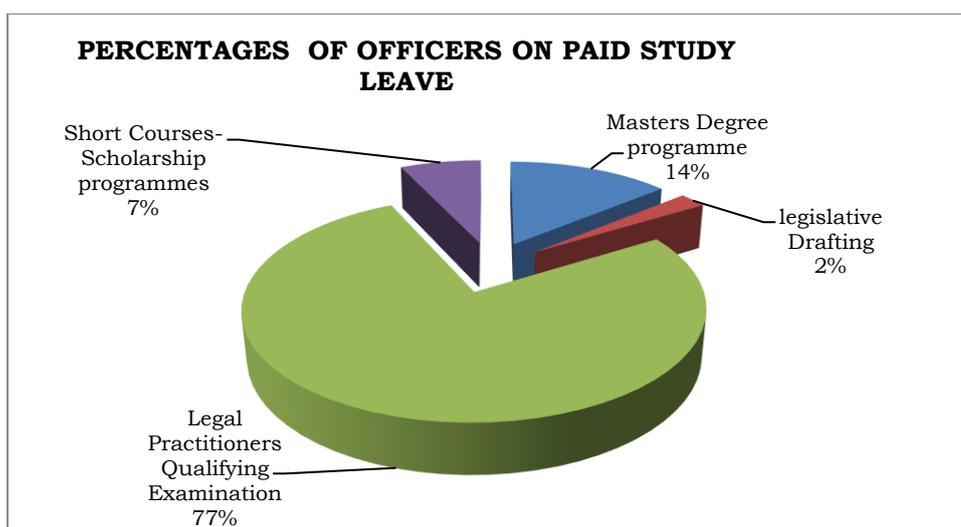
One (1) Network Support Staff Officer was sponsored to undertake a course in “*Audit in the IT Environment*” at the International Center for Information Systems and Audit Institute in India.

(c) Short course in Skills Development and Employment Generation

One (1) Human Resource Management Officer undertook a short course in Skills Development and Employment Generation at V.V. Giri National Labour Institute in India, from 10th to 28th September, 2018.

6.4.5 PROCESSING OF APPLICATIONS FOR STUDY LEAVE

The Training Unit continued to manage applications and approvals for study leave. During the year under review, 34 judicial staff were authorized to sit for the Legal Practitioners Qualifying Examinations at the Zambia Institute of Advanced Legal Education. Study leave was granted to five (5) members of staff to pursue Master of Laws of Degrees, one (1) member of staff to pursue a Post-Graduate Diploma in Legislative Drafting, and three (3) members of staff to pursue short courses. The pie chart below shows percentages and categories of study programmes for which study leave was granted during the year under review:



6.5 INTERNAL AUDIT UNIT

The Internal Audit Unit is designed to be an independent unit whose core object is to provide objective assurance and consulting service aimed at adding value to, and improving organizational operations. It evaluates and contributes to the improvement of risk management, control and governance processes of the organization.

The Unit has a dual reporting structure; that is, administratively to the Controlling Officer and functionally to the Audit Committee.

Audit Committee

The Audit Committee is composed of members who are independent from the Judiciary. They are selected from various professions in Zambia. The current composition is as follows:

- (i) a representative of the Law Association of Zambia (LAZ);
- (ii) a representative of the Zambia Institute of Chartered Accountants (ZICA);
- (iii) a representative of the Economic Association of Zambia (EAZ); and
- (iv) two (2) members representing the public service.

These members report to the Secretary to the Treasury, who is the appointing authority. The table below shows the performance of the Audit Committee in the period 2015 to 2018:

S/N	Period	No. of Planned Sitzings	No. of Sitzings held
1	2015	4	2
2	2016	4	4
3	2017	4	3
4	2018	4	3

In 2018, the Committee took a fourteen (14) day familiarization tour of selected courts in Western and Southern Provinces. The objective was to enable members of the Committee to have firsthand information on the challenges faced by the Courts which could result in audit queries. The Committee also inspected infrastructure for the Judiciary. A report was sent to the Secretary to the Treasury, with whom the Committee was scheduled to present discuss the challenges observed during their tour.

Activities undertaken by the Unit in 2018

During the year under review, the Internal Audit Unit conducted several audits, ranging from investigative, revenue, exhibits, infrastructure and post-audit of the accounting Unit. Out of these audits, twenty-one (21) reports were issued as summarized in the table below:

Audit Activity	Investigative	Revenue	Infrastructure	Exhibits	Post Audit
Judiciary Estates	✓	n/a	n/a	n/a	n/a
Sherriff of Zambia	✓	n/a	n/a	n/a	n/a
Mufumbwe Sub. Court	✓	n/a	n/a	n/a	n/a
Chisamba Sub. Court	✓	n/a	n/a	n/a	n/a
Zambezi Sub. Court	✓	n/a	n/a	n/a	n/a
Malembeka Local Court	✓	n/a	n/a	n/a	n/a
Mburuma Local Court	✓	n/a	n/a	n/a	n/a
Luapula Province	n/a	✓ (2)	✓	n/a	n/a
Industrial Relations Division	✓	n/a	n/a	n/a	n/a
Northern Province	n/a	✓ (2)	✓	n/a	n/a
Mongu Subordinate Court	✓	n/a	n/a	n/a	n/a
Mazabuka Local Court	✓	n/a	n/a	n/a	n/a
Southern Province	n/a	✓ (2)	✓	✓	n/a
Accounting Unit	n/a	n/a	n/a	n/a	✓

Activities Undertaken in the past four (4) years

The performance of the Unit in the past four years was as summarized in the tables below.

S/N	Period	No. of Planned Audits	No. of Audits Undertaken	No. of Audit Reports Responded
1	2015	42	9	1
2	2016	21	19	13
3	2017	35	17	11
4	2018	38	16	11
Special Assignments Conducted in the past four (4) years				

S/N	Period	No. of Planned Audits	No. of Audits Undertaken	No. of Audit Reports Responded
1	2015	Time	None	None
2	2016	Time	6	6
3	2017	Time	3	3
4	2018	Time	9	9

Total Audit Activities Undertaken in the past four (4) years

S/N	Period	No. of Planned Audits	No. of Audits Undertaken	No. of Audit Reports Responded
1	2015	42	9	1
2	2016	21	25	18
3	2017	35	20	14
4	2018	38	25	20

Apart from the above stated activities, the Internal Audit Unit provided consulting services to various members of staff as and when they were called upon to do so.

6.6 ADMINISTRATION UNIT

The Administration Unit is responsible for the provision of adequate office accommodation, furniture and office equipment, maintenance of office assets, buildings and the surroundings, as well as management of the institution's fleet of vehicles. The Unit comprises the following sections:

- (i) Public Relations and Protocol;
- (ii) Executive;
- (iii) Transport;
- (iv) Maintenance; and
- (v) Horticulture.

In the year under review, the Unit conducted the following activities:

- (a) Through its Executive Section, the Unit, in collaboration with the Infrastructure, Procurement and Accounts Units, and the Government Valuation Department, updated the fixed asset and

bank account registers, assessed furniture and equipment needs, and physically surveyed extent and size of Judiciary properties and buildings.

The Unit also embarked on an exercise to inspect, verify, value and board unserviceable assets for disposal in Lusaka Province. The assets include motor vehicles, office furniture and equipment, and general stores items. By the end of 2018, the Committee was still awaiting final authority from the Ministry of Finance to dispose of obsolete assets.

Despite financial constraints, the Unit, in liaison with the Procurement Unit, continued to procure furniture and office equipment for judicial officers, chambers and courtrooms.

Office rentals were paid for all offices rented by the Judiciary in the ten (10) provinces. Furthermore, the Judiciary's flats in Thornpark and Kabwata were managed effectively by ensuring tenants paid their rentals on time.

(b) The Unit conducted routine maintenance works in all the office buildings. The works included lighting, plumbing and water reticulation.

(c) The transport section of the Unit maintained the Judiciary's fleet of vehicles through regular service and insurance. The table below shows the fleet as at 31st December 2018:

NO.	DESCRIPTION	2018
1	Duty Vehicles	37
2	Session Vehicles	37
3	Pool Vehicles	55
4	Non- Runners	35
	Total	164

6.7 PROCUREMENT AND SUPPLIES UNIT

The main function of the Procurement and Supplies Unit (PSU) is to undertake, coordinate and manage all procurement-related activities (goods, services and works) for the Judiciary so as to support the overall goals of the institution.

In the year under review, a "no objection" response was obtained from the Zambia Public Procurement Authority (ZPPA) to directly bid and single source various Hotels and Lodges for accommodation and meals for

gazetted court sessions held in Kabwe and Ndola by the Supreme Court, the Constitutional Court and the Court of Appeal.

In an effort to effectively manage purchases of goods and services, Management decided to have one-year running contracts for the supply and delivery of stationery, toner and ink cartridges, printing services, cleaning materials, supply of tyres, service and maintenance of air conditioners and travel services. Management further signed rate contracts with various vehicle dealers for repair and maintenance of vehicles.

Rehabilitation works at the Industrial Relations Division of the High Court at Chikwa were carried out. Management further rehabilitated the Court of Appeal Building and purchased the following:

- I. Office Furniture for the Judges' Chambers and support staff
- II. Courtroom Furniture
- III. Lockable and sliding cabinets

The Unit purchased fifty (50) laptops for the newly-employed Research Advocates. It also bought ten (10) reference books for the library at the Commercial Division of the High Court and twenty (20) sets of the White Book (1999 Edition) for Honourable Judges of the High Court.

Management also facilitated the drilling and equipping of a borehole at Ndola High Court.

6.8 SECURITY UNIT

The Security Unit comprises one Chief Security Officer, who heads the Unit, two Senior Security Officers, three Security Officers, Senior Security Guards, Security Guards and Watchmen. Two security officers resigned in the year under review. Management recruited five (5) watchmen as follows:

- (i) Lusaka Province - **1**
- (ii) Copperbelt Province – **2**; and
- (ii) Southern Province – **2**

The distribution of officers countrywide is as shown in the tables below:

Distribution of Security Officers Countrywide

Table 1 - HIGH COURT

No	Station	No. of Security Officers
1	Livingstone	02
2	Kasama	01
3	Mongu	02

4	Kitwe	01
5	Ndola	02
6	Kabwe	01
7	Mansa	01
8	Chipata	01
9	IRD Ndola	02
10	IRD Lusaka	02
	Total	15

Table 2: Distribution of Security Officers - Sheriff of Zambia

PROVINCE	No. OF COURTS	No. OF COURTS WITH SECURITY	No OF COURTS WITHOUT SECURITY OFFICERS
SOUTHERN	08	05	03
EASTERN	05	05	00
COPPERBELT	09	05	04
LUSAKA	07	06	01
CENTRAL	04	03	01
MUCHINGA	06	01	05
NORTH WESTERN	07	01	06
WESTERN	07	02	05
LUAPULA	06	01	04
NORTHERN	05	04	01
TOTAL	64	33	31

Table 3. Distribution of security officers-Subordinate Courts.

PROVINCE	No. OF STATIONS	No. OF SECURITY OFFICERS AT THE STATIONS	No. OF STATIONS WITHOUT SECURITY
SOUTHERN	03	0	03
EASTERN	02	0	02
COPPERBELT	02	04	0
LUSAKA	01	02	0
LUAPULA	01	0	01
CENTRAL	01	0	01
MUCHINGA	01	0	01
NORTH WESTERN	01	0	01
WESTERN	01	0	01
NORTHERN	01	0	01
TOTAL	14	06	8

Table 4 Distribution of security officers - Local Courts

PROVINCE	TOTAL NUMBER OF COURTS OPERATING	No. OF COURTS WITH SECURITY OFFICERS	No OF COURTS WITHOUT SECURITY OFFICERS
SOUTHERN	42	13	27
EASTERN	49	08	41
COPPERBELT	44	15	29
LUSAKA	32	17	23
LUAPULA	45	05	40
CENTRAL	23	02	21
MUCHINGA	33	04	29
NORTH WESTWEN	34	05	29
WESTERN	55	01	54
NORTHERN	49	03	46
TOTAL	402	73	329

The functions of the Unit are to maintain law and order by ensuring that offenders such as trespassers on Judiciary premises are apprehended; to protect Judiciary premises, property, staff and court users; and to liaise with state security agencies.

During the period under review, the unit recorded the following incidents:

A number of courts were broken into, and the table below shows the courts affected.

Name of court	Value of property damaged/ stolen(K)
Nakonde Sub Court	25,000
Mumbwa Sub Court	7,500
Mpika Local Court office	500
Buchi Local Court	500
Chitulika Local Court	5,500
Kabanda Local Court	10,000
Mwenempanza Local Court	13,500
Mpika Local Court	500
	64,000.00

6.9 INFRASTRUCTURE UNIT

The Infrastructure Planning Unit was established in December, 2014. Its objective is to advise, co-ordinate, plan, design, assess, prepare cost estimates and supervise the construction and maintenance of infrastructural projects within the institution. The Unit is headed by the Chief Planner – Infrastructure, who is supported by two Principal Planners (Civil and Quantity Surveyor) respectively.

The Judiciary has the following court buildings and other facilities:

S/N	BUILDINGS	No.	REMARKS
1	Supreme court	1	The building houses, among others, the Supreme Court and part of Central Administration
2	Constitutional Court	Nil	The Constitutional Court is housed in the Supreme Court building
3	Court of Appeal	1	
4	High Court	6	These are at Lusaka, Ndola, Kitwe, Kabwe, Livingstone and Chipata
5	Commercial Division	1	At Lusaka
6	Industrial Relations Division	1	At Lusaka (Chikwa Court)
7	Central Administration – Annex Building	1	At Lusaka
8	School of Excellence	1	At Lusaka
9	Sheriff (Warehouses)	4	Located in Lusaka, Ndola, Livingstone and Kitwe
10	Subordinate Courts	41	These are located in all Ten Provinces
11	Small Claims Court	Nil	These are housed at the Lusaka Magistrates' Court Complex and Ndola Subordinate Court
12	Gender Based Violence Fast Track Courts (GBV)	4	Located in Ndola, Mongu, Choma and Chipata
13	Local Courts	445	These are located in all the Ten Provinces
14	Staff Houses	8	These are located in Ndola, Kitwe, Kabwe, Lusaka, Livingstone, Kasama and Mbala.
14	Flats	48	At Lusaka (Thornpark and Kabwata)

Status of on-going infrastructure projects

From 2012 to 2018, the Judiciary awarded two hundred and four (204) contracts for capital projects across the country, four (4) of which were Subordinate Courts, two (2) were provincial Local Court offices, one hundred and fifty two (152) were Local Courts, four (4) were Gender Based Violence (GBV) fast-track courts, nine (9) were low-cost staff houses, eleven (11) were Civil works, one (1) involved refurbishment works and, twenty one (21) were renovation and water supply improvements works (*See Appendix I*).

Out of the 204 capital projects, one hundred and seventy (170) were completed.

6.10 ACCOUNTS UNIT

The Unit oversees the budget processes and financial operations of the Judiciary in order to ensure effective financial management systems and applications.

In 2018, the budget allocation for the Judiciary amounted to **K468,958,320.00**. Of the total approved budget, **K285,078,960.00** was for Personal Emoluments. This left a balance of K183, 879, 360.00 for Recurrent Departmental Charges (RDCs).

The Table below shows the 2018 Budget Consumption Analysis.

ITEM	BUDGET PROVISION	TOTAL FUNDING	VARIANCE
Personal Emoluments	285,078,960.00	285,078,960.00	-
Recurrent Departmental Charges	183,879,360.00	159,445,534.00	24,433,826.00
TOTAL AS PER YELLOW BOOK	468,958,320.00	444,524,494.00	24,433,826.00
GRAND TOTAL	468,958,320.00	444,524,494.00	24,433,826.00

2018 Revenue Collection

In the estimates of Revenue and Expenditure for the financial year ended 31st December, 2018, a provision of K26,145,396.00 was made for the collection of revenue. However, a revised provision of K28,416,522 was made during the year under review, against which a total of K29,734,495.00 was collected, resulting in an over-collection of revenue of K1,317,973.24. See the table below:

Revenue Type	Estimate (ZMW)	Revised (ZMW)	Collections (ZMW)	Over/(Under) Collection (ZMW)
Fines of Court	6,334,525	11,173,002	11,851,097	678,095.00
Court Fees	19,451,888	16,778,778	17,542,048	763,290.41
Library Services	358,983	464,742	341,350	-123,392.00
Total	26,145,396	28,416,522	29,734,495	1,317,973.24

The over-collection of **K1, 317,973.24** is attributable to regular monitoring and inspection of revenue collecting stations.

7.0 ACHIEVEMENTS

7.1 ACHIEVEMENTS BY COURT OPERATIONS

- (a) The Supreme Court continued to record a reduction in the number of cases pending judgment and hearing, partly due to on-the-spot judgment delivery for Ndola sessions. The Court managed to deliver judgments in all 78 appeals cause-listed for Ndola;

The Supreme Court continued to address the problem of incomplete criminal records (matters in which notices of appeal were filed, but no further progress had been made). Officers tasked with the return of finished records in Livingstone, Mansa, Mongu, Kabwe, Kitwe, Ndola, Solwezi and Chipata districts also followed up on the transfer of records to the Court. From that exercise, more criminal records were filed and listed for hearing;

- (b) The introduction of a service register in the Court of Appeal proved effective in confirming service of process and preventing unnecessary adjournments on the basis of non-service;
- (c) Continued scanning of all case records enhanced record management through electronic storage;
- (d) The deployment of 18 Real-time Court Reporters to various provincial centres, each headed by a Principal Court Reporter, increased the number of courts being assisted to deliver justice timely. It also enabled the efficient production and transmission of court proceedings to Judges and to the Information Technology function of the Judiciary;

- (e) The High Court at Lusaka managed to execute all the running contracts with different suppliers of goods and services using funds retained at the station;
- (f) The High Court at Kabwe recorded a reduction in the number of pending Appeals to the Supreme Court and the Court of Appeal from 54 to 20;
- (g) The Commercial Division of the High Court increased the total number of cases disposed of from 452 in 2017 to 501 in 2018 at Lusaka, and from 16 in 2017 to 34 in 2018 at Kitwe. Related to that, there was not a single report of a missing record.

The Division also recorded an increase in revenue collection at Lusaka from ZMW756, 177.00 in 2017 to ZMW 824, 752.97 in 2018. The increase in revenue can be attributed to interventions put in place by management. For example, litigants in the Court can pay for services using point of sale machines. This has reduced the incidence of mismanagement of funds as some of the fees are paid directly to the fees account through the point of sale machines.

Following the deployment of a Judge to hear commercial matters at Kitwe in January, 2017, the number of cases filed increased from 17 in 2017 to 72 in the year under review;

- (h) The Family and Children's Division of the High Court managed to set up district registries in all High Courts countrywide, placing it in good stead to streamline and monitor all family cases in the country. It also initiated and submitted draft Matrimonial Causes Rules to the Ministry of Justice for further action. In addition, the Division drafted Probate Rules, Intestate Succession Rules and also reviewed all the legislation relating to family and children;
- (i) The High Court at Kitwe recorded an increase in revenue collection from K279, 920.32 in 2017 to K401, 837.89 in the year under review, while the Industrial Relations Division at Lusaka increased its collection to K267, 656.64 from K201,461.22 collected the year before;
- (j) At Subordinate Courts level, the following achievements, among others, were recorded in the year under review:
 - (i) Sixteen Subordinate Court stations were upgraded to Resident Magistrate status, while forty-two (42) Resident Magistrates were appointed. Some of these Magistrates were posted to the said stations.
 - (ii) The Subordinate Court directorate participated in successfully lobbying for amendments to the Subordinate Courts Act to include the position of Chief Resident

Magistrate and revise the civil jurisdiction monetary limit for Magistrates, which process culminated into the enactment of the Subordinate Courts (Amendment) Act, No. 4, 2018. By this amendment Act, Resident Magistrates' jurisdiction was enhanced from K 20,000.00 to K 50,000.00. This was a milestone in the Judiciary's quest to provide efficient and effective administration of justice for all.

- (iii) The Subordinate Court directorate also participated in the successful lobbying that led to the construction of four Gender-Based Violence Fast Track Courts in Choma, Chipata, Mongu and Ndola, which development went a long way in alleviating courtroom and office space challenges in Subordinate Courts.

- (k) In terms of the Small Claims Court, there was generally an increase in the total number of cases disposed of. For example, in 2017, a total of 3,819 cases were disposed of compared to 1,807 cases disposed of in 2016, representing an increase of over 200%. The Small Claims Court also recorded an increase in revenue collection due to increased demand for its services. ~~This can be seen from Appendix 2 referred to above~~ (Appendix not found)

- (l) At Local Court level, Court Clerks in all provinces, except Muchinga, were trained in financial management and other courses related to Local Court operations. This, coupled with an upturn in litigation and an adjustment in fees, triggered an increase in revenue collection (figures?) and a tremendous reduction in audit queries.

7.2 ACHIEVEMENTS BY HUMAN RESOURCES AND ADMINISTRATION

- (a) Treasury authority was granted for the creation of 112 positions to help resolve manpower shortage in the Institution;
- (b) One hundred and forty-nine (149) job descriptions were created, while the existing ones were updated. The job descriptions will be used for recruitment and performance appraisal, disciplinary procedure, job evaluation and training;
- (c) The Department updated the fixed asset and bank account registers, assessed furniture and equipment needs, and physically surveyed extent and size of Judiciary properties and buildings in four (4) provinces, namely Lusaka, Southern, Western and Central Provinces;
- (d) Rental arrears were reduced by more than 75%.
- (e) The Department created vendors' and customers' accounts in order to help quicken payment processes;
- (f) There was a reduction in audit queries and an increase in the number of audit staff from five (5) in 2017 to sixteen (16) in 2018. The increase in the number of audit staff will broaden the

audit areas to be covered by the Audit Unit. This will greatly help management in that audit queries will be raised and resolved before external audits;

- (g) Following the online tax e-payment rollout by the Ministry of Finance in October 2018, the Judiciary was able to file e-returns to Zambia Revenue Authority and make e-payments through the Treasury;
- (h) Development and finalisation of the Training and Development Policy and Manual; and
- (i) Management started paying risk allowances for Security Officers.

8.0 CHALLENGES

8.1 COURT OPERATIONS

(a) Inadequate Infrastructure

Inadequate court infrastructure and office accommodation remained critical challenges for the Judiciary. This contributed to delays in the dispensation of justice. Below is a summary of the Institution's infrastructure needs:

		COURTROOMS			JUDGES' CHAMBERS		
		NUMBER REQUIRED	NUMBER AVAILABLE	DEFICIT	NUMBER REQUIRED	AVAILABLE	DEFICIT
1	Supreme Court (Lusaka Ndola)	6	2	4	26	1	25
2	Constitutional Court	3	0	3	13	-	13
3	Court of Appeal (Lusaka and Kabwe)	10	1	9	38	3	35
4	High Court (headquarters)	20	12	8	40	16	24
5	Provincial High Courts	20	8	12	40	12	28
6	Subordinate Courts	348	95	253	348	95	253
7	Local Courts	750	529	221	3,000	1,587	1,413

Other Facilities

	Description	Required	Available	Deficit
1	Chief Justice's Lodge	1	0	1
2	Sherriff (Warehouses)	52	4	48
3	Local Court Staff houses	250	0	250

Due to limited space, most courts shared registries. For example, the Court of Appeal Registry and the High Court Criminal Registry shared space, while the Family Division and the Constitutional Court shared with the High Court Principal Registry.

Specific problems included the following:

- (i) There were two courtrooms at Ndola High Court, shared by six Judges of the General List. One courtroom was used for criminal sessions every month, leaving the other to be shared by six Judges for criminal and civil cases. When superior courts (namely the Supreme Court, Constitutional Court and Court of Appeal) held sessions at Ndola, High Court operations had to be suspended due to limited courtroom space;
- (ii) Shortage of chambers for Judges and office space for Research Advocates and other support staff remained a huge problem. In some cases, Research Advocates and other support staff continued to squat and to be scattered in different court houses.

At Ndola, IRD support staff were housed in a building located more than 500 metres away from the Hon. Judges' Chambers, thereby compromising their security and coordination of duties.
- (iii) The Family Division courtrooms lacked appropriate infrastructure considering the sensitive nature of cases handled by that Division. In addition, the Division lacked facilities such as detention centres, transit homes and separate juvenile cells in police stations and within court premises;
- (iv) At Lusaka, the Industrial Relations Division had no functional toilet for lawyers and members of the public. Only two toilets were available, thus posing a health hazard;
- (v) Court Operations was also beset by a shortage of space for both active and concluded case records, as well as the lack of safes for keeping monies and accountable documents;

- (vi) Subordinate Courts such as Lukulu, Zambezi, Luangwa, Sinazongwe, Chambishi, Nyimba, Chinsali, Kaoma and Mufumbwe had completely no court structures. They operated from either Local Court structures, rented buildings or District Administration buildings. Similarly, there were 111 Local Courts with completely no infrastructure;
- (vii) With the increased number of magistrates in Subordinate Courts, Commissioners of the Small Claims Courts housed at Subordinate Courts, had to scrounge for free courtrooms or wait for a Magistrate to rise;
- (viii) At Kabwe, the High Court perimeter wall remained incomplete, without gates and security lights; and
- (ix) At Ndola, the Small Claims ablution block remained in a deplorable state due to lack of funds for rehabilitation. Staff at the station continued to operate in a not-so-conducive environment. The situation at Kitwe was no different.

(b) Inadequate Funding

Due to inadequate funding:

- i) induction and continuous professional development programmes for Judges and support staff were hampered;
- ii) maintenance and rehabilitation of court structures could not be undertaken. For example, the roof for one of the IRD's courtrooms in Lusaka was leaking. In addition, the gutters for the entire building were completely worn out;
- iii) extension works for the Ndola Small Claims Court office building failed to begin. The station did not get the required number of staff because there was inadequate space to accommodate them. The situation was the same at Kitwe;
- iv) Reference materials for Constitutional Court Judges could not be purchased;
- v) Office equipment could not be purchased; and
- vi) The computerisation of records and linking of the Ndola High Court to the Lusaka main server, through the Zamtel optic fibre, could not be completed;

(c) Office Equipment and Furniture

All courts experienced inadequate office equipment such as copiers, laptops and shredders. Additionally, the Commercial Court building at Lusaka was not connected to the Judiciary standby generator. As a result, operations at the Court were affected whenever there was a power outage.

(d) Transport

The shortage of transport during the year under review continued to hamper the Judiciary's service delivery and monitoring of revenue collection. The Court of Appeal, for example, had only one utility vehicle, which was also used for service of cause lists, various court errands and whenever any of the Judges' vehicles was being serviced.

The situation posed an even worse challenge for Magistrates who were required to circuit districts for court sessions.

In the case of the Sheriff's Office, inadequate transport meant that any delay in executing was accompanied by the risk of such execution being overtaken by a stay, and the Judiciary losing out on revenue.

(e) Shortage of human resource

Courts countrywide were understaffed, resulting in low output. The following were some of the notable challenges relating to shortage of staff:

- (i) The Commercial Division had five (5) Judges to handle commercial matters countrywide. The number of cases filed in the Court in the last few years has shown that 5 Judges are not enough for the Court to operate effectively as a fast-track court;
- (ii) Due to shortage of Judges, Kitwe High Court recorded fewer Judgments than the cases filed (i.e. 596 cases disposed of as compared to 652 cases filed) during the year under review;
- (iii) Regarding the Family Division of the High Court, there was no establishment on the payroll for the Registrar of the court and other support staff. Also notable was the shortage of officers such as juvenile inspectors (social welfare officers) - *(Please qualify)*;

- (iv) There was a general shortage of Data Entry Operators to help scan case records, as well as technicians to service computers, printers, scanners, copiers, Steno Machines and Laptops used by Court Reporters and other equipment; and
- (v) Despite the recruitment of forty-two (42) Resident Magistrates and other support staff (such as interpreters, office assistants, station handy men and women, clerks of court, watchmen, typists and registry clerks) in the year under review, Subordinate Courts continued to be gravely understaffed due to the fact that most payroll positions remained frozen.

Some stations continued to rely on Local Court staff to perform duties of clerks of court and interpreters. This situation negatively affected both Local Court and Subordinate Court operations because Local Courts were deprived of essential staff, whilst Subordinate Courts were staff who had not been trained as clerks of court and interpreters.

The table below shows the number of adjudicators, the establishment and the shortage arising from lack of fiscal space.

No.	Department	Positions	Establishment	Actual	Shortage
1.	Supreme Court	Judges	13	13	0
2.	Constitutional Court	Judges	13	7	6
3.	Court of Appeal	Judges	19	12	7
4.	High Court	Jusdsdges	60	50	10
5.	Subordinate Court	Magistrates	248	193	55
6.	Local Court	Local Court Magistrates	1,143	537	606
Total			1,496	812	684

(f) Reference materials

In the year under review, the Judiciary continued to grapple with a general dearth of reference materials for Judges and Research Advocates.

(g) Challenges relating to mediation

A number of mediation cases failed to take off, or could not be settled, largely because lawyers continued to shun the process. They were generally reluctant to have matters referred to mediation and were lukewarm to referral orders.

The mediation office has no photocopier. As such, the officers had to rely on photocopiers from other Departments, which were not readily available at the time the mediations were scheduled.

There were only 83 trained mediators (*Confirm figure*);

(h) Other challenges under Court Operations

- (i) The lack of harmonisation of the laws relating to family and children negatively affected the operations of the Family Division of the High Court; and
- (ii) The Sheriff's officers continued to have challenges executing writs of possession because of lack of protection from the Police while performing their sherival duties. The officers were under the constant threat of being assaulted, beaten, or killed on duty.

8.2 HUMAN RESOURCE AND ADMINISTRATION

- (a) Lack of a performance appraisal system, making it difficult for the institution to assess employee performance;
- (b) Understaffing due to inadequate Treasury authority. Against a total of K 69,079.181.50 requested to create new positions, only K 6,118, 435.00 was granted;
- (c) Erratic and inadequate funding, resulting in:
 - (i) failure to clear Personal Emoluments;
 - (ii) failure to procure enough furniture and equipment;
 - (iii) Limited investment in ICT infrastructure has resulted in failure to enhance existing infrastructure and roll out interventions to other courts;
 - (iv) inability to complete capital and maintenance projects;
 - (v) inadequate office space and storage facilities;
 - (vi) the countrywide issuance of identity cards stalling, thus making it difficult for staff to access secured points;
 - (vii) inability to conduct capacity building for staff.
- (d) Lack of human resource structures at district level;
- (e) Freezing of positions on the payroll continued to constrict the size of workforce;
- (f) Gaps in the disciplinary code as not all cases were covered in the code; and
- (g) Inadequate and unreliable transport.

9.0 RECOMMENDATIONS

9.1 COURT OPERATIONS

This part is largely the same as in the preceding Report, save for a few additions. The following is the list of recommendations relating to Court Operations:

- (a) Acquiring, constructing or expanding court buildings and staff houses;
- (b) Increasing funding to meet operational and training needs, as well as rehabilitating existing structures. In addition, there is need to improve the funding of Recurrent Departmental Charges;
- (c) Construction of;
- (d) Building or procuring alternative storage facilities for case records, such as 40-foot containers. A long-term archiving measure would be to digitalise case records that have been disposed of;
- (e) Procurement of more reference materials;
- (f) Procurement of additional utility vehicles for court operations. Local Courts also require motorcycles, bicycles and speedboats for hard-to-reach areas;
- (g) Increasing;
- (h) Procuring office equipment and furniture for all courts;
- (i) Increasing the number of Judges in the Commercial Court as well as staffing at all levels;
- (j) Completion of two (2) guard houses at Ndola High Court;
- (k) Drilling boreholes at all court premises that have erratic or no water supply;
- (l) Training Registry Clerks to mitigate the problem of misfiling, missing or misplaced court documents. It is further recommended that the training of clerks of court, registry clerks and court interpreters be done within the next twelve (12) months;
- (m) There is need to improve mediation by:
 - (i) training more staff to support the mediation function;
 - (ii) amending the Mediation Rules so as to compel litigants and counsel to be present during mediation sessions; and
 - (iii) engaging the Attorney-General's Chambers and the Law Association of Zambia to ensure that lawyers participate fully in mediation;
- (n) Treasury authority should be sought to fill the positions of Magistrates and support staff, which are still frozen, in order to alleviate the current shortage of Subordinate Court staff. Treasury authority should also be sought to expand the existing Subordinate Court establishment;
- (o) Provision of alternative energy sources such as solar;
- (p) Equipping Local Courts with safes;
- (q) Payment of emoluments owed to retired Local Court Magistrates to facilitate their replacement;
- (r) Building public conveniences where there is a shortage or none at all;

- (s) Increased funding for both induction and continuous professional development programmes for Judges and support staff.
- (t) Establishing a separate registry for the Family Division in order to attend to cases effectively;
- (u) Upgrading of facilities such as Katombora Reformatory and Nakambala Approved School; Construction of more reformatories, juvenile detention centres, transit homes and separate juvenile cells; review of the regulations for the rehabilitation of juveniles who come into conflict with the law; and review of legislation pertaining to sentencing of juveniles, with a view to avoiding detaining juveniles even for minor offences;
- (v) Construction of standalone Small Claims Court and inclusion of the on the establishment register. This will ensure that adequate staff are recruited and provided for the Courts.

It is further recommended that the Small Claims Court Act be reviewed to bring it in line with the Constitution and that more Commissioners be appointed; and

- (w) Increasing jurisdiction of Local Courts in civil matters;
- (x) Engaging the Inspector General of Police regarding the need for Police Commissioners in different provinces to avail officers to the Sheriff's office when requested to do so.

9.2 HUMAN RESOURCES AND ADMINISTRATION

- (a) Timely release of adequate funds by the Ministry of Finance for efficient implementation of Judiciary programmes and projects and to address other challenges highlighted in this Report;
- (b) The Ministry of Finance should work on SAP to minimise delays in processing payments;
- (c) There is need to enhance conditions of service in order to attract and retain resident Magistrates and Research Advocates;
- (d) There is need to unfreeze positions on the payroll and obtain treasury authority to create new positions;
- (e) There is need to formulate a tailor-made disciplinary code for the Judiciary; and
- (f) There is need to increase staffing levels.

10.0 FUTURE PLANS

10.1 COURT OPERATIONS

In this area, the Judiciary plans to:

- (a) have a minimum of two to three Magistrates per station to ensure that courts remain operational in the event that one is unavailable;

- (b) engage with other stakeholders on the principles and priorities in handling juveniles who have come into conflict with the law;
- (c) progressively make Local Courts, courts of record as provided by the Constitution;
- (d) insure court reporting equipment against theft, damage and malfunction;
- (e) construct a new and modern Supreme Court building;
- (f) construct a modern and electronic registry for receipt and storage of active appeal documents and an archives room for case records that have been disposed of;
- (g) procure more utility motor vehicles for court programmes;
- (h) procure personal-to-holder vehicles for Honourable Judges;
- (i) to establish permanent High Courts in all provincial centres with infrastructure and accommodation for Judges and staff;
- (j) construct new High Court buildings at Lusaka, Kitwe and Ndola;
- (k) formulate a practice manual for the IRD;
- (l) sink a borehole at the former IRD building in Lusaka;
- (m) improve the drainage system at the former IRD building in Lusaka;
- (n) construct a courthouse at Ndola;
- (o) build houses for adjudicators, especially in rural areas;
- (p) harmonise conditions of service;
- (q) establish Small Claims Courts at Kabwe and Livingstone;
- (r) construct courtrooms specifically for the Small Claims Courts;
- (s) construct and rehabilitate courthouses and ablution blocks in rural areas;
- (t) sink boreholes at courts located in rural areas;
- (u) paint all Sheriff's offices and warehouses; and
- (v) completing the slab at Chinika Sheriff's yard.

10.2 HUMAN RESOURCES AND ADMINISTRATION DEPARTMENT

The Judiciary plans to:

- (a) create formal policy and manual to guide human resources processes such as promotions and recruitments
- (b) formulate tailor-made disciplinary code for the Judiciary;
- (c) put in place performance management system;
- (d) lobby the Treasury to release funds timely for implementation of Judiciary programmes;
- (e) establish a special unit or constabulary; and
- (f) improve conditions of service in order to attract and retain key personnel.

11.0 CONCLUSION

This Report highlights the Judiciary's activities and experiences in the year 2018. It has been compiled in line with the requirements of the Judiciary Administration Act No. 23 of 2016.

The Report discusses the mandate and institutional structure of the Judiciary, which are provided by the Constitution of Zambia, as amended by Act No. 2 of 2016. It also discusses the financial aspect of the operations of the Institution, its achievements, and the challenges encountered in the period under review.

The Report culminates into recommendations and future plans for the, all aimed at providing effective, efficient, and timely justice for all.

12.0 APPENDIX I

Subordinate Courts

Year	Total Number of Projects awarded	Completed	Ongoing	Remarks
As at 2015	4	1	3	Kalomo Subordinate Court was completed in the year 2015 and it is operational. The three (3) outstanding projects are:- <ul style="list-style-type: none"> • Chama subordinate, • Chirundu Subordinate and • Chinsali Subordinate courts.
As at 2016	0	0	3	
As at 2017	0	0	3	
As at 2018	0	0	3	

Provincial Local Court Offices

Year	Total Number of Projects awarded	Completed	Ongoing	Remarks
As at 2015	2	0	2	The Two (2) outstanding projects are:- <ul style="list-style-type: none"> • Choma Provincial Local Court Offices • Chinsali Provincial Local Court Offices
As at 2016	0	0	2	
As at 2017	0	0	2	
As at 2018	0	0	2	

Gender Based Violence (GBV) Fast Track Courts

Year	Total Number of Projects awarded	Completed	Ongoing	Remarks
As at 2018	0	4	0	The Judiciary with the support of the United Nations (UN) joint programme on Gender Based Violence constructed four (4) Court Structures at Ndola, Choma, Chipata and Mongu Subordinate Court Premises

Local Courts

Year	Total Number of Projects awarded	Completed	Ongoing	Remarks
As at 2015	152	125	27	See attached appendix for the list of the ongoing projects
As at 2016	0	0	27	
As at 2017	0	0	27	
As at 2018	0	0	27	

Low-Cost Staff Houses

Year	Total Number of Projects awarded	Completed	Ongoing	Remarks
As at 2015	9	7	2	The Two which are not completed includes Two staff houses in Shang'ombo, Western Province and Two staff houses in Mumbezhi North Western Province
As at 2016	0	0	2	
As at 2017	0	0	2	
As at 2018	0	0	2	

Civil Works As at end of year 2018

Year	Total Number of Projects awarded	Completed	Ongoing	Remarks
As at 2015	5	5	0	
As at 2016	1	1	0	
As at 2017	1	1	0	
As at 2018	4	4	0	

Refurbishment Works As at end of year 2018

Year	Total Number of Projects awarded	Completed	Ongoing	Remarks
As at 2015	1	0	1	Refurbishment of Former National Housing Authority Building (NHA) at Lusaka. This is currently housing the Commercial Court and Central Administration Annex.
As at 2016	0	0	1	
As at 2017	0	1	0	
As at 2018	0	0	0	

Renovation and Water Supply Improvement Works As at end of year 2018

Year	Total Number of Projects awarded	Completed	Ongoing	Remarks
As at 2015	10	10	0	
As at 2016	3	2	1	
As at 2017	8	8	1	
As at 2018	0	1	0	

Construction of Provincial High Courts and Institution Houses for Resident Judges as at end of year 2018

Year	Land Offers	Land Securing	Remarks
As at 2018	2 (Mansa, and Mongu)	Nil	Offer letters for Land has been received from Mongu and Mansa Municipal Councils respectively, awaiting payment.

Construction of Ndola and Kabwe High Courts Extension works as at end of year 2018

Year	Existing Land	Land Securing	Remarks
As at 2018	2 (Ndola and Kabwe)	2	Land at Kabwe and Ndola High Courts already secured