

**JUDICIARY
JUDICIAL
STUDIES
INSTITUTE(JSI)**

**STRATEGIC
ROADMAP
2015**

From the Office of the Executive Director, JSI

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1. Introduction

The Judicial Studies Institute (JSI) was established by the Chief Justice of Uganda in 2004 as a training arm of the Judiciary. Its mandate is to develop and deliver educational programs for the Judiciary. Its detailed functions as outlined in the Judiciary Policies include the following¹:

- i. Teaching, Training and Evaluation of Courses;
- ii. Certification;
- iii. Faculty Development;
- iv. Curriculum and Program Development;
- v. Assembling and Cataloguing of Teaching Materials and Tools;
- vi. Research, including the gathering of statistics;
- vii. Publications
- viii. Fundraising for the Human Resource Development Functions; and
- ix. Creating Partnerships and Networking.

Since inception the demand for JSI services has grown tremendously in response to internal and external dynamics of Administration of Justice for a rapidly evolving society. JSI is therefore increasingly challenged to deliver an **expanded range** of services – including research and evaluative services; **stellar quality training services** including embracing the ICT revolution and spearheading its application across the Judiciary; and **increased volumes of services** in response to the increasing numbers of staff in the judiciary², stakeholders in Justice Administration.

According to the Chairperson of the Judicial Service Commission, “the Judicial staff are getting younger and younger, making training a critical function in the Judiciary – to embed the judicial principles upon entry; substantive; the procedure and etiquette of judicial practice as well as to consistently ensure training is available to reinforce judicial practice.³”

JSI made progress in the last ten years- establishing itself as a feasible institution, attracting internal and external resources; building a robust in-house faculty and delivering a series of training to all staff in the Judiciary and in some instances in the Justice, Law and Order Sector.

JSI is scheduled to occupy its premises in 2015- a move away from the current rented premises. Acknowledging this achievement, JSI will continue to pursue the vision of a home away from the City, with space for facilities and amenities conducive to long term residential learning.

¹ Judiciary Policies Page 17

² From 1600 in 2009 to over 2500 presently.

³ Justice Ogoola, Chairperson of the Judicial Service Commission interview April 2014 on Rights and Rule of Law: the role of the Judiciary.

The challenges JSI continues to face largely relate to its administrative structure –in the absence of legislative provision enabling the institute to operate “semi-autonomously”; and the resource and operational constraints that flow from this inadequate status.

It is in a bid to build upon previous institutional successes; and to respond to the above-stated demands that JSI proposes the following road map to the Judicial Training Committee. Further still, the Judicial Training Committee mandated JSI to develop a Strategy to guide the operations and growth of the Institute- the Road Map is a first step in this process. The process of generation of the Road Map has benefitted from the extensive review of the portfolio of work that has occurred in the Institute since inception⁴; the team’s field visits upcountry; as well as JSI-led Training Needs Assessment 2014⁵.

This Road Map recognizes the breadth of work that remains to be done for JSI to “become a leading provider of high quality training for excellence in the Administration of Justice⁶.” Similarly the Road Map recognizes the need for a firm foundation to ensure sustainability of JSI services specifically Training, Research and Law Reporting.

2. Proposed Shifts in JSI Programming

In the spirit of consolidating previous achievements and responding to the present needs of the Judiciary, the Road Map proposes the following as a basis for JSI Programming 2015+:

1. That JSI will steadily work towards a collective⁷ focus on key priorities in judicial training as determined and shaped by the judicial mandate, training needs assessments and service users; This presents a shift from the Judiciary being a consumer into a driver of the training programs for judicial officers;
2. That JSI will pursue greater internal individual and institutional capacity to manage the training function of the Judiciary;
3. That JSI will build true and effective partnerships with those it directly serves including the recruitment, promotions and performance management functions in the Judiciary; the judiciary staff, the legal profession, Non State Actors and JLOS institutions;
4. That JSI will work to secure increased investments to meet the huge service demands and also work to demonstrate to the funders the returns on investment;
5. That JSI will build effective linkages that embed research and training in the wider law and development context and actions enabling National Development.

⁴ Including previous strategic investment plans, work by NUFFIC, Evaluations, Judiciary Strategic Plans and JLOS reports.

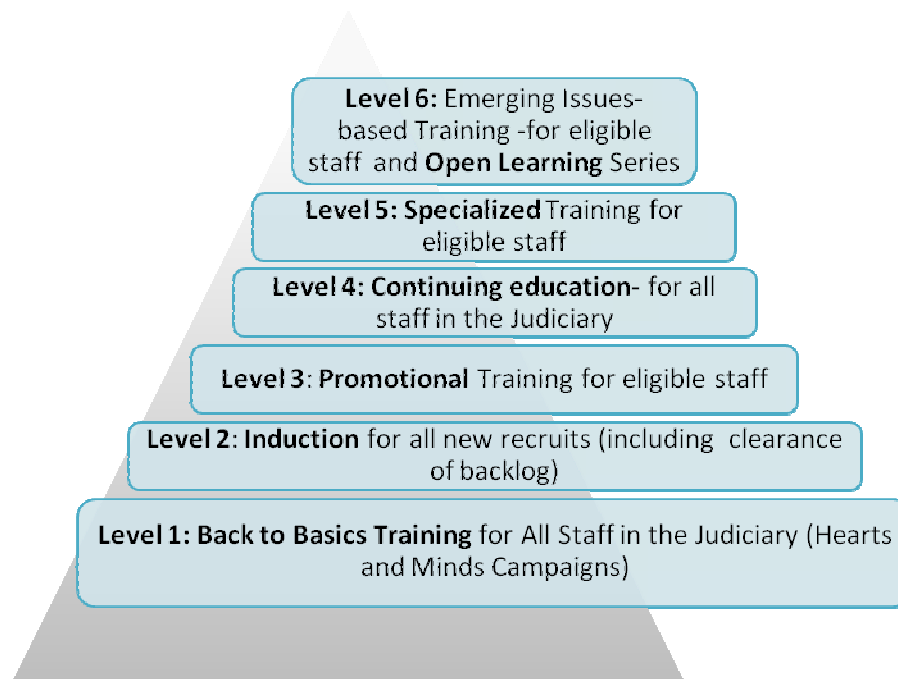
⁵ A call was made to all Judiciary Division Heads to identify training needs in 2014- 100% response by December 31st 2014.

⁶ JSI Vision

⁷ Including Judiciary, JLOS, GoU, Non-State Actors and Development Partners.

3. Key Strategic Priorities in Judicial Training proposed by JSI

To work towards a collective focus on judicial training priorities JSI proposes the following pyramid of priorities in order of ascendancy:



Short Descriptions:

Level 1: Back to BasicsHearts and Minds Training

“Winning hearts and minds” is a concept that places the individual staff at the Centre of the Judiciary and will include the basic of being a staff of the Judiciary –rights and duties. **“Winning hearts” will assure staff that their** needs as a community of individuals will be met by a highly efficient/effective Judiciary, rather than each fending for their own or being disengaged from the Institution. Winning minds is a call to duty – for each staff member to be dutiful and to give their due to the Institution.The training will also introduce Staff Health training as a mainstream component.

Level 2: Induction. All staff will be inducted to orient them to the position requirements, standards and service and institutional culture. The Induction Curricula, certification of attendance and duration will be approved by the JTC.

Level 3: Promotional Training: All staff identified for/ or seeking a promotion shall undergo promotional training to match responsibilities in the new post. Upon promotion and prior to confirmation, all staff will receive specially-tailored orientation and competence building for the new posts. JTC will approve the course content for both pre- and post-promotional trainings.

Level 4: Continuing Education for Judiciary Staff: Every staff will undergo at least one performance improvement training programme once in every year. Such courses shall be of short duration targeted towards improving general or specific aspects of a given skills.

Level 5: Specialized Training: JSI will organize (directly or in partnership with service providers) the delivery of short or long term specialized training programmes for levels and divisions requiring specialized skills as part of mandatory training. JSI shall work hand in hand with the respective Court Divisions and Departments.

Level 6: Issue-based Training/Open Learning Series: Targeted training to address competency gaps in management of emerging issues brought to the attention of JTC.

In addition JSI will introduce Open Learning Series on topical issues in the Administration of Justice paying special attention to the priorities identified in the Judiciary and JLOS Strategic Frameworks. JSI will utilize the expertise and vast experience within the Judiciary to create a roster of resource persons for the learning series. The Series will be open to Judiciary and related Institution's Staff, Non State Actors, Academia and Development Partners. It is a structured mechanism of learning by the Judiciary Staff as well as sharing and giving back to enhance learning for the better Administration of Justice in Uganda.

4. Proposed Strategic Approach to Delivery

All levels will be delivered in ascending order and with each layer building upon the subsequent one. JSI proposes to complete Level 1 and Level 2 trainings by close of December 2015 through pursuit of the following strategies:

- i. Pursuit of low cost; location-based staff trainings;
- ii. Building a dynamic location-based faculty – including judicial officers (in-service and retired; reputable justice system practitioners, among others);
- iii. Securing multi-stakeholder resources through plan-based resource mobilization with partners;
- iv. Combination of back to basics trainings with a comprehensive training needs assessment to inform Level 2 and subsequent trainings;
- v. An in-built follow up strategy to track and document change after back to basics training.
- vi. JSI will revise its manuals and induct all newly recruited staff by end of December 2015.

5. JSI Internal Capacity Development

JSI proposes as a matter of urgency and before close of 2015 to undertake a comprehensive assessment of staff and faculty training needs and strengthen the existing training materials for approval by the JTC by Dec 2015. JSI proposes to develop a 5-year Strategic Plan; an annual work-plan and budget⁸ for consideration and approval by June 2015; a resource mobilization strategy; have Internal Policies (currently in draft) approved by June 2015; initiate a Staff Capacity Development Plan approved by June 2015 and review its annual performance by Dec 2015.

Upon approval of the roadmap, JSI proposes to conduct two retreats one for the staff and another for the JTC to work out a detailed Annual Action Plan to deliver the stated results. JSI also proposes staff and JTC capacity development as a priority for 2015.

6. Strategic Partnerships

JSI proposes to build partnership at three levels: one is through establishing working collaborations with Human Resource Management function and external actors to monitor and track post-training change **in performance**. Second is a robust communication strategy to create visibility and results of JSI programmes and services⁹. Lastly are partnerships to deliver training through ICT based approaches including exploration of online training modules; visiting faculty etc.

By December 2015 Judiciary staff recruitment, promotions and performance will be closely linked to judicial training; a tracking mechanism will be in place and JSI results will be easily accessible.

⁸ Integrated in Judiciary, JLOS and NDP

⁹ Moreso with the shift to the new premises in Nakawa slated for March-April 2015.

7. Summary of Annual Prioritized Tasks for 2015

<p>Quarter 1 Jan-March 2015</p> <ul style="list-style-type: none"> i. Back to Basics Training Module Developed and Approved: Selection and Training of Trainers by end of March 2015. ii. Back to Basics Training Schedule Approved by JTC and Judiciary Management by end of March 2015 iii. JSI staff Retreat and Team building session by March 2015. iv. JTC Retreat March 2015. v. Additional funding secured to implement work-plan activities up to end of FY 2014/15. vi. JSI Annual Work-plan and Budget FY 2015/16 approved by March 2015; and integrated in Judiciary and JLOS budgets FY 2015/16. 	<p>Quarter 2 April- June 2015</p> <ul style="list-style-type: none"> i. Partner Funding Conference for JSI funding gap. ii. Back to Basics Training for Batch 1 of Judicial Officers using GoU funds¹⁰. iii. Induction Module for Grade 1 Magistrates developed and approved by end of June 2015. iv. Publication of JSI Annual Training Calendar; organizational structure and guidelines for faculty management. v. JTC consideration and approval all Internal JSI policies (currently in draft); Strategic and Annual plan and Faculty Management Guidelines. vi. Training in management of the training function for JSI Management. vii. Faculty TNA and Team Orientation. viii. JSI Office shifts to new premises.
<p>Quarter 3 July-Sept 2015</p> <ul style="list-style-type: none"> i. Back to Basics Training for Judicial officers ends. ii. Induction Training begins iii. Comprehensive Review of Existing Modules and Training Materials in Promotional Training and submission for approval of Promotional Training Module; iv. Partnerships development and management to deliver training as approved by JTC (particularly Levels 5 & 6). v. Back to Basics Comprehensive report circulated vi. Comprehensive TNA Report discussed by JTC vii. Development of JSI 5-year Strategic Plan. 	<p>Quarter 4 Oct-December 2015</p> <ul style="list-style-type: none"> i. Induction Training ends ii. Promotional Trainings begin iii. Specialized Training Needs Calendar developed iv. JSI Partners Conference for 2016 held by Dec 2015 v. Partnership meeting with JSC, CR, SJ, MoPS and PJ to review performance of JSI trainees. vi. Internal System Review of JSI operations completed by Dec 2015.

¹⁰ Training needs assessment for all staff to be conducted as part of the Back to Basics Staff Training.

8. Summary Resource Needs

JSI commits to triple secured GoU Judiciary financing through its internal resource mobilization strategy. A start off of UGX 1bn from Judiciary and JLOS funding is requested¹¹; is anticipated as start-up financing.

9. Next Steps

The Road map will be utilized to guide work of JSI going forward and also as a resource mobilizing tool. The Roadmap along with the detailed budget will be presented to the Judiciary Development Committee to gain the approval of the Chief Justice. Working through the Justice, Law and Order Sector Structures, the Road map will be presented to the Justice, Law and Order Leadership Committee for sector endorsement and support. JSI also will pursue a presentation of the same to the Justice, Law and Order Sector Development Partner Group currently chaired by Sweden; to the bilaterally funded DANIDA Support to the Judiciary and to the multi-stakeholder development partner Democratic Governance Facility Board¹².

The Annual schedule of trainings arising out of this roadmap, upon approval of the JTC, will be tabled to a selected group of donors in a donor conference as well as to a selected group of non-state actors in a JSI Partnership conference. To back up internal capacity development, JSI will also host a Training Institution Partnership Meeting to increase its pace of training module development and delivery of selected levels of training.

JSI will subject the Road Map to quarterly reviews and reports to the JTC to ensure timely and quality delivery of the intended results.

¹¹ See detailed budget breakdown

¹² Comprised of the Ambassadors of the eight countries contributing to the Democratic Governance Facility.

10. Summary of Immediate Actions

No	Action	Action Required By:	Latest by:	Status
1.	Internal JSI Meeting to consider and adopt Road Map	Executive Director JSI	18 th Feb 2015	Done
2.	Dissemination of Road Map to JTC	As above	18 th Feb 2015	Ongoing
3.	Sequencing and Costing of Prioritized Activities 2015	Jessica & Emma (JSI)	20 th Feb 2015	Ongoing
4.	JTC Meeting to a) consider Road Map and Action Plan ; and b) commit internal GoU resources to Action Plan	ED, JSI	24 th Feb 2015	Planned
5.	Dissemination of Road Map and Action Plan to JLOS, UGOGO and external funding sources	ED JSI & Judiciary	27 th Feb 2015	Planned
6.	Engage with Judiciary and JLOS to integrate JSI costed Plan I FY 2015/16 budget submissions	ED JSI, JTC and Judiciary	15 th March 2015	Planned
7.	Generate internal Quarterly Calendar of activities	Registrar	20 th Feb 2015	Planned
8.	Hold an external Financing Meeting to meet the funding gap	ED JSI, JTC and Judiciary	31 st March 2015	Planned
9.	Print JSI Annual Training Calendar	Registrar	31 st March 2015	Planned
10.	Consideration of Quarter 1 Progress Report against Action Plan by JTC	ED JSI & JTC	15 th April 2015	Planned
11.	Annual Review of Progress	ED JSI & JTC	Dec 2015	Planned