

**JUDICIAL STUDIES INSTITUTE**

**ANNUAL REPORT**

**2012**

## **1.0 Introduction**

This IS report on the Judicial Studies Institute Performance during the year 2012 specifically prepared for the Annual Judges Conference 2101. It gives a brief background of the institute, Mandate, Vision and Mission, Strategic Objectives and Resources. The reports also highlights institute programmes to include recurrent and development aspects.

### **1.1 Background**

The Judicial studies institute (JSI) was established in 2004 by an administrative directive of the Hon the Chief Justice. It is located on Plot 113, Katalima Road, Naguru. The institute provides training for Judiciary staff; it also conducts training programmes and workshops for stake holders in the Justice, Law and Order Sector (JLOS) and other institutions on request. It is guided by the Government OF Uganda policies, the Judiciary Human Resource Policy, and other Administrative Directives from Ministry of Public Service. The interim Governing Council, the policy making body of JSI, is headed by A Justice of Supreme Court. The Chairperson is Hon Justice J.W.N Tsekooko.

## **2.0 The Mandate, Vision and Mission of JSI**

The Mandate, vision and mission of JSI are:

### **Mandate**

"Providing Judicial education with a view of improving the administration of justice"

**Vision**

"To be a leading provider of high quality training for excellence in Administration of justice"

**Mission**

"To develop and deliver sustainable education, training, research and consultancy Programmes for socio economic development for all"

**3.0 Objectives of JSI**

In order to meet the mission of the institute, the following objectives were set:

- i. To contribute to the quality of judicial performance through programs that stimulates continuing professional and personal growth.
- ii. To change systems and practices within the Judiciary through evidence based research, institutional engagement and advocacy
- iii. To link skills enhancement programs across the Administration of justice chain
- iv. To build a JSI institution that is effective, efficient relevant and responsive to programme needs.

**4.0 Current Staffing Position**

The institution has 20 members of staff enumerated below:

	<b>Name</b>	<b>Designation</b>
1	Hon Justice Lawrence Gidudu	Executive Director
2	H/W Roy Byaruhanga	Registrar Research and Training
3	H/W Tom Chemutai	D/ Registrar Research and Training
4	H/W Jane Mugala	Law Reporting officer
5	Mr. Valerian Tuhimbise	Training Officer
6	Mr. Yeka Emmanuel	ICT Trainer/ Systems Admin
7	Mr. Ndigendawa Edward	Accountant
8	Ms Barbara Akello	Librarian
9	Mr. Ngobi Samuel	Records Assistant / Office Supervisor
10	Ms Nakimbugwe Resty	Office Typist/Secretary to ED
11	Ms. Mable Kirabo	Clerical Officer
12	Ms. Florence Kalembe	Office Attendant
13	Mr. Shanon Kirunda	Office Attendant
14	Ms. Oyella Lillian	Process Server
16	Mr Kalebo Sam	BodyGuard
17	Mr. Geoffrey Kamurasi	Driver
18	Mr. Dan Twesigye	Driver
19	Mr. Nanvuba Wilson	Driver/ Police Officer
20	Mr. Shaban Doka	Gardener / Temporary staff

## 5.0 JSI Programmes, Projects & Activities

The institute programmes and activities have been aligned to the Institute mandate, vision, mission and strategic objectives. They were approved by the Governing Council as highlighted in the Institute Strategic Plan. They have been also outlined in this report as follows:

### 5.1 Networking

In 2012 JSI worked hand in hand with the GUGGO, FIDA, Equal Opportunities Commission, and Foundation for Human Rights Initiative (FHR), Community Service Secretariat, National Environmental Authority (NEMA), Uganda Human Rights Commission (UHRC) and Centre for Domestic Violence Prevention and others to conduct the following training programmes/activities:

	<b>Date</b>	<b>Activity</b>
1	20 <sup>th</sup> - 24 <sup>th</sup> February, 2012	A workshop on Gender Based Violence for Judicial Officers and Law Enforcement Officers at Church Hill Hotel, Gulu
2	14 <sup>th</sup> April, 2012	A sensitization Workshop on Environmental Issues was conducted at Tropic Inn Hotel, Masaka
3	11 <sup>th</sup> - 15 <sup>th</sup> June 2012	An Induction Training for Equal Opportunities Commission Technical Staff and Commissioners was conducted at Ridar Hotel, Seeta
4	20 <sup>th</sup> - 24 <sup>th</sup> August, 2012	An Induction Workshop for the 2 newly appointed Commissioners and 3 technical staff was conducted at JSI

5	18 <sup>th</sup> - 19 <sup>th</sup> October,2012	A sensitization workshop for Judges of the Commercial, Anti Corruption and Criminal Divisions plus some few Chief Magistrates from Kampala Districts on Cyber Crime Laws and Anti Laundering AT Imperial Royale
6	26 <sup>th</sup> - 28 <sup>th</sup> November, 2012	Judicial Studies Institute in Collaboration with the Center for Gender Based Violence Prevention conducted a Sensitization Seminar for 30 clerical officers in Kampala
7	3 <sup>rd</sup> - 5 <sup>th</sup> December,2012	The Judicial Studies Institute in conjunction with the Community Service Secretariat organized a sensitization workshop on Community Service as an alternative to Sentencing at Lake View Hotel, Mbarara

## 5.2 Nuffic Project

The Netherlands Organization for international cooperation in Higher Education (NUFFIC) project funded by the Netherlands Government was implemented from 2010 and was officially wound up on 30<sup>th</sup> June 2012. The Project was executed by JSI in partnership with the Center for International Legal Cooperation (CILC).The purpose of the project was to strengthen the capacity of JSI to deliver practical training. It covered the following Key Results Areas:

- i. Staff and Faculty Development

- ii. Curriculum Development
- iii. Strengthening the Management Capacity of JSI
- iv. Research and Law Reporting
- v. Infrastructure

A number of activities were undertaken under the project in 2012. We shall mention them when enumerating the achievements of JSI.

## **6.0 JSI Achievements**

The following achievements were registered by JSI in 2012:

### **6.1 Training programmes conducted**

A number of training programmes were conducted. Some of the programmes were funded by development partners such as GUGGO. Others were directly funded by the Government of Uganda while others were funded by NUFFIC. A list of these activities is attached as annex1:

### **6.2 Training Evaluation**

As has been the practice, Quarterly behavioral Evaluation Programmes were conducted in 2012. The purpose of these programmes was to assess the contribution of training towards the improvement of the performance of the Judiciary staff.

The programme was a feedback Mechanism. It enabled JSI to find out whether trainees were applying the knowledge and skills imparted on them by the training programmes offered by JSI.

I can therefore report that feedback from the exercise is twofold; that the staff who benefitted from the program demonstrated considerable improvement in performing their work while at the same time majority of the staff had not benefitted from training programmes. JSI will therefore require regular and reliable funding to address these gaps.

### 6.3 Faculty Improvement

The staff and faculty members of JSI mentioned below were sponsored under the NUFFIC project. Some have completed their programmes while other are yet to finalize their courses

	<b>Name</b>	<b>Area of study</b>	<b>Institution</b>
1	Hon Justice D.K. Wangutusi	Masters of Social science Research Methods in Law (MRes)	Keele University UK
2	Hon. Justice Lawrence Gidudu	MBA	ESAMI
3	Mrs. Dorcas W. Okalany	MBA	ESAMI
4	His Worship Godfrey Namudi (Partly funded by NUFFIC)	MBA	ESAMI
5	Her Worship Elizabeth Jane Alividza	PhD in Law	Leiden University, Netherlands
6	H/W Tom Chemutai	Master of Laws	Makerere University



7	Her Worship Jessica Chemeri	Information Technology and the Law (completed)	Stockholm University, Sweden
8	Mr. Valerian Tuhimbise	LLB	Makerere University
9	Mr. Emmanuel Yeka	PGD in ICT (completed)	Makerere University
10	Mr. Sam Kambere	MCSE	New Horizon Kampala.

#### **6.4 Curriculum Development**

The Curriculum of JSI has been reviewed. A series of workshops were held between 2010 and 2012 by a curriculum Development task force of 12 members to facilitate and review our Curriculum with the assistance of experts. These workshops focused on training course developers in pedagogical skills so as to design effective modules to address the learning needs of judicial and non judicial officers.

The Curriculum with validated by a meeting of stakeholders on 18<sup>th</sup> December, 2012 an occasion that was graced by the Hon. the Chief Justice

We have prepared an Annual Program for 2013 to enable us implement the new Curriculum based on demand rather than supply. Indeed we have already piloted the following courses.

- I. Course for interpreters was conducted in February, 2012 for 35 Court clerks

- II. Criminal procedure course was conducted in April 2012 for 30 G1 magistrates.
- III. Ethics and Integrity course was conducted in April 2012 for 30 G1 magistrates
- IV. Course on judgment writing for 35 G1 was conducted in April 2012.
- V. Induction course for newly appointed G1 magistrates was held in August 2012.
- VI. Course on IT for Chief Magistrates was conducted in March 2012.

The Curriculum is focusing on the modules as indicated below:

S/N	Course
1	Case Management
2	Judgment writing
3	Land Justice
4	Financial Management for Non Finance Managers
5	Induction Course for Judicial Officers
6	Gender/ Jurisprudence of Equality
7	Ethics and Integrity
8	Communication/ Presentation Skills
9	ICT in the Administration of Justice
10	Induction Course for Non Judicial Officers
12	Interpreters' Course
13	Criminal Procedure

It is anticipated that with support with the support of the Judiciary Administration and other Development Partners, we should be able to tremendously contribute to the improvement of Justice Delivery through equipping of the Judiciary staff with the appropriate knowledge, Skills and Attitudes.

### **6.5 Establishment of a Resource Center**

We have established a resource center at JSI under the NUFFIC project. The resource center has been equipped with internet connected computers to facilitate electronic research and learning. The Centre is therefore operational. I invite all judicial officers to come and make use of this facility.

We have also received more reference materials for the resource center during the course of 2012 under the NUFFIC Project. These include law books, Law Reports, Journals and Valuable Working Papers prepared by JSI Faculty Members and other scholars.

I can proudly state that the JSI resource center is an ideal place for research and learning.

### **6.6 Acquisition of New Infrastructure Training Equipment**

With the project support, we have now in place adequate training equipment which include acquired 35 computer and computer tables, 70 chairs and 15 training tables. This will enable us to improve on the capacity of JSI to conduct ICT training.

JSI procured a 30 seater minibus and is constructing its new home at Nakawa and is co-funded by JLOS and NUFFIC. The construction is expected to be completed by June,2013.

The JSI Investments undertaken up to 2012 is approximately € 181,441 as indicated in the table below:

Item	Cost	NUFFIC contribution	Contribution by Judiciary
1. Construction of JSI Home	€ 192,000	€ 50,000	€ 142,000
2. Purchase of Vehicle	€ 76,000	€ 40,000	€ 36,000
3. Training Hall Equipment	€ 50,873	€ 50,000	€ 873
4. Library and Security	€ 60,568	€ 58,000	€ 2,568
<b>TOTAL</b>	<b>€ 379,441</b>	<b>€198,000</b>	<b>€ 181,441</b>

## 7.0 CHALLENGES

Despite the successes we have scored, JSI faces the following challenges:

### 7.1 Inadequate funding

We thank the administration for the funding provided in 2012. We however regret to report that funding for training was not only drastically cut but the procedure for accessing it is challenging.

We face serious challenges of conducting training on the new curriculum unless we sort out in time, the procedures of obtaining funds from the judiciary budget.

Because of drastic cuts in funding most of the planned activities to be funded by the Government of Uganda for the last two quarters (July to December) were not conducted save for those funded by GUGGO and other Development Partners.

## **7.2 Stand by Generator**

Our work is interrupted whenever we experience power cuts. We require a stand by generator.

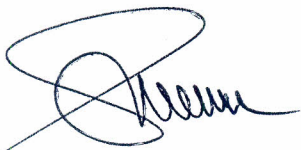
## **7.0 Conclusion**

Despite the funding gap and unreliability of funding for the JSI recurrent activities, JSI has enhanced its pedagogical capacity and infrastructure to deliver appropriate courses to judicial and non-judicial officers. We shall continue to engage the Judiciary administration to ensure that training funds are streamlined to ensure our smooth operations.

I thank the Chairman, Hon. Justice J.W.N. Tsekooko, JSC and the members of the governing council of JSI for successfully steering JSI through 2012.

I also thank the Secretary to the Judiciary who provided counterpart funding for the current JSI infrastructure and request her to provide support for the training program for 2013.

We thank JLOS and our Development Partners especially the Netherlands Government, for providing funds for JSI through the NUFFIC project. I also thank the Registrar and staff of JSI for contributing towards our achievements in 2012.

A handwritten signature in black ink, appearing to read 'Lawrence Gidudu', with a large, stylized circular flourish above the name.

**Lawrence Gidudu,**

**Judge/Executive Director, JSI**