



(IJA)
INSTITUTE OF JUDICIAL
ADMINISTRATION LUSHOTO

5
Years

ROLLING STRATEGIC PLAN
2018/19 – 2022/23



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LIST OF ABBREVIATIONS

HIV	Human Immunodeficiency Virus
CJE	Continuing Judicial Education
DR-ARC	Deputy Rector-Academic, Research and Consultancy
DR-PFA	Deputy Rector-Planning, Finance and Administration
FYRSP	Five Years Rolling Strategic Plan
EAC	East African Community
HRM	Human Resource Management
ICT	Information and Communication Technology
IEC	Information, Education and Communication
IJA	Institute of Judicial Administration
JoT	Judiciary of Tanzania
LAN	Local Area Network
KPI	Key Performance Indicator
KRA	Key Results Area
M & E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MP	Member of Parliament
NACTE	National Council for Technical Education
NSGRP	National Strategy for Growth and Reduction of Poverty
PMU	Procurement Management Unit
PPRA	Public Procurement Regulatory Authority
PRO	Public Relations Officer
PRSP	Poverty Reduction Strategy Paper
SDGs	Sustainable Development Goals
SP	Strategic Plan
SWOC	Strengths, Weaknesses, Opportunities and Challenges
AIDS	Acquired Immune Deficiency Syndrome
TLS	Tanganyika Law Society
TNDV	Tanzania National Development Vision
ToT	Terms of Reference
WAN	Wide Area Network

PREFACE

The Third Five Year Rolling Strategic Plan (FYRSP III) for the Institute of Judicial Administration Lushoto (IJA)2018/19 - 2022/23 is a reflection of the commitment of the Governing Council as well as the Management to implement prioritized interventions for the next five years. It has been aligned to the Vision 2025, the Second Five Year National Development Plan, The Third National Strategy for Growth and Reduction of Poverty III (NSGPR III), and the Judiciary of Tanzania Strategic Plan 2015/16 – 2019/20. This Strategic Plan keeps in focus the challenges of building a relevant Judicial Training Institute that is impartial, fair and prompt in support of the judiciary’s Vision of Timely Justice for All so as to make the Judiciary of Tanzania the Court of Excellence.

The focus of this Strategic Plan is to improve the training and learning environment, enhance the capacity for IJA to offer judicial training, formulate a research agenda and to formulate a consultancy services policy. Other areas include effective exploitation of ICT for both management and service delivery and improving structures and systems of service delivery of legal studies, enhanced judicial training and conducting relevant research and consultancy. The FYRSP III also broadly aims at fighting the prevalence of HIV/AIDS, including provision of support services to students and staff living with HIV/AIDS and combating corruption.

In brief, the FYRSP III has been designed to envision the best experiences of previous judicial reforms and to ignite a new impetus of excellence in legal and judicial continuing education, research and consulting services. It is my hope that the Government and other stakeholders will render their support to IJA to ensure the aspirations of the plan as outlined in the presented vision and defined by the revised mission are realized.

In the face of various changes and challenges occurring nationally, regionally and internationally, IJA has considered charting out its future direction and development strategies that will allow the Institute to play a more effective

national, regional and international development role of utmost importance. The Institute is currently directing its efforts towards enhancement of continuing judicial education and institutional capacity building.

In order to establish a platform for a stronger institutional development, the Institute has realized the need to review its internal strengths, weaknesses, external opportunities and challenges with the objective of planning its future direction more strategically. This has enabled the review of its vision and updating its mission to ensure continued relevance. Hence, IJA has undertaken a thorough review of performance of the previous Strategic Plans and in particular the Second Strategic Plan, FYRSP II, (2010/11 – 2014/15) and has employed a participatory strategic planning process in order to achieve the most out of the consultations with various stakeholders.

Strategic planning is of utmost importance to any institution that wishes to succeed in its operations and to be luminary among peers. The strategic planning process has involved selecting and prioritizing what should be done as well as when it should be done within the limited resources. It also indicates the position where the institution is now and in which direction the institution is desirous to move.

The document is therefore, an important management tool that will steer the Institute in realizing its revised vision guided by its revised mission.

I take this opportunity to urge the IJA Management, staff, students and other stakeholders to facilitate the implementation of the strategies outlined in this document.

Hon. Mr. Justice (Rtd) John A. Mroso, Justice of Appeal
CHAIRMAN OF GOVERNING COUNCIL
MAY, 2018

ACKNOWLEDGEMENT

On behalf of the Institute of Judicial Administration Lushoto (IJA) and its Management, I wish to acknowledge the immense contribution of all those who worked tirelessly to ensure that this Third IJA Strategic Plan comes to fruition. In particular, I wish to express my sincere appreciation to the internal team that coordinated this process under the leadership of Dr. Joseph H. Ismail. The other members were: Mr. Thomas M. Mwikuka, Ms. Mwanabaraka S. Mnyukwa, Mr. Halid M. Magenda, Ms. Hanipha H. Nyanza, Mr. Paul M. Rambau, Stephen L. Kawale and Mr. Noeli E. Tumaini (Secretary). Together, they worked very hard to ensure that IJA has for the first time a comprehensive Strategic Plan that is internally prepared.

I also wish to recognize in a very special way the continued, unconditional support of the Judiciary of Tanzania under the able leadership of Hon Prof. Ibrahim Hamis Juma, the Chief Justice of Tanzania and his predecessors. The Judiciary of Tanzania has throughout demonstrated a serious commitment to ensure that IJA becomes a real centre of excellence in judicial training and continuing education in Africa and beyond. This commitment has received more impetus with the coming of the Citizen-Centric Judicial Modernization and Justice Service Delivery Project which is funded by the World Bank.

I wish to recognize the strong support of the Ministry of Constitution and Legal Affairs under Prof. Pallamagamba John Aidan Mwaluko Kabudi (MP). The Ministry has always been there whenever IJA wanted its support in a variety of ways. I trust that the Ministry will continue to lend its support to IJA as it implements this Strategic Plan.

I equally acknowledge the unconditional support and immense contribution of the Chairman and the entire members of the Governing Council. Hon. Justice (Rtd) John A. Mroso has been very instrumental as well as the driving force behind all that has been achieved by IJA. He has been very committed and

ready to give the right direction at any time. IJA considers him as not only a Chairperson of the Governing Council but also a fatherly figure for the Institute. His vigorous leadership has been a perfect match to the youthful and vibrant members of the Council and no wonder IJA has been able to achieve a substantial number of milestones within a short timeframe.

The valuable contributions and commitment by all those who participated in the interviews, gave written comments and participated in the consultative meetings cannot be over-emphasized. It is through such knowledge and assessment of the internal and external factors that the key challenges to IJA and desirable strategies to address the challenges were formulated.

Finally, the Institute wishes to express gratitude to Prof. Tolly S.A.Mbwette who unreservedly agreed to moderate and thoroughly review the draft of this Third Strategic Plan in order to ensure it effectively addresses all the key challenges defined by the fast changing macro and micro environment. His approach, which is geared towards enabling sustainable capacity building at the Institute, will always be cherished.

Hon. Justice Paul F. Kihwelo (PhD)

PRINCIPAL

MAY, 2018

EXECUTIVE SUMMARY

Introduction

The Third Five Year Rolling Strategic Plan (FYRSP III) covers a period of five years from 2018/19 - 2022/23. It focuses on the Institute's core functions of legal studies, judicial training and continuing education as well as research and public service delivery. Also, it lays much emphasis on capacity building, quality assurance, internal income generation, resources mobilization as well as operationalization of the Institute's new organisational structure. The preparation of FYRSP III was participatory and involved IJA management, staff, students Judiciary of Tanzania and other stakeholders.

Situational analysis

A review carried out on the Second Five Years Rolling Strategic Plan (FYRSP II) 2010/11 – 2014/15 revealed a number of achievements in the seven strategic objectives that were implemented. However, implementation of those strategic objectives was marred by a myriad of challenges including insufficient funding and lack of an effective monitoring and evaluation system.

In order to be abreast with the current situation, during the preparation of the TFYRSP, an environmental scanning process that analyzed internal and external situation was performed.

The internal analysis briefly covered the current IJA governance and management structures including the restructuring process going on, financial and management of resources, linkages and networking with other institutions, infrastructure, teaching, learning and training environment, and the health services.

Stakeholders' analysis performed through SWOC analysis ascertained major Institute's Strengths, Weaknesses, Opportunities, Challenges, aspirations and results. From these analyses, the following thirteen main strategic issues were identified for further action:-

- (i) *Governance and Legal Framework;*
- (ii) *Capacity for Conducting Training, Research and Consultancy Services;*
- (iii) *Judicial and Continuing Legal Education;*
- (iv) *Staff and Students Welfare Services;*
- (v) *Health Services and Responses to HIV/AIDS;*
- (vi) *Awareness of staff and students on the war against corruption;*
- (vii) *Mainstreaming Gender Issues;*
- (viii) *Awareness to staff and students of environmental conservation and related laws;*
- (ix) *Physical infrastructure and other facilities to support service delivery;*
- (x) *Systems to support service delivery;*
- (xi) *Information Communications and Technology, Information, Education and Communication;*
- (xii) *Resource Mobilization and Management; and*
- (xiii) *Marketing, public relations and external linkages.*

The strategic objectives that were planned to be undertaken during the implementation of the FYRSP III are therefore based on the above identified thirteen key strategic issues of major concern.

The FYRSP III shall be guided by the following revised vision and the revised mission statements that emanated from the stakeholder analysis.

Vision Statement:



“To become a centre of excellence in judicial training, continuing education and legal studies in Tanzania, Africa and beyond”

Mission Statement:

‘To become a competent, professional and leading Institution in the design and delivery of judicial training, continuing education, legal studies through offering dynamic and relevant programmes informed by research’



IJA Core Values

In achieving its vision and fulfilling its revised mission, IJA will adhere to the following core values: Professionalism, Integrity, Impartiality, Accountability, Team work, Timely Delivery, Client Focus, Transparency, Leadership, Collaboration, Courtesy, Value for Money, Etiquette and Confidentiality.

Strategic Objectives

The overall goal of the FYRSP III is to enable IJA become a centre of excellence in judicial training, continuing education and legal studies in Tanzania, Africa and beyond. In order to achieve this vision and fulfill its revised mission, the FYRSP III will address and implement thirteen strategic objectives drawn from the core issues presented above. Strategies on how to implement each of these strategic objectives, targets, Key Results Areas (KRAs) and the Key Performance Indicators (KPIs) to measure implementation levels or status are well articulated. To ensure that the FYRSP III is implemented as planned, an implementation plan with an indicative budget for the entire period of five years has also been presented. Priorities are given for both strategic objectives and strategies

IMPLEMENTATION, MONITORING AND EVALUATION

Implementation

To make sure that the implementation of the FYRSP III is holistic and participatory, there will be an implementation committee whose members shall be appointed by the Institute. The committee will be charged with the responsibility of overseeing proper and effective implementation of this plan.

Monitoring

As IJA strives to make a difference on how it conducts its business, it will adopt a results-based M&E system. The implementation committee will be responsible for monitoring the implementation of FYRSP III.

The implementation committee will collect, compile and analyze M&E reports from all the Institute units on a bi-annual basis.

The monitoring process will entail preparation of a detailed annual operational plans and budgets showing biannual targets and reporting the extent to which the operational plans have been accomplished using KPIs. The annual operational plans and budgets for all Institute units shall be synchronized and submitted to the IJA Management Committee.

Each year, IJA in collaboration with its key stakeholders will undertake an annual review of the FYRSP III in order to assess the progress and the overall performance of the FYRSP III and to provide a basis for formulating the next annual work plans and budgets.

Evaluation

There will be two stages of evaluation of the FYRSP III. The first evaluation will be done on an annual basis using a standard Monitoring and Evaluation (M&E) framework to be developed by the internal evaluators and the report will be discussed by IJA staff through different committees. Midway through implementation of the third IJA FYRSP III, a mid-term internal and external evaluation teams will be appointed so that their findings can be reported during

the third annual review meeting. At the end of the five-year period, both internal and external evaluations will be undertaken to be followed by the stakeholder's workshops.

In both cases, prior to the external evaluation, the internal evaluators will have to prepare an internal audit report in which their opinion on the progress of implementation of the FYRSP III will be expressed. This report will be the basis upon which the external evaluators will validate and prepare their own assessment of the extent of achievement. IJA will develop the format of both the internal and the external audits.

INDICATIVE BUDGET, FINANCING STRATEGY AND STRUCTURE

Indicative Budget

The FYRSP III is estimated to cost TZS **15,266,000,000.00** spread over five years or about TZS**3,053,200,000.00** per year. This is higher than the average annual budgets which IJA has been operating for the past three years. To fill this gap, more emphasis will be put on increasing and broadening the current sources of internal income generation and involving more public and the private sectors in IJA's development activities.

Financing Strategy

The plan will be financed through the annual allocations of development and recurrent budgets. The main sources of financing FYRSP III is expected to be the Government of The United Republic of Tanzania, support from Development Partners, Internal Income Generation, broadened resources mobilization and borrowing from financial institutions where appropriate as the last resort. To ensure financial sustainability, at least 4% of the internally generated income will be set aside for infrastructure development.

Financing Structure

Over the five years period, it is estimated that the Government will contribute about 58% of the Funds. Development partners are expected to contribute about 2.5%, IJA on the other hand is expected to raise 37% from its own sources towards the implementation of the Strategic Plan and 2.5% will be raised from borrowing from financial institutions and undertaking joint ventures with both the private and public sector as guided by the private-public-partnerships (PPP) as per Public-Private Partnership Act (2010).

1.1 Background

The Third Five Year Rolling Strategic Plan (FYRSP III) of the Institute of Judicial Administration Lushoto (IJA), covers a period of five years from 2018/19 to 2022/23. The Plan describes the Mission, Vision and the Core Values, Core Issues as confirmed by the SWOC analysis. It has also presented the Situational Analysis, the Mandate, Objectives, Targets, Key Performance Areas (KRAs), Key Performance Indicators (KPIs) and the results framework as well as the participatory process used to derive them.

1.2 Mandate of IJA

IJA was established in 1998 in response to studies that had pointed out a need for a specialized training institution to cater for human resources requirements of the Judiciary. The most prominent studies included the Presidential Commission on Judicial System Review, 1977 (the Msekwa Commission); the Presidential Commission on the Introduction of Multi-party Democracy in Tanzania, 1992 (the Nyalali Commission); the Legal Task Force, 1996 (the Bomani Report) and the Report of the Judiciary of Tanzania led by Justice January Msofe (the Msofe Report).

Based on its mandate, as provided in the Institute of Judicial Administration, Lushoto Act Cap 405, RE: 2002, IJA conducts judicial training to judicial officers and offers continuing education to court personnel including other justice sector stakeholders. It offers legal studies to certificate and diploma students in law. It conducts legal research in priority areas according to the IJA research agenda. IJA provides consultancy services in legal matters, and it offers legal aid to the needy. IJA is in the process of reviewing its curriculum in order to address the current needs of the

Judiciary of Tanzania and to match the latest environmental challenges anticipated to increase with increased industrialization. IJA is also mandated to provide short tailor-made courses and seminars according to the public demand but mostly in legal related matters such as training to regulatory authorities and other institutions that perform quasi-judicial functions. IJA also provides short courses in Information and Communication Technology (ICT) as well as communication skills just to mention some. The mandate of IJA as stipulated in the Act Cap 405, RE: 2002, IJA also focuses on training judicial and non-judicial staff.

IJA is also mandated by the Establishment Circular No.5 of 2011 to provide induction training to all lawyers employed in the public service and this is according to the requirement that all employees in the public service have to undergo induction training within three months of their employment.

1.3 The Main Functions of IJA

The main functions of the Institute as prescribed in the Act Cap 405, RE: 2002 are to:-

- a) Offer and conduct training in legal disciplines;
- b) Conduct legal research to improve the quality of academic literature, continued enrichment of the curricula and teaching techniques;
- c) Provide legal consultancy services;
- d) Provide legal counsel to clients on the terms set out by the Institute's administration;
- e) Publish and disseminate academic literature generated from academic activities of the Institute;
- f) Sponsor and provide facilities for short courses and seminars according to internal and public demand; and
- g) Establish relationship or association with other colleges and institutions both local and international.

1.4 The Participatory Plan Development Process Adopted

The FYRSP III has been developed in accordance with the Medium Term Strategic Planning and Budgeting Manual of the United Republic of Tanzania. The Plan was prepared in a participatory approach involving IJA Management, staff, students, the justice sector stakeholders and in particular the Judiciary of Tanzania and ultimately the Governing Council. In developing the plan, IJA was able to:

- a) Carry out a performance review for the second IJA Strategic Plan 2010/11 - 2014/15;
- b) Carry out a situational analysis and to undertake a detailed SWOC analysis that led to depiction of the thirteen core Issues to be addressed;
- c) Review and update its Mission as well as reviewing its Vision and Core Values; and
- d) Review the Strategic Objectives, Strategies, Targets KRAs and the KPIs.

1.5 Purpose of the Plan

The purpose of this plan is to:-

- a) Inform the stakeholders what IJA plans to do in the next five years as well as how;
- b) Provide a blueprint that will guide all IJA operations;
- c) Provide a basis for accountability to IJA stakeholders;
- d) Establish the KRAs and the corresponding KPIs;
- e) Provide the identified strategies and activities in line with the limited resources available; and
- f) Provide a firm framework for monitoring performance as provided for, in the M&E framework presented in chapter four.

1.6 Layout of the Plan

The plan is divided into four chapters as follows:-

- a) **CHAPTER ONE:** Introduction, which covers the participatory approach of its development, the vision, mission and core values, plan development, purpose and layout of the plan;
- b) **CHAPTER TWO:** Situational analysis which provides an analysis of performance review of the previous plan, mandate, roles and functions and a review and updating of the mission, reviewing the vision and core values. Undertaking an environmental scanning, and stakeholder analysis. The SWOC analysis undertaken has confirmed the core issues to be addressed as well as the need to ensure the FYRSP III addresses the core issue of ensuring effective exploitation of ICT for improvement of both the management and delivery in its broadest sense including timely delivery of justice;
- c) **CHAPTER THREE:** Contains the revised Vision, Revised mission, Core Values and Strategic Objectives, Strategies, Targets as well as related priorities; and
- d) **CHAPTER FOUR:** Contains the Results framework, the Monitoring and Evaluation Plan.

2.1 Introduction

This chapter presents the organisational scan of IJA for the period 2010/11 - 2014/15 which covered the Second Five Year Rolling Strategic Plan. The organisational scan looked at the mandate of IJA as stipulated in section 5 of the Act, functions of the Institute, the current vision and mission. It has involved performance review in terms of assessment of achievements, challenges and future prospects for each objective as stipulated in the Second Five Year Strategic Plan 2010/11 - 2014/15. The chapter also gives a brief summary of the results of self-assessment and the environmental scan in a form of a SWOC analysis and stakeholders Analysis showing the stakeholders, their expectations and services that are offered to them by IJA. The areas for improvement identified in the analysis were summarized as critical issues to be addressed in the next rolling strategic plan. Clearly, the increasing prominence of ICT applications has led to introduction of a new strategic objective concerned with its use for enhanced management and delivery. A number of interventions recommended by the then Acting Chief Justice of Tanzania in his opening speech during the Induction of IJA Council Members in February 2017 as well as his speech during the bidding farewell to the retired Chief Justice of Tanzania at IJA in August 2017 have also been mainstreamed.

2.2 National and International Policy Context

The Strategic Plan begins with a situation analysis which is meant to provide the reality of IJA operating environment at both micro and macro levels, which will impact on the plan and provide strategic options and choices. The Medium Term Expenditure Framework in particular has been taken into account as a major reference documents.

The Strategic Plan also takes into account the Tanzania Development Vision (Vision 2025), The National Strategy for Growth and Reduction of Poverty (NSGRP III 2015/16-2019/20), the Second National Five Years Development Plan (NFYDP II 2016/17-2020/2021), Ruling Party Election Manifesto 2015, Standing Orders for Public Service 2009, Training Policy for Tanzania Public Service of 2013, Judiciary Administration Act No. 4 of 2011, the Judiciary of Tanzania (JoT) Five Years Strategic Plan 2015/16–2019/20, IJA Facts & Figures Booklet 2017 and the IJA Internal Evaluation Report of 2016. The 1999 Treaty for the Establishment of the East African Community and its relevant Protocols as well as the Sustainable Development Goals (SDG 2030) were also referred.

2.3 Performance Review

Performance review covers the following aspects:

2.3.1 Organisational Structure and Staffing

The administration and control of the Institute is vested to the Governing Council. The Governing Council is responsible for making policy decisions, providing broad guidelines, rules and regulations, and setting limits on how the Institute should be run.

Generally, the day to day management of the Institute is the responsibility of the Principal who is in turn assisted by the Management Team. The Principal is the Chief Executive and Accounting Officer of the Institute. The Principal is assisted by two (2) Deputies, namely the Deputy Rector-Academic, Research and Consultancy (DR – ARC) and the Deputy Rector-Planning, Finance and Administration (DR-PFA). There are six units that are directly under the office of the Principal. These include the Internal Audit Unit headed by the Chief Internal Auditor, Procurement Management Unit headed by the Chief Supplies Officer, Quality Assurance Unit headed by Quality Assurance Coordinator, ICT Unit headed by ICT In-charge, the Public Relations and Marketing Unit headed by the Public Relations Officer and the Students Affairs Unit headed by Dean of Students.

The Office of Deputy Rector-Academic, Research and Consultancy executes the core functions of the Institute through three departments and one unit namely:

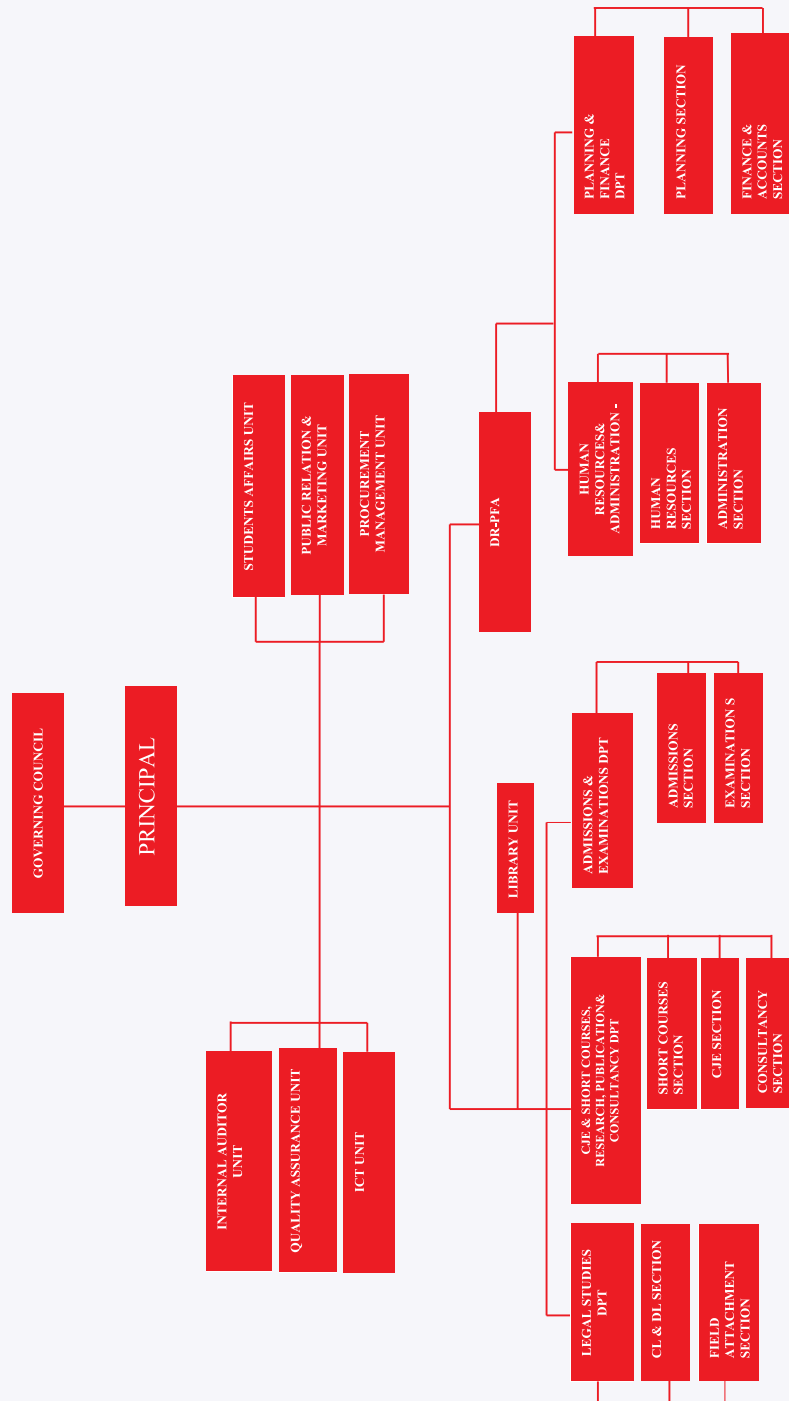
- (i) Department of Legal Studies;
- (ii) Department of Continuing Judicial Education, Short Courses, Research, Publications and Consultancy;
- (iii) Department of Admission and Examinations; and
- (iv) Library Unit.

The Office of Deputy Rector-Planning, Finance and Administration provides support services and it consists of two departments:

- (i) Department of Planning and Finance,
- (ii) Department of Human Resources and Administration

The full description at corporate level is reflected in the organogramme giving the organisational structure presented as Fig.2.1

IJA ORGANIZATION STRUCTURE



2.3.2 The Second Rolling Strategic Plan of IJA

The Second Rolling Strategic Plan of IJA was guided by seven strategic objectives that included:

- (i) HIV and AIDS Infections Reduced and Supportive Services Improved;
- (ii) Implementation of National Anti-corruption Strategy Enhanced;
- (iii) Training and Learning Environment Improved;
- (iv) Capacity for Conducting Training, Research and Consultancy Services Improved;
- (v) Structures and Systems to Support Service Delivery Improved;
- (vi) Students and Staff Welfare Services Improved;
- (vii) Mainstreaming of Gender and Environmental Issues Improved;

In January 2016, IJA carried out an internal evaluation of its second FYRSP and the following were the main findings.

Achievement, Challenges and Future Prospects

This section covers the following aspects:

Achievement

2.3.2.1 Improvement of physical infrastructure

The construction of a hostel with a capacity to accommodate **288** female students is completed and in use, a male hostel with a capacity to accommodate **300** male students is under construction and one water tanks with a capacity to store **1,035,000litres** have been constructed to improve the availability of water at the Institute. These infrastructures have increased IJA's capacity to enroll students. The actual utilization of physical infrastructure is reflected in the steady increase in student's enrolment as shown in Table 2.1.

Table 2.1: Matriculated and Graduated Students for 2010/11 – 2014/15

Year	Programme	Graduands			Total	Remark
		Male	Female	Total		
2010/2011	Certificate	108	155	263		
	Diploma	146	92	238	501	
2011/2012	Certificate	245	238	483		
	Diploma	126	97	223	706	
2012/2013	Certificate	289	340	629		
	Diploma	137	130	267	896	
2013/2014	Certificate	114	149	263		
	Diploma	205	181	386	649	
2014/2015	Certificate	99	114	213		
	Diploma	118	100	218	431	

Source: IJA Registrar's Office

Challenges

The major challenges in achieving the above objective were:-

- Inadequate appropriate accommodation facilities. The Institute can accommodate 750 students in its three hostels which are Ngorongoro, Serengeti and Mama Salma Kikwete;
- Teaching and learning facilities particularly seminar rooms, classrooms, computers and related ICT devices are inadequate; and
- Irregular flow of funds from the Government.

Future Prospects

The following issues will need to be addressed during the next period:

- Completion of male hostel accommodation block;
- Improvement of ICT infrastructure, capacity and services.
- Expansion and improvement of learning facilities particularly classrooms and computer laboratories including wireless services;
- Intensification and diversification of sources of income through enhanced resources mobilisation;
- Develop IJA Mwanza land for expansion of the Institute's functions; and
- Introduce e-Learning and multi-media delivery modes of teaching and learning;

2.3.2.2 IJA Employees

IJA carried out a major recruitment and training Programme with great success. Permanent employees increased from 74 in 2009/10 to 100 in 2016. Academic staff, recruited up to 25 and 4 academic staff has PhD. There is 75 administrative staff. Most staff are proficient in their disciplines and well experienced Academic staff.

Table 2.2: Academic staff and their qualifications

Department	Academic Qualification			
	PhD	Masters	B/ADip	Total
Legal Studies	4	19	0	23
Continuing Judicial Education, Short Courses, Research and Consultancy	0	2	0	2
Academic Admission and Examination	0	2	0	2
Total	4	23	0	27

Source: IJA Human resources office

Table 2.3: Administrative staff and their qualifications

Department/Unit	PhD	Academic Qualification					Total
		Masters	PGDip	B/A/Dipl	Diploma	Certificate	
Human Resource	0	2	0	4	10	25	41
Planning & Finance	0	3	1	4	2	0	10
Students welfare	0	1	0	3	0	0	4
Policy & planning	0	0	0	1	0	0	1
Internal Audit	0	0	0	2	0	0	2
Public Relations	0	0	0	1	0	0	1
PMU	0	1	0	2	1	0	4
ICT	0	1	0	2	0	0	3
Library and Technical Service	0	0	0	3	4	2	9
TOTAL	0	8	1	22	17	27	75

Source: IJA Human resources office

2.3.2.3 Teaching, research and consultancy capacity enhanced

Achievements

A number of interventions were undertaken which led to the following achievements:

(i) Use of ICT

A computer laboratory was established and 69 computers were installed. The ratio of computers to students was 1:6 by 2016/17. 50 computers are connected to the internet allowing users to access materials online. Likewise, management members have laptops, and five (05) overhead projectors and Laptops were acquired to enable staff to use ICT in teaching. The wireless facility is also available to staff and students with very limited capacity.

(ii) Strengthening planning and coordination of short courses, research and consultancy

A department of short courses, research and consultancy was established to specialize on courses on training of trainers, seminars and consulting skills.

Challenges

The major challenges in achieving the above objectives were:

- (i) Inadequate staff with experiences in research, consultancy, and designing and conducting customer focused continuing judicial education for the Judiciary;
- (ii) Accommodation and training facilities appropriate for executives and senior officials is not available at IJA;
- (iii) Weak capacity in developing policies particularly for research, short courses and consultancy;
- (iv) Usage of ICT has limited impact in improving the efficiency and effectiveness of teaching, research and consultancy services; and
- (v) ICT infrastructure is not well developed to cater for the judicial and legal training both at IJA and locations beyond Lushoto district.

Future Prospects

The following issues will need to be addressed during the next plan:-

- (i) Developing appropriate executive Judges' lodge which will include training facilities for executives and senior officials which includes accommodation, conference facility, training and other facilities;
- (ii) Strengthening and establishing collaboration and partnerships with experienced training and research institutes or organizations, from within and outside East Africa, that specializes judicial training using ICT-mediated teaching and learning;

- (iii) Building a pool of experienced practitioners in judicial education to provide back up for short courses and continuing judicial education; and
- (iv) Enhanced capacity building of IJA Staff.

2.3.2.4 Legal Framework, Management Systems and Policies Improved

Achievements

Various interventions were undertaken which led to the following achievements

- (i) **Review of Organisational Structure** – the organisational structure has been reviewed and streamlined to comply with the current situation of the country.
- (ii) **Review of Schemes of Service** – the schemes of service for academic and administrative staff were reviewed and approved;

Challenges

The major challenges in achieving the above objective were:

- (i) Unclear demarcation of the powers of the Ministry, Governing Council and the powers of the Judiciary on policy and governance of the Institute
- (ii) Resistance to change on the part of staff in accepting transformation drive caused by mismatch of priorities. This could lead to slowness in implementing various interventions.
- (iii) A heavy structure that vests too much power on the top management thereby circumscribing flexibility.
- (iv) Inadequate efforts to cope with technological and socio-political changes.

Future Prospects

The following issues will need to be addressed during the next period:

- (i) Reviewing Organisational structure to reflect changes and relationship with the Judiciary
- (ii) Developing effective strategies for institutionalizing change of behaviour among staff and managing fear of transformation.

2.3.2.5 Quality assurance system developed and installed Achievements

A number of interventions were undertaken which led to the following achievements

- **Development and Review of Examinations regulations and Field Attachment Policy** – examinations regulations were reviewed and tightened to ensure quality measurement of training outputs. The field attachment exercise and guidelines to follow were put in place. Field attachment is compulsory to all students at IJA. These measures contributed towards improving the quality of graduates from IJA.
- **Restructuring of Training Programmes** – the curricula for the Certificate and Diploma in law were revised and restructured to conform to regulatory requirements as prescribed by NACTE. The programmes have been accredited by NACTE.

Challenges

The major challenges in achieving the above objective were:

- (i) Admission requirements not well aligned to capture the potential market
- (ii) Inadequate experience in curriculum development
- (iii) No proper and formal Quality Assurance Unit
- (iv) No proper and relevant training that suits the judicial and non-judicial officers

Future prospects

The following issues will need to be addressed during the next period

- (i) Formulate training policy and guidelines for IJA employees
- (ii) Establish Quality Assurance Unit
- (iii) Introduce requisite quality assurance frameworks as anticipated by the national regulators.
- (iv) Enhance short courses for judicial and non-judicial officers

2.3.3 Evaluation of the Funding to support implementation FYRSP II

The evaluation shows that, the actual spending cost of the plan in its progressive reports of its implementation over its five years life span was Tshs. 4,542,104,280 against the proposed cost of Tshs.12,428,000,000. In specific, strategic objectives show that, Structures and Systems to Support Service Delivery Improved spent as high at Tshs.1, 794,077.57 while Implementation of Anti-Corruption Strategy Enhanced spent a lowly amount of only Tshs. 25,000,000.

The financing gap was attributable to inadequate funding together with lack of alternative sources of fund which led to limited implementation of the Plan. On the other hand, the Institute had set unrealistic targets, and even the forecasted budgets for some strategic areas were unrealistic and unattainable.

2.4 IJA Stakeholders

The IJA is a service delivery entity with a wide range of stakeholders. Its functions and responsibilities focus on training, research, and consulting on legal disciplines to improve the functioning of the Judiciary and other institutions related to the administration of justices.

2.4.1 Services offered and stakeholders' expectations

The list of stakeholders and their expectations were generated by IJA staff based on field experiences and informal consultations with the clients and other stakeholders. The matrix below provides the services offered and expectations for each stakeholder.

A: DIRECT STAKEHOLDERS	SERVICES OFFERED	EXPECTATIONS
Governing Council	<ul style="list-style-type: none"> • Periodic performance Reports • Information • Policy and management expert advice 	<ul style="list-style-type: none"> • Compliance with standards (policies; regulations; and procedures) • Quality education • Value for money • Sustainability • Good public image • Students and Staff welfare • Effective and efficient management of IJA
IJA- Staff	<ul style="list-style-type: none"> • Employment • Career development • Health services • Transport • Accommodation • Cafeteria 	<ul style="list-style-type: none"> • Conducive working conditions • Good salary/remunerations • Job Security • Fair treatment • Information • Participation in decision making
Students	<ul style="list-style-type: none"> • Training • Accommodation • Library services • Cafeteria • Bookshop • Health services • Sports and games • Secretarial services • Career advice • Counseling 	<ul style="list-style-type: none"> • Quality education • Provision of quality services • Fair assessment
Judiciary of Tanzania	<ul style="list-style-type: none"> • Training • Information • Expert advice • Research 	<ul style="list-style-type: none"> • Skilled and Trained personnel • Ethical graduates • Value for money

Ministry of Constitution and Legal Affairs	<ul style="list-style-type: none"> • Reports • Training • Expert advice • Information 	<ul style="list-style-type: none"> • Compliance with standards (policies; regulations; and procedures) • Skilled and Trained personnel • Ethical graduates • Value for money • Conducive Learning environment
Ministry of Home Affairs	<ul style="list-style-type: none"> • Reports • Training • Expert advice • Information 	<ul style="list-style-type: none"> • Compliance with standards (policies; regulations; and procedures) • Skilled and Trained personnel • Ethical graduates • Value for money • Conducive Learning environment
President Office Regional Administration and Local Government	<ul style="list-style-type: none"> • Reports • Training • Expert advice • Information 	<ul style="list-style-type: none"> • Compliance with standards (policies; regulations; and procedures) • Skilled and Trained personnel • Ethical graduates • Value for money • Conducive Learning environment
Ministry of Finance and Planning	<ul style="list-style-type: none"> • Performance and Financial Reports • Information 	<ul style="list-style-type: none"> • Compliance with standards (policies; regulations; and procedures) • Compliance with CAG • Compliance with PPRA • Value for money • Realistic budget estimates • Compliance with fiscal policies

National Council for Technical Education	<ul style="list-style-type: none"> • Periodic performance reports • Information on students and academic programmes 	<ul style="list-style-type: none"> • Compliance with standards • Quality education
National Assembly	<ul style="list-style-type: none"> • Information • Reports 	<ul style="list-style-type: none"> • Value for money • Quality education • Ethical conducts of staff; students; and graduates • Compliance with standards; policies; and laws
Trade Unions	<ul style="list-style-type: none"> • Remittances of deductions and employer's contributions • Office space and tools • Information on employees' pay, remuneration and working conditions 	<ul style="list-style-type: none"> • Remittances • Office space and facilities • Employees' welfare • Harmonious working relationship
Students' Sponsors	<ul style="list-style-type: none"> • Information on academic programmes, fees • Students' progress reports 	<ul style="list-style-type: none"> • Value for money (price /drop outs) • Quality education • Conducive learning environment
Development Partners	<ul style="list-style-type: none"> • Reports • Information 	<ul style="list-style-type: none"> • Value for money • Sustainability of sponsored initiatives/interventions • Compliance with Memoranda of Understandings (MoUs) and covenants
Employers of IJA's graduates	<ul style="list-style-type: none"> • Information • Potential employees • Reports 	<ul style="list-style-type: none"> • Skilled and knowledgeable personnel • Ethical conduct/behavior of graduates • Professionalism
Tanzania Revenue Authority	<ul style="list-style-type: none"> • Information • Reports • Remittances 	<ul style="list-style-type: none"> • Prompt payment of taxes • Timely and accurate submission of returns

Suppliers of Goods and Services	<ul style="list-style-type: none"> • Payments • Information • Contracts management 	<ul style="list-style-type: none"> • Compliance with Public Procurement Act and its regulations • Prompt payment for goods and services provided • Sustainability • Observance with contractual terms
Pension/Social Security Funds	<ul style="list-style-type: none"> • Remittances • Reports • Information 	<ul style="list-style-type: none"> • Prompt remittances • Timely and accurate reports • Information • Sustainability
B: INDIRECT STAKEHOLDERS		
INDIRECT STAKEHOLDERS	SERVICE OFFERED	EXPECTATIONS
Other Ministries	<ul style="list-style-type: none"> • Information • Potential employees • Training 	<ul style="list-style-type: none"> • Compliance with standards (policies; regulations; and procedures) • Expert advices • Information
Other Higher Learning Institutions	<ul style="list-style-type: none"> • Potential applicants • Information 	<ul style="list-style-type: none"> • Quality education • Potential applicants • Collaboration
General Public	<ul style="list-style-type: none"> • Training • Information • Legal aid • Employment • Awareness campaign 	<ul style="list-style-type: none"> • Quality education • Employment • Environmental friendly • Expert advice
Alumni Associations	<ul style="list-style-type: none"> • Information 	<ul style="list-style-type: none"> • Quality Education • Collaboration • Growth

Surrounding Community	<ul style="list-style-type: none"> • Social services e.g. Social hall • Transport • Legal aid • Civic education 	<ul style="list-style-type: none"> • Expert advices • Employment opportunities • Social services e.g. social hall • Harmonious existence • Sustainability of IJA • Business opportunities
Civil Society Organizations	<ul style="list-style-type: none"> • Information • Potential employees • Training 	<ul style="list-style-type: none"> • Expert advices • Qualified graduates • Ethical conduct from graduates and staff • Information
Potential Investors	<ul style="list-style-type: none"> • Information • Land • Expert advice • Business (advertisement) 	<ul style="list-style-type: none"> • Attractive investment conditions (investment policy) • Sustainability • Conducive legal environment • Business opportunities
Media	<ul style="list-style-type: none"> • Information • Business opportunities 	<ul style="list-style-type: none"> • Information • Courtesy
Researchers and Academics	<ul style="list-style-type: none"> • Information • Library • Internet 	<ul style="list-style-type: none"> • Information • Collaboration i.e. joint research • Courtesy • Facilities e.g. equipment/ office space/access to library and internet
Faith Based Organizations	<ul style="list-style-type: none"> • Information • Space for worshipping or land 	<ul style="list-style-type: none"> • Facilities for worshipping • Conducive environment for worship

2.5 SWOC Analysis

Strengths and Weaknesses

Strengths	Weaknesses
<ul style="list-style-type: none"> ■ Presence of legislation governing the functioning of the Institute of Judicial Administration. ■ Diversity of the council's composition that comprises members from different institutions ■ Qualified personnel with higher levels of academic and professional qualifications ■ Presence of regulatory schemes and policies for orderly management. ■ Good cooperation with other Institutions and the general public ■ Existence of a documentation centre, library and internet facility. ■ Existence of quality assurance systems for training programmes ■ Existence of relevant legal training programmes ■ Existence of capacity to develop internal service standards ■ Existence of various policies, manuals, regulations and guidelines ■ Good mapping of stakeholders' expectations in the SP 	<ul style="list-style-type: none"> ■ Unsupportive government prioritization of allocation of resources relative to institutional demand ■ The council being composed mainly members of one profession (legal) does not take on board fair representation of stakeholders ■ Inadequate physical infrastructure to support capacity expansion ■ Poor and underdeveloped ICT systems ■ Inadequate funds for human resource development ■ Inadequate personnel with managerial and technical skills to manage the documentation centre particularly management of e-learning resources. ■ Absence of Client Service Charter and Complaints Handling Mechanism ■ Absence of systematic customer/ service delivery surveys ■ Inadequate learning infrastructure and support services ■ Absence of service standards for internal customers ■ Untimely review of policies, manuals, regulations and guidelines ■ Weak Monitoring, Evaluation and Performance Reporting Mechanism

Opportunities and Challenges

Opportunities	Challenges
<ul style="list-style-type: none"> ■ Prospective applicants from inside and outside Tanzania coming to IJA ■ IJA is a centre of Excellency in legal training in the Country ■ Career development in long and short courses to Staff ■ Potential source of income to staff and surrounding community ■ Efficient and productive labour force ■ Increased cooperation among other learning institutions offers opportunity for improvement of quality ■ Prospects for professional development to magistrates and court clerks. ■ Potential for training short courses ■ More people seeking legal education to know their legal rights in social, economic and political areas thus increases legal training ■ Existence of ICT to facilitate pooling and sharing of knowledge and experience ■ Existence of ICT to improve service delivery. ■ Existence of benchmarks and best practices ■ Existences of Vision 2025, NSGRP III and Judiciary's SP. 	<ul style="list-style-type: none"> ■ High competition for labour market from institutions offering similar programmes ■ Inadequate and unreliable funds from the government and financial institutions ■ Inadequate and poor physical infrastructure ■ Pressure to constantly improve products and other services. ■ Inadequate accounting system to improve accountability ■ Pressure on improvement of training services at the Institute ■ Financial challenges in conducting continuing legal and judicial education. ■ Institutionalizing mechanisms for sharing knowledge and experience ■ Institutionalizing use of Customer Feedback and Complaints to improve service delivery. ■ Harnessing the use of ICT to improve service delivery ■ Institutionalizing the culture of treating staff looking for internal services as customers ■ Institutionalizing the culture of engaging stakeholders in planning service delivery

CHAPTER THREE

VISION, MISSION, CORE VALUES, STRATEGIC OBJECTIVES

3.1 Introduction

This chapter provides the reviewed Vision, revised mission, Core values, Strategic Objectives for the Third Five Year Rolling Strategic Plan: 2018/19 – 2022/23(FYRSP III) derived from the future prospects presented in chapter two. These are designed to build on effective exploitation of the existing strengths and response to the evolving opportunities as well as redressing weaknesses and addressing the observed challenges.

3.2 Vision

Based on the presented situational analysis as well as the Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis IJA found it prudent and imperative to refine and re-define the earlier Vision and to update its Mission so as to make them more brief and clearer for readers while retaining the desired message. On the other hand, in the current Strategic Plan, the Core Values have been revised by leaving out some and adding new ones so as to reflect the current realities in terms of emerging issues and the strategic position of IJA within the Judiciary of Tanzania and beyond.

The Vision of IJA is

“To become a centre of excellence in judicial training, continuing education, and legal studies in Tanzania, Africa and beyond”

3.3 Mission

The Mission of the IJA is

‘To become a competent, professional and leading Institution in the design and delivery of judicial training, continuing education, and legal studies by offering dynamic and relevant programmes informed by research’

This vision and mission are deemed more appropriate now than ever before as the Institute is gearing towards becoming more relevant to the judiciary, justice sector stakeholders and the country at large. It is not insignificant to say that IJA is eyeing at becoming one of the iconic institutions in Tanzania, Africa and beyond when it comes to training judicial officers, provision of continuing education to in-service employees in particular those within the justice sector as well as provision of legal training. The implementation of the above, augurs very well with both micro and macro plans such as Vision 2025, Third National Strategy for Growth and Poverty Reduction (NSGPR III).

Implementation of this vision is expected to have a large positive multiplier effect to the rest of the economy and particularly for the areas that can realize the aspired transition towards Tanzania’s industrialization and socio-economic transformation. It is anticipated that its implementation will yield clear, and in some cases rapid tangible positive results in relation to the set mission, core values, strategic objectives and targets of the Plan.

3.4 Core Values

The following are the core values and principles that guide IJA individual staff and student's behavior as IJA interacts with stakeholders in providing services:

Professionalism: *IJA shall adhere to the defined rules, standards and guidelines of the public service, exhibiting professionalism, confidence, competence and honesty, and maintain objectivity in everything done.*

Integrity: *IJA shall always operate honestly, ethically and objectively in all its deliberations, actions and decisions. IJA shall not place its self under any financial or other obligations to individuals or organizations that might seek to compromise professional behavior in performance of its duties.*

Impartiality: *IJA shall provide services to all clients and stakeholders without discrimination on the basis of gender, race, colour and religion or creed or ideological orientation or social status.*

Accountability: *IJA shall use legal, policy and ethical standards to underscore the importance of holding individuals accountable for its decisions, actions and inactions in rendering services.*

Team work: *IJA staff shall cooperate and collaborate with each other for the common good of the clients/stakeholders it serves and the organization's mission.*

Timely Delivery: *IJA shall maintain timely delivery of its services to the clients in accordance with IJA client service charter.*

Client focus: *IJA shall put the interests of its clients as first priority. IJA shall always seek to meet its clients' needs and expectations.*

Transparency: *IJA shall provide its services in an open and fair manner.*

Leadership: *IJA shall continually seek opportunities for improvement and promote best practices, leading by example, inspire others and advance the priorities and mission of the organization with the courage to shape a better future.*

Collaboration: *IJA shall work together with partners outside the organization to give out its best in services provision.*

Courtesy: *IJA shall give its clients, stakeholders and fellow staff the highest levels of consideration and support, embracing diversity of all kinds.*

Value for money: *IJA shall guarantee values for money in both service deliveries to its clients as well as in its public spending in order to ensure optimal utilization of available resources in line with public finance*

Etiquette: *IJA staff shall adhere to guidelines on professional standards of behaviour; treat co-workers, senior staff and those in lower level positions with respect and courtesy at all times.*

Confidentiality: *IJA shall maintain confidentiality, privacy and security of information entrusted to it by stakeholders in accordance with legal and ethical obligations.*

3.5 Strategic Objectives, Strategies, Targets and Key Performance Indicators

3.5.1 Strategic Objective 1: Governance and Legal Framework

Strategy 1. Review IJA legal framework and organisation structure

Targets

- (i) Organisational structure both positions and participatory organs reviewed by June, 2019
- (ii) The law establishing IJA reviewed by June, 2019

Key Performance Indicators

- (i) Revised Organisational structure in place
- (ii) The law that established IJA amended

3.5.2 Strategic objective 2: Capacity for Conducting Training, Research and Consultancy Services

Strategy 1: Develop the IJA staff to their academic and professional skills

Targets

- (i) Train four (4) staff to PhD level by June, 2023
- (ii) Train five (5) staff to Masters level by June, 2023
- (iii) Train five (5) staff to professional by June, 2023
- (iv) Train ten (10) staff to undergraduate level by June, 2023
- (v) Train three (3) staff to Diploma level by June, 2023
- (vi) Train three hundred (300) staff to short courses by June, 2023
- (vii) Train twenty five (25) academic staff ToT by June, 2023

Key Performance Indicators:

- (i) Four(4) staff to PhD level trained
- (ii) Five (5) staff to Masters level trained
- (iii) Five (5) staff to professional trained
- (iv) Ten (10) staff to undergraduate trained
- (v) Three (3) staff to Diploma level trained
- (vi) One hundred (100) staff to short courses trained three times
- (vii) Twenty five (25) academic staff ToT trained

Strategy 2: Enhance and develop new programmes in certificate, diploma and degree

Targets

- (i) Evening diploma and certificate programmes introduced by June, 2021
- (ii) Certificate programmes developed by June, 2021
- (iii) Diploma programmes developed by June, 2021
- (iv) Enrolment of all programmes expanded from 750 to 1500 students by June, 2023
- (v) Degree programmes developed by June, 2023

Key Performance Indicators

- (i) Evening diploma and certificate programmes introduced
- (ii) Fulltime certificate programmes developed
- (iii) Fulltime diploma programmes developed
- (iv) Percent of enrolled students expanded
- (v) Degree programme developed

Strategy 3: Expand research and consultancy services

Targets

- (i) Formulate research and consultancy policy by June 2020
- (ii) Prepare research agenda by June, 2020
- (iii) Increase reading and reference materials by June, 2023

Key Performance Indicators

- (i) Research and consultancy policy formulated
- (ii) Research agenda prepared
- (iii) Reading and reference materials increased

Strategy 4: Develop a publication strategy and incentive package

Targets

- (i) Publications strategy and incentive package developed by June 2019
- (ii) Ten (10) volumes of journals published by June, 2023
- (iii) Five (5) books published by 2023

Key Performance Indicators

- (i) Publications strategy and incentive package developed
- (ii) Number of peer reviewed journals increased
- (iii) Number of published research reports increased
- (iv) Number of books published increased

Strategy 5: Strengthen library resources

Targets

- (i) Book titles and journals increased by June, 2020
- (ii) Automation and e-library introduced by June, 2020

Key performance indicators

- (i) Number of book titles and journals increased
- (ii) e-library introduced

3.5.3 Strategic Objective 3: Judicial and Continuing Legal Education

Strategy 1: Build capacity for offering Judicial and Continuing Legal Education to Judicial Officers and other stakeholders

Targets

- (i) Five qualified judicial officers to manage judicial and continuing Legal education issues seconded by June, 2021
- (ii) Curriculum for judicial and continuing legal education designed by June, 2020
- (iii) Five bench-books for judicial officers published by June, 2020
- (iv) E-Learning platform and infrastructure established by December, 2020
- (v) A three year training programme for continuing judicial education prepared by June, 2019

Key Performance Indicators

- (i) Number of qualified judicial officers seconded
- (ii) Curriculum for judicial and continuing legal education designed
- (iii) Number of bench-books for judicial officers published
- (iv) E-Learning platform and Infrastructure established
- (v) A three year training programme for continuing judicial education prepared.

Strategy 2: Expand the Institute's educational programmes in response to trends and changes in judicial administration.

Targets:

- (i) Develop bachelor degree programme on Judicial-related studies by June 2022;
- (ii) Establish one (1) branch for conducting degree and other programmes offered by IJA by June 2022;

Key Performance Indicators:

- (i) One (1) degree programme on judicial administration established;
- (ii) One (1) IJA branch established.

3.5.4 Strategic Objective 4: Staff and Students Welfare Services

Strategy 1 : Handling of students' affairs

Targets

- (i) IJA health policy approved by June, 2019
- (ii) Games and sports ground and recreational facilities maintained by June, 2021
- (iii) IJA accommodation facilities enhanced by June 2021
- (iv) Increased involvement of students in welfare of IJA issues by June 2021

Key Performance Indicators

- (i) IJA health policy approved
- (ii) Games and sports ground and recreational facilities maintained
- (iii) IJA accommodation facilities enhanced
- (iv) Students involvement in welfare issues increased by June 2021

Strategy 2: Staff and students welfare policies and guidelines approved

Targets

- (i) Students welfare policy and guidelines approved and operational by June, 2019
- (ii) Students guidance and counseling services unit established by June, 2022
- (iii) Students links with national and international organization established by June, 2022
- (iv) A progressive policy on staff welfare policy approved and operational by June, 2021

Performance Indicators

Student's welfare policy and guidelines established

- (i) Students guidance and counseling services unit established
- (ii) Students links with national and international organizations established
- (iii) Progressive policy on staff welfare approved and operationalized

3.5.5 Strategic Objective 5: Health Services and Responses to HIV/AIDS

Strategy 1: Implement HIV/AIDS preventive interventions

Targets

- (i) Number of HIV/AIDS preventive interventions implemented by June 2021
- (ii) Number volunteer testing of HIV/AIDS conducted by June, 2019
- (iii) Supportive services provided to HIV/AIDS affected staff and their families provided by June, 2019

Key Performance Indicators

- (i) HIV/AIDS preventive interventions implemented
- (ii) Volunteer testing of HIV/AIDS conducted
- (iii) Supportive services provided to HIV/AIDS affected staff and their families

3.5.6 Strategic Objective6: Awareness to staff and students on war against Corruption

Strategy 1: Review mechanisms for monitoring corruption

Targets

- (i) Reported corruption incidences reduced by June, 2019
- (ii) Customers complaining about corruption reduced by June, 2019
- (iii) Anti-corruption sensitization seminars conducted by June, 2023

Key Performance Indicators:

- (i) Number of reported corruption incidences reduced
- (ii) Number of customers complaining about corruption reduced
- (iii) Number of anti-corruption sensitization seminars conducted

3.5.7 Strategic Objective 7: Mainstream Gender Issues in teaching all activities and policies for staff and students

Strategy 1: Develop IJA gender policy

Targets

Gender policy developed by June, 2020

Key performance Indicator

Gender policy developed

3.5.8 Strategic Objective 8: Environmental Conservation and Related

Laws

Strategy 1: Address IJA environmental issues

Targets

- (i) IJA policy related to environment formulated by June, 2022
- (ii) Ten thousand trees (10,000) planted by June, 2023

Key performance indicators:

- (i) Environmental policy formulated
- (ii) Improved IJA forest

3.5.9 Strategic Objective 9: Physical Infrastructure and Other Facilities

Strategy 1: Completion and furnish males' hostel

Targets

Male hostel block completed and furnished by June 2020

Key Performance Indicators

Males' hostel completed and furnished

Strategy 2: Construct and furnish multipurpose hall

Targets

Multipurpose hall constructed and furnished by 2022

Key Performance Indicators

Multipurpose hall constructed and furnished

Strategy 3: Provide back-up power supply generator

Targets

One (1) 250 Kilovolts generator procured and installed by June, 2021

Key Performance Indicators

250 kilovolts generator installed

Strategy 4: Construct Executive Administration Block

Targets

Construct and furnish three (3) storey executive administration block with 50 shared offices completed by June 2023

Key Performance Indicators

Executive administration block three (3) storey constructed and furnished

Strategy 5: Construct an Executive Judges' Lodge

Targets

Construct and furnish an executive Judges' Lodge with a capacity to accommodate 100 people by June 2021

Key Performance Indicators

Executive Judges' Lodge Constructed and furnished

Strategy 6: Prepare IJA land use plan

Targets

IJA Land Use Plan prepared by June, 2020

Key performance indicators

IJA land use(master plan)prepared

Strategy 7: Acquire and develop land at Mwanza

Targets

The Institute's land in Mwanza formally acquired and developed by June 2022

Key Performance Indicators

Branch premises in Mwanza constructed

Strategy 8: Improve internal road network

Targets

Internal road network 2.2 km upgraded to asphalt level by June, 2022

Key Performance Indicators

Internal road network upgraded

Strategy 9: Procure and secure source of water

Targets

Source of water procured and secured by June, 2022

Key Performance Indicators

Source of water procured and secured

Strategy 10: Rehabilitation and maintenance of buildings

Targets

- (i) Students hostels rehabilitated by June, 2020
- (ii) Other buildings maintained by June, 2020

Key Performance Indicators

- (i) Students hostels rehabilitated
- (ii) Other buildings maintained

Strategy 11: Construction of Principal's house

Targets

Principal's house constructed by June, 2020

Key Performance Indicators

Principal's house constructed

3.5.10 Strategic Objective 10: Systems to support service delivery

Strategy 1: Revive IJA Legal Aid

Targets

- (i) IJA Legal Aid constitution reviewed by June 2020
- (ii) IJA Legal Aid organization Structure revised by June, 2020

Key Performance Indicators

- (i) IJA Legal Aid constitution reviewed
- (ii) Legal Aid services operational

Strategy 2: Enhanced Quality Assurance functions

Targets

- (i) Academic audit conducted by June, 2021
- (ii) Internal evaluation of teaching and learning enhanced by June, 2019
- (iii) Administrative activities of the institute monitored by June, 2020
- (iv) Market tracer study carried out by June, 2021

Key Performance Indicators

- (i) Academic audit conducted
- (ii) Internal evaluation of teaching enhanced
- (iii) Administrative activities of the institute monitored
- (iv) Market and tracer study carried out

3.5.11 Strategic Objective 11: Information and Communications Technology; Information, Education and Communication

Strategy 1: Strengthen ICT:

Targets

- (i) Formulation of ICT Policy by June 2019
- (ii) Formulation and designing ICT master plan by June, 2020
- (iii) ICT strategy developed and implemented by June 2020
- (iv) Five (05) ICT systems (Wide Area Network (WAN), Local Area Network (LAN), Website, internet and intranet) rehabilitated, upgraded and serviced by June, 2020

Key Performance Indicators

- (i) ICT Policy operational
- (ii) ICT master plan developed and operational
- (iii) Five ICT systems developed upgraded
- (iv) ICT strategy developed and upgraded

Strategy 2: Strengthen Information Education and Communication (IEC)

Targets

- (i) IEC policy developed and implemented by June 2019
- (ii) Online registration system designed and implemented by June, 2020
- (iii) E-learning and e-library implemented by June, 2020
- (iv) Students' Information System established by June, 2019

- (v) General office automation applications established by June, 2020
- (vi) Administrative information systems established by June, 2020
- (vii) Information systems and the Institution-wide communication infrastructure upgraded by June, 2020
- (viii) Disaster recovery plan established by June, 2019

Key Performance Indicators

- (i) IEC policy developed and implemented
- (ii) Online registration system designed and implemented
- (iii) E-learning and e-library implemented
- (iv) Students' Information System established
- (v) General office automation applications established
- (vi) Administrative information systems established
- (vii) Information systems and the Institution-wide communication infrastructure upgraded
- (viii) Disaster recovery plan established

Strategy 3: Installation of hardware, software and network connectivity in offices.

Targets

- (i) One hundred and twenty (120) computers and fifteen (15) peripherals bought by June, 2021
- (ii) Video Conferencing System installed at IJA by June, 2019
- (iii) Website and intranet updated and maintained by June 2019

Key Performance Indicators

- (i) Number of computers and peripherals bought
- (ii) Video conferencing system installed and operational
- (iii) Website and intranet updated and maintained

3.5.12 Strategic Objective 12: Resource Mobilization and Management

Strategy 1: Enhanced human resources

Targets

- (i) Capacity building to IJA staff strengthened by June, 2019
- (ii) Skills management developed by June, 2019
- (iii) Human Resources Management (HRM) policies reviewed by June, 2019

Key Performance Indicators

- (i) Capacity building to IJA staff strengthened
- (ii) Skills management developed
- (iii) Human resources management (HRM) policies reviewed

Strategy 2: Enhance financial resources

Targets

- (i) Planning, budgeting and controlling functions strengthened by June, 2019
- (ii) Revenue collection strengthened by June, 2019
- (iii) Financial information management system strengthened by June, 2019
- (iv) Income generating policy, activities and finding ways to diversify sources of fund strengthened by June, 2019
- (v) Partnership with local governments and other development partners forged by June, 2019

Key performance indicators

- (i) Planning, budgeting and controlling functions strengthened
- (ii) Revenue collection strengthened
- (iii) Financial information management system strengthened
- (iv) Income generating policy, activities and finding ways to diversify sources of fund strengthened

- (v) Partnership with local governments and other development partners forged

Strategy 3: Enhance physical resources mobilization

Targets

- (i) Fifteen (15) staff houses rehabilitated by June, 2023
- (ii) Office facilities improved and furnished by June, 2023.
- (iii) Five (5) vehicles acquired by June 2020

Key Performance Indicators

- (i) Number of staff houses rehabilitated
- (ii) Office facilities improved and furnished
- (iii) Number of vehicles acquired

3.5.13 Strategic Objective 13: Marketing, Public Relations and External Linkages

Strategy 1: Establishing partnership with other institutions

Targets

Ten(10)partnerships with other institutions established by June, 2022

Key Performance Indicators:

Partnership with other institutions established

Strategy 2: Strengthen Public and Private Partnership (PPP) in service provision

Targets

Public and private partnership in service provision strengthened by June, 2022

Key Performance Indicator

Public and private partnership in service provision Strengthened

Strategy 3: Enhance corporate social responsibility

Targets

- (i) Provision of Legal Aid services and public awareness programme on legal and legal related matters by June, 2020
- (ii) Provision of public services to Lushoto community by June, 2023
- (iii) The institute infrastructures with the Lushoto community are shared by June, 2023

Key Performance Indicator

- (i) Legal Aid services and public awareness programme on legal and legal related matters provided
- (ii) Public services to Lushoto community provided
- (iii) Institute infrastructures with the Lushoto community shared

Strategy 4: Branding IJA programmes

Targets

- (i) Number of potential applicants to IJA academic programmes increased by June, 2021
- (ii) General public interest about IJA to generate interest and advocacy to IJA branded by June, 2021

Key Performance Indicators

- (i) Number of potential applicants to IJA academic programmes increased
- (ii) General public interest about IJA Branded

4.1 Structure and Purpose

This Results Framework chapter intends to show how the results envisioned in the IJA’s Strategic Plan will be measured as well as the benefits that will accrue to its clients and other stakeholders. The Results Framework shows the beneficiaries of IJA services; the overall Development Objective which is basically the overall impact of IJA’s activities; how IJA objectives are linked to Third National Strategy for Growth and Poverty Reduction (NSGRP III) Governance Cluster and the Five Years Judiciary Strategic Plan.

The chapter comprises three sections namely development objectives, results chain and monitoring and evaluation plan.

4.2 The Development Objective

The overriding objective of IJA is capacity building for judiciary staff for better service provision and therefore instill confidence of the general public in the Judiciary of Tanzania. However, other legal education training institutions and reform programmes also significantly contribute towards the achievement of this development objective. Also achievement of the development objective amongst others will be influenced by the level of financial resources available, investments in service delivery infrastructure by the Judiciary and other judicial institutions, and extent of utilization of IJA services by these institutions.

4.3 Result Chain

IJA’s result chain consists of outcomes, outputs, activities and inputs which broadly contribute to specific development and performance improvement goals and targets as indicated above. A combination of the objectives and targets in the strategic plan and activities and inputs

in Medium Term Expenditure Framework forms IJA's result chain. The basic assumption is that, there is causal linkage in the various elements of IJA's result chain. The inputs i.e. utilization of resources will lead to achievement of the activities, which will contribute to achievement of outputs. Achievement of outputs will lead to achievement of objectives. Achievement of IJA development objective in the medium term will contribute to achievement of NSGRP III goals related to the Governance Cluster and the Judiciary. This chain of results will justify IJA use of the tax payer's money into the various interventions and thus contribute to the development of the country through improved administration of justices.

4.4 Monitoring and Evaluation Plan

This subsection details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the five years strategic planning cycle.

4.4.1 Monitoring Plan

The monitoring plan consists of indicators and indicators description, indicator targets values, data collection and methods of analysis, indicator reporting frequencies and the officers who will be responsible for data collection, analysis and reporting. Baseline for each indicator will be defined in the first year of the plan.

4.4.2 Review Plan

The plan is to carry out a total of 10 formal reviews during the Strategic Planning Cycle. This will involve carrying out five (5) mid-year reviews. The reviews will be tracking progress on implementation of the milestones and targets on semi annual and annual basis. The milestones that will be tracked during the period of five years will be identified when designing the M&E system.

The reviews will focus on determining whether the planned activities are moving towards achieving the annual targets i.e. whether they are on track, off track, unknown or at risk. The review will also focus on whether there were any changes in outputs implemented and what were the alternative outputs. The review will also assess issues, challenges and lessons learnt over the year and to what extent the outputs delivered are contributing towards achievement of the objectives. The reviews will form the basis for the second quarter or semiannual report as well as the annual report. The review findings will be used to adjust implementation strategies whenever necessary. The owner of the strategies identified in the implementation plan as responsible will take a lead in the review process.

4.4.3 Evaluation Plan

The Evaluation Plan consists of the evaluation studies to be conducted during the Strategic Planning Cycle, description of each study, the evaluation questions, the methodology, timeframe and the responsible person. Nine (9) evaluation studies as indicated in the appendix I will be conducted over the period of five years with a total of 28 evaluation questions. The evaluation studies intends to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the strategic plan outputs. The evaluation plan matrix is detailed below in appendix I:

Appendix I: EVALUATION PLAN MATRIX

S/N	Evaluation Studies	Description	Evaluation Study Questions	Methodology	Time Frame	Responsible Person
1	Review of the effectiveness of complaints handling system	Suggestion boxes	<ul style="list-style-type: none"> Do people have access to complaints handling organs? Do they complain? Do they believe their complaints have an effect? 	Interview sample of students, staff and customers and analysis of complaints lodged in the suggestion box	2018/19	Chair –Integrity Committee
2	Ethics awareness and compliance inspection	Analytical work will focus more on issues of awareness and compliance with codes of conducts.	<ul style="list-style-type: none"> Are students and staff aware of ethics? What are their perceptions concerning the incidence, effects (etc) of unethical behaviour in the public service Is the code of ethics being complied with? Is it effective? What are the trends in unethical behaviour and corruption? 	Opinion surveys	Annual	Chair –Integrity Committee

S/N	Evaluation Studies	Description	Evaluation Study Questions	Methodology	Time Frame	Responsible Person
3	HIV/AIDS situation analysis	A baseline analysis will be done on HIV/AIDS	<ul style="list-style-type: none"> Are HIV/AIDS interventions being well implemented? Are HIV/AIDS interventions working? Are they reducing incidence of HIV/AIDS? Are the costs of HIV/AIDS decreasing? (lost time, sickness, etc) 	Carried out using interviews together with statistics	June 2019	IJA Doctor In-Charge

S/N	Evaluation Studies	Description	Evaluation Study Questions	Methodology	Time Frame	Responsible Person
4	ICT usage surveys	This survey will look at the actual usage of ICT facilities to implement key business and service delivery processes.	<ul style="list-style-type: none"> Does IJA have systems to electronically manage information? Are these systems complete? To what degree is IJA's business computerized? Are systems being properly used Can electronic records substitute for or replace paper records? Can clients/customers transact with IJA electronically? Are Management Information System (MIS) systems resulting in cost savings? Are they resulting in improved quality of service? 	Staff survey and data collection exercise	June 2020	ICT-Incharge

S/N	Evaluation Studies	Description	Evaluation Study Questions	Methodology	Time Frame	Responsible Person
5	Training impact assessments	An impact assessment, covering 4 training areas will be conducted. This looked at improved job performance	<ul style="list-style-type: none"> Were trainees satisfied with the courses they enrolled in? Is training leading towards improved job performance? Is training leading to improved institutional performance? Is the training process fair? Is it cost effective? Are training rules and regulations being adhered to? 	Data collection exercise for a sample of training events and staff Open Performance Review and Appraisal System (OPRAS) returns	2018/19	HoD-Short Courses, Research and Consultancy

S/N	Evaluation Studies	Description	Evaluation Study Questions	Methodology	Time Frame	Responsible Person
6	Effectiveness of records management	A series of checklists and indicators to be developed and data collected semi-annually, entered into a database and reports derived. The checklist will capture issues of authenticity, standards, and policy.	<ul style="list-style-type: none"> What capacity do departments have in place to manage records? What can be done to improve records management? Do records management systems meet the needs of users? (including satisfaction, coverage, etc) Do records have integrity, and authenticity? 	This is done as a series of inspections, including timing of how long it takes to retrieve records, assessments of filing accuracy and so forth.	Annual	Examinations Officer Admission Officer HoD's In charge of Units/ Sections

S/N	Evaluation Studies	Description	Evaluation Study Questions	Methodology	Time Frame	Responsible Person
7	SP III year and end of Plan Reviews	Annually review of the SP will be done internally with participation of selected stakeholders. End of Plan review will be done by external consultants.	<ul style="list-style-type: none"> How can the design of the SP be improved? 	Done as a series of interviews with IJA management and staff and key stakeholders	Annually	SP III Committee

S/N	Evaluation Studies	Description	Evaluation Study Questions	Methodology	Time Frame	Responsible Person
8	Review of the effectiveness of Strategic Planning and M&E	The review will look at departments and sections use of plans, their quality, their monitoring, and the use of monitoring information for decision making	<ul style="list-style-type: none"> Are plans harmonized with the Strategic Plan? How good are these plans? Are they strategic? Do they identify clients and outcomes? Are departments and sections collecting and using performance indicators? Is there general awareness of plans and results frameworks? Are departments reporting performance both internally and to the public? What is the quality of these reports? 	This will be done as a survey/review based on interviews. It will involve an independent assessment of quality issues.	Annual	SP III Committee

S/N	Evaluation Studies	Description	Evaluation Study Questions	Methodology	Time Frame	Responsible Person
9	IJA service delivery survey (including tracer study)	The survey will investigate issues of satisfaction with the services IJA provides to students, staff, employers and sponsors of students. It will cover, amongst others, issues of delivery of training, content and accommodation services.	<ul style="list-style-type: none"> What does IJA need to do in order to improve its performance? What are the expected standards of services to be provided by IJA? To what extent are students and staff satisfied with the various services provided by IJA? 	This will be completed as either a written or oral questionnaire, with all data placed in Survey Solutions Software (for processing, analysis, and reporting).	June 2019 June 2020 June 2021 June 2022	Dean of Students Quality Assurance (QA) PRO

Appendix II: INTERNAL AND EXTERNAL REPORTING PLAN

Type of Report	Responsible Person	Recipient	Frequency
Internal report	Verbal reports at management meeting	Principal, Deputy Rectors and other Officers	Weekly
	Written progress report	Principal/Management	Monthly
	Report against activities and output/ Indicators	Principal/Management/Board/Judiciary	Quarterly
External report	Report against activities ,output and Outcome indicators	Council, Judiciary, Ministry & Development Partners	Annual
	Progress reports as requested by donor and other partners.	Council, Judiciary, Ministry & Development Partners	Quarterly
	Financial and Performance Reports, reporting against relevant output and outcome indicators	CAG, Judiciary and Development Partners	Annually

Appendix III: IMPLEMENTATION PLAN AND INDICATIVECOST

Strategy	Delivery Target	Indicative Budget (Tsh. '000')	Time frame												Resp.			
			2018/19		2019/20		2020/21		2021/22		2022/23							
			1	2	3	4	1	2	3	4	1	2	3	4		1	2	3
Strategic objective 1.Governance and legal framework																		
Review IJA legal framework and organization structure	Organization structure bothposition and participatory organs reviewed by June, 2019	15,000																HRAM
	The law establishing IJA reviewed by June, 2019	36,000																HRAM
Sub - total		51,000																
Strategic objective 2. Capacity for conducting Training, Research and Consultancy Services																		
Develop IJA staff to their academic and professional skills	Train Four (4) staff to PhD level by 2023	240,000																HRAM
	Train Five (5) staff to Masters level by 2023	100,000																HRAM
	Train Five(5) staff to professional level by 2023	100,000																HRAM
	Train ten (10) staff to undergraduate level by 2023	240,000																HRAM
	Train three (3) staff to Diploma level by 2023	30,000																HRAM
	Train 300 staff to short courses by 2023	300,000																HRAM
	Train 25 academic staff to ToT by 2023	50,000																HRAM

Strategy	Delivery Target	Indicative Budget (Tsh. '000')	Time frame												Resp.												
			2018/19				2019/20				2020/21					2021/22				2022/23							
			1	2	3	4	1	2	3	4	1	2	3	4		1	2	3	4	1	2	3	4				
Strategic Objective 5: Health Services and Responses to HIV/AIDS																											
Strengthen health services and responses to HIV/AIDS	HIV/AIDS preventive intervention implemented by June, 2021	5,000																									Dispensary I/C
	Volunteer testing of HIV/AIDS Conducted by June, 2019	5,000																									AMO-I/C
	Volunteer testing of HIV/AIDS Conducted by June, 2019	5,000																									AMO-I/C
Sub-Total		15,000																									
Strategic Objective 6: Awareness to Staff and Students on war-against corruption																											
Review mechanism for monitoring corruption	Reported corruption incidences reduced by June, 2019	5,000																									Integrity Committee
	Number of Customers complaining about corruption reduced	5,000																									Integrity Committee
	Anti-corruption sensitization seminars conducted by June, 2023	5,000																									Integrity Committee
Sub-total		15,000																									
Strategic Objective 7: Mainstream Gender Issues in teaching and all activities for staff and students																											

Strategy	Delivery Target	Indicative Budget (Tsh. '000')	Time frame												Resp.												
			2018/19				2019/20				2020/21					2021/22				2022/23							
			1	2	3	4	1	2	3	4	1	2	3	4		1	2	3	4	1	2	3	4				
Develop IJA gender policy	Gender-policy developed by June, 2020	5,000																									HRAM
Sub - Total		5,000																									
Strategic Objective 8: Awareness to staff and students on Environmental Conservation and related laws																											
Address IJA environmental issues	IJA forest conservation mechanism improved by June, 2022	10,000																									ESTATE
Sub-Total		10,000																									
Strategic Objective 9: Physical Infrastructure and other facilities to support service delivery																											
Completion and refurbish males hostel	Male hostel block completed and refurbished by June, 2020	3,000,000																									ESTATE
Construct and refurbish multipurpose hall	Multipurpose hall constructed and refurbished by June, 2022	1,000,000																									ESTATE
Provide back-up power supply generator	One (1) 250 kilovolts generator procured and installed by June, 2021	100,000																									ESTATE



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