

INSTITUTE OF JUDICIAL ADMINISTRATION LUSHOTO



ACTIVITY REPORT
2018/2019



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A word from the **Chief Justice**

About 20 years ago the Judiciary of Tanzania made decision to establish a fully-fledged judicial training institute ushering a new beginning in judicial training in Tanzania. Since then, the Institute of Judicial Administration Lushoto (IJA) has grown from strength to strength, leading to increased opportunities for training, research and consultancy. I am aware that IJA through its Five Years Strategic Plan (2018/19-2022/23) working closely with the Judiciary of Tanzania and in line with the Judiciary Strategic Plan (2015/16-2019/20) is working hard to ensure that the directorate responsible for judicial training is strengthened in order to make implementation of judicial training seamless and comfortable.

I am happy to see that IJA has remained steadfast in executing their flagship programme to steer the course of judicial training and continuing legal education for the betterment of the justice sector. Of late we have seen IJA extending its tentacles by training judges and other justice sector stakeholders in Zanzibar. In my view, this is the right direction as IJA is striving to be a centre of excellence in the provision of judicial education and legal studies in Tanzania, Africa and beyond. The Judiciary of Tanzania will do its best to support IJA in achieving its strategic objective.

Hon. Prof. Ibrahim Hamis Juma

Chief Justice



Acknowledgement

This Activity Report is a clear demonstration of IJA's commitment and resolve to keep its key stakeholders informed of all core activities and events taking place at IJA. The focus being to show case all significant developments that IJA has been able to achieve since the last report.

So many people have had significant contribution directly or indirectly towards the preparation and ultimate production of this Activity Report. In particular, I wish to applaud all those who worked tirelessly in putting together the various reports that form part of this Activity Report something I believe must have costed them a number of sleepless nights. Their efforts and contribution cannot go unnoticed.

First and foremost, I wish to extend my appreciation to the Management of IJA for their continued commitment and vigour in ensuring that their key stakeholders and the general public is kept well informed about

IJA through this Activity Report and other publications. This is very commendable because visibility is key to any credible public institution worth its name.

Secondly, I wish to commend the Judiciary of Tanzania for its unconditional support which have always ensured smooth operation of IJA activities at all times. I wish to assure the Judiciary of Tanzania that IJA will always be the centre of excellence in the provision of judicial training and research for the Judiciary of Tanzania in line with the JSP.

Equally I wish to acknowledge the full support of the members of the Governing Council, staff and students in implementing the Five Years Strategic Plan which has witnessed significant progress during the first year of its implementation.

I wish to assure the Management, staff, students and all justice sector stakeholders that the Governing Council will play its part to ensure that the Five Years Strategic Plan is fully implemented in line with both



the letter and spirit of the Strategic Plan.

In a very special way, I wish to express my appreciation to the Ministry of Constitutional and Legal Affairs (MoCLA) which as a parent ministry provided the much needed legal and policy guidance for smooth operation of the institute.

Lastly, I wish on behalf of the Governing Council to request stakeholders of IJA to keep up the spirit of support in the years ahead, without which IJA will not be able to realize the desired results as envisaged in its Strategic Plan.

Hon. Gerald A. M. Ndika, JA (PhD)
Chairperson



Message from the Principal

Reflecting and looking back in 2018/19, IJA had goals that it has been trying to achieve. I am happy to say that we have been able to keep up with the best. We have made significant progress in the provision of judicial training, continuing education, legal studies, consultancy services, research as well as links and collaboration with other institutions in Tanzania and at international level.

In the year 2018/19, we have successfully trained more than 600 personnel of the Judiciary of Tanzania, 200 justice sector stakeholders, 40 judicial officers from Zanzibar both Judges and Magistrates, and 15 members of the Zanzibar Utility Regulatory Authority (ZURA).

Meanwhile, our programme for court brokers and process servers are doing well as we have just finished the fourth cohort and so far we have trained more than 100 court brokers and process servers which is a record number in the history of the Judiciary of Tanzania.

This has helped to amplify the resolve by the Judiciary of Tanzania to improve service delivery and therefore increase public trust and confidence.

Measurable successes have been achieved in institutional developments. We have increased the number of lecturers from 3 to 7 following the recent promotion of academic staff. Also, administrative staff have been promoted to various ranks. Furthermore, many academic staff successfully published academic articles in various journals and some are sharing their research findings on international platforms. Year-to-date we have more than four publications and still counting. Appointments have increasingly been diversified to address gender parity which over the years has been prevalent at IJA.

Two of our academic staff made us extremely proud for being appointed in the Bench as Judges of the High Court of Tanzania. We extend our special appreciation to the appointing authority in



particular the President of the United Republic of Tanzania His Excellence Dr. John Pombe Joseph Magufuli for seeing the value in our staff and the institution in further contributing towards national development through the Judiciary of Tanzania. On our part we shall strive to keep up with the spirit of staff development and succession plan while giving competence and ethics high priority in the agenda. We hope that way we will keep a reservoir of competent and ethical staff worthy of appointment to various high-ranking positions in the country.

We have also been working with IJA Alumni Association in order to connect with many of our alumni working across the country and have enjoyed welcoming more talented IJA alumni in our family. Strengthening connections with alumni is a top priority for IJA and during the reporting period the IJA Alumni Association came up with a number of strategic programmes not to mention the inaugural symposium which was held on the day preceding the 18th graduation ceremony. IJA intends to partner with the IJA Alumni Association in giving back to the society more in particular through

provision of Legal Aid Services to the surrounding community and empowering women and children in order to overcome Violence Against Women and Children through a number of programmes that seeks to address child marriage, teenage pregnancy and Female Genital Mutilation (FGM).

For our esteemed partners you have worked with us throughout 2018/19, shared in our journey and offered us your support. We thank you for being the proverbial fuel to our fire, bringing positive energy and creating the ultimate safe space to celebrate our success and achievements. We felt your presence, online and offline, as you shared your personal views, gave advice and helped amplify the rallying call for the day. The atmosphere created solidarity and encouraged each of us to speak up and chart our own paths. We can't wait to see by storm.

Hon. Justice Paul F. Kihwelo (PhD)

The Principal

We Are IJA

About IJA

The Institute of Judicial Administration Lushoto was established following the recommendations of three Commissions, namely The Commission on Mono Party or Multi-Party System (Nyalali Commission), Judicial System Review Commission (Msekwa Commission) and the Legal Sector TaskForce (Bomani Report). Among their many recommendations, all the three Commissions came out with one similar recommendation, to establish an institute dedicated for training of judicial officers.

That is how the Government of Tanzania handed over to the Judiciary of Tanzania the then ideological institute for the ruling party, Chama Cha Mapinduzi (CCM). Ever since its establishment in 2000, the Institute of Judicial Administration (IJA) has continued to offer continuing judicial and legal education along with ordinary Certificate and Diploma for judiciary employees and the general public. For several years since its inception, the institute trained primary court magistrates and court clerks who by then were employed on the basis of their Diploma in Law and Certificate in Law respectively.

IJA is one of the acknowledged regional institutions in the design and delivery of judicial training,

known for offering dynamic and relevant programmes to Judges, Magistrates, State Attorneys, Public Prosecutors, Police Officers, Prison Officers, Forensic Experts, Local Government Solicitors, Academia, Media Practitioners as well as non-judicial staff from the judiciary of Tanzania and the general public.

With its dedicated pool of experts and professional staff, IJA delivers a wide range of programmes that respond to the needs of the judiciary and justice sector in addressing emerging issues of public importance. Moreover, it has satellite and training centers in Mbeya and Dar es Salaam and in collaboration and through the Judiciary of Tanzania plans are under way to construct more training centers in Dodoma and Bukoba.

IJA is located at the top of Usambara Mountains in the historic town of Lushoto formally known as Wilhelmstal (William's Valley) and was named after Emperor Wilhelm II. Historically, Lushoto was the first colonial capital of the then Tanganyika.

Lushoto is famous for its pleasant mountainous climate and an ideal place not only for work but also for leisure and learning as well as training.





Our 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 itself 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.

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

Our Vision

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

Our Mission

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.



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 behavior, 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.



JUDICIAL TRAININGS ACTIVITIES

IJA has continued to occupy its centre stage in supporting the transformation that the Judiciary of Tanzania is undertaking. In particular, IJA has been committed to capacity building of staff of different cadres in the Judiciary. As a Judicial Think- Tank, IJA in collaboration with the Judiciary prepared a Three Years Training Programme, which aimed at identifying potential and relevant areas of training to the Judiciary.

The Three Years Training Programme is yet to be implemented awaiting the approval processes by various organs within the Judiciary. Furthermore, IJA in collaboration with the Judiciary of Tanzania formulated the Training Policy which is a great milestone for both the Judiciary of Tanzania and IJA as the training arm of the Judiciary.

IJA continued to conduct continuing judicial education as requested by the Judiciary and as it deemed fit. The followings trainings were undertaken:

INDUCTION COURSE FOR NEWLY APPOINTED JUDGES OF THE HIGH COURT AND THE COURT OF APPEAL

The institute devotes and attaches a lot of importance in continuing judicial education for the purposes of enhancing knowledge and skills to judicial

officers. Organizing and coordinating induction programmes for newly appointed Judges has become the traditional practice of the Institute for the past five years. The induction training and orientation programme is considered as a fast and effective way to orient newly appointed Judges of the High Court and the Justices of Appeal as they transition from one part of career to the other.

The Judiciary of Tanzania and IJA have firmly resolved to continue with trainings to judicial staff as well as conduct intensive induction programme and orientation session for its judicial officers. This is based on the appreciation of the fact that judicial training is a cornerstone of independence of the judiciary which is rooted in public confidence.



In amplifying the foresaid resolve, the Chief Justice during the Opening Ceremony of Induction Programme for High Court Judges pointed out that the JoT has prepared a Three Years Training Programme for both judicial and non-judicial staff as part of implementation of the Judiciary Five Years Strategic Plan (2015/16-2019/20). Coordination and implementation of the said programme is done by the IJA.

The JoT in collaboration with and through the IJA conducted a three-week induction programme for High Court Judges and one-week orientation session for Justices of Appeal. The induction and orientation for Judges



of the High Court and Justices of Appeal were conducted following the appointment of fifteen (15) High Court Judges and six (6) Justices of Appeal on the 27th day of January, 2019, who were sworn in on 29th January, 2019 by His Excellency, the President of the United Republic of Tanzania, Dr. John Pombe Joseph Magufuli.

The induction programme for High Court Judges initially started at Kisutu Training and Information Resource Centre in Dar es Salaam from 15th February, 2019 to 22nd February, 2019 and later moved to the Institute of Judicial Administration Lushoto in Tanga from 25th February, 2019 to 7th March, 2019. On the other hand, the orientation session for Justices of Appeal was conducted from 11th to 15th March, 2019 at Lushoto.

The objective of the induction programme was to enhance skills and knowledge of the newly appointed High Court Judges. Also, ensure uniformity and predictability of decisions, bring functional and attitudinal change in newly appointed High Court Judges so as to ease professional transition, build institutional spirit and a sense of common purpose. In addition, it was meant to help them recognize problems confronting the Judiciary and problems faced by the ordinary citizens and find better solutions for access to justice. Furthermore, the induction served to orient newly appointed High Court Judges with the Judiciary Strategic Plan (JSP) (2015/16-2019/20) and make them appreciate the strategies and milestones reached. Furthermore, the induction meant to enhance impartiality, competence, efficiency and effectiveness which will in turn strengthen public confidence in the Judiciary.

On the other hand, the objective of the orientation session for the Justices of Appeal was to prepare the new justices for their smooth landing to the highest Court of the land. Particularly emphasis was made on collegiality bearing in mind that the major part of the work of a Court of Appeal is done by a panel of judges.

As part of the training package IJA in consultation with the JoT designed a compilation of important case laws, papers and recent amendments on court practice and procedures. In order to make the trainings more fruitful, the induction programme and orientation session for High Court Judges and Justices of Appeal respectively were directed by experienced retired Justices of Appeal. Honourable Lady Justice of Appeal (Rtd), Eusebia Munuo, was appointed as the Training Director for High Court Judges while Honourable Mr Justice Harold Nsekela, Justice of Appeal (Rtd) and Commissioner of the Ethics Secretariat, was appointed as the Training Director for Justices of Appeal.

On the other hand, Honourable Judge Dr. Paul F. Kihwelo, the Principal of IJA was the Training Coordinator of the Induction Programme and Orientation Session assisted closely by a dedicated team of staff of the IJA

who served as a Secretariat.

The facilitators of the trainings consisted of experienced Justices of Appeal and Judges of the High Court both retired and sitting as well as some senior public servants and professionals. The facilitators of the training used more participatory and engaging approach with a view of making it more hands-on. This approach enabled newly appointed Judges of the High Court and Justices of Appeal to learn through various approaches namely Group Activities, Case Studies, Role Plays in the form of Moot Trials, Simulations, Video Demonstrations and Plenary Sessions. Through the combinations of these methods, participants were able to internalize and customize what they learnt from realities on the ground.

As one of the components of the induction programme, participants of the induction programme for High Court Judges had an opportunity to take a study tour to the Court of Appeal, High Court Main Registry, High Court of Tanzania Dar es Salaam Zone, and Commercial Division of the High Court, Kisutu Resident Magistrates Court, Kisutu Juvenile Court as well as Kigamboni District and Primary Courts.

The purpose of the study visit was to expose newly appointed Judges and enable them have a first-hand information on the day to day operations of the JoT, understand the various registries and their operations and get first-hand information on the ongoing reforms within the JoT including application of ICT in the administration of justice.

The trainings were efficiently conducted. It helped the new Judges not only to understand handling of civil and criminal matters before them but also got an opportunity to discuss at lengthly the concept of judicial culture and its application in the contemporary environment.









EXCHANGE PROGRAMME BETWEEN GERMAN AND AFRICA JUDICIARIES

The exchange programme between Tanzanian and German Judges and prosecutors was conducted for the first time in Arusha in March, 2019. This was part of the German and Africa Judiciaries Exchange Programme aimed at sharing experience and benchmarking between judiciaries. The programme was conducted for five (5) days from 25th to 29th March 2019 at the Arusha High Court.

The programme brought together ten (10) judges and prosecutors from German and Tanzania. The programme was officiated by Hon. Judge Moses Mzuna, Judge In-charge of Arusha High Court Zone.

During the programme, various topics were discussed by German and Tanzanian representatives. From Tanzania, Hon. Justice Issa Maige from Arusha High Court presented a topic on the Tanzania legal system and the judicial hierarchy from Primary Court to the Court of Appeal of Tanzania. He also explained for the benefit of visitors the procedures of appointing judges in Tanzania.

On the other hand, Hon. Evelyn Oltmans from Stuttgart German Court of Appeal presented a topic on the German Legal System and the Judiciary. He also shared their experiences on the procedures for appointing judges. On her presentation, Hon. Evelyn Oltmans remarked that, in the German judicial system, a judge can serve for quite some time then become a prosecutor then get back to serve as a judge which is quite different from the Tanzania judicial system.



Hon. Evelyn Oltmans further said; adjudication of cases by judges is based on specialization. There are judges who are specialized in criminal cases and those who are specialized in civil cases. Similarly, prosecutors and advocates work according to their specialization.

On the other hand, Dr. Eike Fesefeld, a prosecutor from Germany presented a topic on various procedures for prosecution of criminal cases. According to him, in Germany each constituent has its own constitution for prosecution of cases. Above all, there is a





constitution of the United Republic of Germany for prosecution of cases at the Supreme Court.

The judges and prosecutors from German had an opportunity to visit Mwanza and Arusha High Court zones, Resident Magistrate Court and the East African Court of Justice. The exchange programme was funded by the Judiciary of Tanzania and the Judiciary of Germany while the coordination was done by the Institute of Judicial Administration Lushoto.



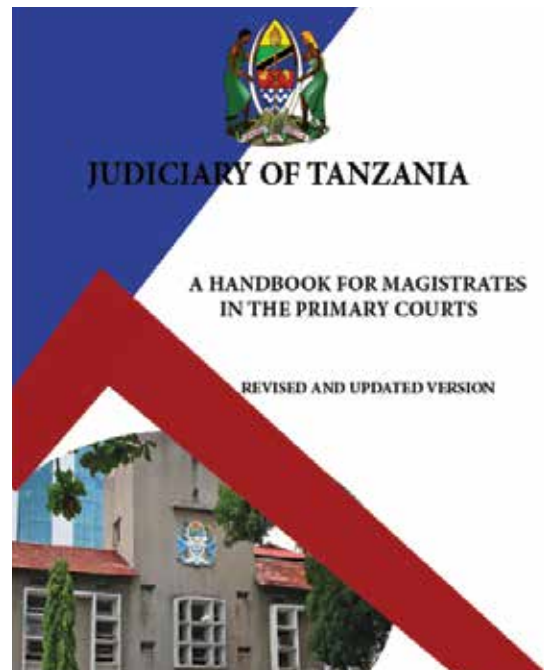
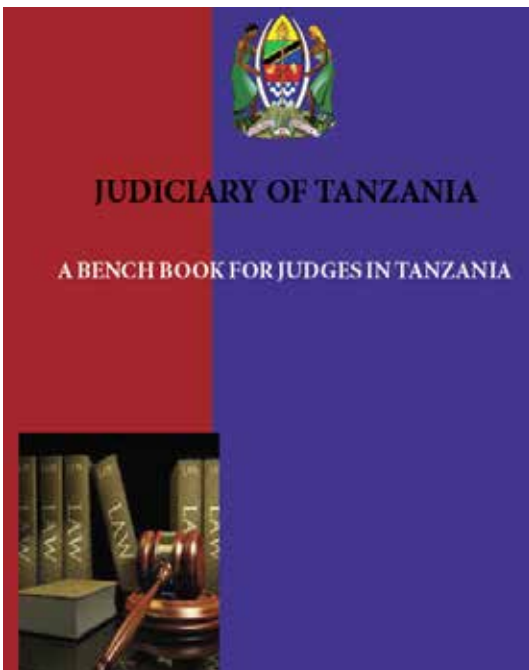


PREPARATION OF BENCH BOOK, QUICK REFERENCE GUIDELINE AND A HANDBOOK

The decision to design a Bench Book for Judges, a Quick Reference Guideline for Magistrates in the District and Resident Magistrates Courts and a Handbook for Magistrates in Primary Courts was conceived following the Training Needs Assessment conducted by the JoT. The main objective of designing these materials was to strengthen the capacity of the Tanzanian Judiciary in offering judicial training to judges and magistrates in order to enhance judicial independence, efficiency and professionalism.

The team which prepared the aforementioned documents consisted of two retired Justices of Appeal: Hon. Harold R. Nsekela retired Justice of Appeal who is currently the Commissioner for Ethics Secretariat and Hon. January H. Msoffe retired Justice of Appeal who is now the Chairperson of the Law Reform Commission of Tanzania.

The assignment was coordinated by Hon. Ferdinand L.K Wambali, the then Principal of the Institute of Judicial Administration Lushoto on behalf of the Institute but now Justice of Appeal. The assignment later came to be supported by the World Bank through the Citizen Centric Judicial Modernization Service Delivery Project.

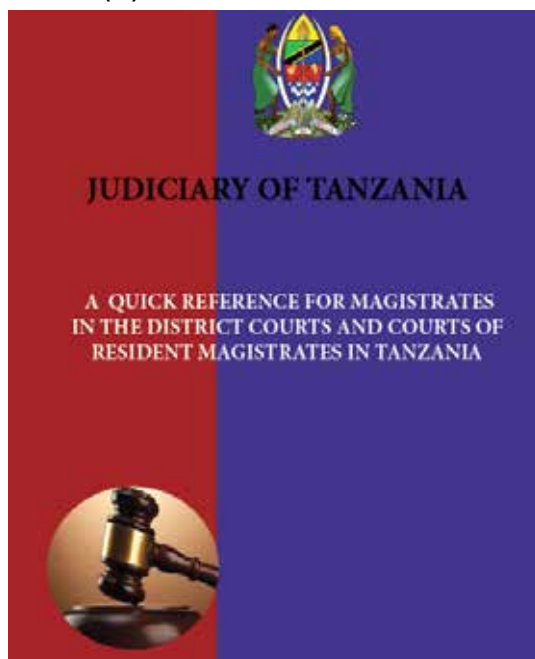




In June 2018, the Judiciary submitted to IJA drafts of the Bench Book, the Quick Reference Guideline and the Handbook for review purposes. In order to have systematic coordination of the review exercise, IJA formed a team of local and international experts to comment on the appropriateness of the draft documents. The team composed of two sitting judges of the High Court of Tanzania and a retired High Court Judge, one retired Justice of Appeal of the Court of Appeal of Tanzania, two Resident Magistrates from Resident Magistrates' Courts in Tanzania and a Justice of Appeal from the Supreme Court of Ghana. The team met in Lushoto from 1st to 6th October, 2018 for the review exercise. Thereafter, the team which prepared the draft documents met in Dodoma from 15th to 19th October 2018 to incorporate comments from the Reviewers.

Later, IJA organized a Validation Workshop which took place in Dodoma from 13th to 15th November 2018. The participants consisted of two (2) Justices of Appeal from the Court of Appeal

of Tanzania, 8 Judges of the High Court of Tanzania led by the Hon. Principal Judge, his Lordship Dr. Eliezer Mbuki Feleshi, the Chief Registrar, two (2) Deputy Registrars, seven (7) Resident Magistrates, ten (10) Primary Court Magistrates, and three (3) academic staff from IJA.



After the stakeholders' workshop, the team which prepared the draft documents incorporated comments before submission of the final documents on 20th December, 2018. The documents are now available online for public consumptions.



TRAINING ON WORKERS' COMPENSATION FUND

JA had an opportunity to work with the Workers' Compensation Fund (WCF) and the JoT in capacity building on Workers' Compensation Fund to Resident Magistrates working in the Resident Magistrates Courts and District Courts.

The collaboration was done by conducting series of trainings as scheduled in the deployment plan in four zones of Tanzania Mainland namely: Southern and Eastern zone, Northern and Central zone, Northern Highland zone and the Lake zone.

In order to strengthen the tripartite collaboration, the inaugural training which was held at Morogoro was officiated by the Hon. Justice Eliezer M. Feleshi (PhD), the Principal Judge and attended by the Principal of IJA, Hon. Justice Paul F. Kihwelo (PhD) and Mr. Masha Mshomba, the Director General of the Workers' Compensation Fund.

The Principal Judge pointed out that the awareness training came at the opportune time as cases relating to contravention of the Workers' Compensation Act [Cap. 263 R.E. 2015] have started being filed before courts of law. Therefore, it was incumbent that Resident Magistrates working at Resident Magistrates' Courts and District Courts should be made aware of the salient features of this law and the offences that it creates.

The first phase of training brought together 15 participants from the Southern and Eastern Zones' regions and ran from 5th to 6th September, 2018 at NSSF Building in Morogoro. The participants were Resident Magistrates from Dar es Salaam, Pwani, Morogoro, Lindi and Mtwara.

The second phase of training involved Northern and Central Zones. The training was held in Singida on 3rd and 4th October, 2018 within the premises of Tanzania Institute of Accountancy. The participants were 24 Resident Magistrates from Tanga, Arusha, Manyara, Singida, Dodoma, Tabora, Kigoma and Kilimanjaro Regions.

The training for Southern Highland Zone was held in Mbeya on 25th and 26th October, 2018, at the Judiciary of Tanzania - Mbeya High Court Zone. The participants were 22 Magistrates from Mbeya, Songwe, Iringa, Katavi, Rukwa, Ruvuma and Njombe regions.

In the Lake Zone, the training was held in Mwanza on 5th and 6th December, 2018, at Mwanza Regional Commissioner's Hall. The participants were 17 Magistrates from 6 regions namely, Mwanza, Shinyanga, Geita, Mara, Simiyu and Kagera.





The major themes for the trainings in all zones were: the general overview of the Workers' Compensation Fund; Criminal Liability under the Workers' Compensation Act [Cap. 263 R.E. 2015] and corruption in administration of justice. While IJA played a critical role of coordinating the trainings, the Workers' Compensation Fund as well as the Prevention and Combating of Corruption Bureau (PCCB) facilitated the trainings.



The official closing of the final training which was held at Mwanza was done by Mr. Masha Mshomba the Director General of WCF. In his closing remarks, he thanked the participants for their active involvement in the training and particularly the IJA for the coordination of the training and other logistics.



He further stressed that the aim of the Workers' Compensation Fund is not to put employers behind bars but to make sure that employers discharge their duties and obligations as required by the law and therefore contributing towards the well-being of the employees and their dependents in case of occupational injuries, illness and hazardous situations. In other zones, the official closing and awarding of certificates was done by Judges In-charge of the respective High Court Zones.



TRAINING ON SUPERVISORY POWERS OVER ADMINISTRATION OF JUSTICE

JA as a training arm of the JoT mandated also to offer continuing and legal education to judicial officers and other justice sector stakeholders, has continued to conduct various trainings as needs arise.

IJA has conducted training on Capacity Building (Pilot Training) to Primary Court Magistrates as well as Members of the Wards Tribunals on Supervisory Powers over Administration of Justice. The trainings started following the official visit by the Chief Justice of Tanzania, Hon. Prof. Ibrahim Hamis Juma to Tabora High Court zone in 2018.





During that visit by the Chief Justice, it was observed that, punishments meted out by the Ward Tribunals were not confirmed by Primary Courts as required by the law. This necessitated for a training to address the anomalies particularly the exercise of supervisory powers by Primary Courts over Ward Tribunals. The trainings brought together Primary Court Magistrates and Members of Ward Tribunals. The trainings aimed at enhancing capacity building to Primary Court Magistrates and Members of Ward Tribunals to effectively and efficiently handle their duties for proper administration of justice.

To make the trainings successful, IJA designed a training manual. The manual highlighted on a number of areas such as mediation/reconciliation functions of the ward tribunals as opposed to the adversarial system, ethical rules and conduct of members of ward tribunals, observation of rules of natural justice by members, jurisdiction and kinds of decisions to be made by Ward Tribunals and the supervisory powers of Primary Court Magistrates over Ward Tribunals.

IJA utilised both its financial and human resources to conduct the trainings in the two High Court Zones of Tabora and Mwanza. The first training was conducted in Tabora from 8th to 10th October, 2018 at Tabora Regional Commissioner's Hall. The training was officiated and closed by Hon. Judge Salvatory Bongole Judge In-charge of Tabora High Court.

The participants of the training were eight (8) members of Ward Tribunals, (2) Local Government Solicitors and (14) Primary Court Magistrates from selected areas of Tabora Region. The training facilitated experience sharing on challenges encountered in the administration of justice by both Primary Courts and Ward Tribunals.

The second training was done in Mwanza High Court Zone at Mwanza Regional Commissioners' Hall from 28th to 30th January 2019. The training was officiated and closed by Hon. Judge Sam Rumanyika Judge In-charge of Mwanza High Court. The training involved (15) members of Ward Tribunals, (15) Primary Court Magistrates and two (2) Local Government Solicitors.

As part of the training, the facilitators got opportunity to visit and thoroughly inspect files and records of Primary Courts and Ward Tribunals in order to establish nature of matters filed before the Ward Tribunals, whether there are proper record keeping and whether appeals from Ward Tribunals are filed before the Primary Court and the nature of disputes in which appeals are preferred.



TRAINING TO JOURNALISTS AND JUDICIARY INFORMATION OFFICERS ON COURT REPORTING

During the 2018/19 period, IJA conducted training to journalists on court reporting. The training was designed to refresh the mind and create awareness to the journalists' professional ethics. The training further aimed at imparting skills and knowledge on how to report activities, events, reforms and cases taking place in the Judiciary of Tanzania. The training took place from 16th to 19th July, 2018 in Morogoro at Magadu Hall.

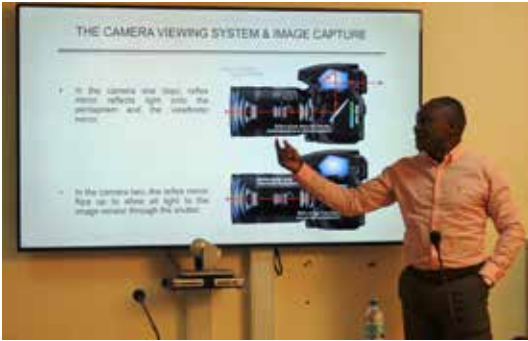


The training brought together 29 participants from various media houses including TV stations, newspapers and blogs. There was a representation of participants from a broad range of media houses in the private and public sector. The representation brought to the training a valuable mix of experience and perspectives.

The training was of particular importance because it fulfilled the Judiciary Strategic Plan (2015/16-2019/20), in particular Pillar three, which aims at



strengthening stakeholders' engagement, improving public confidence so as to rebrand the Judiciary.



Besides, the training equipped participants with fundamental knowledge of technological use in media houses. The training further increased participants' knowledge of the public right to information and freedom of media as well as ensuring that the public deserves the correct information at all the time.



During the training emphasis was made to proper reporting of court cases and other issues relating to the judiciary for the sake of protecting the integrity and independence of the judiciary which is the cornerstone of the rule of law.

Following the training of journalists, it was thought that training of journalists alone would be meaningless if Judiciary Information Officers were left behind. In that respect, the Institute organized a five days training for the Judiciary Information Officers. The training took place at National Records Centre in Dodoma from 23rd to 27th July, 2018.



The training brought together 32 participants from various High Court Zones across the country. It aimed at imparting skills and knowledge on gathering, processing and reporting of news/stories emanating from the Judiciary. Furthermore, it equipped participants with fundamental knowledge on the application and use of technology for media communication. In the other hand, the training developed skills of judiciary information officers on how to deal with the media. The training was useful to the participants since most of them were not information officers by professional





TRAINING ON MANAGEMENT AND CONTROL OF DONOR FUNDS

JA conducted training on Management and Control of Donor Funds to Accountants, Internal Auditors and Judiciary Delivery Unit (JDU) Project Coordinators. The training was conducted in three different batches starting on 20th to 24th August, 2018 and proceeded on 27th to 31st August, 2018 and on 10th to 14th September, 2018 at National Records Centre in Dodoma.

A total of 122 judiciary staff attended the training. The training was supported by the World Bank under the Citizen-Centric Judicial Modernization Service Delivery Project.

The trainings of the first two batches were officiated by the then Honourable Judge In-charge, High Court of Tanzania Dodoma Zone, Hon. Justice Ignus Kitusi while the official training of the third batch was done by the Acting Judge In-Charge, Lady Justice Hamisa Hamis Kalombola, High Court of Tanzania, Dodoma.

The theme of the training was very useful to the Judiciary of Tanzania due to the fact that, it is currently implementing various project components funded by the World Bank. Thus, participants learnt how to account for donor funded projects and accounting for assets, expenses, internal control, and governance aspects, budgeting, how disputes may arise in projects and procurement processes.



TRAINING ON VIP DRIVERS AND JUDGES' BODYGUARDS

The IJA conducted a training on VIP drivers and bodyguards of Judges from 11th to 13th March 2019. The training involved 25 participants; comprising of 17 drivers and 8 bodyguards.

The training intended to impart to participants a number of things including the legal framework pertaining to road safety. The training further aimed to refresh the participants on the need to abide by practical realities in their duties and to remind them of their roles and responsibilities as VIP drivers and bodyguards.

The training was facilitated by the Head of Legal Department, Traffic Headquarters, Assistant Superintendent of Police (ASP), Mr. Sokoni Deus. The facilitator insisted on confidentiality and integrity particularly ethical values and standards.

The training for VIP drivers and Bodyguards was done as a side line training with the training of judges as an effective way to save time of money instead of keeping drivers and bodyguards idle while judges were being trained. According to individual assessment the training turned out to be very useful to drivers and bodyguards as well because they were reminded of common mistakes they perform on their day to day duties.





COURT BROKERS AND PROCESS SERVERS TRAINING

The IJA during the year 2018/19 conducted three trainings for people who aspire to become Court Brokers and/or Process Servers. These trainings were conducted following the enactment of the Court Brokers and Process Servers (Appointment, Remuneration and Disciplinary) Rules, 2017. The rules make it mandatory for any person who desires to be registered as a Court Broker or Process Server to obtain a Certificate of Competence issued by the Institute of Judicial Administration Lushoto. The certificate is a prerequisite for their registration.



Consequent to enactment of the Court Brokers and Process Servers (Appointment, Remuneration and Disciplinary) Rules, 2017 IJA prepared a curriculum which was subjected to validation by key stakeholders and subsequently approved by the relevant authorities. Later training manuals were prepared for both Court Brokers and Process Servers.

Trainings for Court Brokers and/or Process Servers are geared at improving service delivery within the Judiciary hence improving public confidence, trust and image of the Judiciary as stipulated under Pillar 3 of the Judiciary Strategic Plan (JSP).

Furthermore, the trainings aimed at preparing accountable, responsible and competent Court Brokers and Process Servers in addition to putting in

place an efficient system of court services and enforcement of court orders and decree because Court Brokers and Process Servers have critical role to play in the administration of justice.

During the reporting period IJA conducted three trainings, the first training was for five days from 02nd to 06th July, 2018 at the Kisutu Training and Information Resource Centre. The training was attended by a total of 30 Court Brokers from various High Court Registries. Upon passing an examination, the five days training entitled them to the award of Certificate of Competence issued by the Institute of Judicial Administration Lushoto.

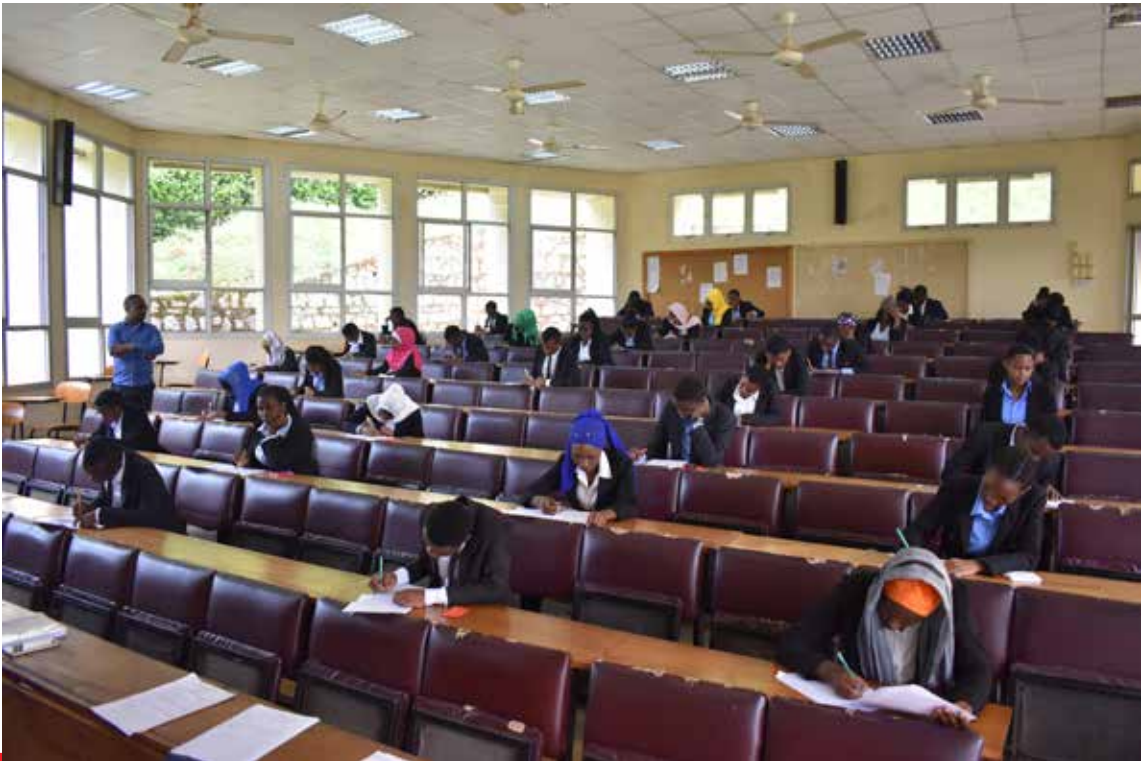


The second training took place at the Law School of Tanzania from 30th July, 2018 to 10th August, 2018. The training was attended by 60 participants out of whom 50 were Court Brokers and 10 were Process Servers. At the end of the training, those who successful passed the examinations were awarded Certificates of Competence in the Duties of Court Brokers and Process Server.

The facilitation was done by a team of dedicated and experienced staff from the Judiciary of Tanzania namely, Hon. Cyprian Mkeha, Judge of the High Court; Hon. Angelo Rumisha, Deputy Registrar, High Court Commercial Division; Hon. Augustine Rwizile Karichuba, Deputy Registrar, Kisutu Resident Magistrate's Court; and Hon. Aaron Lyamuya, Deputy Registrar and Training Coordinator from IJA.

The third training took place at the Law School of Tanzania from 25th March, 2019 to 5th April, 2019. The training was attended by 46 participants out of whom 27 were aspiring to become Court Brokers; 7 participants were aspiring to become Process Servers whereas 12 participants were aspiring to become both Court Brokers and Process Servers.





ACADEMIC ACTIVITIES

ACADEMIC PROGRAMS

During the academic year 2018/19 a total of eight hundred and forty-six (846) students were admitted to join and were registered for Basic Technician Certificate, Technician Certificate and Diploma in Law courses.

The academic calendar started on 15th October 2018 with one-week orientation programme for newly admitted students in order to familiarize them with academic environment and social services offered by the institute. The orientation programme is an essential process in making students feel part of the organization but also stands as mechanism of introducing to them services that will support educational and personal goals like Library Services, Information and Communication Technology and sports facilities.

During the academic year 2018/19 each student was allocated with one academic advisor who was responsible for directing, advising or counselling the student in all matters relating to academic progress. It is the responsibility of the student to look for his/her academic advisor.

Classes for the first semester started on 15th October 2018. During the



course of studies students were trained in both theoretical and practical legal and non-legal aspects according to their modules. Whereas theoretical trainings were conducted at IJA Lushoto, practical training were done by attaching students to Primary Courts, District Courts as well as Resident Magistrate Courts throughout the country.



The first semester examinations were done from 25th January to 1st February 2019. A total of 760 students sat for the said examinations. The end of semester examinations marked the end of first semester and beginning of students' vacation.



The second semester classes commenced on 18th March, 2019. During this semester apart from the theoretical and practical trainings the department of Judicial and Legal Studies in collaboration with the students' organisation (IJASO) organised a Moot Court and Academic Debate. Whereas Moot Court aimed to impart practical skills for conducting criminal trials, the academic debate aimed at building students' capacity and skills of making legal arguments and self-confidence. The second semester classes ended on 19th July 2018 whereby a total of 748 sat for the examinations.





COMPETENCE BASED CURRICULA REVIEW

IJA has conducted a review of its NTA Level 4, 5 and 6 curricula. The review exercise was conducted under the coordination of the Curriculum Review Committee. The committee steered the exercise to its fruition. The need for reviewing IJA Curriculum came from the requirement for re-accreditation by National Council for Technical Education (NACTE). One of the requirements for re-accreditation is for the Institute to have its curricula reviewed which has been in operational for five years since 2011.



Besides, the review was done to respond to increased global demand of competent manpower in the legal sector. It is from these requirements and the foregoing realities that IJA had to embark on reviewing its curricula.

Prior to reviewing its curricula, the Institute undertook a Situational Analysis Survey (SAS) to identify necessary and relevant knowledge and skills that IJA graduates should possess. The survey involved nine (9) representative regions in Tanzania Mainland. The regions included Dodoma, Dar es Salaam, Tanga, Mwanza, Arusha, Kilimanjaro, Morogoro, Iringa and Mbeya.

The findings of the situational analysis survey gave inputs to the review exercise. To make the review process bear best fruits, the Institute, before submitting its reviewed curricula to NACTE conducted a Stakeholders' Consultative Workshop at the Law School of Tanzania in Dar es Salaam.



The workshop aimed at enlightening stakeholders on main findings of the Situational Analysis Study Report. It also provided evidence of inclusion of the main findings of the SAS in the reviewed curricula for NTA levels 4, 5 and 6; getting stakeholders' contributions through opinion, views and recommendations and collecting further information from the stakeholders for the purpose of incorporating and improving the reviewed curricula. Lastly, the workshop helped to consult and engage the stakeholders in the process of curriculum review as per NACTE guidelines and requirements.



Stakeholders comprising twenty-nine (29) employers, forty-seven (47) trainers (lecturers), 141 learners (IJA graduates, ongoing IJA students and students from other institution), nine (9) professional boards and forty-three (43) civil societies were consulted for their inputs in the curricula review exercise during SAS and consultative workshop.

Following the consultative workshop, the Curriculum Review Committee held a retreat to incorporate all the comments and thereafter formal submission to NACTE was done and subsequently NACTE approved the revised curriculum.





RE-ACCREDITATION OF IJA

Reaccreditation is an approval or certification granted by an appropriate authority in the case of IJA is National Council for Technical Education (NACTE). The Council represents the interest of both the public and students. It ensures that institutions have programme and Quality Assurance with set qualification(s) and educational standard(s) for a particular period of time. Accreditation requires an institution to strictly adhere to NACTE standards.

IJA started its training activities in 2000's and was given provisional accreditation in 2005. Upon continued efforts of the Institute towards meeting the standards and threshold of the NACTE, IJA was given full accreditation in January, 2011 after going through different stages like Candidacy Stage 2000-2005, Provisional Stage 2005 – 2011 and Full Accreditation Stage January 2011- up to January 2017.

The full accreditation of IJA came to an end on January 2017, henceforth IJA embarked on seeking re-accreditation as per NACTE requirements. The Institute accomplished various stages such as compliance of ten NACTE standards on accreditation, establishment of Quality Control (QC) and Quality Assurance (QA) Policy, having Quality Management Plan, establishment of QC & QA Committee and Reviewing Curricula towards accreditation as per NACTE guidelines of 2012.

On 30th July 2019, the Institute was granted a full accreditation status by NACTE for a maximum of five calendar years.

ADMISSION ACTIVITIES

The admission season for academic year 2018/19 began on 8th June 2018 and came to an end on 20th October 2018. On 14th and 15th September 2018 after the deadline for applications, the Institute's Admission Committee convened to scrutinize the received applications.



A total of 885 applicants were selected by the committee after meeting the criteria for admission into the Institute of Judicial Administration. The names of selected applicants were sent to NACTE through Institutional Panel for verification. A total of 657 applicants were verified to join the Institute for NTA level 4 and 5 for Academic Year 2018/19.

Selected students as well as continuing students reported at the Institute on 15th October 2018. A total of 846 students were registered as students of

IJA whereby 189 were NTA Level 6 students, 290 were NTA Level 5 students and 367 were NTA Level 4 students.





ORIENTATION OF NEW STUDENTS

The orientation program is aimed at supporting new students as they begin their studies at the Institute. It is conducted in the period before they begin studies. Normally, the program is coordinated by orientation committee which is composed of Deputy Principal (Academic, Research and Consultancy), Registrar, Head of Department of Judicial and Legal Studies and the Dean of Students. The committee has the main duty of introducing new students to the life of the Institute such as; academic life and community norms to resources and support services. In the academic year 2018/19, the orientation week took place in five days from Saturday 13th to Wednesday 17th October 2018.



The program was coloured by various events and activities such as orienting and welcoming new students. The program brought new students to academic life.

In the first and second day, it was the reception of students at the main gate. On the third day, new students registered at the Registrar's office, oriented on issues related to payment of fees by Bursar, addressed issues about Banking from NMB and CRDB Bank officials and were introduced to students' welfare issues by Dean of students.



On the fourth day, the exercise of registration continued, whereas the Registrar and Dean of Students addressed disciplinary matters to new students. Again, in the same day, new students were introduced to medical issues by the Institute's Medical Officer, NHIF by NHIF officer and community policing by Police officer.

On the fifth day of the orientation week, they were introduced to library services by Library staff, academic affairs by Head of Department of Judicial and Legal Studies, examination matters by Registrar and they were briefed about students' life by the Deputy Principal (ARC) and finally they conducted campus tour to familiarize themselves with the surrounding environment.





CAREER GUIDANCE AND COUNSELLING DAY FOR STUDENTS

The Management of the Institute, through the Department of Judicial and Legal Studies and the Office of the Dean of Students, organized a one-day event popularly known as Career Guidance and Counselling Day.



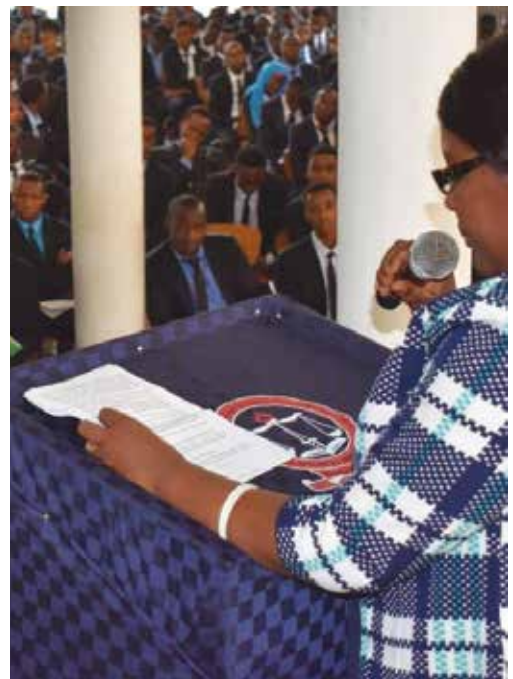
The event is essential part of preparing students for their career development. In the academic year 2018/19, the event took place on 9th November, 2018. The presenters were Alumni who went through their studies at IJA and were invited to come to speak and share their own experience of studying at IJA.



The presenters of the event were Hon. Japhet Manyama, a Resident Magistrate In-charge of Lushoto District Court; Hon. Clement Hamza, a Resident Magistrate In-charge of Pangani Primary Court and Ms. Nakijwa Geoffrey Kachua, In-charge of Records Management at Tanga High Court Registry.



The presentation by the speakers based on their academic life. They advised students to work very hard in their studies. They also shared their own career pathway and development including challenges they encountered during their studies and how they were able to overcome those challenges. Furthermore, they shared with students on how to properly manage their studies. They advised students to engage in various academic activities such as moot courts, academic debates and various academic fora.





One of the presenters Hon. Hamza was the first President of the Institute of Judicial Administration Students Organization (IJASO) who also got an opportunity to meet with IJASO President and the Cabinet of Ministers. Apart from congratulating them for being appointed in leadership positions, he also encouraged them to concentrate on their studies. He advised them to balance between leadership and studies since they became leaders by virtue of their status as students.



On the other hand, presenters reminded students to be good followers of their respective religions. According to their presentations; a student who is a good follower of any religion, will not engage himself/herself on immoral behaviour and will have more time to devote in studies.



On the secret behind his success, Hon. Manyama admitted that "Elimu ni Rafiki wa Kweli" which can literally be translated to mean "Education is a true friend".

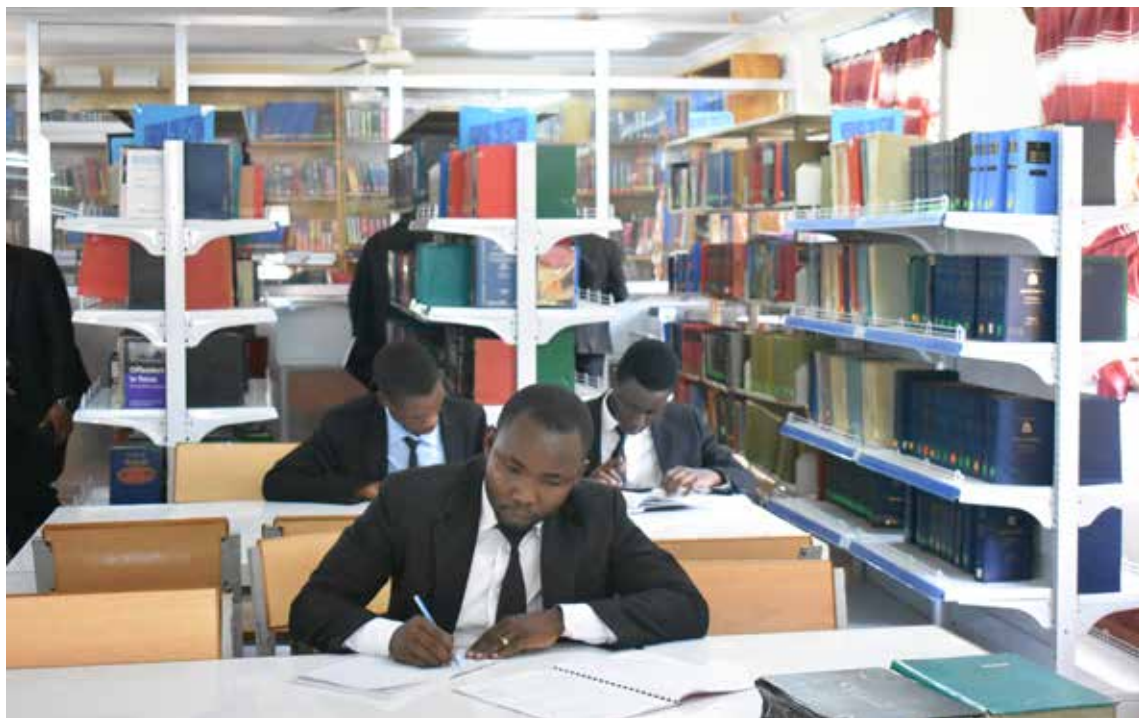
Ms. Nakijwa shared her education pathway and development from when she was admitted into Certificate in Law Programme until she acquired Diploma in Law later a Degree and finally a Postgraduate Diploma in Legal Practice at the Law School of Tanzania.





LIBRARY ACTIVITIES

The Institute's Library is the place for individual study and research of various kinds. The library adds value to the learning experience and offers many of the tools and experiences that give competitive edge needed to succeed after completion of formal education. There is expectation that library is the place to be, the place to study, and the place with varied learning environment.



The Institute's library collection has been increasing by the day through purchasing, gifts and donations. During the academic year 2018/19, the Institute's Library received many books, journals, manuals, articles and reports and unreported cases of which most of them were gifts from different organizations and individuals. The Institute received (72) book titles from Book Aid International through Tanganyika Library Services Board (TLSB), (29) publications from Dr. Alexander Saba, the IJA Lecturer and twenty-five (25) publications from the Institute. This made a substantial addition to the number of library books collection.

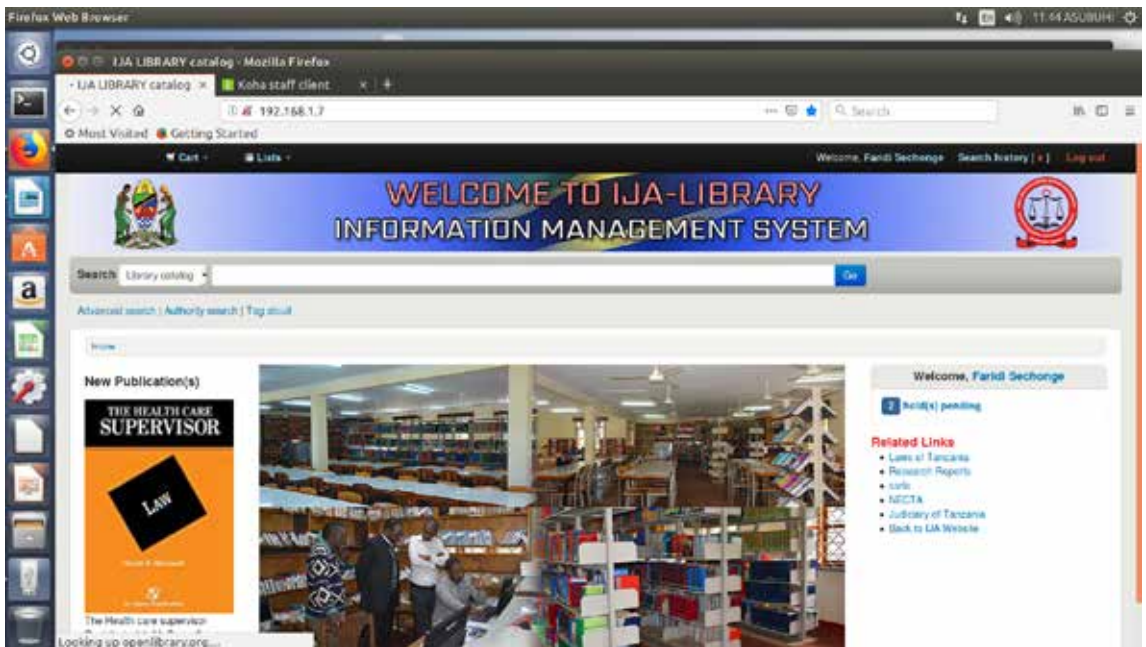
The Library installed the open source software Library Information Management System (KOHA). It is designed to help users to access the availability, location, status and bibliography of books at the click of a mouse provided one has internet access. It also helps library staff to manage library collection and provide quality services to many users at the same time.



To make the system work, 950 titles of library books have been entered in so far. It is expected that library staff will at the very near future register users and train them best ways of using the system.



The Institute through Memorandum of Understanding (MoU) with Mzumbe University is in the process to share information materials. This will enable the Institute's library obtain new materials from Mzumbe University through Online publications.



GRADUATION CEREMONY

The 18th graduation ceremony for Academic Year 2017/18 was held on 23rd November, 2018. The guest of honor was the then Minister of Constitutional and Legal Affairs, Prof. Palamagamba John Aidan Mwaluko Kabudi (MP). It was attended by Members of Governing Council, invited guests, graduands and members of the general public.





A total of 157 and 188 Diploma and Certificate in Law graduands respectively were awarded Certificates. The 18th graduation ceremony was accompanied by various post-graduation events such as awarding of crystals to IJA partners as of appreciation and these were JoT, Open University of Tanzania and the Law School of Tanzania, awarding of certificates to the Graduation Committee Members, launching of Training Management Information System and launching of the Students Green Club.





ICT SERVICES

As the world continues to become more digital and countries are increasingly working hard to ensure that digital divide is significantly addressed, building an inclusive world in which digital economy works for everyone and everywhere is crucial. African countries are not left behind as they keep harnessing the potential of technology to drive growth in its wider sense. In that regards Information Communication Technology (ICT) has become a key driver that could accelerate growth in all sectors of the economy including education and the justice sector as well.

It is on that account that IJA has been striving to keep pace with the fast-moving world of ICT in line with the nation development plans and in particular National ICT Policy. In a resolve to fully exploit the potential presented by development in Information Communication Technology (ICT) globally, regionally and locally IJA is in full swings towards digital migration.

In so doing IJA has put in place a number of ICT systems namely; Government Mailing System (GMS), Human Capital Management Information System (HCMIS), Training Management Information System (TMIS), Students Academic Registration Information System (SARIS), College Accounting System (COLACC), Library Information Management System (LIM-KOHA), Records Centre Database System and e- Permit.

Government Mailing System (GMS) is the official Government communicating electronic channel aimed to replace all other junk mailing systems when it comes to government communication. The system is developed and hosted locally and it operates and functions together with other systems in the Government. The system helps Government employees to receive, read, send and organize email messages and manage and share calendars, contacts, tasks, notes, files and bookmarks. IJA has sixty-four GMS Accounts for Management members, Heads of Departments and Units, Academic Staff and Administrative staff.



IJA has also developed the Training Management Information System (TMIS) which facilitates management of training for judiciary staff from selection of participants, advertisement of courses, sending notification to participants, generation of reports, uploading and downloading training materials and many more functionalities. The system is a management tool as it helps the Judiciary and IJA management to view and track participants and courses.



IJA also operates Students Academic Records Information System (SARIS). This system is aimed at helping students access their records and examination results online at anytime, anywhere and by an electronic device. The system depends on the availability of internet. This system has facilitated teaching and learning environment.



COLACC is among the ICT systems which are currently operated by the Institute. It is The College Accounting System (COLACC) which is a modern web-based application that can be accessed with the use of internet. COLACC is an integrated accounting system with all accounting functionalities obtained from eight modules. The modules are: Sales module, Purchases module, Inventory and Assets module, Project management module,

manufacturing module, General ledger module, Re-imbursement module and Administration module. The system is integrated with "The Government e-Payment Gateway (**GePG**)". The system has facilitated accounts operations at IJA and has replaced the old PASTEL Accounting Package.



IJA has also moved to e-library. It is operating through Koha; one of the open source Library automation software, a full featured Integrated Library System (ILS). Koha is a Maori term meaning gift or donation, maintained by a dedicated team of software providers and library technology staff from around the world. IJA created Koha as one of the open source library automation software, which has been customized in line with the nature of IJA library. Koha provides freedom to modify the product and adopt it to ones needs. Koha also ensures full Catalogue, Circulation services, Acquisition, Patron management, and creating material types. This system has facilitated teaching and learning activities.



The Office of President Public Service Management and Good Governance have been administering the Human Capital Management and Information System (HCMIS) LAWSON Version 9. IJA have adapted the system. The system helps in preparing personnel emoluments, updating employee data such as new hire, salary data, age, gender and many others. The system has been integrated with National Identification Authority (NIDA)) system and GSPP to enable easily processing of different data.

The Government Salary Payment Platform (GSPP) has been developed and managed by the Ministry of Finance. IJA have adapted the system as it facilitates Electronic Funds Transfer (EFT) in payment of salaries. The system offers speed, safety, easiness, reliability to payment recipients and cost saving to the Government.

IJA have adopted the e-permit system. The e-permit system is an automated web-based system developed for the Government of the United Republic of Tanzania. Through this system public servants are able to apply for a travel permit from Permanent Secretary to travel abroad for official or private duties.

IJA have transformed from alphanumeric to key word filing system. One of the outcomes of the transformation was creation of Record Centre which stores semi active files. In order to enabling easy retrieval and tracing of semi active files from Record Centre, the Institute introduced Records Centre Database System.



STUDENTS' ACTIVITIES

ACCOMMODATION SERVICES

Normally, IJA provides accommodation to new and continuing students in every academic year. For the academic year 2018/19 IJA had three campus hostels namely Ngorongoro, Serengeti and Mama Salma Kikwete while one male hostel is still under construction and is expected to be completed in the near future. The campus hostels have the capacity of accommodating 484 students. Other students were allocated to off campus private hostels but coordinated by the institute through a committee.

Following the increase of number of students' enrolment in the academic year 2018/19, the Management decided to work with stakeholders around the Institute who own private hostels currently they are 15 off campus hostels that provide accommodation to students who do not get campus accommodation.

Before allocating students in hostels, physical inspection was conducted to assess and verify the standards in particular if basic services such as water, electricity and security are available. The activity of allocating students to hostels began on 12th October and came to an end on 19th November, 2018. During the allocation, the priority was for campus accommodation on the principle of first in first serve basis.





The table below show campus accommodation for students for the academic year 2018/19

No.	CLASS	MALE	FEMALE	TOTAL
1	NTA 4	68	177	245
2	NTA 5	34	112	146
3	NTA 6	20	73	93
TOTAL		122	362	484

The table below show the off-campus accommodation for students for the academic year 2018/19

No.	CLASS	MALE	FEMALE	TOTAL
1	NTA 4	85	39	124
2	NTA 5	73	28	101
3	NTA 6	64	8	72
TOTAL		222	75	297





STUDENTS' LIFE



JA is committed to supporting students throughout their studies. The office of Dean of Students is responsible for supporting students' wellness through a wide range of services, programs and initiatives. The services include personal career and academic counselling. It also supports students in organizing events, students' clubs and community outreach activities.

Academic activities are the core business of students throughout their college life. Nonetheless, students participate in various extra-curricular activities such as sports and games for which the Institute has courts for lawn tennis, basketball and volleyball.





Besides, students participate in various study tours, social and recreational activities. During the academic year 2018/19 the Students' Organization in collaboration with the office of Dean of Students organized a two-day study tour to the Parliament of the United Republic of Tanzania in Dodoma.



The tour helped students learn practically the business, conducts and activities of the Parliament of United Republic of Tanzania. Students also got an opportunity to visit the University of Dodoma and learnt various issues related to students' welfare.



IJASO ELECTION

The Students Organization election process was conducted for two weeks from 30th October to 7th November, 2018. The election process started by formulating Electoral Committee whereby 6 students were elected to form the Electoral Committee. A total of six (6) Presidential and Vice - Presidential contestants appeared for interview before the Electoral Committee and the results were announced. All six (6) Presidential and Vice - Presidential contestants went for the second stage which involved campaigning and eventually the election was conducted.

After election, Mr. Msafiri Juma, a First Year Diploma in Law student was officially declared the President of IJASO for Academic Year 2018/19 while Ms. Grace M. Mahegere, a Second Year Diploma in Law student was declared the Vice President. The election of Mr. Msafiri a First Year Diploma in Law as a President defied the Odds because traditionally Presidency is for Second Year Diploma in Law.

On the other hand, four (4) students contested the positions of Speaker and Vice Speaker of the Institute Student Representative Council (ISRC). Thereafter, the Electoral Committee nominated three names to contest for the posts. According to IJASO Constitution, Mr. Sadiki O. Sadiki, a second Year Diploma in Law student was declared a Speaker of ISRC and Ms. Lucy Athuman Omary, a First Year Diploma in Law student was declared the Vice Speaker.

After the election, the president formed the Cabinet of Ministers. Mr. Frank Joshua Hassan, a First Year Diploma in Law student was appointed to be the Prime Minister and was confirmed by ISRC on 7th November, 2018 after getting sixteen (16) votes which is equal to fifty-one percentage (51%) of all Members of the Parliament who voted.

The President in consultation with the Vice President and Prime Minister appointed and formed the Cabinet of Ministers for Students' Organization (IJASO) in the academic year 2018/19.



The President of IJASO (right in the picture) and the Vice President (left) taking oath of office before the Commissioner for Oaths.



The Principal IJA (seated in the middle) and the Acting Deputy Principal Academic, Research and Consultancy (third from left) in a souvenir photo with the students' organization after swearing in ceremony.



ALUMNI SYMPOSIUM

IJA Alumni Association held its first symposium on 22nd November 2018 at Rupia Lecture Theatre at IJA. The Guest of honour was Hon. Dr. Gerald Ndika (JA), the Chairperson of the IJA Governing Council. Members of the Governing Council, Alumni, Lecturers and Continuing students attended the event.



There were two presentations made namely: "The Role of Judiciary Towards Industrial Economy in Tanzania" by Advocate Japhate Tesha Mathias and the discussants was Mr. Alphonse Kirima and the second presentation "Towards 17 years of the Institute of Judicial Administration: Challenges and Prospects" by Dr. Alexander Saba and the discussants was Dr. Hashil Twalibu Abdallah.





The Chairperson of IJA Alumni Association Hon. Anipha Mwingira welcomed new granduands to join the association by highlighting the importance of the association to IJA and the members in general.





SHORTCOURSE AND SEMINARS

During the reporting period IJA organized a number of short courses and seminars in line with its mandate under the establishing statute and these short courses were coordinated by the Short Course Unit and were held both at IJA in Lushoto and outside IJA and beneficiaries were both public and private institutions.

TRAINING ON MEDIATION PRINCIPLES AND TECHNIQUES

IJA organized a five-day training to Members of Board of Zanzibar Utilities Regulatory Authority (ZURA) on Mediation Principles and Techniques. The training was conducted from 18th to 21st February 2019 at the IJA in Lushoto.

Hon. Judge Dr. Paul F. Kihwelo, the Principal of IJA, officially opened the training. The training was facilitated by three highly distinguished experts in the area none other than Hon. Mohamed Chande Othman the immediate past Chief Justice, Hon. John A. Mroso, retired (JA) and immediate past Chairperson of IJA Governing Council and Hon. Lady Judge Rose Teemba retired Judge of the High and immediate past Judge In-charge of the Mediation Centre of the High Court of Tanzania.

The training was meant to enable participants learn different ways of resolving disputes without recourse to the mainstream judicial litigation. Participants were taken through the various Alternative Dispute Resolution (ADR) methods and techniques of how and when to employ them. They were also trained on the differences between mediation and arbitration, ethical standards expected of a mediator and the practical side of mediation.

The Chairperson of ZURA Board of Directors, Mr. Mwalim Ali Mwalim while moving a vote of thanks he sincere expressed his appreciation and pointed out that the training had met their satisfaction.







REFRESHER COURSE ON BASIC CIVIL AND PROCEDURE IN ZANZIBAR

IJA in collaboration with the Judiciary of Zanzibar with the support of United Nations Development Programme (UNDP) conducted a two-day refresher course at Visitors Inn Jambiani, Zanzibar to Judges and Magistrates on Basic Civil and Criminal Procedures on 21st and 22nd June, 2019.



The overall objective of the training was to build capacity by enhancing skills and knowledge of Judges and Magistrates on basic procedures in civil and criminal matters and to enlighten Judges and Magistrates on common mistakes in procedural aspects.



The training was facilitated by honourable Mr. Justice (rtd) January Henry Msoffe, a retired Justice of Appeal and Chairperson of the Law Reform Commission of Tanzania (LRCT), who took participants through Criminal Practices and Procedures as well as Civil Practices and Procedure and Honourable Mr. Justice Mbarouk Salim Mbarouk, Justice of Appeal and Vice Chairperson of the National Electoral Commission (NEC) who shared with participants common mistakes in criminal as well as civil matters before the subordinate court and the High Court. The training was chaired by His Lordship Omar Othman Makungu, the Chief Justice of Zanzibar and coordinated by the Principal of IJA, Hon. Judge Paul F. Kihwelo (PhD).

The Secretariat comprised members of staff from IJA and the Zanzibar Judiciary. Members were Hon. Salum Hassan Bakari, Miss Saada Mussa Shaaban, Othman Shindano Masoud from Zanzibar Judiciary and Miss Mwanabaraka Mnyukwa and Mr. Lameck Samson from IJA.

The training brought together forty (40) participants from the Judiciary of Zanzibar. The participants were Judges of the High Court of Zanzibar, Deputy Registrars, Regional Courts Magistrates, District Courts Magistrates and Primary Courts Magistrates.

The two-day training programme was officially opened and closed by his Lordship Hon. Omar Othman Mkungu, the Chief Justice of Zanzibar. His Lordship, on behalf of the Judiciary of Zanzibar, expressed sincere gratitude to IJA for organizing and facilitating the training and UNDP for funding the training, His Lordship stressed that the skills and knowledge acquired from the program will enable participants to discharge their duties diligently and effectively hence enhancing quality service delivery to the society.





TRAINING ON NEEDS ASSESSMENT TO JUSTICE SECTOR STAKEHOLDERS

IJA is currently pursuing several initiatives through its Short Course Section to secure and increase funding to enable it carry out its core mandate of research, consultancy, publication, training and seminars to the Judiciary and other justice sector stakeholders.



IJA seeks to ensure continuity in capacity building and strengthening human resources capacity within the Judiciary and other justice sector stakeholders. The team from IJA paid a courtesy call to the Office of the Attorney

General of Zanzibar, the Office of the Director of Public Prosecutions of Zanzibar (DPP) and the Office of the Zanzibar Anti-Corruption and Economic Crimes Authority (ZAECA).



The overall objective of the visit to these institutions in Zanzibar was to introduce IJA's activities and establish working relation by offering tailor-made trainings in areas to be mutually agreed upon. It was therefore agreed that, upon identifying training areas through Training Needs Assessment (TNA) IJA should develop Concept Notes for capacity building in the identified areas, prepare Training Programme(s), Training Flyers, Identify and prepare potential facilitators, carryout Pre-Training Assessment and conducting Post-Training Impact Assessment.



CURRICULUM FOR NEWLY EMPLOYED LAWYERS IN PUBLIC SERVICE

IJA implemented the Establishment Circular No. 5 of 2011 issued by the President's Office, Public Service Management and Good Governance (PO-PSMGG). The Circular issued in 2011 directed IJA to prepare a curriculum and carry out induction courses to all newly employed lawyers in the public service.



Prior to that, there were no instructions, procedure nor coordination in providing induction courses for newly employed lawyers in public service.

As part of the implementation of the Circular, a task force of five people was appointed of which three members were from IJA, one member from the President's Office, Public Service Management and Good Governance (PO-PSMGG) and another member from the Ministry of Constitutional and Legal Affairs (MoCLA).



In preparation of the curriculum, the Committee consulted key stakeholders in the public service for the purpose of learning and getting their inputs and experiences. The committee visited the following stakeholders: The Judiciary of Tanzania; the Office of the Attorney General; the Office of National Prosecutions Services; the President's Office, Public Service Management and Good Governance; the Ministry of Constitutional and Legal Affairs; the President's Office, Regional Administration and Local Government; the Law School of Tanzania (LST); Tanzania Public Service College (TPSC) and the Local Government Training Institute (LGTI) – Hombolo.





After intensive consultations, the Committee prepared the draft curriculum, which was submitted to IJA Management which upon receipt organized a Stakeholders' Consultative Workshop for validation of the Curriculum. On the 29th November 2018, the Stakeholders' Workshop on the draft curriculum was held in Dodoma for purpose of getting stakeholders views and comments in order to improve the draft curriculum and 20 key stakeholders participated. The Acting Permanent Secretary from PO-PSMGG, Mr. Mick L. Kiliba officially opened the workshop and requested participants to give their inputs that would improve the draft curriculum.

The curriculum seeks to fill the existing knowledge gap for lawyers who are being employed in public service. The Induction will assist newly employed lawyers in the public service, in terms of knowledge and skills in matters related to Government Structures, Public Service Communication, Information Management, Human Resources Management, Public Service Management and Ethical Values, Diversity Management, Government Legal Structures and Practices, and Public Service Information.

Hon. Justice Paul F. Kihwelo officially closed the stakeholders' workshop. In his closing remarks he expressed appreciation to all participants for taking their precious time off and participating in the Stakeholders' Consultative workshop to discuss and improve the Draft Curriculum for Newly Employed Lawyers in Public Service.

STAFF ACTIVITIES

THE IJA THIRD WORKERS' COUNCIL UNVEILED IN DODOMA

Hon. Prof. Ibrahim Hamis Juma, the Chief Justice of Tanzania officially launched the IJA Third Workers Council on 10th December in Dodoma at the National Archives and Records Centre.





In his Opening Remarks the Chief Justice reiterated to members of IJA Workers' Council the role and core functions of the workers' council at work place and emphasized that the roles and functions of workers council are clearly spelt out in Act No. 6 of 2004 and Act No. 19 of 2003 and its regulations of 2005. He stressed the need for the workers council to create a conducive working environment and resort to dialogue all the time rather than confrontational approach in resolving issues. He also stressed that the workers council should ensure that IJA discharge its mandate under the law and more in particular he challenged IJA to carry out research for and on behalf of the Judiciary of Tanzania.



On 10th December, 2018 the first meeting of the Third IJA Workers Council was held in Dodoma at the National Archives and Records Centre. The meeting was preceded by the Special Workers' Council meeting which was held on 9th November, 2019 and its' main agenda was to elect office bearers namely the Secretary and Assistant Secretary.





Previously, the Executive Committee meeting for the Workers' Council was held on 03rd December 2018 at the Open University Tanzania, Tanga Region Centre whose main agenda was to discuss and approve the Agenda of first Meeting of the Third Council Meeting. In the year 2018/19 the Workers' Council conducted a total of 2 meetings.

The Workers' Council is an assembly, aimed at representing workers from various departments within the institution. Its major responsibility is to oversee the Institute's running of its business effectively and efficiently in observance of the rule of law and good governance. The Council may as well advise the Institute Governing Council and Management on various matters concerning workers.

Since 2015 IJA had no Workers Council in place following the coming to an end of the Agreement that created the Second IJA Workers Council. Consequently, the Management in collaboration with the Researchers Academic and Allied Workers Union (RAAWU) a trade union with majority members worked on the formulation of another Agreement which was signed by the Principal IJA, RAAWU and subsequently the Commissioner for Labour on 10th September, 2018. Upon signing on 08th November 2018 the IJA conducted a capacity building seminar for awareness creation to all employees. The seminar was followed by election of ten (10) representatives from various units and sections to the workers council and then election of members of the Executive Committee to the Workers Council. On 9th November, 2018, the IJA conducted a capacity building seminar to the elected Council Members.



TRAINING ON PUBLIC SERVICE PROCEDURES AND PRACTICE

IJA invited three Directors from the President's Office, Public Service Management and Good Governance to conduct refresher training on Laws, Rules, Procedures and Practice of Public Service to its Staff.



The training was conducted on 8th May 2019. Hon. Judge Paul F. Kihwelo, the IJA Principal, officially opened the training. It was attended by 61 IJA Staff. The training focused on a number of issues. The topics included; Public Service Management which was presented by Mr. Mathew M. Kirama the Director of Establishment. The other one was Performance Management in Public Service which was presented by Mr. Hassan O. Kitenge the Director of Performance Contracting and the last topic was Human Resources Management which was facilitated by Assistant Commissioner Police (ACP) Ibrahim B. Mahumi, the Director of Human Capital Management.

The presentation of each topic was followed by the discussion between participants and facilitators. During the discussion, facilitators clarified various issues asked by the IJA Staff. The training equipped IJA Staff with general understanding of various public service issues.

At the end of the day the Directors from the Presidents' Office, Public Service Management and Good Governance commended the IJA Management for taking the initiative and for its commitment to the course

of public management issues and expressed their willingness to keep on supporting IJA whenever requested.



On the second day the 9th May, 2019 the Directors from the Presidents' Office, Public Service Management and Good Governance and the IJA Management spent the whole day discussing critical human resources related issues and the developments at national level. The training and the closed-door meetings turned out to be very useful to IJA and the government at large.





CAPACITY BUILDING TO IJA ACADEMIC STAFF

Training to the IJA Academic Staff took place from 3rd - 7th September, 2018 at the Open University of Tanzania (OUT) Iringa Regional Center and was officiated by Hon. Judge Penterine Muliisa Kente, on behalf of the Judge in Charge of the High Court of Iringa. The training aimed at building the capacity of academic staff in a variety of issues.



The training involved nineteen (19) academic staff and was structured into different sessions. The first three days of the training covered presentations of ten different topics from seven different presenters. The sessions were very interactive and engaging something which allowed participants to meaningfully contribute to discussions.

On the first day of the training, there was a presentation of two topics by Prof. Tolly Mbwette. The presentation was about "The Main

Features of a Comprehensive Framework for Effective Transformation of an Organization" and "Rolling Strategic Planning as a Catalyst for Reform and Transformation in Higher Learning institutions; Drawing Experience from UDSM and OUT". Furthermore, on the same day, Mr. Thomas Mwikuka presented IJA Third Five Years Rolling Strategic Plan (2018/19-2022/23).

Day two began with presentations by Dr. Joseph H. Hokororo on Strategies for Preparing Abstracts



and Papers for Presentation in Conference; and Dr. Alexander M. Saba who presented on "How to Apply for Scholarships, How to Prepare a PhD Proposal and Problems and Challenges Encountered by PhD Students".

On the third day, there was a presentation from PCCB officials namely Mr. Mweli E. Kilimali and Ms. Anneth Mwakatobe on Corruption in Higher Learning Institutions. Thereafter, Mr. Archibald Kiwango presented two topics on How to Prepare Situational Analysis for Curriculum Review and the Role of Lecturers in Curriculum Review Process.

The fourth day accommodated a Curriculum Review Workshop which was coordinated by a Curriculum Review Committee and a Closing Ceremony which involved issuing of Certificates of Attendance to all nineteen (19) participants.

In the last day, participants visited the Ruaha National Park. The journey of approximately 120 Km from Iringa Town to Ruaha National Park started around 5 am.





AUDIT SEMINAR TO MEMBERS OF THE IJA AUDIT COMMITTEE

The seminar to members of the Audit Committee took place at Lushoto on 02nd November, 2018. It was attended by 25 participants from IJA members of the Audit Committee, the IJA Management, staff from the Internal Audit Unit as well as Heads of Units and Sections.

The seminar was meant to build capacity and sharpen knowledge and skills of members of the IJA Audit committee in terms of their general understand of the roles and duties of Audit Committees and the general legal and policy framework in as far as the audit function is concerned.

The facilitators were officials from the Office of Internal Auditor General (IAG) Mr. Alphonse Muro, Chief Internal Auditor and Mr. Idrisa Mohamed, Senior Internal Auditor.



SPORTS BONANZA

In celebrating and commemorating the 57th Tanzania independence the IJA organized a Sports Bonanza which involved IJA staff and students, staff from the Tanzania Police Force at Lushoto, TTCL Lushoto Branch, NMB Lushoto Branch and staff from Lushoto District Council. The Sports Bonanza was meant to encourage and build the culture of love of physical exercise and fitness hence improve physical and mental wellbeing. Furthermore, the exercise aimed at promoting good neighbourhood and cooperation.



The Sports Bonanza was officiated by Ms. Mwanabaraka Mnyukwa, the then Head of Judicial and Legal Studies who officiated on behalf of the Principal. In her opening remarks, she said: "This year, the IJA from the Internal Audit Unit, has been improved since it has involved other institutions, students and even the surrounding community. Besides, the bonanza provided opportunity to staff, students and community members around the institute to meet and participate in sports."

The Sports Bonanza started with a morning jogging followed by aerobics which took place at the IJA football ground and then a series of competitions in various sports and games took off. Participants competed in football,



volleyball, netball, pool table, sprint, tug of war, chicken chase, coconut grinding, sack race as well as drinking and eating contest.

During the evening, there was a Grand Get Together Party. Winners from different sports and games were crowned with medals. The event also catered as an opportunity to bid farewell to 2018 and welcome the New Year 2019.



WOMEN'S DAY CELEBRATIONS

International Women's Day (IWD) is celebrated on March 8th each year. Every year, International Women's Day is celebrated with a unique theme and this year's IWD theme in Tanzania was "Change Attitude towards Gender Equality and Sustainable Development" which is a call to action for driving gender balance for sustainable development across Tanzania.



IWD celebration at IJA was marked by two important events. The training on gender issues to all IJA staff on 7th March 2019, which aimed at capacity building on

labour law, land law and probate matters. Facilitators were Social Warfare Officers and Officers from Children and Gender Desk from Lushoto Police Station.



On 8th March 2019, IJA women celebrated the day by having by visiting orphanage and disabled children's centre at Irente Village. The two events were conducted to celebrate womanhood.



CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES

IJA has continued to take a centre-stage in the area of Corporate Social Responsibility (CSR) as part of giving back to the surrounding community and this is done in a variety of ways. During

the reporting period the IJA built a permanent Dochi pedestrian bridge which serves Dochi and the nearby communities within Lushoto as well as students who live off campus hostels at Dochi.



The construction project of the Dochi pedestrian bridge was carry out under supervision of the Tanzania Rural Roads Authority (TARURA) Lushoto. The project was successfully completed in record time. Thereafter, TARURA supervised the construction of pedestrian walkway from the bridge to Emilian E. Mushi Avenue round about. The pedestrian walkway is more useful during the rainy season.



Furthermore, IJA has been providing several services to the community around the institute such as providing its vehicles for government related at the District level, lending halls for different government and private activities, providing legal aid services to the community in particular to the needy. Legal Aid at IJA is done through the IJA Legal Aid Centre, which

has rejuvenated after years of not operating. IJA also donated typewriters, fires, blankets, desks, medical supplies, chalks to various public institutions including schools, hospitals and prisons as well as the community around the Lushoto.



Through students' clubs in particular the Green Club IJA has managed to plant more than six hundred (600) trees in a resolve to keep Lushoto Green. This was done in November 2018 a day prior to the graduation ceremony. Furthermore, through the HeforShe Club a Solidarity Movement for Gender Equality, IJA has been able to offer public education on gender and gender-based violence issues. This has been done mainly during public events held at district level or through radio broadcast.



DEVELOPMENT PROJECTS

CONSTRUCTION OF BOYS STUDENT'S HOSTEL

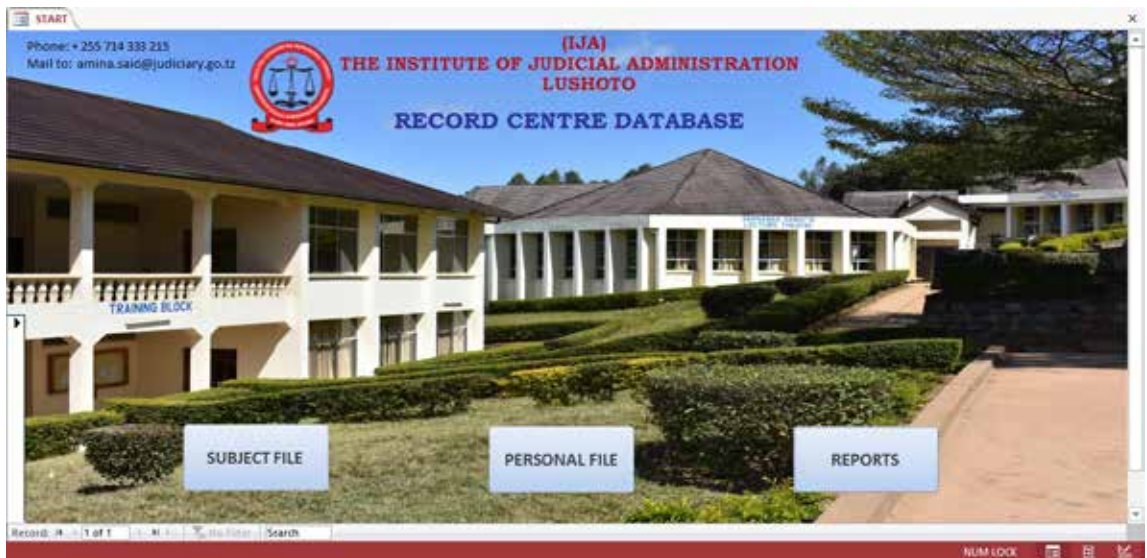
The contract for the Phase II construction of the Boys' Hostel was signed on 29th November, 2017. The contractor completed part of the remaining construction works within the building by roofing the whole building, internal and external plastering to block walls, columns, beams and soffits, hardwood door frames installations, expansion joint treatment, painting, plumbing and engineering installation first fix and electrical installation first fix. The project was handed over to the Institute on 26th March, 2019 during the Project handover Meeting.

The IJA's dream is to complete the Boys Hostel Project in the financial year 2019/20 subject to availability of funds.



TRANSFORMATION OF IJA FILLING SYSTEM

IJA has transformed from Alphanumeric to Keyword filling system. The transformation started in 2007 when the Institute's activities increased significantly and made the Alphanumeric filling system unfit for management of the Institute records.



Prior to the transformation in 2016, there was purchase of essential equipment like racks and archives boxes which are used in the records centre and the initial preparation of the keyword list and file series.

To make the transformation successful, in 2018 the institute consulted the Presidents' Office, Records and Archives Management Department which is responsible for advising the best practices and establish standards in record keeping in the public service under the Records and Archives Management Act No. 3 of 2002 and its regulations of 2007. Thereafter, the Institute allocated a room to be used as a Records Centre.





Early in 2019, the institute through the responsible department conducted a baseline survey of the transformation exercise then compiled a report for implementation plan. The actual transformation was implemented from 5th to 24th March, 2019. The transformation took place in both Open and Confidential Registries.



The transformation resulted into new subject files both in confidential and open registries. The semi active files were decongested and located in records centre. Also there was decongestion of unneeded documents such as students' records and administrative documents. The decongested documents are ready for destruction.



For the purpose of facilitating easy retrieval and tracing of semi active files from Record Centre, the Institute introduced Records Centre Database System.

The IJA is looking forward to introducing e-Office now that the transformation to Keyword filling is completed.

FIVE YEARS ROLLING STRATEGIC PLAN (2018/19 – 2022/23) WORKSHOP

The Five Years Rolling Strategic Plan for the Institute of Judicial Administration Lushoto (2018/19 – 2022/23) was officially launched by the then Minister of Constitutional and Legal Affairs Hon. Prof. Palamagamba A.M Kabudi (MP) during the 18th Graduation Ceremony on 23rd November, 2018.



Following the launch, the Management appointed a Team of three members responsible for coordination of implementation of the Strategic Plan. The team prepared a one-day workshop to Strategic Objective Owners on 19th January, 2019 which was held at the Open University of Tanzania, Tanga Regional Centre.





The workshop aimed at capacity building to the Strategic Objective Owners on implementations, management and evaluation of the Strategic Plan. The workshop identified seven (7) Strategic Owners who prepared their Implementation Action Plans for the period of up to June, 2019. The workshop also identified 26 Responsible Persons for Implementation of Action Plans.



Furthermore, the team prepared a workshop on 21st March, 2019 which was held at IJA. The workshop aimed at creating awareness to the Responsible Persons on their day to day responsibilities of Strategic Plan Implementation. During the workshop, the Responsible Persons were trained on Review of Strategic Plan Matrix Index, Implementation Plan and Process of Institutional Strategic Plan and their day to day responsibilities on Strategic Plan Implementation Action Plans.



EXHIBITIONS THAT IJA PARTICIPATED

LAW WEEK 2019



IJA has continued to participate in various judicial activities to enhance its public relations with the general public. During the reporting period, IJA being a very key stakeholder of the Judiciary of Tanzania had an opportunity to participate in the Law Week exhibition which was coordinated by the Judiciary of Tanzania from 31st January to 6th February 2019 in Dodoma.

The Law Day which is marked in one day indicates the commencement of the calendar year of the Judiciary of Tanzania. The event is made in such a way that various justice sector stakeholders meet with the general public to create awareness on their day to day activities, collecting opinions from stakeholders as well as offering legal aid in deserving cases.

Prior to the official opening of the Law Week, the Judiciary of Tanzania, in collaboration with justice stakeholders organized formal procession around Dodoma City, the procession created awareness to the general public about the presence of the Law Week exhibitions in Dodoma.

During the Law Week the Judiciary invited Secondary School students from Msalato, Kilakala, Mazinde Juu, Marian Boys, Feza Boys, Ilboru, Tabora Boys, Maua Seminary and college students from the Institute of Judicial



Administration Lushoto, University of Dodoma, Ruaha Catholic University, Iringa University, University of Dar es Salaam and Mzumbe University. The invitation was intended to orient invitees to the Judiciary core business and finally influencing them to join the bench in the future.

The students visited various places such as Dodoma High Court, Parliament of Tanzania, Chamwino Primary Court, and University of Dodoma. Participants from IJA were two students namely; George Makene and Grace Mahegere and they were accompanied by the Dean of Students, Mr. Thomas Mwikuka.

Through this week, IJA succeeded to publicize its activities and programmes to the general public. In particular the IJA publicized

its Diploma and Certificate in Law programmes, Continuing Judicial and Legal Education such as Induction Courses for the newly appointed Judges, Short Courses, Research and Consultancy Services. Similarly, the IJA was able to show case a number of continuing education programmes offered to other justice sector stakeholders.

IJA staff who participated in the Law Week were Mr. Archibald Kiwango and Ms Helena Gabriel on the part of academic Staff and Neema Sanga and Raymond Mtani on the part of administrative staff and these were in Dodoma, while Mr. George Banoba participated at Lushoto and Mr. Halid Magenda, Ms. Joy Mutagubya and Ms. Hildegarda Mushi participated in Tanga along with a team of students.



NACTE EXHIBITION IN DODOMA

The National Council for Technical Education (NACTE) prepared and organized the first ever exhibition for all colleges and institutes which are regulated by it. The exhibition was held at Jamhuri Stadium in Dodoma from 27th May, 2019 to 31st May, 2019 and it was officially opened by Minister of Education, Science and Technology Prof. Joyce Ndalichako (MP).





IJA being one of those institutions participated fully in that event and used that opportunity to market various activities which are carried out by the institute. Through this event the general public were informed about admission activities at the institute through fliers and brochures which were distributed at exhibition area.

Members of the public were also informed about research activities, consultancy projects and publication services which are carried out by IJA as well as short courses and continuing judicial education. The exhibition was officially closed on 31st May, 2019.





LINKS, COLLABORATION AND PARTNERSHIP

Links, collaboration and partnership are relationships established by the Institute with other national, regional and international academic institutions, Judicial Training Institutes (JTIs), Government Agencies and other relevant bodies.

The links and collaborations are governed by Memoranda of Understanding that stipulates the basis upon which the relationship should be operated. The relationships provide avenues through which staff and students can further their capacity on training, research, consultancy and career development while at the same time the Institute benefits on resources sharing.

Currently, the institute has fifteen (15) active Memoranda of Understanding with various institutions. The Memoranda of Understandings are implemented by the office of Principal through the Deputy Rector, Academic, Research and Consultancy assisted by the respective teams.

The Institute is proud of its extensive links, collaboration and partnership with various institutions across the world which have significantly helped the institute in both capacity building and visibility.



NFT CONSULT



UNEP



TRAFFIC
the wildlife trade monitoring network



IJA, JoT AND UNICEF PROJECT

IJA in collaboration with the Judiciary of Tanzania has been working with UNICEF in various projects such as training of Juvenile Justice Frontline Workers and conducting research. The IJA similarly carried out a Monitoring and Evaluation study in seven (7) High Court zones where the training took place in 2017/18 financial year.

The Monitoring and Evaluation sought to assess the impact of the trainings to Juvenile Justice Frontline Workers. The information received through this study enabled the IJA to improve the quality and relevance of future trainings by laying emphasis on the success of the trainings and work out on challenges observed during the assessment.





The assessment focused at evaluating the extent to which trained personnel were able to apply properly the knowledge and skills acquired on handling issues involving children who are in conflict with the law and who are in contact with the law. The impact assessment was conducted from 18th November to 1st December 2018. Fifty-five (55) participants filled in the questionnaire and were interviewed during the impact assessment exercise.



The results of the study revealed positive impact of the training to juvenile justice service delivery. Among other things, the study results indicated that, some of the designated courts which were not operating before the trainings have been working, the Personnel in the Juvenile Court set a specific date and time for hearing cases involving children in order to reduce the possibility of the child meeting with adults, there is no backlog of cases in the juvenile courts, proper drafting of the Social Inquiry Report and proper handling of Juvenile cases according to the law and regulations.

Apart from conducting Impact Assessment, IJA in collaboration with the Judiciary of Tanzania, has continued to conduct trainings on Capacity Building to Frontline Workers in Tanzania Mainland. The trainings were conducted in two High Court Zones namely, Dar es Salaam High Court Zones which covers Dar es Salaam, Coast and Morogoro Regions and Arusha High Court Zone covering Arusha and Manyara Regions.



The participants who attended the training were 132 Juvenile Justice Frontline Workers including Resident Magistrates, State Attorneys, Public Prosecutors and Social Welfare Officers. Furthermore, through the Judiciary of Tanzania, IJA conducted a study on Training Needs Assessment and Development of Standardized Operationalization Guide for Designated Juvenile Courts in Tanzania. The study covered seven regions namely, Iringa, Njombe, Mbeya, Dodoma, Tanga, Kigoma and Morogoro.

The Study aimed at documenting successes and challenges on the application of the Law of the Child Act and its Regulations as well as to examine current conditions of designated Primary Courts' infrastructure and premise-settings with a view to suggest and establish affordable standards for using them more effectively in administering juvenile justice.

The study comprised of staff from the Judiciary of Tanzania, Department of Social Welfare and IJA. The team prepared tools for data collection of which three different approaches were used to collect data. These approaches included questionnaires, interviews and focus group discussion.

The team submitted to the Judiciary of Tanzania a report with situational analysis and recommendations on effective operationalization of designated juvenile courts in Tanzania and proposed Standardized Operational Guide.



INTRODUCING A SELF-DIRECTED E-COURSE ON COMBATTING WILDLIFE CRIME IN TANZANIA FOR JUSTICE SECTOR STAKEHOLDERS

IJA during this reporting period made a ground-breaking by becoming the first judicial training in Africa to offer the first ever self-paced, three-hour e-Course on combating wildlife crime. This e-Course was prepared in order to support Tanzania's justice sector stakeholders to effectively investigate, detain, prosecute, and accordingly punish wildlife crime offenders. IJA with the support from USAID-PROTECT and TRAFFIC developed this self-directed online course. The course materials are based on wildlife judicial and prosecutorial trainings developed and provided by African Wildlife Foundation (AWF) and Wildlife Fund for Nature (WWF) in 2016, and by TRAFFIC, IUCN Environmental Law Centre (IUCN ELC), and USAID-PROTECT in 2018.

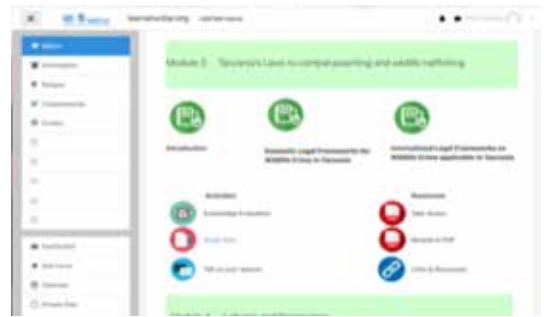


This e-Course which is an online course based on wildlife judicial and prosecutorial assistance training which was earlier on offered to justice sector stakeholders in Arusha and Mwanza Tanzania was offered through two editions the first being a pilot which took on board a selected few judicial staff of the Judiciary of Tanzania including Judges of the High Court, Deputy Registrars and Magistrates not exceeding 25 in total.

The e-Course is a joint effort and a result of the partnership between IJA and TRAFFIC International a UK Based wildlife monitoring organized whose implementation was through its East Africa Office. The e-Course was hosted and run through the United Nations Institute for Training and Research (UNITAR) e-Learning platform. UNITAR is the main training body of the United Nations, and according to the MoU it will host the e-course until 2020 when the e-Course will be hosted by IJA.



The initial and pilot training took place from 23rd January, 2019 to 20th February, 2019. In order to complete the e-Course one needed to have a standard computer and reasonably good internet connection. The e-Course was freely provided and was accessible to those with interest in strengthening their judicial duties with respect to addressing illegal wildlife trade.



The second edition of the e-Course which was open to judges, magistrates and other justice sector stakeholders attracted more than eighty (80) participants majority of whom were private practitioners. This course ran from March to September 2019.

The course intended to build the capacity of the judicial officers on proper handling and punishing of wildlife offenders who have been convicted. Rampant poaching and the illegal trade of wild animals and plants which affects Tanzania economy, social and environmental wellbeing, called for this training to take place. The wildlife offenders are said to undermine the rule of law and good governance and to great extent encourage corruption.





Activity Report Committee



Nazeel Mkumbo
Member



Helen Gabriel
Member



Mwanabara Mnyukwa
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Farid Sechonge
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