
FEDERAL JUDICIAL ACADEMY



STRATEGIC PLAN 2018-21



VISION

An Institution of Excellence aimed at continued professional development of an independent and accountable judiciary* for expeditious and inexpensive justice that upholds the values in line with the aspirations of the people of Pakistan.

MISSION

Our mission is:

To provide continuing judicial education based on research for enhanced competency and professionalism of key players of justice sector.

CORE IDEOLOGY

FJA is a partner of judiciary of Pakistan in providing inexpensive and expeditious justice to masses. The role of FJA is, therefore, to support the judiciary in attaining

* includes all justice sector institutions.

its ultimate goal. In order to get to the core of its ideology, we have to highlight the real role of judiciary in the first instance. Conceptually, it is its power of judicial review that defines its role as a watchdog of constitutional parameters. It thus ensures smooth functioning of constitutional mechanism thereby compelling all the organs of the State to adhere to its mandate. Equally, judiciary, being integral part of the system, has to keep its components productive and ranks in order. Needless to mention that powers of issuing directions to Legislature and Executive are spearheaded with paramount consideration of protection and preservation of fundamental rights and promotions of egalitarianism by making each organ of the State to honour the fundamental rights and to act in accordance with the Principles of Policy as enshrined in the Constitution.

The challenges faced by the judiciary are manifold; but the greatest of all is undoubtedly a visible capacity vacuum in its human resource. The quantum of this vacuum is multiplying day in and day out, thereby decelerating the service delivery and resulting in enhancement of vulnerability of marginalized segments of society. The role of judiciary requires of it, the highest degree of understanding the whole fabric of the State right from top to bottom in each dimension. This spectrum covers not only domestic issues but international as

well. It has empirically been proved in recent years that weak institutions breed bad governance, which is directly linked to economic growth of a country. In this backdrop, judiciary needs in-depth knowledge of working of all State institutions so as to deliver in real terms. With this goal in mind, the FJA was created to help build the capacity of judiciary in particular and all other justice sector actors in general. The objectives of FJA have, therefore, been crafted on these lines in the Law creating this institution. These are;

- a. Orientation and training of new Judges, Magistrates, law officers and Court personnel*;
- b. In service training and education of judges, Magistrates, law officers and Court personnel;
- c. Holding of conferences, seminars, workshops and symposia for improvement of the judicial system and quality of judicial work; and
- d. Publishing of journals, memoirs, research papers and reports.

* Federal Judicial Academy Act, 1997. (ACT No. XXVIII OF 1997). S. 4. Aims and Objects.

CORE VALUES

Integrity,

Quality,

Consistency,

Decorum,

Ethics,

Accountability,

Openness,

Learning pursuits

Independence,

Transparency,

Accessibility,

WAY FORWARD

In order to achieve these objectives, the 41st meeting of BOG of FJA envisioned the following way forward:

- (1) To review and revise the courses and activities of FJA in order to achieve excellence on judicial education and research;
- (2) To transform the FJA program into an institution of excellence;
- (3) Enhance the FJA to cater to the need of superior judiciary through carefully designed programs;
- (4) Pool of existing experts and resource persons must be reviewed and only the best and most qualified be retained, besides some new ones of international standard and stature be added;

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- (5) To review and revamp the curriculum to make it more substantive and standardized it on line with modern techniques;
 - (6) Training modules to be carefully developed for each training course to ensure high standard and integration of relevant international human rights treaties ratified by Pakistan;
 - (7) To encourage the permanent faculty members to participate in ToT programs on judicial education whether at the domestic or at the international level;
 - (8) To organize at least one International Annual Conference on substantive topical subjects;

IMPLEMENTATION STRATEGY

In order to achieve the aforementioned targets, the following strategy is required to be evolved:

1. CAPABLE AND EFFICIENT ADMINISTRATION

The plan as envisioned can be executed only if foresighted managerial measures are taken. This exercise depends on the capacity of administration wing of the institution. Maximum efforts are required to be made for reorganization of the management with efficient, accountable and productive hierarchical set up.

2. **INTERNAL GOVERNANCE INITIATIVE**

Decentralization optimizes the output of any organization. Appropriate rules of business and delegation of financial and administrative responsibilities ensure such optimization. Remedial measures in this regard shall be taken.

3. **WORK ENVIRONMENT**

Physical environment reflects on the performance of human resource. It, therefore, becomes imperative to address any issue at the work place before quantifying the output of any personnel. It becomes highly difficult for both duty bearer and receiver to deliver and easily receive unless conditions and environment are conducive for both. Efforts shall be made to improve working conditions and environment for employees and to facilitate trainees by raising appropriate infrastructural and other facilities.

4. **CAREER PROGRESSION**

The career progression of Academia and staff shall be linked with their overall performance.

5. **TRANSPARENCY AND REPORTING**

- i) **Transparency**: All initiatives and actions of the Academy shall be taken on merit with optimum transparency. Besides, a comprehensive Monitoring and Evaluation mechanism will be devised and ensured.
- ii) **Reporting**: Maximum efforts shall be made to ensure that all activities are reported and published both for information and public audit;

6. **RESOURCES**

Moving Towards Sustainability and Self Reliance

All resources under the law¹ shall be accessed and utilized. It shall be ensured that all the resources at our disposal are utilized in the best possible manner keeping in view the priorities set out in this document in order to achieve the objectives of FJA. Measures shall be taken to curb all sort of defalcations and misuse of the resources and to improve financial management through reorganization of finance wing. An effort shall be made to create endowment fund. Efforts shall also be made for securing financial sustainability of the academy.

¹ Federal Judicial Academy Act, 1997. (ACT No. XXVIII OF 1997). S. 12. Funds of the 31[Centre of Excellence].

7. PARTICIPATION

The relevant stakeholders shall be taken on board while developing courses and curricula.

8. ACCOUNTABILITY

We believe in Rule of Law and do not consider anybody to be above the law. We shall endeavor to evolve such a mechanism which shall ensure all those working in the institution to be accountable.

9. LINKAGES

With the permission of concerned departments of Government, cooperation may be established with foreign and domestic organizations for achieving the objectives of this vision, of course, without compromising the independence of the institution

10. MOVING TOWARDS EXCELLENCE

Profile of the Academy shall be raised by designing courses, keeping in view public expectations, international standards and needs of the trainees. There shall be an eclectic approach towards learning methodologies. Both practical and theoretical researches shall be conducted. A research journal shall be launched with a view to

get recognition for the academy as an institute of excellence in judicial studies from Higher Education Commission. All training course shall be graded.

11. Academic Year

Academic Year shall start from 1st September and end on 30th June.

The months of July and August shall be marked to undertake necessary infrastructure repair, review, evaluation and report writing etc.

THE ROADMAP

The following roadmap is evolved to undertake short term and long term initiatives:

SHORT TERM ACTIVITIES (Phase-I) (Year 2018) 60 Days

Approval of Strategic Plan

S.#	Name of Activity	Time Frame	Action
1	Placing the Strategic Plan before the BOG for Approval	30 Days	Director General

Drafting of Rules of Business

S.#	Name of Activity	Time Frame	Action
1	Rules of Business shall be drafted and got approved	60 Days	Director General

Infrastructure

2	i) Occupation of Phase II Complex;	30 Days	Director Administration/ Infrastructural Committee
	ii) Renovation of the old building, up gradation of the lawns and new plantation along with seasonal flowers;	30 Days initially; and later Periodically as per requirement	Director Administration/ Building Committee

SHORT TERM ACTIVITIES (Phase-II) (Year 2018-19) 365 Days

Budget and Finance

	i) Reorganization of Finance Section by establishing a full-fledged <i>Self Accounting</i> Finance and Budget Wing	180 Days	Director General
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Information Technology

	Transform the IT unit into a full fledged IT wing. Creation of data bank of training course, creation of assets and files tracking system and online pre and post evaluation system. Access to international online libraries.	180 Days	Director General/ Director Academics and Research
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Training Need Assessment

1	Conducting TNA for basic training (pre-service) for Judiciary of areas where there is no facility of training institutes	120 Days	Director Academics and Research
2	Conducting TNA for Special Courts Judiciary	120 Days	Director Academics and Research
3	Conducting TNA for Superior Courts	120 Days	Director Academics and Research

Development of curricula, Manuals and conduct of ToTs

1	Development of curricula and manuals	120 Days	Director Academics and Research
2	Conduct of ToTs	60 Days after preparation of Manuals	Director Academics and Research

Research

1	Establishment of Research Wing	120 Days	Director General
2	Launching and Publication of Research Journals	180 Days	Director Academics and Research

Specialized Trainings

Sr.	Name of Activity	Out Reach	Duration per Activity	Time Frame	Action by	Learning Objectives
1	Judgment Writing	Judicial Officers	7-10 Days	2018-19	Director Programmes and Director Academics and Research	To enable the trainees to write comprehensive and concise judgments following the rule قلا و دلا ولا يمل

2	Integrity Management and Deontology	Judicial Officers	7-10 Days	2018-19	Director Programmes and Director Academics and Research	To enable the trainee to understand personal integrity, institutional integrity and moral integrity. They will also learn importance of moral obligations
3	Financial Management and Developmental Projects in Districts	District Judges and Senior Civil Judges	5-7 Days	2018-19	Director Programmes and Director Academics and Research	Trainee will be able to understand the rules dealing with day to day financial affairs. They will also learn how to devise, submit and execute a developmental project.

4	Role of the Judiciary in a civilized society	Judicial Officers	3-5 Days	2018-19	Director Programmes and Director Academics and Research	This course will highlight the role of judiciary in the society.
5	District Judge as Leader	District Judges	5-7 Days	2018-19	Director Programmes and Director Academics and Research	District Judges will be able to understand their role as leaders.
6	Evidence (recording, relevancy, admissibility and appreciation)	Judicial Officers	5-7 Days	2018-19	Director Programmes and Director Academics and Research	Trainees will be able to learn how to record evidence, determine relevancy and admissibility. They will also learn how to analyze the facts and find corroboration and appreciate evidence.

7	Role of magistrate in criminal justice system	Judicial Officers	5-7 Days	2018-19	Director Programmes and Director Academics and Research	The magistrates will be able to understand their supervisory role in criminal justice system.
8	Critical Thinking	Judicial Officers and officers of other institutions (This would be a paid course for officers of other institutions being indigenously developed)	3-5 Days	2018-19	Director General and Director Academics and Research	This course will highlight how to understand argument, creative problem solving and deductive reasoning.

9	Courses for Special Courts and tribunals	Officers of Special Courts and tribunals	7-10 Days (As per demand and requirement)	2018-19	Director Programmes and Director Academics and Research	As per contents to the course
10	Sponsored Course	Judicial Officers and officers of other institutions	5-7 Days (As per MoUs with the Sponsors, if any)	2018-19	Director Programmes and Director Academics and Research	As per contents to the course
11	Seminars/workshops and conferences	As per Calendar	As per calendar	2018-19	Director Programmes and Director in charge Libraries	

12	International Conference	As per Calendar	As per Calendar	2018-19	Director Programmes and Director in charge Libraries	
13	National Conference of the Judicial Academies	As per Calendar	As per Calendar	2018-19	Director Programmes and Director in charge Libraries	
14	Capacity Building of the Staff	As per Calendar	As per Calendar	2018-19	Director Programmes and Director Academics and Research	According to the demand of various High Courts

Development of Bench Books

1	Development of Bench Book for special court judges	180 Days	Director in charge Libraries
2	Development of Bench Book for Superior Judiciary	180 Days	Director in charge Libraries
3	Constitution of Academic Counsel	90 Days	Director General
4	Constitution of Research Counsel	90 Days	Director General

LONG TERM ACTIVITIES

S #	Name of Activity	Time Frame	Action
1	Mechanism for designing dissemination of information: Establishment of an FM Radio	365 Days	Director Administration
2	Transforming the Academy in Centre of Excellence (attaining degree awarding status)	2 Years	Director General
3	Devising trainings for Bars in consultation with Bar Council	365 Days	Director General
4	Development of Research Journal	365 Days	Director in charge Libraries
5	Devising mid-career courses	365 days	Director General
6	Devising advance career courses	365 days	Director General
7	Integrity Management Unit	365 Days	Director General
8	Establishment of a Think Tank	365 Days	Director General

(HAYAT ALI SHAH)
Director General
Federal Judicial Academy

