

NATIONAL JUDICIAL ACADEMY

STRATEGIC PLAN

(2063/64- 2067/68)

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CHAPTER - I

INTRODUCTION AND BACKGROUND OF NATIONAL JUDICIAL ACADEMY

1.1 Introduction

Judicial education and training are relatively new to Nepal. The objective of judicial education is to produce and support an impartial, competent, efficient and effective judiciary. Judicial education is also the foundation for the judicial reform. Successful judicial reform is predicated upon the skills and attitudinal change that judicial education imparts. The need to provide judicial training to the personnel of Judicial Service was felt only in 1982 by establishing Judicial Service Training Center (JSTC) that focuses primarily to the pre-service and in-service training to the personnel of judicial service. Until the Constitution 2047 (1990), judges were also considered a part of civil service and Civil Service Act governed them. Training for judges like other judicial officials was being provided by JSTC. The Constitution of the Kingdom of Nepal 1990 has separated judicial services especially judges from civil service. Since then, judges have not been provided training by JSTC. The Constitution has entrusted the judiciary with the task of ensuring realization of the rights guaranteed to citizens.

The judicial system, even if it moves in right direction, may not be able to deliver justice to affected citizens efficiently if the judges, judicial officers and prosecutors do not have the requisite operational skills or they are not trained to deliver substantial justice to the litigants. Persons selected to discharge judicial functions may commit errors unless and until they are trained in the right direction. Small errors committed by judges and judicial officers may cause grave injustice and irreparable harm to the concerned person. It is necessary that judges and judicial officers be corrected/updated before the committal of any mistake and also to prevent them from repeating the same. It is the need of the time that the judges and judicial officers should have a desired level of performance, knowledge and skill.

In this background, training, continuing education, sensitization, and information – interaction are required to be imparted to judges and other personnel of judicial system. The purpose of training is to change the functional attitude of judges and other personnel of judicial system and bridge the gap between the level of knowledge and actual discharge of duties. Training is indispensable at the threshold before a judge can be asked to discharge the judicial functions. It is not the end point of training but it is a continuous process as the law is not static. It is important that not only freshly recruited judges be given training but is equally important for in service judges.

There is an acute need of institution that could provide or impart or organize or update knowledge and information of legal improvement to all the stakeholders of judicial system including judges in order to enhance judicial effectiveness in Nepal. Realizing

the need and significance of it National Judicial Academy (NJA) has been established under the National Judicial Academy Ordinance 2004. It is an autonomous body for the purpose of carrying out training, seminars, symposia, workshops and continuous study and research in the field of law and justice in order to enhance the competency of human resources of judicial system. It is endeavor of the National Judicial Academy to design and execute its programs in a scientific and systematic manner with a view to maximize the scope of learning and to influence judicial behavior for greater efficiency and productivity.

The Academy plays a vital role in ensuring judicial competence and efficiency through continuing judicial education. It attempts to fulfill the need for an institutionalized, integrated, and professionalized system of continuing judicial education for justices, judges, court personnel and lawyers aspiring for judicial positions, which aims not only to provide knowledge and essential skills expected of members of the Bench, but also to foster desirable traits, values and attitudes, particularly competence, honesty and integrity. It is well accepted that continuing judicial education is at the heart of fostering excellence in the Judiciary. It is an indispensable tool for ensuring an effective, independent and credible Judiciary whose members are of proven competence, integrity and probity.

1.2 Mandates for National Judicial Academy

To establish and operate the National Judicial Academy for the purpose of carrying on training, seminar, symposia, workshops for the continuous study and research in the field of law and justice in order to enhance the capacity of human resources such as judges, government attorneys, private law practitioners and personnel who are involved in the administration of justice.

1.3 Vision of the NJA

The vision of the National Judicial Academy of Nepal is:

To become a capable institution for providing required knowledge for the fair and efficient performance of legal and judicial responsibilities commensurate with the efficient and quality needs of the national judicial system which strives for an impartial, competent, inexpensive, speedy, accessible Justice.

1.4 Mission of the NJA

The mission of the NJA is to:

Bring about an established professionalized system of continuing judicial education through training, professional development, research and publication programs which address the respective needs of judges, attorneys, judicial officers and others who are involved in the administration of justice to foster desirable traits, values and attitudes for promoting fair, just, and efficient justice system for Nepal.

1.5 Values

We value Knowledge and Expertise

The principal asset of the academy is our knowledge and expertise in law and justice.

We value Commitment to the legal and judicial community

We are dedicated to help achieve the goals of the legal and judicial community through imparting continuing judicial education.

We value Accountability

We value quality management to the satisfaction of our stakeholders ultimately people in general.

We value Professionalism

We value the superior standards of professionalism in both product development and service delivery.

We value Teamwork

We value the importance of accommodating different perspectives and approaches.

We value Integrity

We value the truthful use of autonomy and prevent from any outside obligations and influences in our activities.

1.6 Functions and Duties of NJA

The functions and duties of the National Judicial Academy as envisioned by NJA Act are as follows:

- a. To organize and conduct conferences, workshops, seminars, symposia, interaction program and any other such types of activities for the purpose of enhancement of the work efficiency and professional skill of judges, government attorneys, personnel and law practitioners engaged in judicial bodies.
- b. To carry on the study/ research in the field of law and justice and make the publication on the same.
- c. To render or cause to render the service of consultancy and information on various subject regarding law and justice.
- d. To coordinate with Supreme Court, Judicial Council, Judicial Service Commission and Nepal Bar Council to enhance the work efficiency and professional skill of Judges, Government attorneys, personnel and private law practitioner engaged in judicial bodies.

- e. To organize or conduct conference, workshop, seminars and symposia for the purpose of enhancement of work efficiency and professional skill of personnel performing legal task in Quasi-Judicial bodies.
- f. To provide help to relevant agencies about the reforms required for correcting the drawbacks, weaknesses and mistakes identified in the field of law and justice.
- g. To make the judicial bodies acquainted with the novel technology and uses thereof developed in the field of law and justice.
- h. To tie up the judicial training program with the judicial administration as its integral part.
- i. To integrate judicial training program with prompt, easy and accessible justice (Judicial system).
- j. To tie up the training with career development by enhancing the knowledge and skills in relation to the procedure of law-drafting, judicial administration, justice dispensation and execution of the verdict.
- k. To run program in order to develop the law practice as the competitive, competent, service-oriented and effective legal profession.
- l. To organize seminar, symposia, conferences and workshops ensuring the participation of the experts of the concerned fields for the purpose of resolving the problems seen in the field of law and justice.
- m. To make the training program standard and effective by making contact with the judicial training institutions of other countries.
- n. To work as the liaison agency with HMG and International agencies on matters relating to the training program to be conducted in the field of law and justice for enhancement of ability and competency.
- o. In order to provide support to run and develop the program of Academy, the Academy shall work towards drawing fund from HMG, Foreign Government, International agencies, Institution and Individual.
- p. To organize study tours, foreign training program, seminar and workshop for the purpose of enhancing professional skill of judicial professional staff.
- q. To carry out or cause to be carried out the other functions as prescribed.

These functions and duties can be broadly categorized into the following areas:

- a. Training, Development and Learning

- Design, organize and conduct training programs, seminars, conferences, symposia and related programs for:
 - Judges
 - Officers of Judicial bodies who are not judges
 - Government attorneys and government lawyers appearing before judicial bodies;
 - Officers of quasi judicial bodies; and
 - Private law practitioners appearing before judicial bodies
- Design, organize and conduct training and developmental program that address other specific needs and problems within the justice system

b. Promotion and Coordination

- Promote judicial training and development as an integral part of improving judicial administration within the aim of ensuring accessible, timely and effective justice.
- Promote legal skills training as an integral part of career development of judges, judicial officers and law practitioners.
- Liaise with other judicial training institutes to develop training program, which are of an internationally recognized standard.
- Liaise with HMG and international agencies in respect of judicial and legal training program within the court systems.

c. Research and Dissemination of Information

- Maintain the legal Information center of Nepal to provide Internet Access to the legislation of Nepal and the judgments of its court.
- Carry out research and produce publications, produce reports and recommendations in respect of reform to relevant aspects of the law and administration of justice.
- Inform the judiciary and the wider community of new technology and its use in the administration of justice.

d. Advancement of Judicial Systems

- Coordinate collaboration with, the Judicial Council and Judicial Service Commission in improving judicial administration.
- Promote a competitive, professionally competent, service-oriented and effective private bar.

CHAPTER - II

SITUATIONAL ANALYSIS

2.1 Introduction

This chapter aims to explain prevailing the judicial and legal human resource development practices in Nepal and to provide current situation of NJA. This chapter is divided into two parts. The first part highlights on the prevailing human resource development mechanism in the judicial and legal system in Nepal. It includes the total number of clientele groups that have to be provided training and related services by NJA and the institutions that have been involved in providing training and services to these groups at present. At the same moment, it entails the existing legal information mechanism. The second part analyzes the strengths, weaknesses, opportunities and challenges of NJA.

The basic purpose of establishing NJA is to provide continuing judicial education to the judicial and legal personnel and professionals of Nepal. It aims to assist in enhancing the competencies and capacities of human resources involved in legal and judicial sectors of Nepal that eventually affect effectiveness of judicial system. Furthermore, its deliberations desire to develop competence, honesty and integrity among the judges, attorneys, judicial officers and others who are involved in the administration of justice. Continuing judicial education encompasses both formal and informal means of (1) maintaining an existing knowledge base by updating on changes; (2) acquiring new knowledge connected to the practice of a profession in order to extend and amplify knowledge, sensitiveness or skill; and, (3) honing existing knowledge to improve the overall standards of practice of professionals. Continuing judicial education undertakes to improve professional competence. The mandate for NJA clearly indicates that its clients, for whom it has to provide services, include all the judicial and legal professionals.

2.2 Situational Analysis

2.2.1 Size of Judicial and Legal Personnel

Since imparting training to judicial and legal personnel is a primary task of NJA, it is necessary to assess how many people are related to this sector so that it can plan for it. The judicial personnel and professionals to whom NJA has to extend its services include judges, government lawyers, judicial and legal officers, quasi-judicial officers and private lawyers. The numbers of judicial and legal personnel that NJA should serve include 256 judges, 444 judicial officers and 238 attorneys. Tables 2.1 and 2.2 present the total judicial and legal human resources who are the target groups of NJA.

Table 2.1: Total Positions of the Judges

Judges	Supreme Court	Court of Appeal	District Court	Total
	25	96	135	256

Table 2.2: Total Seats of the Legal/Judicial Officers

Judicial Officers	Special Class	Class I	Class II	Class III	Total
Court	1	21	81	211	314
Law Ministry	3	16	52	59	130
Attorney-general	4	27	87	120	238
Total	8	64	220	390	682

Sources: *Judicial Council's Bulletin, 09/2006*

In addition to the judicial and legal personnel, NJA is also supposed to provide training to private law practitioners. It is estimated that the number of private law practitioners exceeds more than 10,000 out of which the number of senior advocate and advocate involving directly in law practice is limited only in few hundreds. Table 2.3 exhibits the number of private law practitioners according to their length of experiences.

Table 2.3: Private Lawyers

More than 20 years Experiences	1336
10 –20 years of experience	3900

Sources: *Draft Five Year Plan of NJA (Uni Quest)*

It becomes clear from the above tables that NJA has to extend service to more than one thousand of judicial personnel and professionals.

2.2.2 Training Arrangement at Present

At present, varied activities such as induction training, seminar, workshop, etc. have been found carried out by different judicial and legal agencies to provide judicial and legal education to the concerned judicial and legal personnel and professionals. Judicial Service Training Center (JSTC), an organization under the Ministry of Law and Justice, has been providing pre-service and in-service legal training to government legal employees. National Judicial Council has also involved in organizing seminars and workshops to judicial personnel. Similarly, Office of Attorney General provides mostly pre-service training to government attorneys. Private lawyers also participate in different national and internal seminars; however they mostly have to rely upon self-study. There is no agency or institution for providing continuing legal education to judges. Except in the case of JSTC, training or professional development activities are not the major job of other institutions that have been undertaking such activities at present. As training and its related activities are not the major concern of these institutions, it is obvious that these institutions will lack of creating training environment for their participants. These institutes have been performing the training activities since there did not exist formal training institute that is accountable for providing training to their staff. Fragmented and non-coherent legal and judicial education may sometimes create disparaging result in

judicial system and could erode the judicial effectiveness. At this backdrop, it makes necessary to pool up the resources spent in training and related activities of these institutions and undertake training activities by a formal training institute.

2.2.3 Need for Continuing Judicial Education to Judges

Changing legal and social conditions require a structured program of continuing judicial education. This need can be addressed by in-house training sessions, participating in seminars, educational components of professional meetings and conventions, and by making available to all judges the opportunity to take refresher courses. Judges should be acquainted with a wide variety of different methods, ideas and types of approaches practiced in other jurisdictions. Judicial education support an impartial, competent, efficient and effective judiciary by analyzing the weaknesses of the judiciary, designing programs to compensate for these weaknesses and presenting them to judges in a manner that is both effective in imparting knowledge and cost effective.

There is a need of judicial evaluation programs that will help to improve the performance of individual judges and the judiciary as a whole. This will drive for the need of updating their knowledge and up keeping their jobs, which eventually necessitates the need for continuing learning. Such evaluations of judicial performance will also allow those who design continuing education programs to identify and target resources to areas where increased education would be most beneficial.

2.2.4 Need for Continuing Judicial Education to Lawyers

The legal system affects nearly every aspect of our society. Lawyers form the backbone of this vital system, linking it to society in several ways. For that reason, they hold positions of great responsibility and are obligated to adhere to a strict code of ethics.

Lawyers, also called attorneys, act as both advocates and advisors in our society. As advocates, they represent one of the parties in criminal and civil trials by presenting evidence and arguing in court to support their client. As advisors, lawyers counsel their clients concerning their legal rights and obligations and suggest particular courses of action in business and personal matters. Whether acting as an advocate or an advisor, all attorneys search and research the intent of laws and judicial decisions and apply the law to the specific circumstances faced by their client.

Lawyers are increasingly using various forms of technology to perform their varied tasks more efficiently. Although all lawyers continue to use law libraries to prepare cases, some supplement conventional printed sources with computer sources, such as the Internet and legal databases. Software is used to search this legal literature automatically and to identify legal texts relevant to a specific case. In litigation involving many supporting documents, lawyers may use computers to organize and index material. Lawyers also utilize electronic filing, videoconferencing, and voice-recognition technology to share information more effectively with other parties involved in a case.

The practice of law involves a great deal of responsibility. Individuals planning careers in law should like to work with people and be able to win the respect and confidence of their clients, associates, and the public. Perseverance, creativity, and reasoning ability also are essential to lawyers, who often analyze complex cases and handle new and unique legal problems.

A significant number of attorneys are employed at the various levels of government. Government lawyers also help develop programs, draft and interpret laws and legislation, establish enforcement procedures, and plead civil and criminal cases on behalf of the government. Government lawyers earn a rightful place in the profession only by through intellectual preparation, rigid self-discipline, and the faithful performance of given responsibilities. A lawyer's formal training in law school alone does not necessarily guarantee the faithful performance of these functions. The lawyer must keep abreast of the fast rate at which the law develops. It is accepted by these lawyers that there is a need of continuing legal education to meet the responsibilities of his/her profession to keep pace with the developments that shape society's needs.

There are other lawyers involving nonprofit organizations in Nepal work for legal aid to serve disadvantaged people. Similarly, there are moderate numbers of Court paid lawyers who also work for disadvantaged people as decided by court. These lawyers generally handle both civil and criminal cases. These lawyers also should possess the emerging judicial and legal issues.

2.2.5 Central Law Library and Legal Information Cell

There is one Central Law Library managed by government that is supposed to document the legal and judicial information and make it accessible to users. At the same time, Supreme Court is planning to set up a Legal Information Cell to provide judicial and legal information to the users.

2.3 SWOT Analysis of NJA

Before identifying the major strategic direction for the future course of actions most relevant and particular for the NJA, it is essential to identify the strengths, weaknesses, opportunities and challenges of the NJA. A review of the current picture of the SWOT has been presented below:

2.3.1 Strengths

Followings have been identified as the strengths of NJA.

2.3.1.1 Legal status and autonomy

NJA has been established by promulgating ordinance that clearly indicates NJA is a lead and single institution to provide continuing judicial education for the judicial personnel and professionals. No other organization has been given such legal

recognition in Nepal that can address the need of continuing judicial education to judges. Besides providing training to judicial personnel, the NJA has also been entrusted by Act to undertake following activities:

- Establishing Legal Information Center
- Conducting research and produce publications
- Becoming a focal point between HMG and International Organizations on capacity building programs for law and justice sector

At the same time it has autonomy to design and implement program and to maintain relationship with external parties. It indicates that NJA has enough flexibility for its operation.

2.3.1.2 Professional leadership

National Judicial Academy Act, 2004 has clearly spelt out governance and management system of the academy. The Academy constitutes a Judicial Academy Council, a supreme body for governing the Academy, comprised highly responsible authorities headed by Rt. Hon. Chief Justice. The Council has to formulate policies as regards to training and research programs and to approve long-term plan. Similarly, an Executive Board is provisioned in the Act to carry out the functions of the Academy. Executive Director of the Academy leads the Executive Board and high officials of different stakeholders compose Executive Board. In order to execute the function of the Academy, NJA Act has also provisioned an Executive Director as the executive Chief of the Academy. It makes mandatory that the minimum requirements to become Executive Director should be sitting Chief Judge or other Judge of the Court of Appeal or retired judge of the Supreme Court or Chief Judge of the Court of Appeal who has the ability on management, research and training. The composition of the Judicial Academy Council and the Executive Board and the position of Executive Director show that professional who have sufficient experiences and knowledge about the judicial and legal fields leads the Academy.

2.3.1.3 Accumulating basic experiences in conducting training

NJA has been providing training to judicial and legal personnel since its inception that help it to accumulate experiences on organizing and conducting training. It indicates that the Academy has a foundation of experiences on the basis of which it can expand its future courses.

2.3.1.4 Access to extended faculty

NJA has been utilizing extended faculty members for undertaking its training activities and has also developed few trainers by providing training to trainers. NJA is success to some extent to access experienced extended faculties.

2.3.1.5 Provision of government budget

Since 2062/63 government has made a provision of budget to NJA for its functioning that indicates government has realized the need for NJA for judicial effectiveness. It can be assumed that this provision will be continued in future too that will help to operate its activities.

2.3.2 Weaknesses

Followings have been recognized as weaknesses of NJA:

2.3.2.1 Undermanned academy

NJA has been operating by temporary staff emanating a hinder to institute the institutional memory that may deplete its development as a professional institute. The operation of NJA is mostly carried out by deputed staff and contracted personnel. The state of temporary staff always wrangles with the visionary direction of the institute. Due to not being appointed of staff at the NJA, it is very difficult to assess the level of specializations possessed by the incumbent in order to carry out the responsibilities that assume to be functioned by it.

2.3.2.2 Infrastructure-less NJA

NJA does not have its own physical facilities. The present physical facility where NJA is functioning is almost inadequate to discharge the responsibilities entrusted to it.

2.3.2.3 Lack of organizational operational policies

Every organization needs operational policies that provide basic guidelines for its smooth and operation. NJA also needs policies relating to personnel, financial, procurement, operational and others as per its needs. NJA is preparing their operating policy that is expected to come out soon.

2.3.2.4 Inadequate visionary plan

Presently, NJA has been functioning on a trial basis mainly addressing the immediate training needs of judicial personnel. It is trying its best to fulfill the present needs and potential problems that could come up in future considering the trend of the global scenario. It needs a coherent training need assessment, training policy and training plan that may guide its future courses of actions.

2.3.2.5 Low financial base

NJA has to create a broad financial base to undertake and sustain its activities. Government's budgetary provision, at least at present, seems inadequate to carry out

the assignments entrusted to it. It has to identify extra-financial and technical assistance and sources than government's to come up it as viable and prudent institution.

2.3.2.6 Feeble coordination with primary stakeholders

Attempt has to be made effectively and vigorously by NJA to build strong and convivial coordination with its primary stakeholders to develop support for developing career based path for its trainees or clients as well as for enlarging the resource demand. It can easily estimate that the effective running of NJA depends how far its primary stakeholders cooperate it.

2.3.3 Opportunities

2.3.3.1 Lead Judicial Academy

National Judicial Academy Act, 2004 has entrusted NJA to be a premier judicial and court-related training and research institution in Nepal. It has to conduct continuing judicial education for judicial personnel and professionals involving in different capacities in Nepal ranging from judges to the legal / judicial subordinates. At the same time it is also entrusted that it has also to conduct judicial and legal research and produce reports of the law and administration of justice. Hence, NJA has opportunities to undertake these activities.

2.3.3.2 Legal Information Center

The Act has made it explicit that NJA should possess Legal Information Center, which will not only assist for conducting training and research work but also be a resource center open for all. This is an ample opportunity for NJA to initiate in the establishment of full-fledged information center.

2.3.3.3 Liaison between HMG and international organizations

NJA has been recognized by Act to become a liaison institution between HMG/ Nepal and International organizations on capacity building programs for law and justice sector. It has to work for establishing good judicial governance by imparting and developing skills, attitude and knowledge of judicial personnel. It gives opportunity for NJA for developing relations with external agencies.

2.3.3.4 Coordination role

NJA has to play a catalyst role to coordinate among the Supreme Court, Judicial Council, Judicial Service Commission, Ministry of Justice and Parliamentary Affairs, Attorney General and Nepal Bar Council for enhancement of work efficiency and professional skills of judicial personnel. At the same time, it has great opportunity to tie up judicial training with judicial administration and career development.

2.3.3.5 Facilitation role

The Act assumes NJA to play a facilitation role to correct drawbacks, weaknesses and mistakes in the field of law and justice. This provides good opportunity to NJA to undertake its activities and to make it sustainable. Its persistent and consistent study may help to improve the service delivery of legal and judicial personnel and offices. There is an increasing demand for policy research in social and development sectors with emphasis on legal and judicial sectors.

2.3.4 Challenges

2.3.4.1 Training to lawyers of private sector

Given the existing physical infrastructure and training facilities of NJA and the number of private lawyers corresponding to their varied interests and demands, it seems that management of training or continuing judicial education for private lawyers seems unfeasible and impractical

2.3.4.2 Government's support

The annual budget allocation to judiciary sector registering mostly less than 1.0% of national budget shows that judicial strengthening has not obtained priority in national context. NJA deals with human resource development that demands a huge investment. Against its need and demand, if the present trend of budget allocation to judicial sector continues, it seems hard to achieve the mission of NJA.

2.3.4.3 Attraction or retention of professional staff at NJA

For the smooth operation and consistent results from NJA, it must have professional personnel. NJA needs to develop personnel policies that pay enough attention to motivate professional staff to attract and retain in the NJA. Lack of such policies, the turnover of such staff could increase that may negatively affect on its performance.

2.3.4.4 Support from stakeholders

There is a need for continuous support from stakeholders for continuity and sustainability of NJA. The form of support may include advocating for resources for NJA, sharing resources, linking training with career development, sharing human resources, sharing information and others.

CHAPTER - III

STRATEGIC ISSUES, CONCERNS, AND STAKEHOLDERS

3.1 Introduction

Strategic issues are those fundamental policy choices or critical challenges that must be addressed by an organization to achieve its vision. When addressing "strategic" issues, an organization has to be proactive in positioning itself for the future, rather than simply reacting to problems. Strategic issues should reflect the results of all of the previous exercises. Surviving and thriving in the changing environment require the organization to adapt quickly and effectively. Organization must be sufficiently nimble to meet changing conditions while remaining faithful to their core missions. The crosscutting themes and ideas emanating from the situational analysis have to be evaluated against the framework of the NJA's Vision and Mission.

3.2 Strategic Issues

On the basis of the situational analysis of NJA, the main strategic issues as presented below have been identified on the basis of which the NJA will have to focus during the 2063-2068 BC period.

3.2.1 Integration of NJA Functions with Human Resource Development Management of Legal and Judicial Sector

Provision of continuing judicial education mandatory or secondary to judicial and legal personnel has a significance effect upon the significance and continuity of NJA. There are many countries where continuing judicial education have adopted mandatory before getting appointment or promoted to judicial position. It is on the assumption that the potential incumbent must possess the concurrent knowledge, skill and attitude before entering the job. If the provision of training has made optional to judicial and legal personnel, the continuity and significance of NJA rest upon the professional competence exhibited by the products of Academy. In this respect there should be well-developed mechanism and system to appraise the performance of the personnel and to reward for the good performers. Hence, the respective institutions for which the training is going to be provided by NJA must have human resource development policies well tied with the training functions of NJA.

3.2.2 Faculty Development Plan

As a focal center for scholarly dialogues, the NJA has to develop scholars who are committed to demonstrate excellence and expertise in training and research. This seems strategic issue for the new institute like NJA. There is a need of establishing an outstanding and diverse faculty that helps to identify and address contemporary issues from multidisciplinary perspectives. The Academy could have three options for dealing

with it namely (i) Full-fledged Faculty members, (ii) Complete Outsourcing and (iii) Combination of both. Depending upon the availability of resources these options have to be used cautiously.

3.2.3 Institutional Development

Proper infrastructure for operating the activities is fundamental of any institution. It assists the management to manage the functions and duties smoothly, efficiently and in timely manner. NJA has to consider it significantly. Outsourcing could have also been used for it, but it sometimes becomes constraint for carrying out the activities. There should be own proper infrastructure that helps to establish its identity, visibility and existence. Outsourcing has also to be used when the own infrastructure and facilities become inadequate against the demand and when it is economically affordable, socially conducive and technically feasible.

At the same time, only having infrastructure does not help to institutionalize the institution, it must have proper policies in place for all the activities that govern its behaviors. It should have to develop its own policies concerning personnel, finance, procurement and operations. It also should have policies regarding training and research. At present there is a lack of such policies in NJA. At the same time, NJA should establish systems and mechanisms in commensurate with policies to implement and get results.

3.2.4 Training Management

Providing training is one of major objectives of NJA and it is also noticed that its initial activities have been mostly centered on it. Training has not to be treated a snap sort activity rather it is a continuous pro-active activity. As a new institute having diverse target groups, NJA should have a clear Training Need Assessment (TNA) and a training planning that is capable to address the areas identified in TNA. It should develop appropriate training curricula to meet the needs. Similarly training modalities and methodologies have to be developed in suitable with the curricula, participants and content. It has to ensure the availability of appropriate and sound training facilitators or resource person. It should have a plan for the development of training materials. At the same time, concern must be made with respect to the training environment to participants. On top of this, NJA should have a self-insulated mechanism for pre-training, ongoing and end-program evaluation so that its feedback could be incorporated in the training on time. Furthermore, there should be a mechanism of monitoring and evaluation of the post-training performance of the participants.

3.2.5 Networking with Stakeholders

In recent year cooperative strategy has been becoming indispensable and undisputed tool adopted by management for enhancing the overall performance of the organization. The forms of strategy include networking, coordination, partnership, joint venture, collaboration and others. Cooperative strategy is the attempt by organizations to realize

their objectives through cooperation with other organizations, rather than in competition with them. In the case of training research institute like NJA, the specific drivers behind cooperative strategy are learning and skills substitution. Continuing judicial education is new phenomena in Nepal and NJA has to learn from inside and outside the country to perform its activities proficiently and to accomplish its goals. Hence, it has to follow various cooperative strategies including networking with various institutions working in this field or related to its field.

3.2.6 Managing Legal Research

While pursuing legal research NJA has to inculcate the legal and judicial issues that currently confront by the judicial system. The range of topics varies from year to year, and is as broad as the spectrum of issues. Its aim is to assist in the solution of pressing current problems by identifying, researching and analyzing the relevant legal and judicial issues. The Academy's function is simply to provide legal research of the highest professional caliber. NJA may direct its research activities in two ways: first, the Academy directly engages in various research projects, holds seminars and conferences, and publishes various publications and secondly, the Academy may also receive grant applications from individuals and support projects by granting funds.

3.2.7 Establishment of Legal Information Management System

Being an institute dealing exclusively with training and research, NJA should have well-equipped information system that can furnish required information sought by training facilitators or experts as well as by the legal researchers. Besides these, many other scholars, business people, politicians and others may be interested to have information regarding laws. For these people also it is necessary to have public access on the information system. The information system needs to improve the efficiency and responsiveness of the legal system by making existing and future laws more available to the researchers, experts, training facilitators and others. The system rests with the creation of a centralized electronic database to store all binding laws, regulations and judicial decisions. The legal information management system includes increased access to legal information, prompt distribution of legal information storage of legal information, usability of database and so on.

3.2.8 Sustainability

As an autonomous body, NJA should strive for continuity of its activities by generating required sources for it. NJA has been supporting by state finance since it is believed that continuing judicial education for judicial and legal personnel is the responsibility of the state. Training and consultancy services can have income generating capacities, as it is essential to every sector. Irrespective to the nature, ownership and size of the organizations, every organization has to pay considerable attention to develop its human resources to cope with the demand and need of time. In this situation, these organizations have to allocate appropriate amount for developing human resources. Judicial and legal institutions have also to allocate its budget for it. NJA should be

competitive to provide quality professional training and consultancy to cater the needs of these institutions. In order to carry out such activities, it has to conduct social marketing.

3.3 Immediate Concerns

Besides the strategic issues, there are few prominent concerns that NJA has to address immediately. These concerns are:

3.3.1 Depute Core Staff

NJA has been managing its activities with the temporary and contract staff. It is not against the customary to manage the organization at least in its initial phase by temporary and contract staff; however it has to be considered that absence of core staff for the long time may erode the institutional memory. Hence it is essential to recruit, select and depute the core staff.

3.3.2 Prioritize the Core Functions and Roles

NJA Act has assigned a number of functions and duties that it can hardly operate to fulfill for at least at present. In this context it has to be selective and choosy. The training activities that it has to undertake for various target groups, the research activities to be undertaken, the information system to be established and the consultancy services to be extended are diverse and complex. Against the background of limited resources and varied clientele groups and functions, it has to prioritize the clientele groups and its core functions

3.3.3 Campaign, lobby or Influence for Increasing the Financial Contribution

In order to achieve the objectives of the assigned functions and duties of NJA, it requires adequate budget to be symphonized to its assigned activities. The budget allocated for it seems not even enough to undertake bare minimum functions. Judicial equity, a minimum desideratum of the society, is also being adjoined with it. In this perspective, it has to campaign, lobby or influence to the concerned agencies or authorities to increase the share of budget to NJA that assist to undertake its activities and achieving its objectives.

3.3.4 Develop Congenial and Conducive Environment

At present, NJA has been managing its activities in the premises of Supreme Court. The physical environment for conducting training, workshop, seminar and others demand special focus. The present arrangements for training need adjustment to make it training-friendly.

3.3.5 Develop Faculty Development Program

Immediate concerns should be made with respect to the development of competent faculty capable for providing quality training to the participants.

3.3.6 Coordinate with Government Agencies

NJA should develop required rules and regulations to regulate its activities in a systematic, efficient and effective manner. For developing these rules and regulation, it has to establish necessary coordination with concerned agencies.

3.4 Stakeholders of NJA

- Primary Stakeholders
 - Supreme Court, Appeal court and District Court
 - Attorney General,
 - Judicial Council,
 - Ministry of Law (including JSTC),
 - Nepal Bar Associations (District, Court of Appeal, Supreme),

- Secondary Stakeholders
 - National Planning Commission,
 - Ministry of Finance,
 - Judicial Service Commission,
 - Faculty of Law (Universities)
 - Quasi-Judicial Bodies

- Tertiary Stakeholders
 - Civil Society Organizations working in Judicial sector
 - Donor agencies available within the country such as World Bank, ADB,
 - USAID, DFID, DANIDA, SDC, and others

CHAPTER - IV

STRATEGIC AND OPERATIONAL GOALS

On the basis of strategic issues identified and the mission aspired to achieve, NJA's strategic goals and its operational goals for the period 2063-68 are as follows:

4.1 Strategic Goals of NJA

Strategic Goal 1: To develop and offer quality training to enhance professional capacity of judges, legal and judicial professionals.

Strategic Goal 2: To develop NJA a center of excellence in the study and research in the field of law and justice.

Strategic Goal 3: To establish and strengthen legal information system.

4.2 Operational Goals of NJA

The strategic goals proposed demand the organization to be well governed and managed to institutionalize it. There is a need of professional and support staff to be recruited, trained and retained. Similarly, cooperation among various internal and external agencies needs to be strengthened to achieve its goals.

Strategic Operational Goal 4: To strengthen the institutional capacity of NJA.

Strategic Operational Goal 5: To develop and enhance the capacity of human resources of NJA.

Strategic Operational Goal 6: To establish and build up networking and coordination with various stakeholders.

CHAPTER - V

GOALS, STRATEGIES, OBJECTIVES, STRATEGIC ACTIONS AND SUCCESS INDICATORS

This chapter aims to explain the strategies, related objectives, strategic actions and performance indicators to achieve the strategic goals of the NJA.

5.1 Strategic Goal 1: To develop and offer quality training to enhance professional capacity of judges, legal and judicial professionals

5.1.1 Strategies

Following strategies will be adopted for achieving above strategic goal.

- Analyze, identify and update training needs of judicial and legal personnel and professional
- Develop appropriate professional training courses
- Develop detail training plans for different target groups
- Implement standards-based courses
- Ensure that individuals engaging in judicial and legal system affiliated with government get opportunity to participate in continuing judicial education program conducted by NJA

5.1.2 Strategic Objectives

Strategic Objective 1.1: Identify the strategic training needs of judicial personnel

Following strategic actions have been designed for achieving this objective along with the corresponding timeframe and performance indicators:

Strategic Actions	Time Frame	Performance Indicator
Review the background (experiences, education level and training) of the judicial personnel	Year 1 & Ongoing	Inventory of judicial personnel
Review the training conducted by various judicial institutions within the country	Year 1	Status of level of training provided currently by judicial institutions
Conduct Training Need Assessment	Year 1	Training Need Assessment Report
Identify judicial personnel required judicial training in different areas	Year 1 & Ongoing	Inventory of judicial personnel required judicial training
Identify strategic training needs of the judicial personnel	Year 1 & Ongoing	Document of specific training need areas
Identify strategic needs of judicial institutions	Year 1 & Ongoing	Document of specific training need areas of judicial institutions
Request/ Advocate for developing Human Resource Development Planning (HRDP) of the concerned institutions	Ongoing	Initiation for formulating HRDP
Review the training need each year	Ongoing	Training Need report

Strategic Objective 1.2: Develop and implement training plan to the judicial personnel

Following strategic actions have been designed for achieving this objective along with the corresponding timeframe and performance indicators:

Strategic Actions	Time Frame	Performance Indicator
Form expert teams to design the curriculum on the basis of specific training need	Year 1 and Ongoing	Curriculum designing Team Formed
Design appropriate curriculum	Year 1 and Ongoing	Draft curriculum
Verify the curriculum with concerned judicial institutions	Year 1 and Ongoing	Comments and suggestions received
Finalize the curriculum	Year 1 and Ongoing	Final Curriculum in place
Develop a national level roster of experts / resource persons	Year 1 and Ongoing	A Roster of experts /Resource person
Develop a training schedule (with each region or place) for each year	Year 1 and Ongoing	Yearly Training Schedule published
Tie up HRDP with training schedule	Year 1 and Ongoing	Performance Evaluation System executed
Identify appropriate training techniques/ approach	Year 1 and Ongoing	Training approaches listed
Identify appropriate venue	Year 1 and Ongoing	Venue Fixation

Strategic Objective 1.3: Initiate and develop program of specialist knowledge relevant to the ongoing professional development requirements of the judiciary

Following strategic actions have been designed for achieving this objective along with the corresponding timeframe and performance indicators:

Strategic Actions	Time Frame	Performance Indicator
Identify key professional development requirements for professionals	Year 1	List of professional areas
Prioritize the requirements	Year 1	Priority list
Identify judicial professionals sharing the professional development	Year 1	List of Judicial professional
Identify appropriate methodology (Seminar, symposia, conference, workshop, interaction session, etc.) for disseminating the professional development requirements	Year 1 And Ongoing	Modalities determined
Periodically analyze the continuing education requirements of the judicial professionals	Half yearly in every year	Need analysis report
Conduct the sharing event	Half yearly in every year	Sharing report

5.1.3 Success/Performance Criteria for Goal 1 (Objectives 1.1, 1.2 & 1.3)

The success of Goal 1 will be evaluated on the basis of following criteria.

- Training Needs Analysis of different target groups
- Full-fledged Curriculum Development of different courses
- Clear Training Methodology
- Training Plans
- Profile of Facilitators or Experts
- Training Reports of training conduction
- Behavioural changes of trainees
- Post-training Evaluation reports

5.2 Strategic Goal 2: To develop NJA a center of excellence in the study and research in the field of law and justice

5.2.1 Strategies

Following strategies will be adopted for achieving above strategic goal.

- Identify contemporary/ significant/ambiguous legal and judicial issues demanding further study and research
- Explore strategic alliances with other organizations to conduct research activities
- Encourage individuals to involve in research activities
- Explore funding for Legal and Judicial Research
- Consider awarding funds for research grants

5.2.2 Strategic Objectives

Strategic Objective 2.1: Conduct legal and judicial research

Following strategic actions have been designed for achieving this objective along with the corresponding timeframe and performance indicators:

Strategic Actions	Time Frame	Performance Indicator
Identify the gaps in available information	Year 1 and ongoing	Gap analysis report
Identify appropriate research topics for fulfilling the gap	Year 1 and ongoing	Research areas identified
Prioritize the research topics according to their importance	Year 1 and ongoing	List of research priority areas
Facilitate and Collaborate for funding to conduct the study	Year 1 and ongoing	Availability of fund
Conduct legal and judicial research by Academy	Year 1 and ongoing	Research Report
Conduct legal and judicial research in collaboration with other institutions	Year 1 and ongoing	Research Report

Invite individuals to conduct legal and judicial research	Year 1 and ongoing	Research Report
Award individuals to conduct research	Year 1 and ongoing	Research Report

Strategic Objective 2.2: Collect and disseminate information relating to justice administration

Following strategic actions have been designed for achieving this objective along with the corresponding timeframe and performance indicators:

Strategic Actions	Time Frame	Performance Indicator
Identify the concurrent literature published or online with regard to judicial and legal aspects	Year 1 and Ongoing	Information compiled
Compile categorically the contemporary literature on judicial and legal aspects	Year 1 and Ongoing	Information compiled
Develop web page for incorporating the information published in different literature or on line	Year 1	Web page established
Publish research papers, books, monographs, journals etc.	Year 2 and Ongoing	Publications in place

Strategic Objective 2.3: Provide suggestions for the improvement in the legal and judicial system

Following strategic actions have been designed for achieving this objective along with the corresponding timeframe and performance indicators:

Strategic Actions	Time Frame	Performance Indicator
Organize seminar /talk program to share the research results	Year 2 and Ongoing	Seminar Report
Organize workshop (independently or with collaboration) to share the contemporary issues	Year 2 and Ongoing	Workshop report
Compile the opinions of participants on its applicability	Ongoing	Workshop report
Submit the study findings	Year 2	Submission of report
Provide current judicial and legal contextual development to concerned agencies	Year 1 and Ongoing	Workshop report

5.2.3 Success/Performance Criteria for Goal 2 (Objectives 2.1, 2.2 & 2.3)

The success of Goal 2 will be evaluated on the basis of following criteria.

- Research Report related to judicial and legal sector
- Establishment of Legal and Judicial Research Fund
- Compilation of concurrent legal and judicial information
- Publications of research reports

- Set-up Web page
- Judicial sector Improvement Report

5.3 Strategic Goal 3: To establish and strengthen legal information system

5.3.1 Strategies

Following strategies will be adopted for achieving above strategic goal.

- Develop the database using software
- Explore to create Publication Cell
- Develop and publish training materials
- Establish Document Cell

5.3.2 Strategic Objectives

Strategic Objective 3.1: Set-up legal information management center within NJA

Following strategic actions have been designed for achieving this objective along with the corresponding timeframe and performance indicators:

Strategic Actions	Time Frame	Performance Indicator
Identify books, journals, reports, CD ROMs, on-line databases, web sites, reprography and computer access required for the training as well as for research	Year 1 and Ongoing	List of legal and judicial materials
Make necessary arrangement to collect the information	Ongoing	Availability of legal and judicial materials
Design the Information Center	Year 1	Design in place
Set-up Information Center	Year 2	Information center set up
Make Center easy access to the users	Ongoing	Easy access to readers
Make it easy to use for users	Ongoing	Users' views

Strategic Objective 3.2: Establish documentation center in NJA

Following strategic actions have been designed for achieving this objective along with the corresponding timeframe and performance indicators:

Strategic Actions	Time Frame	Performance Indicator
Assess the essential requirements of Documentation Center	Year 1	List of requirements
Make available of the essential requirements	Year 1	Resource and Procurement plan
Manage the available essential requirements	Ongoing	Assets management
Lead the role for assembling the training and research materials	Year 1 and Ongoing	System established
Prepare and document training/research materials	Year 1 and Ongoing	System established
Extend the reprographic services	Ongoing	System established

5.3.3 Success/performance criteria for strategic goal 3 (Objectives 3.1 & 3.2)

The success of Goal 3 will be evaluated on the basis of following criteria:

- Availability of relevant legal and judicial educational /academic materials
- Documentation Center Established
- Operation of Information and Documentation Centers in place
- Accessibility of Center by users

5.4 Strategic Operational Goal 4: To strengthen the institutional capacity of NJA

5.4.1 Strategies

In order to accomplish the strategic goal, following strategies will be adopted:

- Explore resources and options for completing the NJA building
- Develop and implement the best alternative to operate the courses at present
- Develop and implement personnel, financial, operational and general management policies and its associated rules and regulations
- Pursue for NJA course mandatory
- Explore the demand-led training courses and consultancy

5.4.2 Strategic Objectives

Strategic Objective 4.1: Develop required infrastructure of NJA

Following strategic actions have been designed for achieving this objective along with the corresponding timeframe and performance indicators:

Strategic Actions	Time Frame	Performance Indicator
Identify the physical (hardware) infrastructure requirement for the NJA	Year 1	List of physical infrastructure requirement
Identify software infrastructure	Year 1	List of software infrastructure requirement
Develop a detail proposal on infrastructure plan	Year 1	Infrastructure Plan
Identify national sources for it	Year 1 and Ongoing	Resource Plan
Search for international cooperation	Year 1 and Ongoing	Resource plan
Identify best use of existing place till next alternative	Year 1 and onwards	

Strategic Objective 4.2: Develop organizational policies and system of NJA

Following strategic actions have been designed for achieving this objective along with the corresponding timeframe and performance indicators:

Strategic Actions	Time Frame	Performance Indicator
Develop personnel policies	Year 1	Organizational policies in place
Develop financial policies	Year 1	Financial policies in place
Develop operational policies		Operational policies in place
Develop risk management policies	Year 1	Risk management policies in place
Develop required rules to translate the policies in respective areas	Year 1 and Onwards	Organizational rules executed
Develop system to operationalize the rules	Year1 and onwards	Organization Mechanism in place

Strategic Objective 4.3: Develop sustainability policy of NJA

Following strategic actions have been designed for achieving this objective along with the corresponding timeframe and performance indicators:

Strategic Actions	Time Frame	Performance Indicator
Identify demand driven training	Year 2	Demand-driven program
Develop demand-driven training curriculum	Year 2	Demand-driven program
Conduct demand-driven training	Year 2	Program Report
Link training with career development of judicial personnel	Year 2 and Ongoing	Personnel policies of stakeholders developed
Advocate establishing linkages of Human Resource Development of Judicial Service and Career development of judicial personnel with Training and other activities of NJA	Ongoing	Career development of judicial personnel linked with Training conducted by NJA
Conduct career based training	Ongoing	Training Report

5.4.3 Success/performance indicators of operational goal 4 (Objectives 4.1, 4.2, & 4.3)

The success of Goal 4 will be evaluated on the basis of following criteria:

- Own building
- Adequate training equipment
- Develop and implement organization policies
- Institutional governance in place
- Demand of NJA training increased
- Link between NJA training and career development developed

5.5 Strategic Operating Goal 5: To develop and enhance the capacity of human resources of NJA

5.5.1 Strategies

In order to accomplish the strategic goal, following strategies will be adopted:

- Develop organization structure

- Recruit, select and deploy of required personnel
- Formulate Employee Development Plan
- Explore Employee Development program
- Develop and implement performance –oriented personnel policies
- Develop and practice organization culture
- Develop succession plan

5.5.2 Strategic Objectives

Strategic Objective 5.1: Plan the total workforce (Human Resources)

Following strategic actions have been designed for achieving this objective along with the corresponding timeframe and performance indicators:

Steps	Time Frame	Performance Indicator
Determine the appropriate organizational structure to support the strategic objectives	Year 1	Organization Structure
Structure jobs (competencies, tasks and activities) around key activities	Year 1	Job description for each post developed
Develop a workforce plan designed to support the organization's strategic objectives	Year 1	Human Resource Plan Document
Competencies required in the future	Year 2 & onwards	Competency analysis report
Compile workforce profiles	Year 2	Workforce Profile
Identify gaps in competencies	Year 2	Gap Analysis report

Strategic Objective 5.2: Generate the required human resources

Following strategic actions have been designed for achieving this objective along with the corresponding timeframe and performance indicators:

Strategic Actions	Time Frame	Performance Indicator
Develop recruitment and selection policy and mechanism in light of the organization's strategic objectives	Year 1	Recruitment and selection policy in place
Deployment of Executive level with autonomy and commitment	Year 1	Human resource fulfilled
Placement of the remained personnel	Year 1	Human resource fulfilled
Develop and implement a comprehensive workplace skills plan (with a thorough training needs analysis)	Year1	Training need analysis
Identify outsourcing strategy	Year 1 and onwards	Outsourcing list

Strategic Objective 5.3: Develop and retain well performed human resources

Following strategic actions have been designed for achieving this objective along with the corresponding timeframe and performance indicators:

Steps	Time Frame	Performance Indicator
Explain career path	Year 1	Career plan
Initiate performance appraisals mechanism	Year 1	Performance appraisal form
Introduce employee development plan	Year 1 and onwards	Career planning in place
Adopt reward management (compensation and benefits)	Year 1	Personnel policy
Establish promotions and job assignments system	Year 1	Personnel policy
Establish separation policy	Year 1	Personnel policy

Strategic Objective 5.4: Assess and sustain organizational competence and performance

Following strategic actions have been designed for achieving this objective along with the corresponding timeframe and performance indicators:

Steps	Time Frame	Performance Indicator
Develop organization culture and climate	Year 1	Organizational norms
Evaluate organization culture and climate in the light of the organization's mission	Year 2 and onwards	Evaluation report
Implement succession planning	Year 1	Succession plan in place

5.5.3 Success/performance indicators of operating goal 5 (Objectives 5.1, 5.2, 5.3 & 5.4)

The success of Goal 5 will be evaluated on the basis of following criteria:

- Effective functioning of NJA
- All the posts in NJA fulfilled
- Performance based personnel policy in place
- Employee development plan in place
- Organization culture established and well known to people

5.6 Strategic Operating Goal 6: To establish and build up the networking and coordination with various stakeholders

5.6.1 Strategies

In order to accomplish the strategic goal, following strategies will be adopted:

- Explore the organizations involving in training, research and consultancy in national and international level
- Explore the form of relationships with these organizations
- Explore the possibility of working together with Judicial Service Training Center

5.6.2 Strategic Objectives

Strategic Objective 6.1: Establish institutional linkages with like-minded organizations within the country

Following strategic actions have been designed for achieving this objective along with the corresponding timeframe and performance indicators:

Steps	Time Frame	Performance Indicator
Prepare a list of institutions and agencies that can influence and contribute the functioning of NJA	Year 1 and ongoing	Document of common interest institutions
Identify the common interest areas	Year 1 and Ongoing	
Focus on the activities that are pertinent to NJA	Year 1 and Ongoing	List of pertinent areas
Determine the partnership modalities	Year 1 and Ongoing	Working modalities
Operationalize the modalities	Year 1 and Ongoing	Smooth operation of modality

Strategic Objective 6.2: Establish NJA as a focal point to facilitate coordination with international judicial training institutes

Following strategic actions have been designed for achieving this objective along with the corresponding timeframe and performance indicators:

Steps	Time Frame	Performance Indicator
Identify international Judicial Academy and Judicial training and research institutes	Year 1 and Ongoing	List of international institutes
Establish linkages (mainly electronic)	Year 1 and Ongoing	Mailing records
Disseminate information	Year 1 and Ongoing	Corresponding records
Identify common interest areas	Year 1 and Ongoing	List of common interest areas
Determine the modalities of partnership	Year 1 and Ongoing	Working modalities identified

Strategic Objective 6.3: Collaborate with Judicial Service Training Center for providing judicial training

Following strategic actions have been designed for achieving this objective along with the corresponding timeframe and performance indicators:

Steps	Time Frame	Performance Indicator
Make a detail analysis for the nature of collaboration with JSTC	Year 1	Analysis report
Propose the alternatives to the government for the collaboration	Year 1	Working modalities identified
Make agreement with government	Year 1	Agreement
Work with JSTC	Year 1	Evaluation Report
Merge JSTC within NJA	Year 2	JSTC merged with NJA

5.6.3 Success/performance indicators of operating goal 6 (Objectives 6.1, 6.2 & 6.3)

Establish working relationship with at least 10 international institutions.

- Close working coordination among national stakeholders
- JSTC merged with NJA

Overall Recommendation

Consideration for the Implementation and Monitoring of Strategic Plan

Developing an effective strategic plan is only "half the battle." Getting it implemented is the other half--completing the tactics (action steps) to accomplish the strategies and objectives within the plan. Moreover, an important part of strategy implementation is monitoring--taking periodic looks at "how it's going" in implementing the strategic plan.

Monitoring the implementation of strategic plan is important that eventually helps assure that the efforts conform to the plan. It makes sure that the results are achieved and matched with the objectives set. It also allows for corrective action for making fine-tuning not only on strategies but planning process as well. Monitoring provides the essential link between the written plan and the day-to-day operations. Monitoring the plan makes entire planning effort a tangible reality rather than a once-a-year academic or intellectual exercise.

Log-frame of Strategic Plan of NJA

Vision	Mission	Goals
<p>To become a capable institution for providing required knowledge for the fair and efficient performance of legal and judicial responsibilities commensurate with the efficient and quality needs of the national judicial system which strives for an impartial, competent, inexpensive, speedy, accessible Justice.</p>	<p>Bring about an established professionalized system of continuing judicial education through training, professional development, research and publication programs which address the respective needs of judges, attorneys, judicial officers and others who are involved in the administration of justice to foster desirable traits, values and attitudes for promoting fair, just, and efficient justice system for Nepal.</p>	<p><u>Strategic Goals</u></p> <p>Strategic Goal 1: To develop and offer quality training to enhance professional capacity of judges, legal and judicial professionals</p> <p>Strategic Goal 2: To develop NJA a center of excellence in the study and research in the field of law and justice</p> <p>Strategic Goal 3: To establish and strengthen legal information system</p> <p><u>Operational Goals</u></p> <p>Strategic Operational Goal 4: To strengthen the institutional capacity of NJA</p> <p>Strategic Operational Goal 5: To develop and enhance the capacity of human resources of NJA</p> <p>Strategic Operational Goal 6: To establish and build up networking and coordination with various stakeholders</p>

Strategic Goal	Strategic Objectives	Results/Performance Criteria
<p>Strategic Goal 1: To develop and offer quality training to enhance professional capacity of judges, legal and judicial professionals</p>	1.1 Identify the strategic training needs of judicial personnel	<ul style="list-style-type: none"> • Training needs analysis of different target groups • Full-fledged curriculum development of different courses • Clear training methodology • Training plans • Profile of facilitators or experts • Training reports of training conduction • Behavioral changes of trainees • Post-training evaluation reports
	1..2 Develop and implement training plan to the judicial personnel	
	1.3 Initiate and develop program of specialist knowledge relevant to the ongoing professional development requirements of the judiciary	
<p>Strategic Goal 2. To develop NJA a center of excellence in the study and research in the field of law and justice</p>	2.1 Conduct legal and judicial research	<ul style="list-style-type: none"> • Research report related to judicial and legal sector • Establishment of legal and judicial research fund • Compilation of concurrent legal and judicial information
	2.2. Collect and disseminate information relating to justice administration	

Strategic Goal	Strategic Objectives	Results/Performance Criteria
	2.3 Provide suggestions for the improvement in the legal and judicial system	<ul style="list-style-type: none"> • Publications of research reports • Set-up web page • Judicial sector improvement report
Strategic Goal 3. To establish and strengthen legal information system	3.1 Set-up Legal Information Management Center within NJA	<ul style="list-style-type: none"> • Availability of relevant legal and judicial educational /academic materials • Documentation center established • Operation of information and documentation centers in place • Accessibility of center by users
	3.2. Establish documentation center in NJA	
Operational Goal 4. To strengthen the institutional capacity of NJA	4.1 Develop required infrastructure of NJA	<ul style="list-style-type: none"> • Own building • Adequate training equipment • Develop and implement organization policies • Institutional governance in place • Demand of NJA training increased • Link between NJA training and career development
	4.2 Develop organizational policies and system of NJA	
	4.3 Develop sustainability policy of NJA	
Operational Goal 5 To develop and enhance the capacity of human resources of NJA	5.1 Plan the total workforce (Human Resources)	<ul style="list-style-type: none"> • Effective functioning of NJA • All the posts in NJA fulfilled • Performance based personnel policy in place • Employee development plan in place • Organization culture established and well known to people
	5.2 : Generate the required human resources	
	5.3 Develop and retain well performed human resources	
	5.4 Assess and sustain organizational competence and performance	
Operational Goal 6 To establish and build up the networking and coordination with various stakeholders	6.1 Establish institutional linkages with like-minded organizations within the country	<ul style="list-style-type: none"> • Establish working relationship with a least 10 international institutions • Close working coordination among national stakeholders • JSTC merged with NJA
	6.2 Establish NJA as a focal point to facilitate coordination with international judicial training institutes	
	6.3 Collaborate with Judicial Service Training Center for providing judicial training	

PROPOSED ORGANIZATION STRUCTURE

Following is the proposed organization structure to NJA.

