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MASAQ Rule of Law Project

Contractor: DPK Consulting

Contract: Improved Rule of Law Program in Jordan

DFD-I-00-03-00141-00 Anti-Corruption

Key Performance Indicators

(Continuing Legal Education & Preparatory Judicial Training Programs)
for

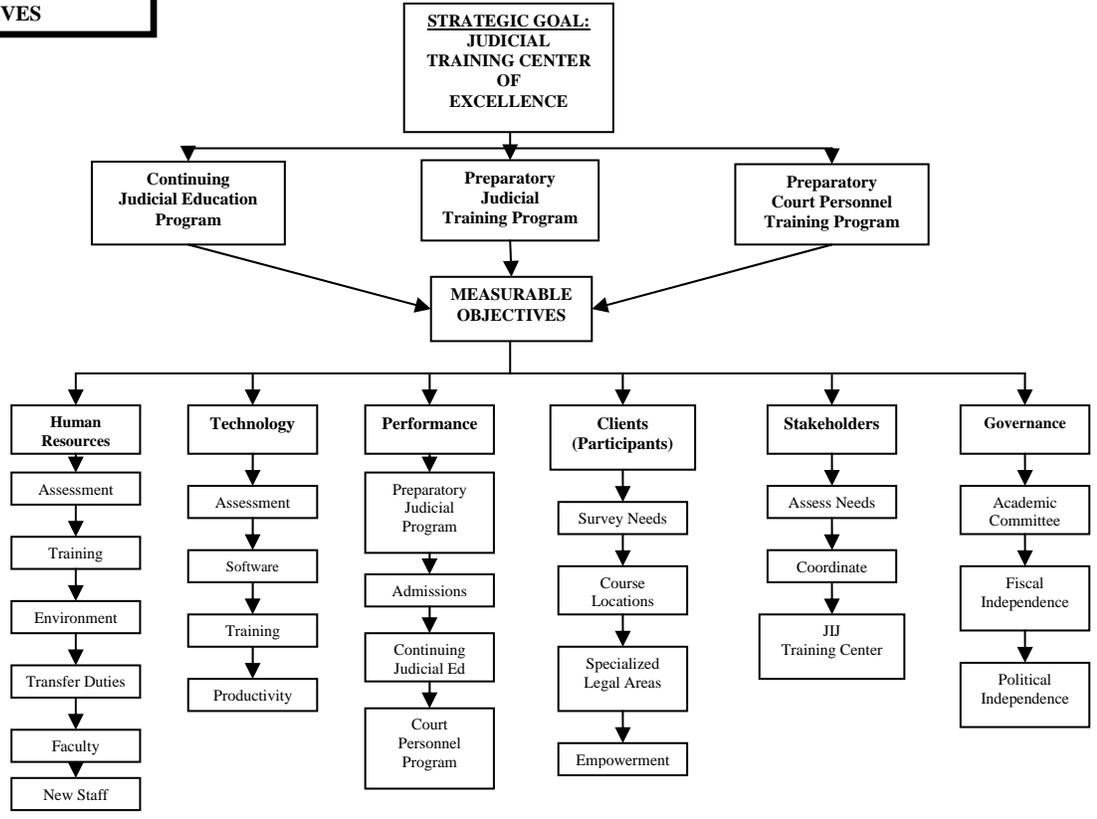
Judicial Institute Of Jordan

December 2006

KEY PERFORMANCE INDICATORS
 (Continuing Legal Education & Preparatory Judicial Training Programs)
 for
JUDICIAL INSTITUTE OF JORDAN

MISSION:
FAIR & IMPARTIAL
COURTS & JUDGES

FLOW CHART
 of
MEASUREABLE
OBJECTIVES



1.0 Strategic Goals and Objectives:

1.1 Mission Statement: One of the fundamental duties of government is to provide its citizens with access to justice through a system of fair and impartial courts. In order to fulfill this duty a government must create and maintain an impartial, competent, efficient and effective judicial branch. The judicial academy is the cradle of this duty.

1.2 Strategic Goal: To assist the Minister of Justice, the Judicial Council and the Jordanian Judicial Institute in the development of the JIJ into a judicial training center of regional excellence.

1.3 Strategic Objectives:

1.3.1 Preparatory Training: The development of a comprehensive preparatory judicial training program that will contribute to an impartial and competent judiciary.

1.3.2 Admission Process: The creation of a fair, competitive and transparent system for application and admission to the judicial training program.

1.3.3 Continuing Education: The development of a continuing judicial/legal education program for sitting judges designed to educate the judiciary on new developments in Jordanian and International laws and standards, and to provide a forum for peer discussion.

1.3.4 Court Personnel: The development of a comprehensive preparatory training program for court clerks and personnel that will contribute to a system of fair and impartial courts.

1.3.5 JIJ: The training, equipping, and reorganization of the JIJ into a competent and efficient educational institute that can meet its Strategic Goal and Objectives.

2.0 Measurable Objectives:

2.1 Human Resources:

2.1.1 Evaluate and improve the skills and commitment of the JIJ staff in their ability to contribute to the Strategic Goal.

2.1.2 Provide training and education at all levels of staffing from management to administrative assistants.

2.1.3 Provide an environment more conducive to work productivity by redesigning and renovating work space, layout and equipment.

2.1.4 Transfer work tasks necessary to the efficient operation of the JIJ from MASAQ to the JIJ staff.

2.1.5 Recommend to the Judicial Council and the Minister of Justice the names of the JIJ faculty to teach and to provide for the continued development of programs and curriculum at the JIJ.

2.1.6 Recommend to the MOJ additional staff positions critical to the successful transfer of MASAQ programs to the JIJ.

2.2 Technology:

2.2.1 Evaluate and improve the computer systems that contribute to the ability of the JIJ staff to complete their tasks.

2.2.2 Introduce commercial or proprietary software that will improve the data processing, tracking, coordination, and reporting of course programs, faculty, and participants.

2.2.3 Provide training and education in the operation of software systems.

2.2.4 Create an atmosphere of work productivity that incorporates technology into the workday.

2.3 Performance:

2.3.1 Develop a preparatory training course for potential judges, including a transparent system of admissions.

2.3.2 Develop a continuing legal/judicial education program based upon the identified needs of the Jordanian judiciary.

2.3.3 Develop a court personnel training/education program based upon the identified needs of the Jordanian court clerks.

2.4 Participants:

2.4.1 Determine the needs of the judiciary and court personnel through a survey and evaluation system.

2.4.2 Deliver continuing judicial education in different geographic locations.

2.4.3 Address competency in new and developing legal areas, including specialties.

2.4.4 Develop increased pride in the role of the judiciary in Jordanian society.

2.5 Stakeholders:

2.5.1 Coordinate the various programs of different stakeholders into a cohesive program utilizing the JIJ as the hub.

2.5.2 Serve the interests of different stakeholders by recognizing their needs and contributions.

2.5.3 Integrate international donor programs into the JIJ curricula.

2.6 Governance:

2.6.1 Coordinate with the JIJ Board of Directors, Academic and Admissions Committees.

2.6.2 Provide technical assistance that will establish an effective and efficient of transfer of fiscal responsibility from the MOJ to the JIJ budget.

3.0 Critical Success Factors:

3.1 Budget: The budget for the JIJ is within the budget of the Ministry of Justice and the JIJ does not have its own budget. Financial control of its budget would ultimately promote fiscal responsibility and development of the JIJ into a center of regional excellence.

3.2 Human Resources:

3.2.1 Human resources at the JIJ, including hiring, firing, promotion and evaluation, ultimately is controlled by the MOJ and the civil service. At this time there is a lack of personnel with skills and commitment necessary to the sustainability of the Masag program at the JIJ.

3.2.2 Reorganization of the office structure both to reform existing departments and to create new departments, in order to reflect actual work distribution, including a new department of research and development for new course studies and programs.

3.2.3 Reinforce existing organizational lines of authority in order to promote positive management techniques, accountability of employees, and performance of critical tasks.

3.3 Transparency: Transparency is fundamental to insuring the impartiality and competency of the judiciary. The JIJ has adopted an anonymous and transparent admission system to its judicial preparatory program; however, an alternative mechanism exists in law (Article 10, Law of the Judiciary) that empowers the Judicial Council to elect court clerks into a program that bypasses the JIJ admission, curriculum and exam process for the training of judges (EFAD). This bypass process is obviously subject to cronyism and corruption and must be abolished.

4.0 Key Performance Indicators

4.1 Human Resources:

4.1.1 Redesign and renovate the Registrar's Office for optimal work performance.

4.1.2 Evaluate the roles and skills of the current Assistant Directors and realign their tasks and responsibilities: **(a)** Administrative Director: assume a more direct role as human resources manager, and **(b)** Academic Director: assume a more direct role in the planning and execution of both the preparatory program and the continuing education program.

4.1.3 Evaluate the roles and skills of the current employees of the Registrar's Office and realign tasks and responsibilities: **(a)** define the tasks and responsibilities of the Registrar's Office, including course calendaring, course materials management, record keeping, report generation, and filing; **(b)** educate employees about the existing managerial system; **(c)** clarify the tasks and responsibilities of all employees; **(d)** create a Manual of Practices and Procedures, including job descriptions and forms.

4.1.4 Create forms in hard and soft-copy for use of the Registrar's Office, including, inventory forms, course proposal forms, event planning forms and filing procedure forms.

4.1.5 Provide capacity building for existing staff, including training and education in all areas of office functionality, including general office practices, basic computer operation, productivity, and managerial skills.

4.1.6 Recommend to the MOJ that several positions be created and filled at the JIJ, as follows: (1) an IT assistant; (2) a professional college registrar; (3) two

academic planners; (4) an event planner; and (5) two clerks with computer, office and basic team skills.

4.1.7 Provide for faculty development opportunities, including training in teaching methodologies for students who are judicial professionals.

4.2 Technology:

4.2.1 Design, install and implement proprietary software for the following purposes: (a) to computerize the business and registration processes of the JIJ; (b) to record and link the training and education courses offered by the JIJ with attendance by judges, trainees and clerks; (c) to network communication and software; and (d) to implement event planning software if appropriate.

4.2.2 Provide initial data entry for new proprietary software.

4.2.3 Provide education and training in the operation and maintenance of introduced technologies.

4.3 Performance:

4.3.1 Develop and implement a 2-year preparatory training program for new judges.

4.3.2 Develop and implement a fair and impartial admission process to the preparatory training program by July 1, 2006.

4.3.3 Present 65 continuing education courses by June 30, 2006.

4.3.4 Present 60 continuing education courses by December 31, 2006.

4.3.5 Develop a course evaluation form for distribution to faculty in order to evaluate their courses.

4.4 Participants:

4.4.1 Develop a course evaluation form for distribution to the participants in each continuing education course in 2006.

4.4.2 Develop a continuing education survey for the Jordanian Judiciary to be completed by December 31, 2007, in order to design courses for 2008.

4.4.3 Develop an evaluation system for the preparatory training courses for the 2006-2007 academic calendar.

4.4.4 Schedule courses in each of three geographic areas: Irbid, Amman and Aqaba.

4.4.5 Develop courses at the JIJ and in coordination with donors that address the following specialized legal issues; for example, Int'l. Humanitarian Law

4.5 Stakeholders:

4.5.1 Coordinate with stakeholders who propose education courses for judges, court staff and preparatory students.

4.5.2 Provide logistic and technical support for the scheduling and presentation of stakeholders programs.

4.6 Governance:

4.6.1 Obtain permission from the MOJ to appoint a consultant to coordinate payment of JIJ expenses with the financial department of the MOJ, in order to facilitate the transfer of financial responsibility of programs to the JIJ.

4.6.2 Coordinate with the Academic Committee on course development, faculty and participants.

4.6.3 Promote judicial independence by encouraging legislation that provides for an independent JIJ.