

Summary of the Research Report on the Impacts of the Activities of the Oromia Justice Sector Professionals' Training and Legal Research Institute

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1. Introduction

The Oromia Justice Sector Professionals' Training and Legal Research Institute (hereinafter 'the *Institute*') was established in 2007 by Regulation No.77/2007 of the Regional Government of Oromia. The Regional Government established the Institute to engage in activities which would eventually improve the quality of the services rendered in the justice system of the region. In order to enable the Institute to achieve this objective, the establishment regulation provides for a long list of the Institute's powers and duties. Yet, a close examination of these powers and duties reveal that they are related to giving trainings and conducting researches. Therefore, as its name by itself indicates, the Institute was established to give trainings to the justice sectors' professionals such as judges, prosecutors, registrars, and defence lawyers and to conduct researches on legal issues and justice sectors' institutional practices. Consequently, the Institute has been giving trainings in three different programs: pre-job training program, on job short-term training program, and on job long-term training program. Similarly, it has so far conducted numerous researches on myriad of legal issues and institutional practices.

The purpose of this research is, therefore, to assess the impacts these activities (the trainings and the researches) of the Institute. In order to serve this purpose, a mixture of both qualitative and quantitative research approaches has been employed. Hence, both quantitative data and qualitative data have been gathered and used. In this regard, relevant laws and working procedures were collected and reviewed, relevant research works were assessed, interviews were conducted with officials from the Institute, Caffee Oromia, Oromia Supreme Court, Oromia Attorney General, and Oromia Prison Administration. Similarly, information was obtained by using questionnaires from 103 judges, 103 public prosecutors, 55 private practicing lawyers, 30 registrars (commonly known in the region's justice system as *legal officers*), and 30 defence

lawyers. It is on the basis the data secured from these sources that this research has been conducted and completed. Of course, the annual reports of the Oromia Supreme Court and Oromia Attorney General for this year (2020/21) haven consulted.

With regard to its structure, this research is organized in five chapters. While the first chapter addresses issues relating to research planning (proposal), the second chapter presents a general overview of what the Institute is, what its objectives and mandates are, and what it has performed so far. In the third chapter, the data collected from various sources have been analysed and presented. The forth chapter presents the key findings of the research, whereas the last chapter concludes the research with recommendations for the problems identified in the process.

2. Objectives, Mandates, and Activities of the Institute

In order to ensure that the justice sectors' professionals such as judges, prosecutors, registrar's, defence lawyers, and others are updated with new laws or to improve their knowledge and also familiarize them with the unique nature of the service expected of the justice system through a system of trainings, the regional government of Oromia decided to have a responsible organ for the job.¹ Consequently, the Institute was established in 2007 in accordance with Regulation No.77/2007. Specifically, the objectives the Institute is expected to achieve, as stated in its establishment regulation, are producing sufficient and high quality professionals who are committed to defend the constitutional order; enabling the justice system of the region to be equipped with professionals who have high competence, good ethical standards, and who can win public trust due to their commitment to serve the public; ensuring that coordinated and uniform service is rendered in the justice system based on principles of rule of law, transparency, and accountability; and ensuring that fair, efficient, and effective justice system is established in the region.² To achieve these specific objectives, the regulation provides for a list that contains the powers and duties of the Institute.³ However, a close scrutiny of the list reveals that the

¹ It is clear that a strong justice system is indispensable for the democratization process. Similarly, it is obvious that having a strong justice requires equipping the system with professionals who have high ethical standards, sense of public service-ship, knowledge, and skill. Further, it is important to note that improving the effectiveness and efficiency of the justice system requires introducing principles of transparency and accountability. See the preamble of the Regulation that establishes the Institute.

² See article 6 of the regulation.

³ You may read article 7 of the regulation.

Institute is basically required to give trainings and conduct researches to achieve the above mentioned objectives.⁴

As a result, the Institute has been giving trainings (pre-job trainings, on job short-term trainings, and on job, long-term trainings) for nearly a decade and half now. At the moment the pre-job trainings are given for 12 months,⁵ whereas the on job short-term trainings are given for up to 5 days, and the on job long-term trainings are given for up to 5 months' time. Through the pre-job training, the Institute has so far trained and certified a total of 3,485 professionals in 14 rounds. Currently, 227 professionals are attending their pre-job training. Through the on job short-term training programs, the Institute has so far trained 43,707 professionals of the justice sector of the region. Similarly, through the on job long-term training programs, the Institute has thus far trained and certified 2,352 professionals. So, by using all the three programs, the Institute has given trainings to about 49,544 professionals of the region's justice system. Of course, this figure does not include the 227 professionals who are currently attending their pre-job training.

Moreover, the Institute has conducted researches on 64 topics so far. Generally, these researches deal with the institutional practices of the region's justice sectors. Moreover, the Institute established the Oromia Law Journal around 2012. The journal has been serving as a forum where various kinds of researches are published. Thus far, ten issues of the journal have been published. Indeed, the Oromia Journal of Law is one of the few journals that have been granted accreditation by the Ethiopian Science and Higher Education Ministry; it is also a one-star journal according to the assessment of the African Journal Online (AJOL).

Generally, therefore, it can be said that the Institute has been exercising its powers and discharging its duties (giving trainings and conducting researches) as stipulated in its establishment regulation. That being the case, one can ask what possible impacts these activities may have had so far. This is, indeed, what the current research is all about. The data gathered from various sources have been analysed and the impacts of the activities of the Institute; that is,

⁴ This implies the existence of an assumption, on the side of the law-maker, that giving trainings and conducting researches would eventually lead to the achievement of the stated objectives.

⁵ At the beginning it was given for two years, then it was reduced to one year and half, then it was reduced to ten months, and now it increased to one year (12 months). So, the current trainees will undergo 12 months of training period before they are issued with a certificated of completion of the training.

the impacts of its trainings and the researches, have been identified by focusing on the extent of improvements made in relation to the knowledge, skill, commitment to serve the public, and ethical standards of the justice sectors' professionals. Put differently, this research has tried to identify the extent to which the knowledge, skill, commitment to serve the public, and ethical standard of the justice sectors' professionals have been improved due to the trainings given to them by the Institute and as a result of reading the research outputs of the Institute. Moreover, the extents to which various organs have been implementing the researches of the Institute (its recommendations) have been examined to see the effectiveness (success) of its works. Finally, this research has examined the extent to which the improvements to the knowledge, skill, commitment to serve the public, and the ethical standard of the justice sectors' professionals due to the trainings they have attended and the use of the Institute's researches have also caused improvements in the quality, predictability, efficiency,⁶ and transparency of their services. With these in mind, the next section will present the findings of the research.

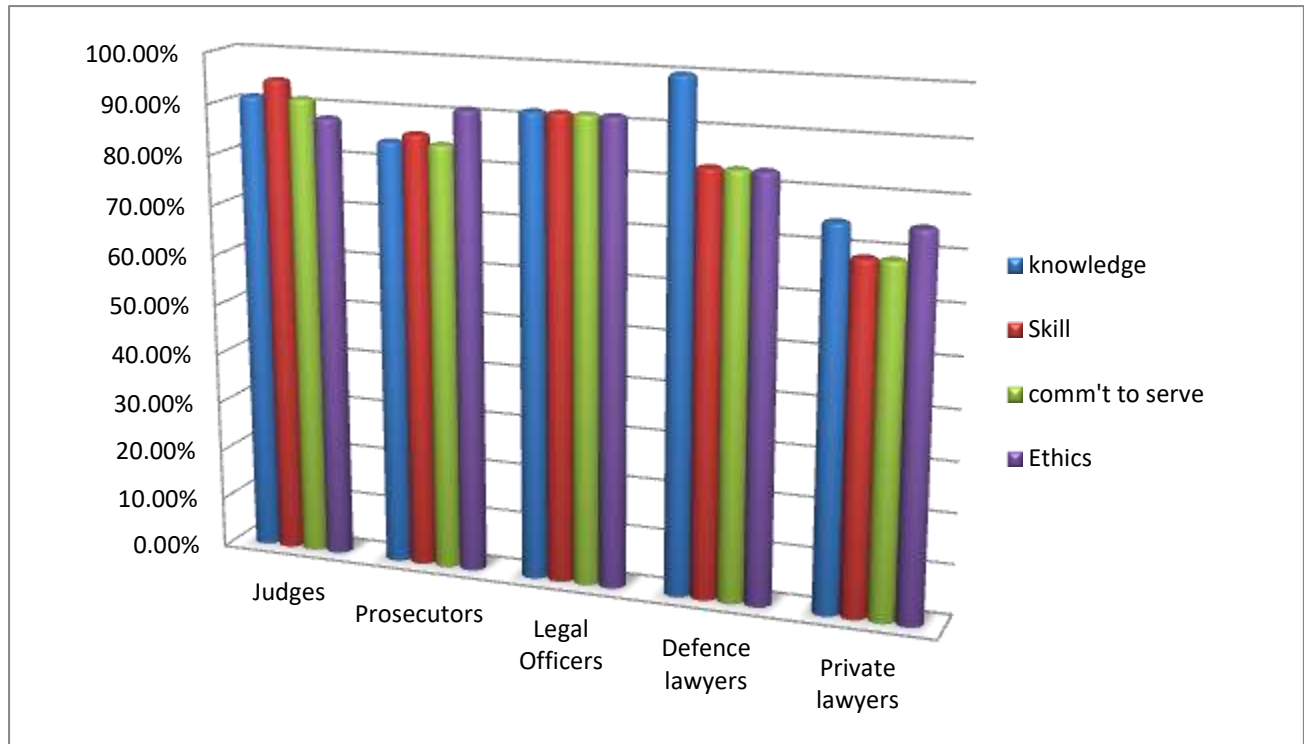
3. Findings of the Research

3.1. With regard to the trainings of the Institute

The respondents to the questionnaires (or the justice sectors' professionals) were requested to tell the extent to which their knowledge, skills, commitment to serve the public, and ethical standards has been improved as the result of the trainings given to them by the Institute. The respondents were requested to describe their gains from the trainings they have so far attended as *very high*, *high*, *average*, *low*, and *very low*. So, in this section, the charts included represent only the responses of the professionals who replied by choosing **very high** and **high** to describe the level of improvements to their knowledge, skills, commitment to serve the public, and ethical standards. The results for the **very high** and **high** choices have been combined (merged) because both of them represent that trainings have substantial impacts on improving knowledge, skills, commitment to serve the public, and ethical standards of the justice sectors' professionals. The other alternatives are not summarized and presented here in the charts here because they represent the opinions of a few respondents (justice sectors professionals). Where it is found necessary, such alternatives could be mentioned to show comparison.

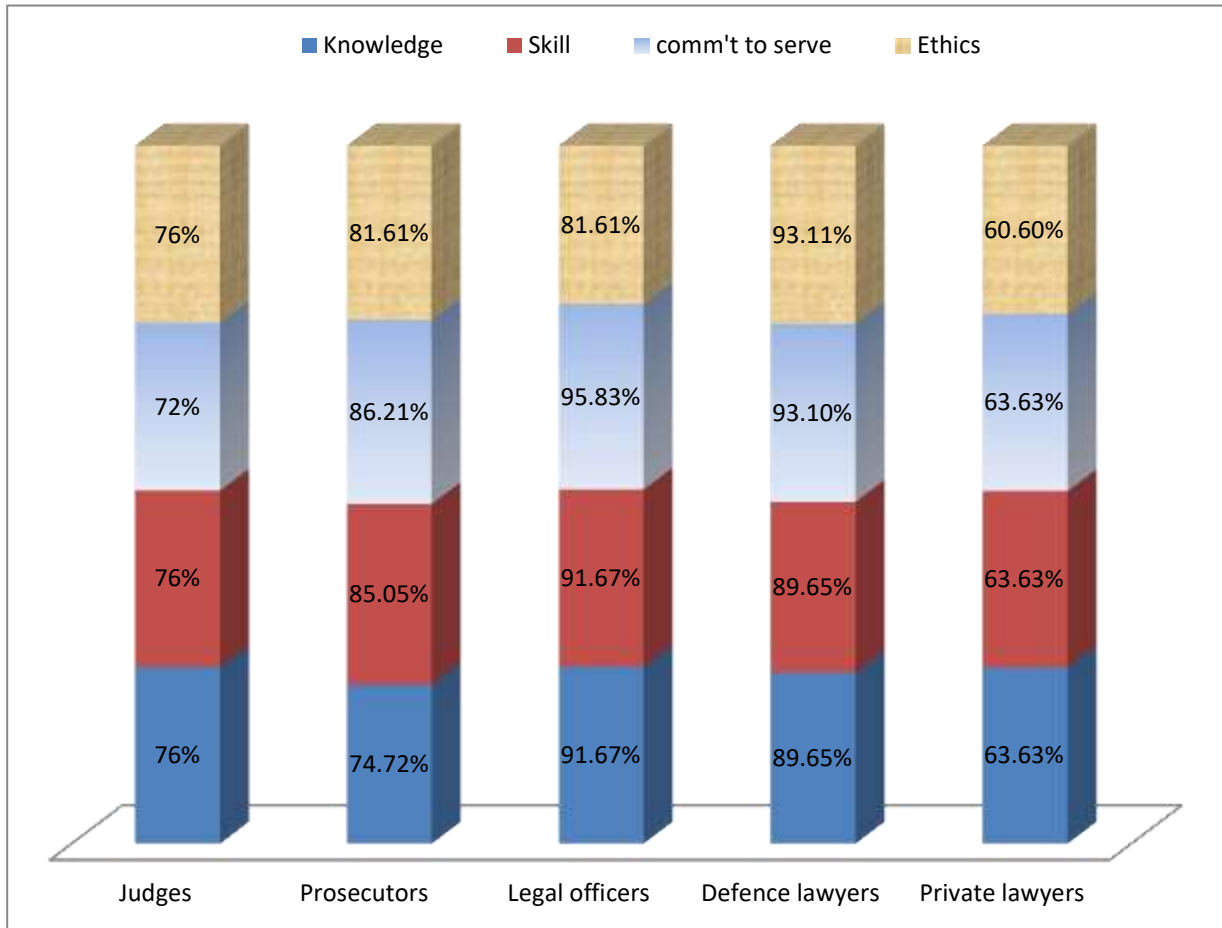
⁶ The term *efficiency* in this research is used to refer to the time taken to deliver services. So, speedy service is considered efficient for the purpose of this research.

A. Impacts of Pre-job trainings



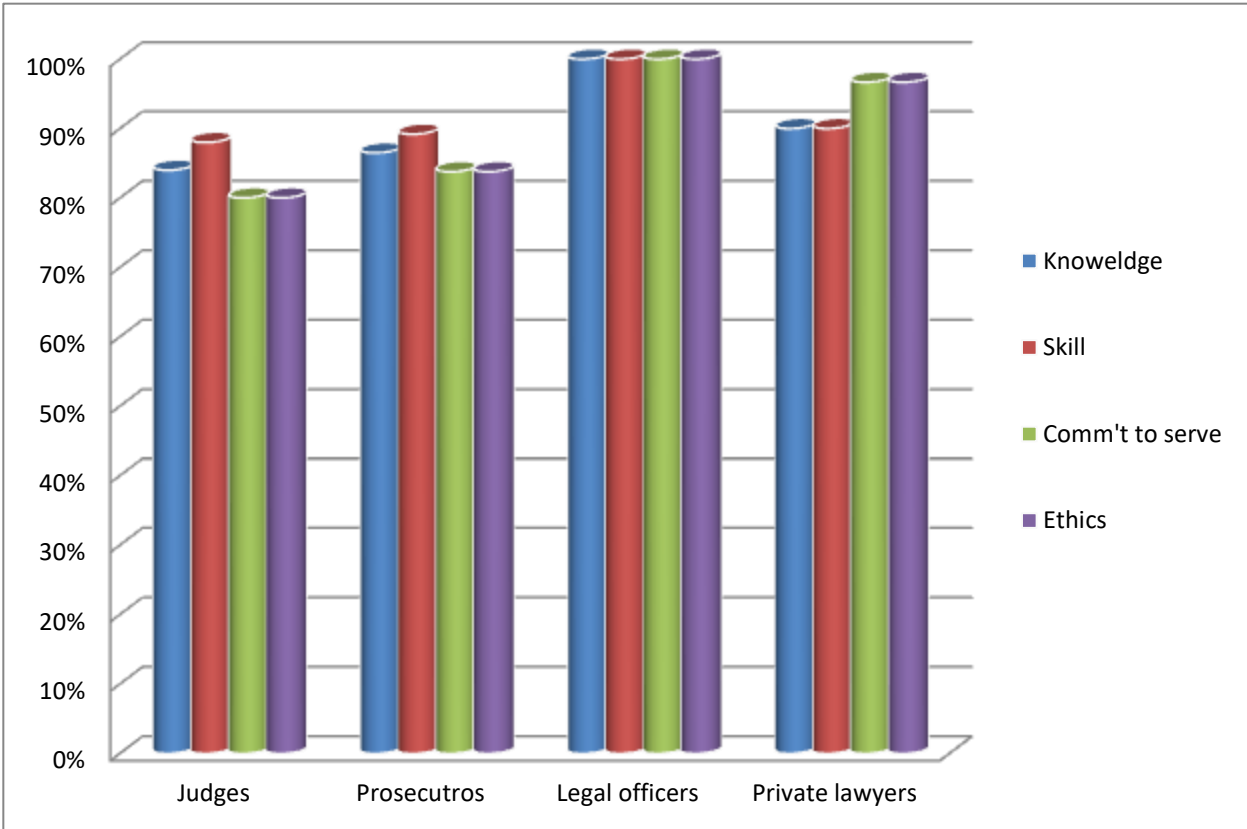
As we can see from the above chart, more than 80% of the judges, the prosecutors, the legal officers, and the defence lawyers have agreed that the contribution of pre-job trainings with regard to improving their knowledge, skills, commitment to serve the public, and ethical standards is **very high** and **high**. Similarly, more than 68% of the private lawyers have agreed that the contribution of pre-job trainings with regard to improving knowledge, skills, commitment to serve the public, and ethical standards is very high and high. Therefore, it can be concluded that the pre-job trainings of the Institute has been significantly improving knowledge, skills, commitment to serve the public, and ethical standards of the professionals of the region's justice sectors. Put differently, the information secured from the respondents reveal that the Institute has been supporting the region's justice sectors by improving the knowledge, skills, commitment to serve the public, and ethical standards of their professionals through its pre-job trainings. This same conclusion is supported by the data gathered through interviews. Thus, it is safe to say that the Institute has been successful in improving the knowledge, skills, commitment to serve the public, and ethical standards of the justice sectors' professionals through its pre-job trainings.

B. Impacts of on-job short-term trainings



The above chart reveals that more than 70% of judges and prosecutors, and more than 80% of legal officers and defence lawyers agree that the contribution of on-job short-term training with regard to improving their knowledge, skills, commitment to serve, and ethical standards is **very high** and **high**. Similarly, more than 61% of the private lawyers also agree that the contribution of on-job short-term training with regard to improving knowledge, skills, commitment to serve, and ethical standards is **very high** and **high**. Hence, all the five categories of legal professionals confirm in unison that the on-job short-term trainings have been significantly improving the knowledge, skills, commitment to serve, and ethical standards the justice sectors' professionals. The information gathered through interviews also confirms the same conclusion. As a result, we can safely conclude that the on job short-term trainings of the Institute have been successful.

C. Impacts of the on-job long-term trainings



In relation to the impacts of on-job long-term trainings, the above chart clearly shows that more than 80% of all the four categories⁷ of legal professionals agree that the contribution of on-job long-term training with regard to improving their knowledge, skills, commitment to serve, and ethical standards is **very high** and **high**. The information gathered through interviews also supports the same conclusion. Therefore, the research has found out that the on-job long-term trainings that the Institute has been giving so far is meaningfully improving the knowledge, skills, commitment to serve, and ethical standards of the justice sectors' professionals of the region.

Generally, therefore, the previous three charts reveal, all the three training programs of the Institute have been success in improving the knowledge, skills, commitment to serve, and ethical standards of the professionals in the justice sector of the region. Similarly, because the programs

⁷ During the data collection, all the defence lawyers who filled the questionnaires expressed that they did not take on-job long-term trainings and that is why they are not covered by this chart.

have been of significant importance, the great majority of the respondents to the questionnaires and all the interviewees are of the opinions that the Institute should continue giving trainings in all the programs. For example, from the professionals who responded to the question on *whether they think the trainings should continue*, 84.47% of judges, 84.47% of prosecutors, 90% of legal officers, 83.33% of defence lawyers, and 81.82% of the private lawyers agree that the trainings should continue. This indicates that they were satisfied with what they have gained from the trainings they attended.

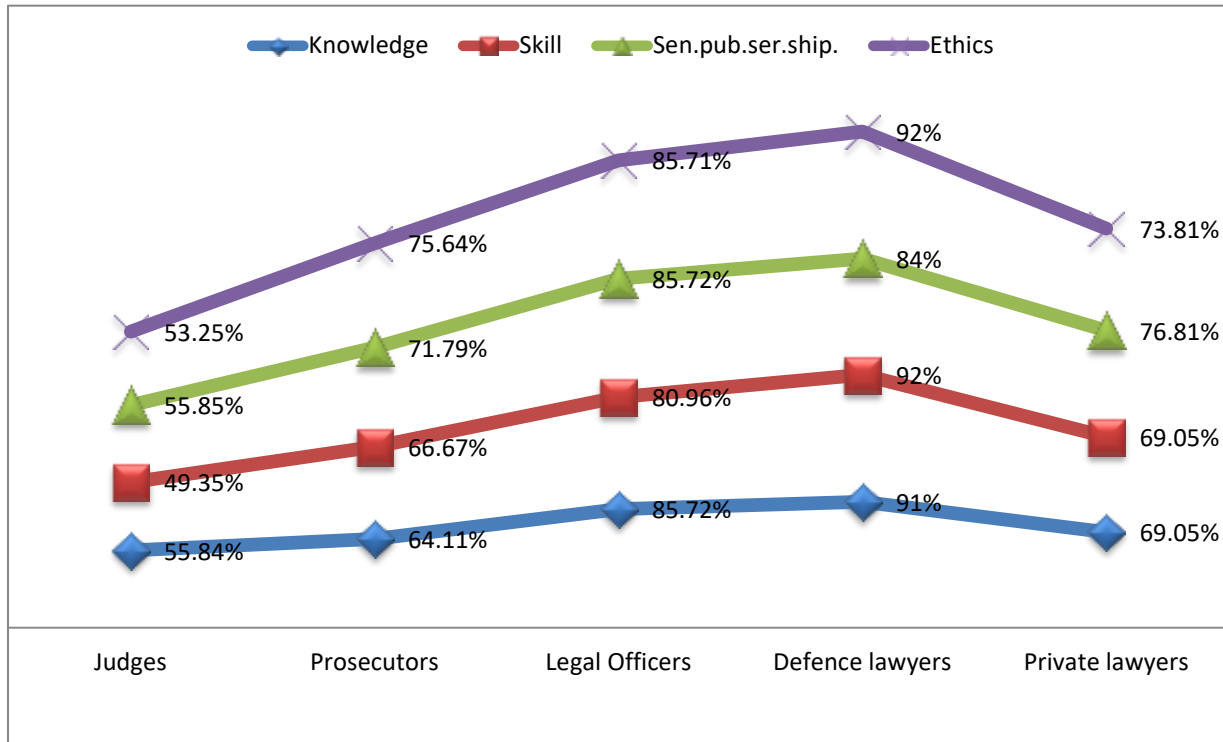
3.2. With regard to the impacts of the Institute's researches

The respondents to the questionnaires (or the justice sectors professionals) were requested to describe the extent to which their knowledge, skills, commitment to serve, and ethical standards has been improved as the result using (reading) the researches that have been published in the Oromia Law Journal. In fact, except for private lawyers, the majority of the judges, prosecutors, legal officers, and defence lawyers have confirmed that they have experiences of reading the researches published in the Oromia Law Journal. Even for the private lawyers themselves, from those who responded by saying 'yes' or 'no' to the question, "have you ever read the researches published on the Oromia Journal of Law?", 50% of them have confirmed that they have read and used such researches.⁸

Anyway, in order to assess the extent of the effectiveness of the published researches of the Institute in improving the knowledge, skills, commitment to serve, and ethical standards of the justice sectors' professionals, the alternatives given to the respondents to choose from were *very high, high, average, low* and *very low*. Based on that, what the following line chart presents is the combination of the **very high** and **high** responses of these professionals because such choices represent significant contribution of the researches to the improvement of the knowledge, skills, commitment to serve, and ethical standards of the justice sectors' professionals. The other responses, which are *average, low, and very low*, are not summarized below as they don't represent the majority of the responses and they are also not good indications of the effectiveness of the Institutes researches.

⁸ Of the total respondents, five private lawyers, who constitute 9.10% of them, did not answer the question at all.

A. Impacts of the researches published in the Oromia Journal of Law



As we can observe from the above line chart, more than 69% of private lawyers, more than 84% of defence lawyers, more than 80% of legal officers, and more than 64% of public prosecutors agree that the contribution of the researches that are published in the Oromia Journal of Law with regard to improving the knowledge, skills, commitment to serve, and ethical standards is **very high** and **high**. In this regard, more than 53% of the judges who participate in this research confirm that that the contribution of the researches that are published in the Oromia Journal of Law with regard to improving the knowledge, skills, commitment to serve, and ethical standards **very high** and **high**. However, it is only 49.35% of these judges who believe that the contribution of the researches that are published in the Oromia Journal of Law with regard to improving their **skills** is **very high** and **high**. Generally, however, except for the skill aspect, all categories of respondents agree that reading the researches published in the Oromia Journal of Law has significantly improved their knowledge, commitment to serve, and ethical standards. Moreover, the information gathered through interview also strengthens this view. Thus, it can be concluded that the Institute has been successful through its researches in bringing about improvement to the knowledge, skills, commitment to serve, and ethical standards the justice

sectors professionals. As a result, the majority of the respondents to the questionnaires and the interviewees are of the opinions that the Institute should continue publishing researches on the Journal. For example, from the professionals who responded to the question on *whether they think publishing researches on the Oromia Journal of Law should continue*, 87.88% of judges, 80.77% of prosecutors, 90.48% of legal officers, 76% of defence lawyers, and 63.33% of the private lawyers provided answers which show that they strongly believe in the continuation of the publication; which can be taken as an indication of their satisfaction with the publications.

B. The status of implementation of the Institute's researches on institutional practices

As far as the researches of the Institute in relation to institutional practices are concerned, what this research has tried to do is to investigate the extent of their implementation. If the researches are implemented, there is an assumption that changes will be introduced to existing practices, where necessary. Accordingly, it has been found out that many of the researches on institutional practices have been used to introduce changes. For example, based on the recommendations made by such researchers there are proclamations, regulators, directives, and working manuals which have been introduced (enacted or amended) and are in use at the moment. In this regard, the enactment of Oromia Customary Court's Establishment Proclamation No.240/20121, the enactment of Oromia Drafting Proclamation No.222/2020, the issuance of a regulation to implement the Oromia Rural Land Administration and Use Proclamation No.130/2007, the issuance of directives by the Oromia Supreme Court to assess the performance of judges, the issuance of directives by the Oromia Attorney General to evaluate the jobs of public prosecutors, the preparation of a draft law to govern payment of courts fees,⁹ the preparation of a draft proclamation to establish customary courts,¹⁰ the issuance of a manual on the determination of costs incurred by litigants in civil cases, the establishment of the office of defence lawyer (public defender) within the Supreme Court of Oromia, etc. are few examples of the changes that have been introduced as the result of the recommendations made by the researches relating to institutional practices. Likewise, there are many researches which are being used to give training by either converting them to modules or by taking recommendation there form.

⁹ The law is now being considered by the executive and it will soon be submitted to *Caffee Oromia* for approval.

¹⁰ The draft proclamation has been discussed on a workshop, comments gather, and it is now submitted to the executive council for consideration before passed to *Caffee Oromia* for approval.

On the other side of the fence, however, the current research has found out that there are still equally many researches which were conducted on the practices of many institutions and are still waiting for implementation. Consequently, it has not been possible to determine, in terms of numbers or percentage, how many of the researches relating institutional practices have been implemented so far and how many are still waiting for implementation. But it has been discovered that while many of them are implemented and hence changes (legal or otherwise) have been introduced as a result, there are still many research outcomes (recommendations) which have not yet been implemented due to various reasons. Hence, this research has concluded that to the extent that these researches are implemented and, consequently, changes are introduced, the research activities of the Institute are effective.¹¹

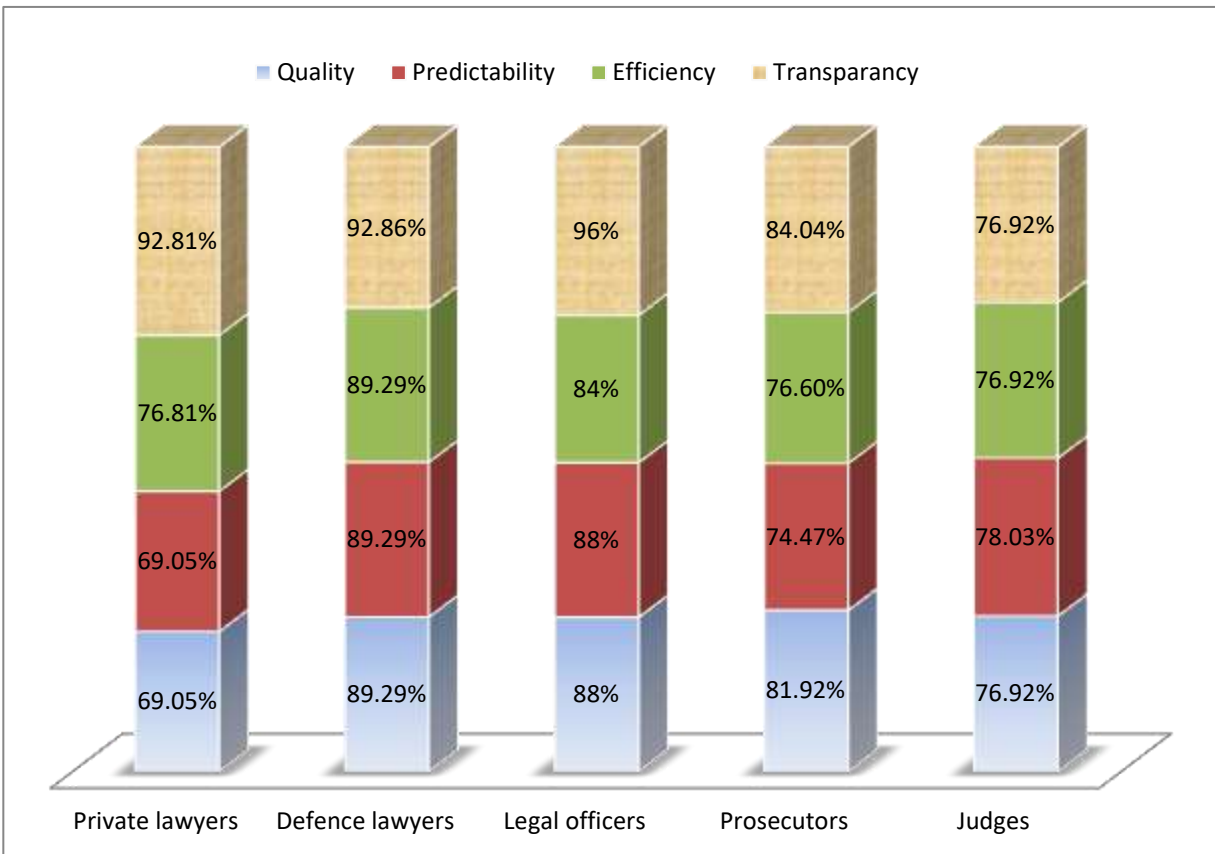
3.3. Impact of both trainings and researches on the quality, predictability, efficiency and transparency of the services of justice sector professionals

In the previous sections, we have seen how judges, prosecutors, legal officers, defence lawyers, private lawyers, and officials from the selected institutions see the contribution of the Institute's trainings and researchers to the improvement knowledge, skills, commitment to serve, and ethical standards of the justice sectors' professionals. In this section, we will see how the respondents to questionnaires have described the extent to which the trainings they attended and the research outputs they used have actually improved the quality, predictability, efficiency, and transparency of the services they render.¹² This shows that the investigation of this research is not limited to establishing the extent of the contribution of the Institute's trainings and researchers to the improvement knowledge, skills, commitment to serve, and ethical standards of the justice sectors' professionals. In fact, the research has gone one step ahead and examined the extent to which the gains made in relation knowledge, skills, commitment to serve, and ethical standards may have impacted the nature of the services actually rendered in terms of quality,

¹¹ On the other hand, it is not possible to conclude that the activities of the Institute are not effective in relation to the researches which are not implemented now because from practice the implementation is only delayed. For example, the directives issued by the Oromia Supreme Court and Oromia Attorney General to evaluate the performance of judges and prosecutors were based on the researches conducted more than seven years ago. So, delay in implementation does not necessarily imply rejection of the research recommendations.

¹² This question goes one step farther as it inquires how the trainings and researches may have impacted the quality, predictability, efficiency, and transparency of the services given in the justice sector. So, the impacts of the trainings and researches should not be limited to improving knowledge, skills, commitment to serve, and ethical standards of the justice sectors' professionals. It should also lead to improvement in the service they render.

predictability, efficiency, and transparency. That being the case, the next bar graph combines and presents only **very high** and **high** responses as they represent the majority of the responses and



such responses represent the effectiveness of the Institute’s trainings and researches.

As we can observe from the above chart, more than 76% of judges, more than 74% of prosecutors, more than 84% legal officers, more than 89% of defence lawyers, and more than 69% of private lawyers have agreed that the contribution the trainings they have taken from the Institute and also the Institute’s researches they used have improved the quality, predictability, efficiency, and transparency of their services in a manner that can be described as **very high** and **high**.¹³ Hence, it would be safe to conclude that the Institute’s trainings (in all forms) and published researches are contributing to the improvement of not only knowledge, skills, commitment to serve, and ethical standards of the justice sectors’ professionals but also the quality, predictability, efficiency, and transparency of their services. The information obtained through interviews also confirms the same conclusion. Indeed, the interviewees indicated as a

¹³ The minimum percentage is taken from all categories to show their minimum responses to all qualities of services.

result of improvements made in relation to the knowledge, skills, commitment to serve, and ethical standards of the justice sectors' professionals due to the trainings they attended and the research outputs they employed, there have been improvements with regard to the quality, predictability, efficiency, and transparency of the services they are delivering.

4. Factors Adversely Affecting the Impacts of the Activities of the Institute

Generally speaking, the findings of this research show that the Institute's trainings and researches are producing positive impacts in the region's justice sectors. However, it must be noted that there are various factors, internal and external, which are adversely affecting the effectiveness of the Institute's activities. These factors include the following.

4.1. In relation to trainings

In relation to trainings, the following are examples of the factors which have been identified as hindering their effectiveness.

- *The training modules have some limitations.* Most of the trainings given by the Institute focus on legal and related issues. On the other hand, laws and situations (such as practices), both at the regional and the federal levels, change regularly. Hence, the training modules must keep abreast of such changes. However, it has been identified that some modules do not cover such changes and this, in turn, hinders transferring updated knowledge, skill, etc. to the trainees.
- *Lack of budget:* Although the training needs of the region's justice sectors organs are increasing by the day, the Institute does not command a budget which is commensurate with such needs. For example, due to budgetary constraints, the Institute had to reduce the number of trainees from some institutions for on-job short term trainings. Based on the information obtained, in totality, the amount of the annual budget the Institute has been receiving so far, for both trainings and researches, has never exceeded 13 million birr (which is less than USD 300,000). This is too small to meet the training (and research) needs of the region's justice sector organs or professionals. Hence, due to budgetary constraint, the Institute will not be able to achieve its objectives to the extent it desires or it is expected of it.
- *Lack of interest to give trainings:* This research has discovered that some professionals with better experiences such as Supreme Court judges do not want to give trainings. This is very

important because the trainings that the Institute gives include professionals from all levels of justice sectors' organs. Hence, when the trainees are judges from the Region's Supreme Court, these judges want to be trained by someone who has greater or at least equal experience with them, not by someone who was a district or high court judge. In fact, the research has identified that the inability to use a more or at least equally experience trainers has been a cause for loss of interest for such judges, which in turn, mitigates the possible impacts the training may have on them. Yet, to solve this problem, the Institute has been requesting the Supreme Court judges to give trainings but mostly they are not willing to accept the request. Hence, this has been one major challenge under some situations.

- *Lack of highly qualified trainers in sufficient number and types:* Currently, the Institute has only five permanent trainers and they all have master's degree. Again, the other trainers who have joined the Institute to serve for three years, mostly from high courts, are in the same situation. So, there is no single trainer who has a PhD and there is no single trainer who has worked as the Supreme Court judge. So, the absence of trainers with these qualities or experiences in sufficient number and also types (areas of speciality, for example) is another factor that has been hindering the effectiveness of the Institute's trainings.
- *Leniency of supervision and support:* The other factor that has been identified as hindering the effectiveness of the Institute's trainings relate to lack of sufficient supervision and support for trainees. Mostly, this factor relates to pre-job trainings. In this regard, when trainees are dispatched to some institutions like courts to practice before they are certified, the supervisions and supports they receive at these places have not been adequate. On the other hand, lack of sufficient supervision and support for the trainees will surely have adverse impact on the effectiveness of the Institute's training. Moreover, there are times when the supervisions made in the Institute itself are not sufficient. For example, there are times when trainers fail to supervision the trainees' group discussion sessions, which take place mostly in the afternoon.

Generally, therefore, the above-mentioned factors are identified as examples of the factors which have been hindering the full effectiveness of the Institute's training programs.

4.2. In relation to researches

As far as the factors hindering the effectiveness of the Institute's researches are concerned, the following examples can be raised. In relation to the researches published in the Oromia Journal of Law, there are many justice sectors' professionals who have not been able to get the journal because the journal is either not known to them or it is not available in sufficient hard copies to purchase and use. For example, it has been discovered that every year, only 2,000 copies are printed and 60% of them are distributed for free to justice sectors organs while only 40% (800 copies) are put on sale. Of course, the main reason behind such limitation is budget constraint. Whatever the case is, we can see from this that the total number of the printed copies is obviously not commensurate with the size of the legal professionals we have in the region's justice system. For example, currently working judges alone are more than 2300. Of course, the Journal is available on *AFJOL*, *Heinonline*, and the Institute's website and telegram. Thus, everyone can get the copy of the publications in the journal for free anytime and anywhere. But the culture of our justice sectors' community to use online materials is not yet well developed; there are also other pushing factors.¹⁴ In any case, the fact that the Journal is not printed in sufficient copies and made available for sale at the nearest places to the justice sectors professionals such as in all courts, prosecution offices, and book stores has actually limited the journal's accessibility and visibility.

With regard to the researches which are conducted on institutional practices, the single most important factor that has been hindering their effectiveness relates to their limited implementation. As stated before, although many of such researches have been implemented and consequently some important changes have been introduced, there are still significant number of researches which have not yet been implemented. So, to the extent that there are unimplemented researches, the Institute's activities will remain ineffective. Why are there researches which are not implemented so far? Although many reasons could be raised, the most important one is the absence of a system which enables the Institute to follow up and demand the implementation of its researches. Because of the absence of such system, the implementation of the Institute's researches depend purely on the willingness of the concerned organs. Moreover, the Institute

¹⁴ For example, hard copies are also more convenient to read anywhere whether there is internet connection or not. The softcopies requires existence internet connection, electricity, reading devices such laptops, tables, smart phones, etc.

lacks sufficient budget to engage in promotional activities such as organizing workshops or symposiums where the research outcomes are discussed and the concerned organs could be encouraged to implement them.

The issue of budgetary constraint works for other institutions as well. For example, in order to implement all the recommendations made in the Institute's researches for proper rehabilitation of prisoners, the Oromia Prison Administration needs huge resources, which it does not command at the moment.

There are also factors which relate to the manner the Institute conducts (or, at least, was conducting) its researches. In this regard, this research has found out that, in the past, the research activities of the Institute was less participatory in terms of choosing topics/issues to investigate, choosing researchers, and the like. Such practices will not invite other concerned organs to believe in the finding of the Institute's researches which can, in turn, limit the implementation of the research outcomes. Of course, it has been discovered that, currently, the trend has been changed and the researches are becoming more and more participatory. For example, there is now a practice of making discussions with relevant bodies before research topics or issues are selected; there is a practice of inviting concerned organs to give their opinions on drafts during workshops before final research result are produced; etc. So, such practice may improve the implementation of the Institute's researches but this is to be seen as it is a relatively new change to the *modus operandi* of the Institute.

5. Conclusion and Recommendations

5.1. Conclusion

As we have seen above, the Institute was established in 2007 to mainly conduct trainings and researches to eventually contribute to the improvement of the quality of services rendered in region's justice system. Accordingly, soon after its establishment, the Institute commenced giving trainings to justice sectors professionals and conducting researches. As a result, the Institute has so far trained tens of thousands of justice sectors professionals in three training programs: pre-job training, on-job short-term training, and on-job long-term training programs. Similarly, it has conducted researchers on numerous legal issues and institutional practices and

forwarded recommendations for improvements, where appropriate. And this research has found out that as the result of the trainings the Institute has been giving and the researches it has been conducting, significant improvements have been made to the knowledge, skill, commitment to serve the public, and the ethical standards of the justice sector professionals. These improvements, in turn, have led to improvements in the quality, predictability, efficiency, and transparency of the services in the justice sectors of the region. Moreover, the researches of the Institute have caused the introduction of new laws and amendment existing ones, issuance of some working procedures like manuals, changes in some institutional practices such as in relation to handling prisoners, etc. Yet, there are still factors which are hindering the full effectiveness of the activities of the Institute as a whole. These factors include limitations in the training modules, lack of interest to attend trainings, lack of interest to give trainings, lack of highly qualified trainers in sufficient number and types, leniency of supervision and support for trainees, limited accessibility and visibility for the Oromia Journal of Law, and limited implementation of researches conducted on institutional practices. Therefore, this research has come up with the following recommendations to deal with these factors.

5.2. Recommendations

A. In relation to trainings

- Updating training modules: One factor that is identified as adversely impacting the effectiveness of the Institute's training relates to lack of regular updating of training modules. Hence, the Institute must ensure that its training modules are regularly checked and updated as necessary. Moreover, the responsibility to check for the needs to update the modules and also updating same, when found necessary, must be entrusted to trainers themselves, whereas the Institute has to provide them with adequate incentives to do such jobs as the existing incentive mechanisms are not adequate. According to the existing incentive mechanisms, the maximum remuneration a trainer who updates one module gets is 5,000 birr (which is less than USD114). This is a small amount to move someone to do a given job responsibly.
- With regard to the budget limitation, the regional government of Oromia must allocate sufficient budget for the training activities of the Institute. After all, the Institute is expected to give trainings which aim, among other things, at improving the knowledge, skills, ethical

standards, and commitment to serve the public of the justice sectors' professionals. Nonetheless, the Institute cannot reach, through its trainings, as many of these professionals as possible to do this job with limited budget at its disposal. Hence, the need to allocate sufficient amount of budget for the Institute's training activities is self-explanatory and the Regional Government must do so if it is to harvest the fruit of the Institute's trainings as envisaged in the Institute's establishment Regulation.

- With regard to attracting highly experienced and qualified trainers, the Institute must provide additional and adequate incentives in terms of financial reward as the currently existing scheme is not adequate. Moreover, the Supreme Court of Oromia must give its judges a leave which is commensurate with the time they use to give short-term trainings, about two months leave for giving five months on-job long-term training, four months leave for serving as a trainer for one year and one year leave for serving as a trainer for three years.
- Moreover, the institute should arrange a program for its permanent trainers to attend a PhD program. Besides, the Institute has to arrange training opportunities its staff can attend to develop their knowledge and skill. This can be done in partnership with Institutions in the country or out of the country. For example, some sort of partnership agreement can be established with academic institutions in this regard. Besides, the Institute should look for extra sources of fund to provide highly qualified trainers such as judges from them Supreme Court to offer extra and attractive financial benefits. Likewise, the Institute should also think of hiring and using highly experienced professionals on part-time basis.
- With regard to the problem of leniency in supervision and support of trainees (apprentice), the persons who are assigned to supervise the trainees must be given some sort of incentives to encourage them to discharge their duties responsibly. In the absence of incentives, the supervisors may treat supervising and supporting the trainees as something of secondary importance. Moreover, the Institute should arrange a yearly forum where it can discuss matters relating to supervision and support of the apprentices with officials from the supervising bodies.

B. In relation to researches

- **To improve the accessibility and visibility of the Oromia Journal of Law**

The institute must print the Journal in more copies than 2,000, make it available for sale in all courts and prosecution offices, and even in some book stores. Besides, the Institute should continue uploading the Journal's articles on *AFJOL*, *Heinonline*, and its website and telegram. Further, the Institute should use all opportunities to publicize and even sale the Journal. For example, this can be done during judges', prosecutors', lawyers', and others professionals annual meetings.

- **To Improve the implementation of researches relating to Institutional practices**

With regard to researches conducted in relation to institutional practices, what needs to be done is to make a new law or amend the existing one, such as the Institute's establishment regulation, and include some articles which impose a duty on all relevant organs to implement the researches (recommendations) of the of the Institute, and also give the Institute the right to follow up the status of implementation of its researches. It should, however, be noted that giving the Institute the power to compel other organs to implement its research finding is not appropriate and constitutional. So, what the Institute needs to be given is the right to seek and get information on the status of implementation of its research finding. Correspondingly, the other institutions must be required by the law to cooperate with the request of the Institute. At the end, the Institute can include in its reports (quarter, bi-annual, or annual) which Institution is implementing its research findings properly and which is not. At this forum, the other institutions which have not been able to implement the research findings could be required to give clarifications and this situation by itself can push them to implement the researches entirely or part thereof.

Moreover, the Institute must organize annual workshop and invite concerned organs to present the progress they have made in relation to implementing its research findings. On the workshop, high ranking regional government officials must be invited and there must be media coverage of the event. At the end, the Institute must acknowledge best performers (implementers) and give them certificates or some sort of awards (may be trophies). This can have a naming effect for the best performers and an indirect shaming effect for the disobedient ones. Besides, such strategy

will push concerned organs to take some action to implement the research findings at least on a piecemeal basis to have something to present on the workshops.

Finally, the regional government of Oromia must allocate sufficient budget for the Institute to enable it to publish the Oromia Law Journal in sufficient copies, to follow up implementation of its researches on institutional practices, to organize workshops or symposiums on such researches with a view to promoting discussions thereon and encouraging concerned organs to implement them, to give some sort of support to the implementing institutions, etc.

So, generally, if the above recommendations both in relation to trainings and researches are implemented, the factors which have been identified as hindering the full effectiveness of the Institute's activities will be avoided or significantly reduced.

