

USAID Rule of Law Program  
Quarterly Report  
July – September 2010

**USAID Rule of Law Program**  
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## Executive Summary

On July 30<sup>th</sup> 2010, Court Administrators and Chiefs of Diwan completed their foundation level training. The trainees completed an exam and a research paper submitted in September to progress onto the intermediate level training. The Rule of Law Project (ROLP) USN consultants Jan and Steve Bouch completed the intermediate level training curriculum, and the program is expected to be offered to trainees at the beginning of 2011.

ROLP conducted strategic planning meetings with the Minister of Justice and Chief Justice to plan initiation and next steps to strengthen the administrative capacity of the Judicial Council. The Chief Justice has nominated a key counterpart in the leadership role for the Judges Affairs unit at ROLP's urging. ROLP conducted and documented the results of an analysis of the existing automated system in the Judges Affairs unit to be used as input to a new system requirements analysis to be conducted in the next quarter. ROLP initiated a procurement process for application development services for software for the Judges Affairs unit.

ROLP conducted strategic planning meetings with the Minister of Justice and Chief Justice to plan initiation and next steps to build the capacity of the Technical Office of the Cassation Court. ROLP has supported the Director of the Technical Office write up and finalize the Cairo trip report and recommendations for developing and implementing legal research functions. Concurrently ROLP facilitated initial working group meetings with the key counterparts from the Cairo trip to develop more specific recommendation for startup of the Technical Office. A key roadblock to further appointments of judges and researchers to the Technical Office is hoped to be resolved by the pending move of the Cassation Court and Judicial Council to new facilities in October.

The ROLP court automation team launched and completed the rollout of MIZAN V2 to Criminal Execution Departments in all First Instance Courts this quarter. The ROLP also formed and trained a MOJ IT Directorate rollout team who, through participation with ROLP, learned the processes for application system rollout and post rollout support. The MOJ rollout team is now responsible for the rollout of MIZAN V2 to Conciliation Courts within the Kingdom. Since August they have successfully completed the rollout of the application to two Conciliation Courts. This represents a significant transition of knowledge, ability, and responsibility from ROLP to the MOJ for sustaining and replicating technology systems.

The testing of the e-portal system was completed in July and August. The e-portal application will allow judges, court staff, attorneys, litigants and other stakeholders access to MIZAN via the internet. Access to the e-portal is now available on the MOJ web site.

The mid-year mediation progress report was concluded and sent to the chief of the Alternative Dispute Resolution (ADR) department to be reviewed. The report demonstrates the increased use of mediation and settlements through mediation in West Amman, North Amman, South Amman, East Amman and

Zarqa courts. The report also brings to light the high level of satisfaction among parties of the mediated cases.

Recommendations developed by the ROLP and subcontractor Al Jidara on building the capacity of the Jordanian Ombudsman Bureau (JOB) were presented to the JOB president on the 31<sup>st</sup> of July. The recommendations regarding the development of the institution were well received.

## **Objective 1: Enhance Judicial Performance to Reduce Delays and Increase Public Confidence**

### **Court Administration**

#### **Court Administrator Training Program**

*The ROLP is assisting the MOJ increase its institutional capacity and develop standardized procedures*

Court Administrators and Chiefs of Diwan completed six months of foundation level court administration training this quarter. The courses familiarized trainees with best human resources and executive planning practices. ROLP's USN consultants Jan and Steve Bouch attended the final training session at the end of July where trainees discussed and outlined the skills they have learned from the program so far and how they have put these newly acquired skills into practice.

The trainees enthusiastically emphasized that they are better informed and feel empowered and motivated by the program. The trainees additionally highlighted how they are now confident in their authority and their ability to implement the new learned practices, heightening the capacity of their courts and fulfilling their roles as court administrators.

The foundational level training was concluded with participants taking an exam and completing a research paper covering different aspects of court management that were submitted on the 15<sup>th</sup> of September. The ROLP Court Administration team continuously offered support and supervision in order to help enrich the content of the papers. The exam and the paper will allow for the ROLP to assess the direct impact of the training.

The exams and papers were graded and evaluated by a committee as assigned by the ROLP and Judicial Institute of Jordan (JIJ). A graduation ceremony is to be held next month whereby all participants will give brief presentations on their research papers.



**Figure 1: Trainees attend the final session of Court Administration Foundation Level training at the Talal Abu Ghazaleh Business School in Amman**

Michigan State University (MSU) is coordinating with the ROLP for the trainees to receive MSU's Judicial Management Training Program certification; enhancing the credibility of the program.

### **Intermediate and Advanced Level Training**

ROLP's USN consultants Jan and Steve Bouch worked on developing the intermediate and training level curriculums during their consultancy in Jordan in August. The ROLP, Jan and Steve completed the intermediate training curriculum and continue to work on the advanced level training curriculum. It is expected to be concluded and presented to the Ministry of Justice (MOJ) at the beginning of October 2010.

Delivery of the lesson plans for the intermediate level training will begin at the start of 2011 and offer a total of 188 training hours to participants. The courses will focus on developing the trainees' specialized knowledge and enhance their leadership and planning capabilities; covering topics such as Advanced Case Flow Management, Visioning and Strategic Planning, Facilities Planning and Security, Leadership, Records Management, Budgeting, Building Effective Work Teams, Effective Communication, Performance Indicators, Strengthening the Relationship with the Executive, Leading Organizational Change, Coaching and Mentoring, Education, Training and Development and Critical Thinking.

The ROLP aims to create an environment of better managed courts by 2012, by enhancing Chief Judges and Court Administrator relationships. Such partnerships will allow for more efficient, effective and transparent services, enabling a heightened sense of public confidence in the justice sector from the Jordanian public.

### **Institutionalizing Court Administration Training Through the Judicial Institute of Jordan (JIJ)**

This quarter the ROLP assisted the JIJ develop and conduct a specialized training session for Palestinian Court Administrators. Developing and delivering training programs through the JIJ highlights the formal adoption of the court administration training program within the institution as part of its training agenda.

### **Court Process Reengineering for Improved Records Management**

A report concluding the recommended policies, tools and reengineering procedures to enhance security and the integrity of court records was completed by the ROLP and local sub-contractor Eco-Consult. The recommendations as outlined by Eco-Consult aim to improve efficiency, reduce delay and improve file security.

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ROLP presented the recommendations to Waleed Kanakrieh, Chief Judge of the North Amman Court. The recommendations are structured on ten pillars related to case file movement and security; space management and distribution of departments in courts; files storage rooms; policies and regulations; automation and technology; filing tools, equipment and cabinets; file destruction policy; human resources, organizations structures and capacity building; evidence storage and policies and court infrastructure. The new processes based on Eco-Consult's findings related to file tracking and file movements will be implemented as a pilot phase in the North Amman Court.

The ROLP is also continuing to develop file destruction policies and recommendations for later presentation to the MOJ and courts.

### Execution Filing System

Throughout August and September, the ROLP utilized the findings and recommendations of the Records Management Report and began an assessment of the filing system in the Execution Department in the



Figure 2: the current state of file storage at the North Amman Court



Figure 3: a North Amman Court employee searches for a file

New  
Palace  
of  
Justice  
(NPOJ)  
and  
opportunities to  
apply  
the  
improved records  
management

recommendations in the NPOJ Execution department in parallel with the implementation of the newly developed MIZAN v2 Execution Department application that began at the beginning of September. The combination of computerization and re-engineering leverages the advantages of both departmental strengthening activities being delivered by ROLP.

## Technology Systems

*Design upgrades and new applications serve to promote transparency and efficiency in the Judicial System*

### Support of Automated Systems in the Courts

The ROLP continued to provide follow up services to the courts using MIZAN V1 and V2 including assistance with resolving technology issues as they arose, providing quality assurance assistance to clerk and typist staff to verify accurate and timely entry of data into the system.



**Figure 4: a lawyer utilizes the automated system at the North Amman Court**

### Criminal Execution Software System Rollout & Strengthening the Institutional Capacity of the MOJ IT Directorate

The ROLP court automation team launched and completed the rollout of MIZAN V2 to Criminal Execution Departments in all 17 First Instance Courts this quarter. The ROLP also formed and trained a MOJ IT Directorate rollout team who, through participation with ROLP, learned the processes for application system rollout and post rollout support. The MOJ rollout team is now responsible for the rollout of MIZAN V2 to Conciliation Courts within the Kingdom. Since August they have successfully completed the rollout of the application to two Conciliation Courts. The training of the MOJ rollout team included skills on writing user manuals for new applications. This transfer of knowledge enables the MOJ to manage, monitor and support automation rollouts and other developments from within the institution itself. The ROLP aims to facilitate an atmosphere of self-sufficiency and independent support within the MOJ.

One-on-one training was performed by the ROLP for all Execution Department clerks, typist and publication staff in the 17 First Instance Courts automated this quarter.

### Notary Public Rollout

The East Amman Notary Public Department application pilot phase was completed and upgraded to MIZAN V2 in August. The ROLP team began the rollout to other First Instance Courts including North Amman and West Amman courts at the beginning of September.

### **Civil Execution Application Development**

The ROLP team and MOJ staff continued to test the Civil Execution software application. Additional enhancements to the application were identified and required by the MOJ before the application will be accepted for implementation in a court in a pilot phase.

### **MIZAN Enhancements**

The ROLP development team continued working with its local applications development sub-contractor, Optimiza, on some major enhancements to the MIZAN core case management system. These enhancements include functions to transfer cases to the Cassation Court and link/delink cases. Link/delink cases is the process of linking cases that have been referred to other courts to the original records thus allowing the information of the case from the original court to be tracked if necessary, preventing the loss of information.

### **E-Portal**

The testing of the e-portal system was completed in July and August. The e-portal application will allow judges, court staff, attorneys, litigants and other stakeholders access to MIZAN via the internet. Access to the e-portal is now available on the MOJ web site. ROLP will work with MOJ to formally launch the application in October and begin building public awareness and working with the Jordanian BAR association to issue user ids and passwords for attorney access.

### **Dashboard**

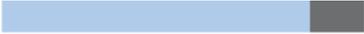
Work also continued with ROLP's local sub-contractor, Estarta, on the Dashboard application; a management information reporting solution within MIZAN designed to improve the interface for the delivery of statistical and management information reports to judges, court administrators and other officials. The design and development stages of the project were completed in August and the IT team continued testing the application to verify the accuracy of the data and further enhance the interface for delivery of the statistics to the user. The 'age of pending cases' and 'court clearance rate' are two Dashboard applications that will be included in the first implementation of the Dashboard.

The ROLP IT team, in conjunction with Estarta is currently working on a new report, 'age of disposed cases', to be added to the Dashboard and are adding classifications as a new dimension for all reports.



**Figure 5: the ROLP IT team discuss plans for court automation enhancements**

### **Linking MIZAN with Public Entities**



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Collaboration between the ROLP and MOJ continued throughout this quarter to design and develop applications that will link MIZAN functionalities to public entities enabling the sharing of information related to the Ministry of Water (MOW), Criminal Records and the MOJ's Document Management System (DMS).

The ROLP is preparing a replica MIZAN transactional database to allow the MOW to access court case information. The MOW has been concurrently building their application, with the assistance of the USAID funded IT Master Plan - Implementation Phase Project. The MOJ will begin testing their application and the ROLP developed access to MIZAN data in October. The ROLP is also assisting the MOJ procedures and protocols for other potential requestors for web service to Ministry data or information.

At present, the MOJ development team in conjunction with the ROLP is preparing the needed data from MIZAN for the criminal records department. The process involves data cleaning and the migration of all criminal cases in Jordan to MIZAN.

The ROLP is working to integrate MIZAN V2 with the MOJ's procured Document Management System. The migration of all hearing minutes and notices has been completed and the ROLP is now developing additional functions within MIZAN that will allow for the scanning of all case files through the software.

### **Legal Amendments**

#### **State Cases Directorate**

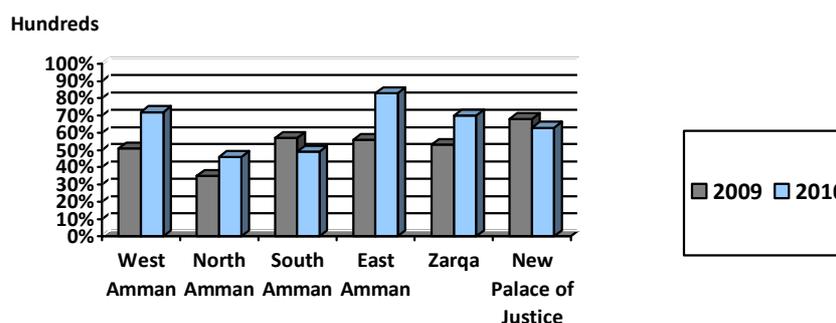
The 'State Cases Directorate Law of 2010' removes this entity as a department within the judiciary to a directorate within the MOJ. This new department will act as a legal advisor to the government and represent the government in legal cases (disputes). In July, the ROLP met with the Minister to agree upon the start up plan for ROLP assistance and begin developing recommendations for an organizational and staffing plan for the State Cases Directorate. Accordingly, the ROLP recruited organizational development consultant Muna Hakooz, who has since been working directly with Judge Mohammed Al Nassar in order to prepare the recommendations. In August a meeting was held at the MOJ between Muna Hakooz and the Chief of the State Cases Directorate; where the organizational structure and job descriptions for the directorate recommended by Muna were discussed. Muna is still in the process of developing a full report on the suggested organizational structure and as input to that activity the ROLP collected statistics of pending cases for all state cases departments across the Kingdom to define the work load for each court.

### **Mediation as an Alternative to Court Proceedings**

*Training, data collection and design improvements enhance service delivery and build capacity*

The ROLP collected data from existing mediation centers and are in the process of developing an evaluation report with the Alternative Dispute Resolution Department (ADR) at the MOJ. Additionally, the midyear progress report for 2009 – 2010 was developed and sent to the chief of the ADR department to finalize the release of the completed report.

The report highlights an increase in New Palace of Justice (NPOJ) referrals from 653 cases in January – June 2009 to 900 cases during the same period in 2010. Of the 936 disposed cases in 2010, 63% were settled through mediation and 88% of parties to the cases expressed their satisfaction with the impartiality of the mediator and the use of mediation as ADR.



**Table 1: the percentage of settled cases referred to mediation in 2009 – 2010**

**Objective 2: Promote and Independent and Empowered Judiciary While Increasing its Transparency and Accountability**

**Judicial Council Administrative Strengthening**

The ROLP is assisting the JC implement the “Judicial Council Administrative Units Regulation of 2010”. The regulation creates three units: the Judge’s Affairs Unit, the Training and Specialization Unit, and the Development and Planning Unit; secretariat services will also be developed to support the Judicial Council and office of the Chief Justice. During this quarter the ROLP met with the Minister of Justice and the Chief Justice to agree upon a startup plan for the ROLP assistance to develop the administrative capacity in the Judicial Council. Follow up meetings were held with the Chief Justice to secure his nomination of a key counterpart in the Judges Affairs unit and his permission for ROLP to actively begin analysis and formulation of unit reorganization, staffing, and re-engineered process recommendations. ROLP conducted and documented the results of an analysis of the existing automated system in the Judges Affairs Unit to be used as input to a new system requirements analysis to be conducted in the next quarter. ROLP initiated a procurement process for application development services for software for the Judges Affairs unit; award of a contract to a local subcontractor is expected in October. The JC is in the process of moving to a new facility and that move is expected to be completed within the following month. According to the Chief Justice this milestone event will enable him to appoint additional judges as key counterparts for ROLP to begin work in the Training and Specialization unit and the JC secretariat.

**Cassation Court Technical Office Support**

The ROLP is assisting the JC implement the “Cassation Court Technical Office Regulation of 2010”. This regulation creates an organizational framework for legal research services to the Court of Cassation. The ROLP met with the Minister of Justice and Chief Justice to agree upon a start up plan for ROLP assistance in July. The Technical Office is in the process of moving to a new facility and that move is expected to be completed within the following month. According to the Chief Justice this milestone event will enable him to appoint additional judges as to positions in the Technical Office to provide legal research support services to be designed and implemented with ROLP support. While awaiting this move, additional staffing, and formal confirmation of key judges (including those who went on the Cairo study tour) the ROLP has been supporting the Director of the Technical Office write up and finalize the Cairo trip report and recommendations for developing and implementing legal research functions.

## Judicial Education and Training

### Judicial Studies Diploma Program

*The ROLP is helping to inspire and prepare candidates to become engaged members of the judicial system:*

The 2008 / 2009 Judicial Studies Diploma program students completed their internships and Judicial Studies Diploma requirements as anticipated in August and are now awaiting their graduation.

The 2009 / 2010 class have completed their second semester final exams and are waiting for the release of their results.

### Future Judges Program (FJP):

*The selection and training of future judges provides opportunities to cultivate leaders who will embrace the ideals of judicial integrity, independence and accountability*

#### Graduate Students / 2008 & 2010 Group

Fourteen of the sixteen students (11 women and 5 men) who enrolled in the Future Judges Program are waiting to be appointed as judges by the Judicial Council (JC) based on a recommendation by the MOJ.

In July, thirteen new candidates applied to continue their higher education LLM degrees at foreign universities. Acceptances will be communicated to the candidates in the upcoming months.

The three students already continuing their higher education at British and American universities completed their LLM requirements in September.

#### Senior Undergraduate Students / 2008 Group



Figure 6: female Future Judge's Program students attend FJP lecture at JIJ

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Nineteen undergraduate students (13 women and 6 men) are currently enrolled and have been attending an English language course throughout the summer semester.

### Junior Undergraduate Students

There are 130 junior students enrolled in the FJP of which 68 are women and 62 are men.

The FJU continues to monitor the progress of students taking English, French and computer skills courses during the summer semester.

### The JIJ and the Future Judges Program

In August, a fourth Scholarship Committee meeting was held to discuss the announcement of a new round of scholarships for junior undergraduate students. Subsequently, the JIJ began preparing for the newly announced scholarship program and coordinated meetings for the Selection Committee to interview the candidates who applied.

The candidates competing for the Graduate Students Scholarship announced in May were interviewed in August. The winners of the scholarships are expected to be announced at the end of September 2010.

### Continuing Legal Education Program (CLE)

*Training adds quality to the judiciary by building the capacity of judges to resolve specialized and increasingly complex cases*

Numerous Continuing Legal Education Programs were conducted by the JIJ and the ROLP during July and August. Programs included a training program of court management on the 17<sup>th</sup> and 18<sup>th</sup> of July for Palestinian court employees.

Guest speaker Judge Clifford Wallace conducted a lecture on the role of and what it means to be a judge based on his personal experience. Sixty-four first year JIJ students attended the talk (35 female) which was held on the 25<sup>th</sup> of July in Amman. Forty one second year students also attended, including 24 females.



Figure 7: Judge Clifford Wallace with Director of the JIJ

### **Strengthening managerial, administrative and institutional capacity of the JIJ and the Future Judges Program / unit**

The ROLP continues to assist the MOJ administer and provide onsite support and mentoring of staff for the JIJ and FJP. Day to day responsibilities include coordinating with the MOJ matters pertaining to managerial issues, JIJ management and staff supervision, new staff member training and the supervision and facilitation of JIJ workflow in coordination with the Director General.

### **Objective 3: Expand Access to Justice, Rule of Law and Public Awareness of the Rule of Law**

#### **Grants**

Throughout July, August and September the ROLP Grants Manager and Financial Manager reviewed grantee programmatic and financial reports. Meetings were held with the grantees to further clarify ROLP requirements and assist with project implementation.

In July, a site visit to prospective grantee the 'Sisterhood is Global Institute' (SIGI) was conducted by the ROLP to verify that the applicant has in place an adequate financial system to support ROLP funding per USAID regulations and the sufficient organizational capacity to successfully manage the proposed activities.

An additional fourth potential grantee, the Arab Council for Judicial and Legal Studies (ACJLS) submitted an unsolicited proposal to the ROLP Grants component. An Internal Evaluation Committee was formed to review the proposal and determine: whether the application (a) demonstrates a unique and innovative approach (b) falls within the ROLP strategic objective (c) represents an appropriate use of USAID funds to support a public purpose.

#### **Information Research Center – King Hussein Foundation: To be a Girl in Jordan: A Legal and Cultural Bias**

The project implemented by IRC-KHF is making excellent progress towards its objectives. In order to explore and determine the legal and cultural environment of the girl-child in Jordan; the organization is employing a three pronged approach by contextually mapping the state of the girl-child in Jordan; tracing the manner by which culture permeates into law makers' decisions and formulates prejudiced legislation in the Kingdom; and analyzing the role of the law in propagating discriminative practices against the girl-child.

Desk research is being carried out to assess and determine the current policy and institutional framework affecting the girl child in Jordan. One researcher, Sawsan Ahmad, gathered information on more specific themes such as violence against girls, education, psychological and reproductive health. The final draft of the literature review was updated with 10 new studies.

Stakeholder interviews investigating the roles of tribal law, 'urf, shari'a law' and other socio-economic factors were conducted in the past month. A total number of 24 interviews were carried for stakeholders in Amman, Zarqa, Karak, and Irbid, with coverage being extended to Northern and Southern regions. Interviewees included tribal leaders, community leaders, shari'a leaders, civil society workers, sociologists and economists. Interviews continued during the Month of September and the project team began compiling a list of interview details, analysis and findings.

The IRC continued working and finalizing the development of their website and have selected a design company to deliver the website which will be used as a vehicle to showcase the organization's research, interviews, reports and recommendations as well as art, photographs, national and international links and

external studies. Visitors to the website will be able to inquire about studies that fall under the theme of the girl child through several indicators: time zone, geographic zone, research area and category, and qualitative or quantitative research.

A National KAP study on the culture and environment in which girls are raised is also being executed by the IRC-KHF. By analyzing the content of the interviews and classifying the material into major themes such as socio-economic, cultural and health rights and responsibilities; the organization is preparing for the development of a household questionnaire targeting mothers in order to gauge the attitude of women themselves towards the upbringing of female children and their role in perpetuating a cycle of bias towards girls across generations.

### **Al Thoria Center for Studies: Children's Rights Culture Dissemination in the Jordanian Badia Community**

Throughout this quarterly reporting period, Al Thoria conducted 11 field visits to eight community-based organizations (CBO's) and designed brochures and training materials. The organization's first activity of conducting 30 awareness raising dialogue sessions about children's rights for children, mothers and CBO's in the Jordanian Badia began in July. Three sessions for children between the ages of 12 - 18 in central and northern Badia were completed introducing 110 participants to the dialogue. Participants emphasized the fact that it was the first time they have been exposed to such topics causing them to be more interested and engaged in the sessions.

A further 10 sessions were conducted by Al Thoria in August with a total number of 445 participants benefitting from the 13 sessions offered by the organization. Children's rights, international agreements and conventions on children's rights, a parent's responsibility to ensure physical and mental health of their child and violence against children, were all topics discussed in depth at the sessions.

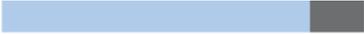
During September, further coordination between Al Thoria and the related CBO's occurred to arrange for the remainder of the workshops in the Badia. Discussions with the facilitators have been carried out in addition to the identification of training needs for the sessions.



Figure 6: children in Badia attend Al Thoria awareness raising workshop

### **The National Center for Human Rights (NCHR): Protection of Children / Domestic Violence**

Workshops targeting parents, grandparents, community leaders, youth and orphans in Aqaba, Irbid and Jerash benefitting 129 male and female participants ranging in age from 7 – 50 years old were conducted by the NCHR in July 2010. Attendees were introduced to concepts of family violence, children's rights, international conventions and treaties protecting children and national laws re children's rights. The



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workshop enabled participants to indentify and define types of violence, reasons behind such violence as well as having established an understanding of the International Convention on Children's Rights.

Additional workshops carried out by the NCHR were held in Ajloun Governorate's Ballas area. Topics related to gender, age, education, marital and social status were presented to the 35 attendees between the ages of 20 and 50. Pre and post evaluation questionnaires were handed out to participants and the results were compiled in an analytical report whereby the data will be utilized to contribute to information regarding the status of children's rights.

So far, a total of six out of 24 planned workshops have been conducted for 156 beneficiaries comprised of 91 female and 65 male participants.

Throughout July and August the NCHR completed workshops for Orphans in Irbid and Amman. An official memorandum of understanding was subsequently sent to the Ministry of Education (MOE) requesting their collaboration for the implementation of the workshops dedicated to children from MOE public and private schools which are to be held next month.

The NCHR are in the planning and development stages of the story book for children. The book will be used to conduct an awareness raising campaign for children's rights in particular the right of education and health. The development of the story book is pioneering in its field as no such stories exist in local libraries and publishing agencies.

A leaflet is also being designed to raise awareness amongst local communities in all Jordanian Governorates about the organization and its services in protecting children's rights, whilst also serving as a means of communications between local communities and members of the organization.

### **Communications**

The newly developed English ROLP website has been launched and can be found by visiting [www.rolpjo.com](http://www.rolpjo.com)

The development of the Arabic version of the ROLP website is currently underway.

## Objective 4: Windows of Opportunity

### Ombudsman Capacity Building

The Ombudsman investigates complaints from aggrieved persons against public administration entities. The ROLP has been collaborating with Al Jidara, a local subcontractor to develop a set of recommendations to enhance the capacity of the Ombudsman. A workshop was held on July 31 to present the findings of the assessment and recommendations to the President of the Ombudsman. Recommendations regarding institutional development, procedures reengineering, human resources, capacity building for staff, department mergers and clarification of the procedures of the complaint process were all highlighted during the presentation. The workshop prioritized institutional development and requirements and built consensus on how to move forward.

In August a meeting between the ROLP and the head of the IT department at the JOB was held to discuss the needs of the department in reference to Jidara's final report and determined that ROLP services are needed to assist in the startup of a server room, to create the database, and developing an automated system for the JOB.

ROLP consultant Muna Hakooz has been working on developing the organization structure of the JOB. In September Muna met with the organization to discuss the reorganization of the structure of the bureau. During September, the ROLP attempted to recruit consultant Hind Othman to consult the JOB on their strategic plan; Ms Othman unfortunately had to decline the consultancy at the last minute thus a replacement is currently being sought. A meeting to define the strategic plan will follow recruitment of a new consultant.

Al Jidara was asked to prepare a scope of work proposal for a to-be-issue Task Order to enhance the capacity of the complaints handling process and streamline its procedures in the JOB. This activity will commence in October with the completion of the Task Order contracting process with ROLP.

### Acronyms

ROLP	Rule of Law Project
MIZAN	Automated case file management system tailor-made for Jordan courts and supporting departments. MIZAN V2 is the enhanced automated version of MIZAN V1; it will replaced MIZAN V1 in all national courts in Jordan.
MOJ	Ministry of Justice
ADR	Alternative Dispute Resolution
CBO	Community Based Organization
ACJLS	Arab Center for Judicial and Legal Studies

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JOB	Jordanian Ombudsman Bureau
JIJ	Judicial Institute of Jordan
MSU	Michigan State University
OTO	Optional Task Order
NPOJ	New Palace of Justice
MOW	Ministry of Water
DMS	Document Management System
JC	Judicial Council
FJP	Future Judges Program
CLE	Continuing Legal Education
COP	Chief of Party
COTR	
IRC-KHF	Information Research Center – King Hussein Foundation
NCHR	National Center for Human Rights
MOE	Ministry of Education