

# **PROJUSTICE**

## **USAID / PROMOTING AND STRENGTHENING JUSTICE IN THE DEMOCRATIC REPUBLIC OF CONGO PROJECT**

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### **2nd Quarterly Progress Report**

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Kinshasa, DRC**

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## **1. SUMMARY INTRODUCTION**

The second quarter of ProJustice implementation has seen an increased level of activity, although at the same time has been frustrated by setbacks. The Kinshasa office has been made fully operational, but we are still actively procuring essential goods and vehicles as well as to actively seeking to find and retain high quality personnel for the position of Finance and Admin Manager, Grants Finance Assistant, and DCOP/Operations Manager. While we are pleased overall with the progress achieved to date, we remain fully cognizant of the need to push the program harder and faster, especially with respect to the ProJustice presence in the field. We have proposed a schedule of field visits and team mobilization efforts to ensure that ProJustice is rolled out with all due speed in order that we begin to realize the results USAID, and the Congolese citizens generally, are demanding. The USAID-mandated halt on work with the CSM during the reporting period, had a negative bearing on a number of activities noted in this report. Despite such setbacks, USAID's ProJustice program has assumed a leadership position within the justice sector reform arena in the DRC. Results and accomplishments are described in the pages that follow.

## **2. SIGNIFICANT SECOND QUARTER ACHIEVEMENTS**

### **A. Overall Project Management**

#### **Activity: Project office and staff established**

ProJustice finalized the initial stage of office set-up and recruitment. Much remains to be done to improve the office environment and these changes will take place in incremental steps. We had filled all Kinshasa office positions, except the DCOP/Operations Manager slot, but lost two staff, both in our Finance/Admin dept. We are currently recruiting to fill both slots and our DPK Home Office Project Officer arrived in Kinshasa at the end of the 2<sup>nd</sup> quarter to fill the gap and to assist with recruiting new staff.

#### **Activity: Public Event, etc.**

With the CSM workshop with MOJ participation we sponsored during the reporting period, we achieved multiple activities. The workshop served as a public event and reception that effectively launched ProJustice into the public domain as the latest and perhaps the most visible development program pursuing justice system reform. It also served as a strategic action planning workshop and a stakeholder meeting. In fact, given the effective use of working teams, a number of stakeholder meetings were held during the 4-day workshop, each of which was cast around a specific component of the CSM institution building and strengthening activities ProJustice has underway.

#### **Activity: Law handbook**

The law handbook activity we had proposed for the start-up phase has been expanded, such that we now propose a set of 3-5 such handbooks, including civil law, criminal law, law of the judiciary, possibly international law that applies to the DRC and a final edition of other laws of relevance to practitioners in the field.

**Activity: MOU** – MOUs may be required for specific activities. Whether a general or ‘all-encompassing’ MOU will prove to be necessary or even useful remains to be seen for the time being.

**Activity: Website development** –We will continue to explore possibilities for this activity.

**Activity: Coordination of project activities with other donor agencies, donor-funded projects, and reform-oriented organizations**

Meetings with donors, partners, counterparts, etc. during the reporting period continued. ProJustice presented the general components of the program to the Comité Mixte de Justice and coordinated closely with the partners that include: Global Rights; RCN Justice & Démocratie; ASF; REJUSCO; Ministry of Justice; DAI; Mixed Justice Committee, presided by the MOJ; European Union PAG; MONUC; and French cooperation.

**Activity: Monitoring and Evaluation strategy developed and implemented**

ProJustice forwarded its M&E strategy or “PMP” to USAID for comment during the reporting period. Based on the comments USAID provided on the proposed strategy, ProJustice resubmitted the PMP in early April of 2009. Its implementation is contingent upon approval of the strategy by USAID.

**Component 1: Support the Establishment of New Judicial Institutions**

**Goals 1.1 – Support ratification and implementation of new legislation for the CSM and Constitutional Court; and 1.2 – Transparent Merit-Based Criteria for Recruitment, Selection, Discipline and Promotion of Magistrates**

A major thrust of activity during the reporting period took place under the New Judicial Institutions Component. The CSM with ProJustice support held a major Judicial Sector Strategic Planning Workshop in late February and early March (Workshop report attached as **ANNEX 1**).

The CSM workshop sought to assist the CSM with development and consolidation of its internal management systems, especially those which arise under the CSM law adopted in August of 2008. CSM Members (elected, appointed by law, the Permanent Secretariat) as well as others (Minister of Justice, Mixed Justice Committee, other donors, United Nations) focused on the question: how to establish the systems necessary so that the CSM carries out its legal mandate? With technical assistance provided by USAID’s ProJustice program, workshop participants analyzed, debated and developed concrete proposals to respond to this fundamental question, with a special focus on the following areas.

- planning and information management, including strategic and operational planning, as well as information as a management control tool;
- budgeting, especially financial resources, budget execution, and combatibility of resources; and,

- career development /discipline of its personnel, especially recruitment and selection evaluation and training.

Two additional working groups emerged from the workshop sessions, one on “access to justice” and on the relationship between the CSM and the Ministry of Justice. Both are described in detail in **ANNEX 1**.

We are utilizing our field visits strategically to present results of the workshop to partners in the provinces in order to build consensus around the agreements in order that the issues under discussion will have a core group of advocates leading up to the General Assembly (scheduled by law in April of each year, but whose scheduling has been thrown into question.)

With respect to appointments and promotions, ProJustice has worked closely with the CSM, MOJ and an ad hoc group of interested donor projects (EU, France, MONUC, DAI) to establish criteria for support to the recruitment process. See attached criteria (**ANNEX 2**).

Despite the major advances realized under this component, forward momentum was stopped when we were instructed by USAID to halt any activities related to the CSM during the second half of the month of March. Following the lifting of the freeze on activities with the CSM on March 30, we have scrambled to get our activities back on track in this area.

### **Goal 1.3 – Appropriate disciplinary procedures for sitting judges established**

The activities under this goal were not scheduled for the reporting period. Nonetheless, the desired buy-in from judicial bodies was attained to a large degree due to the solid gains made during the CSM workshop.

### **Goal 1.4 – Increase public and justice sector awareness of process of CSM and new judicial selection and promotion process**

The activities under this goal were not scheduled for the reporting period. However, considerable press coverage of the CSM workshop has served to raise public and justice sector awareness of the CSM and its judicial selection and promotion process.

Press clippings are included in **ANNEX 9**.

### **Goal 1.5 – CSM Established and functional with Internal Operating Procedures and Organizational Structures**

A number of activities under this goal were linked directly to the CSM workshop ProJustice sponsored during the reporting period. Its objective was to review administrative and management procedures, policies, functions, etc. (Full report is attached as **ANNEX 1**).

The proposed study tour will be planned strategically in upcoming quarters. The exchange of judicial council documentation and best practices is an activity to be combined with that study tour.

The activities relating to organizational structures, strategic management plan, budgeting, technical training, and management policies were not proposed for this reporting period.

With respect to the internal regulations, DAI is finalizing these with the CSM and with ProJustice technical support.

## **1.6 Constitutional Court Established and Functional with Internal Operating Procedures and Organizational Structures**

Activities under this goal are pending adoption of Constitutional Court implementing legislation.

## **Component 2: More Effective and Transparent Management of the Judiciary and Ministry of Justice**

### **Component 2A. Strengthen Management Skills of Magistrates and MOJ Personnel**

#### **2.1 Enhanced management Skills among Magistrates, CSM staff and MOJ staff**

**Activity: Organizational Audit** – We are coordinating this activity with DAI and with the EU PAG project. Our discussions indicate that DAI will establish TORs for the audit to be approved by the MOJ, as background to activities in this area. The MOJ has requested through the EU a greatly expanded audit, covering its assets (human and material) as well as its mandate. ProJustice will work closely with both DAI and the European Union to carry out a comprehensive audit.

Remaining activities in 2A will depend upon audit findings.

### **Component 2B. Enhance the Skills and Qualifications of Court Personnel**

#### **2.2 Standardized Introductory and Continuing Training Program for Court**

(Activities in this area were not planned for this reporting period).

### **Component 2C. Improve Budget and Resource Management by the CSM and MOJ**

#### **2.3 More Effective and Transparent Resource Management by MOJ and Judiciary**

**Activity:** A Court Finance and Resource management Working Group was formed during the March CSM Workshop (Full report attached as **ANNEX 1**). This working group will

endeavor to act as the focal point for, and carry out, the remaining activities in this subject matter area, which are planned for the upcoming reporting period.

### **Component 3: More Effective, Transparent, and Accessible Court Operations in Pilot Jurisdictions**

#### **Goal 3.1 – Pilot jurisdictions selected and strategy developed with Stakeholder input**

**Activity:** A Pilot Court (Access to Justice) working group was established during March CSM workshop.

**Activity:** Coordinate pilot court program priorities and activities with CMJ and donor projects – The CMJ as well as donor projects participate actively within the working group on access to justice.

**Activity:** Pilot Court methodology developed, coordinators selected, and mobilized. (See Pilot Court description, attached as **ANNEX 3**).

**Activity: Pilot Court sites identified** – The proposed sites are South Kivu, including both Bukavu and Uvira (pending report of technical team and USAID approval); Bandundu Ville (see attached report attached as **ANNEX 4**); Kikwit (technical report and recommendation forwarded to USAID for approval and is attached as **ANNEX 5**); Maniema / Kindu; and, Katanga/Lubumbashi.

**Activity:** .Pilot Court coordinators have been recruited and mobilized for South Kivu and Maniema,

### **Component 3A. Enhance the Effectiveness and Transparency of Court Management Practices**

#### **3.2 Current management practices and procedures assessed and a strategy for improvement established**

**Activity:** Case backlog analysis – this is part of the basic package of support services for the pilot courts, both during the assessment stage as well as once the coordinators are on the ground and providing technical support.

**Activity:** Undertake Fee analysis for each pilot court - this is part of the basic package of support services for the pilot courts, both during the assessment stage as well as once the coordinators are on the ground and providing technical support.

**Activity:** Help ensure judges have needed reference materials of most recent laws (Cross reference with start-up activity) – As noted above, the law handbook activity we had proposed for the start-up phase has been expanded, such that we now propose a set of 3-5 such handbooks, including civil law, criminal law, law of the judiciary, possibly international law that applies to the DRC and a final edition of other laws of relevance to practitioners in the field.

**Activity:** Analyze the use of court forms and develop standardized forms to ensure uniform legal practice, improved access to courts, and improved information and record-keeping systems – We are coordinating this activity with REJUSCO which has already developed a catalogue of forms to utilize in the courts where that project is active, in order to utilize a consistent set of forms in court administration/ reform activities. REJUSCO is printing sets of the forms and will provide ProJustice with a set of forms during the upcoming reporting period.

**Activity:** Develop community outreach programs – Pending. This activity will be linked to Access to Justice Component activities.

### **3.3. Define Pilot Court activities**

**Activity:** The basic definition of pilot court activities has been completed and will be further refined in a participatory fashion with the CSM working group on planning. The description is attached as **ANNEX 3**.

**Activity:** Strategies for adapting methods to the DRC have been initiated, and their development into working instruments will take place during the upcoming reporting period.

### **3.4 Improvements to court operations realized through PACT Planning Process**

**Activity:** Enter into Memoranda of Understanding (MOU) between the courts, the USAID project, and also any Congolese institution providing support (Pending)

**Activity:** Introduce PACT Planning process with each pilot court, CSM, Supreme Court and MOJ – This process is being introduced methodically. The Pilot Court coordinators utilize the PACT process as part of the overall pilot court methodology. With respect to the CSM/MOJ, the process was introduced during the workshop as the backdrop for court administration best practices.

**Activity:** Establish performance goals for court employees and the court itself to serve as a guide to improve productivity (Not for this reporting period).

**Activity:** Develop Framework through a series of *ProJustice* Workshops, with participants from the courts, national justice institutions, and civil society (Not for this reporting period).

**Activity:** Work with judicial working committees to define a list of desired court improvement activities Development of desired court improvement activities (Not for this reporting period).

**Activity:** Define the types of incentives that the project can and will provide through a Court Accountability Fund (Not for this reporting period).

**Activity:** Help the pilot jurisdictions propose specific reform activities – This is a key component of the assessment ProJustice undertakes in each proposed pilot court region. The first such assessment was done in Bandundu, followed by Bukavu, Uvira, Kikwit, and Kindu.

**Activity:** Work with judges and court personnel in each court to develop delay reduction programs – (Not for this reporting period).

**Activity:** Increase knowledge of ethics standards and internal regulations across all pilot courts – (Not for this reporting period).

## **Component 3B Enhance Accessibility of Pilot Courts**

### **3.5. New policies increase accessibility through improved court performance**

### **3.6 Mobile Court System Expanded and Systematized**

### **3.7 Increase Civic Engagement in Court Monitoring**

The activities under Component 3B (Goals 3.5, 3.6, 3.7) were not planned for this reporting period

However, ProJustice has moved forward on its strategy to engage civil society in outreach activities in the pilot courts to increase interaction and involvement of CSOs in administration of justice and court monitoring generally. Outreach forms a key element of the initial assessment in each pilot area. See outreach reports, attached as **ANNEX 6** for Kikwit, Bandundu, and **ANNEX 7** for Bukavu/Uvira.

## **Component 4: Increased Access to Justice for Vulnerable Populations**

### **Component 4A Capacity Building Assistance to Civil Society for Access to Justice Activities**

#### **Goal 4.1 Increased Capacity of CSOs to provide access to justice services**

**Activity:** Conduct a stakeholder mapping exercise of CSOs working on access to justice issues in the pilot areas.

**Activity:** Survey capacity-building needs of key CSOs in pilot areas.

This mapping and survey work is part of the initial assessment undertaken in each pilot court region prior to initiating activities. See Attached reports (**ANNEX 6 and ANNEX 7**).

**Activity:** Train CSOs to increase organizational capacity. This activity is planned via a subcontract with Global Rights. We are currently reviewing the viability of this approach.

**Activity:** Help establish a network of CSO-run legal resource clinics to expand access to free consultation. – In general, activities will be specific to each pilot court region and will be tailored in a way that assures that needs detected locally will be addressed through a strategy crafted to address the local reality.

**Activity:** Help make legal resource centers hubs for public education and awareness training – (Not for this reporting period).

**Activity:** Further existing and develop new CSO court watch programs on pilot jurisdictions (Not for this reporting period)

**Activity:** Help develop community-based ADR mechanisms. (Not for this reporting period, and/or this activity may be eliminated in its entirety).

**Activity:** Establish CSO-led community-based paralegal networks in rural areas (Not for this reporting period).

## **Component 4B Sub-Grants to CSOS**

### **4.2 Grants provided to CSOs to help increase activities and impact in justice sector**

**Activity:** Set sub-grants management procedures and develop grants manual – There is a joint ARD-DPK workshop planned for this purpose in late April 2009).

**Activity:** Announce and launch grants program (Planned for next reporting period)

**Activity:** Conduct workshop of potential grantees (Planned for next reporting period)

## **Component 5 – Windows of Opportunity**

(Pending and to be carried out on a rolling or as-needed basis).

## Supplemental Program for Eastern DRC

### 1 Overall Project Management and Reporting

#### Project offices established for Kindu and Bukavu

**Activities:** The Bukavu office has been established and staffed as of April 2009. The assessment mission to Kindu took place in mid-April. Office managers and pilot court coordinators have been hired for both Maniema and South Kivu.

**Activity:** Coordination of partner stakeholders/counterpart institutions; awareness of presence and role of USAID's ProJustice program – We have held multiple discussions with stakeholders in South Kivu on several occasions. We are doing the same for Kindu in mid-April.

**Activities related to MOUs:** Stakeholder meetings have been held in Maniema and South Kivu, to lay the groundwork for drafting of MOUs between USAID, MOJ, Supreme Court and Public stakeholders, which remains pending.

**Activity:** Coordination of ProJustice activities in Eastern DRC/Coordination mechanisms – Bearing mention under this activity is the ProJustice integration into the Justice Mixed Commissions and coordination meetings with REJUSCO held on a regular basis in Kinshasa as well as in Eastern Congo. What is emerging is a mutually beneficial project coordination approach made possible by this close coordination, especially with respect to REJUSCO in Eastern Congo.

**Activity:** Public Stakeholder meetings with local stakeholders such as universities, local/municipal governments, and CSOs in additional targeted areas in South Kivu and Maniema Provinces are ongoing as part of the assessment stage prior to initiating pilot court activities and will continue throughout the period of intervention.

**Activity:** Develop regular public justice sector reform bulletin for publication and dissemination – (Not for this reporting period, but it is planned that this activity will be combined with the general ProJustice bulletin.)

**Activity:** Establish ProJustice M&E team and M&E strategy – ProJustice forwarded its overall M&E strategy or "PMP" to USAID for comment during the reporting period. Based on the comments USAID provided on the proposed strategy, ProJustice resubmitted the PMP in early April of 2009. Its implementation is contingent upon approval of the strategy by USAID.

**Activity:** Establish and analyze Control Courts – This activity is pending initiation of activities by the pilot court coordinators.

**Activity:** M&E progress/PMP updated – ProJustice forwarded its overall M&E strategy or "PMP" to USAID for comment during the reporting period. Based on the comments USAID

provided on the proposed strategy, ProJustice resubmitted the PMP in early April of 2009. Its implementation is contingent upon approval of the strategy by USAID.

**Activity:** Preparation of Annual Plan for Eastern DRC – A revised plan for Eastern DRC was submitted to USAID in early April 2009.

**Activity:** Strategic planning coordination with counterparts and USAID – (Not for this reporting period).

**Activity:** Project reporting – This activity is an ongoing one.

## **2 Programs to Strengthen the Courts of Eastern DRC**

### **Strategy for increasing effectiveness / transparency of court management.**

**Activity:** Select Target Courts in Eastern DRC – The sites have been selected: Bukavu, Kindu and possibly Uvira. Selection of specific courts as pilot courts is a process being undertaken jointly with the CSM and the thematic working groups that evolved from the CSM workshop of March 2009.

**Activity:** Pilot court coordinators recruited/mobilized to Maniema – This activity is underway as of April 2009.

**Activity:** Define pilot court activities in coordinated fashion –ProJustice is carrying out the activity systematically in close coordination with the CSM.

### **Goal: Improvements to court operations realized through PACT Planning process**

**Activity:** Enter into Memoranda of Understanding or other suitable mechanism between the courts, the USAID project, and also any Congolese institution providing support – Pending.

**Activity:** Introduce PACT Planning process in additional Eastern DRC pilot courts and regional/provincial sub-offices of the MOJ and CSM – This process is being introduced methodically. The Pilot Court coordinators utilize the PACT process as part of the overall pilot court methodology. With respect to the CSM/MOJ, the process was introduced during the workshop as the backdrop for court administration best practices.

**Activity:** Develop Framework through a series of Pro Justice Workshops, with participants from the courts, regional/provincial justice institutions, and local civil society – (Not for this reporting period).

**Activity:** Work with judicial working committees to define a list of desired court improvement activities in Eastern DRC courts – These activities are defined as part of the assessment of each pilot court area.

**Activity:** Define the types of incentives that the project can and will provide through a Court Accountability Fund focused on Eastern DRC provinces – Pending.

**Activity:** Provide resources for minor facility upgrades and needed materials in targeted Eastern DRC courts – Although this activity was not planned for the current reporting period, we have moved forward on it, as can be witnessed by the attached Facilities Assessment Form. See **ANNEX 8**.

**Activity:** Work with Eastern DRC pilot jurisdictions to identify and propose specific reform activities – These activities will be defined and carried out as part of the assessment and intervention in each pilot court area.

**Activity:** Work with judges and court personnel in each targeted Eastern DRC court to develop delay reduction programs – (Not for this reporting period).

**Goal – Provide Introductory and continuing training program for Judges and Court Personnel in Pilot Courts**

**Activity:** Conduct assessment of technical, management and administrative skills in targeted Eastern DRC courts – Training needs will be undertaken in pilot court areas by coordinators and training specialists, mobilized in April 2009.

**Activity:** Broaden in-service and new entrant training programs for judges, court clerks, bailiffs, and inspectors developed in Kinshasa to reach Eastern DRC courts (Not for this reporting period).

**Activity:** Develop a cadre of Eastern DRC regional trainers to work locally and in collaboration with national training schools (Not for this reporting period).

**Goal: New policies increase accessibility through improved court performance**

**Activity:** Ensure that court decisions are accessible and published where possible (Not for this reporting period).

**Activity:** Explore opportunities to work with and integrate regional customary law systems (Not for this reporting period).

**Activity:** Implement weekly trial-calendar updating, with posting in accessible areas in major towns in S Kivu and Maniema Provinces (Not for this reporting period)

**Goal: Expand and Systematize mobile court system** (Activities in this Goal not planned for this reporting period).

**Goal: Increase Civic Engagement in court monitoring**

**Activity:** Develop contacts with CSOs in Eastern DRC – These contacts were initiated in December 2008 and form part of pilot court assessment methodology.

**Activity:** Engage regional CSOs to work with the courts as volunteer public information officers, serve as advocates for indigent defendants, and other activities – This activity is linked to the activities of the Grants Program reported above.

**Activity:** Launch Eastern DRC-wide public education programs, post judicial ethics standards, and information for citizens about how to report misconduct – This activity is linked to the activities of the Grants Program reported above.

### **3 Increase Access to Justice for Vulnerable Populations**

**Goal: Courts in Eastern DRC more responsive to cases involving vulnerable populations** (Activities under this goal are not for this reporting period).

**Goal: Increased capacity of CSOs in Eastern DRC to provide access to justice services**

**Activity:** Conduct a stakeholder mapping exercise of CSOs working on access to justice issues in the Eastern DRC pilot jurisdictions. – This mapping and survey work is part of the initial assessment undertaken in each pilot court region prior to initiating activities. See Attached reports (**ANNEX 6 and ANNEX 7**).

**Goal: Grants provided to CSOs in Eastern DRC to help increase activities and impact in justice sector** – (Activities under this goal are not for the reporting period).

### **4 Create linkages with the work in other provinces**

**Activity:** Exchange information and integrate court administration best practices across all projects locations – This activity will imply national level workshops of Pilot Court coordinators to exchange experiences and best practices which will be programmed for the Fall of 2009.

**Activity:** CSOs exchange information on activities and lessons learned across all project locations – This activity will involve workshops bringing together CSOs in Eastern DRC and so will follow progress of Grants program. Planned for Fall 2009.

### **3. SUMMARY OF PLANNED ACTIVITIES FOR UPCOMING QUARTER**

The following is a summary of the major activities planned for the next quarter of activity.

#### **Overall Project Management**

##### **Project office and staff established**

- Complete procurement of office vehicles and computers and recruit new Office Finance/Administrative Manager, Pilot Court Coordinator and Operations Manager

##### **Project Launch Event and Activities to raise awareness of the presence and role of the new USAID project**

- As noted above, ProJustice effectively launched activities with broad press coverage during the CSM workshop. ProJustice will finalize production and distribution of handbooks on the laws of DRC for judges throughout targeted jurisdictions.

##### **Coordination with partner stakeholders and counterpart institutions**

- Develop a tripartite MOU drafted between MOJ, CSM, and stakeholders; develop a MOU with National Judicial Training School and Court Personnel School as required.

##### **Coordination of project activities with other donor agencies, donor-funded projects, and reform-oriented organizations**

- Continue active participation in donor coordination meetings.

##### **Communications: Keep justice sector counterparts, donors, and stakeholders informed of project activities and successes on a regular basis**

- Develop communications strategy and initiate its implementation.

##### **Monitoring and Evaluation strategy developed and implemented**

- Implement PMP/M&E Plan; establish baseline data.

#### **Component 1: Support the establishment of New Judicial Institutions**

##### **Support ratification and implementation of new legislation for the CSM and Constitutional Court; Transparent, Merit-Based Criteria for Recruitment, Selection, Discipline, and Promotion of Magistrates Adopted; and, CSM Established and Functional with Internal Operating Procedures and Organizational Structures**

- Assist CSM with General Assembly and / or Judicial Recruitment. Consolidate working groups approach to addressing specific CSM development challenges.

#### **Component 2: More Effective and Transparent Management of the Judiciary and Ministry of Justice**

**Strengthen Management Skills of Magistrates and MOJ Personnel;  
More Effective and Transparent Resource Management by MOJ and  
Judiciary**

- Carry out an Organizational Audit and Management Skills Needs Assessment (in coordination with DAI and the EU/PAG), and implement recommendations. Utilize this exercise as entrée into the MOJ in order to reengineer operations and clarify and consolidate its proper mandate.

**Component 3: More Effective, Transparent, and Accessible Court Operations  
in Pilot Jurisdictions**

**Pilot jurisdictions selected and strategy developed with stakeholder input**

- Working Group on the Pilot Court Program / Planning selects pilot courts for ProJustice program intervention, and ProJustice accompanies the Working Group in program implementation.

**Current management practices and procedures assessed and a strategy for  
improvement established**

- Analyze case backlogs and conduct a fee and resource analysis for each pilot court.

**Strategy for increasing effectiveness and transparency of court  
management developed**

- Further refine and fully implement Pilot Court Activities in selected jurisdictions.

**Improvements to court operations realized through PACT Planning Process**

- Introduce PACT Planning process with each pilot court, CSM, Supreme Court, and MOJ; assist pilot jurisdictions of development of proposals for specific reform activities.

**Increase Civic Engagement in Court Monitoring**

- Implement outreach plan with pilot courts to increase interaction and involvement of CSOs in administration of justice and court monitoring.

**Component 4: Increased Access to Justice for Vulnerable Populations**

**Increased capacity of CSOs to provide access to justice services; and,  
Grants provided to CSOs to help increase activities and impact in justice  
sector**

- Launch grants program.

**Supplemental Program for Eastern DRC**

Consolidate Kindu and Bukavu offices and pilot court programs; launch grants with civil society organizations and other activities defined in the work plan.

#### 4. 2<sup>ND</sup> QUARTER PROBLEMS AND REMEDIAL ACTIONS

- Judicial Council and other new justice sector institutions are notoriously weak, and apparently financially beholden to the executive branch. Remedial action includes consolidating the agenda defined during the CSM workshop and initiating a complementary effort in the MOJ, following the organizational audit.
- Suspending the work of the CSM was a setback, and much momentum was lost. Yet, concrete ideas will be put into action in order to regain the momentum with this key counterpart, especially by supporting the General Assembly and the judicial recruitment process.
- Actual lodging costs for international staff inconsistent with costs provided on US State Department website. Housing costs are far beyond what the official State Department notes in its allowances section. We conducted a housing cost survey, and have requested reconsideration of the budgeted housing costs with USAID.
- In-country travel is always a challenge. With the loss of one of the two approved airlines, we will be further dependent upon international air travel (such as via Kenya to travel to the east or to Lubumbashi) with consequent cost implications.
- Registering ARD/DPK as a USAID project implementing entity – this process continues to require follow up at each of its multiple stages, and remains incomplete now six months into project implementation. Remedial action is that of perseverance.