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COHERENT, OPEN, RESPONSIVE, AND EFFECTIVE JUSTICE PROGRAM
(CORE JUSTICE)

Quarterly Progress Report

October 1, 2020 – December 31, 2020

Submission Date: January 30, 2021

Contract Number: AID-383-TO-17-00004

Contract Period: August 10, 2017 to October 7, 2021

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This document was produced for review and approval by the United States Agency for International Development. It was prepared by Chemonics International. The views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

ABA	American Bar Association
ADR	alternative dispute resolution
AG	attorney general
AGD	Attorney General's Department
APIIT	Asia Pacific Institute for Information Technology
BASL	Bar Association of Sri Lanka
CC	Constitutional Council
CCC	Ceylon Chamber of Commerce
CENWOR	Center for Women's Research
CERT CC	Computer Emergency Readiness Team/Co-ordination Center
CHC	Commercial High Court
CJE	continuing judicial education
CLE	continuing legal education
CLS	Colombo Law Society
CMC	Court Management Committee
CSO	civil society organization
DAR	digital audio recording
DOJ	Department of Justice
GESI	gender equality and social inclusion
GOSL	Government of Sri Lanka
HICD	human and institutional capacity development
ICLP	Institute for the Development of Commercial Law and Practice
ICT	information and communication technology
ICTA	Information and Communication Technology Agency
IT	information technology
JSC	Judicial Service Commission
KII	key informant interview
KRA	Key Result Area
LAC	Legal Aid Commission of Sri Lanka
LDD	Legal Draftsman's Department
LGBT	lesbian, gay, bisexual, transgender
LHRD	Lawyers for Human Rights and Development
M&E	monitoring and evaluation
MEL	monitoring, evaluation, and learning
MELP	monitoring, evaluation, and learning plan
MODSIT	Ministry of Development Strategies and International Trade
MOH	Ministry of Health
MOJ	Ministry of Justice
MOU	memorandum of understanding
NJOTI	Non-Judicial Officer's Training Institute
PCDWL	Professional and Career Development for Women Lawyers Committee
PEA	political economy analysis
PLC	Provincial Law Conference
PMP	performance management plan
PMU	project management unit
PPR	performance plan and report
RFQ	request for quotations

SLJI	Sri Lanka Judges' Institute
SLWLA	Sri Lanka Women Lawyer's Association
SSA	Social Scientists' Association
TDC	Training and Development Centre
TOT	training of trainers
VCS	video conferencing system
VPN	virtual private network
VWPA	Victim and Witness Protection Authority
WERC	Women's Education & Research Centre

* This list comprises CORE Justice's standard acronym list

I. ACTIVITY OVERVIEW

Activity Name:	Sri Lanka Coherent, Open, Responsive, and Effective Justice Program (CORE Justice)
Activity Start Date and End Date:	August 10, 2017- October 7, 2021
Name of Prime Implementing Partner:	Chemonics International Inc.
Contract Number:	AID-383-TO-17-00004
Name of Contractors/ Sub-contractors:	<ul style="list-style-type: none"> ▪ MSN Architects ▪ Leema Creations (Pvt) Ltd ▪ Affno Asia Pacific Ltd ▪ Swedish Trading Audio Visual (Pvt) Ltd ▪ Social Scientists' Association
Government Counterpart(s):	<ul style="list-style-type: none"> ▪ Ministry of Justice ▪ Attorney General's Department ▪ Judicial Service Commission ▪ Sri Lanka Judges' Institute ▪ Legal Aid Commission of Sri Lanka
Non-Government Counterpart(s)	<ul style="list-style-type: none"> ▪ Ceylon Chamber of Commerce - Institute for the Development of Commercial Law and Practice Alternative Dispute Resolution Centre ▪ Colombo Law Society
Geographic Coverage:	Sri Lanka
Reporting Period:	October 1, 2020 – December 31, 2020

The USAID Coherent, Open, Responsive, and Effective Justice (CORE Justice) Program seeks to improve the performance of core justice sector institutions and actors to support the modernization of Sri Lanka's justice sector. Working closely with key stakeholders in the judiciary, government, legal profession, and civil society, the program aims to help Sri Lankans regain confidence and trust in the justice system's ability to resolve disputes and remedy rights violations.

The CORE Justice Program comprises three objectives:

1. Strengthen the effectiveness of core justice institutions, processes, and actors so they can effectively exercise their powers and fulfill their respective competencies.
2. Improve the justice system's transparency and citizen engagement by increasing public awareness of its work, enhancing trust in processes and decisions, and garnering public support for institutional needs.
3. Enhance the governance, qualifications, and diversity of the Sri Lankan legal profession.

THE IMPACT OF COVID-19

OPERATING CONTEXT. The novel coronavirus or COVID-19 pandemic continues to have unparalleled impacts on the public health, political and economic arenas, both locally and globally. Year 4 began in October 2020 amid a steep rise in positive COVID-19 test results in Sri Lanka¹, and the government's intensified efforts to control the spread of the virus dominated the project's operating environment in the quarter under review. By November 6, the Ministry of Health (MOH) introduced an alert level system formulated on the country's COVID-19 response. The government declared Sri Lanka to be at Alert Level 3 (several clusters in different districts) in early November. There was no change by the end of December.

Most major clusters emerged in early October in the Western Province which includes Colombo. As a result, the MOH issued notices reinforcing health and safety guidelines previously published in May 2020. On October 7, authorities released a revised timeline for the resumption of public activities and took several measures to prevent a community spread, including the lockdown of selected police areas, banning of events and public gatherings through October, and the closure of schools island-wide. On October 15, "COVID-19 (Preventive Measures) Regulations" compiled under the Quarantine and Prevention of Diseases Ordinance were published, enabling immediate arrests without a warrant and incarceration for those who violate health rules and regulations such as maintaining social distance in public places and wearing face masks. While several government departments either suspended or restricted public services initially through the end of October, these restrictions were later extended, and remained in effect for most of the quarter.

On October 29, the MOH announced restrictions applicable to the Western Province, deemed a very high-risk area. The restrictions included suspension of all activities at public markets, economic centers, gatherings, and meetings (including religious activities). Guidelines soon followed limiting activities in non-curfew areas, though on a less severe scale.

By the start of November, media reports indicated that quarantine curfew (which entailed stricter controls of movement than the police curfew previously imposed starting March 2020) was in force in almost 70 police areas across more than five districts, and selected villages and towns had been declared as isolated areas² in at least four districts. This included the imposition of quarantine curfew in and around the police areas surrounding Hulftsdorp³ on October 24.

Hulftsdorp represents the hub of the justice sector in Sri Lanka with most of CORE Justice's counterparts, the Judicial Service Commission (JSC), the Attorney General's Department, the Sri Lanka Judges' Institute (SLJI), the Colombo Law Society (CLS) and the Legal Aid Commission of Sri Lanka (LAC) based in this area. Courts in Hulftsdorp, including the Commercial High Courts (CHC) and in all other areas where curfew was imposed, ceased to function. Lack of access to Hulftsdorp had a significant impact on CORE Justice activities and on counterpart engagement; several counterparts still refuse to engage in in-person meetings citing health and safety regulations and concerns. In-person counterpart engagement was further

¹ On October 1, 2020, the number of confirmed cases stood at 3,380 in contrast to 42,702 at the end of the quarter on December 31, 2020.

² Movement in and out of isolated areas is more strictly controlled than under curfew.

³ Keselwatta police area.

impacted by instructions issued by the Ministry of Public Services, Provincial Councils, and Local Government instructing public institutions to call to service only minimum and essential staff required to perform duties with the rest of the staff working from home.

Since March 22, 2020, Sri Lanka's international airports have remained functionally closed except for air freight, limited outbound flights, and repatriation flights bringing back Sri Lankans and listed categories of returnees⁴. The focus remained on the repatriation process with a regular repatriation flight schedule sporadically halted during spikes in local cases, lack of space in quarantine centers, and general elections. On December 28, Sri Lanka facilitated a group of Ukrainian tourists to disembark for the first time since prohibiting entry for leisure in March. This was part of a pilot project to assess the feasibility of and health risks involved in a formal resumption of international tourism proposed for January 2021. No information is available on the success of the pilot, nor on the status of business travelers.

PROJECT IMPACT. At the end of Year 3, the CORE Justice project office remained in Phase 2 of the project's 3-phase reopening plan, with employees reporting to work in two teams on an every-other-week basis to limit the number of people in the project office. Employees not working from the project office worked from home and reported regularly to supervisors. However, as cases increased early in October, the project office closed and the staff returned to full work-from-home protocols. As the government made continuous revisions to the list of areas under quarantine curfew or isolated status, some staff members were unable to move in or out of their neighborhoods.

Following the ban on events and public gatherings through October, CORE Justice revisited its program calendar, first for October and then for the rest of the quarter. The project, in consultation with the JSC, indefinitely postponed trainings for court staff scheduled for the quarter. Partnering with CLS and Asia Pacific Institute for Information Technology (APIIT) Graduate School, CORE Justice supported legal webinars for attorneys and law students, building on the strategy of offering continuing legal education (CLE) programming online the project used effectively earlier in the pandemic.

In October and into November, CORE Justice experienced delays to ongoing interventions including the Attorney General's Department (AGD) Training and Development Center (TDC), and the CHC digital audio recording and video conferencing equipment installation. The project was limited by lack of access to the associated courtrooms and restricted movement of goods and supplies where suppliers were located in curfew and isolated areas. The project's counterparts worked with the affected contractors to secure curfew passes to facilitate suppliers and contractors to resume work onsite. Though Hulftsdorp remained officially isolated, some court functions resumed in mid-November, enabling the project to move ahead with work on the TDC and the CHC with the necessary permits.

In December, CORE Justice was able to resume in-person meetings with strict adherence to health and safety guidelines. For the first time since early October, the project resumed some in-person meetings in early December. The project met with USAID and the JSC, and later facilitated a broader progress review meeting on the model courts with the JSC and relevant judges. With some counterparts reluctant, and

⁴ Including diplomats, employees of international organizations, and the Board of Investment involved in local projects, sea marshals, and military personnel.

sometimes unable to attend meetings online, these in-person meetings were a positive step in increasing counterpart engagement and moving interventions forward and were followed by proactive engagement with CLS and the model courts counterparts throughout December.

Also in early December, the CORE Justice team and activities were affected by a possible COVID-19 exposure from a project driver. Project health and safety protocols were enforced, leading to a continuation of work-from-home protocols, isolation of some staff, and all staff instructed to stay away from the CORE Justice office premises for a designated time during which the project facilitated a thorough cleaning of the office. A scheduled training with CLS was cancelled as a precaution and held later in December. No cases were reported from the CORE Justice staff team following the initial diagnosis of the project driver.

While repatriation of Sri Lankans continued throughout the quarter, airports remained closed for general travel. CORE Justice has been unable to bring short term technical advisors into Sri Lanka to support program activities since the country's international airports closed for general travel in March 2020. The project delivered much of its planned technical activities remotely. One significant success of this approach has been the progress made on CORE Justice's model courts initiative with remote support and technical assistance provided remotely by three short term technical advisors.

The project's deputy chief of party – operations and programs who left the country in March, is unable to return and is working remotely from the United States.

At the end of Year 4 Quarter 1, CORE Justice had again adapted its workplan to the changing context, moving into a mix of in-person and remote-based activities depending on the country situation at the time and the responsiveness and collaboration of the counterparts involved.

NO COST EXTENSION

The project sought and received a no cost extension for a period of eight months. The COVID-19 pandemic has severely impacted project implementation, but has also offered a cost savings opportunity, thereby enabling the project to redirect resources and review and expand on its model courts planning. The eight month no cost extension allows the project to implement a full seven months of the model courts initiative which will facilitate two rounds of evaluation and revision of the case management plans. In addition, CORE Justice used the extra time to foster additional CLE work with SLJI and CLE.

The no cost extension allows the project to continue its operations through October 7, 2021.

2. PROGRESS NARRATIVE AND IMPLEMENTATION STATUS

Despite challenges presented by health concerns and rules, CORE Justice adapted many of its activities and delivery mechanisms to implement activities and provide continued support to counterparts in line with public health and safety standards. The following achievements are notable:

- Completed preparation of case management plans for courts falling within the model courts initiative including development of management information for judges and the JSC based on court data.

- Comprehensive support and technical assistance to CLS to develop and implement a standardized and sustainable CLE program for its membership and build a training pool for delivery of its CLE programs, including three training of trainers (TOT) programs.
- Facilitated three CLE webinars online with a total of 290 beneficiaries benefitting from the program. Collaborators included CLS and APIIT Graduate School.
- Hosted a study tour for 31 competitively selected female law students in October 2020.

CROSSCUTTING ANALYSIS

Going into Year 4, CORE Justice continued to reinforce gender equality and social inclusion (GESI) throughout its programming with a clear commitment to female beneficiaries. In early October, the project hosted a study tour for 31 female law students focused on career choices and opportunities in the justice and legal sectors – the third since the start of the project. CORE Justice designed the program to feature a range of career options within the legal profession based on the project’s research which shows the gender limitations that characterize career choices for women in the profession.

CORE Justice also continued to support remote learning or online CLE events with CLS and APIIT Graduate School, benefitting 161 female participants (out of a total of 290 participants). Early in the pandemic, it was clear that offering learning online was particularly attractive to CORE Justice’s potential female beneficiaries, as women attendees far outpaced men in all trainings. This was an important finding as most of CORE Justice’s trainings targeting members of the legal profession - specifically attorneys prior to the outbreak of COVID-19 - were dominated by men. Taking this learning forward, CORE Justice worked with CLS to develop CLE protocols in the quarter which explicitly include provisions for ensuring that CLE is delivered online as well as in-person to promote participation of women in CLE.

COUNTERPART CONSULTATIONS

In the quarter under review, counterpart engagement was challenged by restrictions on in-person meetings and movement related to the pandemic, imposed by the authorities at the beginning of October. Further, with Hulftsdorp⁵ placed under quarantine curfew on October 24 and then declared as an isolated area from November 9⁶ through the end of the quarter, many of CORE Justice’s counterparts based in the area, either closed offices temporarily or operated with essential staff only.⁷

Notwithstanding the challenges, the project continued to liaise with counterparts throughout the quarter to move activities forward with notable successes, particularly with CLS and CLE, and in establishing space for better coordination with the Ministry of Justice (MOJ), the project’s line ministry.

- As part of preparations for the upcoming official launch of the model courts initiative and to strengthen counterpart buy-in, on December 23, CORE Justice met with the Secretary to the MOJ, the MOJ’s

⁵ Most of CORE Justice’s counterparts, including the JSC, the AGD, the SLJI, CLS and LAC are based in Hulftsdorp.

⁶ In addition, the entire Western Province was placed under quarantine curfew from October 29 to November 9.

⁷ On October 31, 2020, Sri Lanka Police issued a circular listing 84 organizations/sectors where employees may use their office identification cards as a curfew pass for official work – this list was later expanded on November 3 to include 107 government, semi-government institutions or statutory boards, corporations and private institutions that are permitted to operate essential services in areas where curfew has been imposed. Special permission was later granted to members of the Bar Association of Sri Lanka to travel for official work.

Senior Assistant Secretary and Assistant Secretary and a representative from the ministry's Judicial System Digitization and Automation Committee to provide a briefing on the project's work and to detail upcoming activities. The meeting focused on model courts and IT/automation initiatives including work for the CHCs. The Secretary agreed to regular progress review meetings between the MOJ and CORE Justice in upcoming months.

- CORE Justice's contractors were able to obtain curfew passes which allowed them to access the TDC and CHC court premises to continue rehabilitation work and the installation of digital audio and video recording equipment during some of the isolation of the Hulftsdorp area.
- As restrictions eased in December, the project was able to host its first in-person meetings since October with strict adherence to health and safety guidelines – a meeting with USAID and the JSC, and a progress review meeting on the model courts with the JSC and relevant judges.
- CORE Justice recorded substantial progress in activities with CLS. The counterpart showed initiative and a willingness to move ahead with planned activities. In addition to a series of webinars, CORE Justice and CLS moved toward finalizing a CLE protocol for CLS and strengthening the skills and knowledge of CLS' pool of trainers through a series of TOTs.
- Following a webinar organized in collaboration with APIIT Graduate School in November, CORE Justice met remotely with lecturers and students from APIIT on December 21 for an initial discussion on a proposed webinar series for junior attorneys and law students. Further discussions with the faculty and representatives from the student body of APIIT will take place in-person in January 2021.

As the quarter ended, some counterparts continued to decline to engage in face-to-face meetings due to their health and safety concerns, while others lacked the infrastructure required to engage in remote meetings. Several key progress review meetings did not take place as a result. CORE Justice continues to seek more proactive engagement particularly with the SLJI and the AGD. In-person meetings are proposed for early in Quarter 2.

OBJECTIVE 1: EFFECTIVENESS OF CORE JUSTICE INSTITUTIONS, PROCESSES, AND ACTORS STRENGTHENED

COMPETENCIES AND ADMINISTRATIVE CAPACITIES OF CORE JUSTICE INSTITUTIONS STRENGTHENED (KRA 1.1)

CCC-ICLP ARBITRATION CENTRE: BRANDING AND MARKETING PLAN. In Year 3, CORE Justice and the Ceylon Chamber of Commerce-Institute for the Development of Commercial Law and Practice Alternative Dispute Resolution Centre (CCC-ICLP ADR Centre or the Centre) collaborated to increase awareness of mediation and to highlight the positive role it can play in dispute resolution. In addition, following a request from the CCC-ICLP ADR Centre, CORE Justice enlisted technical assistance from an international expert in branding, marketing, and business development. CORE Justice collaborated with the CCC-ICLP to develop a business and marketing plan for the Centre. Marketing and business strategies will help the Centre establish a consistent and clear image and will serve as an important tool to advance the Centre's position that ADR is an effective option to help make justice system processes more effective and efficient.

After CORE Justice presented the proposed strategies to the CCC-ICLP Centre at the end of Year 3, the Centre moved several recommendations forward in the first quarter of this year. Specifically, the Centre confirmed that it will move forward with renaming the Centre to "The ADR Centre Sri Lanka," and will

register the name and logo and raise funds to implement the website and Centre rebranding proposals. The planning provides a framework for the Centre to not only increase its presence in Sri Lanka, but also to make it more competitive in the region.

SKILLS TRAININGS/TRAINING MODULE DEVELOPMENT FOR COURT REGISTRARS ON COURT MANAGEMENT. In 2019 (Year 2), CORE Justice facilitated two trainings on court and case management for 88 court registrars in support of JSC priorities to develop a more qualified and professional cadre of court registrars. Following this success, the JSC approved CORE Justice’s proposal to expand trainings on court and case management to court registrars island-wide in Year 3. A uniform training will provide training opportunities to all registrars and enhance their skills to support court management, case management, and initiatives to address case delays.

In preparation for the proposed island-wide series of trainings, CORE Justice onboarded two international experts in Year 3 to review and revise the existing training curriculum. The project team worked with the experts to prepare a revised training presentation and session outline which were shared with the JSC on October 5, with a request for formal adoption of the curriculum. Approval is still pending, and CORE Justice continues to follow up with the JSC. While the project initially proposed to begin the trainings once JSC approval is received, CORE Justice recognizes that this will depend on the short technical advisors’ ability⁸ and willingness to travel to Sri Lanka given that the training curriculum requires in-person rather than remote delivery.

While the trainings on court management, case management, and case automation will be delivered together, they contribute to two key result areas (KRA 1.1 and 1.2) as they have twin objectives of strengthening administrative capacities as well as case management practices of court staff. As such, CORE Justice has reported on the series of activities in both sections of this report.

CASE MANAGEMENT INFORMATION SYSTEMS AND PRACTICES STRENGTHENED (KRA 1.2)

MODEL COURTS - PLANNING, PREPARATION AND DRAFT CASE MANAGEMENT PLANS. In February 2020, CORE Justice received formal approval from the JSC to introduce and pilot model courts in selected courts in the Colombo district⁹. Since March 2020, COVID-19 travel restrictions have prevented the project’s court performance management advisor and other technical experts from providing in-country support. The CORE Justice team continues to work remotely with the court performance management advisor, the information technology advisor, and the court audio and video records advisor and the judges and court officials from the model courts to drive this initiative forward.

This quarter, the following key events, decisions, and milestones took place:

⁸ Sri Lanka’s airports remained closed for general travel at the end of the quarter under review.

⁹ Labor Tribunals 1 and 13, Nugegoda Magistrate’s Court, Nugegoda District Court, Colombo High Court No. 06, and CHCs No. 1 and 2.



CORE Justice facilitated Progress Review Meeting on Model Courts, December 2020. Photo: USAID's CORE Justice Program/Sri Lanka

- A December 1 progress review meeting facilitated by CORE Justice and the project's court performance management advisor, with key stakeholders including the JSC and judges from the Colombo High Court, Nugegoda District Court, Nugegoda Magistrate's Court, and two Labor Tribunals. Discussions focused on progress since the June 2020 orientation meeting, a review of two draft court management plans, and recommendations for all model courts. The information technology advisor and the court audio and video records advisor also remotely shared progress

on a case management application.

- The team nearly completed all draft case management plans, a key component of the model courts initiative. These plans document the model courts' current case practices in the context of the Sri Lankan legal system along with statistical baselines on court proceedings. They also include recommendations developed collaboratively with the counterparts to address case backlogs and set time targets for case adjudication. The plans will also provide the data and mechanisms for improved information sharing, communications, reporting and stronger institutional performance measurements. CORE Justice's team worked closely with the JSC, judges, and court registrars of the model courts to develop these plans, ensuring that they meet the needs of the model courts and remain in line with the overall objectives of the model courts initiative.
- The model courts team facilitated multiple interviews with judges and court registrars attached to the model courts and reviews of the draft case management plans.
- On December 8, CORE Justice shared the draft case management plan for the CHCs and the court user survey synopsis with the JSC for review.

Heading into Quarter 2, the CORE Justice team and the short term technical advisors are working towards a ceremonial launch of the model courts in early February with a formal adoption of the case management plans proposed, along with the completion of the case management automation application. CORE Justice and the JSC will consider expanding the new approaches to other courts after a review of the impact. Model courts remain a key activity: well-structured courts with improved mechanisms will contribute to a strong justice sector and stronger and sustainable systems for the administration of justice.

The model courts initiative is cross-cutting and includes activities that contribute to multiple KRAs (1.2, 1.3, 1.5, and 2.1) as outlined in the approved work plan. As such, CORE Justice is reporting on the initiative under each KRA.

SKILLS TRAININGS/TRAINING MODULE DEVELOPMENT FOR COURT REGISTRARS ON COURT MANAGEMENT. As discussed under KRA 1.1 of this report, CORE Justice made a formal request to the JSC in October 2020, requesting a review and approval of a revised training presentation

and session outline prepared by the project's international experts. A response from the JSC remained pending at the end of the quarter.

While the trainings on court management, case management, and case automation will be delivered together, they contribute to two key result areas (KRA 1.1 and 1.2) as they have twin objectives of strengthening administrative capacities as well as case management practices of court staff. As such, CORE Justice has reported on the series of activities in both sections of this report.

E-DIARY AND FILE MANAGEMENT SYSTEM FOR THE AGD. The AGD and CORE Justice signed a memorandum of understanding (MOU) in October 2019 to facilitate the development of an e-diary and file management system. By the end of Year 3, a formal agreement had been reached with the Information and Communication Technology Agency (ICTA)¹⁰ to host the e-diary system on the government cloud services managed by ICTA. Software development, led by CORE Justice subcontractor Affno Asia Pacific Ltd. (Affno), continued this quarter. On October 2, Affno successfully deployed the software onto the ICTA servers and Google App store for the user testing phase and a security audit.

CORE Justice also commenced the user testing phase with the AGD working group, administrative staff, and a department IT officer. The working group has been a close collaborator of CORE Justice's in overseeing the software development. To prepare to upload the data onto the government cloud, the project and Affno met with the Computer Emergency Readiness Team/Co-ordination Center (CERT|CC), which acts as the government focal point for cyber security for Sri Lanka. CERT|CC is required to carry out a security audit of the e-diary software and file management system prior to launch. The security audit helped the project to identify and address vulnerabilities in the e-diary and file management system and certify that the system is secure enough to load highly confidential data from the AGD.

This quarter, the project made significant progress on this activity as outlined in the following bullets:

- On October 7 and 9, software developer Affno presented a demonstration of the e-diary and file management system (web and mobile applications respectively) to representatives from CERT|CC, the AGD and CORE Justice, to help understand the functionalities of the system and frame the scope of the security audit required to be performed by CERT|CC. On October 20, CORE Justice and Affno facilitated a follow-up demonstration of the software for CERT|CC, following which CERT|CC shared a draft proposal on October 22. The final proposal was shared for Affno, CORE Justice and AGD review and approval on October 29.
- In November, CERT|CC completed two rounds of assessments of the software with Affno addressing modifications requested throughout the process.
- CERT|CC began the second round of assessments on December 4 with a report shared for action on December 15. Affno shared the revised system for a final assessment on December 21. By the end of the quarter, CERT|CC had completed the audit of the web application while the final assessment of the mobile application was in progress.

¹⁰ ICTA is the statutorily mandated lead information and communication technology (ICT) agency for the Sri Lankan government.

- CORE Justice, in collaboration with Affno, has developed system manuals for general users and system administrators which were still in the process of being finalized by the close of the quarter. These are key in documenting guidance and processes for support beyond the lifetime of the project and in continuing user trainings for new staff who will join the legal and administrative teams at the department.

While uploading data onto the system was due to begin in November, Hulftsdorp's continued isolation (where the AGD is located) and the limited staff on-site at the AGD, caused delays beyond the project's control. By the close of the quarter, there had been no change in the progress to upload data to the system and to begin the parallel run of the new system with the old. This will be a key discussion point at the progress review meeting with the AGD scheduled for mid-January 2021. The creation of user profiles and uploading of data onto the system are essential steps for the system to be operational and for the AGD to start using the system.

In supporting stronger case management systems and processes for the AGD, CORE Justice is facilitating an important step towards automation, a long-term goal for the AGD and the broader state structure¹¹. Better managed staff and resources through the e-diary and file management system means a Department better equipped and geared to fulfil its mandate and role in the justice sector in Sri Lanka. As the AGD expands its staff and looks at infrastructure development including its move to new office space, it has a greater need and priority for improved case management systems and processes. This also will aid in providing better management data for administrators. Currently, the Department exclusively uses hard copies for record-keeping. Shifting records to an electronic system via the new e-diary and file management software will significantly strengthen efficient case assignment and file tracking processes.

INSTITUTIONAL PERFORMANCE MEASUREMENT SYSTEMS STRENGTHENED (KRA 1.3)

ESTABLISHMENT OF TIME STANDARDS FOR CASE DISPOSITION AND BACKLOG REDUCTION AND STANDARD CASE MANAGEMENT SYSTEM PERFORMANCE REPORTS. In addition to the objectives stated under KRA 1.2, the model courts initiative is also designed to produce recommendations for establishing stronger institutional performance measurement and management systems for the courts, with specific attention to performance tied to time standards for case disposition and backlog reduction. A key component of the model courts initiative is the development of case management plans for model courts. These plans document the model courts' case practices and statistical baselines on court proceedings. Importantly, the plans also include recommendations to address case backlogs and set time targets for case adjudication. They will also help to improve information sharing, communications, reporting, and stronger institutional performance measurements.

¹¹ In the current context, with restrictions on in-person activities being imposed as required to deal with the COVID-19 pandemic, and a move towards remote working, the GOSL has shown an increased commitment to digitalization of courts. In October 2020, the Minister of Justice appointed members to five sub-committees to rapidly reform and modernize the legal system of Sri Lanka, including the "Judicial System Digitization and Automation Committee." A representative from this committee was present at CORE Justice's coordination/briefing meeting with the MOJ held towards the end of December.

The model courts initiative is cross-cutting and includes activities that contribute to multiple KRAs (1.2, 1.3, 1.5, and 2.1) as outlined in the approved work plan. As such, CORE Justice is reporting on the initiative under each KRA.

KNOWLEDGE, SKILLS AND PROFESSIONALISM OF PERSONNEL STRENGTHENED (KRA 1.4)

SKILLS ENHANCEMENT FOR COURT-APPOINTED FAMILY COUNSELORS. In Sri Lanka, family counselors serve important functions ranging from informally guiding families through the court system to providing non-clinical psychosocial counseling. Though their job descriptions do not directly charge them with the task of helping to facilitate a smoother judicial process, they help to ensure the process is more efficient by working with families to process sensitive issues while simultaneously responding to and following up on directives from the court. This can indirectly ease the burden on courts.

In May/June 2018, CORE Justice supported three training sessions for 68 (46 women and 22 men) court-attached family counselors in line with a request from the JSC to strengthen skills and knowledge of family counselors attached to courts. The training included substantive knowledge and skills to help family counselors perform their duties more effectively and with higher quality. Following the training, CORE Justice proposed to support ten of the trained family counselors to complete a certificate course in drug counseling¹² and in the last quarter of Year 3, the JSC Secretariat selected 13 family counselors to take the course. CORE Justice is in the process of seeking approval from USAID to support the 13 counselors to complete the course.

REDESIGN CURRICULUM AND TRAINING MATERIALS FOR THE AGD STATE COUNSEL INDUCTION PROGRAM. CORE Justice and the AGD agreed to a curriculum framework in Year 3, with the last two quarters of the project year focused on lesson plan development with remote technical assistance from the project's curriculum development specialist¹³, and in consultation with the AGD working group led by the Acting Solicitor General. The CORE Justice team also developed a concept note on a participants' performance evaluation mechanism for the induction program. After a collaborative review process, CORE Justice provided a final draft which is pending AGD review.

Supporting the redesign of the curriculum will help ensure that the Department has the necessary curriculum and tools to successfully and efficiently onboard new state counsel. The revised curriculum focuses on building litigation/advocacy skills and other relevant cross-cutting skills such as critical thinking and analysis, GESI sensitization, communication, language, and digital literacy.

Due to the pandemic rules including the continued isolation of some areas since October, the AGD has indefinitely postponed the recruitment of the new batch of state counsel. CORE Justice continues to work

¹² The course is designed and delivered by the National Dangerous Drugs Control Board, a state institution that coordinates treatment, delivers preventative programming, and leads outreach initiatives to combat the abuse of licit and illicit drugs.

¹³ By the end of year 3, CORE Justice and the curriculum development specialist had completed the development of lesson plans and training materials for Module 1: Orientation to the AGD and Module 2: Skill Development: Crosscutting Knowledge, Skills, and Abilities and an instructor's handbook on developing lesson plans and training materials together with respective templates.

with the AGD to determine when it can pilot the new induction program given the ongoing schedule delays.

AGD TDC. The rehabilitation of the TDC continued through Year 3 and into the first quarter of Year 4. The project experienced delays because of COVID-19 measures which restricted access to the AGD premises for contractors for over eight weeks in April and May. Work got back on track in June 2020. However, rehabilitation work faced delays again towards late October due to the imposition of new quarantine curfews and the isolation of areas across the Western Province including the Hulftsdorp area where the AGD is located.



Premises of the Attorney General's Department's Training and Development Centre, January 2021. Photo: USAID's CORE Justice Program/Sri Lanka

Both CORE Justice's and the AGD's contractors faced a lack of or limited access to the premises and restricted movement of labor, goods, and supplies where workers and suppliers were located in curfew areas. Supply chain interruptions also hampered the project. Some work resumed in early November as contractors secured a limited number of passes allowing them to bring some workers onto the site.

By December 2020, the following tasks were completed:

- Waterproofing of the side walls
- Bathrooms: plumbing, tiling, and brick work
- Installation of air-conditioners

Work on windows, ceiling, and partitions began in late December and will continue in the next quarter. Once completed, the TDC will offer a state-of-the-art facility to train new recruits and current AGD staff. With the addition of a more accessible space equipped specifically for training, the AGD will be able to deliver its induction program for new recruits and support the continuous capacity and development of all counsel attached to the Department.

AGD LAW LIBRARY IMPROVEMENT PROJECT. On May 28, 2020, CORE Justice and the AGD signed a letter of understanding on potential activities to recommend improvements to the AGD law library to better support its legal staff to conduct research and consistently prepare higher quality and transparent cases. The law library located onsite is the primary source of legal reference materials for state counsel and other department staff. It needs improvement. The AGD believes its collections are inadequate, decaying, and poorly organized hampering quality research. Improving the library's collections and storage conditions will enable improvements in knowledge, skills, and professionalism within the department of Sri Lanka's chief legal advisor.

CORE Justice completed a review of the facilities and submitted a report on its findings to USAID at the close of Year 3. Any further activities to improve the library are on hold as CORE Justice prioritizes other work in alignment with USAID priorities.

PILOT APPELLATE ADVOCACY SKILLS TRAININGS ON CIVIL AND CRIMINAL LAW. In Year 3, CORE Justice and the AGD agreed to develop training modules for state counsel on criminal and civil appellate advocacy skills. Two international experts will lead this activity. With international travel restrictions in place, the two short term technical advisors are providing remote assistance in collaboration with CORE Justice’s technical team and the AGD working groups from the respective divisions.

By the end of Year 3, both short term technical advisors had identified the required case brief materials to be used to develop comprehensive training outlines. These outlines will frame training materials and tools for the respective courses and support sustainability of the intervention by providing a strong framework for future trainings on appellate advocacy skills facilitated by the AGD. The AGD plans to pilot the course outlines, training materials and tools to test their efficacy in enhancing verbal and written advocacy skills of state counsel in appellate litigation. The AGD proposes to train approximately 50 state counsel on each course in the first round of training. The program will be expanded based on need.

SUPPORTING PROFESSIONAL DEVELOPMENT FOR STATE ATTORNEYS. In Year 3 at the request of the counterpart, CORE Justice extended its technical and material support to the AGD to develop and deliver a workshop for state attorneys attached to the State Attorneys’ Branch of the Department. The goal was to strengthen the effectiveness of the civil litigation process of the Department by improving the competencies of state attorneys who act as the registered attorneys and proxy holders for the Attorney General (AG) and other government officers in civil litigation. In August 2020, CORE Justice shared a workshop outline with the AGD for review with a workshop proposed for December. However, planning did not progress this quarter. A review of the workshop outlines remains pending with the AGD. While the AG had suggested an appointment of a working group to develop the scope of the training program, a decision had been postponed due to the extended isolation of Hulftsdorp and the department working with limited staff.

TRAINING MODULES FOR THE CHILD PROTECTION UNIT. The Child Protection Unit of the AGD falls within the purview of the Criminal Division and is the first referral point for police investigation reports on criminal matters where the victim is below 18 years of age. Following a request made by the AGD at the end of Year 3, CORE Justice agreed to provide technical and material support to the Criminal Division of the Department to develop and deliver a workshop for attorneys-at-law attached to its Child Protection Unit. The proposed training would strengthen the effectiveness and efficiency of prosecutions on criminal matters involving victims below the age of 18. In late September 2020, CORE Justice submitted a revised training outline to the AG for approval. However, no progress has been recorded with this activity due to the extended isolation of Hulftsdorp and the AGD being under-staffed at the current time.

TRAINING FOR PROSECUTORS IN THE CRIMINAL DIVISION. At the close of Year 3, the AGD asked CORE Justice to collaborate with the Criminal Division of the Department to develop a training program for prosecutors. Initial discussions on the objectives and the nature of the training were scheduled early in this quarter but health and safety guidelines tightened, planned meetings were cancelled.

By the close of the quarter, the AGD did not agree to a rescheduled planning meeting given ongoing restrictions in the Hulftsdorp area and the AGD's reluctance to meet face-to-face.

SUPPORTING DEVELOPMENT OF CURRICULUM FOR SLJI JUDICIAL INDUCTION PROGRAM.

CORE Justice support to SLJI in Year 3 centered on technical assistance to develop a new induction program for newly recruited judges in the district and magistrate's courts. CORE Justice's curriculum development team, which includes local and international specialists, started the process with a training needs analysis with information collected through a participatory process. This marked SLJI's inaugural use of outsider input in curriculum development. By engaging judicial officers and key stakeholders through focus group discussions and a questionnaire, the curriculum development team gauged expectations and requirements from a cross-section of stakeholders.

For greater outreach and to mitigate limitations on in-person interactions due to the spread of COVID-19, SLJI approved the circulation of an online questionnaire among magistrates and District Court judges. The use of a remote platform was also a first and allowed for greater diversity in responses; respondents represented jurisdictions from across the island. The questionnaire sought views and recommendations from sitting judicial officers to help make the proposed curriculum relevant to the needs of the judiciary. Data collection focused on knowledge, skills, and attitudes a judicial officer should possess both at the time of joining the judiciary and as a sitting judge. The questionnaire also looked at the introductory trainings offered by SLJI at the time the respondents joined the judiciary. When the survey ended in early December, the curriculum development team had received 77 responses from participants.

The curriculum development team is preparing the training needs analysis report based on information gathered from background research, focus group discussions and the online survey previously administered. The report will be presented to SLJI for review along with the two draft curricula early in the second quarter. The project expects to finalize the report and curricula by the end of the second quarter.

SUPPORTING DEVELOPMENT OF SLJI'S JUDICIAL EDUCATION PLAN AND STANDARDIZED COURSE MODULES. This quarter, CORE Justice's curriculum development team developed a draft curriculum framework for SLJI's continuing judicial education program. The team is currently in the process of developing course outlines for the continuing judicial education program based on draft curriculum. CORE Justice plans to hand over the draft curriculum and the course outlines to SLJI for review by end of January 2021. The parties intend to complete the review process in the next quarter.

Additionally, the team is developing a trainer's toolkit on adult learning principles for SLJI's trainers and potential trainers. The toolkit will include three videos on applying adult learning principles in judicial training. These videos will be prepared by the curriculum development advisor with CORE Justice's

Screengrab of the SLJI Survey, January 2021. Photo: USAID's CORE Justice Program/Sri Lanka

support and will be handed over to SLJI by the end of the second quarter.

COORDINATION AND INFORMATION SHARING STRENGTHENED (KRA 1.5)

MODEL COURTS – COLLECTION AND REPORTING OF DATA. In addition to the objectives stated under KRA 1.2, the model courts initiative is also designed to explore opportunities to create efficiencies

by promoting information sharing between the JSC and the MOJ. In Year 3, CORE Justice’s IT advisor developed initial recommendations for IT-related interventions to integrate information sharing as part of the model courts work. This quarter saw the start of development of a case management application for the model courts. On December 18, the model courts team completed a case management software demonstration internally to review the system in advance of presenting it to the JSC and model court judges. Development should be completed in the next quarter.

The model courts initiative is cross-cutting and includes activities that contribute to multiple KRAs (1.2, 1.3, 1.5, and 2.1) as outlined in the approved work plan. As such, CORE Justice is reporting on the initiative under each KRA.

OBJECTIVE 2: TRANSPARENCY OF AND CITIZEN ENGAGEMENT IN THE JUSTICE SYSTEM IMPROVED

STRATEGIC COMMUNICATIONS AND REPORTING ARE IMPROVED (KRA 2.1)

SUPPORTING LAC’S ANNUAL REPORTS. CORE Justice supported the translation and the printing of LAC’s annual reports for 2015, 2016, and 2017 as a measure to increase awareness about LAC’s work and offerings. LAC will share these reports (also available in CD format) with the MOJ, members of Parliament, and other stakeholders to help disseminate information on LAC, its activities, and the services the organization provides. While the reports were ready by November, CORE Justice was unable to hand over the copies to LAC due to the isolated status of Hulftsdorp and the closure of the LAC head office in line with health and safety guidelines for the public sector.



CORE Justice supported the translation and the printing of LAC’s annual reports for 2015, 2016, and 2017, December 2020. Photo: USAID CORE Justice Program/Sri Lanka

UPGRADING LAC TELECOMMUNICATIONS. In July 2020, CORE Justice presented improvements to the infrastructure and a list of equipment to procure as part of proposed support towards developing the ICT infrastructure at LAC including:

- Establishment of official organization email accounts and infrastructure
- A payment management system
- A hosted PABX solution
- New computers, licensed software, and an upgraded server

Little progress was made from October through mid-December due to Hulftsdorp’s curfew status and later isolation. With access to the area strictly controlled and courts largely not functioning, the LAC head office remained closed until mid-December, delaying the delivery of equipment purchased by CORE Justice in late-October.

On December 18, the project and LAC agreed to prioritize installing IT and communications equipment at the LAC premises. On December 23, CORE Justice coordinated the delivery of the server, desktops, UPS, and software to the LAC head office. The installation of the equipment is due to take place early in the next quarter along with the handover of official email addresses to LAC staff. This and other proposed developments to the ICT infrastructure address recommendations in the CORE Justice assessment of LAC internal and external communications functions. An improved ICT system will help increase public access to LAC services and resources and widen LAC's reach.

SUPPORT IMPROVED COMMUNICATIONS (INTERNAL/EXTERNAL) FOR LAC'S VISIBILITY AND AWARENESS. In line with recommendations to improve LAC's internal and external communications, CORE Justice's strategic communications specialist began work in early November to redesign existing LAC legal awareness booklets (11 booklets and three pamphlets) on selected laws and legal issues. CORE Justice is working closely with LAC to revise these materials to reduce the legal jargon and make them more user friendly for the general public. Doing so will help LAC to promote its services as a legal aid provider. LAC will use these materials in its public awareness campaigns and they will be made available to its regional centers. CORE Justice is also planning to support LAC to develop a new branding plan for use in all future printed material, thereby promoting LAC's brand identity.

MODEL COURTS – IMPROVING PUBLIC INFORMATION AND AUTOMATION AND CASE AND COURT INFORMATION. CORE Justice is developing measures relating to improved customer service and public information within the model courts initiative. Initially these measures will be piloted in the Nugegoda court premises at both the Magistrate's and District Courts. Key measures include establishment of an information desk at the courthouse, training of dedicated staff, installation of sign boards for the public, and development of leaflets and posters to provide information and instructions to the public on court procedures.

On December 23, CORE Justice carried out an assessment visit of the Nugegoda court premises for planning purposes and met with the registrars of the District Court and Magistrate's Court to help identify, for example, the location of a proposed information desk, signboards and other ideas for enhancing services to the public in the courthouse. Based on findings and feedback from interviewees, CORE justice prepared a proposal to improve customer service in model courts. CORE Justice will follow up on the proposal which is currently being reviewed by the JSC. The proposal outlines elements of staffing and training required and more visible changes to the court premises required for an improved customer service experience for court users.

Through these initiatives, the project aims to provide court users with enhanced access to information regarding court processes, procedures, and services. The information desk will provide court users with a dedicated one-stop source of information and assistance.

The model courts initiative is cross-cutting and includes activities that contribute to multiple KRAs (1.2, 1.3, 1.5, and 2.1) as outlined in the approved work plan. As such, CORE Justice is reporting on the initiative under each KRA.

INFORMATION SERVICES AND USER FEEDBACK MECHANISMS IMPROVED (KRA 2.2)

TRAININGS ON “CUSTOMER CARE AND SERVICE EXCELLENCE” FOR COURT STAFF. In 2019, CORE Justice supported a series of trainings on customer care and service excellence for 112 court staff from the Colombo, Gampaha and Kalutara districts and in early February 2020, the JSC approved CORE Justice’s proposal to expand these trainings island-wide.

While CORE Justice worked with the JSC to develop a training calendar for 2020, the project faced many disruptions to the schedule¹⁴ due to lockdowns and restrictions on public activities. Beginning with the training that was scheduled on October 10 and 11 for court staff from the Matara district, CORE Justice indefinitely postponed all trainings for court staff planned in the quarter under review. As restrictions eased in early December, CORE Justice submitted a request to the JSC to resume a series of 11 trainings starting in February 2021, targeting 550 court staff. The request is pending with the JSC. The project has also proposed to host a post-evaluation assessment towards the end of February with court staff who completed trainings conducted in Years 2 and 3 sharing their feedback.

ICT SUPPORT TO THE CHC. In August 2019, the JSC approved CORE Justice’s proposal to provide ICT support to the CHCs, including the purchase of digital audio recording and video conferencing systems for the three CHC courtrooms in Colombo. The project first identified this need in an infrastructure assessment in June 2018. Since October 2019, CORE Justice has been working closely with a committee of justice sector representatives¹⁵ set up by the CHC.

On October 16, CORE Justice had a progress review meeting with its contractor, the lead judge of the CHC, and the CHC electrical consultant to evaluate the work in progress and set up timelines. Work came to a stop when the government locked down the Hulftsdorp area on October 24. The contractor resumed some work after obtaining curfew passes on November 10. When courts in Hulftsdorp resumed with limited functions on November 16, the contractor was able to maintain access to the site with some delays in daily work hours. By the end of the quarter, the teams had achieved the following:

- Installation of network wiring and fiber network cabling inside the courtrooms and in the outside areas was completed.
- Upgrade of the server room was completed, and air conditioning installed.

In April, the government of Sri Lanka (GOSL) introduced import restrictions which hampered some of the project’s and contractor’s procurements. The rules remained in place through the year leading to residual delays in project procurement. By the end of the reporting period, the contractor had obtained most of the needed materials for the project. An inspection by USAID will be scheduled as soon as all the equipment is ready, and installation will begin once approval is received. CORE Justice estimates the project will be completed during the next quarter.

CORE Justice emphasizes the role of improved case management systems and practices in building a stronger justice system and addressing case delays. Digital recording for the three CHCs should

¹⁴ From January to August 2020, CORE Justice facilitated six trainings with 249 court staff trained.

¹⁵ The working committee is chaired by the chief judge of the CHC and includes representatives from the judiciary, BASL and court staff and oversees the procurement of equipment and the development of relevant protocols governing their use.

significantly expedite hearings as these courts spend considerable time trying to reconstruct records of proceedings which are currently recorded by hand. This activity goes hand in hand with the efforts of the model courts initiative to speed case adjudication. Additionally, the new system will accommodate remote testimony which should reduce the number of witness-related postponements in commercial cases.

INDEPENDENT MONITORING OF TRIALS AND PROCEEDINGS FACILITATED (KRA 2.3)

COURT USER SURVEY. This quarter, CORE Justice contracted the Social Scientists' Association (SSA) to conduct an all-island court user survey for Year 3 to measure court user perceptions regarding their experiences and satisfaction with frontline services and facilities provided by courts. In line with the project's approved monitoring and evaluation plan, the project seeks to measure Indicator G.2 Percentage of satisfied court users in court services and Indicator 2.1 Percentage of satisfied court users in access to court information which are goal and objective level indicators of CORE Justice.

The quantitative component of the survey was conducted using a structured questionnaire which captured the general public's, attorneys', and government officials' level of satisfaction on a number of thematic areas including court facilities, court procedures, information provided at courts, time, trust in courts and perception of judges and court staff.

Due to health and safety concerns related to in-person contact, SSA conducted interviews using a remote format. The general public sample consisted of 1,258 interviews conducted in all 34 judicial zones across the country to ensure that judicial zones and types of courts are represented. Two hundred and eighty questionnaires were conducted among attorneys and government officials, evenly distributed across the country's 25 administrative districts. They were selected using a purposive sampling method. For example, the attorneys were selected to capture different gender, seniority levels, and primary courts of practice.

The qualitative component involves 70 key informant interviews (KII) among the general public, attorneys, and government officials in 15 districts. While the quantitative questionnaire survey will provide the level of satisfaction of court users, the KIIs conducted under the qualitative component will help identify the reasons for court users' satisfaction or dissatisfaction.

The court user survey began on October 10, prior to which SSA conducted a pilot survey to fine-tune the questionnaire. The questionnaire was revised based on feedback on the pilot survey and the main quantitative survey began on November 28. As of December 31, SSA had completed the requisite 1,538 interviews which includes 1,258 interviews with the general public and 280 with attorneys and government officials.

SSA also finalized the KII guide this quarter with the interviews to begin in early January. The draft survey report is due by the end of January 2021.

The court user survey is a follow up survey to one CORE Justice completed in Year 3. The project is looking forward to drawing conclusions based on qualitative and quantitative information that will help shape future activities.

OBJECTIVE 3: GOVERNANCE, QUALIFICATIONS, AND DIVERSITY OF THE LEGAL PROFESSION ENHANCED

BASL GOVERNANCE STRENGTHENED (KRA 3.1)

ORGANIZATIONAL DEVELOPMENT AND CAPACITY BUILDING FOR BASL – HUMAN RESOURCES AND ADMINISTRATION SUPPORT. On October 19, CORE Justice met with the Assistant Secretary of the Bar Association of Sri Lanka (BASL) to discuss progress with HR related support extended by the project. Nineteen updated employee personnel files were handed over to the organization, and the CEO/Admin Secretary of the BASL signed a memorandum of acceptance. A planned meeting in the week of October 26 to discuss next steps on the draft code of conduct, non-disclosure agreement, and performance evaluation procedure previously shared with the BASL Executive Committee for approval, was cancelled due to quarantine curfew affecting the BASL Secretariat. The non-disclosure agreement and code of conduct documents are both pending approval from BASL’s Executive Committee. These two documents must be approved by the BASL Executive Committee before implementation and circulation among the BASL staff for signature and acceptance.

KNOWLEDGE, PERFORMANCE, AND INTEGRITY OF THE LEGAL PROFESSION, INCLUDING LEGAL AID ATTORNEYS ENHANCED (KRA 3.2)

SUPPORT TO IMPLEMENT RECOMMENDATIONS FROM ORGANIZATIONAL AND TRAINING NEEDS ASSESSMENT FOR LAC. CORE Justice and LAC scheduled ten trainings during Year 3 Quarter 2 (January-March 2020). Of these planned trainings, CORE Justice was able to conduct only three due to delays in government funds disbursement (which affected LAC) and later, due to growing concerns over the pandemic. Given the escalation of the pandemic and concurrent hesitation by LAC to host in-person meetings and trainings at the beginning of this quarter, the counterpart requested that trainings be postponed until restrictions ease.

CLS CLE PROTOCOL AND TRAINING-OF-TRAINERS (TOT). CLS has been a key partner for CORE Justice in delivering CLE for legal professionals. As a professional association for attorneys based and practicing in Colombo, CLS has prioritized strengthening its delivery of CLE. Since October 2020, CORE Justice has been supporting CLS to increase its organizational capacity to provide standardized and sustainable trainings for legal professionals. The project worked with the CLS CLE team to develop a CLE protocol encompassing substantive legal issues, competencies of attorneys, new developments in law, access to justice, and the use of technology in the practice of law. In addition to technical assistance on strategy development, CORE Justice agreed to support CLS in developing its pool of trainers.

- On December 4 and 5, CORE Justice conducted the first part of a three-stage training-of-trainers (TOT) course for the CLS CLE team – a key objective identified in the strategic plan previously developed for CLS with CORE Justice support. Eight participants from CLS attended the TOT which was customized to meet the needs of attorneys as trainers and focused on capacity building of the CLS trainers in adult education and learning methodologies. One participant from CORE Justice also attended the training.
- The second stage took place on December 12 and 13 with the participation of eight trainers from CLS. The agenda focused on building participant skills on adult learning methodologies in the context of trainings for attorneys on legal topics.

- On December 28 and 29, the CORE Justice team conducted the third TOT course for the CLS CLE team in Panadura on a residential basis. This training followed the two previous TOT courses and focused on mock training sessions where the eight participants enlisted feedback from the CORE Justice trainer and their fellow trainees. The TOT training used adult learning methodologies to help develop skills in a training context customized to the CLE needs of attorneys. A highlight was the use of role play to allow trainees to try out the skills they were learning. The sessions were recorded for use in future trainings conducted by the CLE training pool.



CORE Justice facilitated Training-of-Trainers for the Colombo Law Society December 2020. Photo: USAID's CORE Justice Program/Sri Lanka

In January 2021, the CLS team will plan and deliver a CORE Justice supported training course on “Essential Skills for Civil Practitioners” for junior attorneys and apprentices. By working with local organizations for legal professionals such as CLS, CORE Justice is helping build strong and sustainable mechanisms to deliver CLE programs beyond the lifetime of the project and to meet changing needs and contexts.

CLS MOBILE APPLICATION. Following a request from CLS this quarter, CORE Justice sponsored the development of a mobile application for the counterpart. This application will help enhance CLS’s ability to connect with its membership in a systematic way with a single point of access to the legal and other CLS resources. CLS envisions a three-part initiative in development of the app. CORE Justice’s support currently focuses on the first part which is the development of a platform that can be used to publicize important legal notices, publish daily court calendars, access legislation, case law and e-libraries (free resources) for members, a diary for users and quick access to the CLS website and other social media platforms.

In December, the vendor selection process was completed, and work began on software development. User testing will take place in January 2021 with a launch planned for February.

REMOTE LEARNING CLE PROGRAMS FOR ATTORNEYS. In October 2020, COVID-19-based restrictions on in-person activities were re-imposed, particularly in the Western Province of Sri Lanka which includes Colombo. With many areas cordoned off by government authorities to mitigate community spread of COVID-19, court functions were disrupted and traditional in-person learning opportunities came to a halt. Using experiences gained during the months-long lockdown in 2020, CORE Justice collaborated with CLS and APIIT Graduate school to offer the following webinars or online trainings for attorneys and law students.

- On November 8, CORE Justice collaborated with CLS to offer a webinar on negotiable instruments. Attended by 103 attorneys and law students, the webinar featured presentations by two well-established attorneys with extensive experience in litigation. A third local legal expert joined the panel discussion which looked at the legal position of claims under negotiable instruments in Sri Lanka, including both civil and criminal aspects, along with the practical aspects of the litigation process. The panelists discussed procedures under the Civil Procedure Code and the Debt Recovery (Special Provisions) Act.
- On November 24, CORE Justice collaborated with CLS to offer a webinar on “Practical Aspects of Family Law Litigation: Civil Suits and the Law Relating to Maintenance and Domestic Violence” attended by 92 attorneys and law students. With a documented increase in incidents of domestic violence during lockdown, webinars such as this offered much needed opportunities for attorneys and law students to engage with senior practitioners and keep up to date on topical issues. The webinar featured two local legal experts and the discussion focused on family law issues in Sri Lanka including the drafting of pleadings, the legal framework relating to maintenance and domestic violence and related proceedings in magistrate’s courts. Sri Lankan family law is a complex system where matters are heard in both civil and criminal courts. Drawing on their experience, the presenters addressed misconceptions in proceedings pertaining to the dissolution of marriage and domestic violence.
- On November 14, 2020, CORE Justice teamed up with APIIT Graduate School to offer a webinar on “The Importance of Critical Thinking for Attorneys”, aimed primarily at students pursuing law degrees at the graduate school. Delivered by CORE Justice’s chief of party, the webinar emphasized the importance of developing critical thinking, an essential skill in identifying legal issues and related laws, and in framing cases, regardless of the area of law and practice. The audience consisted of 95 attorneys and law students, the majority of whom were women.



CORE Justice - APIIT Graduate School Webinar on “The Importance of Critical Thinking for Attorneys”; November 2020, Screenshot: USAID’s CORE Justice Program/Sri Lanka

In resuming online CLE programs, CORE Justice is teaming up with local professional organizations like CLS and law schools such as APIIT to be responsive to the current context, stepping up to promote new and more effective ways of learning for members of the justice system.

SUPPORTING THE HULFTSDORP LAW JOURNAL. Towards the end of the quarter, CORE Justice and CLS began discussions to support the printing and publication of the Hulftsdorp Law Journal, CLS’ academic publication for attorneys and law students. The publication will be printed and distributed during the next quarter.

PROPOSED WEBINAR SERIES WITH APIIT. Following a successful webinar in November, CORE Justice and lecturers and students from APIIT Graduate School met at the school’s request for an initial discussion on a proposed webinar series for junior attorneys and law students. The project will meet again

with the faculty and selected students from the graduate school on January 22, 2021 to identify learning objectives and introduce ways to incorporate adult learning techniques in designing webinar sessions. CORE Justice is seeking active involvement from APIIT students in organizing the proposed series of webinars to encourage different perspectives and active buy-in from a key stakeholder category for the project.

CAREER PATHWAYS AND PROFESSIONAL LEADERSHIP ROLES FOR WOMEN EXPANDED (KRA 3.3)

TRAININGS FOR JUNIOR ATTORNEYS BASED OUT OF COLOMBO. In Year 3, CORE Justice started work on a training module on effective trial skills to be used to train junior attorneys in five districts working on gender-based violence and human rights cases. As a preparatory step, CORE Justice organized a TOT activity in May 2020 for potential trainers who will support the delivery of the training. The TOT focused on strengthening the training skills of participants, including adult learning techniques while also building specific skills required in handling gender-based violence and human rights cases. Guidance on developing training materials for individual training components was also shared.

Due to uncertainties caused by health rules some of the potential trainers are no longer available. CORE Justice has now identified a broader pool of trainers with module development to begin once contracts are in place. A pilot training is tentatively scheduled for February 2021 with modules on civil and criminal trial skills to be developed early in Quarter 1 of Year 4. Sixty percent of participants will be women attorneys.

DEVELOP CAREER PLANNING RESOURCES FOR LAW STUDENTS. CORE Justice prepared a female law student career guidance handbook in year 3. This handbook is currently under internal review with the chief of party for a decision on branding and approval by USAID. CORE Justice hopes to publish this book in the second quarter for distribution by future study tour participants and other law students.

IN-COUNTRY STUDY TOUR FOR WOMEN LAW STUDENTS. Despite the considerable number of women in Sri Lanka who enter the legal profession, the majority do not enter or even remain in active legal practice. Instead, many pursue positions that are seen as “easier” and “more suitable for women”, such as corporate or advisory roles. Many simply don’t practice law at all. This, along with the perception that courts and prisons are male-only environments, mean that women see limited career options within the legal profession. CORE Justice has strongly advocated for women attorneys taking on greater and more varied roles in the legal profession and broader justice sector. A series of in-country study tours has promoted more diverse career pathways among women about to enter the legal profession. Dedicated study tours for female law students offer a platform for information sharing, networking, skills development, and shared learning, all of which enable students to be better informed and more confident as they take their first steps into the professional world.

From October 4-6, 2020, 31 women law students from the Open University of Sri Lanka, Department of Legal Studies, Universities of Jaffna and Peradeniya and General Sir John Kotelawala Defense University participated in CORE Justice’s residential study tour focused on career choices and orientation meetings with representatives from key state institutions and the private sector. Participants met with representatives from LAC, Human Rights Commission of Sri Lanka, the Legal Draftsman’s Department, the Securities and Exchange Commission of Sri Lanka, BASL, the CCC-ICLP ADR Centre and law firms

Julius & Creasy and Nithi Murugesu & Associates. Expanding the agenda from the two study tours previously held, the program included meetings with the not-for-profit sector where participants engaged with Transparency International Sri Lanka, Centre for Environmental Justice, and the Law & Society Trust. The students' feedback provided positive comments on the session with the not-for-profit organizations because of its links to community engagement. They also attended an interactive discussion with Justice Shiranee Tilakawardane, retired Supreme Court Justice and consultant to SLJI. The session focused on potential challenges these students might face in the legal profession and ways to overcome these challenges.



CORE Justice supported study tour for law students (Batch 3), October 2020. Photo: USAID's CORE Justice Program/Sri Lanka

CORE Justice is presently preparing for the fourth study tour tentatively scheduled for January 10-12, 2021.

3. PROJECT STAFF HIRING

During the first quarter of Year 4, the project shifted its technical focus in preparation for the final year and impending closeout. As such, the project saw the departure of three staff including two technical assistance officers and the human resources and program administrative officer seconded to BASL. The project continues to recruit for a deputy chief of party - technical.

4. IMPLEMENTATION CHALLENGES

INTERSECTIONAL CHALLENGES – PUBLIC HEALTH. The COVID-19 pandemic and the associated measures adopted in Sri Lanka in Year 3 continued in Year 4 and significantly impacted program activities. The prolonged restrictions limiting access in and out of the Hulftsdorp area created considerable difficulty for the project and for CORE Justice's counterparts. Some counterparts remain reluctant to engage in in-person meetings but are equally hesitant to commit to meetings online. The project experienced some delays in ongoing work on the AGD's TDC and CHC due to restrictions in access to the premises. Customer care trainings scheduled for the quarter had to be postponed. In some instances, activities had to be reframed due to continuing contextual challenges. For example, the prolonged closure of the airport since March continues to prevent CORE Justice from bringing in any international experts. While most short-term consultants were able to provide remote support (e.g., model courts) some planned interventions like court registrar training require in-country support and have not moved forward.

COUNTERPART INTERNAL BUREAUCRATIC PROCESSES. In supporting the digital audio recording and video conferencing system equipment for the CHCs and ensuring that necessary protocols were in place, CORE Justice faced delays in implementation due to a lack of clarity on the roles and responsibilities, oversight, and decision-making processes between the MOJ and the JSC. This highlighted the potential impact of convoluted bureaucratic processes on project implementation and the need for

continuous engagement with all counterparts involved not only to resolve issues but to advocate for greater clarity and transparency in roles and responsibilities. CORE Justice's successful engagement with the secretary to the MOJ in December has resulted in agreement to meet regularly to review progress and should somewhat mitigate this issue.

5. MONITORING, EVALUATION, AND LEARNING UPDATE

CORE Justice's interventions are monitored by assessing progress of program outcomes using a defined set of indicators. In the first quarter of Year 4, the GOSL reimposed lockdown in the Western province due to the second wave of the COVID-19 pandemic. This deterred the progress of CORE Justice activities since the offices of counterparts were closed and movement throughout the various neighborhoods and departments of Colombo was limited. However, CORE Justice met the challenges imposed by these measures to achieve progress against the project activities. Examples of such measures were as follows:

1. CORE Justice facilitated the remote engagement of international short term technical advisors to implement the planned technical assistance.
2. CORE Justice carried out many project processes and steps virtually to ensure the progress of technical assistance activities (e.g. procurement processes, planning processes, desk work/reviews).
3. CORE Justice obtained curfew passes for subcontractors to carry out the project activities in accordance with the GOSL's public health guidelines.
4. CORE Justice held in-person trainings and events while following the public health guidelines and supplemented these with webinars.

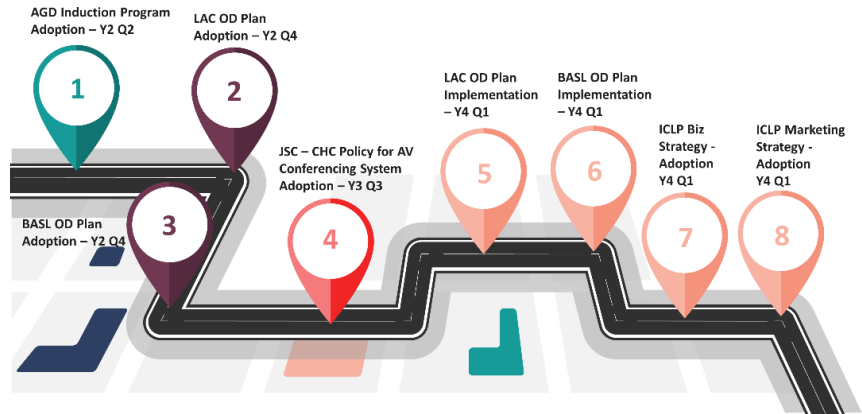
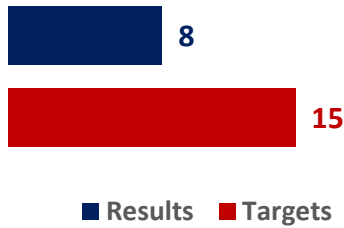
During the first quarter, USAID approved the project's revised AMELP and the project began implementing new AMELP activities that align with revised indicators and indicator targets. The revisions to indicators and indicator targets are reflected in the annexed Performance Management Plan (PMP). The PMP table details the complete monitoring, evaluation and learning (MEL) indicators for Year 4 with a narrative description of indicators set out below.

GOAL: A MORE MODERN JUSTICE SYSTEM CAPABLE OF DELIVERING QUALITY JUSTICE SERVICES THAT MEET THE NEEDS OF ALL MEMBERS OF SRI LANKAN SOCIETY.

INDICATOR GI: NUMBER OF LAWS, POLICIES, STRATEGIES, AND STANDARD OPERATING PROCEDURES ADOPTED AND IMPLEMENTED

This indicator counts the number of justice sector laws, strategies, standard operating procedures, strategic plans, documented procedures, or formal policies that are amended or otherwise adopted as a result of project assistance and/or advocacy. The life or project target for this indicator is 15. By the end of the first quarter of Year 4, CORE Justice has achieved eight (see graphic below).

Life of Project Progress (As of Year 4 Quarter 1)



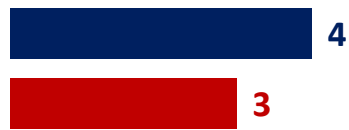
Progress in Year 4 Quarter I

For Year 4, the indicator targets three laws, policies, strategies, or standard operating procedures to be adopted/implemented. During Year 3, CORE Justice was providing continuous support to CCC-ICLP to develop its business and marketing strategy. The project also supported LAC and BASL to implement the recommendations in their organization development plans.

In Year 4 Quarter I, the said initiatives reached the adoption and implementation stages.

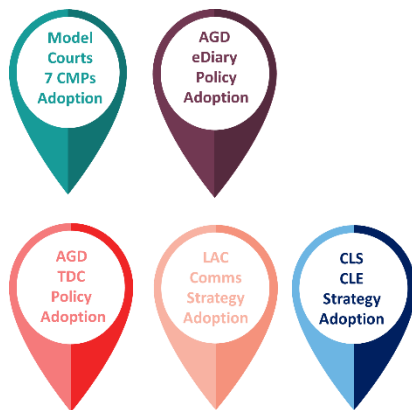
1. CCC-ICLP Marketing Strategy – Adopted
2. CCC-ICLP Business Strategy – Adopted
3. LAC Organization Development Plan (Strategy) – Implementation support provided by CORE Justice
4. BASL Organization Development Plan (Strategy) – Implementation support provided by CORE Justice

Year 4 Progress (Year 4 Target Vs Results)



■ Results ■ Targets

Activities in Progress for Year 4



In Y4Q1, CORE Justice was continuously supporting and progressing the Model courts initiative, AGD Training & Development Center refurbishment and AGD eDiary system adoption. Progress of these initiatives were deterred due to COVID-19 lockdowns in Y4Q1. However, CORE Justice adopted strategies to remotely progress the activities and thus the initiatives will reach the adoption stage in Y4 Q2. Hence, it could be reported for Indicator G1 in Y4 Q2.

Please see the table below for activities in progress and upcoming.

Interventions in Progress (As at end of Year 4 Quarter I)

No	Year/Quarter	Activity	Type of Intervention	Counterpart Institution	Status
1	Y4 Q1	<p>Concept on separate unit for Training and Development of AGD staff – <i>Adoption</i></p> <p>Note: In Y3Q1, the said intervention was counted for Indicator G1 as adopted. However, as per the discussion with USAID, it will be counted after the TDC is officially launched by AGD. As such, results reported for Indicator G1 in Y3Q1 were revised.</p>	Strategy	AGD	<p>In Progress MOU was signed between AGD and CORE Justice and it will be adopted by AGD once the rehabilitation is completed. As of Y4Q1, the TDC project is ongoing and it is expected to end by February 2021.</p>
2	Y4 Q1	<p>Concept on e-diary and file management system for AGD – <i>Adoption</i></p> <p>Note: In Y3Q1, the said intervention was counted for Indicator G1 as adopted. However, as per the discussion with USAID, it will be counted after the e-Diary system is launched and used by AGD. As such, results reported for Indicator G1 in Y3Q1 was revised.</p>	Strategy	AGD	<p>In Progress MOU was signed between AGD and CORE Justice. In Y3Q4, user testing and training for e-Diary system was conducted (September 2020). The data entry will be started in January 2021 and it is expected to be completed by February 2021. CORE Justice is planning to conduct an event to launch the e-Diary system.</p>
3	Y4 Q1	<p>Case Management Plans for 7 Model Courts</p> <p>Nugegoda Magistrate court Nugegoda District court Colombo High court Commercial High court 1 Commercial High court 2 Labour Tribunal I Labour Tribunal I3</p>	Strategy/ SOP	JSC	<p>In Progress By the end of Y4Q1, draft CMPs have been shared with respective model courts judges for their review and comments. In February 2021, the seven CMPs will be adopted by the respective model courts.</p>
4	Y4 Q1	CLS CLE Strategy – Adoption	Strategy	CLS	<p>In Progress During October 2020, CORE Justice hosted a workshop to develop the CLS-CLE strategy. The said strategy will be adopted by CLS, after the relevant policies, procedures and operational</p>

No	Year/Quarter	Activity	Type of Intervention	Counterpart Institution	Status
					instructions are developed in Y4Q2.

INDICATOR G2: PERCENTAGE OF SATISFIED COURT USERS

This indicator tracks the percentage of satisfied court users in court services throughout the life of the project. In Year 3 Quarter 2, the project submitted the findings from the Year 2 court user survey, commissioned by CORE Justice and implemented by the Marga Institute. The findings formed a baseline for Year 2 which CORE Justice reported in the Y3Q3 quarterly report. The second round of the court user survey is currently being conducted by Social Scientists Association, which commenced in October 2020.

34

Judicial Zones in Sri Lanka

1,258

General Public Sample (Court Users)

280

Lawyers & Government Officials (Court Users)

70

Key Informants (Court Users)

SURVEY SAMPLE COVERAGE – YEAR 3 COURT USER SURVEY. The court user survey has two components. They are quantitative and qualitative components.

The project conducted quantitative data collection using questionnaires by administering it with 1,538 court users from 34 Judicial zones. The court users encompassed 1,258 general public and 280 lawyers and government officials. The project collected the data with the disaggregation of sex, age category, type of court user and type of courts. The Sample for the survey was selected using a multi-stage stratified random sampling method. This method ensures that the sample is distributed across all judicial zones and types of courts in such a manner that the findings of the survey will be generalizable to all of Sri Lanka.

For qualitative component of the survey, the project held 70 key informant interviews with the same categories of stakeholders in fifteen districts.

Based on the survey the project will be able to analyze the court user perceptions of different types of courts (High Court, District Court, and Magistrate Court) in all the judicial zones in Sri Lanka. Findings of the survey will be useful to understand the potential impact of CORE Justice interventions with court staff and judicial staff. The project can also use findings to inform future activities. The project plans to finalize its analysis and present the findings in the next quarter.

As previously reported, the baseline court user percentages of satisfied court users are as follows:

	Public	Lawyers	Police
Baseline – Y2	65%	69%	79%

INDICATOR G3: NUMBER OF JUDICIAL SECTOR PERSONALS TRAINED WITH US GOVERNMENT ASSISTANCE

This indicator tracks number of judicial personnel - including judges, magistrates, prosecutors, advocates, inspectors and court staff – who benefitted from training with U.S. Government assistance.

LIFE OF PROJECT PROGRESS (AS AT END OF Y4 Q1). The life of project target for this indicator is 2,700. By the end of Y4Q1, CORE Justice has trained 3,551 judicial sector personnel.



■ Targets ■ Results

YEAR 4 QUARTER I PROGRESS. The indicator targets 500 judicial sector personnel for Year 4. By the close of Quarter I, CORE Justice trained 167 judicial sector personnel. The judicial sector personnel were from CLS (148) and APIIT (19). The trained participants were lawyers (142), apprentices (23), judge (1) and court staff (1). Among these 167 trained judicial personnel, 95 were males and 72 were females. The trained participants also included 78 youth, who were within the age category of 29 and below. Please see the graphics and table below for more information.

Year 4 Progress
(Year 4 Target Vs Results)



■ Targets ■ Results

Total for Y4Q1

167
Judicial Sector Personals

Sex

95
Male

72
Female

Age

78
Youth

89
Age 30 and above

Institutions

148
CLS

19
APIIT

Positions

142
Lawyers

1
Judges

1
Court Staff

23
Apprentices

Results for Year 4 Quarter I

Year/Quarter	Date	Activity	Counterpart	Total	Male	Female	Age 29 & below	Age 30 & above
Y4 Q1	8-Nov-20	CLS – CLE – Webinar - Claims Under Negotiable Instruments: Civil and Criminal Aspects	CLS	74	47	27	33	41
Y4 Q1	14-Nov-20	APIIT/CJ Webinar on Importance of Critical thinking for Attorneys	APIIT	19	6	13	13	6

Year/ Quarter	Date	Activity	Counterpart	Total	Male	Female	Age 29 & below	Age 30 & above
Y4 Q1	24-Nov-20	CLS – CLE – Webinar - Practical Aspects of Family Law Litigation	CLS	66	34	32	32	34
Y4 Q1	4-Dec-20 to 29-Dec-20	CLS – CLE Training of Trainer (TOT) Program Session 1 - 4-Dec-20 & 5-Dec-20 Session 2 - 19-Dec-20 & 20-Dec-20 Session 3 - 28-Dec-20 & 29-Dec-20	CLS	8	8	0	0	8
		Total for Year Quarter I		167	95	72	78	89

OBJECTIVE 1: EFFECTIVENESS OF CORE JUSTICE INSTITUTIONS, PROCESSES, AND ACTORS STRENGTHENED

INDICATOR: 1.2.1. NUMBER OF JUSTICE SECTOR PERSONNEL TRAINED IN NEW AUTOMATION AND CASE MANAGEMENT INFORMATION SYSTEMS.

This indicator tracks the number of individuals trained either directly by the project or trained by justice sector officials or justice sector institutions based on assistance provided by the project in the area of new automation and case management information systems.

In Year 4, the indicator targets 300 justice sector personnel trained on case management and automation. For this purpose, CORE Justice is planning the following activities in Year 4:

1. Court and case management training – CORE Justice submitted the court registrars’ training module on court management for JSC’s approval during Year 4 Quarter 1.
 - a. Once JSC’s approval is obtained and the two international experts contracted to do this work are able to travel CORE Justice will launch the training. Through this training, CORE Justice is expecting to train 200 registrars.
 - b. Train 200 court registrars on case management techniques (2 batches).
2. Model Courts – Training of all model courts registrars and attorneys on case management plans, policies, and procedures.

INDICATOR: 1.2.2 NUMBER OF US GOVERNMENT-ASSISTED COURTS WITH IMPROVED CASE MANAGEMENT SYSTEMS (DR 1.5- 1)

This indicator tracks the courts with improved case management system as a result of US Government assistance. Selection of target courts and activities related to improved case management system for courts did not materialize during the first half of the project. However, in Year 3, CORE Justice obtained approval from JSC to commence the pilot phase of model courts initiative. In Year 4, CORE Justice will move the technical activities related to model courts forward to improve case management systems in the selected

courts. Year 4 target for this indicator is 4 Courts. As such, under this pilot phase, CORE Justice is working with the following model courts:

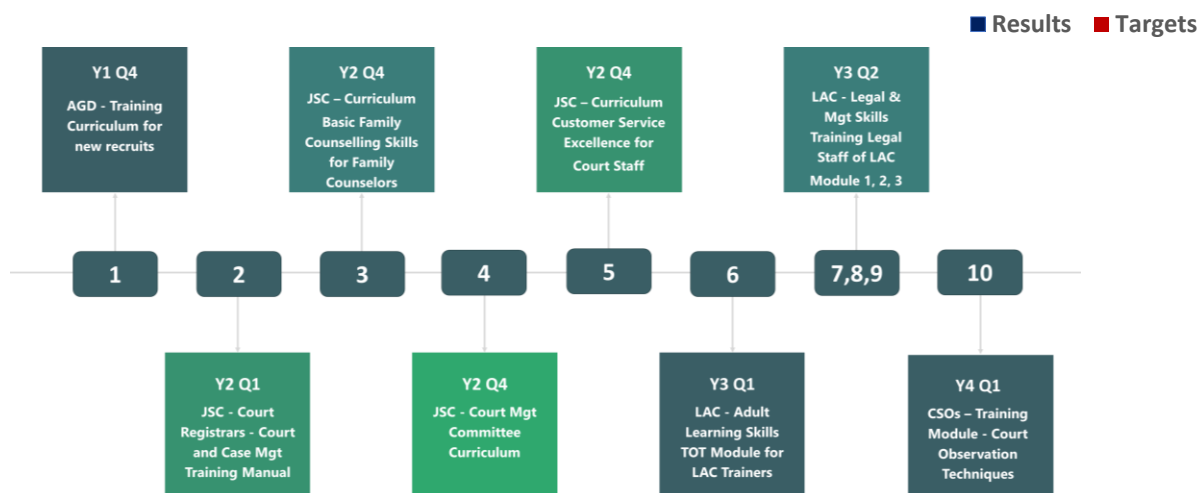
1. Nugegoda Magistrate court
2. Nugegoda District court
3. Colombo High court
4. Commercial High court 1
5. Commercial High court 2
6. Labour Tribunal I
7. Labour Tribunal I3

During Y4Q1, CORE Justice collaborated with JSC, model courts judges, and model courts registrars to collect data and develop the draft case management plans (CMPs) with their inputs. The model courts judges also completed a review of the draft CMPs. By the close of the quarter, the model courts judges were working with the project to incorporate revisions.

INDICATOR: 1.4.1 NUMBER OF NEW CURRICULA AND MODULES DEVELOPED BY TRAINING INSTITUTIONS WITH USAID SUPPORT

This indicator tracks the number of curricula or modules developed to improve the skills and capacity of justice sector personnel, including judges and court staff.

LIFE OF PROJECT PROGRESS (AS AT END OF Y4Q1). The life of project target for this indicator is 17. At the end Y4Q1, CORE Justice achieved 10. In Year 4, CORE Justice is moving several 'curricula/modules' forward, many of which are nearing completion.



YEAR 4 QUARTER I PROGRESS. The Year 4 annual target is two (curricula/modules). During Y4Q1, CORE Justice completed one training module on court observation techniques for civil Society organizations (CSO).

CURRICULA/MODULES DEVELOPMENT IN PROGRESS (YEAR 3 ACTIVITIES PROGRESSING TO YEAR 4)

Proposed Intervention	Type	Counterpart Institution	Status (as at end of Y4 Q1)
Training on Appellate Advocacy skills for State Counsel (Civil/Criminal)	Module (Civil), Module (Criminal)	AGD	In Progress CORE Justice and AGD are in the process of developing the training course outline, training module and tools each for the two training courses. In this quarter, the working groups and the consultants had remote meetings to discuss the scope of training courses and training methods.
Supporting Professional Development for State Attorneys	Module	AGD	In Progress. There was no progress of this activity during this quarter due to the lockdown of the area in which AGD is located.
Supporting the AGD'S Child Protection Unit	Module	AGD	In Progress There was no progress of this activity during this quarter due to the lockdown of the area in which AGD is located.
Training for the Prosecutors in the Criminal Division	Module	AGD	In Progress There was no progress of this activity during this quarter due to the lockdown of the area in which AGD is located.
Redesign the curriculum and training materials of the induction program	Curriculum (2 Modules)	AGD	In Progress CORE Justice consultant prepared a template to evaluate the participants' performance at the induction program based on the real-time monitoring approach. The template is pending review with the Acting Solicitor General.
Supporting Development of SLJI Curriculum for Induction Program	Curriculum	SLJI	In Progress CORE Justice's Curriculum Development Team is currently in the process of analyzing the data received from the focus group discussions and the online questionnaire. CORE Justice is expecting to hand over the draft curriculum of the judicial induction program to SLJI for review by end of January 2021.
Developing a Judicial Education Plan and Course modules for training new and existing judges a) Curriculum for Continuing Judicial Education (CJE) b) Trainer's toolkit on adult I	Curriculum for CJE	SLJI	In Progress CORE Justice's Curriculum development team developed a draft curriculum framework for the continuing judicial education (CJE) program for SLJI in this quarter. Based on the draft curriculum, the team is currently in the process of developing course outlines for CJE program.

Proposed Intervention	Type	Counterpart Institution	Status (as at end of Y4 Q1)
learning principles for SLJI's trainers and potential trainers.			

INDICATOR 1.5.1. NUMBER OF PROTOCOLS AND PROCEDURES FOR IMPROVED COMMUNICATION, INFORMATION SHARING, AND COORDINATION AMONG JUSTICE SYSTEM INSTITUTIONS AND ACTORS ADOPTED

This is an outcome indicator that measures the number of amended or otherwise adopted protocols and documented procedures by justice system institutions and its actors for the improvement of communication, information sharing, and coordination among those institutions as a result of project assistance and/or advocacy.

The life of project target for this indicator was 12 and to date CORE Justice interventions related to this indicator did not progress to the adoption stage for reporting against this indicator. However, the following CORE Justice interventions have achieved considerable progress during Y4Q1. CORE Justice has planned to move these interventions to the adoption stage in Y4Q2.

- 1. Procedures for improved communication and information sharing among model courts and JSC (a component of case management plans for the seven model courts).
 - a) Nugegoda Magistrate court
 - b) Nugegoda District court
 - c) Colombo High court
 - d) Commercial High court 1
 - e) Commercial High court 2
 - f) Labour Tribunal 1
 - g) Labour Tribunal 13
- 2. Communication guidelines/protocols for LAC regional centers
- 3. Specific features of Colombo Law Society (CLS) Mobile Application - As a procedure for improving communication, information sharing and coordination among CLS and their partners

OBJECTIVE 2: TRANSPARENCY OF AND CITIZEN ENGAGEMENT IN THE JUSTICE SYSTEM IMPROVED

INDICATOR 2.1: PERCENTAGE OF SATISFIED COURT USERS IN ACCESSING COURT INFORMATION

This is an outcome indicator. The indicator measures the percentage of court users who report satisfaction when accessing information – including but not limited to before entering court, when in court, and in follow up to a court visit – out of the total number of court users surveyed via a court user perception survey. This indicator is designed to gain an understanding of the effectiveness of judiciary and court public outreach initiatives. Data collected from court users will show whether there has been any change in understanding court systems, and procedures throughout the life of project.

This indicator assumes that interventions will improve the experience of citizens before, during, and after

they visit court, thereby improving transparency and citizen engagement of the justice system. Court users refer to public users who rely on the system as a service as opposed to lawyers, police, or others who also use the systems services but are inherently part of the delivery of justice.

It is expressed in terms of the percentage of all respondents to a court user survey on questions designed to measure court user awareness and access to information. Year 3 court user survey has been launched in October 2020 and the data for this indicator will be reported in the Y4Q2 quarterly report.

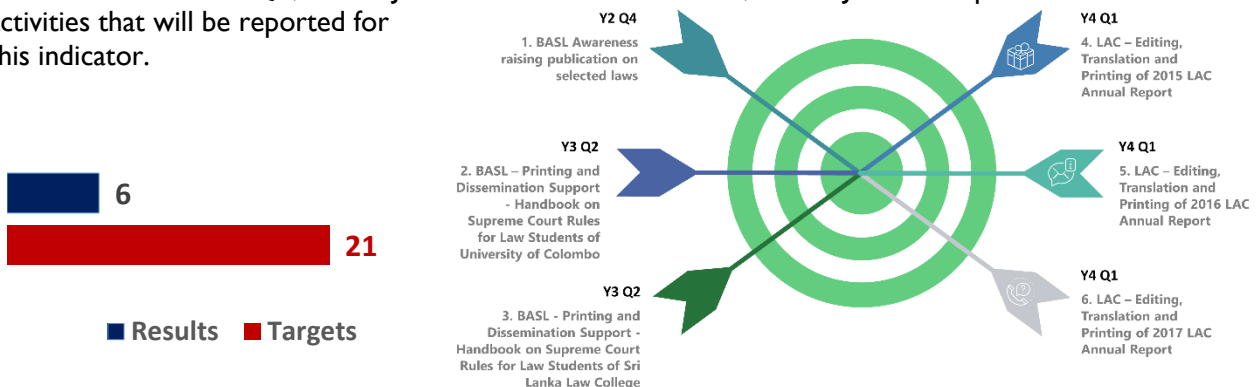
The detailed breakdown of attributes used for the baseline and the survey results are presented below for further information.

	ATTRIBUTES	PUBLIC – N 404		LAWYERS – N 100		POLICE – N 100	
		Somewhat Agree	Strongly Agree	Somewhat Agree	Strongly Agree	Somewhat Agree	Strongly Agree
1	Easy to get information related to my court business before I came to the courthouse	57%	7%	54%	9%	61%	25%
2	Finding where I want to go inside the courthouse is convenient /easy	66%	13%	70%	18%	72%	18%
3	Information relevant to my business/ court case at the court is easy to obtain	53%	6%	55%	11%	65%	18%
Average satisfied court users in access to court information		Somewhat Agree	Strongly Agree	Somewhat Agree	Strongly Agree	Somewhat Agree	Strongly Agree
		59%	9%	60%	13%	66%	20%

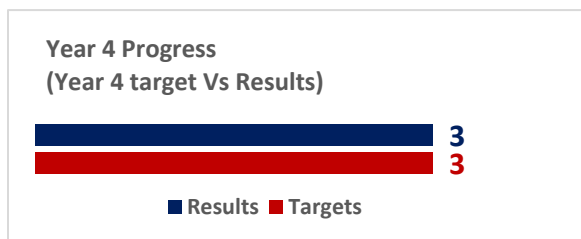
INDICATOR: 2.1.1 NUMBER OF PUBLIC REPORTS AND OTHER STRATEGIC COMMUNICATIONS DISSEMINATED.

This indicator tracks disseminated strategic communication materials and public reports on the service provisions and other updates of Sri Lankan justice system institutions produced with the support of U.S. government assistance.

LIFE OF PROJECT PROGRESS (AS AT END OF Y4Q1). Life of Project target for this indicator was 21 and as at end of Y4Q1, CORE Justice achieved six. In Year 4, CORE Justice has planned several activities that will be reported for this indicator.



YEAR 4 QUARTER I PROGRESS. The Year 4 target for this indicator is three. Core justice achieved three in Year 4 Quarter I. This was achieved through the core justice support to legal aid commission for editing, translating, and printing of three annual reports (2015, 2016, 2017).



COMPLETED ACTIVITIES IN Y4 Q1

No	Year/Quarter	Proposed Intervention	Type of Intervention	Counterpart Institution	Status
1	Y4 Q1	Editing, translating, and printing of LAC Annual Report 2015	Public Report	LAC	Completed. Annual report was edited and translated to Sinhala and Tamil during Year 3. Printing and handing over of reports to LAC was completed in Y4 Q1.
2	Y4 Q1	Editing, translating, and printing of LAC Annual Report 2016	Public Report	LAC	Completed. Annual report was edited and translated to Sinhala and Tamil during Year 3. Printing and handing over of reports to LAC was completed in Y4 Q1.
3	Y4 Q1	Editing, translating, and printing of LAC Annual Report 2017	Public Report	LAC	Completed. Annual report was edited and translated to Sinhala and Tamil during Year 3. Printing and handing over of reports to LAC was completed in Y4 Q1.

However, CORE Justice is working on technical activities that could be reported to this indicator to compensate for the lack of progress in Year 2. Please see the table below for more details.

ACTIVITIES IN PROGRESS (Y4 Q1)

No	Year/Quarter	Proposed Intervention	Type of Intervention	Counterpart Institution	Status
1	Y4 Q1	Revising public facing materials (booklets on legal issues facing LAC beneficiaries) including “de-jargonizing” the materials, aligning them with new branding plans and printing (11 booklets and 3 pamphlets = 14 materials)	Strategic Communication	LAC	In Progress. During Y4 Q1, booklet designing was initiated under the new branding plan and it will follow a standard template for the booklets.

INDICATOR: 2.2.1 NUMBER OF JUSTICE SECTOR OFFICES USING IMPROVED PUBLIC INFORMATION AND OUTREACH INITIATIVES.

This indicator tracks the justice sector offices using improved public information systems and outreach initiatives with the support of CORE Justice interventions. In this indicator, justice sector offices mainly refer to target courts and other justice sector offices of CORE Justice counterparts.

Following an assessment of LAC’s internal and external communications systems, CORE Justice initiated a process to equip LAC offices with improved ICT infrastructure to enhance their internal communications and improve their public information and outreach initiatives. As such, in Year 4, 81 LAC centers island wide will be improving their public information and outreach initiatives with the support of CORE Justice. Installation continued from Year 3 into the first quarter of Year 4, but the final steps were stalled by the onset of another COVID-19 lockdown at the beginning of the quarter.

In addition, this quarter CORE Justice started the planning process to improve the public information and outreach initiatives for selected model courts (Court House Nugegoda covering both Magistrate and District courts).

INDICATOR 2.3.1. NUMBER OF CIVIL SOCIETY (CSO) OR NON-GOVERNMENT ORGANIZATIONS (NGO) TRAINED ON COURT OBSERVATION TECHNIQUES

This indicator was introduced in Year 3 and it measures the number of civil society organizations trained by CORE Justice on court observation techniques. Court observation techniques refer to the data collection and/or analysis of court proceedings, which ranges from administration procedures to court hearings.

In Year 3, CORE Justice achieved both the Year 3 (3 CSOs) and Year 4 (2 CSOs) targets set for this indicator. As such, CORE Justice trained seven CSOs in Year 3 on court observation techniques. The said CSOs are:

- Women and Media Collective
- Law & Society Trust (LST)
- Equal Grounds
- CENWOR
- WERC +CHRD
- Viluthu
- Centre for Equality and Justice



Among the above CSOs, Equal Ground, Women’s Education and Research Centre (WERC) and the Center for Women’s Research (CENWOR) indicated interest to develop a detailed tool.

As at end of Y4Q1, Equal Ground and WERC have drafted court observation tools. Equal Ground is interested in observing court proceedings relating to LGBT individuals produced before the Magistrate’s Court under various offences. WERC was interested in observing cases related to violence against women at the Magistrate’s Court in the Northern Province.

OBJECTIVE 3: GOVERNANCE, QUALIFICATIONS, AND DIVERSITY OF THE LEGAL PROFESSION ENHANCED

3.1 NUMBER OF PROTOCOLS, PROCEDURES, AND ACTIVITIES DESIGNED TO ENHANCE GOVERNANCE, QUALIFICATIONS, AND DIVERSITY OF THE LEGAL PROFESSION ADOPTED OR IMPLEMENTED

This indicator was introduced in the Year 3 revised AMELP and it measures the number of protocols, procedures, and activities designed, adopted, or implemented with the support of CORE Justice to enhance governance, qualifications, and diversity of the legal profession. The Year 4 target for this indicator is two.

In Year 4 Quarter I, CORE Justice completed the CLE training of trainer program for CLS members. The TOT program trained the CLS lawyers as trainers by enhancing their capacities in adult teaching methodologies.

Furthermore, in Y4Q1 CORE Justice initiated the CLS mobile application development activity, which will be reported for this indicator.

INDICATOR 3.2.1. NUMBER OF LEGAL PROFESSIONALS AND/OR STUDENTS PARTICIPATING IN CONTINUING LEGAL EDUCATION AND/OR PURSUING LEGAL EDUCATION



LIFE OF PROJECT PROGRESS (AS AT END OF Y4Q1). Life of Project target for this indicator was 4,050 and as at end of Y4Q1, CORE Justice has trained 3,918 legal professionals and law students.

■ Results ■ Targets

Year 4 Progress
(Year 4 Target Vs Results)



■ Results ■ Targets

YEAR 4 QUARTER I PROGRESS. Five hundred and fifty (550) legal professionals and/or students are targeted for year 4. In Y4Q1, core justice has achieved 293. 169 legal professionals and 124 law students (161 females and 132 males) participated in CLE training events. Of these, 183 participants were youth (falling within the category of age 29 and below). Please see the graphics and table below for further information.

Total for Y4Q1

293
Legal Professionals &
Law Students

Sex

132
Male

161
Female

Age category

183
Youth

110
Age 30 and

Institutions

198
CLS

95
APIIT

Positions



142
Lawyers



1
Judge



23
Apprentices



124
Law Students



3
Law Academics

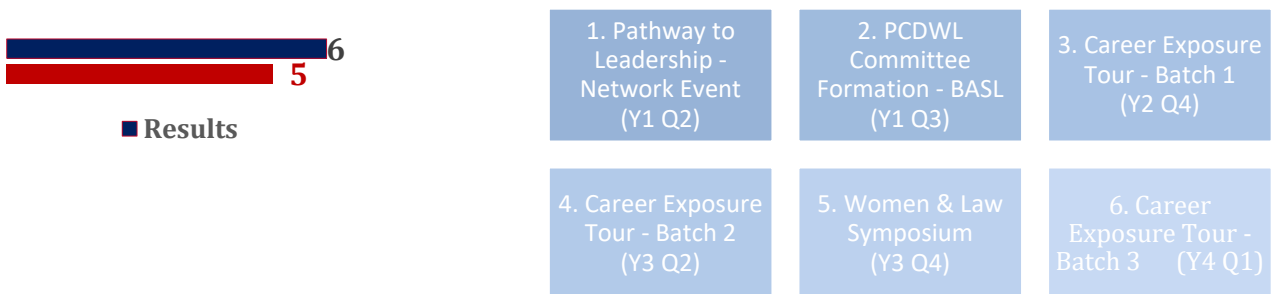
RESULTS FOR YEAR 4 QUARTER I (BREAKDOWN)

Year/ Quarter	Date	Activity	Counterpart	Total	Male	Female	Age 29 & below	Age 30 & above
Y4 Q1	8-Nov-20	CLS – CLE – Webinar - Claims Under Negotiable Instruments: Civil and Criminal Aspects	CLS	99	55	44	55	44
Y4 Q1	14-Nov-20	APIIT/CJ Webinar on Importance of Critical thinking for Attorneys	APIIT	95	25	70	76	19
Y4 Q1	24-Nov-20	CLS – CLE – Webinar - Practical Aspects of Family Law Litigation	CLS	91	44	47	52	39
Y4 Q1	4-Dec-20 to 29-Dec-20	CLS – CLE Training of Trainer (TOT) program for CLS members Session 1 - 4-Dec-20 & 5-Dec-20 Session 2 - 19-Dec-20 & 20-Dec-20 Session 3 - 28-Dec-20 & 29-Dec-20	CLS	8	8	0	0	8
Total for Year 4 Quarter I				293	132	161	183	110

INDICATOR: 3.3.1 NUMBER OF CAREER AND PROFESSIONAL DEVELOPMENT TOOLS / RESOURCES FOR WOMEN IN THE LEGAL PROFESSION DEVELOPED / INITIATED

This indicator measures the developed career and professional development tools / resources and any initiated networks for women in the legal profession supported with US Government assistance.

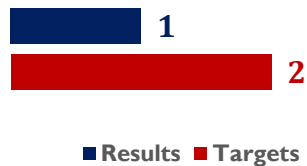
LIFE OF PROJECT PROGRESS (AS AT END OF Y4 Q1). Life of Project target for this indicator is five and as at end of Y4Q1, CORE Justice has achieved six.



YEAR 4 QUARTER I PROGRESS. The Year 4 target is set as two career and professional development tools/resources. CORE justice completed one activity in Y4Q1, to report under this indicator. The said activity is:

- Organizing the third career exposure tour for selected women law students with the objective of exploring career opportunities in Sri Lanka - 4th to 6th October 2020 (Y4Q1)

**Year 4 Progress
(Y4 Target Vs Result)**



In addition, CORE Justice drafted a female law student career guidance handbook near the close of Year 3. This handbook requires USAID approval and therefore, in Y4Q1, CORE Justice also decided to edit the handbook to a more general student body. The revised draft book is now under review with USAID, and CORE Justice hopes to publish this book in Y4Q2 for distribution among study tour participants and other law students.

CORE Justice’s quarterly summary of progress against indicators is included as Annex A.

5.1 COLLABORATING, LEARNING, ADAPTING (CLA)

CORE Justice continues to improve project effectiveness and sustainability through instituting a CLA approach: collaborating with a diverse array of partners, learning from their successes and challenges, and adapting efforts and approaches to inform more effective programming. After JSC provided approval to pilot the Model courts initiative, CORE Justice has been using this approach for effective progress of Model courts activities.

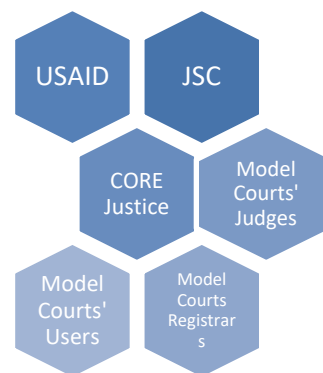


COLLABORATING

“Collaborating is the process of strategically identifying key internal and external stakeholders and deciding how best to work with them in order to add value, fill gaps, and avoid duplication while working towards a shared goal”

CORE Justice has been extensively collaborating with JSC to commence the pilot phase of the model initiative. On February 24, 2020, Sri Lanka’s JSC issued a pivotal approval to the project to map out and model improved case management systems in selected courts. This came as the result of significant and extended relationship-building by the project over the course of successive leadership changes at the JSC and CORE Justice. CORE Justice started discussions about model courts planning with the JSC early in Year I, going so far as to make initial suggestions about potential courts to select. However, the individual in the position of Chief Justice, who steers the JSC’s decision-making body and in whose hands decision-making power firmly resides, changed twice within the first 18 months of project implementation. Neither individual championed the model courts interventions, and meetings were frequently deferred as the relationship between the project and the Commission was nascent.

Model Courts’ Stakeholders



With the arrival of the current chief justice in April 2019, the third since the project launched, CORE Justice has systematically worked to build trust through regular meetings and the success of several priority activities with the JSC such as the customer service for non-judicial court staff training series. The model courts interventions were discussed at each appropriate interval in the development of this relationship, and in October 2019, CORE Justice fielded an expert in case management systems who has demonstrated experience in the successes of regional neighbor Myanmar. The expert’s presentation and discussion helped to cement the concept as a feasible and reasonable one for the JSC. As a result of these efforts, and of broader relationship building with influential members of the JSC the project received approval to implement model courts.

With approval of JSC leadership, CORE Justice started further collaborating with the seven model courts selected by JSC for the pilot phase. The said collaboration included the work with model courts judges and registrars. In addition, CORE Justice has been conducting annual court user surveys to understand the perception of court users. Since the court users are important stakeholders of the model court initiative, CORE Justice collaborated with them through the survey.

LEARNING

“Learning is the intentional process of generating, capturing, sharing, and analyzing information and knowledge from a wide range of sources to inform decisions and adapt programs to be more effective”

With the approval from JSC, CORE Justice collaborated with the model courts to learn regarding the existing processes and procedures at these courts. For this purpose, CORE Justice conducted interviews with Judges and Registrars to understand the current processes, procedures and policies at the courts. In addition, CORE Justice obtained data and information from the Model courts to learn the root cause for case backlogs.

Age in Days/Yrs	Cases	Percent
1-50	734	9%
51-120	540	6%
121-180	1,203	14%
181-365	2,322	25%
366-730	1,366	16%
2-4 yrs	1,557	18%
4-6 yrs	700	8%
>6 yrs	402	5%
Total	8,674	100%

Below is an example of data requested by the model courts:

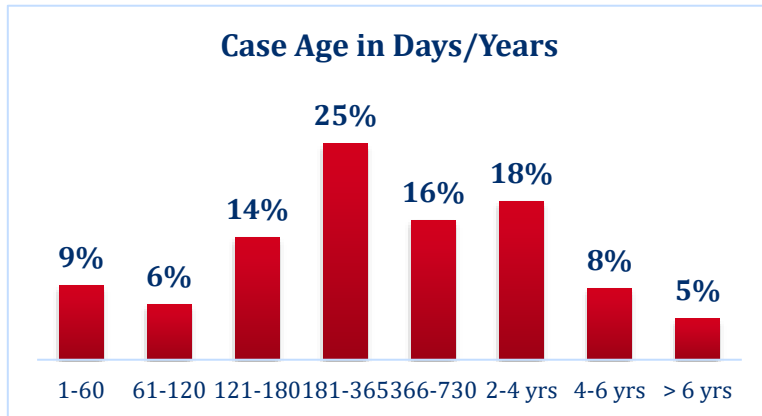
Magistrate Court – Data Request

- **Local rules and administrative orders.** Any local rules and administrative orders used by the court for lawyers and litigants related to case filing, summons, and trial procedures, if available.
- **Case types.** Case types currently used to distinguish case categories.
- **Filings.** Number of cases that were filed in 2019, by the above case types, by the court, and by judge.
- **Dispositions.** The number of cases that were disposed in 2019, by the above case types, by the court, and by judge.
- **Active cases.** A list of active cases in the court (indicate the date of the inventory), by case number, without identifying parties.



Virtual meetings with Model courts judges to learn their view regarding draft CMPs.

The collected data were analyzed and interpreted to make recommendations to reduce case backlogs.



The said recommendations were included in the draft CMPs. Thereafter, the data analysis was presented to respective model courts judges for their comments and then recommendations were discussed with them. During the discussions, CMP recommendations were validated and revised based on their feedback. Thereafter, the finalized recommendations were converted as procedures in CMPs.

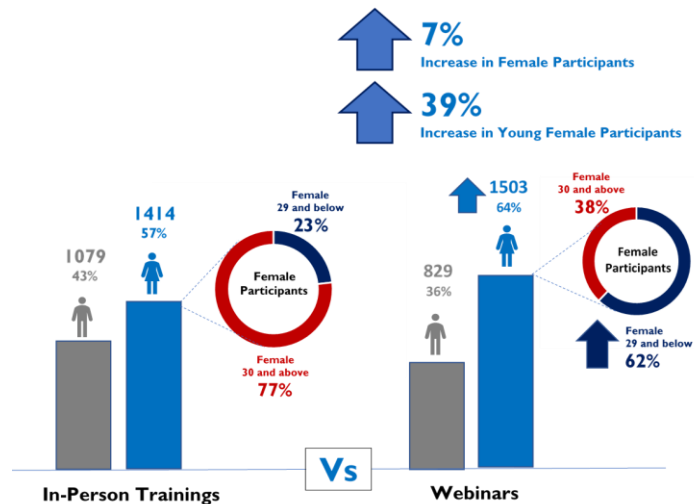
ADAPTING

“Adapting is an intentional approach to reflecting on learning and making decisions and iterative adjustments in response to new information and changes in context.”

Based on the information obtained from model court judges and registrars interviews and statistical analysis of model courts records, the CMPs will be finalized for respective model courts by the end of January 2021. Thereafter, the model courts will formally adopt the CMPs. During the implementation of CMPs by model courts, there will be regular monitoring and evaluations to measure the progress of implementation and learn the changes in context, so that model courts can adjust their implementation strategies to achieve the objectives of CMPs.

GENDER OUTCOMES OF CORE JUSTICE SUPPORTED WEBINARS

Due to the COVID-19 pandemic, CORE Justice supported CLS, LAC, SLLCC, and ICLP to conduct a series of webinars in number of legal education related topics. These webinars encouraged the participation of females and especially the young women. The graphic shows the gender outcomes of webinars.



CORE Justice – Capacity Building Activities

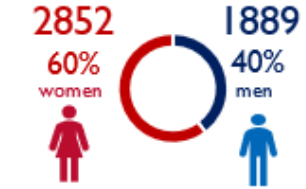
Life of Project update as at end of Y4 Q1

TRAININGS DELIVERED | KEY TRAINING AREAS

91 Training programs conducted from 2018-2020

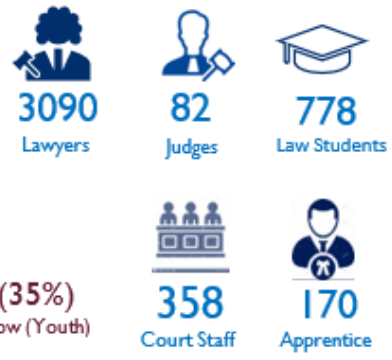


4741 people trained from 2018 to 2020

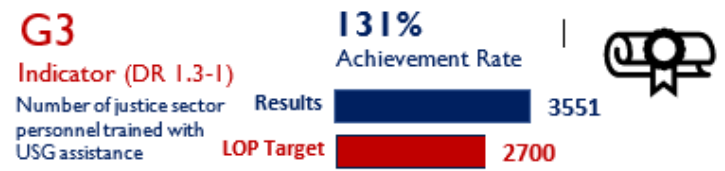


1680 (35%)
29 and below (Youth)

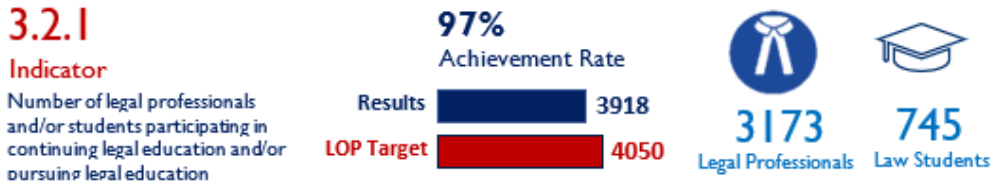
3061 (65%)
30 and above



TRAINING INDICATOR



TRAINING INDICATOR



6. STAKEHOLDER PARTICIPATION AND INVOLVEMENT

Engagement with government and non-government counterparts is addressed throughout Section 2 above.

7. PLANNED INTERVENTIONS FOR THE NEXT QUARTER

Planned interventions for the next quarter are included below. In select cases, the dates for the planned interventions are still pending approval from the respective counterpart.

DATES	EVENT	VENUE
JANUARY 2021		
5	CLS: official handover of recordings of webinars hosted by CLS with CORE Justice's support	Colombo
10	CLS: Training of CLS Management Committee	Colombo
10-12	Study tour for female law students	Colombo
23-24	CLS: CORE Justice supported training for junior attorneys and apprentices I	Colombo
30-31 (TBC)	Training on Customer Care for Court Staff (Batch 7)	Vavuniya
FEBRUARY 2021		
3	CLS: Launch of CLS web/mobile application	Colombo
8	Launch: Model Courts in Sri Lanka	Colombo
06 – 07 (TBC)	Customer Care Training – Batch 8	Kegalle
13 – 14 (TBC)	Customer Care Training – Batch 9	Polonnaruwa
21 – 22 (TBC)	Customer Care Training – Batch 10	Matara
20 and 21	CLS: CORE Justice supported training for junior attorneys and apprentices II	Colombo
25	Customer Care Trainings for Court Staff: Post-Evaluation	Online
TBC	e-Diary Launch	Colombo
TBC	TDC Launch	Colombo
TBC	AGD: Criminal Appellate Advocacy Skills Training	Colombo
MARCH 2021		
TBC	AGD: Civil Appellate Advocacy Skills Training	Colombo
TBC	Trial Skills Trainings for Women Attorneys	
6- 7	Customer Care Training – Batch 10	Kataragama
20- 21	Customer Care Training – Batch 11	Badulla
27 - 28	Customer Care Training – Batch 12	Rathnapura