

NATIONAL CENTER FOR STATE COURTS

Quarterly Activity Report No. 2

April 1, 2008 – June 30, 2008

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United States Agency for International Development



National Center for
State Courts

**PROJECT TO STRENGTHEN THE INDEPENDENCE OF THE JUDICIARY AND
CITIZEN ACCESS TO JUSTICE IN LEBANON**

**Quarterly Report No. 2
Reporting period: April 1 through June 30, 2008**

1. HIGHLIGHTS OF THIS REPORTING PERIOD

The second quarter of 2008 saw the project's occupancy of a new office, hire of three in-house consultants, a political uprising that forced the team to work from home, and substantial progress in each of the five task areas of the project.

Personnel

New Local Professional Staff.

During Q2, The Project hired:

CHARBEL ABI ANTOUN as the court administrative reform coordinator. Mr. Abi Antoun is a practicing Beirut attorney who is highly regarded by the General Directorate of the MOJ. Mr. Antoun is responsible for the conception of a partnership with the Lebanese National Archives to manage the removal, storage, and destruction of obsolete court case files. He has also been instrumental in resolving visa and status issues for the project's expatriate staff with the Lebanese Office of General Security.

LARA BARBARY is a recent attorney graduate in training. She has managed the revision of the entrance criteria for new judges at the JTI and is principally responsible for adapting the TAG Grants Procedures Manual for use by the SIJCAJ Project.

JOE KARAM is a practicing member of the Beirut Bar Association with a law office in Jouneih. Mr. Karam is a high profile attorney who has worked on many NGO-related development projects related to justice and the practice of law. Mr. Karam has garnered the commitment of the Beirut and Tripoli Bar Associations to provide the project with the statistical details of legal services to the indigent and to participate in legal aid training and lawyer recognition programs.

Local Administrative Staff. The Project hired Zepeure Chellikian as receptionist and Fadi Hanna as driver.

Logistics

New Office. The project took possession of its new and permanent office in Sassine Square, Ashrafiyeh, Beirut on May 5. The address is Paragon Building, 2nd Floor, telephone 01-202-929.

Administration

Work Plan and PMEP. The project submitted its Year One Work Plan with its Performance Monitoring and Evaluation Plan to the Mission which was approved on July 1.

Registered Status and Residency Visas. The Project is continuing the process to register NCSC with the Ministry of Interior and has cooperated in a routine investigation by the Second Office of the General Security as required. Due to the intervention of the Director General of the Ministry of Justice and the advocacy of staff Court Administration Coordinator Charbel Abi Antoun, principals Shelley Liberto and Gary Collins have obtained their residency visas, one year renewable.

Administrative Visits. NCSC program Manager Katie Kampmann visited the project the week of April 7. AMIDEAST Vice President James Grabowski visited the project during the week of June 16.

Technical

Counterpart, Partner and Donor Meetings. **Appendix 1** hereto.

Study Tour. NCSC collaborated with AMIDEAST to host a study tour in the US for Lebanese judges Choukri Sader, Marise El Amm, Arlette Tabet, and Houssam Atallah.

2. TASK-SPECIFIC ACCOMPLISHMENTS DURING THE REPORTING PERIOD

Task 1—Enhance Judicial Independence

A. Review the legal, regulatory, and administrative relationship between the MOJ and the SJC and make recommendations for adjustments to enhance the independence of the courts.

The project completed its review of the Lebanese Center for Policy Study's (LCPS) report on judicial independence. As a follow-on to this analysis, the project is currently considering a proposal by the LCPS to manage the project's hosting of an international colloquium on judicial independence in Q4. The project will invite the submission of papers from Lebanon and the MENA region from which the project will choose a dozen or so presenters. The colloquium will be highly publicized and televised. The colloquium discussions will be transcribed and compiled in a report containing the papers presented and recommendations for legal and regulatory changes. The colloquium will be followed by televised talk show broadcasts and interviews of the participants.

B. Support SJC in implementing the Judicial Code of Ethics through technical assistance and judicial training.

The project obtained and translated the 2005 Ministry of Justice statement on the Principles of Judicial Ethics. The document does not carry the weight of law, but operates as a recommendation from the Ministry to the judiciary on guidelines for professional behavior.

The project is currently considering a proposal by the LCPS to manage the project's roundtable discussion in Q4 on the need for formal legislation of a judicial code of ethics. Participants will be parliamentarians, judges, representatives of the Judicial Inspection Unit and the Supreme Judicial Council, lawyers, and academics. The roundtable will lead to the

formation of a small legislative drafting committee composed of key players and parliamentarians who would meet bi-weekly to formulate the text of a proposed law suitable for submission to the Lebanese Parliament. Key to this process will be the direct participation of parliamentarians who will introduce and advocate the new legislation.

C. Support the professionalization of legal journalism.

The project has enlisted the interest of CNN reporter Baria Ahmar in a possible consultancy to assess the current state of legal journalism in Lebanon and engage in a number of tasks to professionalize legal journalism. The objective is to formalize regular media access to court proceedings. Ms. Ahmar will oversee training of journalists, manage seminars with the MOJ and attorney community, and advocate legal journalism training at journalism schools and universities. The project will seek MOJ recognition of certified legal journalists and work with the courts and the Lebanese Journalism Association to establish ground rules for media access and reporting of court activities.

Task 2—Develop the Capacity and Infrastructure of the Judicial Training Institute (JTI) for Initial and Continuing Training

A. Improve the quality of the training at the JTI by training the JTI resource persons in modern teaching techniques.

Based on discussions with local partners on about the availability of experts in modern teaching techniques, we believe we can find an expert at one of the local universities, e.g., American University Beirut's Department of Education or Saint Mary Orthodox College.

More action on this sub-task will be taken up in the next quarter.

B. Support curriculum revision and modernization through: (1) Review of current curriculum and development of recommendations, (2) survey of sitting judges to determine priority of training needs, and (3) establishment of a curriculum development committee.

In our 1st Quarterly Report, we expressed the opinion that the Project could survey sitting judges through a written questionnaire to determine JTI's needs. After speaking with JTI officials and other members of the legal profession, we believe that a formal written survey would be less efficient than an oral one. The project has therefore surveyed a number of judges and some lawyers on the training needs of JTI judge trainees through discussions and are documenting these oral results. We paid one on-site visit to judges in the Baalbek region, speaking with trial court and appellate judges. We have also spoken with a substantial number of judges and lawyers in Beirut. The information, though time consuming to gather, is useful and some of those surveyed have expressed willingness to serve on the curriculum development committee.

C. Provide technical assistance, training, and procurement of information technology commodities.

We have had extensive discussions with JTI officials on project assistance in building up JTI's information technology capacity. These sub-tasks are a priority because the MoJ expects the JTI to complete its move from the MoJ building to the new premises in Ashrafiyeh by late summer and commence the next course in October.

MoJ officials gave us the floor plans for the new five floor JTI facility. At their request, we began an itemized listing for the primary furnishings and IT equipment needed for the new facility. We anticipate that the Project will fund most of the facility's furnishings and equipment, with other international donors making substantial contributions. We have started contacting local office furniture suppliers and will develop an analysis of the relative costs in purchasing furnishing and IT equipment locally vs. in the U.S.

We met with five leading Beirut web design companies to gather information on what components the JTI website should and can have. We now believe that we can build not only a JTI website that provides information on the JTI itself, but also incorporate into the website a legal search engine. The search engine will access a legal database provided by license from Sader Publishers to the MOJ. The legal database will include not only the currently limited JTI library holdings, but also links to legal material from other websites, court rulings, and Lebanon's *Official Gazette*. To date, no adequate search engine exists for Lebanese laws. Members of the legal community have expressed great interest in this idea. This legal search engine will, in a virtual sense, accomplish sub-task D *infra*.

The Office of the Minister of State for Administrative Reform (OMSAR) has offered to host JTI's website, with an unlimited amount of space, free of charge.

The MoJ/JTI will have to form a technical team that will be trained by the web site developer to be the webmasters for the JTI web site. This team will keep the JTI legal database current.

We will next draft a detailed RFP, with basic information on the JTI web site, the layout, training of the MoJ webmaster team, etc., and send it out to qualified bidders.

D. Create a sustainable library within the JTI available to all members of the legal profession.

As set out in sub-task C, *supra*, the legal search engine in JTI's web site will increase the amount of legal information available to users exponentially when compared to the paucity of material available in JTI's library today. Nevertheless, the JTI library will continue to play a key role in training at JTI. The floor plans envisage a 2,700 square foot library with computers for research and reading tables. Several rooms throughout the facility will serve as reading rooms. We therefore anticipate supplying the library with additional hard copy legal material and CD ROMs from Sader Publishing and others sources as needed.

E. Develop and implement continuing and/or in-service training program for judicial personnel.

This activity is slated for Year Two.

F. Assist MOJ in revising testing and selection criteria for new JTI trainees.

JTI officials and other senior judges have long felt that JTI's recruitment requires a psychological testing component. Several other national judicial training centers require

psychological testing, e.g., Portugal, France, Italy, Japan, and Russia, and JTI officials strongly feel that this would assist the selection panel in choosing judicial recruits.

The project located Dr. Charlotte Karam (PhD), a professor at AUB, who is expert in psychological testing and evaluation. After a briefing on the selection and recruitment process at JTI, Dr. Karam evaluated the feasibility of developing a psychological test that is particularly suited to Lebanon and persons entering the judicial profession. Dr. Karam believes that the entire selection and recruitment process is interrelated. She therefore advocates that JTI allow a psychological team to propose or at least critique the entire process.

Dr. Karam briefed JTI officials on her background and her ideas about JTI's current recruitment and selection process. She found a number of areas that could be improved; e.g., gender neutral questioning and more transparency. On the psychological test itself, Dr. Karam believes that if a contractual agreement is reached, she could produce a targeted psychological test specifically for Lebanon's JTI in two or three stages. The first stage could be ready in August 2008 for the October class. After her briefing, JTI officials stated that they would very much like Dr. Karam to assist JTI in this regard.

At JTI officials' request, Dr. Karam briefed the Supreme Judicial Council (SJC) on this matter. Afterwards, JTI's Director informed the Project that the SJC concurs with JTI's view that Dr. Karam should proceed with her proposals. The Project will therefore likely hire Dr. Karam as a short term consultant to deliver these services.

Task 3—Support Effort by the Ministry of Justice to Improve Court Administration to Reduce Backlogs, Improve Case Management Techniques and Increase Transparency.

A. Assess caseloads and backlog.

The initial case backlog assessment having been filed, the project continues to make observations regarding the current state of the handling of cases and backlog.

B. Make recommendations for reducing backlogs, processing time and increasing transparency.

Recommendations for reducing case backlog and processing time and increasing transparency were made as part of the original assessment prepared and filed by the project. The project nevertheless continues to make observations and recommendations as opportunities arise to do so. In Q2, the project initiated an examination of improvements recently made to the administration of case management in Cairo courts.

The week of June 16, the project received the vice president of AMIDEAST, Mr. James Grabowski, the former Chief of Party of USAID-Egypt's Administration of Justice program. Mr. Grabowski relayed his observations and experiences in implementing a court case management process in Cairo under conditions similar to those in Lebanon. The project will follow-up on these discussions with further study of the accomplishments of that project and the examination of the benefits of a study tour to Cairo. Findings will yield a specific plan for a case management system to include an automation feature. See Section 6, Difficulties Encountered, below.

C. Implement recommendations through pilot activities

Case File Archiving Activities. After meeting with the Director General of the MOJ, President Omar El Natour, the project and the counterpart jointly chose the Beirut Judgment Executions Court to create a model “pilot” court office. At this stage, the backlog at the pilot court can only be measured visually and by volume, and cannot be quantified in terms of numbers of files. The archives are disorganized and split between the Beirut and Jdeideh court houses. Jdeideh has been used as an alternative archives site because:

- The Prosecutor’s Office is storing hundreds (perhaps thousands) of old register books in the executions office archives.
- There are no proper filing cabinets or system in the Beirut archives (see photos).
- The Beirut Executions court office is composed of a maze of rooms and corridors which were never properly planned.
- Every one of the 14 clerks has his or her own filing system and maintains control of the files that are assigned to him/her.

To assist in archiving activity, the project met with the Director General of the National Archives who has agreed to accept the files and documents which could be considered of major historical significance (some date back to the Ottoman Empire) to be stored in the National Archives Warehouse. The project also met with the head of the Prosecutor’s Office to obtain permission to remove all of the Prosecutor’s register books from the Executions Office. The project then undertook to purchase 300 storage boxes to pack these old documents, registers, and files for this proposed move to the National Archives office. The MOJ and the National Archives are contributing to the sorting, packing, inventorying, and moving of all documents by providing their own civil servants to the project (4 from the NA and 4 from the MOJ).

Renovation of Pilot Court Offices. Concurrently with the clean up of the archives, the project accepted the volunteer services of an architect, Mr. David Aouad of the firm HANDS Creative, to visit the Executions Court space and prepare an analysis of what can be done with this proposed pilot clerk’s office. Mr. Aouad prepared working drawings of the existing space that call for:

- A wc for the judges (they have none at present)
- A wc for the staff (they have none at present)
- Two new offices for judges (two judges presently share offices with others)
- A hearing room with secure access for the judges and public access for others.
- A secure counter
- The removal of walls to create a more functional office and archive area and isolate the filing area from the lawyers and the general public.

These architects’ drawings were shared with the Director General, Omar Natour, and he agreed with the new configuration. The current plan, therefore, is to continue to box non-active files in the court office archives; send the very old documents and files to the National Archives; organize newer and active files; retrieve current files from Jdeideh to the Beirut court.

New Filing System. The project has located an international company (TAB Products) based in Canada and the USA that produces high quality file folders using a color coded system of file organization. The project is studying the feasibility of using this system to support a new manual system of file processing in the pilot court.

Information Kiosk. The project has determined that an information kiosk for use by the public, attorneys and the media would be best received on a pilot basis in the Tripoli courthouse. Discussions are under way with the Director General and the Tripoli Bar Association for joint sponsorship of the kiosk. The project will engage the services of an architect, likely on a volunteer basis, to draw up plans.

Task 4—Improve Access to Justice.

A. Develop consensus for reform of legal assistance.

Project principals met with the presidents of the Beirut and Tripoli Bar Associations as well as the chairmen of their respective Legal Aid committees. The project obtained from them statistical data on the profile of delivery of legal aid services by these organizations.

Some points discovered from the data are: (1) Law requires all persons charged with a crime to be automatically given free legal services regardless of status or wealth. (2) Approximately 70% of all legal aid is consumed by foreign workers charged with crimes. Because they involve foreigners, UNHCR is involved in about 50% of these cases. (3) Due to the confessional system, Christian factions in the Tripoli jurisdiction have their own specialized courts which have no system or legislative mandate to provide free legal aid at all.

The project has entered into an agreement of cooperation with Sader Publishing to create an open legal resource center in the project offices in Sassine Square, Ashrafiyeh, Beirut. Sader Publishing will lend the resource center a complete set of hardcopy legal references comprising up to 4,000 volumes and the use of an electronic database on DC ROM disks. The center will include a research library, online access, and attorney locator information provided by the Beirut Bar Association. The resource center will be made available to legal professionals, students, and public at large.

B. Improve oversight of legal assistance by bar associations.

The project is currently examining the data provided by the Beirut and Tripoli Bar Associations to formulate recommendations for improvement of the delivery of legal aid.

C. Assist bar associations in strengthening skills of legal assistance attorneys.

The Beirut and Tripoli Bar Associations have expressed enthusiasm for the project's delivery of courses to both senior and trainee attorneys on the specific needs of legal aid clients. The project is currently in discussions with the bar associations on the scope and time frame for these courses. They will include not only the training of attorneys, but also the training of specialized trainers on the topic.

D. Support bar association efforts to recruit and increase participation of legal assistance attorneys.

The Beirut and Tripoli Bar Associations have expressed enthusiasm for the project's proposal that it host awards ceremonies for attorneys who have established an outstanding

record of providing volunteer legal aid services. The ceremonies are tentatively planned for late November and early December at the facilities of both the Beirut and Tripoli Bar Associations. Participants will include members of the bar, the judiciary, attorney interns, and law students.

Task 5—Award Grants to Enhance Public Engagement, Support Reform Efforts, and Foster a Culture of Respect for the Rule of Law

A. Establish standard procedures for soliciting grant proposals and awarding sub grants, that include clear and consistent methods for reviewing and awarding sub grants.

The project is currently finalizing a draft of the internal Policies and Procedures Manual which incorporates much of the experience of Amideast’s TAG project.

B. Award a limited number of grants under contract to established Lebanese organizations and associations to support reforms and improve public understanding and engagement with the justice system, in order to improve accountability of the justice system.

Anticipated in the fourth quarter of Year One.

C. Provide technical assistance to assure capacity to manage funds, achieve results, and measure the results of their activities.

Using Amideast TAG’s experience, the Project is in the process of drafting a Grantee Handbook for use by grantees as a guide to management of grant funds.

4. PERFORMANCE INDICATORS FOR THIS QUARTER

Progress toward achieving indicators this quarter are set out in the Performance Monitoring Plan, **Appendix 2** hereto.

5. DONOR COORDINATION

At the project’s suggestion and in cooperation with the UNDP, MOJ General Director Omar Natour hosted a comprehensive roundtable discussion on April 9. All donors gave presentations of their respective projects as a prelude to their cooperation to coordinate resources and avoid redundancy. The project delivered a thorough description of its plans and invited further dialogue. The UNDP created a matrix of donor assistance to the Lebanese justice sector based on the meeting. The matrix has been provided to the Mission. The EC-ACIJURIS justice project is seeking permission to contribute to the purchase of the JTI IT equipment in partnership with the project.

6. DIFFICULTIES ENCOUNTERED AND ACTIONS TAKEN TO RESOLVE THEM

No difficulties have been encountered as of yet. An issue, however, has arisen as to whether to impose a more centralized court case file management system over the current system style.

The Lebanese courts assign court cases by batch to different court clerks. Each batch becomes the responsibility of the clerk assigned to the particular set of cases. There is no centralized method of locating a case file. Upon inquiry, an attorney or party is directed to the clerk responsible for the file. The person seeking the file is expected to make a cash tip to the clerk to receive attention and priority over others seeking case files. If the assigned clerk is absent, the system provides no means of locating a file.

The current system provides meaningful income to court clerks and creates stalwart opposition to change. Alternatively, the courts in Cairo use a similar, de-centralized system that is, however, automated and much more efficient than the Lebanese system. The project is currently investigating the details of the Cairo system to determine whether its adaptation to the Lebanese courts would be a more realistic than defeating the resistance and lack of political will that would be required to impose a more centralized model. The Cairo system will be the focus of a project study tour slated for the fourth quarter of year 1, organized in cooperation with the MOJ Directorate General and NCSC Cairo.

7. ACTIVITIES ANTICIPATED IN Q3

- Study tour to Cairo courts
- Initiate build-out and renovation of Beirut judgment executions court office
- Complete archiving inactive case files in Beirut pilot court
- Complete procurement of manual case filing system for Beirut pilot court
- Hire local media access consultant
- Renovate press room at Beirut courthouse
- Reach consensus with MOJ and journalist association regarding certification of legal journalists allowing access to courts
- Conclude cooperative agreement with journalism schools to initiate training in legal journalism
- Obtain approval of, and initiate new strategic planning task
- Complete JTI entrance criteria recommendations
- Complete procurement of JTI IT equipment and furnishings
- Initiate process for public access information kiosk in Tripoli courthouse
- Complete planning with Beirut and Tripoli bar associations for training of attorneys in legal assistance for indigent
- Contract Sader Publishers to assist with JTI Web site to include MOJ licensing of Sader legal database
- Issue RFP and contract for work on JTI Web site
- Contract LPCS to deliver international colloquium on judicial independence in Q4
- Contract LCPS to conduct roundtable in Q3 and follow-on legislative working groups to achieve passage of code of professional conduct (“code of ethics”) for judges

8. AVAILABLE DOCUMENTS

- Principles of a Judicial Code of Justice (ENG), Lebanese Ministry of Justice, January 2005
- Floor Plan, Judicial Training Institute
- Floor Plan, Clerk's Office, Beirut court house (pilot court)
- Proposed Year One Work Plan
- Performance Monitoring and Evaluation Plan
- Grants Procedures Handbook
- Employee Handbook
- Matrix of International Donor Agency Assistance to the Lebanese Justice Sector, UNDP

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APPENDIX 1

COUNTERPART, PARTNER AND DONOR MEETINGS

- Supreme Judicial Council *en banc*
- Hon. Omar Natour, Director General of the MOJ
- Hon. Antoine Khaire, Chief Justice if the Supreme Court (*cassation*) and president of the Supreme Judicial Council
- Hon. Choukri Sader, member of Supreme Judicial Counsel, Director of MOJ Legislation and Consultation, Director *Pro Tem* of the Judicial Training Institute
- Hon. Samir Mansour, President *Pro Tem* of the JTI
- Hon. Raouf Riachy, Presiding Justice of the 3rd Chamber of the Court of Last Resort (*Cassation*)
- Hon. Marwan Karkaby, Presiding Justice of the 3rd Chamber of the court of Appeal, Beirut
- Hon. Rosine Ghantous, Presiding Judge of the Beirut Judgment Executions Court (pilot court office)
- Hon. Marie Radi, Judge of the Beirut Judgment Executions Court
- Hon. Hanadi Jaber, Judge of the Beirut Judgment Executions Court (awaiting assent to the bench)
- Hon. Wassim Hajjar, MOJ/SJC appointee for donor related reform of automation of the MOJ and the courts; judge Beirut judgment executions court
- Hon. Marie Layous, Judge of Beirut Court of First Instance
- Hon. Ahmad El Ayoubi, Judge Tripoli Court First Instance
- Hon. Roger Georges El Ashi, Mayor of Moukhtara
- Hon. Walid Najib El Khoury, Member Lebanese Parliament
- Ramzi Joriege, President Beirut Bar Association
- Fouad Obeid, Director General of the Lebanese National Archives
- Sleiman Lebbos, Chairman Legal Aid Committee Beirut Bar Association
- Mona Zaide, Communications Director, World Bank Lebanon
- Arkan El Sablani, ROL Legal Specialist, UNDP Lebanon
- Abdul Razzaq Dabliz, President Tripoli Bar Association
- Ahmad Fawaz, Head Clerk of Beirut Judgment Executions Court (Pilot Court)
- Amal Abdallah, Director of EU's MOJ Automation Project by Contractor ACOJURIS of Paris
- Oussama Safa, Director Lebanese Center for Policy Studies
- Charles Adwan, Governance Specialist, World Bank MENA Rule of Law
- Mohammed Sous, Director of Materials and Procurement, MOJ
- Rani Sader, Owner and Director of Sader Publishers
- Myra Saade, Program Manager for UNDP Lebanon's MOJ Automation Project
- Baria Ahmar, CNN Reporter

APPENDIX 2

PERFORMANCE MONITORING PLAN USAID-LEBANON JUDICIAL INDEPENDENCE PROJECT SECOND QUARTER 2008 UPDATE

TASK ONE: ENHANCE JUDICIAL INDEPENDENCE

Expected Result	Indicator	Benchmark Measurement	Benchmark Data Source	Year of Baseline/ Baseline	Target for Year 1	Actual Qr. 2 Apr – Jun 2008	Actual Qr. 3 Jul - Sep 2008	Comments
1. Improved judicial independence	Improved strategy and growing consensus for reforms to increase judicial independence	Recommendations developed and approved by stakeholders-Yes/No	Minutes of roundtable and working group meetings.	2008 No	Yes	No		LCPS contract for international colloquium under negotiation.
	SJC demonstrates greater autonomy in managing judicial resources	Number of Action plans developed for SJC to: <ul style="list-style-type: none"> • Develop a budget for the pilot court; • Use data on judicial workload to justify adequate staffing levels at the pilot court; • Take the lead in recommending and approving judicial appointments, promotions, dismissals, and transfers of judges. • Monitor court performance and disciplinary actions. • Propose reforms to the judiciary. 	SJC, MOJ, JIU, pilot court	2008 0	2	0		May be subject to domestic political constraints and new government appointments.

Expected Result	Indicator	Benchmark Measurement	Benchmark Data Source	Year of Baseline/ Baseline	Target for Year 1	Actual Qr. 2 Apr – Jun 2008	Actual Qr. 3 Jul - Sep 2008	Comments
2. Judges honor code of ethics	Consensus for need for code of ethics	SJC adopts code of ethics – Yes/No	NCSC, SCJ	2008 No	Yes	No		LCPS contract under negotiation for roundtable and legislative drafting of new law.
3. Increased transparency of judicial proceedings	Legal journalism certification program initiated	Program established – Yes/No	NCSC, professional journalism associations	2008 No	Yes	No		Hire local STTA in process.
	Enhanced courthouse facilities for improved legal reporting	Number of courthouses with upgraded facilities	MOJ	2008 0	1 (pilot court)	0		In negotiations with Lebanese Journalism Association on upgrade of Beirute courthouse press room.
	Legal journalism courses offered at trade schools and universities	Number of courses offered	Trade schools and universities	2008 0	1	0		Hire local STTA in process

TASK TWO: DEVELOP THE CAPACITY AND INFRASTRUCTURE OF THE JUDICIAL TRAINING INSTITUTE FOR INITIAL AND CONTINUING TRAINING

Expected Result	Indicator	Benchmark Measurement	Benchmark Data Source	Year of Baseline/ Baseline	Target for Year 1	Actual Qr. 2 Apr – Jun 2008	Actual Qr. 3 Jul - Sep 2008	Comments
1. Judges are well-trained and qualified	Improved access to legal information by judges	Automated library inventory system installed and functional (yes/no); New holdings procured (#); Number of judges/trainees using automated library system (# per month) Number of judges/trainees using JTI library per month Online resource database added to JTI website (yes/no).	JTI President and Director	2008 No 0 0 0 No	Yes 30 15 15 Yes	No 0 0 0 No		RFP for Web site development and licensing agreement for legal data base in process. Recommendations for entry criteria for JTI now being formulated. Floor plans and equipment and furnishings lists developed for JTI.
	Substantial improvement in the quality of the judge trainees compared to the past five years	Number of SJC members and JTI President and Director that believe the newer judge trainees are substantially better qualified than the trainees in the past five years	Interviews with SJC members and, JTI President and Director	2000-05 0	8	0		

	Curriculum better addresses training needs	Percentage of Judge Trainees responding that curriculum is satisfactory in meeting their training needs	Survey of Judge Trainees	2007 0	75%	0		
	Increased use of modern teaching approaches by JTI trainers	Percentage increase in courses incorporating modern/interactive approaches	JTI President and Director Or student evaluations of courses	2008 0	20%	0		
	CJE for sitting judges mandatory	Policy developed and approved (yes/no) MOJ allocates sufficient budget resources for CJE (yes/no)	Ministry of Justice and/or "Official Gazette"	2008 No No	Yes Yes	No No		
	Improved JTI infrastructure and administrative capacity	Electricity upgrades completed (yes/no) Percentage of JTI officials and judge trainees that have access to computers, internet and other IT Number of classrooms with audio/video equipment installed Percentage of admin staff with computer skills	JTI President and Director	2008 No 0 0 0	Yes 100% 1 70%	No 0 0		

TASK THREE: SUPPORT EFFORTS BY THE MINISTRY OF JUSTICE TO IMPROVE COURT ADMINISTRATION

Expected Result	Indicator	Benchmark Measurement	Data Source	Year of Baseline/ Baseline	Target for Year 1	Actual Qr. 2 Apr – Jun 2008	Actual Qr. 3 Jul - Sep 08	Comments
Pilot court office functioning efficiently and with added transparency	Efficient manual filing system designed and implemented	Percentage of redundant files and documents boxed in Beirut and moved to storage	NCSC, MOJ, Executions Court, JIU, SJC, Office of the DG	2007 0	100%	0		Inactive case files now being sorted and archived in cooperation with Lebanese National Archives. Modernized filing system under design and modern filing system procurement developed.
		Percentage of active files properly indexed and filed in Beirut Executions Court Office		0	100%	0		
		Percentage of closed files moved off site		0	100%	0		
		Standardized filing system designed (yes/no);		No	Yes.	0		
		Percentage of files found within the same day using new system.		0	80%			
Improved work areas for clients, court staff, and judges allowing them to function properly and with a better degree of transparency		Number of counters installed to serve the public.	NCSC, MOJ, Executions Court, JIU, SJC, Office of the DG	2007 0	1	0		Floor plan and procurement under way to rebuild and modernize pilot court in Beirut.
		Number of lawyers attending orientation session to explain new counter services.		0	100	0		
		Number of offices created for judges presently working without an office.		0	2	0		

Expected Result	Indicator	Benchmark Measurement	Data Source	Year of Baseline/ Baseline	Target for Year 1	Actual Qr. 2 Apr – Jun 2008	Actual Qr. 3 Jul - Sep 08	Comments
	Improved MOJ support to court efficiency and transparency	Computer network installed at MOJ for managing supplies and repairs	MOJ (Directorate of Procurement)	2007 No.	Yes.	No		
	Training and training materials support for professional court staff and roll out to other pilot courts	Number of manuals prepared and approved for new counter service and filing procedures. Number of court staff and judges trained in new counter service and filing procedures. Number of staff trained to be part of Pilot Court Specialized Working Group	NCSC, MOJ, Executions Court, JIU, SJC, Office of the DG	2007 0 0 0	1 20+ 3	0 0 0		Study tour to Cairo courts set for late July, early August.
	Court records more accessible to public and legal professionals	File review area created in pilot court with photocopy service established (yes/no)	NCSC, MOJ, Executions Court, JIU, SJC, Office of the DG	2007 No	Yes	No		
	Improved organizational and functional relationships promoting improved working relationships and job performance	Job descriptions, competencies, entry requirements, performance criteria defined and approved (yes/no) Percentage of Staff	NCSC, MOJ, Executions Court, JIU, SJC, Office of the DG	2007 No 0	Yes 100%	No 0		

Expected Result	Indicator	Benchmark Measurement	Data Source	Year of Baseline/ Baseline	Target for Year 1	Actual Qr. 2 Apr – Jun 2008	Actual Qr. 3 Jul - Sep 08	Comments
		evaluated using new Performance evaluation criteria						
	Improved courthouse public areas.	<p>Percentage of visitors to the court receiving assistance at info kiosk</p> <p>Number of persons trained to assist public at information kiosk.</p> <p>Signage installed (yes/no)</p> <p>Main entrance of the courthouse opened to the public (yes/no)</p> <p>Public restrooms repaired and cleaned according to established schedule/standards</p>	<p>2nd Monday of every month staff at counter will track number of people entering courthouse and approaching kiosk for information (for 1st 6 months)</p> <p>NCSC, MOJ, Executions Court, JIU, SJC, Office of the DG, National Security Director</p> <p>Maintenance, repair and cleaning schedule records (new forms developed)</p>	<p>2007 0</p> <p>0</p> <p>No</p> <p>No</p> <p>No</p>	<p>50%</p> <p>3</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>0</p> <p>0</p> <p>No</p> <p>No</p> <p>No</p>		

TASK FOUR: IMPROVE ACCESS TO JUSTICE

Expected Result	Indicator	Benchmark Measurement	Benchmark Data Source	Year of Baseline/ Baseline	Target Year 1	Actual Qr. 2 Apr – Jun 2008	Actual Qr. 3 Jul - Sep 2008	Comments
Indigent citizens receive quality legal services	Increased awareness among attorneys of the importance of providing legal aid	Percentage of attorneys responding that it is important for lawyers to volunteer to provide legal aid services	Survey of members carried out by Bar Association with NCSC assistance	2008 0	50%	0		Awards ceremony Q4 planned.
	Improved oversight	Number of legal aid attorneys receiving feedback on services provided	Bar Associations	2008 0	50	0		Statistics on legal aid obtained and analyzed
	Improved training of law students in legal aid	# of law schools with curriculum for legal aid work	Law schools, bar associations	2008 0	1	0		

TASK FIVE: GRANTS TO ENHANCE PUBLIC ENGAGEMENT, SUPPORT REFORM EFFORTS, AND FOSTER A CULTURE OF RESPECT FOR THE RULE OF LAW

Expected Result	Indicator	Benchmark Measurement	Benchmark Data Source	Year of Baseline / Baseline	Target Year 1	Actual Qr. 2 Apr – Jun 2008	Actual Qr. 3 Jul - Sep 2008	Comments
Increased public support for reforms and respect for the rule of law	Grants awarded that build public awareness and support for reform	Number of participants in workshops.	Workshop attendance list	2008 0	35	0		Procedural manual created. Grantee handbook in process.
		Number of grant applications submitted and awarded	Grant applications	0	3	0		

APPENDIX 3

Press Tracking Table

Name of Press Outlet	Type (weekly/daily newspaper, radio, TV)	Date	Title of Article or feature	Comments/ description
Daily Star	Daily Newspaper	March 1 st ,2008	USAID-funded project aims to enhance judiciary	Introduction of NCSC as a non-governmental organization that offers solutions to enhance court operations using the latest technology.
L'Orient Le Jour	French Daily Newspaper	March 2 nd ,2008	Il faut favoriser l'accès à la justice pour tous les citoyens	Hon. Ralph Riachi welcoming the project for enhancement the Judiciary courts in the country.
Daily Star	Daily Newspaper	March 6 th ,2008	A piece of US policy in the Middle East that might actually do some good	US Agency for International Development has announced that \$7 Million on a project that stands a better chance of promoting democracy in the Region
Al Nahar	Daily Newspaper	March 1 st , 2008	US Agency for International Dev.	Introduction to NCSC
Al Nahar	Daily Newspaper	June 27, 2008	Legal treaties published by USAID	Announcing launching of publication of Lebanese treaties by USAID/AMIDEAST, mentioning NCSC presence by SLiberto