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MASAQ Rule of Law Project

Contractor: DPK Consulting

Contract: Improved Rule of Law Program in Jordan

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PME Quarterly Report October 1 – December 31, 2007

**MASAQ Rule of Law Project
Sweifieh – McDonalds Building, 1st Floor
Abdel Rahim Al-Haj Mohamad Street
Amman, Jordan 11193**



Acronyms List

USAID	US Agency for International Development
PMEP	Performance Monitoring and Evaluation Plan
CMD	Case Management Department
CD	Communications Directorate
ITD	Information Technology Directorate
I&M	Inspection and Monitoring Directorate
JC	Judicial Council
JIJ	Judicial Institute of Jordan
JUST	Judicial Upgrading Strategy
MIZAN	Case processing software application
MOJ	Ministry of Justice
NPOJ	New Palace of Justice
CSOs	Civil Society Organizations

Grantees

Adaleh	The Adaleh Center for Human Rights Studies
JNFW	The Jordan National Forum for Women
NHF	Noor Al Hussein Foundation
NCFA	National Council for Family Affairs
Partners	Partners Jordan for Training Company
ZENID	Queen Zein Al Sharaf Institute for Development
Al-Hayat	Al-Hayat Center for Civil Society Development



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1. BACKGROUND

The USAID Rule of Law Project (MASAQ) in Jordan launched in 2004 to assist the Ministry of Justice (MOJ) with modernizing the judicial system, strengthening rule of law, increasing transparency, improving the public's perception of the judiciary, and improving the quality of legal decisions. An additional aim of the project is to encourage increased justice sector awareness and participation in judicial issues by civil society organizations (CSOs) and media through a small grants program. A major, cross-cutting objective is to assist MOJ with the implementation of its Judicial Upgrade Strategy (JUST).

In order to achieve the goals of improving the efficiency and effectiveness of the judicial system, of supporting independence of the judiciary, and of promoting civil society and media participation in judicial activities, MASAQ created four overarching objectives as follows:

Objective 1: Improved Judicial Legal, Procedural and Professional Knowledge and Skill

Objective 2: Efficient, Transparent, Streamlined Court Operations and Improved Access to Information

Objective 3: More Efficient and Effective Administration of the Justice Sector

Objective 4: Improved Awareness of the Justice Sector through Civil Society, Small Grants and Media

1.1 MASAQ PERFORMANCE MONITORING & EVALUATION PLAN

MASAQ began implementing project activities in August 2004. At the time, USAID directed the project to focus solely on implementation and delay the preparation of a Performance Monitoring and Evaluation Plan (PMEP). An international consultant was hired in May 2006 to develop a program PMEP consistent with standard USAID performance monitoring.

This plan included nine performance monitoring indicators designed to measure how well the project is achieving the objectives listed above. While conducting the 2006 year-end assessment, however, it became apparent that many of the indicators actually measured MASAQ's progress toward completing its deliverables (courts automated, staff hired, etc.) instead of directly measuring the project's impact on overarching objectives. Therefore as MASAQ's activity schedule changed throughout the year, it impacted MASAQ's performance rating.

The Senior Democracy Specialist at USAID Jordan noted this as well, and began an effort to revise PMEPs for all Democracy and Governance projects in Jordan. For MASAQ, this revision process began with a half-day visioning session in February 2007 conducted by and at the insistence of the Senior Democracy Specialist. MASAQ leadership, a DPK representative and project component leaders participated in creating a working goal statement – the first ever for MASAQ – and drafts of possible objectives. After on-going



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consultations and discussions, the project adopted new objectives, reflective of the project's on-going initiatives. Project leadership identified updated outcomes and activities as part of its work plan development process in August-September 2007. The new PMEP reported on here corresponds with this document.

The MASAQ Rule of Law project is scheduled to close in August 2008. The measurements outlined in this PMEP are designed to paint a more accurate picture of MASAQ's achievements before the close of the current project and take advantage of the unique data sets available during the project's final months. Yet these measurements should also provide useful baseline data for any follow-on project.

1.2 MASAQ'S OCTOBER – DECEMBER 2007 PME REPORT

This report represents the first formal project evaluation according to the Performance Monitoring and Evaluation Plan (PMEP) created in October 2007. It covers the period of October 1 – December 31, 2007. All reports until the close of the project will continue under this newly designed PMEP.

The report contains performance data relating to each of the four established PMEP indicators, followed by three appendices containing Indicator Reference sheets for the current PMEP (2007), archived Indicator Reference Sheets for discontinued measures (from 2006) and MASAQ's future reporting schedule.

The baseline for activities included in the current PMEP plan is September 30, 2007. Performance data from January 2006 – September 2007 is recorded in PME reports from this period. However, even this “start date” for the PMEP fails to capture the rich history of the first five quarters of the MASAQ project, and the many major accomplishments achieved during that period (August 2004 to December 2005). Full accounts of those achievements and detailed lists of accomplishments can be found in the MASAQ monthly and quarterly reports.

2. THE RESULTS FRAMEWORK

Performance indicators are measures that describe how well a program is achieving its objectives; they are used to denote progress, and to measure actual results compared to expected results. These indicators are almost always expressed in quantifiable terms (number or percent) and should be direct, uni-dimensional (that is, measure only one thing at a time), practical (timely data collection at a reasonable cost), and adequate (the minimum measure needed to indicate progress toward the given result).

2.1 List of MASAQ Performance Indicators

GOAL: To contribute to a judicial system that provides access to fair, efficient and effective justice for all in Jordan.	
Objective 1	Improved Judicial Legal, Procedural and Professional Knowledge and Skill
Indicator(s)	Number of judges participating in continuing legal education courses offered by the Judicial Institute of Jordan.
Objective 2	Efficient, Transparent, Streamlined Court Operations and Improved Access to Information
Indicator(s)	Perceptions of and satisfaction with court operations and services as reported in the 2004-5 and 2008 court surveys.
Objective 3	More Efficient and Effective Administration of the Justice Sector
Indicator(s)	Existence of a Management Information System (MIS).
Objective 4	Improved Awareness of the Justice Sector through Civil Society, Small Grants and Media
Indicator	Number of people with improved knowledge of the justice sector after contact with small grants activities.



3. MASAQ PERFORMANCE

3.1 PERFORMANCE SUMMARY

This reporting quarter is focused on establishing baseline data from which the project can set performance targets for future quarters in 2008. Reports subsequent to this will exhibit a summary of performance ratings on each project indicator.

INDICATOR	PERFORMANCE RATING
OBJECTIVE 1 INDICATOR – Number of judges participating in continuing legal education offered by the Judicial Institute of Jordan (JIJ).	TBD
OBJECTIVE 2 INDICATOR – Perceptions of and satisfaction with court operations and services as reported in the 2004-5 and 2008 court surveys.	TBD
OBJECTIVE 3 INDICATOR – Existence of a Management Information System (MIS).	TBD
OBJECTIVE 4 INDICATOR – Number of people with improved knowledge of the justice sector after contact with small grants activities.	TBD

3.2 PERFORMANCE DETAILS

OBJECTIVE 1 – IMPROVED JUDICIAL, LEGAL, PROCEDURAL AND PROFESSIONAL KNOWLEDGE AND SKILL

INDICATOR – Number of judges participating in continuing legal education offered by the Judicial Institute of Jordan (JIJ).

PERFORMANCE DATA AND RATING	
September 2007 Baseline	2144
October – December 2007 Performance Results	240 (2384 total for 2007)
2008 Target	TBD

During this quarter, a total of 240 judges, including 12 women, participated in 19 continuing legal education courses at the Judicial Institute of Jordan (JIJ). This brings the total participation in the JIJ's continuing legal education program for the year to 2,384 judges. This number does not include the many court staff participating in such training courses prior to November. In October, courses for staff were placed on hold in observation of Ramadan; these courses began again in January.

2007	October 07	November 07	December 07	TOTAL
Continuing Legal Education Program				
Courses				
<i>Amman</i>	6	2	4	12
<i>Irbid</i>	2	1	1	4
<i>Aqaba</i>	0	2	1	3
TOTAL	8	5	6	19
Participants				
Judges Participating				
<i>Amman</i>				
male	55	37	62	154
female	5	4	3	12
<i>Irbid</i>				
male	21	10	12	43
female	0	0	0	0
<i>Aqaba</i>				
male	0	20	11	31
female	0	0	0	0
TOTAL	81	71	88	240
Court Staff Participating				
<i>Amman</i>				
male				



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2007	October 07	November 07	December 07	TOTAL
female				
<i>Irbid</i>				
male				
female				
<i>Aqaba</i>				
male				
female				
TOTAL	*no trainings for court staff took place during this time.			

OBJECTIVE 2 – EFFICIENT, TRANSPARENT, STREAMLINED COURT OPERATIONS AND IMPROVED ACCESS TO INFORMATION

INDICATOR – Perceptions of and satisfaction with court operations and services as reported in the 2004-5 and 2008 court surveys.

PERFORMANCE DATA AND RATING	
Baseline ¹	60%
October – December 2007 Performance Results	N/A
2008 Target	> 60%

The USAID Rule of Law Project (MASAQ) conducted the first ever national survey of court users in early 2005, assessing their level of satisfaction with court operations and services. No further measures of user satisfaction have been taken to date. Therefore, the average satisfaction level (as illustrated in the table below) serves as the baseline measurement for this indicator.

The second national perception survey will take place in early 2008, with results expected by the end of March. The project anticipates that with the widespread upgrades it has facilitated in both courts and judicial departments, court users will express a higher level of satisfaction than in the baseline 2005 survey.

Percentage of Positive Perception of Court Litigation Procedures

Item	Citizens	
	2005	2008
Officials respect for litigants	63	TBD
Easy Procedures	63	TBD
Staff competency	61	TBD
Cleanliness	61	TBD
Interest in Users complaints	57	TBD
Observing queue lines	52	TBD
Average	60	TBD
Litigation Cost	57	TBD

¹ Baseline data taken from First National Judicial Perception Survey 2005. No further data will be collected until March 2008.

OBJECTIVE 3 – MORE EFFICIENT AND EFFECTIVE ADMINISTRATION OF THE JUSTICE SECTOR

INDICATOR – Existence of a Management Information System (MIS).

PERFORMANCE DATA AND RATING	
September 2007 Baseline	2
October – December 2007 Performance Results	2
2008 Target	4

Developing a Management Information System stretching across Jordan's judiciary is a key facet of the MASAQ project's efforts. By September 2007, the Ministry of Justice had begun utilizing an automated application for tracking the number of judicial officials under its jurisdiction and where they were located. Some inaccurate human resources information persisted within this system, but its automated nature provided timelier, more accurate information than ever before.

All Amman courts were automated by the end of September 2007, allowing the automatic collection of court management information. Yet in the districts, only around 25 of the kingdom's 72 courts had implemented the MIZAN case processing software; therefore a good number of the district courts relied on manually collected data which was frequently out of date and inaccurate. Aggregation and analysis of court data occurred only on an ad hoc or on demand basis. In total, the baseline scorecard value for this indicator equals '2'.

By December 31, 2007, MASAQ had launched court automation in 63 of the 72 district courts and all other measures remained the same. Therefore the scorecard value of '2' remains.

Existence of Management Information System Scorecard

Management Information System exists that provides accurate, timely (within past quarter):	September 2007	December 2007
1. Info on number of officials and where located	1	1
2. Info on number of cases handled in the capitol	1	1
3. Info on number of cases handled in the districts	0	0
4. Aggregated and analyzed data	0	0
TOTAL	2	2



OBJECTIVE 4 – IMPROVED AWARENESS OF THE JUSTICE SECTOR THROUGH CIVIL SOCIETY, SMALL GRANTS AND MEDIA

INDICATOR – Number of people with improved knowledge of the justice sector after contact with small grants activities.

PERFORMANCE DATA AND RATING	
May 2007 Baseline	6085
Thru December 2007 Performance Results	12,198
2008 Target	N/A

MASAQ's Small Grants Program launched in April 2006 to distribute limited duration grants to Jordanian civil society organizations that proposed projects related to the Jordanian judicial system. During the first three rounds of grants, MASAQ awarded \$170,000 to seven CSOs. Round One grantees – Adaleh Center for Human Rights Studies, the Jordanian National Forum for Women and the Noor Al Hussein Foundation – were awarded in May 2006; Round Two grantees – National Council for Family Affairs and Partners Jordan for Training Company – were awarded in July 2006; and Round Three grantees – Queen Zein Al Sharaf Institute for Development and AL-Hayat Center for Civil Society Development – were awarded in October 2006. All grantees were required to complete their grant-funded activities by May 31, 2007, and any final reporting required during June 2007.

The number of people the small grants program reached during the first three grant rounds serves as the baseline for this measure.

Due to the success of the first three rounds of grants, USAID MASAQ awarded an additional round of mini-grants - \$17,000 each – to four CSOs in June 2007. Project activities occurred from July 1 - November 30 – a project duration of five months. No grant program activities occurred after this date. Grantees and MASAQ grants staff worked together through the end of the year to finalize all required programmatic and financial reports. The Small Grants Program will officially close its doors on January 31, 2008; therefore this indicator will be discontinued after this report.

The chart below illustrates the number of people directly participating in or impacted by each of MASAQ's small grants projects through the end of December 2008.

Jordanians benefited from USAID Rule of Law (MASAQ) Small Grants Program
Grant budget expended total: \$240,370.91

	GRANTEE/PROJECT NAME	TOTAL	MALE	FEMALE
001	Adaleh Center for Human Rights Studies: Female Journalists – Catalysts for Promoting Human Rights and Rule of Law in Jordan	196	80	116
002	Jordan National Forum for Women: Promoting Women in the Legal Profession	783	0	783
003	Noor Al Hussein Foundation: Increase the Knowledge at the Grassroots Level about the Judicial and Legal System in Jordan	649	185	464
004	National Council for Family Affairs:	1,099		

	Better Know Your Rights in Marriage (Guide for Muslims in Jordan)			
005	Partners – Jordan: Building the culture of Mediation in Jordan	449	195	254
006	ZENID: My Rights & Duties as a Jordanian Worker	379	136	243
007	Al Hayat Center for Civil Society Development: Enhancing Awareness of and Respect for the Rule of Law among Young Jordanians (EDRAK I)	2,530		
Total thru June 1, 2007				
008	Noor Al Hussein Foundation: Increase the Knowledge at the Grassroots Level about the Judicial and Legal System in Jordan	1,632	499	1,133
009	Al Hayat Center for Civil Society Development: Enhancing Awareness of and Respect for the Rule of Law among Young Jordanians (EDRAK II)	4,214	2,368	1,846
010	Adaleh Center for Human Rights Studies: Balanced Media Coverage of Judicial Decision Making and Court Proceedings	170	105	65
011	National Council for Family Affairs: Better Know Your Rights in Marriage (Guide for Christians in Jordan)	97	27	70
Total thru December 31, 2007		12,198		

APPENDIX ONE

This appendix contains Indicator Reference Sheets for the four performance indicators MASAQ implemented beginning October 1, 2007. Each sheet contains the definition of the indicator, its management utility and a description of the relevant data collection sources and methods. Performance data and ratings will be listed here when there is a history to report.

Objective 1: Increased number of judges nationally with improved legal, procedural and professional knowledge and skills to improve court and case management and the quality of judgments, within the life of the project.					
Indicator	Definition of Indicator & Management Utility	Baseline Data and Targets	Data Collection Sources and Methods	Frequency of Data Collection	Person(s) Responsible
Number of judges participating in continuing legal education or new judges' preparatory coursework offered at the Judicial Institute of Jordan (JIJ).	<p>Definition: The total number of judges (or judges in training) per month participating in a continuing legal education course or new judge's preparatory course at the JIJ.</p> <p>Utility: Proxy measure. Measures increase in national judicial knowledge. Assumes that judges gain skill and knowledge from JIJ courses and that judges then apply these new skills to improve court and case management.</p>	<p>Targets:</p> <p>Baseline: 1,512 judges</p> <p>(trained in 132 courses between Jan 1 – Sept 30, 2007)</p> <p>(also trained 632 court staff)</p>	JIJ performs monthly review of course offering and attendance records; reports aggregated monthly numbers to MASAQ. Data can be verified by comparing aggregated numbers with attendance sheets containing participants' signatures.	Tracked monthly; aggregated quarterly	Qais Jabareen, Legal Advisor



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Objective 2: More efficient, transparent court operations in national courts based on streamlined operations and improved access to useful information within the life of the project.



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Indicator	Definition of Indicator & Management Utility	Baseline Data and Targets	Data Collection Sources and Methods	Frequency of Data Collection	Person(s) Responsible
<p>Perceptions and satisfaction of court operations and services as reported in the 2004-5 and 2008 court surveys.</p>	<p>Definition: Average percent of court survey respondents across court transaction types (why they used the court) with positive perceptions of court services.</p> <p>Utility: Measures change in court users' satisfaction with court operations and services from before court re-engineering to after. Allows project management to assess whether the changes made in the courts have impacted users' experiences in court.</p>	<p>Targets: N/A²</p> <p>Baseline: 60% positive responses</p>	<p>Utilizes data collected in the 2004-5 and 2008 national court user perception surveys. Data collected and analyzed by external, expert survey consultant using industry standard sampling methods.</p>	<p>One time each at beginning and end of project activities</p>	<p>Diala Khamra, Deputy Chief of Party overseeing contracted survey company, Ipsos.</p>

² This objective will only be reported once during the January-March 2008 quarterly impact assessment since the first assessment data collected after the baseline measure occurred during this period.



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Objective 3: Justice institutions capable of more efficiently and effectively administering the justice sector, within the life of the project.					
Indicator	Definition of Indicator & Management Utility	Baseline Data and Targets	Data Collection Sources and Methods	Frequency of Data Collection	Person(s) Responsible
Existence of a Management Information System (MIS).	<p>Definition: Scorecard: MIS exists which provides accurate, timely (to within last quarter): 1. Info on number of officials and where located; 2. Info on number of cases handled in courts in capital; 3. Info on cases filed in district courts; 4. Data which are aggregated and analyzed. Unit: Scale 0 (no), 1 (yes) per element totaled.</p> <p>Utility: Having even a rudimentary MIS is essential to running an institution.</p>	<p>Targets: Scorecard rating of 4 by close of project (including automation and connection of all 72 national courts)</p> <p>Baseline: Scorecard rating of 2; by September 2007, the Ministry tracked information on its employees and all the Amman courts were automatically gathering management information. Only X of the 72 national courts were automated and collecting management information. Complete and accurate national data was not yet automatically aggregated and analyzed.</p>	Direct observation, court management information reports.	Quarterly	Randy Fox, Chief Technology Advisor



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Objective 4: Improved awareness of the justice sector, court services, and one's legal rights, within the life of the project.					
Indicator	Definition of Indicator and Management Utility	Baseline Data and Targets	Data Collection Sources and Methods	Frequency of Data Collection	Person(s) responsible
Number of Jordanians reached by MASAQ Small Grants Program-funded civil society projects.	<p>Definition: The number of people directly participating in a grant program activity. Included in this count are workshop, awareness session and university Open Day participants as well as audience members of theatrical performances, project launches, award ceremonies, etc.</p> <p>Utility: Helps program managers track the number of people with increased awareness of the judicial sector due to Small Grants Program activities.</p>	<p>Targets: N/A³</p> <p>Baseline: 6,085 (total number impacted from first 3 rounds of grant activities)</p>	Grantee records; attendance sheets for all grant-sponsored events.	Monthly (aggregated and reported on quarterly)	Amy Hagan, Grants Manager

³ This objective will be reported on only once during the Oct-Dec 2007 quarterly performance review since all grant project activities ceased on November 30, 2007. No targets will be set for future reporting.

APPENDIX TWO

This appendix contains archived Indicator Reference Sheets for the nine performance indicators MASAQ used from January 2006 – September 2007. Each sheet contains the definition of the indicator, unit of measurement and justifications for the measurement. Performance data and ratings are also listed, including baseline measures (end of year 2005), targets, and the measured annual results.



PERFORMANCE INDICATOR REFERENCE SHEET	
STRATEGIC OBJECTIVE: Improved Social Sector Development and Governance	
INTERMEDIATE RESULT: IR 3—Improved Governance and Expanded Civic Participation	
SUB-INTERMEDIATE RESULT: IR 3.1—Enhanced Capacity of the Ministry of Justice (MOJ) to operate as a driver for judicial reform	
INDICATOR: IR 3.1.1—Number of communications activities implemented by new MOJ Communications Directorate	
INDICATOR DEFINITION: “Communications activities” can be defined as publications (such as internal newsletters, external newsletters, Q & A sheets, brochures, and posters), a functional website, media briefings, power point presentations, various types of briefings, press conferences, presentations, public awareness campaigns and awareness workshops.	
UNIT OF MEASURE: number	
JUSTIFICATION/MANAGEMENT UTILITY: Creating a new Communications Directorate within MOJ will strengthen MOJ’s capacity to implement judicial reform through improving the flow of information to the public and within the judicial sector. This new directorate will have the capacity to identify and publicize MOJ accomplishments and improvements to ensure that MOJ receives recognition for measures related to implementing the Judicial Upgrading Strategy (JUST). An increase in the number of communications activities implemented by the Communications Directorate measures the enhanced capacity to inform and educate the public and judicial sector institutions as to judicial achievements, and to respond to public needs regarding information on legal and judicial issues.	
Data Source: Records of the MOJ Communications Directorate, copies of publications, direct observation of PR activities	
Methodology: MASAQ MOJ Communications Advisor will collect the data from MOJ Communications Directorate, list the various types of publications produced and PR activities undertaken, and note the number of hits to the website	
Frequency of data collection: monthly	
Data collection by: MASAQ MOJ Communications Advisor, MOJ Communications Directorate counterparts	
PERFORMANCE DATA AND RATING	
2005 Baseline	None
2006 Target	25
2006 Performance Rating	ABOVE TARGET
2006 Performance Results	31 (124% of target)
Other Performance Information	MOJ website launched in October. It averaged 55,000 hits per month over three months. The CD also issued a total of 80 press releases since its founding in April.
2007 Target	50



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Jan – Sept 2007 Performance Rating	ABOVE TARGET
Jan – Sept 2007 Performance Results	62 (124%)
Other Performance Information	The Directorate also garnered substantial news coverage of legal and judicial issues by issuing 111 press releases during the first nine months of the year.

PERFORMANCE INDICATOR REFERENCE SHEET	
STRATEGIC OBJECTIVE: Improved Social Sector Development and Governance	
INTERMEDIATE RESULT: IR 3 —Improved Governance and Expanded Civic Participation	
SUB-INTERMEDIATE RESULT: IR 3.2 —Judicial Independence Improved Through Internal/Supply Oriented Enhancement Measures	
INDICATOR: 3.2.1 —Number of MIZAN installations in MOJ courts and departments	
<p>INDICATOR DEFINITION: “Courts” is defined as Courts of Conciliation, First Instance, Appeals, Cassation, and High Justice. “Court departments” is defined as the Departments of Execution, Notary Public, and General Prosecutor, Attorney General, and Case Management.</p> <p>UNIT OF MEASURE: number</p> <p>JUSTIFICATION/MANAGEMENT UTILITY: This indicator measures the number of software installations in courts and court departments which thereby benefit from technical improvements through computerization. This increases the amount of judicial information available, improves the efficiency of processing judicial data, and increases the productivity of MOJ court staff.</p>	
<p>Data Source: MOJ IT Department, direct observation</p> <p>Methodology: MASAQ will monitor MIZAN software in MOJ courts and court departments, and keep records regarding the number of computers using MIZAN; data will be disaggregated by location, court and court department.</p> <p>Frequency of Data Collection: quarterly</p> <p>Data Collection by: MASAQ IT Team</p>	
PERFORMANCE DATA AND RATING	
2005 Baseline	8
REVISED 2005 Baseline	9
2006 Target	58
2006 Performance Rating	SLIGHTLY BELOW TARGET
2006 Performance Results	43 (74% of target)
Other Performance Information	As strictly defined, this indicator only includes first time MIZAN applications in each court or court department. Yet MASAQ has expended significant energies upgrading the MIZAN software and ensuring that all court and court departments are running on the most up-to-date version. An addition 12 installations, considered 'revisions' of existing applications also occurred during December, but are not reflected in the performance results.
2007 Target	197
Jan-Sept 2007 Performance Rating	ON TARGET



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Jan – Sept 2007 Performance Results	148 (75% of target)
Other Performance Information	<p>As of September, 75% of the year's scheduled installations were complete and the other 25% are proceeding on schedule. The project should complete the full 197 installations by the end of 2007.</p> <p>This year MASAQ also devised a system for releasing on a weekly basis updated MIZAN applications currently running in courts. As a result, over 20 updates have been released since February.</p>

PERFORMANCE INDICATOR REFERENCE SHEET	
STRATEGIC OBJECTIVE: Improved Social Sector Development and Governance	
INTERMEDIATE RESULT: IR 3—Improved Governance and Expanded Civic Participation	
SUB-INTERMEDIATE RESULT: IR 3.2—Judicial Independence Improved Through Internal/Supply Oriented Enhancement Measures	
INDICATOR: IR 3.2.2— Percent of NPOJ First Instance civil cases using re-engineered processes of case management	
INDICATOR DEFINITION: “Re-engineered processes of judicial case management” is defined as: 1) revised case type classification system, 2) case complexity factors, and 3) redesigned case folders; “cases” is defined as NPOJ First Instance civil cases incorporating one or more of these three elements.	
UNIT OF MEASURE: percent	
JUSTIFICATION/MANAGEMENT UTILITY: The re-engineered processes will improve the work flow and work pace associated with case processing, strengthen judicial case management, and control unnecessary delay in case processing. This enhancement measure will contribute to more efficient and effective court processes and procedures, and to more accessible information regarding the status of judicial cases. In addition, the adoption of these processes will indicate the progress of MOJ towards institutionalizing best practices and international standards.	
Data Source: NPOJ First Instance Court	
Methodology: MASAQ will request data on the number of new cases introduced using one or more of the re-engineered processes of case management; data will be disaggregated to show how many of the four processes each case includes.	
Frequency of data collection: quarterly	
Data collection by: MASAQ IT team and courts team	
PERFORMANCE DATA AND RATING	
2005 Baseline	Case Classifications: 0% File Folders: 0% Case Complexity Factors: 0%
2006 Target	TBD
REVISED 2006 Target (10/06)	Case Classifications: 0% File Folders: 100% Case Complexity Factors: 0%
2006 Performance Rating	ON TARGET
2006 Performance Results	Case Classifications: 0% File Folders: 100% Case Complexity Factors: 0%
Other Performance Information	Case Classifications: Rolled out Jan 6, 2007* Case Complexity Factors: Expected rollout April



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	2007 *Decision was made to initiate the new case classification system in all automated courts simultaneously on this date.
2007 Target	Case Classifications: 100% File Folders: 100% Case Complexity Factors: 100%
Jan – Sept 2007 Performance Rating	BELOW TARGET
Jan – Sept 2007 Performance Results	Case Classification: 100% File Folders: 100% Case Complexity Factors: 0%
Other Performance Information	Legally implementing the case complexity factors in the courts will require a change in existing legislation. MASAQ is currently developing the statistical studies necessary for proposing this legislative change, a process that may take several months. The Court Legal Team estimates that Case Complexity Factors will not be implemented in courts until Spring 2008.

PERFORMANCE INDICATOR REFERENCE SHEET	
STRATEGIC OBJECTIVE: Improved Social Sector Development and Governance	
INTERMEDIATE RESULT: IR 3 —Improved Governance and Expanded Civic Participation	
SUB-INTERMEDIATE RESULT: IR 3.2 —Judicial Independence Improved Through Internal/Supply Oriented Enhancement Measures	
INDICATOR: IR 3.2.3 —Number of new permanent ITD employees hired by MOJ to support the new computerized systems	
INDICATOR DEFINITION: “ITD employees” is defined as ITD permanent positions that are newly-created as a result of the introduction of the technical/computer improvements component of the MASAQ project and that are filled with trained ITD staff whose duties include support of the automation process in MOJ, support of the MIZAN system (software and hardware), and support of end-users who work with MIZAN.	
UNIT OF MEASURE: number	
JUSTIFICATION/MANAGEMENT UTILITY: Increased levels of efficiency and effectiveness resulting from the introduction of computerized re-engineered systems, processes and procedures are dependent on trained staff being in place in order to assist with implementation, and provide on-going support for these technological changes. The increase in MOJ creation and staffing of new permanent ITD positions shows a measurable level of commitment to the improvement of the judicial process in terms of support of new technology by assuring that adequate human and financial resources are allocated to the courts and court departments in order to achieve and institutionalize these objectives.	
Data Source: MOJ Administration Department, court records, direct observation, MASAQ training records	
Methodology: MASAQ will monitor the increase in relevant ITD staff positions in MOJ courts, and will request data on newly-hired ITD staff, as well as monitoring data on IT training of these staff; disaggregation of data by gender and location	
Frequency of data collection: quarterly	
Data collection by: MASAQ IT Team	
PERFORMANCE DATA AND RATING	
2005 Baseline	0
2006 Target	26
2006 Performance Rating	SLIGHTLY BELOW TARGET
2006 Performance Results	25 (96% of target)
2007 Target	70
Jan – Sept 2007 Performance Rating	BELOW TARGET
Jan – Sept 2007 Performance Results	24 (34% of target)



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PERFORMANCE INDICATOR REFERENCE SHEET	
STRATEGIC OBJECTIVE: Improved Social Sector Development and Governance	
INTERMEDIATE RESULT: IR 3 —Improved Governance and Expanded Civic Participation	
SUB-INTERMEDIATE RESULT: IR 3.2 —Judicial Independence Improved Through Internal/Supply Oriented Enhancement Measures	
INDICATOR: IR 3.2.4 —Number of court facilities renovated to meet international best practices standards	
INDICATOR DEFINITION: “Court facilities” is defined as registrar offices, court storage rooms, file rooms, judges chambers, clerks’ room, court rooms, the notary public department, and case management departments	
UNIT OF MEASURE: number	
JUSTIFICATION/MANAGEMENT UTILITY: Renovated court facilities and improved physical environments will enhance efficiency, productivity and work flow in court facilities benefiting from remodeling. These renovated facilities will be physical models of improved use of court space based on international best practice standards, and will serve as models for national replication of improved court facilities.	
Data Source: Courts, direct observation	
Methodology: MASAQ will request data from court chief Judge for the First Instance Court on the number of renovated court facilities; if renovation in progress, data will show the stage of renovation	
Frequency of data collection: quarterly	
Data collection by: MASAQ Courts team	
PERFORMANCE DATA AND RATING	
2005 Baseline	5
REVISED 2005 Baseline	7
2006 Target	6
2006 Performance Rating	BELOW TARGET
2006 Performance Results	2 (33% of target)
Other Performance Information	The 2006 target was set at 6 facilities when it was projected that MASAQ would complete renovations on 6 Case Management Departments during 2006. However, the Minister of Justice did not approve the renovations of any Case Management Departments beyond the pilot in Zarqa until October. Even now, the Minister has granted approval for renovating case management departments in only the four Amman courts, which will not begin until December, surely missing the 2006 target. MASAQ has no plans to physically renovate any other court structures besides the CMDs. This will be taken into account when setting our target for 2007.



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	The strict definition of the indicator during this year did NOT include a number of other renovations undertaken by MASAQ during this year. MASAQ renovated six server rooms, completely rewired the entire West Amman Court building, and renovated various parts of the JIJ building.
2007 Target	6
Jan – Sept 2007 Performance Rating	ON TARGET
Jan – Sept 2007 Performance Results	4 (66% of target)
Other Performance Information	MASAQ completed renovations on four Case Management Departments in Amman. Additional renovations to the Execution Department at the NPOJ and merging the First Instance Registrar with the Case Management Department at the NPOJ are currently underway. Both on-going renovations are on schedule to be completed by the end of the year.



PERFORMANCE INDICATOR REFERENCE SHEET	
STRATEGIC OBJECTIVE: Improved Social Sector Development and Governance	
INTERMEDIATE RESULT: IR 3 —Improved Governance and Expanded Civic Participation	
SUB-INTERMEDIATE RESULT: IR 3.2 —Judicial Independence Improved Through Internal/Supply Oriented Enhancement Measures	
INDICATOR: IR 3.2.5 —Number of preparatory and continuing education courses offered by Jordan Institute of Justice (JIJ) to indicate institutionalized judicial training	
<p>INDICATOR DEFINITION: “Preparatory courses” is defined as courses that are offered as part of the JIJ two-year program for new judges. “Continuing education courses” is defined as courses offered under the auspices of the JIJ to judges and court staff presently working within the judicial system. “Institutionalized judicial training” is defined as courses that are designed, developed, and/or coordinated by the JIJ and offered as part of their institutional mandate to provide formal training to prepare new judges, and to offer formal, on-going training and upgrading for sitting judges.</p> <p>UNIT OF MEASURE: number</p> <p>JUSTIFICATION/MANAGEMENT UTILITY: During 2005-2006 MASAQ has worked with JIJ to develop a two-year preparatory curriculum which will be implemented beginning October 2006. Continuing legal education courses have not been formal or planned, but rather delivered on an <i>ad hoc</i> basis by diverse groups, and were offered only in Amman. The institutionalization of both a formal two-year preparatory course at the JIJ for new judges, and formal continuing legal education courses offered nationally by the JIJ for sitting judges will enhance the capacity of JIJ and MOJ to provide high-quality, on-going legal education for both new judges and sitting judges.</p>	
Data Source: JIJ records	
<p>Methodology: MASAQ JIJ Team will monitor JIJ enrollment records and will collect data on all preparatory and continuing legal education courses offered by the JIJ. Data will be disaggregated to show the number of preparatory courses for new judges; the number of continuing legal education courses; location of continuing legal education courses; number of judges and court staff participating in each type of course; gender of participants.</p> <p>Frequency of data collection: data will be collected monthly</p> <p>Data collection by: MASAQ JIJ Team</p>	
PERFORMANCE DATA AND RATING	
2005 Baseline	25
2006 Target	50
2006 Performance Rating	SIGNIFICANTLY ABOVE TARGET
2006 Performance Results	131 (262% of target)
Other Performance Information	Partnerships with other organizations in joint-run courses contributed to this large number. Consultants are concerned that without direct MASAQ support and funding this level of course offering will be unsustainable, and therefore are



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	urging the JIJ to restrict next semester's course offerings to a level they would be able to support on their own in the future.
2007 Target	80
Jan – Sept 2007 Performance Rating	SIGNIFICANTLY ABOVE TARGET
Jan – Sept 2007 Performance Results	132 (165% of target)

PERFORMANCE INDICATOR REFERENCE SHEET	
STRATEGIC OBJECTIVE: Improved Social Sector Development and Governance	
INTERMEDIATE RESULT: IR 3 —Improved Governance and Expanded Civic Participation	
SUB-INTERMEDIATE RESULT: IR 3.3 —Strengthen the Inspection and Monitoring Capacity of the MOJ so That It May Better Oversee the Quality and Consistency of Judgments	
INDICATOR: IR 3.3.1 —Number of performance evaluations of judges completed using the new inspection criteria	
INDICATOR DEFINITION: “New inspection criteria” is defined as the new criteria developed in cooperation with MOJ to assess the performance of judges, and accepted by MOJ as the official revised inspection evaluation criteria.	
UNIT OF MEASURE: number	
JUSTIFICATION/MANAGEMENT UTILITY: New criteria for monitoring and evaluating the performance of judges will enhance the quality and consistency of inspection results. The actual use of the new criteria by judge-inspectors will indicate an improved level of procedures for inspection and monitoring of judges and a formal institutionalization of the new inspection criteria within MOJ. This will strengthen capacity to effectively monitor judges’ performance	
Data Source: records of MOJ Inspection Department and direct observation	
Methodology: MASAQ Court team will collect data on the number of performance evaluations conducted using the new criteria and will directly observe a random sampling of performance evaluations. Data will also be disaggregated by location of judges’ courts	
Frequency of data collection: every six months	
Data collection by: MASAQ Court team leader and project staff	
PERFORMANCE DATA AND RATING	
2005 Baseline	0
2006 Target	20
2006 Performance Rating	SIGNIFICANTLY BELOW TARGET
2006 Performance Results	0 (0% of target)
Other Performance Information	The Ministry of Justice has not yet directed the I&M Directorate to implement the new performance evaluation criteria.
2007 Target	80
DISCONTINUED MEASURE – On March 23, the Minister of Justice officially instructed MASAQ to discontinue all institutional development with the Inspection and Monitoring Directorate. With USAID’s agreement, the Ministry will implement and build upon MASAQ’s work with the Directorate to date.	

PERFORMANCE INDICATOR REFERENCE SHEET	
STRATEGIC OBJECTIVE: Improved Social Sector Development and Governance	
INTERMEDIATE RESULT: IR 3 —Improved Governance and Expanded Civic Participation	
SUB-INTERMEDIATE RESULT: IR 3.3 — Strengthen the Inspection and Monitoring Capacity of the MOJ so That It May Better Oversee the Quality and Consistency of Judgments	
INDICATOR: 3.3.2 —Percent of inspection judges using automated inspection matrix forms	
INDICATOR DEFINITION: “Automated inspection forms” is defined as the new computerized inspection matrix forms which incorporate the revised inspection criteria and are automated so as to improve the forms and the processes used in judicial performance evaluations.	
UNIT OF MEASURE: percent	
JUSTIFICATION/MANAGEMENT UTILITY: The indicator measures the percentage of inspection judges who are using the new automated inspection forms in their work. This indicator shows the rate of acceptance and application of the automated forms using the revised inspection criteria, and the resulting improvement in the quality and consistency of judicial inspections and performance evaluations. Inspection judges who use the new criteria will be trained on the new performance evaluation techniques and will therefore be able to evaluate judicial performance more effectively.	
Data Source: MOJ Inspections Department and direct observation	
Methodology: MASAQ Court Team will collect data on the number of inspection judges using the new automated inspection matrix forms during their judicial performance evaluations and compare that to the total number of judges performing judicial inspections. They and will directly observe a random sampling of performance evaluations.	
Frequency of data collection: quarterly	
Data collection by: MASAQ Court Team	
PERFORMANCE DATA AND RATING	
2005 Baseline	0%
2006 Target	80%
2006 Performance Rating	SIGNIFICANTLY BELOW TARGET
2006 Performance Results	0 (0% of the target)
Other Performance Information	The Ministry of Justice has not yet directed the I&M Directorate to implement the automated performance evaluation matrices.
2007 Target	100%
DISCONTINUED MEASURE – On March 23, the Minister of Justice officially instructed MASAQ to discontinue all institutional development with the Inspection and Monitoring Directorate. With USAID's agreement, the Ministry will implement and build upon MASAQ's work with the Directorate to date.	

PERFORMANCE INDICATOR REFERENCE SHEET	
STRATEGIC OBJECTIVE: Improved Social Sector Development and Governance	
INTERMEDIATE RESULT: IR 3 —Improved Governance and Expanded Civic Participation	
SUB-INTERMEDIATE RESULT: IR 3.4 —Increase Capacity and Effectiveness of Civil Society Organizations, Think Tanks and the Media to Advocate for and Monitor Judicial Independence, Improved Judicial Performance, and Transparency	
INDICATOR: 3.4.1 —Increased participation of civil society organizations (CSOs) in judicial issues through MASAQ grants.	
<p>INDICATOR DEFINITION: “Civil society organizations” is defined as including civil society organizations (CSOs), think tanks, NGOs and media organizations. “Increased participation” is defined as the measure of progress that civil society organization grantees make on achieving the objectives and completing the activities which are stated in their work plans, and which are focused on the goal of increasing civil society participation in judicial issues. “Satisfactory progress” is defined as completing the activities related to participation in judicial issues.</p> <p>UNIT OF MEASURE: percent = number of relevant work plan activities on which satisfactory progress is made / the total number of relevant work plan activities for each grantee CSO</p> <p>JUSTIFICATION/MANAGEMENT UTILITY: Increasing the capacity of CSOs to participate in issues related to judicial performance, transparency and improvements will contribute to their ability to create public pressure for needed reforms and changes in support of rule of law and transparency issues. Increasing the journalism skills and legal knowledge of CSO media groups will improve media’s ability to effectively report on judicial and legal issues, and to publicize progress toward judicial upgrade.</p>	
Data Source: CSO grantee work plans	
<p>Methodology: MASAQ grants coordinator will review CSO grantee work plans during the grants funding disbursement process and identify the percentage of relevant work plan activities which have been completed.</p> <p>Frequency of data collection: Monthly; during review of CSO grantee work plans to identify completed benchmarks in order to disburse further allocated grant funds</p> <p>Data collection by: MASAQ grants coordinator</p>	
PERFORMANCE DATA AND RATING	
2005 Baseline	0%
2006 Target	60%
REVISED 2006 Target (10/06)	Round One: 40% Round Two: 30% Round Three: 15% (Average Target: 30%)
Justification for Revised 2006 Target	Separate targets were devised for each round of

	grants, acknowledging that projects given 8 months to complete activities would be further along than projects given 2 months to complete activities. Targets for all grantees were also lowered to account for the large startup efforts required at the beginning of grants and acknowledging that many defined project activities run the duration of the grant and will only achieve completion at the tail end of the grant period. These changes coincide with the realistic expectations MASAQ holds for the grantees' success.
2006 Performance Rating	Round One: BELOW TARGET Round Two: ABOVE TARGET Round Three: ABOVE TARGET Overall Average: SLIGHTLY ABOVE TARGET
2006 Performance Results	Round One Completion Average: 28.3% Round Two Completion Average: 45% Round Three Completion Average: 41.5% (Overall Average: 36.9% complete)
2007 Target	40%
REVISED 2007 Target	100%
Justification for Revised 2007 Target	Original target meant that remaining 40% of each grantee's work would be completed in 2007. Since none of the grantees reached the target for 2006, but that each must still complete its activities within 2007, it is a simpler measurement to aim for 100% completion of each.
REVISED 2007 Target	Round One: 100% Round Two: 100% Round Three: 100% Round Four: 100%
Justification for Revised 2007 Target	Due to the success of the first three rounds of small grants, in June USAID MASAQ awarded four additional grants of \$18,000 each for short projects to be completed by November 30, 2007.
Jan – Sept 2007 Performance Rating	Rounds One, Two & Three: ON TARGET Round Four: ON TARGET
Jan – Sept 2007 Performance Results	Round One: 100% Round Two: 100% Round Three: 100% Round Four: 47.8%
Other Performance Information	All four new grants are implementing activities on schedule according to their contracted work plans. At this rate, all four will successfully complete their activities by the end of the grant period.



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APPENDIX THREE

FUTURE REPORTING SCHEDULE

Under its new PMEP, MASAQ will continue its commitment to provide timely, regular monitoring and evaluation reports for the duration of the project.

A quarterly report covering April 1 – July 31, 2008 will be released by the end of August 2008.

The project is scheduled to close in August 2008. A final report will be issued as close to this date as possible.