

NATIONAL CENTER FOR STATE COURTS

Quarterly Report No. 1

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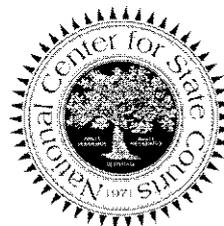
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USAID
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**United States Agency for
International Development**



**National Center for
State Courts**

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

Quarterly Report No. 1 Reporting period: January 1 through March 31, 2008

1. PROJECT GOALS

Although the Lebanese Constitution guarantees judicial independence, decades of Syrian occupation have reduced the judiciary from a functioning semi-autonomous institution to a loosely knit group of judges and civil servants who struggle to deliver their mandate with depleted funds and sparse human resources. The consequence is a judiciary that is highly dependent on a much stronger executive branch. Accordingly, the Lebanese judiciary is regarded as neither independent nor effective by the Lebanese citizenry.

Pervasive cronyism and executive dominance of judicial decisions through appointment, promotion, and retention of judges deprive the bench and the courts of the independence necessary to dispatch their duties impartially. Likewise, the administrative atrophy that has afflicted the judiciary over the past 20 years has taken its toll on procedural efficiency and the availability of material resources. This is seen in deficient case management systems, decaying infrastructure and corruption. Likewise, a ten-year hiring freeze has diminished the professional ranks, seriously crippling operations. The result is an entity that is avoided or largely ignored by the Lebanese public as a resource for dispute resolution.

The Project's goals, as indicated by the tasks with which it is charged, therefore target strengthening infrastructure, management and human resources. The Project engages sub-objectives of administrative and procedural reform, rebuilding the human resource capacity of the judiciary, and the introduction of information technology solutions as a resource for legal and judicial professionals. The Project also aims to improve public access to the justice system by engaging local bar associations to support legal services for the indigent and disenfranchised.

2. HIGHLIGHTS OF THIS REPORTING PERIOD

Mobilization

This Quarterly Report covers only two of the three months of the reporting period because it is the first Quarterly Report of the Project which began upon the arrival of the COP on January 25, 2008.

Personnel

Expatriate Personnel. COP Shelley Liberto and LTTA Court Administration Specialist Michel Gauvreau both arrived in Lebanon on Friday, January 25. Both are accompanied by their spouses. They were joined by STTA Court Administration expert Pierre Gaudet from Saturday, January 26

to February 14. DCOP and Judicial Training and Grants Specialist Gary Collins arrived in Lebanon on Saturday, March 1, to be joined by his spouse and two children in June. The three immediately occupied offices on temporary lease from AMIDEAST in the Bazarkane Building in Solidaire, Beirut Central District. The Project immediately undertook to locate and interview candidates for the positions of office manager, financial administrator, Court Administrative Reform Coordinator, Judicial Training Coordinator, Access to Justice Coordinator and driver.

Local Administrative Staff. The Project hired both Office Manager Sylvia Khoury, and Financial Manager Nada Krayem effective March 3. The firm hired Driver Abdallah Khalil Sleiman effective March 24

Local Professional Staff. The Project has proposed the hire of Fatima Breidy and Joe Karam for the Court Administrative Reform Coordinator and Access to Justice Coordinator positions respectively, pending approval of the USAID Mission. Ms. Breidy is a lawyer and a lead court clerk in the Tripoli Court of First Instance. Mr. Karam is a practicing attorney who is the international programs director of the Beirut Bar Association and has worked with a number of NGOs on public advocacy projects.

Logistics

Registered Status and Visas. The Project hired attorney Ziyad Baroud to pursue the legal registration of NCSC as an NGO so as to trigger other legal privileges regarding its operation in Lebanon. This is a long and highly technical process requiring certification of many documents in the United States, at the Lebanese Embassy in D.C., and at the relevant ministries in Lebanon. The documents were required to be officially translated. Mr. Baroud estimates completion of the registration process in the next three to five months. Registration will allow the application for permanent residency visas for expatriate staff. As of this time, the Project has been required to seek three-month extensions of the expatriates' one-month airport visas.

Bank Account. The Project was able to open a bank account with Standard Chartered Bank notwithstanding its lack of registered status in Lebanon. The Bank reasoned that NCSC Lebanon is a branch of NCSC Arlington which allowed it to accord banking privileges in Lebanon.

Permanent Office Space. The Project engaged in a thorough search for permanent office space for six weeks and determined that the most appropriate space available was the fifth floor of the Bazarkane Building where it is now temporarily officed. The decision was based on the viewing of 8-10 spaces. The space is one of the few found within budget. It is also roughly equidistant from the MOJ and the residences of the three expatriate consultants. It is centrally located in downtown Beirut. The lease also allows a build out to the Project's specifications at the landlord's expense. Final comments from the RSO and closing of the agreement are pending. Occupancy is tentatively set for May 1.

Auxiliary Office at MOJ. The Project has received tentative approval from its MOJ counterpart to occupy an auxiliary office space inside the MOJ facility. This reflects the pattern of other donors such as UNDP and the EU who also occupy an office in the MOJ. The Project intends to rotate expatriate and essential personnel to occupy the office full time. This will allow ready access to counterparts and other donors on a regular basis. It also allows immediate access to court administrative facilities, courtrooms, and the Judicial Training Institute (JTI) which are the focus of the Project's work, all of which are located in the MOJ building. The Project has received positive responses from all counterpart and donor representatives on the concept.

Project Vehicle. The Project has entered into an agreement with a car leasing agency to lease a medium size SUV on a monthly basis but at a yearly rate. The agreement includes insurance, maintenance, and the right to exchange the vehicle for another of the same class at the Project's request. The lease allows the Project the freedom to change or abandon the vehicle if necessary, avoids problems of resale, and results in a cost well under budget when taking into account the agency's handling of insurance and maintenance costs.

Expatriate Residences. All expatriate personnel have located suitable housing on at least a temporary basis. COP Liberto has leased an apartment in Sioufi for a term of three months, renewable. DCOP Collins resides in a furnished apartment in Al Hamra on a month-to-month basis. LTTA Gauvreau resides in a furnished apartment in Ashrafiyeh on a month-to-month basis. All remain interested in locating suitable long term housing.

Web Domain. The Project obtained and is using the Web domain *ncsc-lebanon.com*.

Technical

Assessment. The Project, through its STTA Pierre Gaudet and with the assistance of LTTA Court Administration Specialist Michel Gauvreau, conducted field work for the Assessment of Case Management and Backlog in Lebanese Courts as required by Task 3.

Introductory Counterpart, Partner and Donor Meetings. Sliberto, GCollins and MGauvreau participated in introductory meetings with the following members of the MOJ, Lebanese bench, Beirut Bar Association, and partner and international donor organizations:

- Charles Rizak, Minister of Justice of Lebanon
- Hon. Choukri Sader, member of Supreme Judicial Counsel, Director of Judicial Inspectorate, Director Pro Tem of the Judicial Training Institute
- Hon. Omar Natour, Director General of the MOJ
- Hon. Marwan Karkaby, Presiding Justice of the 3rd Chamber of the court of Appeal, Beirut

- Hon. Wassim Hajjar, MOJ/SJC appointee for donor related reform of automation of the MOJ and the courts.
- Hon. Marie Layous, Beirut Court of First Instance
- Hon. Raouf Riachy, Presiding Justice of the 3rd Chamber of the Court of Last Resort (Cassation)
- Hon. Samir Mansour, President Pro Tem of the JTI
- Hon. Faouzi Khamis, specialized judge for urgent matters and President of ADIL (the Association for the Development of Informatics and Law)
- Hon. Tarek Bitar, Presiding Judge of the Tripoli Court of First Instance
- Hon. Abdellatif El Houssaini, Presiding Judge, Tripoli Court of First Instance
- Nader Gaspar, President of Commission for Continuing Legal Education of the Beirut Bar Association
- Joe Karam, President of Commission for International Cooperation for the Beirut Bar Association
- Fatima Breidy, Lead Clerk, Tripoli Court of First Instance
- Amal Abdallah, Director of EU's MOJ Automation Project by Contractor ACOJURIS of Paris
- Marcel Ischak, Clerk of the Commercial Court of Beirut
- Ramzi Jreij, President of the Beirut Bar Association
- Elie Mezher, Clerk, Criminal Court of First Instance, Beirut
- Muheiddine El Meiouh, Lead Clerk, Beirut Court of First Instance
- Jean Ghoryaeh, Lead Clerk, Beirut Court of First Instance
- Mohammed Sous, Director of Materials and Procurement, MOJ
- Jean Hajj, Director IMTI
- Rani Sader, Owner and Director of Sader Publishers
- Marta Ruidez, UNDP Country Director for Lebanon
- Hassan Krayem, Director of Judicial Project for UNDP Lebanon
- Myra Saade, Program Manager for UNDP Lebanon's MOJ Automation Project

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3. TASK-SPECIFIC ACCOMPLISHMENTS DURING THE REPORTING PERIOD

Task 1—Develop the capacity and infrastructure of the Judicial Training Institute for initial and continuing training.

A. Design and implement a Training of Trainers course for JTI educators

Project principals met with Hon. Choucri Sader, our primary counter-part and the Interim Director of the Judicial Training Institute (JTI), as well as Samir Mansour, the President of the Judicial Training Institute (JTI), to discuss the work of JTI, its strengths and weaknesses. Currently, the JTI is only engaged in a three year training program for new judges and the level of training in recent years has been low. The Project will assist JTI in expanding its training to include sitting judges. This continuing judicial education (CJE) within the judiciary will greatly expand the mandate of JTI and its impact on Lebanon's judiciary.

At this point, it remains unclear how JTI trainers and legal resource persons are selected and what the criteria are. There does not appear to be any sort of in-service training for trainers or resource persons. Because judicial training is focused on a select and sophisticated group of trainees, only a few individuals are qualified to work as resource persons at judicial training centers. Most do not work full-time at judicial training centers and are often retired from the bench or are senior judges, attorneys or law professors.

Notwithstanding, even the most experienced attorney or the most respected judge might not be able to convey his/her ideas with clarity to an audience. Judge Sader points out that most, if not all courses are taught by the traditional French lecture method. Ideally, resource persons will shift from a lecture based delivery to a more engaging approach to teaching.

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.

With regard to the JTI in general, Judge Sader has requested the Project to prioritize the following programs which the Project intends to implement:

- Analysis and revision of entry criteria for trainees of the JTI in time for the October 2008 session.
- Review of the administrative structure of the JTI.

- Support to basic furnishings and infrastructure to the new JTI facility in Ashrafiyeh.
- Modernization of the JTI library.
- Implementation of a CLE course for sitting judges.

Judge Sader has expressed dissatisfaction with the current training program at JTI. He supports computer and Internet training and he acknowledges that JTI has no capacity in that area. JTI has trained only a handful of aspiring judges over the past year and it is possible that a more dynamic and modern curriculum could attract more qualified persons to the bench.

As stated above, the JTI does not currently train sitting judges. It trains only aspiring judges. Thus, curriculum development will, over the course of this Project, have two phases. First, the current JTI curriculum will be reviewed by a Working Group with a view to ensuring that the curriculum is modern and needs based. Computer and Internet training, which is not offered by JTI, will be an integral part of the JTI curriculum. As part of the review of the curriculum, the Working Group would evaluate the effectiveness of the examinations given to the judge trainees to ensure that the level of achievement of the trainees is reliable and a good indicator of the judges' future performance.

A second point goes to the eventual expansion of the work of JTI so that JTI will provide all sitting judges in Lebanon with modern, professional continuing judicial education. The Project will survey sitting judges through a questionnaire to determine their needs. The Project's Senior Judicial Training Advisor will also visit select Lebanese courts to discuss the needs of the judiciary with the judges themselves. These on-site visits are an effective way to gauge the needs of the judges and to see first-hand their work environment.

Based on the information generated by the judges, the JTI will establish a curriculum development committee that will work with subject matter experts to establish the JTI's continuing judicial education program. The curriculum development committee will task the experts to develop course materials and make recommendation on resource persons to teach the courses.

C. Improve access to e-based information for judges and legal profession by: (1) Procuring and installing a networked IT system at JTI, (2) establishing a JTI Web site, (3) training JTI staff and (4) procuring and installing a basic information technology network for JTI administration that features computers, printers, scanners, a server and Internet connection.

The JTI has no Web site and very little IT equipment. We know that UNDP and possibly the EU have plans to assist the JTI in improving its IT system. A Steering Committee of NCSC, JTI, UNDP, EC will meet on a regular basis for the purpose of ensuring that there is no duplication of effort.

Lebanon has a well developed IT sector and procuring sufficient IT equipment and expertise should not pose great problems. JTI officials will, however, require the IT equipment that they need and understand how to use it. The Association for the Development of Informatics and Law (ADIL) will assist as a resource to acquire computer training for JTI staff. JTI will be requested to allow its staff sufficient time during their work day to learn IT skills.

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

The JTI library consists of several hundred books occupying one floor within the Ministry of Justice. Judges Sader and Mansour are both keen to expand the library and to enhance its efficiency. They propose to do so by equipping library staff with modern technology that will assist with reference information and other practical applications. The current librarian has almost no experience in IT and, if he is to stay on, must be trained in the use of this technology.

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

As set out above, the Project will form a Working Group including JTI officials for this purpose.

F. Assist MOJ in selection and recruitment of JTI trainees.

As stated above, Judge Sader believes strongly that the recruitment of trainee judges and their testing should be improved. The Project will form a Working Group that will take up this task as well as the review of the JTI curriculum. It will do so with the participation of the Beirut and Tripoli Bar Associations.

Task 2—Enhance Judicial Independence

A. Support MOJ legal review to modernize MOJ and SJC and rationalize their relationship.

Discussions with counterpart Hon. Chukri Sader. Judge Sader reveal that pending legislation dealing with matters of judicial independence is awaiting action by parliament. The Project will review planned activities under this task and develop a work plan with tasks that are contingent upon the passage of the relevant legislation.

B. Support Lebanese-led implementation of review recommendations emphasizing judicial independence.

None as yet.

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

None as yet.

Task 3—Support MOJ effort to improve court administration in order to reduce backlogs, improve case management techniques, and increase transparency.

A. Assess caseloads and backlog.

STTA expert Pierre Gaudet conducted a three-week field investigation of Lebanese court administrative practices as part of an initial assessment of caseload and backlog. He was assisted by NCSC Court Administration LTTA Michel Gauvreau. Generally, the initial field investigation reveals a dearth of information that would allow a quantitative assessment of case load or case backlogs.

Neither the MOJ nor any of the courts has at its disposal any system to receive, track or record cases. Court records are kept haphazardly in individual file folders on desks and shelves in the clerk's office. The files are not catalogued. Archives are kept on dust laden shelves in unmarked folders in broad chronological order. Files are retrieved by a party's attorney and delivered to the clerk in charge. File folders contain documents in unindexed loose leaf format. Files are unsecured and left open for perusal by attorneys, parties and court personnel. No photocopy machines are available at the clerk's office or anywhere in the courthouse at large. Due to diminishing resources, funding and personnel over the period since the civil war, most records have been misplaced or are incomplete. The court has no procedures for destroying obsolete files.

The current state of record keeping has therefore confined the collection of assessment data to anecdote, on-site observation, and review of diverse reports, studies and commentary. Accordingly, notwithstanding the field investigation of STTA Gaudet, the Project team continues substantial follow-up work with the courts, the MOJ, NGOs and donor groups to assemble additional information to produce the report on current case load and backlog.

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

Final report pending, some initial impressions indicating assistance are worth mentioning at this early stage:

1. As regards immediate transparency of process, litigants and public visitors to the courthouse have no point of reference upon entering the building to direct them to their objective. There is no signage or open listing of docketing schedule. Persons summoned to court find themselves soliciting *ad hoc* lawyers, unknown to them, who take cash fees on-the-spot to assist them in navigating the facility. Additional fees are typically exacted once the litigant determines that he or she needs access to a judge or clerk. The Project is therefore developing a proposal to establish a pilot information kiosk that offers the public an immediate and transparent resource of information as to the location of court services, the status of their particular case, and *bona fide* referrals to legal professionals.
2. The project will research the installation of a commercially self-sustaining automated photocopy service on the ground floor of the Beirut courthouse.

3. Initial observations indicate a need to review and revise case management procedures from case intake through judgment execution, case closure, and file archiving. This would likely involve the creation of a working group comprised of court administrative personnel and the office of the presiding judge. The establishment of a manual case management system would be a prerequisite of any proposal to automate case management either by the Project or as part of a coordinated effort with the EU and UNDP.

4. Case management would benefit from a simple networked case tracking system to support case management procedures. Once procedures are established and confirmed, the implementation of such a system would be investigated in cooperation with the EU and UNDP donors.

C. Implement recommendations through pilot activities

None as yet. Notwithstanding, initial consensus is that the Tripoli courthouse may be one of the preferred sites for controlled pilot projects due to its size and manageability.

Task 4—Improve access to justice.

A. Increase capacity of Beirut and Tripoli bar associations to improve legal services to indigent and disenfranchised.

Project principals have met with the President of the Beirut Bar Association. Additionally, the Project is pursuing the likely hire of a member of the Beirut Bar Association's International Cooperation Committee as a permanent consultant on legal advocacy. Mr. Joe Karam has extensive experience in this area.

B. Develop consensus for reform of legal assistance.

None as yet.

C. Improve oversight of legal assistance by bar associations.

None as yet.

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

None as yet.

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

None as yet.

Task 5—Award grants to enhance public engagement, support reform efforts, and foster a culture of respect for the Rule of Law

- A. Award grants to: (1) Improve citizen access to justice, (2) advocate judicial independence, (3) build capacity of legal and judicial professionals, (4) increase public understanding of and participation in the judicial system, and (5) foster a culture of respect for the Rule of Law.**

None as yet.

- B. Provide technical assistance to assure capacity to manage funds and achieve results.**

None as yet.

4. INDICATORS FOR THIS QUARTER

The indicators to be reported on in this section will be developed as part of the work plan. They will roughly reflect those set out in NCSC’s proposal submitted in response to the RFP. One of the indicators that the Project will monitor closely is press coverage of the Project, grantee activities (Task 5), and judicial issues, especially as concerns public opinion and trust of the judiciary. During this quarter, two articles and one opinionated editorial appeared in three local newspapers in English, French and Arabic. The articles cast a positive light on the Project. The editorial was particularly complimentary to USAID for initiating the Project and expressed hope and support for its success. (Appendix 1 – Press Tracking Table).

5. DONOR COORDINATION

During the first quarter, essential personnel met with director and management level representatives of the EU and UNDP projects. The EU and UNDP informed the Project of status of their respective involvement in Lebanon judicial reform efforts and expressed a willingness to coordinate resources and implementation. The Project intends to take the leading role in setting up a monthly steering committee meeting among representatives of the Project, EU, UNDP and the MOJ for this purpose.

On March 28, COP S. Liberto met with the Minister of Justice of Lebanon, Mr. Charles Rizak, at the Minister’s residence to discuss donor coordination particularly with regard to development of the new JTI facility in Ashrafiyeh. The meeting was also attended by CTO Steve Herbaly, EU ACOJURIS contractor Amal Abdallah, Hon. Choukri Sader and Hon. Raouf Riachy. The minister approved the concept of a steering committee among the principal international donors including USAID, EU contractor ACOJURIS and the UNDP. The Minister requested that the MOJ and

donors work together to coordinate an international component of the JTI that would be the sole manager point of all foreign training events and study tours for Lebanese judges. The Minister would reconvene the meeting at a later date to accommodate the attendance of Hon. Samir Mansour, President Pro Tem of the JTI, who was not available for the March 28 meeting.

UNDP

Although not yet funded, the UNDP has approved the second phase of a plan. The project's main objectives and outputs are:

- Implementing the Policy Paper adopted in Phase I related to cost reduction.
- Assessment study of the current management process of the JTI.
- Automation of JTI management.
- Training of student judges and other related parties such as journalists on a Human Rights Based approach to Justice.
- Reorganization and archiving of current court documents (Pilot court Beirut)
- Expansion of the E-Library at the MOJ.
- Formulation of policy papers related to Justice and Human Rights.
- Establishment of a Help Desk Unit at the General Prosecution in charge of handling all citizens' requests.
- Use of international expertise on the system of evaluation of Judges and Publication of a Judges Ethic Code of Work.
- Technical support to the Ministry by creating an IT Unit composed of highly qualified IT experts at the MOJ.

After discussions with UNDP representatives at all tier levels, the Project is satisfied that the programs of the two entities do not conflict although they overlap. The Project and UNDP foresee at this early stage the possibility of cooperating on JTI operations and development of a single networked system of legal and management resources for the MOJ and judicial professionals. This would likely be Web based. To coordinate these and other activities, the Project will organize and chair a steering committee of all relevant donors including UNDP and EC to meet on a monthly basis.

EU

The EU has committed 10M Euros over a four year period to modernize the Lebanese judiciary. The project is still in the planning stage with initial implementation to begin in mid-2009. The Lebanese Office of the Minister of State Administrative Reform (OMSAR) is the contracting authority. The following is a breakdown of the proposed budget:

- Access 1-2 Million Euros (grants / services)
- Efficiency and transparency 5-6 Million E (service, equipment, work)
- Specialization 2-3 Million Euros (services / grants)
- Audit, evaluation, visibility 0.5 Million Euros
- Unforseeables 0.5 Million Euros

The EU has expressly published its intent to await the Project's work plan before committing to implementation of its own program. Accordingly, the Project will coordinate efforts with the EU through monthly steering committee meetings. The IT portion of the project is contingent on the MOJ's demonstration of its ability to sustain all operational costs of any new system that is installed. This project is separate from, and in addition to, an ongoing project to upgrade the JTI through French contractor ACOJURIS.

ACOURIS trained 850 court clerks during the period 2004-05 with curriculum that it developed. The project remains dormant awaiting the renewed participation of the MOJ and the pending EU master plan.

6. DIFFICULTIES ENCOUNTERED AND ACTIONS TAKEN TO RESOLVE THEM

No difficulties have been encountered as of yet. As a matter of convenience, however, the Project has resolved to improve its members' ability to meet personally with MOJ counterparts, court personnel, and donor representatives by establishing an auxiliary office in the MOJ. Essential personnel intend to rotate between the main office and MOJ office so as to maintain a full time presence for the Project.

Donors EU and UNDP already maintain auxiliary offices in the MOJ. The MOJ building is located adjacent to the main Beirut courthouse. The JTI is also located on site. The auxiliary office will therefore allow project, counterpart and donor personnel to remain in easy contact and serve to elevate the profile of the Project. It will also facilitate the Project's monitoring of any programs it may implement in Beirut.

7. ACTIVITIES ANTICIPATED IN Q2

- Finalize work plan
- Create donor steering committee among the Project, UNDP, EU, and MOJ
- Build out and occupy permanent Project office
- Establish auxiliary office inside MOJ
- Launch pilot information kiosk

- Launch commercial photocopy services in Beirut courthouse
- Continue ongoing assessments of caseloads and backlog
- Identify pilot court and initiate training re: administration
- Develop implementation plan for administrative reform
- Assess need for JTI curriculum reform
- Create JTI reform Working Group
- Lay groundwork for developing strategic plan for judicial reform in coordination with MOJ and donors
- Develop reform consensus for access to justice
- Develop priorities and conditions for grants program
- Develop Monitoring and Evaluation Plan; research and set benchmarks

8. AVAILABLE DOCUMENTS

- EU Master Plan (Fr, En)
- EU IT Reform Budget (En)
- UNDP Judicial Reform Plan, Phase II (En)
- Sader Group Profile
- Online Legal Resources, Lebanese University Law School www.legallaw.ul.edu.lb (pamphlet Ar)
- Online Business Registration Requirements and Procedures, Lebanese Ministry of Justice www.justice.gov.lb (booklet Ar)
- Pre-Project of Law for eCommerce in Lebanon, ADIL/EU (Fr)
- Newspaper articles re: Project 2/29/08 (En, Ar)
- Newspaper Op Ed re: Project 3/1/08 (En)

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APPENDIX 1

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	American Agency for International Devlpmt	Introduction to NCSC