



**PROJECT TO STRENGTHEN THE INDEPENDENCE OF THE
JUDICIARY AND CITIZEN ACCESS TO JUSTICE IN LEBANON**
A USAID Project Implemented by the National Center for State

NATIONAL CENTER FOR STATE COURTS

Quarterly Progress Report No. 4

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

Quarterly Report No. 4

Reporting period: October 1 through December 31, 2008

I. HIGHLIGHTS OF THIS REPORTING PERIOD

The fourth quarter of 2008 marked the beginning of implementation advancing all components of the Task Order¹:

- Legal Ethics Roundtable (Summary Appendix 1)
- Legal Journalism Focus Group (Summary Appendix 2)
- Courthouse Press Room Refurbishment and Dedication (Summary Appendix 3)
- Legal Aid Attorney Training (Summary Appendix 4)
- Legal Aid Attorney Awards (Summary Appendix 4)
- Court Administration Study Tour to Egypt (Summary Appendix 5)
- Hire of Judicial Training Center Construction Project Manager
- Hire of Pilot Court Construction Project Manager
- Issuance of Small Grants request for proposals with applicant workshop (Summary Appendix 6)

Event series in progress are: Regional colloquium on judicial ethics (Jan 23/24), continued roundtables and drafting committee meetings for the legislation of a code of judicial ethics (Jan 30), legal journalism seminars (Feb tbd), and small grants awards (end Jan). Plans for implementation later in Q5 are developed herein at Activities Anticipated in Q5.

The Project continued to enjoy the regular direct participation of principal counterparts Minister of Justice Ibrahim Najjar and Ministry of Justice Director General Omar Natour. New principal relationships developed during this period with Minister of Information Tarek Mitri, Judicial Inspection Unit President *pro tem* Antoine Issa El Khoury, Solicitor General Judge Marwan Karkaby, and new President of the Supreme Judicial Council Ghaleb Ghanem. The Project also developed working relationships with the Order of Lebanese Newspaper Editors and the Association of Lebanese journalists.

¹ These events spawned a substantial amount of media coverage as set out in the Press Tracking Table, Appendix 7.

Administration

Proposed New Budget and Task Order.

On August 15, NCSC submitted a proposal to USAID to amend the budget and Task Order to include, among other things, the refurbishment of the JTI building and a new task to facilitate the creation of a long term strategic plan for justice in Lebanon. The proposal was approved by USAID. NCSC, in cooperation with USAID, is in the process of preparing the Task Order Amendment, new budget, and new work plan to accommodate the changes.

Visits by Home Office Personnel.

On October 16, NCSC Vice President William Kaschak visited Lebanon and met with new USAID Country Director Denise Herbol and GDO Stephen Herbaly. He also met with Minister of Justice Ibrahim Najjar, Judge Choukri Sader, and many other counterparts at the Project's open house cocktail on October 16.

On December 3, NCSC Project Manager Tim Hughes and Finance Administrator Yiuri Mu arrived in Lebanon to assist with Project management and to assist in the creation of the Project's Year 2 work plan. Messrs. Hughes and Mu met with GDO Stephen Herbaly. Mr. Hughes met with MOJ Director General Omar Natour.

Registered Status.

The Project attained its registered status as a foreign NGO doing business in Lebanon by virtue of the publication of an announcement in Official National Gazette No. 53 on December 4, 2008.

Personnel

New Local Professional Staff.

The Project hired local STTA journalism expert Professor Jean Karam who will create a curriculum and training handbook for legal journalism.

2. TASK-SPECIFIC ACCOMPLISHMENTS DURING THE REPORTING PERIOD

Task I—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 entered into a consultancy contract with Project partner the Lebanese Center for Policy Study (LCPS) to manage an international colloquium on judicial independence, now set for January 23-24. 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 include the participation of one US expatriate expert on judicial independence. The colloquium discussions will be transcribed and compiled in a report containing the papers presented and recommendations for legal and regulatory changes. The colloquium has been approved by, and will include the participation of newly appointed President of the Supreme Judicial Council Ghaleb Ghanem.

The Project has examined the regulatory relationship between the executive and the judiciary that determines the composition of the SJC. The Project has found that eight of the ten positions on the SJC must be approved by the Council of Ministers, a body of political appointees, while the remaining two are elected by the body of sitting judges. Although proposed appointments may be advanced by various SJC members, they must be presented to the Council of Ministers through the office of the Minister of Justice who is himself a political appointee. Accordingly, the composition of the SJC and the various posts within it are subject to political bargaining among the various political factions as well as the rules of confessionalism. Under the current system, therefore, the SJC cannot hope to exercise autonomy over its judges and the judiciary independent of politics, the MOJ and the Council of Ministers at large. The Project will continue to examine opportunities to adjust the regulatory structure through the new President of the Supreme Judicial Council, Ghaleb Ghanem.

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

The Project entered into a consultancy contract with Project Partner LCPS to manage a roundtable discussion in Q4 on the codification of judicial ethics. The roundtable, held on November 10, drew the participation of high ranking members of the Beirut Bar including its president, Ramzi Joreige, and the President of the Judicial Inspection Unit, Antoine Issa El Khoury.² A second round table is planned for late February with the

² See Summary, Appendix 1; transcript of proceedings available (Eng).

participation of Supreme Judicial Council President Ghaleb Ghanem, the primary drafter of the Principles of Judicial Ethics published by the MOJ in late 2005.

The roundtable series will lead to the formation of a small legislative drafting committee composed of key players who would meet bi-weekly to formulate the text of a proposed law suitable for submission to the Lebanese Parliament. It is hoped that the MOJ Office of Legislation and Consultation, once its new director is appointed, will play a major role in the drafting of judicial ethics legislation and submitting it for legislation through the office of the Minister of Justice.

C. Support the professionalization of legal journalism.

*Court House Press Room Renovation and Dedication.*³

In the 4th Quarter, the project undertook to modernize the pre-existing press room at the Beirut courthouse with state of the art computers, printers, fax, telephone, television and Internet capabilities. The renovation effort was completed with in partnership with the MOJ Director General, the Order of Lebanese Newspaper Editors, and the Lebanese Journalists' Association. An opening ceremony was held on October 13 that was attended by Minister of Information Tarek Mitri, Anwar El Khalil (Representative of Parliament Speaker Nabih Berri), President of the Order of Lebanese Newspaper Editors Milhem Karam, President of the Lebanese Newspaper Owners' Association Mohammed Baalbaki.

*Legal Journalism Focus Group.*⁴

On December 5, the Project hosted a closed but reported Focus Group on the Professionalization of Legal Journalism. The event was moderated by Project Journalism Expert Baria Ahmar. Attendees included Minister of Information Tarek Mitri, Minister of Justice Ibrahim Najjar, Director General of the Ministry of Justice Omar Natour, Chief Justice of the First Chamber of the Supreme Court Ralph Riachi, then Presiding Judge of the Council of State and now President of the Supreme Judicial Council Ghalib Ghanem, Presiding Judge *Pro Tem* of the Judicial Inspection Unit Antoine Issa Al Khoury, Presiding Judge of the Media Court Walid Akoum, scholars from local universities and senior members of media organizations.

The focus group narrowed the issues between the media and the judiciary in terms of media criticism of judges and the MOJ, and the judiciary's response there to. The group resolved to meet again to further the dialogue with the objective of defining ways to professionalize legal journalism to the satisfaction of both judges and journalists. Minister of Justice Najjar called for two more focus group meetings before he would appoint a committee of the judiciary to work with journalists on the issue. The Dean of the School of

³ See Summary, Appendix 3.

⁴ See Summary, Appendix 2; DVD recording of proceedings available (Ar).

Communications of Notre Dame University committed on the record to initiate a program on legal journalism at the University.

Legal Journalism Seminars.

The Project hired Professor Jean Karam, a renowned journalism professor, to assist the project in implementing a series of seminars on legal journalism in Q5. Professor Karam will create the program, conduct the seminars, and draft a training manual for legal journalists. He will also assist in the formulation of a charter for journalists with Project Journalism Expert Baria Ahmar.

Task 2—Develop the Capacity and Infrastructure of the Judicial Training Institute for Initial and Continuing Training.

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

In a meeting on November 18, JTI President Sami Mansour and Vice President Souheil Aboud declined the Project's offer to conduct a seminar for JTI resource persons in modern teaching techniques. The Project had offered to conduct the seminar using Professor Amal Bouzeinneddine, a professor at American University Beirut's Faculty of Education and Center for Teaching and Learning (CTL). Professor Bouzeinneddine is an expert in modern teaching techniques and curriculum development.

Both Mansour and Aboud asserted no need for any such training due to the activities of the European Union's judicial training contractor, ACOJURIS. They noted that ACOJURIS is currently conducting a similar training series, along with instruction in substantive law such as franchising. Mansour and Aboud requested that the Project consider participating in a seminar in early 2009 in which the Project would contribute subject matter experts in areas that the JTI considers relevant, e.g., constitutional interpretation and/or arbitration and mediation. As a follow-up to this suggestion, Mansour and Aboud have requested the Project, and the Project has agreed to assist the JTI in the delivery of a seminar on arbitration on March 7. The Project will provide the venue while the JTI will provide the presenters at no const.

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.

As set out in the 3rd Quarterly Report, the Project planned to form a Curriculum Development Committee (CDC) for the JTI as required by the Task Order and, working with counterparts, revise and modernize the JTI curriculum. Accordingly, on 27 October 2008, the Project met with JTI President and Vice President Sami Mansour and Souheil Aboud, and the EU's ACOJURIS project manager Amal Abdullah to, among other things, discuss curriculum development for the JTI. The group agreed that those present would constitute the Curriculum Development Committee (CDC) and discussed the following:

- ACOJURIS seminar or workshop on curriculum development in or about February 2009. The results of this seminar will be reviewed by the CDC. Changes to the JTI curriculum, if any, are to be determined by the JTI President and Vice President.
- The Project's prospective hire of STTA Professor Amal Bouzeineddine of AUB's Education Department. Professor Bouzeineddine has extensive consultancy experience, including with USAID, on this matter and the CDC was impressed with her CV. The CDC expressed support for the Project's proposed hiring of Professor Bouzeineddine on a short-term basis to participate in the ACOJURIS seminar in the February 2009. The seminar could be billed as a collaborative effort by the Project and ACOJURIS. The CDC also discussed the possibility of Professor Bouzeineddine providing training of JTI trainers in modern teaching techniques. The CDC will take up this matter at the next meeting. These matters will be discussed at the next CDC meeting.

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

The JTI is slated to move its training facilities from the Ministry of Justice to a five floor facility in Ashrafieh. The Ashrafieh facility formerly housed the Ministry of Urban Planning which vacated the premises more than three years ago. Thus, JTI officials have requested USAID and the Project to undertake, in addition to the procurement of information technology, the complete refurbishment, furnishing and equipping of the JTI. This is a sizeable undertaking that, in addition to augmenting the various tasks of the Project, will require substantial additional funding.

Since the last Quarter, the Project has learned that the next course for JTI judge trainees will probably not commence until at least April of 2009. In view of this deadline, the Project hired Engineer Mohamed Fleyfel on 20 November to serve as the construction Project Manager for the refurbishment of the JTI. Fleyfel will manage the RFP process for hiring the general contractor and the refurbishment job itself.

On 26 November, Fleyfel met with the Committee to Select the General Contractor for the JTI refurbishment composed of Fleyfel, Project Judicial Training Advisor Gary Collins, and JTI President and Vice President Mansour and Abboud respectively. In a preliminary screening of bids submitted by three offerors, the Committee recommended the lowest of the three bidders, Ziad Hammoud, to be the general contractor. The project manager has prepared technical specifications and bill of quantities which have been provided to the three offerors. The project will request a best and final offer from each offeror, and the committee will evaluate final bids accordingly. The project manager estimates the refurbishment will take at least four months to complete.

In consultation with JTI officials, the Project has prepared a draft list of furniture, office equipment and IT equipment for the JTI. NCSC has substantially completed comparative pricing research as between the US and local Lebanese markets to determine whether to request a local procurement waiver for these items.

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

JTI officials and other stake holders noted that the JTI needs not only a sustainable library, but also a vehicle that will allow judge trainees and others in the legal profession to conduct in depth legal research. Accordingly, after soliciting bids and in consultation with JTI officials, the Project hired Koein s.r.l., a local web site development company, to create a high quality JTI website that would have, among other things, a legal search engine and a legal data base. The website and search engine will provide easy access to JTI's library materials and automate the library through a Library Inventory Management Module (LIMM). This LIMM will list JTI library's books, publications, and other resources that will feature the name of the book, the author, key words, the book's identification number and its availability status. The administrator will be able to update resource data through the Case Management System.

Koein will train JTI staff in and a webmaster in website management, and how to upload research material and manage the web site's legal data base. Koein is expected to complete its work and have the web site online in mid to late January 2009.

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

None in the 4th Quarter. This activity is slated for year two.

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

In the 2nd Quarter, JTI officials and members of the Supreme Judicial Council requested the Project to provide an expert to develop a psychological selection tool as a component of the entry exam for JTI. The Project therefore located and hired Dr. Charlotte Karam, a professor at AUB who is an expert in psychological testing and evaluation. Dr. Karam briefed JTI officials on her background and ideas about adding a psychological test to JTI's entrance exam. JTI officials approved the Project's hiring of Dr. Karam for this purpose. Dr. Karam is currently producing the psychological component of the JTI entrance exam, due for delivery in draft by 29 December. The selection tool will be finalized for use by the JTI prior to the start of the testing for the next JTI class.

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.

This subtask was principally accomplished at the beginning of the project and a report has been filed. As a follow-up, the Project had identified and analyzed portions of the Lebanese Code of Civil Procedure that govern the processing of cases through the courts. The Code provides time frames within which cases must be advanced and dispatched through the system. The code is currently not followed. Particular attention will be paid to its compliance, as well as benefits shortcomings, during engagement of the Model Court (Judgment Executions Court of Beirut) and clerk training.

Now that the Project has completed the cleanup of the Model Court archives, the Project is preparing to expand and modernize its work space by hiring of a construction Project Manager to oversee construction and build-out. The automation aspect of the Model Court will provide a body of statistics that will assist in monitoring case flow and backlog, and indicate points for improvement.

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

A lack of vision on the part of the counterparts was an obstacle to acceptance of the Project's early recommendations for improvement in case management. Accordingly, the

Project hosted a study tour for judges and administrative personnel to the USAID AOJS II project courts in Cairo and Alexandria Egypt, also implemented by NCSC. The study tour took place from October 17th to 21st.⁵ The participants were:

- Michel Gauvreau NCSC
- Charbel Abi Antoun NCSC
- Judge Faycal Makki MOJ Civil Court Tyre
- Judge Khodr Zanhour MOJ Criminal Court South Lebanon
- Judge Samer Ghanen MOJ Executions Court Beirut
- Judge Sami Soudki MOJ Instructions Judge Beirut
- Ahmad Fawwaz MOJ Head Clerk Executions Court Beirut
- Micheline Ibrahim Head Clerk of the Supreme Court (Cassation)

These participants saw firsthand the use of the sort of new methodology and technology that the Project intends to introduce to the Beirut courts. The evaluations we received from the group upon their return indicate strong approval of the Project's Model Court and enthusiasm for its implementation.

C. Implement recommendations through pilot activities

Case File Archiving Activities. The Project initiated research on different case file archiving and storage possibilities with various companies based in the USA. **Montel** "The Intelligent Use of Space" system@montel.com and **TAB Products** in Maryville, WI www.tab.ca are the current focus of discussions. The Project awaits the architectural drawings to be prepared by the Model Court Project Manager, Karl Zouein, to provide dimensions and capacity information to prospective vendors of filing systems and mobile filing cabinet systems. Alternatively, the Project is currently researching comparable local resources.

The renovations and refurbishment of the Model Court will begin in Q5. The Project is therefore coordinating a move of the Judgments Executions Court to temporary quarters. Discussions are currently under way with the First President of the Beirut courthouse, Marwan Karkabi, and the Director General Omar Natour, to find space and arrange for this relocation. An unused court room on the ground floor would be ideal in our view and is under consideration.

Renovation of Pilot Court Offices. On November 19, the Project hired construction Project manager Karl Zouein who then produced three alternative sets of architectural designs for the Model Court. Mr. Zouein discovered an unused enclosed area near the Model Court site and a portion of the criminal detention area of the court the he would like to use subject to the approval of the MOJ Director General and courthouse security

⁵ See Summary, Appendix 5.

New Filing System. Once the size and dimensions of the proposed Model Court are confirmed, the Project will initiate market research for mobile filing systems for the new filing system, just as it has done for the archiving system, above. Inquiries have been lodged by Solicitor General Marwan Karkabi and his assistant, President Arlette Tabet, to explore the possibility of properly archiving and automating the *État-Civil* section (civil matters such as family law and decedents' estates) of his office. Capacity required would host 11,500 file folders fitted in a 7 X 7 meter room using proper file folders and fixed shelving units (not mobile). The Project may also automate this simple filing system.

Preparation for Training. The Project located and has proposed the hire of Ramzi Toufic Ataya as a local STTA Training Specialist. Mr. Ataya will train the judges and staff of the Model Court in the use of the new filing system, automated case processing and indexing, and serving the public at a counter on a first come first served basis which would be an innovation in the Lebanese judicial system.

Locally Developed Software Discovered. A participant in the Project's Egypt study tour was Judge Faycal Makki, one of the two judges of the Court of First Instance in Tyre. During the course of the tour, Judge Makki related that he had solved his own court automation problem on a small scale by creating case management applications software from Microsoft Access. The Project has reviewed Judge Makki's software package and will seek to develop it further as a likely pilot system for the Model Court. By necessity, the software application was created to serve the needs of a Lebanese court administrative system and is very simple. It therefore appears to be ideal for use in the Model Court with some basic modifications.

Task 4—Improve Access to Justice.

A. Develop consensus for reform of legal assistance.

The Project has encountered mild resistance to the suggestion that the Lebanese system of legal assistance, administered solely by the bar associations, is in need of reform. All persons charged with a crime are automatically entitled to free legal aid. Civil defendants, such as delinquent debtors and tenants in eviction are accorded legal assistance only upon a showing of absolute insolvency.

An issue raised at the Project's Legal Aid Training event was that the current legal aid law does not account for a need for representation by civil defendants who are solvent but in dire financial difficulty near bankruptcy. The Project intends to conduct an assessment with recommendations for legal aid reform using an expert STTA who will focus on this and

the issue of quality and oversight of services rendered. In the mean time, the Project has prepared and citizen guide to legal aid, both criminal and civil, that will be published and distributed in Q5.

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. The Project will focus on quality control oversight by the Legal Aid Committees of each of the Beirut and Tripoli Bar Associations. The Project intends to conduct an assessment with recommendations using an expert STTA.

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

On October 14-15, the Project hosted a two-day training session event for 200 members of the Beirut Bar that included full members as well as third-year interns.⁶ The courses took place in the Maison de l'Avocat in Adleih, Beirut. The program consisted of eight modules on the topic of legal aid presented by distinguished members of the Beirut Bar and NCSC STTA Justice Howard Dana of the Maine Supreme Court, retired. The courses counted toward credit for the continuing legal education (CLE) requirement for membership in the Beirut Bar. Participants will receive certificates of completion branded by USAID and the Beirut Bar Association.

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

As part of the training series on October 14-15, the Project hosted a post-event awards ceremony and cocktail party in the restaurant of the Maison de l'Avocat, Adleih, Beirut.⁷ The event was attended by approximately 100 members of the Beirut and Tripoli Bar Associations, US Ambassador Michelle Sison, Beirut Bar President Ramzi Joriege, and other ranking members of the Beirut and Tripoli Bar Associations. Presentations and addresses lauded the efforts of volunteer lawyers, and administrators of legal aid for their time, effort and dedication to the cause of free legal assistance. The event was the first of what will be a regular annual event recognizing attorneys and the bar associations for legal aid services. The annual recognition ceremony serves as a motivator to current and new attorneys, and law students, to participate in the bar associations' legal assistance programs.

⁶ See Summary, Appendix 4; DVD recording available (Eng/Ar).

⁷ See Summary, Appendix 4; DVD recording available (Eng/Fr).

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 subgrants that include clear and consistent methods for reviewing and awarding subgrants.

The Project finalized its Grants Procedures Manual which has been approved by USAID. On 11 December, the Project held a Grants Workshop wherein approximately fifteen NGOs attended. The Project will convene the Proposal Evaluation Committee in late January '09 to select three grantees.

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 within the justice system.

The Proposal Evaluation Committee will award the grants in January 2009.

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

This will take place in the 5th Quarter.

3. PERFORMANCE INDICATORS FOR THIS QUARTER

Progress toward achieving indicators this quarter are set out in the Performance Monitoring Plan, Appendix 8 hereto.

4. CHANGES IN KEY COUNTERPARTS

With the appointment of a new President of the Republic and consequential changes in ministerial posts, the counterpart configuration at the Ministry of Justice underwent some changes in Q4 that are important to the Project. The Project's former primary counterpart, Judge Choukri Sader, was moved from his dual positions as the Director of the Office of Counsel and Legislation, and President of the Judicial Training Institute, to President of the

Council of State. The position of President of the Council of State is less relevant to the Project than the position of President of the Supreme Judicial Council which had been a post to which Judge Sader aspired. At the same time, however, the former President of the Council of State who was replaced by Judge Sader, Judge Ghaleb Ghanem, has been elevated to the President of Supreme Council post.

Judge Ghanem is a strong supporter and open advocate of the Project. He has participated in two of its events and engages in direct dialogue with the Project's COP on a regular basis. The Project anticipates a close alliance with President Ghanem in his new position to advance all of the Project's programs with dispatch. President Ghanem has a strong background in working with NGOs and international donor agencies on the subjects of judicial independence and judicial ethics. He is the principal author of the MOJ's Statement of Principles of Judicial Ethics published in late 2005.

The post of President of the Judicial Training Institute, vacated by Judge Sader, has been filled by the dual team of Sami Mansour as president, and Souheil Aboud as vice president. The Project has been working in close alliance with Messrs. Mansour and Abboud on Task 2 judicial training issues. Judge Sader's replacement as Director of the Office of Counsel and Legislation has not yet been announced. This post will be relevant to the drafting and advancement of any new legislation facilitated by the Project on judicial ethics and other judicially related topics.

Finally, Judge Antoine Khaire, the former President of the Supreme Judicial Council, was moved to the position of President of the Constitutional Council. Judge Khaire is an advocate of the Project's judicial ethics program and has remained in dialogue with the Project on this and issues concerning judicial independence.

The reshuffling of MOJ key personnel also saw the promotion of Judge Marwan Karkaby from the position of First President of the Court of First Instance of Beirut to Solicitor General of the Republic. Judge Karkaby has worked closely with the Project on Task 3 issues pertaining to court administration. He has been appointed to specifically work with the Project as part of a special committee for court administrative reform appointed by MOJ Minister Ibrahim Najjar. Judge Karkaby's assistant, Judge Arlette Tabet, participated in the Project's Egypt study tour in October '08.

5. DIFFICULTIES ENCOUNTERED

Media vs. Judiciary

Minister of Justice Ibrahim Najjar, during his opening of the legal Journalism Focus Group on December 5, announced that he had just submitted proposed legislation to the Parliament at the behest of the MOJ's Office of Legislation and Consultation, drafted by its

then director, Judge Choukri Sader. The proposed legislation, now awaiting consideration by the Parliament, calls for the imprisonment of journalists without process for violation of a judge's *ad hoc* gag order. The Minister speculates that the proposed law will fail to pass.

The submission of anti-press legislation in and of itself does not pose difficulties for the Project's legal journalism program. It does, however, indicate a high political charge to the issue and portends the attention and likely resistance to programs that enhance free press in a manner that threatens the independence and integrity of the judiciary. The Project therefore expects its legal journalism program to draw both support and limited criticism as it proceeds.

Editors' Association and Legal Journalism

On the eve of the Legal Journalism Focus Group held on December 5, USAID Director and US Ambassador Sison received separate letters of protest from the Order of Lebanese Newspaper Editors. The letter expressed concern that the Association itself was not invited to attend the event, although its members were in attendance. In response to a follow-up letter sent from the Project, the Association confirmed its concern for the Project's legal journalism program, citing objections to the concept of the professionalization of legal journalism and the "exclusion" of the Association from the program. These positions are inconsistent with the relationship of cooperation the Project has enjoyed with the association. Project COP and Journalism Adviser Baria Ahmar will meet personally with the president of the Association in early Q5 to allay the Association's concerns and to expressly include its participation as an organization in future events and proceedings.

JTI Construction Procurement

The Project expects delays in the start of construction for the JTI refurbishment due to heightened scrutiny exercised by the USAID Cairo contracts office. The Project has therefore disabused counterparts of the expectation of a timely opening of the facility by the initiation of courses in April '09. The project nevertheless hopes to complete at least partial refurbishment by that date to allow at least part of the facility to be used for new judge training.

6. ACTIVITIES ANTICIPATED IN Q5

- Initiate build-out and renovation of Beirut judgment executions court office
- Initiate renovation of Judicial Training Institute
- Regional colloquium on judicial independence
- Establishment of legal ethics drafting committee
- Issuance of small grants
- Printing and distribution of Citizens' Guide to Legal Aid

- Initiation of Legal Journalism Seminar Series
- Publication of legal Journalism training manual
- Court Administration workshop with imported expert
- Roundtable on judicial ethics law
- Colloquium on judicial independence
- Meetings MOJ Court Administration Executive Committee
- Obtain approval of, and initiate new strategic planning task
- Launch JTI Web site and database with search engine
- Initiate process for public access information kiosk in Beirut courthouse
- Complete planning with Tripoli bar association for training of attorneys in legal assistance for indigent

7. AVAILABLE DOCUMENTS

- DVD Legal Aid Training, October 13, House of Lawyers, Beirut; Justice Howard Dana (ret.), panel presentations and discussion (Eng/Ar)
- DVD Legal Aid Awards ceremony, October 14, House of Lawyers, Beirut; US Ambassador Michele Sison, Beirut Bar President Ramzi Joreige, Project COP S.Liberto, presentation of awards (Eng)
- DVD Legal Journalism Focus Group, December 5, Phoenecia Hotel, Beirut; Minister of Justice Ibrahim Najjar, Minister of Information Tarek Mitri, Project Journalism Expert Baria Ahmar, presentations, round table discussion, recommendations (Ar)
- Transcript of Proceedings, Judicial Ethics Roundtable, 11/10/08 (Eng)

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APPENDIX 1
SUMMARY
JUDICIAL ETHICS ROUNDTABLE



SUMMARY OF PROJECT RELATED PROCEEDINGS

Task Order Section IV B 8

- Event: First Roundtable on Judicial Ethics Legislation
- Date: November 10, 2008
- Location: House of Lawyers (Maison de l'Avocat), Beirut
- Purpose: Assemble high ranking members of the Lebanese bench and bar to initiate the process for drafting legislation that codifies a judicial code of ethics for Lebanon. Advances Task Order Task 2 Judicial Independence.
- Background: In January of 2005, the Lebanese Ministry of Justice approved and published a document entitled *Fundamental Principles of Judicial Ethics*. The document was created by a committee appointed by the Supreme Judicial Council and the Council of State. The document embodies general canons of ethics that judges should follow in executing their duties based on historical and cultural trends in the Arab world.

The statement of principles is not legislation and does not carry the weight of law. Nor does it address the mechanics of enforcement. As of this time, Lebanon has no legislated code of judicial ethics or any law that dictates the professional conduct of judges. The Project has therefore initiated the process to create one.

- Participants: Judge Antoine Issa El Khoury, President of the MOJ Judicial Inspection Unit; Judge Marwan Karkabi, Solicitor General for the Lebanese Government; Ramzi Joreige, President Beirut Bar Association; Michel Lian, former President Beirut Bar Association; Chakib Cortbawi, former President Beirut Bar Association; Afif Chamseddine, retired judge; Marie Ghantous, Director Association for the Defense of Rights in Lebanon (ADDL).

Absent but RSVP'd: Judge Ghalib Ghanem, President of the Council of the State (ill); Judge Antoine Khayre, President Supreme Judicial Council (attending to urgent matters of state); Judge Ralph Riachy, President of Supreme Court First Chamber and member Supreme Judicial Council (scheduling conflict); Judge Choukri Sader, President of Council of Legislation and Consultation for MOJ (traveling); Georges Assaf, attorney and expert consultant (traveling).

Results: Initiated serious dialogue on merits of codifying the MOJ's statement of principles, and problems and issues to be addressed. Obtained sense of the group that it would like examples of best international practices for creating enforceable judicial codes of ethics. Resolved to meet again when other invitees are available to finalize the set-up of a legislative drafting committee in coordination with the Council on Legislation and Consultation.

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APPENDIX 2

SUMMARY

LEGAL JOURNALISM FOCUS GROUP



SUMMARY OF PROJECT RELATED PROCEEDINGS

Task Order Section IV B 8

- Event: Focus Group – Professionalization of Legal Journalism
- Date: December 5, 2008
- Location: Phoenecia Hotel, Beirut; closed, recorded
- Purpose: Define issues and obtain recommendations for plan to professionalize legal journalism with input from the Lebanese Ministries of Justice and Information, judiciary, academics and media professionals. Advances Task Order Tasks 2 Judicial Independence, and Task 4 Improve Access to Justice.
- Background: The Lebanese legal journalism community suffers from incompetency and partisanship. These two factors characterize a journalism style that exploits the public spotlight to attack the interviewee and score political points without regard to principles of objectivity and impartiality. Consequently, both judges and the MOJ are currently under siege by the media. This conduct has triggered a dangerous defensive response by the bench that threatens to work against a free and independent press.

While the media should be free to report the judiciary objectively and impartially, incompetency and partisan exploitation of its role threaten judicial independence. An independent judiciary cannot work under fear of being publicly chastised on television and in the press for its decisions. Nor can it render judicial opinions independently while hoping to attract glowing coverage by media controlled by appeased political parties.

- Participants: Minister of Information Tariq Mitri, Minister of Justice Ibrahim Najjar, Director General of the Ministry of Justice Omar Natour, Chief Justice of the First Chamber of the Supreme Court Ralph Riachi, Presiding Judge of the Council of State Ghalib Ghanem, Presiding Judge *Pro Tem* of the Judicial Inspection Unit Antoine Issa Al Khoury, Presiding Judge of the Media Court Walid Akoum, Medial Law Attorney Adel Boutros, Journalism Professor Antoine Messara of the Lebanese University and University of Saint Joseph, Al Nahar Local News Chief Nabil Boumunsif, Al Mustaqabal Legal News Chief Kassem Al Khalife, Attorney Chantal Ghoch, Dean of School of Communications Notre Dame University Joseph Ajami, Dean of Lebanese University School of Journalism Professor George Sadaka, Dean of AUST School of Arts and Sciences Professor Georges Farha, Director Journalism Training AUB Magda Abufadil.

Gender F/M 5/24

Results:

1. First time encounter between stakeholders of Ministries of Justice and Information, judiciary and media to air issues that have placed some of them on an adversarial footing.
2. Definition of specific areas calling for technical assistance for both the media and MOJ to enhance relations among these groups, judicial independence and citizen access to justice.
3. Request by Minister of Justice Najjar for two more focus groups to precede his appointment of a committee for media relations.
4. Commitment by Notre Dame University to initiate a certificated program on legal journalism.

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APPENDIX 3

SUMMARY

**COURTHOUSE PRESS ROOM REFURBISHMENT AND
DEDICATION**



SUMMARY OF PROJECT RELATED PROCEEDINGS

Task Order Section IV B 8

- Event: Launching Legal Journalism Program; Courthouse Press Room Opening
- Date: October 13, 2008
- Location: Beirut Courthouse (Palais de Justice), Adlieh
- Purpose: Announce Project program to advance legal journalism and forge cooperative relationship between journalists and the Lebanese Bench. Advances Task Order Tasks 2 Judicial Independence, and Task 4 Improve Access to Justice.
- Background: In 1983, Lebanese Presiding Judge Amine Nasser designated facilities in the Lebanese Courthouse as a permanent office for members of the media. The “Courthouse Press Room” fell into sever disrepair. Recently, relations between the media and Bench have been strained with judges threatening criminal sanctions against members of the media, and the media publicly accusing named judges of corruption. The Project renovated the Press Room and invited distinguished members of the government, media, Bench and legal profession to celebrate the reopening of the Press Room and a new relationship of cooperation among these groups.
- Participants: Minister of Information Tariq Mitri, Anwar El Khalil (Representative of Parliament Speaker Nabih Berri), Myrna Kallab (Representative of Minister of Justice Ibrahim Najjar), President of the Lebanese Press Editors’ Association Milhem Karam, President of the Lebanese Newspaper Owners’ Association Mohammed Baalbaki, President of the Beirut Bar Association Ramzi Joreige, President of the Supreme Judicial Council Antoine Khaire, Director of the Judicial Inspection Unit Antoine Issa El Khoury, President of the Supreme Court Ralph Riachi, senior members of the Lebanese Bench, media agency owners, members of the television and newspaper media.
- Results: Opening of renovated Press Room for use. Public awareness of Project’s Legal Journalism program. Formalization and clarification of relationship between media and judiciary. Public awareness of same.

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APPENDIX 4

SUMMARY

LEGAL AID ATTORNEY TRAINING AND AWARDS CEREMONY



SUMMARY OF PROJECT RELATED PROCEEDINGS Task Order Section IV B 8

- Event:** Legal Aid Training and Awards Ceremony, Beirut Bar Association
- Date:** October 14-15, 2008
- Location:** House of Lawyers (“Maison de l’Avocat”), Adlieh, Beirut
- Purpose:** Train Beirut Bar lawyers in techniques of providing legal assistance to indigents and recognize outstanding contributions by certain members of the Bar in this area. Professional and public awareness of free legal services of the Bar. Motivation to lawyers and lawyers-in-training to contribute free legal services to the indigent. Advances Task Order Task, 4 Improve Access to Justice.
- Background:** Free legal services for persons who cannot afford them, and all criminal defendants, are provided solely by the Bar Associations by court order. The Beirut Bar handles the assignment of all court-referred cases to legal aid clients in the Beirut area. The Beirut Bar’s jurisdiction covers the entirety of the republic except Northern Lebanon..
- Members of the Bar and attorneys-in-training are in need of technical training on how to handle legal aid cases. The Bar is in need of more volunteer attorneys to reduce the caseload of current volunteer lawyers and increase the pool of qualified and trained legal aid lawyers. The Bar, prior to this event, had not made public recognition of the work of its volunteer legal aid attorneys.
- Participants:** Training: President of Beirut Bar Association Ramzi Joriege, Guest speaker Hon. Justice (Ret.) Howard Dana of the Maine Supreme Court, judges and legal scholars, distinguished attorneys, over 200 attorneys.
- Awards Ceremony: U.S. Ambassador Michele Sison, Beirut Bar Association President Ramzi Joriege, President Tripoli Bar Association, judges, legal scholars, attorneys, Hon. Howard Dana, media (overall attendance approx. 165).
- Results:** Trained 200 attorneys and attorneys-in-training in legal aid services techniques; distributed eight awards of trophies and law books to outstanding legal aid attorney volunteers and administrative support staff; enhanced professional and public awareness of mechanics and merits of legal aid services; motivated attorneys to contribute services to legal aid.

APPENDIX 5

SUMMARY

COURT ADMINISTRATION STUDY TOUR TO EGYPT



SUMMARY OF PROJECT RELATED PROCEEDINGS

Task Order Section IV B 8

- Event: Judicial Study Tour to Cairo and Alexandria, Egypt.
- Date: October 17th to 21st, 2008
- Location: Marriott Hotel Fayyoom Conference Room, Cairo; Egyptian Justice Information Center, Cairo; USAID-Egypt AOJS II Project Headquarters, Cairo; Egyptian Ministry of Justice, Cairo; National Center for Judicial Studies, Cairo; First Instance Courthouse, Alexandria.
- Purpose: Provide Lebanese judges, court clerks and MOJ administrators with a vision for court administration reform in Lebanon based on the USAID-Egypt experience.
- Background: The USAID-Lebanon Project to Strengthen the Independence of the Judiciary and Citizen Access to Justice is tasked with, among other things, administrative reform of the Lebanese courts. The focus of administrative reform is case file management, backlog and archiving. The Project will rebuild the Judgments Execution Court of Beirut to host a model case management system installed by the Project. The Project will also train court clerks in the pilot court filing system which will include some simple form of automation.
- USAID-Egypt, through its AOJS I & II projects, has completed a reform of the Cairo and Alexandria court filing systems by solving problems of case file archiving and backlog similar to those now experienced in Lebanon. The Project hosted this study tour to take advantage of the Egyptian experience to the extent it would allow Lebanese officials to acquire a vision of how their courts might be similarly improved.
- Participants: NCSC Court Administration Expert Michel Gauvreau; NCSC Project Consultant attorney Charbel Abi Antoun. Lebanese judges Samer Ghanem, Faysal Makki, Sami Soudki, Arlette Tabet and Khodr Zanhour; Micheline Ibrahim, Head Clerk of the Lebanese Supreme Court; Ahmad Fawaz, Head Clerk of the Judgment Executions Court of Adlieh; and Mohamad Sous, Director of Procurements for the MOJ.
- Results: The delegation observed the benefits of a “One Stop Filing Counter” at the Alexandria First Instance Court. The delegation also observed the Alexandria court archives, and a video-conferencing system which connects most of the Egyptian courts. In Cairo, the delegation met with Counselor Ahmad Hany, Director of the Judicial Information Center, who provided a tour and a demonstration of video-conferencing. The delegation also attended a round-

table discussion with USAID AOJS II project staff at their headquarters. A lively discussion followed with many questions addressed by the AOJS II Project COP and staff.

The delegation also met with Counselor Ousama Attawia, Assistant to the Minister of Justice, who welcomed the group to the MOJ edifice. Judge Amr Gamal gave the delegation a demonstration of the Global Legal Information Network (GLIN) and provided a tour of the building, including the Forensic Museum and Library. The group also attended a presentation by Mrs. Nivine Gamal, Project Manager, on a new program for the automation of the minutes of court hearings.

The delegation finally participated in a roundtable discussion with Counselor Hassan Bassiouni, Assistant to the Minister of Justice for the National Center for Judicial Studies, where they discussed judicial education courses for the Economic and Commercial Courts.

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APPENDIX 6
SUMMARY SMALL GRANTS WORKSHOP



SUMMARY OF PROJECT RELATED PROCEEDINGS

Task Order Section IV B 8

- Event: Small Grants Workshop
- Date: November 11, 2008
- Location: Beirut Bar Association Facilities Beirut Courthouse (Palais de Justice), Beirut
- Purpose: Assemble respondents to published RFP for small grants to explain Project and small grants objectives, and distribute application materials.
- Background: Task 5 of the Task Order calls for the distribution of small grants in furtherance of Project objectives. The Project published and RFP which simultaneously announced a small grants workshop for Lebanese NGOs interested in applying. The deadline for receipt of proposals is December 12, 2008 with grants to be awarded in mid-January, 2009.
- Participants: Representatives from 20 Lebanese NGOs.
- Results: Presentation of Project objectives and purpose of grants to representatives of NGO small grants candidates. Distribution of application materials. Response to questions and assistance with application forms.

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APPENDIX 7
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 for NCSC as a non-governmental organization, and to offer 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	M. 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	USAID one of the US Agency for International Development has announced that \$ 7 Million on a project that stands a better change of promoting democracy in the Region
Al Nahar	Daily Newspaper	March 1 st , 2008	American Agency for International Development	Introduction for NCSC
Al Nahar	Daily Newspaper	June 27 th , 2008	House of Lawyers Launched Sader International Agreement	At the House of Lawyers Sader Publishing has launched the Legal publication in collaboration with the Ministry of Justice, with the Presence of NCSC, Amideast, USAID.
Al Diyar	Daily Newspaper	July 4 th , 2008	Karam met with the Director of the project to Strengthen the Judicial System	Initiation for a proposal of rehabilitation of the Journalist room in the Ministry of Justice with necessary equipment was welcomed by the President of the Lebanese Editor's Syndicate Mr. Melhem Karam
Al Bayraq	Daily Newspaper	July 5 th , 1008	Karam being informed of The Determination of USAID in the rehabilitation of the Journalist's press room in the MOJ	Initiation for a proposal of rehabilitation of the Journalist room in the Ministry of Justice with necessary equipment was welcomed by the President of the Lebanese Editor's Syndicate Mr. Melhem Karam
La Revue du Liban	Weekly French Magazine	July 26	A l'Ordre des Journalistes	Explaining to Melhem Karam (President of the Journalists Association) the action conducted by the Agency to consolidate the capacities of the Judiciary on several levels and the suggestion of USAID to set up a media hall at the Justice Ministry fully equipped

Name of Press Outlet	Type (weekly/daily newspaper, radio, TV)	Date	Title of Article or feature	Comments/ description
Monday Morning	Weekly English Magazine	July 28 th ,2008	At the headquarters of the Journalists' Association	Explaining to Melhem Karam (President of the Journalists Association) the action conducted by the Agency to consolidate the capacities of the Judiciary on several levels and the suggestion of USAID to set up a media hall at the Justice Ministry fully equipped
O TV	Television News in Arabic	October 13 th ,2008	--	Announcing the opening of the Press Room in Adlieh court House. in collaboration of USAID
NBN	Television News in Arabic	October 13 th , 2008	---	Also announcing the opening of the Press Room with the collaboration of USAID
Al Nahar	Daily News paper in Arabic	October 14 th , 2008	Inauguration of the Press room in Adlieh Court House	In the presence of the Minister of Information stating that it is an opportunity to serve the country its rights
L'Orient Le Jour	Daily News paper in French	October 14 th , 2008	Inauguration d'une sale de presse au Palais de justice	Inauguration of the press room in the Adlieh Court House in the presence of the Minister of Information and in collaboration of the USAID and President of Journalists
Al mustakbal	Daily News paper in Arabic	October 14 th , 2008	Inauguration of the Press room in Adlieh Court House	In the presence of the Minister of Information stating that it is an opportunity to serve the country its rights, and financed by USAID
Al Nahar	Daily News paper in Arabic	October 15 th , 2008	Training course on Legal Aid	In the house of Lawyers, a training course on Legal Aid was held, in the presence of USAID & NCSC, and Justice Howard Dana who was a speaker of the Bar along with other Lebanese Judges.
Al Bayraq	Daily News Paper in Arabic	October 17 th , 2008	A reception in the honor of the volunteer for legal Aid	In the house of Lawyers concluding the training course on Legal Aid that was held, in the presence of USAID & NCSC, and Justice Howard Dana who was a speaker of the Bar along with other Lebanese Judges. And with the presence of The American Ambassador Sisson said that Lebanon is a good Example for Democracy
Al liwa'a	Daily News Paper in Arabic	October 17 th , 2008	Closure of the training course for Lawyers in respect of Legal Aid	In the house of Lawyers concluding the training course on Legal Aid that was held, in the presence of USAID & NCSC, and Justice Howard Dana who was a speaker of the Bar along with other Lebanese Judges. And with the presence of

Name of Press Outlet	Type (weekly/daily newspaper, radio, TV)	Date	Title of Article or feature	Comments/ description
				The American Ambassador Sisson said that Lebanon is a good Example for Democracy
Al Anwar	Daily Newspaper in Arabic	October 17 th , 2008	Reception in the House of Lawyers in honor of the volunteers of Legal Aid	In the house of Lawyers concluding the training course on Legal Aid that was held, in the presence of USAID & NCSC, and Justice Howard Dana who was a speaker of the Bar along with other Lebanese Judges. And with the presence of The American Ambassador Sisson said that Lebanon is a good Example for Democracy
Monday Morning	English Weekly Magazine	October 20 th , 2008	Inauguration of the Press hall at the Palace of Justice	The Press Room in the Ministry of Justice was inaugurated by the Presidents of the press and Journalists association which was funded by USAID and implemented by NCSC.

APPENDIX 8
PERFORMANCE MONITORING PLAN

APPENDIX 8

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. 3 Jul-Sep 2008	Actual Qr. 4 Oct-Dec 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	No	LCPS contracted for international colloquium on judicial independence Jan '09.
	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	0	SJC leadership and composition in disarray. New president appointed effective Jan '09.

Expected Result	Indicator	Benchmark Measurement	Benchmark Data Source	Year of Baseline/ Baseline	Target for Year 1	Actual Qr. 3 Jul-Sep 2008	Actual Qr. 4 Oct-Dec 2008	Comments
2. Judges honor code of ethics	Consensus for need for code of ethics	Code of ethics written and submitted for passage to Parliament – Yes/No	NCSC, SCJ	2008 No	No	No	No	Roundtable and legislative drafting of new law under way.
3. Increased transparency of judicial proceedings	Legal journalism certification program initiated	Program established – Yes/No	NCSC, professional journalism associations	2008 No	Yes	No	No	Seminar series to start Jan '09.
	Enhanced courthouse facilities for improved legal reporting	Number of courthouses with upgraded facilities	MOJ	2008 0	1	0	1	
	Legal journalism courses offered at trade schools and universities	Number of courses offered	Trade schools and universities	2008 0	1	0	0	Univ. Notre Dame committed but not yet offered.

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. 3 Jul-Sep 2008	Actual Qr. 4 Oct-Dec 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);	JTI President and Director	2008 No	Yes	No	No	Firm for Web site development hired. and licensing agreement for legal data base in process.. Floor plans and equipment and furnishings lists developed for JTI.
		New holdings procured (#);		0	30	0	0	
		Number of judges/trainees using automated library system (# per month)		0	15	0	0	
		Number of judges/trainees using JTI library per month		0	15	0	00	
		Online resource database added to JTI website (yes/no).		No	Yes	No	No	
	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	0	Recommendations for entry criteria for JTI now being formulated by STTA.

	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	0	Unable to assess until training session closes; training session starts 4/09.
	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	0	Search initiated for local STTA curriculum developer and trainer of trainers
	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	No No	Not yet initiated due to unsettled state of counterpart authority on Supreme Judicial Council
	Improved JTI infrastructure and administrative capacity	JTI facility refurbished (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	No 100% 1 70%	No 0 0 0	0 0 0	Task order and budget amendments approved to refurbish JTI; construction project manager chosen

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. 3 Jul-Sep 2008	Actual Qr. 4 Oct-Dec 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	100%	Archiving process completed.
		Percentage of active files properly indexed and filed in Beirut Executions Court Office		0	100%	0	0	Dependent on completion of Model Court build-out; procurement process for filing systems and mobile shelving begun
		Percentage of closed files moved off site		0	100%	0	100%	
		Standardized filing system designed (yes/no);		No	Yes.			Software applications system identified locally
		Percentage of files found within the same day using new system.		0	80%	0	0	Model Court not yet functional; expect Q5
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	0	Construction project manager hired to rebuild and modernize pilot court in Beirut; expect completion Q5
		Number of lawyers attending orientation session to explain new counter services.		0	100	0	0	
		Number of offices created for judges presently		0	2	0	0	

Expected Result	Indicator	Benchmark Measurement	Data Source	Year of Baseline/ Baseline	Target for Year 1	Actual Qr. 3 Jul-Sep 2008	Actual Qr. 4 Oct-Dec 08	Comments
		working without an office.						
	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	No	Reconsidered in light of UNDP/EU project master plan for automation of MOJ administration
	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	0 0 0	Study tour to Cairo completed. Ministry appointed court administrative reform executive committee; trainer hired
	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	No	Expect Q5; measured Q6
	Improved organizational and functional relationships promoting improved working relationships and job performance	Job descriptions, competencies, entry requirements, performance criteria defined and approved (yes/no)	NCSC, MOJ, Executions Court, JIU, SJC, Office of the DG	2007 No	Yes	No	No	Dependent on completion of Model Court build-out; procurement process for filing systems and mobile shelving begun

Expected Result	Indicator	Benchmark Measurement	Data Source	Year of Baseline/ Baseline	Target for Year 1	Actual Qr. 3 Jul-Sep 2008	Actual Qr. 4 Oct-Dec 08	Comments
		Percentage of Staff evaluated using new Performance evaluation criteria		0	100%	0	0	
	Improved courthouse public areas.	Percentage of visitors to the court receiving assistance at info kiosk	2 nd Monday of every month staff at counter will track number of people entering courthouse and approaching kiosk for information (for 1 st 6 months)	2007 0	50%	0	0	Kiosk concept delayed due to political objections; revived due to new judicial appointments; expect Q6-7
		Number of persons trained to assist public at information kiosk.		0	3	0	0	
		Signage installed (yes/no)		No	Yes	No	0	
		Main entrance of the courthouse opened to the public (yes/no)	NCSC, MOJ, Executions Court, JIU, SJC, Office of the DG, National Security Director	No	Yes	No	0	
		Public restrooms repaired and cleaned according to established schedule/standards	Maintenance, repair and cleaning schedule records (new forms developed)	No	Yes	No	0	

TASK FOUR: IMPROVE ACCESS TO JUSTICE

Expected Result	Indicator	Benchmark Measurement	Benchmark Data Source	Year of Baseline/ Baseline	Target Year 1	Actual Qr. 3 Jul-Sep 2008	Actual Qr. 4 Oct-Dec 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	0	Survey not yet conducted; positive response to Awards Ceremony.
	Improved oversight	Number of legal aid attorneys receiving feedback on services provided	Bar Associations	2008 0	50	0	0	Awaiting STTA assessment and recommendations.
	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	0	Not yet assessed.

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. 3 Jul-Sep 2008	Actual Qr. 4 Oct-Dec 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	15	RFP in process; awards in late Jan '09.
		Number of grant applications submitted and awarded	Grant applications	0	3	0	0	

