



THE JUDICIAL COUNCIL

MINISTRY OF JUSTICE

Judicial Upgrading Strategy (JUST) 2007 - 2009



JUDICIAL
UPGRADING
STRATEGY



“Justice is the basis of governance.”

His Majesty King Abdullah II
First Judicial Conference of Jordan
June 2004

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Background

In today's increasingly globalized world, achieving a high level of national competitiveness has become vital. Countries must adhere to a social, legal, and economic infrastructure that projects a positive entrepreneurial business climate and attracts investment.

A country's judicial sector plays a main role in determining this competitiveness, as citizens and businesses alike look to the courts to protect their rights under the law. Thus, since 2000, the government has laid out a series of judicial upgrade efforts aimed at improving efficiency of and access to courts which started with the formation of the Royal Committee for Judicial Upgrade in 2000. The committee was charged with formulating a plan to bring the judicial sector in Jordan in line with international best practice.

The committee's efforts were focused in three overarching areas:

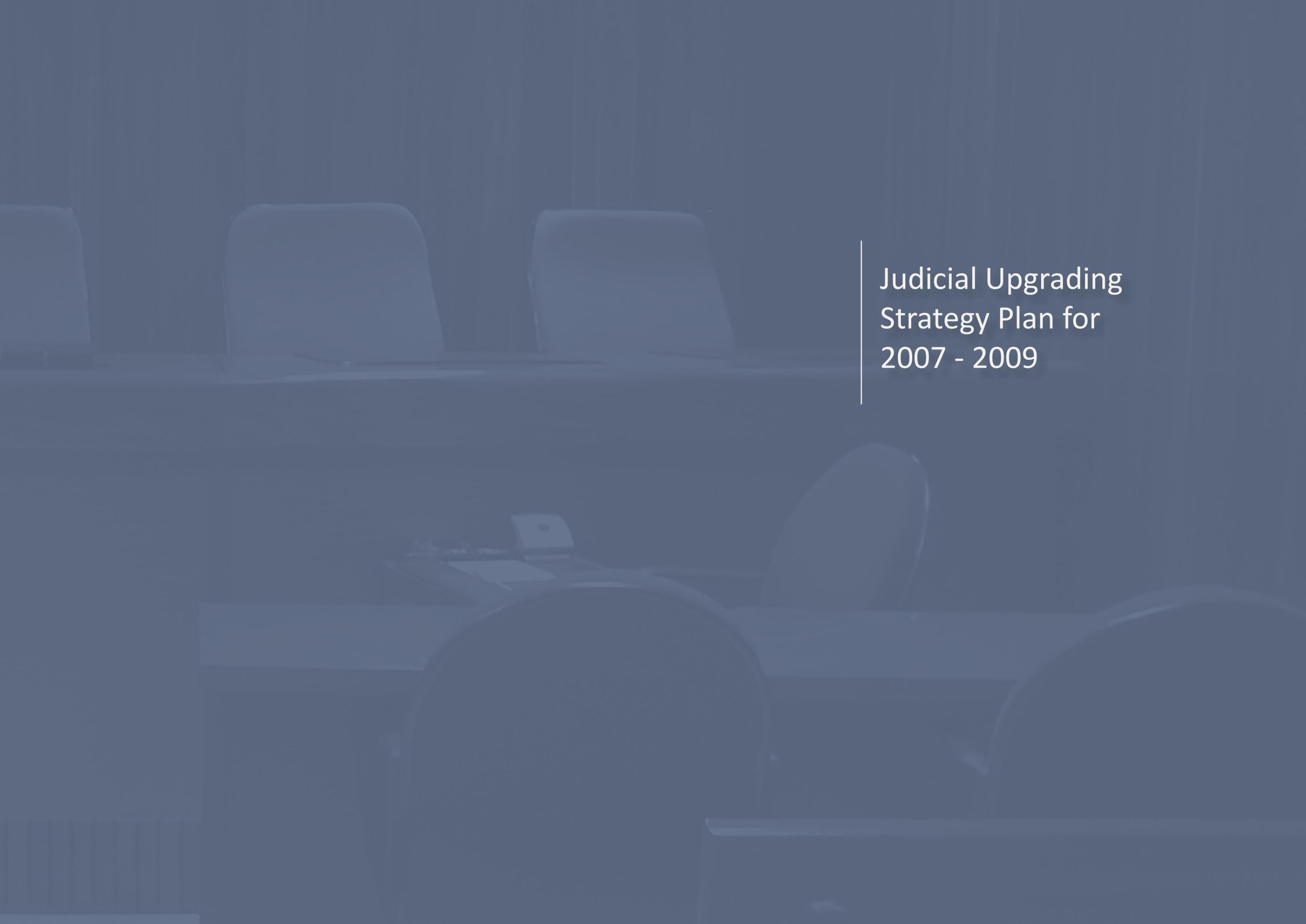
1. Legislative amendments pertaining to the judiciary, the Judicial Institute of Jordan (JIJ) and litigation processes and procedures.
2. Human resource development:
 - Increasing the number of judges to 800 by the end of 2004.
 - Increasing the number of administrative staff to 1200 by the end of 2003.
 - Raising judges' salaries.
 - Implementing training plans for judges, including study tours, scholarships, and courses in information technology and English language
3. Infrastructure Enhancement
 - Establishing four first instance courts.
 - Replacing manual with computerized transcription of courts proceedings.

While the Committee was successful in instituting upgrades from 2000-2003, broader and more comprehensive enhancements were still needed to build on the strengths of the existing system and address persisting key challenges. Recognizing this, the Judicial Upgrading Strategy (JUST) for the years 2004-2006 was launched to further build on former efforts and expand the scope of reform. The JUST strategic objective was set to improve the overall performance of the judicial system in Jordan and enhance its role as an enabler for civic society and national competitiveness while maintaining its independence.



Under JUST 2004-2006, key initiatives were launched and significant strides were achieved under the various reform pillars pertaining to: judicial independence, judicial system efficiency, institutional strengthening of key justice sector institutions, human resource development, automation of court procedures, legal framework strengthening, legal education furtherance and strengthening ties with key stakeholders.

Thus, capitalizing on previous successes, the JUST plan for 2007-2009 will build on former achievements and devise future strategies that would further expand justice sector development efforts and ensure the sustainability and institutionalization of such efforts.



Judicial Upgrading
Strategy Plan for
2007 - 2009

JUST Strategic Vision

The JUST strategic vision is fair, effective and timely justice for all in Jordan, guaranteed by a judicial system that operates with efficiency, transparency, accountability and independence.

In furtherance of this strategic vision, JUST will pursue eight interrelated goals during the period 2007-2009, building on the achievements of JUST in 2004-2006.

Goal One: Establish and maintain high standards of independence and integrity in the judicial system

JUST will focus on enhancing judicial independence and providing an environment where courts can interpret and apply laws and regulations in an impartial, predictable, efficient, and transparent manner. Under this component, efforts will also focus on building the capacity of the judiciary in a way that will further support the enhancement of judicial independence.

Goal Two: Enhance the efficiency of the judicial system

Judicial efficiency will contribute significantly to national competitiveness, respect for the rule of law, increased investment, and public satisfaction, while maintaining the independence and integrity of the judiciary. Among other needs, efficiency will require investment in processes and procedures as well as physical infrastructure.

Goal Three: Strengthen the capacity of the Ministry of Justice

Enhancing the capacity of the Ministry of Justice will enable it to be a change driver that can serve the judiciary and key stakeholders in an optimal manner.

Goal Four: Develop the human resource capacities of the judiciary and administrative staff

Strong human resource capacities and skills are essential to the achievement of all other goals and to the effective administration of justice.

Goal Five: Automate court proceedings, records and statistics.

Modern, automated management information systems and IT infrastructure throughout the courts in Jordan will support efficient case adjudication, timely and reliable statistics generation, and ready access by stakeholders to needed information.



Goal Six: Strengthen the legislative and regulatory framework for efficiency, transparency, accountability and independence of the judicial system.

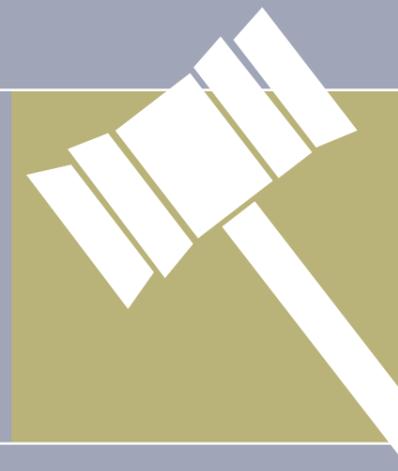
The JUST strategic vision requires an environment of enabling legislation that is responsive to the needs of civil society, reflects best practice and contributes to national competitiveness.

Goal Seven: Increase transparency through strengthened links with civil society, the media, and other key stakeholders.

Strengthened ties between the judiciary and key stakeholders will enhance cooperation in achieving better results from the civil and criminal justice systems. Public awareness about JUST, its achievements and its objectives will facilitate stakeholder input, feedback, and monitoring.

Goal Eight: Ensure increased professionalism in the legal community by enhancing the quality of undergraduate legal education.

Working with the Ministry of Higher Education and key stakeholders on enhancing the skills of legal graduates will support efforts pertinent to enhancing the overall judiciary.



Goal One – Establish and Maintain High Standards of Independence and Integrity in the Judicial System

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Goal One – Establish and Maintain High Standards of Independence and Integrity in the Judicial System

An independent, accountable judiciary and public trust are core elements of rule of law. The Constitution of Jordan defines a system of governance based upon the separation of powers of the Legislative, Executive, and the Judicial branches. Judicial independence is guaranteed by article (97) of the Jordanian Constitution (Judges are independent, and in the exercise of their judicial functions they are subject to no authority other than that of the law) and is further augmented by the judicial Independence Law.

The Law of the Independence of the Judiciary and its Amendments, Number 15 of the Year 2001 pursuant to the Royal Committee recommendations, enhanced the power of the Judicial Council, granting it more control over judicial affairs and expanding its supervisory powers over the selection, training, promotion and overall discipline of judges.

JUST 2004-06 Focus

To further safeguard judicial independent, during 2004-2006, efforts focused on conducting an in-depth assessment of judicial independence in Jordan in order to identify key areas to be addressed. Assessment studies were complemented with input solicited from key stakeholders. This was done through a comprehensive series of surveys aimed at capturing public perception of the independence and integrity of Jordan's judicial sector.

Assessment and survey findings revealed the need to develop standards and parameters supporting further independence. Accordingly, a Code of Judicial Conduct for judges was developed and approved and more than 1,000 copies were published and distributed. Creation of a Permanent Ethics and Accountability Committee, to advise the Judicial Council, was also approved. Special training sessions on judicial ethics were delivered to current judges, and the ethics curriculum for students of the Judicial Institute of Jordan was enhanced. Additionally, a Court Employee Ethics Committee was established and a draft code outlining ethical principles and conduct rules for court employees was created.

Associational opportunities for judges, fostering the independence and professionalism of the judiciary, were also explored. A Judges Committee appointed by the Judicial Council developed draft by-laws for a potential Judge's association, and roundtables for female judges were conducted.

In addition, a plan to build the institutional capacity of the Judicial Council and staff it with the qualified personnel and resources that would help it perform its duties was developed. Moreover, an organizational structure for the JC General Secretariat as well as job descriptions and a phased plan towards institutional development were proposed.

As for judicial inspection, during 2004, the number of inspectors was increased from 3 to 8 judges and adequate office space was secured for the proper functioning of the Inspection and Monitoring Directorate.

Article (97),
Constitution
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One hundred and forty quantitative, weighted, unified evaluation criteria for judges were developed, revised and entered into a computerized Inspection System.

To further the role of female judges and women working in the legal profession, the Arab Women's Legal Network (AWLN) was established in Jordan during 2005. The Network's objectives were set out to improve the capabilities of female judges and Arab women working in the legal profession, strengthen their status, foster local and regional cooperation, support future generations of women working in the legal profession and provide a forum for ideas exchange and dialogue women judges from 16 middle eastern and North African Countries. Since establishment, AWLN organized several regional conferences and training for Women judges and legal professional on leadership skills and modern legal issues.

JUST 2007-09 Focus

Moving forward, the primary focus will be placed on structures and processes that enhance both transparency and accountability, as well as participatory information strategies to promote public trust in the judiciary. The “public trust” approach will provide a feedback mechanism that will further enhance efforts under JUST.

Five key strategies will be applied to attain this goal:

(1) Build Judicial Council capacity to support judicial independence

A General Secretariat for the Judicial Council will be established to help the Judicial Council perform its duties in an independent, efficient and effective manner. Accordingly, capacity enhancement efforts will focus on developing the proper institutional framework for the Judicial Council in terms of organizational structure, HR strategy and support functions, as well as providing the Council with the necessary management tools for policy setting and decision making.

Furthermore, to support the judicial council manage judicial affairs efficiently and support developing policies to enhance the performance of the judiciary, the Technical Office's capacity will be strengthened and provided with management information systems that would provide a central data sources for the judiciary on court operations, laws and legislation, courts decisions among others.

(2) Review and enhance standards governing the transparency and independence of the judiciary

Key measures will include the adoption and implementation of a judicial code of ethics and an administrative staff code of conduct. Institutionalization mechanisms will be developed and training and awareness building will be carried out to ensure the adoption and implementation of established standards. Furthermore, standards pertaining to the selection, hiring, promotion, and evaluation of judges will be reviewed and enhanced according to international best practices. Other efficiency standards and measures will also be defined to support the efficient and timely delivery of independent judgments.

(3) Strengthen and streamline inspection and monitoring of judicial performance

Building on former efforts that focused on establishing clear and transparent inspection criteria, future efforts will focus on conducting comprehensive inspection using the established criteria and developing inspection reports that highlight training needs and capacity-building requirements of judges and staff. In order to encourage transparency and provide the public with clear channels of communication with the judiciary, a process will be established for receiving and acting upon citizen complaints.

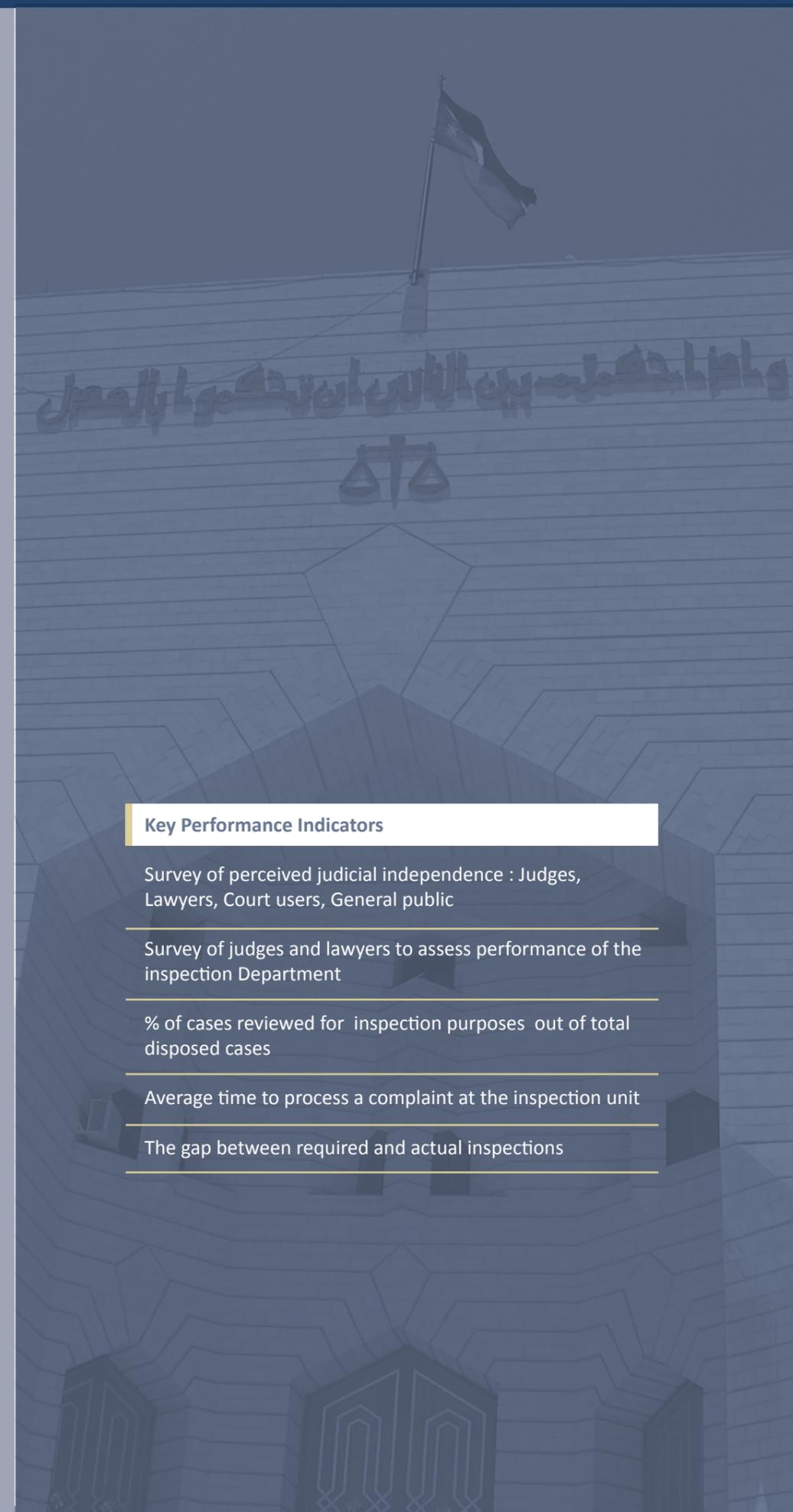
(4) Solicit public perceptions vis-à-vis the judiciary

Stemming from the 'public trust' principle, periodic surveys will be conducted to gauge the level of confidence in the independence of the judiciary across various stakeholders. The surveys will target the general public, court users, lawyers, judges and court staff. Such surveys will serve as a feedback mechanism providing a clear indication of the success of efforts targeted at enhancing the independence and integrity of the judiciary.

(5) Provide fora for judges that foster dialogue, knowledge sharing and participation in furthering judicial independence and integrity

In support of increased judicial independence and integrity, an association of judges will be formed to provide judges an opportunity to discuss their professional interests in issues relating to the judiciary. The club's mandate will be established and a work plan will be defined that outlines the key activities of the club.

The institutional capacity of AWLN will be furthered and appropriate sustainability plans will be developed to fund the Network's various activities. During the next few years the Network will expand its membership base and organize various regional conferences and trainings programs based on a needs assessment that will be conducted. Scholarship opportunities for AWLN members will be identified and cooperative ties with similar international organizations will be established to expand the variety of benefits offered by AWLN. Other programs will also be designed that would support female judge joining the judiciary.



Key Performance Indicators

Survey of perceived judicial independence : Judges, Lawyers, Court users, General public

Survey of judges and lawyers to assess performance of the inspection Department

% of cases reviewed for inspection purposes out of total disposed cases

Average time to process a complaint at the inspection unit

The gap between required and actual inspections



Goal Two –
Enhance the Efficiency
of the Judicial System

Goal Two – Enhance the Efficiency of the Judicial System

Efficient and timely delivery of quality justice is the ultimate objective of any justice system. Due to the multiple factors involved in improving case processing efficiency, the various elements need to be thoroughly assessed and remedial strategies devised to address all relevant challenges impacting the timely processing of cases through the courts system.

2004-06 Focus

Processes, procedures and key court administration functions

The documentation and charting of judicial system processes and procedures was completed with selected processes unified to support automation. Furthermore, the content and layout of court forms were standardized and customized for each court. These forms were programmed into the case processing software, MIZAN, and now will be generated automatically by the application.

Standardized case file folders were developed with the objective of improving the integrity of the filing system. This included launching automatically generated file labels as part of improving filing procedures in courts.

Reengineered processes were launched in key departments, including in the civil case registrar's offices in conciliation and first instance courts. Process reengineering was also launched at the Amman Palace of Justice's Notary Public. A new queuing system was installed alongside a redesigned work space to allow for more efficient public services. The reengineered processes improved service delivery to court users and reduced wait time.

Case numbering was also reviewed and a new case numbering system that provides a unique identifier for every case country-wide was developed. The system enables the compilation of cases nation-wide into a central management information repository.

Filing Year	Court Identifier	Legal Jurisdiction	Serial #	Motion & Renewal Identifier #
2006	03	ب ح	00123	[مجددة / طلب]

The new case number format provides information on case age, court and legal jurisdiction, and is automatically generated by MIZAN. This process will help eliminate labor-intensive, manual numbering of cases and replaces multiple registrar books kept by each court type.

Reducing Demand on Courts

Mediation Law No. 12 of the year 2006 was issued introducing the adoption of

mediation as an alternative dispute resolution mechanism. A pilot mediation department was launched in the Amman First Instance court following the appointment and training of judicial and special mediators. A Mediation Steering Committee was created and continues with its oversight role.

Intensive mediation trainings were conducted for 96 judges and special mediators, while thousands of brochures and handbooks on mediation were produced, published and distributed, and information sessions on court mediation were conducted on many occasions. The pilot project experienced a three-fold increase in the number of cases referred to it in its second quarter of operation. An "Introduction to ADR" curriculum was developed for the Judicial Institute of Jordan to help increase the understanding and acceptance of ADR mechanisms such as mediation.

A baseline survey conducted of the Jordan business community showed a strong interest in alternative dispute resolution. As a result, steps were taken to develop mediation outside the court system, in order to relieve the burden placed upon courts to resolve disputes.

Other than ADR, attention was also given to two types of business cases that are often problematic for courts – bankruptcy and bad checks. New Central Bank rules to reduce the number of bad cheques were implemented, and recommendations with regard to the processing – and the relevant legislation – of bad cheque cases were developed. Recommendations pertaining to the laws of bankruptcy were also developed, with the view to upgrading such laws to be both modern and lucid: fewer issues will then end up in court, and those that do will pass through adjudication more quickly.

Civil Case Management

An impact assessment study was conducted in order to review the performance of the civil case management department established in Amman's Palace of Justice in 2001. The study demonstrated positive impact in terms of case processing efficiency. During 2001-2004, the average notification time dropped from 50 to 35 days, the number of hearings to disposition dropped from 30 to 22 days, the time from filing to first hearing dropped from 135 to 99 days, and the age of case at judgment dropped from 203 to 152 days. Based on the positive impact case management had on the efficiency of case processing, case management rollout into Zarqa First Instance Court proceeded in 2006, in preparation for case management roll out into all the major first instance courts in Jordan.

Enhancing the Courts Infrastructure

A comprehensive infrastructure assessment that identifies the enhancement requirements of the Jordanian courts was completed. This was followed by customized enhancement plans that aim to improve the conditions of the courts' facilities.

Ideal court designs were developed for the conciliation and first instance courts of varying sizes. The designs outlined the standards relating to minimum space requirements, model layouts, security of personnel and records, the appropriate privacy of judicial employees, and access for the public. The designs also accounted for a phased expansion of the court facility based on the increase in case load and the corresponding requirement for the increase in HR capacity.

"Justice delayed is justice denied"

William Gladstone, British Statesman & Prime Minister

The construction of three palaces of justices in Salt, Irbid and Karak commenced and is expected to be completed mid 2007.

2007-09 Focus

Efforts to enhance judicial efficiency will focus on the quality and efficiency of the administration of justice, including measures aimed at simplifying and rationalizing court procedures; improving court administration; providing alternative dispute resolution mechanisms; and upgrading the physical facilities of the courts. All these elements are interrelated, multidimensional and need attention over the medium and long term.

Eight key strategies will be applied to attain this goal:

(1) Enhance court administration procedures and streamline and standardize court processes and procedures

Aspects of court administration related to records management, case file security and integrity, case numbering and court forms unification and management among others will be enhanced to improve overall administration of courts' day-to-day work.

The various processes and procedures pertaining to court operation will be reviewed and appropriate process reengineering plans will be developed, reducing bureaucracy and procedural inefficiencies and ensuring compatibility with ongoing automation.

Court organizational structures will be reviewed and adapted to support the introduction of sound administrative practices at the key first instance courts in Jordan. Detailed organizational structures and job descriptions will be developed taking into account the varying requirements of the different court types and sizes. The revised structures will introduce key functions that support the overall public sector reform plans, including the creation of a quality assurance mechanism within MOJ and courts. Court administrators will be appointed to manage the Amman Appeals Court and the seven largest first instance courts in Jordan.

(2) Enhance the performance of key justice sector departments

As a pilot project, the performance of the Execution Department at the Amman Palace of Justice will be reviewed and workflow processes redesigned to support 'one-stop-shop' service to citizens. In addition, efficiency enhancement measures will be adopted to reduce the time it takes to enforce judgments.

Efficiency in the notifications system is closely linked to efficiency in case processing and execution. Therefore, a comprehensive review of all processes related to notifications across the country will be conducted and efficiency enhancement mechanisms will be devised. More accurate statistics will be gathered by automating the work of the Notifications Department, allowing proper follow-up on all notifications and the ability to monitor work efficiency. The capacity of the prosecution and state lawyer departments will also be reviewed and furthered. Institutional strengthening plans will be put in place defining specialized training requirements and work processes enhancement needs to improve the performance of said departments

(3) Strengthen ties with partner institutions involved in the litigation process

Cooperation ties with key partner institutions such as the Police department, forensic department, Bar Association, embassies and consulates as well as other public sector institutions will be furthered. Cooperation and data exchange requirements will be defined and implementation mechanisms be established.

(4) Improve service delivery to citizens

Procedures for court-annexed departments serving citizens will be assessed for efficiency. A key area of focus will be electronic processing of non-conviction certification requests in collaboration with the Ministry of Information and Communications Technology (MOICT) and the police department.

Service in the notary public departments operating at major courts will be enhanced through process reengineering, installation of queuing systems, establishment of service delivery standards, and staff training among others.

(5) Review and roll out the case management initiative

The current case management system will be reviewed and amended to encourage a more active approach in managing the flow of cases. This will entail adopting a case differentiation approach - determining early on the track a case should be placed in for efficient processing: expedited, standard, or complex tracks with appropriate time periods for disposing of cases in each track. It will also include early intervention by a judge to review the initial filings and conduct case management preparation at the Case management Conference for determining a firm case schedule. Building on the successful performance of the Case Management Department at the Amman First Instance Court, case management will be rolled out to the largest first instance courts in Jordan, supporting increased efficiency in processing civil cases.

(6) Expand the use of administrative procedures to relieve burdens on courts

A significant percent of cases involve fines for regulatory violations, most of which are uncontested. Studies will assess the viability of permitting these fines to be paid through an administrative rather than a judicial procedure, which would increase efficiency, reduce costs and inconvenience to the public, and significantly reduce caseload. The introduction of plea bargaining would also increase efficiency in processing criminal cases. A study will be conducted assessing the viability of applying plea bargaining to certain types of criminal cases, and its results implemented as appropriate.

(7) Enhance and expand alternative dispute resolution mechanisms to relieve burdens on the court

Court Based ADR

Operations of the Mediation Center in the Amman First Instance Court will be refined and expanded. More lawyers, judges and the general public will be presented with courses and/or materials that provide a basic understanding

of mediation, with the view to increasing the acceptance of mediation and therefore an increase in the number of disputes brought to, and resolved in, the Mediation Center. As demand for mediation increases the number of mediators operating from the Mediation Center will be increased. Ongoing monitoring and feedback mechanisms will be used to determine what adjustments should be made within the mediation center. Additional court-based mediation centers will be planned for and developed in other courts in and outside of Amman.

Non-Court Based ADR

Encourage an increase of the number of Private Mediators from the business sector. Private Mediators are able to conduct mediation as a private practice as well as serve within court-based mediation centers. Encourage the continued development of ADR initiatives among non-court entities (such as regulatory commissions, as an example) that will resolve business disputes. The efficient and final resolution of disputes outside of the court system will relieve the court of many such disputes.

(8) Establish specialized case processing mechanisms

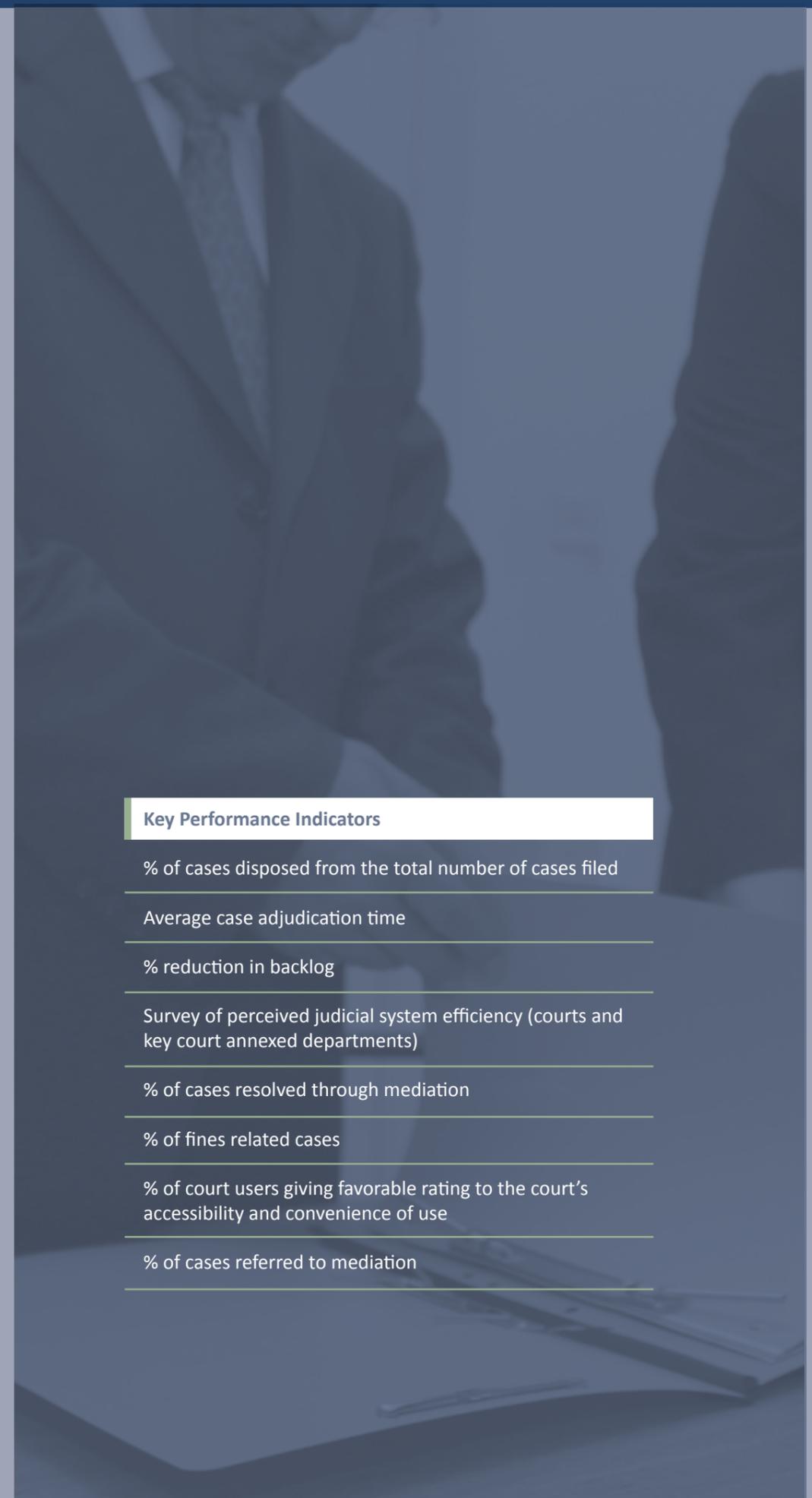
The specialization of judges will be promoted to increase technical expertise and case adjudication efficiency in special cases such as those dealing with labor, business, intellectual property rights, international commerce and investment among others. Developing this specialization will require judges to acquire and refine the specialized skills and knowledge necessary to process these cases. Specialization mechanisms will be modeled on international best practice in case adjudication and efficiency enhancement.

(9) Establish an Appeals Screening Panel

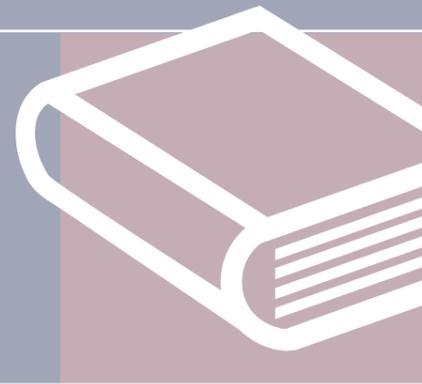
To support a more streamlined and efficient way of processing cases through the Cassation Court, an Appeals Screening Panel will be established. Said Panel will reduce the workload of cassation judges by screening appeals and summarizing the main legal basis for appeal as well as any relevant judicial precedents. The Panel will also review the permission to appeal requests and submit a summary highlighting whether a legal basis for granting the appeals permission exists.

(10) Upgrade infrastructure for efficient operation of the courts

Ideal court designs developed under the first phase of JUST include standards pertaining to minimum space requirements, model layouts, security for personnel and records, appropriate privacy for judicial employees, and access for the public. These designs will be used to establish new courts during 2007-2009. In addition, implementation of the infrastructure enhancement plan will continue and new modern facilities for the Judicial Institute of Jordan, Cassation Court and Court of Higher Justice will be established.



Key Performance Indicators
% of cases disposed from the total number of cases filed
Average case adjudication time
% reduction in backlog
Survey of perceived judicial system efficiency (courts and key court annexed departments)
% of cases resolved through mediation
% of fines related cases
% of court users giving favorable rating to the court's accessibility and convenience of use
% of cases referred to mediation



Goal Three – Strengthen the Capacity
of the Ministry of Justice

3

Goal Three – Strengthen the Capacity of the Ministry of Justice

Being the executive arm of the judiciary, building the Ministry's capacity to efficiently service the judiciary, courts and citizens lies at the heart of delivering justice in a timely manner. Accordingly, emphasis was placed on strengthening the Ministry's institutional capacity and staffing it with qualified personnel as outlined below.

2004-06 Focus

The Ministry of Justice (MOJ) set a new strategic vision under JUST in an aim to establish the Ministry of Justice as an agent of change and a model provider of support, resources and services to the judiciary and key stakeholders, with enhanced policy-setting capacity and strengthened ties with stakeholders and the international community.

To support the fulfillment of this vision, a new organizational structure streamlining MOJ's services to the court and the general public and establishing stronger ties with stakeholders was developed. The new structure placed higher emphasis on the Ministry's capacity in policy setting. Detailed job descriptions were developed outlining the Ministry's mandate and revised role. The Public Relations and Communications, Human Resources, Strategic Planning and Information Technology Directorates were established and staffed to perform their duties.

2007-09 Focus

The Primary focus during 07-09 will be to further enhance the capacity of the Ministry of Justice so that it would fulfill its primary responsibility of ensuring that adequate resources are being provided to the courts and judiciary in an efficient and timely manner.

Seven key strategies will be applied:

(1) Adopt advanced, automated administrative procedures

Enhancements to existing automated systems will be conducted. Such enhancements will include revising the existing computerized HR and personnel system, the inventory and warehousing system as well as the payroll system, allowing the MOJ to manage courts' needs in a more responsive manner. The systems will also provide a monitoring mechanism as well as a management tool to help forecast court demand.

(2) Enhance budgeting and financial management procedures for MOJ and courts

MOJ's budgeting and financial management system will be reviewed and upgraded to ensure alignment with the government's overall plan. This is expected to help transform the existing system into a results-oriented budgeting and financial planning mechanism. An effective, performance-based budgeting system (PBS) will be established to provide a sound base for allocating resources, manage programs and evaluating justice policies as well as ensure court effectiveness and efficiency and monitoring the Ministry's organizational performance.

(3) Strengthen MOJ's capacity to service courts

A separate directorate will be established in order to support the enhancement of courts administration and operations. The Directorate will conduct diagnostic assessments that will identify administrative and operational enhancement requirements and oversee their uniform implementation at courts across the Kingdom. Courts performance standards will be established in order to monitor the performance of courts, and standards pertaining to staffing at courts will be set to guide the recruitment and staffing distribution among the various court departments.

(4) Augment MOJ's role in supporting family protection, human rights and public liberties programs

During 2007-2009, efforts will focus on building the Ministry's capacity in assessing the effectiveness of policies governing family protection, human rights and public liberties. The required information will be identified and the appropriate statistics will be collected to provide policy makers with the needed tools and data that would help them refine relevant policies as needed. Legal revision requirements will be defined, application of relevant laws will be monitored and a complaints system instituted to further MOJ's role in said areas.

(5) Enhance MOJ's ability to respond to legal advice and opinion requests from partner ministries

A separate directorate will be established in order to provide ministries and other governmental organizations with timely advice and opinions on legal matters. The directorate will provide legal research and advice on various topics in addition to supporting various ministries in proposing legal and legislative amendments.

(6) Strengthen the coordination and ties with international and domestic stakeholders

The capacity of the International Relations Directorate within the MOJ will be enhanced to support timely and efficient cooperation with international stakeholders, specifically those related to international agreements and judicial cooperation.

(7) Establish A Personal Financial Disclosure Department

To support the implementation of the Personal Financial Status Disclosure Law No. 54 for the year 2006, the Ministry will establish the Personal Financial Status Disclosure Department. The ministry will be responsible for staffing and equipping the department with the resources needed in order to perform its duties.

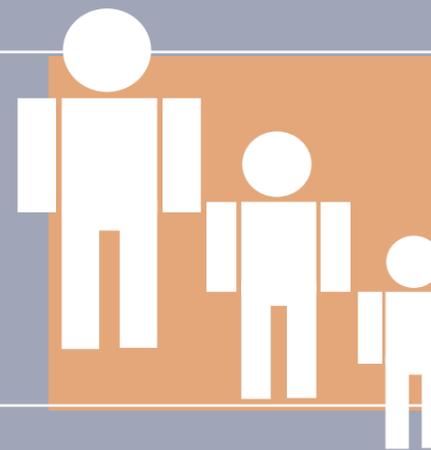
Key Performance Indicators

Average time required to respond to requests for legal or judicial assistance

Average response time to requests received from courts

Satisfaction level of court administrators regarding MOJ support services

Gap between forecasted and actual expenditure



Goal Four – Develop the Human Resource Capacities of Judges and Administrative Staff

4

Goal Four – Develop the Human Resource Capacities of Judges and Administrative Staff

The success of the various upgrade initiatives rely heavily on the quality of the courts' judicial and administrative support staff. With higher performance expected of courts, new measures are required to ensure that the judiciary and administrative support staff are well trained to effectively administer the increasing workload.

2004-06 Focus

During the first phase of JUST, efforts focused on building the capacity of both judges (through the Judicial Institute) and administrative staff. Following is a brief of the key measures that were adopted.

The Judicial Institute of Jordan

A comprehensive needs assessment was conducted and a capacity building and strategy plan was developed to establish the JIJ as pioneer judicial educational institution. Implementation of the JIJ's strategy plan proceeded with the development of a revised organizational structure that would equip the JIJ with the needed capacity that would allow it to realize its objectives.

To enhance the quality of the JIJ preparatory training, new regulations were developed and endorsed in order to introduce adult education techniques to the overall educational process. The application of theory, practical training and advanced research techniques were incorporated into the JIJ training plan. Moreover, a new curriculum covering 25 compulsory courses and 5 months practical training in courts was designed according to the techniques introduced..

The JIJ's Continuing Legal Education (CLE) Program was also strengthened by developing and publishing a regular six-month CLE training plan. The plan was developed based on the training needs assessment survey results conducted among sitting judges. The CLE programs were successfully conducted in the North, Middle and South of Jordan, training 400 judges quarterly. Courses and faculty evaluation criteria were developed in a structured format that will help provide the necessary feedback for enhancement.

To enhance the transparency and rigorous of the admission process, revised regulations based on merit and hidden identities were introduced. The new regulations aim to standardize and tighten the admissions examination, screening procedure, short-listing and selection process. The new screening procedure was first implemented in 2006 whereby 260 candidates sat for the revised exam of which 42 were selected.

The basic administrative functions at the JIJ were automated and included the students' registration office, the CLE and Preparatory course information system as well as the JIJ library, where 12,000 volumes were indexed and catalogued. Furthermore, training labs were renovated and equipped with the necessary equipment and legal research software.

Developing the administrative staff

Courts organizational structures were developed for varying court types and sizes. To that effect, job descriptions outlining key responsibilities, deliverables and accountability per court position were developed.

2007-09 Focus

Raising the level of human resources in the judiciary is a long-term process for the reason that many areas of law are highly technical and difficult to master and new developments and measures are continuously introduced to court administration and management. To address the continuing requirements for skills enhancement, during 07-09, six key strategies will be applied:

(1) Strengthen the Judicial Institute of Jordan's institutional capacity

Work with the Judicial Institute of Jordan (JIJ) will continue to enhance its capacity in delivering both preparatory training for prospective new judges, and continuing education programs for sitting judges. A revised organizational structure will be implemented and permanent staff with expertise in law, adult education planning and presentation, office management, human resources, technology, and library services will be added to provide full support to the Director, faculty, and students of JIJ. To supplement institutionalization efforts, the JIJ administrative staff will be trained in a way that will enable them to professionally manage the Institute.

Furthermore, emphasis will be placed on building the administrative capacity of the Institute and establishing enhanced automated administrative systems to support the JIJ's day-to-day operations. Automated systems will be developed and installed to support training management, library resources and advanced research facilities.

(2) Strengthen the Judicial Institute of Jordan's capacity to provide quality preparatory and continuing legal education programs for judges

Preparatory Training Program

Curricula and corresponding course plans, with a focus on applying theory to case studies, will be developed for the four semester-long courses required for the New Judges' Preparatory Training program,. The clinical nature of judicial education will be emphasized through the use of case studies, hypothetical situations, student role plays, videotapes of role plays or real court proceedings, or mock trial segments. This will help translate application of substantive or procedural law to actual situations a judge may face.

The internship program will be further developed in order to provide structured practical training to JIJ students. Furthermore, a well defined training program on how to make the experience meaningful for the judge candidate will be offered to judges who will supervise interns. An evaluation and feedback mechanism will be instituted to help assess the internship program and provide input for further development.

Continuing Legal Education Program

A survey among sitting judges geared to the level of experience of the responding judge will be conducted periodically to determine training needs. This survey will help increase insight for training planners. Furthermore, a Continuing Legal Education (CLE) training plan will be designed based on the survey findings and implemented to include judges from across the country. CLE will also include a special topic focus which may include a new development in the law or a background in a complex business area. CLE programs will be also designed to include short courses (1 to 2 hours) on a variety of topics including refresher topics and/or new developments.

The CLE program will be designed in a way that may require each practicing judge to complete a designated number of hours of continuing education to support career advancement. The continuing education will be given every year and will be determined according to their level of seniority.

(3) Enhance the JIJ faculty resources

In an attempt to improve the quality of faculty teaching and presentation, developing the faculty will be a major area of focus. To that effect, faculty members will be trained on adult education techniques in addition to a training of trainers program that will be designed and launched in order to establish a pool of trainers on which the JIJ can draw as training needs arise.

In addition to the above mentioned, the JIJ faculty pool will be broadened by identifying judges with expertise, good communication skills and openness to the various teaching methods in order to serve as faculty staff. The process will also include admitting judges from all levels to faculty pool, including women and young judges.

(4) Strengthen enrolment procedures at the Institute and attract highly qualified candidates to apply

Policies and standards governing admissions and evaluation criteria implemented under JUST 2004-2006 will be assessed and further refined as needed. Other standards to be established will oversee course evaluation, faculty assessment, teaching methods and examination procedures.

To support the enrollment of qualified candidates in the JIJ, a special fund that provides funding for top university graduates and talented candidates joining the JIJ will be created. The fund would finance the studies of top candidates at the JIJ during their studies for the judicial diploma degree. Detailed eligibility criteria and governing regulations will be developed and advertised so as to maximize participation and attract the most qualified candidates.

(5) Enhance the Judicial Institute of Jordan's training offering to court administrative staff

Training courses for newly hired court administrators will be developed in aim to prepare court administrators assume their administrative responsibilities. The offered courses will include effective administrative practices, human resources management principles and courts administrative producers.

Induction training for new court administrative staff will also be developed and offered. Such training will include basic legal principles and procedure, case management, office management and technology and will be assigned based on staff positions and their requirement.

A curriculum for training administrative staff will be developed. This training will be conducted by qualified court staff who will be trained on to transfer the knowledge to their peers.

(6) Provide training to court administrative staff

Changing work processes in courts in order to enhance judicial productivity requires court administrative staff to constantly upgrade their skills.

Based on that, an integrated strategy will be developed to support the professional development of the court staff who will be trained on court administration principles, case management, mediation, and new court processes. The training plan will be designed in a way that supports and enhances the skills of court staff across the Kingdom.

Key Performance Indicators

No. of training programs rated good or above by trainees

No. of judges trained as part of CLE programs

No. of administrative staff trained

Survey of judges, staff and lawyers on quality of training delivered by JIJ



Goal Five – Automate Court Proceedings, Records and Statistics

5

Goal Five – Automate Court Proceedings, Records and Statistics

Effective administration of justice requires the availability of supporting technology and systems that provides for efficient and effective case processing, court management and judicial decision-making. Court automation provides the basis for aligning and streamlining court procedures, enhancing transparency of the judicial system and providing decision makers, judges, court personnel and the public with timely and reliable access to information and statistics.

2004-06 Focus

Under JUST 2004-2006, case processing software systems were developed for the following courts: conciliation, first instance, appeals, Court of Cassation, and the Higher Court of Justice. Information systems were also developed for other judicial-related and support departments: public prosecution, execution, state lawyer, notary public, and notifications departments.

Percent National Caseload Automated by Court Type by End of 2006

Court	% National Caseload
Cassation	100%
Major Felonies	100%
Court of Higher Justice	100%
Appeal	73%
First Instance	47%
Conciliation	38%

During 2004-2006, automation was launched in all Amman courts. This included the Amman Palace of Justice, the four Amman first instance courts and Major Felonies courts.

For all courts operating in the central part of Jordan, hardware requirements were identified, networks installed and IT training for staff and judges concluded.

2007-09 Focus

Three strategies will be applied during 2007-09:

(1) Integrate software systems into a single system and roll out automation to all courts in order to facilitate uniform practice and generate comparable data

The various case processing MIZAN applications will be integrated into a single application, streamlining data collection and facilitating data transfer across multiple court levels. Further enhancements to the MIZAN applications functionalities will be conducted to maximize the utility and benefit of the

automated case processing system. The developed automated case management system will be rolled out to all courts across Jordan. Initial rollout will focus on key first instance courts with the highest caseloads, such as Zarqa, Irbid and Salt, after which regional rollout will begin to the north, center and south.

Studies related to maximizing automation's benefits will be conducted to explore electronic case filing, e-notifications, and establishing links with key stakeholders among others. The studies will cover the process reengineering, legal amendments and technology required to support the implementation of high-level automation of court procedures.

(2) Link all courts in a national computer network

Automation of all courts will entail developing the supporting IT infrastructure across the different courts in Jordan over the next three years and designing the appropriate national network that will link all courts together. The design will also account for future needs in terms of linking with key stakeholders such as the police, Judicial Institute of Jordan, and Legislation and Opinion Bureau among others.

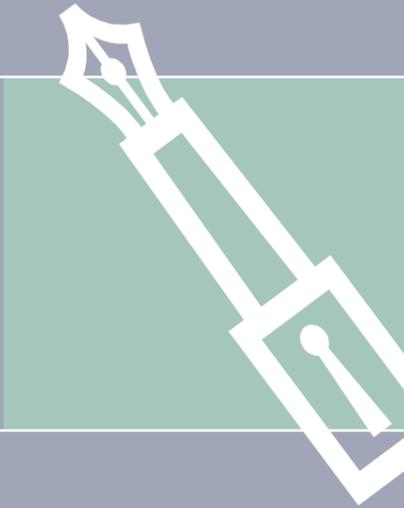
(3) Build capacity of judges and administrative staff to make best use of the automated case management system

Automation and rollout efforts will be synchronized with intensive training on IT and use of automated case processing applications. Court administrative staff across the Kingdom will be trained to ensure effective deployment and use of MIZAN. Judges will also be trained on the use of the new system, allowing them to manage their cases more effectively.

Key Performance Indicators

% of national caseload automated

Survey of judges, admin staff, lawyers and court users on satisfaction pertinent to computerization



Goal Six – Enhance Legislations
Revision and Strengthen the Legislative
and Regulatory Framework for Efficiency,
Transparency , Accountability and
Independence of the Judicial System

6

Goal Six – Enhance Legislations Revision and Strengthen the Legislative and Regulatory Framework for Efficiency, Transparency, Accountability and Independence of the Judicial System

Legal frameworks are important for maintaining economic growth, social development and a supportive climate for the rule of law. JUST sets a clear goal of strengthening the legal system and widening the scope of participation in the legal reform process to account for the different interests of various stakeholders.

2004-06 Focus

A draft law was developed to establish a Legislation Review Bureau that will be mandated with revising and updating Jordanian laws. Said Bureau will ensure harmonization of local laws with international best practice and changing requirements.

Theory and practice of law program was developed and launched in coordination with the University of Jordan to advocate for expanding the role of universities in legislative development. Several discussion sessions were held with academics and relevant stakeholders to discuss legal amendment requirements based on the practical application of laws. Some of the laws that were discussed related to human rights, medial, court procedures and business law, among others.

2007-09 Focus

Three key strategies will be applied to attain this goal:

(1) Strengthen the capacity of the Legislation Review Bureau to carry out its mandate

The Legislation Review Bureau (LRB) was established in 2006 to facilitate the continuous revision and updating of laws. The work of this bureau ensures that Jordan has a legal framework that responds to social and economic needs, expands access to justice, improves court operations, and complies with international standards. To ensure effective operation of the Bureau, intensive efforts will focus on building the institutional capacity of LRB, developing and implementing the operational plan of the Bureau and equipping it with proper research tools and facilities.

(2) Review legislation to establish and strengthen standards for judicial independence, streamlined processes and procedures, and diminished burdens on the courts

Needs for legislation to further the work of the judiciary will be analyzed and

implemented. Legislation governing judicial efficiency and court operations, specifically as relates to computerization and reengineering requirements, will be reviewed and revised as necessary. Other legislation that will contribute to improved access to justice and reduced burdens on courts, such as diverting fine-related cases to alternative mechanisms for processing, will also be analyzed with a view toward establishing alternative case resolution mechanisms where feasible. Coherent implementing rules and regulations will also be issued to assure the effective implementation of legislation to improve the judicial system. Legislation to enhance judicial independence will also be strengthened.

Coherent legislation and regulations are needed in certain specific areas that are problematic for the court system. Thousands of bad-check cases plague the court system at any given time: better banking procedures, better court procedures, and better legislation can alleviate the court's burden. Clearer bankruptcy laws, currently antiquated and piece-meal, will prevent many conflicts and, in the event of conflict, allow judges to dispense justice more consistently and efficiently.

(3) Institutionalize debate about the theory and practice of law

The second phase of the series of workshops under the "Theory and Practice of Law" program will commence, targeting specific topics that need revision and enhancement. The workshops will help strengthen the role of law schools to critically review, provide input for and suggest amendments to laws based on intellectual research and analysis. These suggestions will further support the work of the Legislation Review Bureau by providing input from law schools, civil society organizations, private sector entities and vulnerable groups' rights advocates to policy makers in a structured manner.





Goal Seven – Increase Transparency and Strengthen Links with Civil Society, the Media, and Other Key Stakeholders

7

Goal Seven – Increase Transparency and Strengthen Links with Civil Society, the Media, and Other Key Stakeholders

Transparency, accountability and responsiveness are essential qualities of good governance. Under JUST, strategies will be devised to enhance communication with government entities, civil society organizations and citizens in order to provide information about the justice sector, upgrade efforts and the legal rights of the different stakeholder groups in a timely and transparent manner.

2004-06 Focus

A comprehensive communications strategy was developed for both the Judicial Council and the Ministry with the objective of building public awareness of the judicial system and educating citizens on their legal rights and duties. Initial implementation steps were taken and a series of publications were developed and disseminated among the public, lawyers, judges and court staff. MOJ's website (one of three judicial sector websites (MOJ, JC and JIJ)) was launched providing stakeholders with information related to courts, services and recent development efforts.

In terms of awareness building and outreach activities in partnership with the media and civil society organizations, support was given to several civil society organizations to enable them to participate more actively in building public awareness of and providing citizen input to the judicial reform program. Civil society organizations included Adaleh Center for Human Rights Studies (which organized programs on legal and human rights issues targeting journalists), Noor Al Hussein Foundation (NHF) (which implemented programs in four rural communities on Jordan's legal system and the importance of women's participation in the formal legal system), the Jordanian National Forum for Women (JNFW) (organized awareness programs on gender-based discrimination faced by female judges and lawyers and possible remedial actions), Partners-Jordan helped spread a culture of mediation among youth and introduced and implemented two mediation curriculums in Jordan). Also, support was extended to the National Council for Family Affairs (NCFA) to prepare and disseminate a legal guide to marriage that explains the duties and obligations of each party under Jordanian law, Al-Hayat Center for Civil Society Development organized programs targeting youth on constitutional rights and duties, and good governance and rule of law. The Queen Zein Al Sharaf Institute for Development (ZENID) assessed the work environment of workers in the SAHAB industrial area and established a Legal Consultation Office to provide workers with legal information, consultations on labor issues and advocate on behalf of workers to reduce labor abuses.

2007-09 Focus

While some strides were made, during the next few years focus will be on putting in place a more structured approach in establishing links and communications mechanisms between justice sector institutions and civil society organizations. Four key strategies will be applied to attain this goal:

(1) Support civil society promotion of and contribution to justice sector upgrade efforts

Linkages, dialogue and cooperation with key civil society organizations concerned with the business community, human rights, juvenile and family protection programs, awareness building, and media among others will be furthered to support the development of strategies that will enhance the effectiveness of the civil and criminal justice systems. Support will be given in policy formulation, remedial strategies development and implementation as well as awareness building and outreach activities. Statistical information from the justice sector will be collected and appropriate strategies will be designed collaboratively to address system challenges.

(2) Enhance communication within the judiciary, including judges and court staff

Informational materials and periodic updates pertaining to upgrade efforts and future plans will be prepared and disseminated through appropriate communication channels, raising awareness among the judiciary about JUST. An input channel will be provided so judges and administrative staff can contribute to the upgrade efforts.

(3) Establish mechanisms to support communications and provide key stakeholders with access to information.

The Ministry of Justice and the judiciary will devise clear mechanisms through which timely information is provided to key stakeholders. This will require upgrades in institutional development, staffing, communications policy, strategic planning, and communication channels.

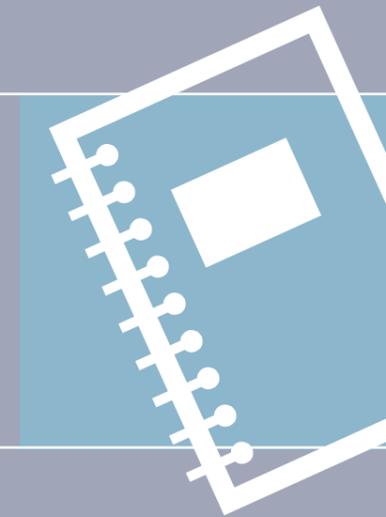
(4) Increase public understanding of the role of the judicial sector and upgrade efforts

Efforts will focus on raising the level of understanding among citizens about the judicial system and citizens' rights and responsibilities in the judicial process. Key areas will include citizens' roles in preserving judicial independence, legal rights, and innovations (such as ADR, case management) among others. Public education will focus on promoting a general understanding of upgrade efforts and the role of the judiciary, and will include dissemination of information about court locations and services via the radio, newspapers and printed materials.

Key Performance Indicators

Awareness survey pertinent to public knowledge of JUST - (and key initiatives (such as ADR, case management

Survey of civil society organizations, business community, - judges, and lawyers pertinent to access to courts and litigation rights



Goal Eight – Ensure Increased Professionalism in the Legal Community by Enhancing the Quality of Undergraduate Legal Education

8

Goal Eight – Ensure Increased Professionalism in the Legal Community by Enhancing the Quality of Undergraduate Legal Education

Quality legal education is an essential element in producing legal professionals that can competently represent clients and contribute to the establishment of the rule of law. The next generation of judges, prosecutors and lawyers are being shaped today by a legal education system that, if furthered, can have tremendous impact on the sustainability of efforts that are geared towards enhancing the professionalism of the legal community.

Against this backdrop, several activities were launched by the Ministry of Justice and the Ministry of Higher Education and in conjunction with law schools and key stakeholders, and future activities remain to be implemented to achieve sustainable enhancement of the quality of legal education in Jordan.

2004-06 Focus

Increasing professionalism in the legal community – at the center of which arguably lies the judiciary – was addressed by means of enhancing the quality of undergraduate legal education. The first Legal Education Conference – with the support of the Ministries of Justice and Higher Education – was held in September of 2005 and was attended by more than 90 judges, lawyers and academics. From that conference a vision of legal education reforms evolved and certain bodies and mechanisms were created to drive and implement those reforms. While those larger policy issues continue to be pursued, immediate steps were taken to improve legal education.

To develop law faculties, professors were trained in practical teaching skills and interactive teaching methods. Select faculty also observed teaching methods, clinics and continuing legal education programs in the United States for three weeks.

To upgrade law faculty curriculum, roundtables were held at which faculty were presented with new methods and materials for the teaching of substantive topics such as international trade, contracts, alternative dispute resolution, and ethics.

Student opportunities to gain more practical, hands-on experience were developed. A summer practicum and externship developed students' legal research and writing skills and exposed them to true legal-workplace environments. Also, extracurricular activities such as moot court, a writing competition, and public legal education entered into the planning stages at several law faculties.

2007-09 Focus

In addition to addressing the current needs of the justice system, efforts will be made to increase the professionalism of those future generations who will populate the judiciary and the legal community as a whole. A higher quality, more dynamic legal education for young men and women will enhance the future performance of judges and lawyers in Jordan.

“ Education and justice are two main pillars for the future of democracy, political and economic reform and integrated sustainable development.”

H.M. King Abdullah II
Visit to the Ministry of Justice,
30/3/2004

To attain this goal, three key strategies will be applied:

(1) Build consensus and participation in legal education upgrading efforts.

Efforts will continue to bring relevant parties together to further develop and implement a cohesive, broadly supported strategy for upgrading legal education. The Ministry of Justice and the Ministry of Higher Education will work together alongside law faculty deans, professors as well as other legal professionals. Guidance on particular issues will be sought through the use of various in-depth surveys, such as the one on law faculty graduates. Efforts of the existing Legal Education Conference Steering Committee and its partner Working Committee will be bolstered in order to move annual Conference recommendations forward and to conduct future conferences.

(2) Improve quality of legal education delivered by law faculties.

Training sessions in interactive teaching methodologies will be conducted for law professors. Selected law faculty members will also travel to the United States for study visits in order to help improve their teaching methodology. While on the trip, the members will be introduced to modern legal education methods, including the use of interactive approaches to educating students in addition to modern standards and criteria in teaching. Teachers will observe the way skills training exercises, such as legal research and writing, are incorporated into curriculum. Curriculum development will also be addressed, both in terms of how existing curricula can be upgraded and what new curricula could be developed.

(3) Enhance the capacity of law graduates through the provision of practical skills.

Extracurricular activities will be developed for students in a way which introduces some of the practical skills and knowledge a lawyer must have. Moot-court competitions and writing competitions involving multiple universities are two examples. Public legal education, in which law students develop and disseminate “essential” legal information to the public, will also instill a sense of public service.

Intensive Summer Practicum will also be provided to selected students. During the Practicum, students will develop legal writing, research, and oral advocacy skills. Furthermore, the students will be able to participate in a brief externship that will expose them to legal work environment.

Clinical legal education programs will also be pursued. Appropriate developments in law faculty curriculum and vibrant extracurricular programs, such as public legal education, will provide much of the foundation upon which successful clinics can be built. Clinics will work towards developing student skills in the practical applications of law.

University based legal clinics also serve as a legal aid resource to the general public. Such clinics may be considered as a model, providing information to future non-university based legal aid institutions on guiding principles and best practices.

Summary Strategic Plan (JUST) for 2007- 2009

National Goal

Guarantee the rule of law and independence of the judiciary.

JUST Strategic Vision

Fair, effective and timely justice for all in Jordan, guaranteed by a judicial system that operates with efficiency, transparency, accountability and independence.

Goal One	Goal Two	Goal Three	Goal Four	Goal Five	Goal Six	Goal Seven	Goal Eight
<p>Establish and maintain high standards of independence and integrity in the judicial system</p>	<p>Enhance the efficiency of the judicial system</p>	<p>Strengthen the capacity of the Ministry of Justice</p>	<p>Develop human resource capacities of judges and administrative staff</p>	<p>Automate court proceedings, records and statistics</p>	<p>Enhance Legislations Revision and Strengthen the legislative and regulatory framework for efficiency, transparency, accountability and independence of the judicial system</p>	<p>Increase transparency and strengthen links with civil society, the media, and other key stakeholders</p>	<p>Ensure increased professionalism in the legal community by enhancing the quality of undergraduate legal education</p>
STRATEGIES	STRATEGIES	STRATEGIES	STRATEGIES	STRATEGIES	STRATEGIES	STRATEGIES	STRATEGIES
<p>(1) Build Judicial Council capacity to support judicial independence</p> <p>(2) Review and enhance standards governing the transparency and independence of the judiciary</p> <p>(3) Strengthen and streamline inspection and monitoring of judicial performance</p> <p>(4) Solicit public perceptions vis-à-vis the judiciary</p> <p>(5) Provide fora for judges that foster dialogue, knowledge sharing and participation in furthering judicial independence and integrity</p>	<p>(1) Enhance court administration procedures and streamline and standardize court processes and procedures</p> <p>(2) Enhance the performance of key justice sector departments</p> <p>(3) Strengthen ties with partner institutions involved in the litigation process</p> <p>(4) Improve service delivery to citizens</p> <p>(5) Review and roll out the case management initiative</p> <p>(6) Expand the use of administrative procedures to relieve burdens on courts</p> <p>(7) Enhance and expand alternative dispute resolution mechanisms to relieve burdens on the court</p> <p>(8) Establish specialized case processing mechanisms</p> <p>(9) Establish an Appeals Screening Panel</p> <p>(10) Upgrade infrastructure for efficient operation of the courts</p>	<p>(1) Adopt automated and advanced administrative procedures</p> <p>(2) Enhance budgeting and financial management procedures of MOJ and courts</p> <p>(3) Strengthen MOJ's capacity to service courts</p> <p>(4) Augment MOJ's role in supporting family protection and human rights and public liberties programs.</p> <p>(5) Enhance MOJ's ability to respond to legal advice and opinion requests from partner ministries.</p> <p>(6) Strengthen coordination and ties with international and domestic stakeholders</p> <p>(7) Establish a personal financial disclosure department</p>	<p>(1) Strengthen the Judicial Institute of Jordan's institutional capacity</p> <p>(2) Strengthen the Judicial Institute of Jordan's capacity to provide quality preparatory and continuing legal education programs for judges</p> <p>(3) Enhance The Judicial Institute of Jordan's faculty resources</p> <p>(4) Strengthen enrollment procedure at the Institute and attract highly qualified candidates to apply to JIJ</p> <p>(5) Enhance JIJ's training offering to court administrative staff</p> <p>(6) Provide training to court administrative staff</p>	<p>(1) Integrate software systems into a single system and roll out automation to all courts in order to facilitate uniform practice and generate comparable data</p> <p>(2) Link all courts in a national computer network</p> <p>(3) Build capacity of judges and administrative staff to make best use of the automated case management system</p>	<p>(1) Strengthen the capacity of the Legislation Review Bureau to carry out its mandate</p> <p>(2) Review legislation to establish and strengthen standards for judicial independence, streamline processes and procedures, and diminish burdens on the courts</p> <p>(3) Institutionalize debate about the theory and practice of law</p>	<p>(1) Support civil society promotion of and contribution to justice sector upgrade efforts</p> <p>(2) Enhance communication within the judiciary, including judges and court staff</p> <p>(3) Establish mechanisms to support communications and provide key stakeholders with access to information</p> <p>(4) Increase public understanding of the role of the judicial sector and upgrade efforts</p>	<p>(1) Build consensus and participation in legal education upgrading efforts</p> <p>(2) Improve quality of legal education delivered by law faculties.</p> <p>(3) Enhance the capacity of law graduates through the provision of practical skills.</p>

