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ACRONYMS

ABA American Bar Association
ADR alternative dispute resolution
AG attorney general
AGD Attorney General’s Department
APIIT Asia Pacific Institute for Information Technology
BASL Bar Association of Sri Lanka
CC Constitutional Council
CCC Ceylon Chamber of Commerce
CENWOR Center for Women’s Research
CERT|CC Computer Emergency Readiness Team/Co-ordination Center
CHC Commercial High Court
CJE continuing judicial education
CLE continuing legal education
CLS Colombo Law Society
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>CMC</td>
<td>Court Management Committee</td>
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<tr>
<td>CSO</td>
<td>civil society organization</td>
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<td>DAR</td>
<td>digital audio recording</td>
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<td>DOJ</td>
<td>Department of Justice</td>
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<tr>
<td>GESI</td>
<td>gender equality and social inclusion</td>
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<td>GOSL</td>
<td>Government of Sri Lanka</td>
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<tr>
<td>HICD</td>
<td>human and institutional capacity development</td>
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<td>ICLP</td>
<td>Institute for the Development of Commercial Law and Practice</td>
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<td>ICT</td>
<td>information and communication technology</td>
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<td>ICTA</td>
<td>Information and Communication Technology Agency</td>
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<td>IT</td>
<td>information technology</td>
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<td>JSC</td>
<td>Judicial Service Commission</td>
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<td>KII</td>
<td>key informant interview</td>
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<td>KRA</td>
<td>Key Result Area</td>
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<tr>
<td>LAC</td>
<td>Legal Aid Commission of Sri Lanka</td>
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<td>LDD</td>
<td>Legal Draftsman’s Department</td>
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<tr>
<td>LGBT</td>
<td>lesbian, gay, bisexual, transgender</td>
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<td>LHRD</td>
<td>Lawyers for Human Rights and Development</td>
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<tr>
<td>M&amp;E</td>
<td>monitoring and evaluation</td>
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<td>MEL</td>
<td>monitoring, evaluation, and learning</td>
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<tr>
<td>MELP</td>
<td>monitoring, evaluation, and learning plan</td>
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<tr>
<td>MODSIT</td>
<td>Ministry of Development Strategies and International Trade</td>
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<td>MOH</td>
<td>Ministry of Health</td>
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<tr>
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<td>Ministry of Justice</td>
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<td>MOU</td>
<td>memorandum of understanding</td>
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<td>NJOTI</td>
<td>Non-Judicial Officer’s Training Institute</td>
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<td>PCDWL</td>
<td>Professional and Career Development for Women Lawyers Committee</td>
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<td>PEA</td>
<td>political economy analysis</td>
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<td>PLC</td>
<td>Provincial Law Conference</td>
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<td>PMP</td>
<td>performance management plan</td>
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<tr>
<td>PMU</td>
<td>project management unit</td>
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<tr>
<td>PPR</td>
<td>performance plan and report</td>
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<tr>
<td>RFQ</td>
<td>request for quotations</td>
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<td>SLJI</td>
<td>Sri Lanka Judges’ Institute</td>
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<td>SLWLA</td>
<td>Sri Lanka Women Lawyer’s Association</td>
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<td>SSA</td>
<td>Social Scientists’ Association</td>
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<tr>
<td>TDC</td>
<td>Training and Development Centre</td>
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<td>TOT</td>
<td>training of trainers</td>
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<tr>
<td>VCS</td>
<td>video conferencing system</td>
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<tr>
<td>VPN</td>
<td>virtual private network</td>
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<tr>
<td>VWPA</td>
<td>Victim and Witness Protection Authority</td>
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<tr>
<td>WERC</td>
<td>Women’s Education &amp; Research Centre</td>
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* This list comprises CORE Justice’s standard acronym list.
ACTIVITY OVERVIEW

<table>
<thead>
<tr>
<th>Activity Name:</th>
<th>Sri Lanka Coherent, Open, Responsive and Effective Justice Program (CORE Justice)</th>
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<tbody>
<tr>
<td>Activity Start Date and End Date:</td>
<td>August 10, 2017 - February 7, 2021</td>
</tr>
<tr>
<td>Name of Prime Implementing Partner:</td>
<td>Chemonics International Inc.</td>
</tr>
<tr>
<td>Contract Number:</td>
<td>AID-383-TO-17-00004</td>
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</tbody>
</table>
| Name of Subcontractors/Sub-awardees: | ▪ Bar Association of Sri Lanka  
▪ National Centre for State Courts  
▪ Marga Institute  
▪ LHRD - Sri Lanka (Lawyers for Human Rights & Development)  
▪ MSN Architects |
| Government Counterpart(s): | ▪ Attorney General's Department  
▪ Judicial Service Commission  
▪ Legal Draftsman’s Department  
▪ Ministry of Development Strategies and International Trade  
▪ Ministry of Justice  
▪ Sri Lanka Judges’ Institute  
▪ Supreme Court  
▪ Victim and Witness Protection Authority of Sri Lanka |
| Geographic Coverage: | Sri Lanka |
| Reporting Period: | January 01 - March 31, 2019 |

I. ACTIVITY IMPLEMENTATION PROGRESS

The Coherent, Open, Responsive, and Effective Justice Program (CORE Justice) works to improve the performance of core justice sector institutions and actors to support the modernization of Sri Lanka’s justice sector. Together with key stakeholders in the judiciary, government, legal profession, and civil society, the Program aims to help Sri Lankans regain confidence and trust in the justice system’s ability to resolve disputes and remedy rights violations.

The CORE Justice Program comprises three objectives:

1. Strengthen the effectiveness of core justice institutions, processes, and actors so they can effectively exercise their powers and fulfill their respective competencies.
2. Improve the justice system’s transparency and citizen engagement by increasing public awareness of its work, enhancing trust in processes and decisions, and garnering public support for institutional needs.
3. Enhance the governance, qualifications, and diversity of the Sri Lankan legal profession.

The Constitutional Council (CC) was first established in 2000 under the 17th Amendment to the Constitution. In 2010, then President Mahinda Rajapaksa established the Parliamentary Council, under the 18th Amendment, to replace the CC. Following the change in government in 2015, a new CC was established under the 19th Amendment to the constitution. The CC recommends nominations of members
to scheduled independent commissions such as the Human Rights Commission of Sri Lanka and the National Police Commission. The CC also approves appointments to scheduled offices upon recommendations being made to the CC by the president, including the chief justice and the judges of the Supreme Court; the president and the judges of the court of appeal; the members of the Judicial Service Commission (JSC), other than the chairman, and the attorney general (AG).

The first few months of 2019 saw a rise in tensions between the President of Sri Lanka and the CC. This had an impact on the appellate courts. For example, only acting appointments have been made to the post of president of the court of appeal since mid-January. In mid-March, a petition was filed before the Supreme Court of Sri Lanka challenging the acting appointments made to the post of the president of the court of appeal from January to date.

On March 23, the CC approved the President’s nomination of Additional Solicitor General Yasantha Kodagoda, President’s Counsel, as the President of the Court of Appeal, thereby, ending uncertainty over the appointment to this key judicial position.

In mid-October 2018, senior Supreme Court Justice Nalin Perera was appointed as the Chief Justice and presided over the hearing of the petitions challenging the constitutionality of the proclamation of the President dissolving Parliament. His Lordship, Chief Justice Nalin Perera faces mandatory retirement on April 29, 2019 due to reaching the retirement age. His successor is yet to be announced with the CC due to meet in the coming weeks; the selection process may be impacted by documented tensions between the President and the CC.

2. PROGRESS NARRATIVE AND IMPLEMENTATION STATUS

The significant changes in the administrative structure of the courts resulted in implementation delays and challenges for CORE Justice. At the end of the last quarter following the resolution of the constitutional crisis, Thalatha Athukorala was re-appointed as the Minister of Justice and R.M.D.B. Meegasmulla appointed as the Secretary to the Ministry. In this quarter, CORE Justice resumed engagement with the Ministry of Justice (MOJ), particularly the Secretary, a new appointee to the role and to the MOJ, with an introductory meeting held in February 2019.

A change in leadership at the Bar Association of Sri Lanka (BASL) also took place this quarter. Following elections in February, Mr. Kalinga Indatissa, President’s Counsel, was appointed as the President while Mr. Kaushalya Navaratne was re-elected as the Secretary.

Despite challenges in the operating environment beyond the program’s control, CORE Justice continued its activities with an increased focus on studies and analyses to support program activities and strengthen the program’s lobbying/advocacy position. Sub-contractors began work on a court user survey and court observation study. The project also chose a sub-contractor to carry out an analysis of the cost of criminal trials to the government. Continuing support to the Attorney General’s Department (AGD), the training curriculum on criminal trial advocacy skills was finalized this quarter following the pilot capacity development workshop held in December 2018. A trial advocacy skills program for newly recruited state counsel is tentatively scheduled for early April 2019.

CORE Justice also supported a provincial law conference (PLC) last February, organized by the BASL.

The appointment of a new chief justice in April may also provide increased space for CORE Justice to collaborate with and support the higher judiciary.
Implementation challenges and delays are described more fully in Section 4 of this report.

**CROSS CUTTING ANALYSIS**

**GENDER EQUALITY AND SOCIAL INCLUSION ANALYSIS.** The project carried out an initial gender equality and social inclusion (GESI) analysis from October to December 2017 to inform an emphasis on appropriate GESI criteria in all CORE Justice activities.

**SURVEY: WOMEN IN LEGAL PRACTICE IN SRI LANKA.** In Year 1 of the project, CORE Justice's local subcontractor conducted a survey among women in the female profession and female students in legal education institutions in selected districts in the country. Statistics from the University Grants' Commission indicate that there are more women enrolled in the bachelor of laws program than men, but women are under-represented in active litigation in Sri Lanka. The study aimed to address why this is so, and to identify challenges to women's entry and retention in the legal practice, with a specific focus on litigation or practice as legal counsel. Findings were presented to USAID at the start of Year 2.

Findings from the survey helped shape CORE Justice's support to the Bar Association of Sri Lanka, particularly with the PLCs and initial support to the Professional and Capacity Development of Women's Lawyers' Committee (PCDWL Committee).

In addition, CORE Justice is supporting research and surveys to understand problems in the justice sector and to support reform strategies.

**SURVEY: COURT USER.** CORE Justice launched a study this quarter to understand the perception of court users on court services across the island. The results will aid in discussing reform strategies with justice sector counterparts in Sri Lanka. This court user survey measures the perceptions of court users, including litigants, Attorneys-at-law, police and relevant government officers other than court staff who provide services during court hearings (for example, officers of the Government Analyst's Department and Surveyor General’s Department). For the purposes of the survey, target courts were limited to courts of first instance. Information collection began toward the end of this quarter.

**ANALYSIS: COST TO THE STATE OF A CRIMINAL TRIAL.** The excessive length of judicial proceedings in Sri Lanka has been highlighted on multiple occasions. Case delays have also impacted Sri Lanka's ranking in the World Bank’s Ease of Doing Business Index, especially in enforcement of contracts, an area that CORE Justice supports through the Task Force on Contract Enforcement. Case delays also affect public confidence in and perception of the judicial system. This analysis aims to place a monetary value on the prolonged resolution of a criminal trial and explore cost drivers and cost centers in relation to the overall cost of the trial to the State.

**COUNTERPART CONSULTATIONS**

Continuing counterpart consultations that commenced in Year 1, CORE Justice held discussions with counterparts to seek their support and make decisions to move forward with interventions and activities, such as supporting the AGD with an e-diary system, among other interventions described below.

**MINISTRY OF JUSTICE.** In February 2019, USAID and CORE Justice had an introductory meeting with the MOJ and reviewed CORE Justice programming including the following activities:

- AGD: progress on the training and development center; curriculum development and course delivery for new state counsel; and development of an e-diary system
- Legal Draftsman’s Department (LDD): co-operation with the British High Commission to support a yearlong training plan for the LDD
- Sri Lanka Judges’ Institute (SLJI): support to organizational strengthening; creation of a curriculum development committee; and improvements to Judges’ Net
- Non-Judicial Officers’ Training Institute (NJOTI): new courses for court registrars
- Court administration: automation at the Commercial High Court (CHC) and District Court of Colombo
- Task Force on Contract Enforcement: update on work and challenges of the task force to date.

BASL. In March this year, USAID and CORE Justice met with the BASL president-elect and the secretary-elect, to discuss priorities for BASL’s new administration. The president-elect outlined an ambitious 41-point list of priorities, many of which align with the MOU signed between USAID and BASL and found in CORE Justice’s scope of work. CORE Justice will follow up with a more detailed proposal on support to the new administration. The BASL priorities did not reference support to women attorneys. As this is a priority for USAID, CORE Justice will propose work next quarter, that supports the BASL Committee on Women in the Legal Profession including mentoring programs and other support that promotes women lawyers.

Victim and Witness Protection Authority. In Quarter 1, CORE Justice collaboration with the Victim and Witness Protection Authority (VWPA) did not move forward. This quarter, CORE Justice re-engaged with the VWPA. On March 13, 2019, USAID and CORE Justice met with one board member and other management of the VWPA and discussed potential project support. This meeting led to an agreement that CORE Justice would commence support with an organization development exercise. The project shared a concept note with VWPA in mid-March. CORE Justice anticipates supporting the VWPA in developing a prosecutors’ manual on victim and witness protection. The project also expects to work with the VWPA to assist CSOs to cooperate in providing assistance services to victims and witnesses. To help inform this proposed support, on 21st March, CORE Justice participated, as observers, in a meeting organized by the VWPA, with select CSOs to discuss further engagement with civil society.

The project expects delays in upcoming VWPA decision making as the organization is experiencing a turnover in leadership.

SRI LANKA JUDGES’ INSTITUTE. At the end of Year 1, SLJI sent CORE Justice an official request for assistance to develop a three-year judicial education plan, trainings on curriculum development, trainings on adult learning strategies for judicial trainers, and a review and upgrade of SLJI Net. However, activities slowed as SLJI experienced leadership change at the start of Year 2.

A new director was appointed early this quarter and in mid-February, USAID and CORE Justice met with the new director to discuss future activities. At the end of March, SLJI agreed to work with CORE Justice on curriculum development and on court management for a second batch of chairs of court management committees (CMC). The court management training follows an earlier training held in 2018.

Details of consultations held with other stakeholders are more fully discussed elsewhere in this report.

**OBJECTIVE 1: EFFECTIVENESS OF CORE JUSTICE INSTITUTIONS, PROCESSES AND ACTORS STRENGTHENED**

COMPETENCIES AND ADMINISTRATIVE CAPACITIES STRENGTHENED (KRA 1.1)
SUPPORTING THE SUPREME COURT WITH THE PROCEDURE CODE COMMISSIONS. The minister of justice asked the Supreme Court to form two committees to review and make recommendations for amendments to the following procedural laws:

- Committee reviewing the criminal procedure code
- Committee reviewing the civil procedure code

In response to a request made by the Supreme Court for technical and logistical support to these committees, CORE Justice assisted in the recruitment two research officers to assist the committees. Currently, only one research officer is supporting the committee in its review of the criminal procedure code and the penal code.

SLJI NET. SLJI NET, a database launched in August 2017 with substantial support from USAID, was designed to provide easy access and research capacity for judges to Acts of Parliament, reported and unreported cases of the two superior courts, and other resource materials. In April 2018, CORE Justice carried out an assessment of the system and identified deficiencies including data quality and organization, system functionality, and issues with the search engines, rendering the system unable to meet the needs of SLJI and related users.

COURT MANAGEMENT COMMITTEES. In January 2018, the JSC issued Circular No. 411 approving the establishment of CMCs in all courts of original jurisdiction. The objective for CMCs is to streamline the local court administration process and resolve issues within a particular court complex locally (rather than centrally by the JSC or the MOJ). The creation of the CMCs presents an opportunity to support the JSC in addressing challenges inherent in the startup of and operationalizing these new committees. Committee chairpersons, who are all judges with expertise in the law, do not necessarily have experience in facilitating dialogue across agencies and stakeholders. In Year 1, CORE Justice supported a workshop for 27 High Court judges on how to run and manage the CMCs.

While a second workshop was planned for the beginning of Year 2, it was postponed to accommodate leadership changes within SLJI. SLJI and CORE Justice are currently in the process of rescheduling it and will choose dates in June 2019. Once the second workshop is completed, a follow-up workshop on lessons learnt will be held. This will inform the development of a manual on court best practices, subject to approval from the JSC.

TASK FORCE ON ENFORCING CONTRACTS. In July 2018, CORE Justice took on the responsibility of supporting the Ministry of Development Strategies and International Trade (MODSIT) Task Force on Enforcing Contracts. This task force is one of the task forces established to increase Sri Lanka’s ranking in the World Bank’s Ease of Doing Business Index.

While MODSIT initially appointed a chair to the task force, in mid-September MODSIT asked the chief justice to nominate a member of the Supreme Court to take on that role. Though leadership at MODSIT and the Supreme Court has changed since these early movements, the task force has only met once, and no other meetings are scheduled.

While the task force waits for further direction from new leadership, CORE Justice continues to support its objectives through program activities including activities supporting the CHC, a key court in the resolution of commercial disputes.
**SUPPORTING ARBITRATION CENTERS.** Arbitration is one area of focus in the World Bank’s Ease of Doing Business Index. While Sri Lanka has received a high score for arbitration due to the presence of its arbitration centers, CORE Justice recognizes that efficient and cost-effective alternative dispute resolution mechanisms are an enabling factor for a vibrant business environment.

In February, CORE Justice and the Commercial Law Development Program (CLDP) of the U.S. Department of Commerce partnered to provide institutional support to arbitration centers in Sri Lanka. CLDP has been working with the Ceylon Chamber of Commerce (CCC) and the Institute for the Development of Commercial Law and Practice (ICLP) to help develop the CCC-ICLP ADR Centre, which was launched in July 2018.

In March of this quarter, CORE Justice met with the CEO of the CCC and the secretary general of the ICLP Arbitration Centre to discuss future collaboration, including improving performance and service delivery of arbitration centers in Colombo. In line with a focus on strengthening the institutional capacity of Sri Lanka’s arbitration centers, CORE Justice initially proposed an organizational needs assessment of ICLP which would result in recommendations and an action plan with the aim of building the capacity of arbitrators and lawyers.

To support this work, CORE Justice advertised a short term commercial arbitration advisor position to conduct the organizational needs assessment and to review existing functions, as relevant, at the two established arbitration centers in the country.

In April, CORE Justice’s case management specialist will be joining a study tour to Hong Kong organized by the U.S. Department of Commerce. Upon conclusion of the study tour CORE Justice will engage the commercial arbitration advisor to assess the planned CCC ICLP arbitration center and develop a strategy of organizational development support for the coming year.

**CASE MANAGEMENT INFORMATION SYSTEMS AND PRACTICES STRENGTHENED (KRA 1.2)**

**INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) SUPPORT TO THE COMMERCIAL HIGH COURT AND DISTRICT COURTS.** CORE Justice supports improved case management systems and practices and court automation is a key element. As the technical advisor to the Task Force on Contract Enforcement, the program also recognizes the need for greater use of automation in the CHCs as proposed in the task force’s action plan.

In October 2018, following the JSC’s approval of CORE Justice’s request to begin work on automation in the CHCs and District Courts, CORE Justice’s team conducted a preliminary review and needs assessment of the CHCs.

The assessment included a review of a defunct digital audio recording (DAR) system and video conferencing system installed in one CHC courtroom. These systems are integral to a well-functioning court automation process, so CORE Justice determined that provision of the necessary equipment is a good entry point for the project. In early February, CORE Justice met with the staff of the CHC as a first step in determining existing and required human resources for case management systems.

In February, CORE Justice, in consultation with the secretary of MOJ and with the approval of the chief justice, asked the engineer attached to the Superior Courts Complex Board of Management to design an electrical wiring system for the proposed audio-video conferencing system to be installed. The design was completed this quarter.
In early March, CORE Justice outlined proposed support to the JSC including the purchase of three DAR systems and video conferencing systems to be installed in the three CHC courtrooms. The letter also outlined a need for adequate wiring systems to be in place in the courtrooms. The poor physical condition in the courtrooms and the electrical system would need to be fixed for CORE Justice to proceed with the proposed court automation support. The JSC asked for a meeting to discuss next steps, and CORE Justice will meet with a member of the JSC early in the next quarter.

The IT registrar assigned by the JSC to cover the district courts of Colombo and Kandy and the CHC recently developed a new case file tracking system (using the Microsoft Dynamics application). The system relies on barcode labels which are attached to physical files to help with tracking. Using this system would allow for better case flow management and would also ensure that staff are able to organize and keep track of physical files more easily.

The CHC judges asked for support to purchase the barcode readers which will be used to test and track the system. CORE Justice’s justice sector ICT specialist also recommended the purchase of barcode scanners to enhance the functionality of the system. On March 8, CORE Justice handed over three bar code readers to the deputy registrar of the CHC with the approval of the JSC.

CASE MANAGEMENT SYSTEM FOR THE AGD. In Year 1, CORE Justice worked with senior AGD officials to review strengths and weaknesses of a document management system developed nearly 13 years ago yet to be implemented. CORE Justice and the AGD sought to identify priority needs for a new case management system.

CORE Justice’s team developed a concept note for a new mobile e-diary and file tracking system, and the project secured its approved from the AGD. The project released a request for proposals at the end of the last quarter. In March, the selected sub-contractor made a presentation on the proposed e-diary system to the senior officials of the AGD, outlining how the system will be developed. Hosting options for the system were also discussed at this meeting. Project deliverables have now been finalized and agreed on with the AGD and the contracting process is underway.

The proposed system would function like a mobile e-diary, connected to basic information on case files across both criminal and civil divisions. The system would also assist in case management and counsel assignment. This case management system would also support the workings of the AGD Training and Development Centre (TDC) soon to be rehabilitated with CORE Justice’s support.

INSTITUTIONAL PERFORMANCE MEASUREMENT SYSTEMS STRENGTHENED (KRA 1.3)

STRATEGIC PLAN FOR SLJII. In Year 1, an agreement was reached between CORE Justice and SLJII to design a three-year strategic plan for the institute. A concept paper was then submitted, proposing a strengths, weaknesses, opportunities, and threats assessment of the support staff. The purpose of the assessment is to gain insights from the support staff to inform the design session for the strategic plan. While CORE Justice received an official request for support at the end of Year 1, change in SLJII’s leadership in Quarter 1 impeded any movement on the strategic plan. SLJII has now indicated that they wish to prioritize the revamping of Judges’ Net for support from CORE Justice.
KNOWLEDGE, SKILLS AND PROFESSIONALISM OF PERSONNEL STRENGTHENED (KRA 1.4)

SUPPORTING STANDARDIZED SKILLS TRAINING FOR STATE COUNSEL. The AG is the chief legal advisor to the government and the AGD plays a central role in the justice sector. The AGD is in the process of recruiting one hundred state counsel over the course of the next year to ease issues of short staffing.

CORE Justice recognizes that a strong justice system relies on legal professionals who have high quality legal skills, training, and knowledge; therefore, CORE Justice acknowledges the need for a standardized training for these new recruits, particularly on trial skills. Over the course of Year 1, CORE Justice supported the AGD’s working group on curriculum development. Together, the project and the AGD developed a curriculum on criminal trial advocacy skills and prepared a case brief. The curriculum and case brief will be a core component of the inaugural standardized induction program for newly recruited state counsel. The training curriculum and case brief were piloted at a capacity development workshop held in December 2018 with the participation of 37 State Counsel. Following the pilot program, in February, CORE Justice developed a program evaluation report and shared it with USAID and the AGD for information and consideration.

In January, CORE Justice and the AGD held a review meeting with the participation of nine senior and mid-level officers from the AGD representing both criminal and civil divisions. The review was based on feedback from participants, trainers, and CORE Justice including the senior prosecution adviser. The criminal trial advocacy skills training curriculum has now been finalized by the AGD working group with technical assistance from CORE Justice.

The curriculum will be rolled out in April with a workshop for newly recruited state counsel. For CORE Justice, supporting the AGD’s initiative will help ensure that new state counsel have trial and other skills, essential for them to join the AGD in an efficient and systematic manner.

AGD TRAINING AND DEVELOPMENT CENTER. The AGD is focused on establishing a training and development center (TDC) dedicated to offering highly professionalised training for new recruits with an added in-house training component for staff already in service. With a designated training center, the AGD will be able to ensure consistency in delivering the standardised orientation program for new recruits and the continuous capacity and professional development of all AGD officers. As envisioned, the center would include offices for onboarding and recruitment training, continuing legal education, professional and career development, and research and policy.

In Year 1, CORE Justice supported an assessment on the TDC, and subsequently developed a proposal that was approved by the AGD. The project published a request for proposals for the rehabilitation of the proposed space last quarter and a sub-contractor has now been selected. In March, CORE Justice facilitated a meeting to introduce the selected sub-contractor to AGD officials. The sub-contractor will present the measured drawings of the space to CORE Justice early in the next quarter. The rehabilitation is to be completed by May 2019.

LEGAL EDUCATION BEST PRACTICES AND WHITE-COLLAR CRIME STUDY TOUR. Supported by CORE Justice in collaboration with the United States Department of Justice, the study tour was initially scheduled for early January 2019 but was postponed due to circumstances beyond CORE Justice’s control. The objective of the study tour is to provide 12 officers from the AGD with firsthand experience of a prosecutor training center, and an opportunity to understand case management in a different legal system.
and to learn about best prosecutorial practices. The study tour has now been tentatively rescheduled in the next quarter.

**SUPPORTING SKILLS TRAINING FOR COURT REGISTRARS ON COURT MANAGEMENT.** During Year 1, the JSC revised the selection criteria for court registrars to align with one of its key priorities to improve overall court management and delivery of justice. CORE Justice welcomed this move to strengthen court administration so that responsibilities can be effectively carried out and competencies fulfilled. The JSC also recognized that professional management training in court administration is a critical component in increasing professionalism of court staff and approved trainings for court registrars appointed under the new scheme. Last quarter, CORE Justice supported a five-day training for 44 newly appointed court registrars working in courts across the country. Preparations are now underway to hold a second training early in April, using training modules from the first training revised in line with participant feedback and lessons learnt.

**SUPPORTING FAMILY COUNSELORS.** In Year 1, CORE Justice organized three trainings for court-attached family counsellors. The training included both substantive knowledge and skills to help family counsellors perform their duties more effectively and maintain quality of counseling offered and in turn, support the smoother functioning of the judicial process in the lower courts with fewer delays.

Following a post evaluation held in December, CORE Justice developed a questionnaire to help select ten court attached family counselors (from among those who have been through the CORE Justice supported trainings). These counselors will be funded to follow a certificate course on counselling for drug related offences organized and implemented by the National Drug Control Board.

SLJI has now agreed to circulate the questionnaire among the family counselors who were trained with CORE Justice support and the program will take this forward in the next quarter.

**LEGAL DRAFTSMAN’S DEPARTMENT.** Following consultations with the Legal Draftsman’s Department, CORE Justice has outlined support in the form of resources needed to fulfill its mandate. CORE Justice has been coordinating with the British High Commission program on how to develop joint support to the LDD. The British High Commission has been in discussions with the Legal Drafting Department of Scotland for more than a year to secure their participation in the joint venture, and that will be delivered in the form of an early assessment and program design for the LDD. Following the assessment, the British High Commission will finalize a master plan for joint support to the LDD, which will likely include regular (e.g., quarterly) assignments from the Scottish office or others, such as the US or Commonwealth jurisdictions.

In January 2019, CORE Justice confirmed its initial agreement to the activities described above with CORE Justice focusing on more institutional and training issues, and the British High Commission supporting specific legislation. Support will include funding selected draftsmen to attend training courses at the International Legislative Drafting Institute.

It is anticipated that more concrete decisions will be made in this regard in the next quarter.

**COORDINATION AND INFORMATION SHARING STRENGTHENED (KRA 1.5)**

**PROGRESS REVIEW MEETINGS WITH COUNTERPARTS.** This quarter, progress review meetings continued to be a regular part of the program calendar with monthly meetings with counterparts such as the AGD and the BASL. These meetings, held with the participation of USAID, CORE Justice, and the
senior leadership of the respective counterpart, provide a space to review and revisit program activities and discuss future directions and support.

**COST ANALYSIS OF A CRIMINAL TRIAL FOR THE STATE.** In 2017, the Parliamentary Sectoral Oversight Committee on Legal Affairs and Media reported that the average length of the time, from the date of occurrence of a commission of a serious criminal offence to the conclusion of prosecution at a high court is 10.2 years. Additionally, it takes an average of 3.7 years from the date that the indictment was filed to the date the prosecution commenced, and an average of 1.8 years between the commencement of recording of evidence and the judgement. It is therefore evident that the resolution of a criminal matter takes an excessive amount of time.

Further research on the cost the government incurs on average for a criminal trial would provide a strong lobbying platform to inform decision-makers in and outside of parliament and the judiciary of the scale of the challenge and to identify needs and required resources to improve the administration of justice. In mid-November, CORE Justice sought proposals from interested organizations to conduct an analysis of the costs to the state for a criminal trial in a High Court. Costs associated with court room maintenance, prosecutorial services, government witnesses, court staff inclusive of judges hearing the cases, expenses incurred when a jury is opted, and the cost to remand suspects would be a few key areas to be considered.

The selection of the sub-contractor has now been finalized and the scope and methodology of the analysis agreed on. Data collection is due to begin early in the next quarter.

**COURT USER SURVEY.** The court user survey will measure the perception of court users including litigants, witnesses, lawyers, police, and government officers other than court staff who provide services in court hearings such as officers of the Government Analyst’s Department, Surveyor General’s Department, and public servants who are official witness. The scope of the survey focuses on all services provided by courts across the island and target courts are limited to the courts of first instances (Magistrate’s Courts, District Courts and High Courts) for this survey considering the large number of users at this stage. The ensuing report will include a detailed analysis of perceptions of court users among the target courts.

In February, the sub-contractor conducted key interviews with selected court staff to help design the survey questionnaire. The questionnaire was then developed and finalized with technical input from CORE Justice.

On March 18, an enumerators’ training (in Sinhala) was held with the participation of 14 enumerators from Colombo, Galle, Badulla, and Ratnapura. On March 28, the enumerators’ training in the Tamil language was held in Vavuniya.

By the end of this quarter, field data collection had started in Colombo, Anuradhapura, Badulla, Galle, Gampaha, Kalutara, Kandy, Kurunegala and Ratnapura.

**OBJECTIVE 2: TRANSPARENCY OF AND CITIZEN ENGAGEMENT IN THE JUSTICE SYSTEM IMPROVED**

**STRATEGIC COMMUNICATIONS AND REPORTING ARE IMPROVED (KRA 2.1)**
No activities to report under this sub-objective.

**INFORMATION SERVICES AND USER FEEDBACK MECHANISMS IMPROVED (KRA 2.2)**
No activities to report under this sub-objective.

INDEPENDENT MONITORING OF TRIALS AND PROCEEDINGS FACILITATED (KRA 2.3)

COURT OBSERVATION SURVEY. Court observation serves as a diagnostic tool to assess the fairness, effectiveness and transparency of judicial systems with individual cases reflecting the overall functioning of the justice system. In February, CORE Justice sponsored a workshop for the research team of LHRD, the sub-contractor, to support the development of the questionnaire for the study. In early March, the study commenced in selected Magistrate’s Courts, District Courts and High Courts in Colombo. Data collection was non-interventional, neutral and independent and focused to identify patterns in the activities of a court in a particular area.

The data collection phase has now been completed and an initial summary of the data collection phase submitted to CORE Justice. The final report is due in April and will be used by CORE Justice as an advocacy document for justice sector reforms and the need for greatest capacity building and increased professionalism among justice sector actors and stakeholders.

OBJECTIVE 3: GOVERNANCE, QUALIFICATIONS AND DIVERSITY OF THE LEGAL PROFESSION ENHANCED

BASL GOVERNANCE STRENGTHENED (KRA 3.1)

FINANCIAL MANAGEMENT. A critical component of BASL’s strategic plan is the need for a financial management strategy. BASL lacks a financial management strategy, business plan, or long-term funding mechanisms which can support its desired growth and development. As BASL plans to increase its services, including expansion of the continuing legal education (CLE) programs, which is proposed to be made mandatory in the future, there is a pressing need for a stronger financial management framework linked to an overall organizational development initiative.

This quarter, CORE Justice recruited a financial management advisor to support the BASL in setting up systems and procedures on financial sustainability and to manage its finance function. The process has been slow, in part because of changing leadership at BASL. It is hoped that with the induction of the new president and secretary at the end of March, the coming quarter will see this work moving forward.

ICT SUPPORT. In January, CORE Justice’s proposal on IT support was approved by the BASL’s executive committee. The procurement of the IT equipment has now been approved and will be taken forward in the next quarter.

KNOWLEDGE, PERFORMANCE, AND INTEGRITY OF THE LEGAL PROFESSION, INCLUDING LEGAL AID LAWYERS ENHANCED (KRA 3.2)
**BASL AND CLE.** As proposed by CORE Justice’s CLE advisor, CORE Justice has forwarded a survey on CLE to BASL for circulation among the BASL membership. The survey is designed to gauge the needs of the BASL membership on CLE and to collect proposals on how CLE offerings could be improved. The survey will close on 31st March and will be used to inform CLE related support.

**PROVINCIAL LAW CONFERENCES.** In Year 1, the project worked with BASL to develop and support PLCs, in addition to the national level conference, to increase the outreach of the CLE program particularly at the level of regional bar associations.

Protocols established in Year 1 continue to be followed with the agenda including set courses common to lawyers regardless of location, such as criminal trial practice, but allowing room for input from the regional bar leadership to identify courses of interest to the local legal community. Similarly, a paid registration was required based on a sliding scale for junior and senior lawyers.

In the quarter under review, CORE Justice supported a PLC for the North Western Province, organized by the BASL in collaboration with the Marawila Regional Bar, which was held in Chilaw from February 2-4, 2019. The Attorney General, and a member of the Supreme Court were part of the resource panel for the PLC. Ninety-two Attorneys-at-Law (36 women and 56 men) from seven regional bars – Puttalam and Anamaduwa, Chilaw, Negombo, Marawila, Kurunegala, Galgamuwa and Kuliapitiya – participated in the conference.

Continuing the emphasis on gender issues in the agenda of Provincial Law Conferences, a session on the “Impact of Gender on the Legal Profession” was included and covered topics related to gender and sexual harassment and advocacy campaigns.

For CORE Justice, Provincial Law Conferences support efforts to increase the outreach of Continuing Legal Education programs particularly among regional bar associations and to strengthen the knowledge and skills, performance, and integrity of the legal profession.

**CAREER PATHWAYS AND PROFESSIONAL LEADERSHIP ROLES FOR WOMEN EXPANDED (KRA 3.3)**

CORE Justice has been working closely with BASL in areas of governance and continuing legal education and has encouraged greater gender equality and equity at BASL. However, the PCDWL Committee, established by the BASL during Year 1 of the project, has made little progress this year. CORE Justice did not engage with the Committee this quarter. The appointment of a new president of the BASL, may provide the required impetus, despite support to women attorneys-at-Law not being specifically included in the new leadership’s priorities.

3. **PROJECT STAFF HIRING**

During this quarter, CORE Justice recruited a financial management advisor-BASL. The post of activity coordinator for the AGD and program manager were advertised.
The post of GESI Specialist became vacant in October. The post has now been filled with the GESI Specialist who will join the program in April.

4. IMPLEMENTATION CHALLENGES

Year 1 of CORE Justice was about building relationships, consolidating engagements, negotiating assumptions and challenges, and exploring new opportunities. As the project progressed into the second quarter of Year 2, some challenges relating to leadership and decision making by counterparts and counterpart engagement and capacity continued.

LEADERSHIP AND DECISION MAKING. This quarter saw changes in leadership in several counterparts including SLJI and BASL. Engagement with the MOJ re-commenced with an introductory meeting with the new Secretary to the Ministry. Activities with the Task Force on Enforcing Contracts could not proceed due to the lack of a decision on the Chair.

While the appointment of a new chief justice in mid-October presented itself as an opportunity, it did not provide the impetus for activities such as support to the committee reviewing the civil procedure code. This committee remains inactive and has still not come to agreement on the appointment of a chairperson. Coordination and information sharing across the justice sector did not significantly increase. Justice sector consultations, regular meetings of justice sector leadership and greater coordination in the justice system did not take place.

The appointment of a new Chief Justice at the end of April thereby emerges as an opportunity for increased political will for change and management.

ENGAGEMENT AND CAPACITY. The lack of engagement by and capacity of the Chair of the BASL’s PCDWVL Committee impacted adversely on the work of the Committee this quarter and no progress made in related activities. The impact of the PLC has become less strategic. The appointment of a new President could serve as the requested impetus despite women lawyers not being specifically included in the listed priorities for the year.

Recruitment. The post of GESI Specialist became vacant in October. Following several unsuccessful initial rounds of recruitment, the post was re-advertised in December with interviews held early this quarter.

Recruitment for the post of Program Manager is in progress at the time of writing.

5. MONITORING, EVALUATION AND LEARNING UPDATE

Despite the challenges from the rapidly changing external context in the Sri Lankan justice system, CORE Justice continued its activities as per the approved workplan and putting its efforts to achieve its intended objectives.

CORE Justice has submitted its first amended Monitoring, Evaluation and Learning Plan (MELP) for USAID approval, with proposed changes which CORE Justice recommended were advisable based on various factors, including the implementing environment and counterpart dynamics. The Program Team discussed these changes with USAID during CORE Justice’s Data Quality Assessment (DQA).
As a part of the project intervention strategies and baseline information collection process, CORE Justice has launched a survey to understand the perception of court users on services of courts. The quantitative data collection has started with defined sets of questionnaires with options in all three languages. The questionnaires are administered via tablet computers and collected data is instantly stored in a centralized cloud-based system. Qualitative data collection is expected to start from the second week of April.

CORE Justice’s interventions are monitored by assessing the progress of the outcomes set for the project, using a defined set of indicators. Progress under the AMELP is set forth in the table below (the below summary narrative should be read in conjunction with the attached PMP indicator updates).

**GOAL: A MORE MODERN JUSTICE SYSTEM CAPABLE OF DELIVERING QUALITY JUSTICE SERVICES THAT MEET THE NEEDS OF ALL MEMBERS OF SRI LANKAN SOCIETY.**

**INDICATOR G1: NUMBER OF LAWS, POLICIES, STRATEGIES, AND STANDARD OPERATING PROCEDURES ADOPTED AND IMPLEMENTED.** This indicator counts the number of justice sector laws, strategies, standard operating procedures, strategic plans, documented procedures, or formal policies that are amended or otherwise adopted because of project assistance and/or advocacy. For the program year 2019, the indicator targets five laws, policies, strategies, or standard operating procedures to be adopted. The AG’s Department has developed an induction program for newly recruited State Counsel with the support of interventions by CORE Justice. This induction program has been adopted with the new batch of State Counsel recruited in early 2019.

**INDICATOR G3: NUMBER OF JUDICIAL SECTOR PERSONALS TRAINED WITH USG ASSISTANCE.** The indicator targeted 1000 judicial sector personnel for the 2019 program year. CORE Justice has supported the training of a total of 119 judicial personnel (Lawyers). Among these 119 trained judicial personnel, 73 were men and 46 were women, including 46 youths (with the age category of 29 and below). A summary of supported trainings and participants details are follows:

<table>
<thead>
<tr>
<th>#</th>
<th>Date</th>
<th>Activity</th>
<th>Participants details</th>
<th>Age 29 &amp; below</th>
<th>Age 30 &amp; above</th>
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<tbody>
<tr>
<td>01</td>
<td>2nd to 4th Feb 2019</td>
<td>BASL North Western Province Law Conference</td>
<td>56 36 92 32 60</td>
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<tr>
<td>02</td>
<td>2nd to 3rd Mar 2019</td>
<td>Court Monitoring Training</td>
<td>17 10 27 14 13</td>
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**OBJECTIVE 3: GOVERNANCE, QUALIFICATIONS, AND DIVERSITY OF THE LEGAL PROFESSION ENHANCED**
3.2.1. NUMBER OF LEGAL PROFESSIONALS PARTICIPATING IN CLE, INCLUDING ETHICS AND PROFESSIONAL RESPONSIBILITY. BASL has completed a Provincial Law Conferences (North Western) during the quarter under review. Ninety-two legal professionals (56 Men and 36 women) participated in CLE courses through this BASL PLCs held in Puttalam. Of these, 32 participants were youth (falling within the category of age 29 and below).

| #  | Date              | Activity                                              | Participants details |
|----|-------------------|------------|-----------------|---------------------|
|    |                   |            | Men  | Women | Total | Age 29 & below | Age 30 & above |
| 01 | 2nd to 4th Feb 2019 | BASL North Western Province Law Conference | 56                   | 36                   | 92 | 32 | 60 |
| Total |                       |                         | 56 | 36       | 92 | 32 | 60 |

6. INTEGRATION OF CROSSCUTTING ISSUES AND USAID FORWARD PRIORITIES

GENDER EQUALITY AND FEMALE EMPOWERMENT. An initial GESI analysis was carried out in October-December 2017 and emphasized the inclusion of GESI criteria in all CORE Justice activities. Towards the end of Year 1, CORE Justice supported a survey, Women in Legal Practice in Sri Lanka, among women in the legal profession (with less than ten years of practice) and female students (first and final years) in legal education institutions, concentrating on the Colombo, Jaffna, Kandy, Batticaloa and Ampara Districts. The study aimed to identify challenges to women’s entry and retention in the legal practice, with a specific focus on litigation or practice as legal counsel.

University Grants Commission statistics on the enrollment of students to the Bachelor of Laws program reveal that more women are enrolled annually compared to men, and the SSA study aimed to shed some light on why more women are not present in active litigation in Sri Lanka, given the high enrollment rate in legal education.

Working within an overarching framework of promoting the rule of law in Sri Lanka, CORE Justice emphasizes support to diversity of career pathways for female attorneys and expansion of professional leadership roles for women. Analyses such as the GESI analysis and the Women in Legal Practice survey in Sri Lanka help provide a sound framework to activities and serve as lobbying documents with stakeholders and counterparts. The ongoing Court User Survey, with an embedded GESI component, will also help gauge perceptions and frame interventions.

For CORE Justice, the BASL PLC is an opportunity to help strengthen knowledge, skills and professionalism within justice sector actors and a platform to positively influence the biggest member organization for attorneys in the country on gender issues.

The program also provided technical and capacity building assistance to BASL’s PCDWL Committee. With its focus on increasing career pathways for women attorneys and improving the work environment for women lawyers, this committee is a potential key ally for USAID and CORE Justice in helping women lawyers reach their fullest potential and proactively make
informed career choices. CORE Justice remains optimistic that a change in leadership at BASL will lead to increased political will to energize this Committee.

7. STAKEHOLDER PARTICIPATION AND INVOLVEMENT

Engagement with government counterparts and BASL, and cooperation with other programs, are addressed throughout section 2 above.

8. PLANNED INTERVENTIONS FOR THE NEXT QUARTER INCLUDING UPCOMING EVENTS

<table>
<thead>
<tr>
<th>Dates</th>
<th>Event</th>
<th>Venue</th>
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<tbody>
<tr>
<td><strong>APRIL 2019</strong></td>
<td></td>
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<tr>
<td>01&lt;sup&gt;st&lt;/sup&gt; to 5&lt;sup&gt;th&lt;/sup&gt;</td>
<td>AG’s Department: Training on Trial Advocacy Skills for New State Counsel</td>
<td>Colombo</td>
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<tr>
<td>7&lt;sup&gt;th&lt;/sup&gt; to 11&lt;sup&gt;th&lt;/sup&gt;</td>
<td>SLJI: Court Management Training for Registrars</td>
<td>Colombo</td>
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<tr>
<td>22&lt;sup&gt;nd&lt;/sup&gt; to 26&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Arbitration: Study Tour to Hong Kong</td>
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<td><strong>MAY 2019</strong></td>
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<tr>
<td>17&lt;sup&gt;th&lt;/sup&gt; to 26&lt;sup&gt;th&lt;/sup&gt;</td>
<td>AG’s Department: Study Tour to the US</td>
<td>TBC</td>
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<td>TBC</td>
<td>JSC/ NJOTI: Curriculum Finalization workshop</td>
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<td>TBC</td>
<td>Institutional Assessment of arbitration centers</td>
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<tr>
<td><strong>JUNE 2019</strong></td>
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<tr>
<td>17&lt;sup&gt;th&lt;/sup&gt; to 28&lt;sup&gt;th&lt;/sup&gt;</td>
<td>AG’s Department: Training on Appellate Trial Advocacy Skills</td>
<td>TBC</td>
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<tr>
<td>TBC</td>
<td>SLJI: Training on curriculum development</td>
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<tr>
<td>TBC</td>
<td>SLJI: Workshop for Chairpersons of Court Management Committees</td>
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</tr>
<tr>
<td>TBC</td>
<td>BASL: CLE Conference</td>
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