

**United Nations Development Programme
Country: LEBANON
Project Document**

Project Title: Towards Enhancing Access to Justice

UNDAF Outcome(s): Effective and accountable governance of state institutions and public administrations is improved

Expected CP Outcome(s): Accountability of state institutions, and inclusive participation, strengthened

Expected Output(s):

- 1) Development of the institutional capacities at the MoJ;
- 2) Improvement of state legal aid;
- 3) Access to Information;
- 4) Support to donors' coordination meetings.

Executing Agency: UNDP

Implementing Partner: Ministry of Justice

Brief Description

Phase I of this project started on March 2007 and it aimed at strengthening the capacities in the Ministry of Justice in order to achieve a more accountable, equitable, effective and human rights based administration of justice. Within this framework, the project focused on building capacity for judicial reform, starting with an assessment of the situation and the administration of justice in Lebanon as well as their adherence to international human rights laws and conventions in order to mainstream human rights into the Lebanese judicial processes and administration. The aim of Phase II of this project is to develop and enhance the capacity of the MoJ mainly through the support of the IT staff in implementing the Beirut Court automation Master plan. It also focuses on improving state legal aid and enhancing access to information through the establishment of Help Desks, Republishing of the Judiciary Review and the development of a Media and Publication Campaign.

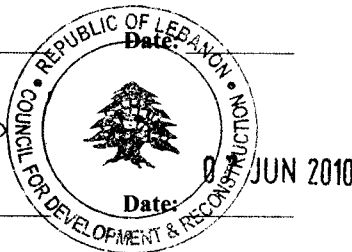
<p>Programme Period: 2010-2013 Atlas Award ID: 0005919 Atlas Project ID: 00073975 Start date: 1 March 2010 End Date: 31 December 2013 PAC Meeting Date: January 28, 2010 Management Arrangements: Support to NIM</p>	<ul style="list-style-type: none"> ▪ Total Budget USD 1,716,614 ▪ Net for activities USD 1,626,661 <ul style="list-style-type: none"> ○ European Commission USD 1,375,000 ○ UNDP and other Mobilized USD 341,614 • UNDP GMS(Indirect Cost) USD 89,953 • (Total budget will be adjusted based on the USD equivalency according to the UN Exchange rate prevailing on the date of the receipt of the different installments from the European)
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Agreed by Government: H.E. Prof. Ibrahim Najjar
Minister of Justice

Signature: _____

Agreed by CDR: Eng. Nabil El-Jisr
President

Signature: _____



Agreed by UNDP: Ms. Marta Ruedas
UNDP Resident Representative

Signature: _____

Date: _____

Government of Lebanon

United Nations Development Programme

Towards Enhancing Access to Justice

Following the successful implementation of Phase I of this project, UNDP is suggesting to implement a new phase.

The aim of Phase II is to develop and enhance the capacity of the MoJ mainly through the support of the IT staff in implementing the Beirut Court's automation Master plan. It also focuses on improving state legal aid and enhancing access to information through the establishment of Help Desks, Republishing of the Judiciary Review and the development of a Media and Publication Campaign.

Specifically, the project advances the following four outputs:

- 1) Development of the institutional capacity at the MoJ;
- 2) Improvement of state legal aid;
- 3) Access to Information; and
- 4) Support to donors' coordination meetings.

I. Situation Analysis

In its Ministerial statement to the parliament, the current government in Lebanon headed by Prime Minister Hariri stated that “the separation of powers in Lebanon is one of the cornerstones of the Lebanese Constitution and the democratic parliamentary system in Lebanon. Therefore, the government is adamant in its belief in the independence of the Judiciary and stresses its intent to carry out the necessary reforms to enhance and safeguard its independence. For a Just and independent judiciary is not only a major stabilizing agent for society, it is also the main factor in bolstering international confidence in Lebanon which, in turn, will encourage foreign investments that will push the economy ahead and will further boost growth, development, living standards, and social security of the Lebanese.”

Since the end of the civil war, Lebanon embarked on the process of rebuilding its government and public institutions. The legal and judicial sector, however, is still suffering from the lingering effects of the civil war. Though Lebanon has a long-standing history of prominence in the judicial field, much of the sector was demolished by the war. The institutions and the actors in this sector are now starting to undertake reforms to regain their prominence. The issues that plague this system are similar to those of many countries - the courts are backlogged from a shortage of judges and court staff, the rule of law has not prevailed, and there are concerns about the judiciary's independence from political processes and influence. More importantly, public confidence in the judiciary and legal system as a whole must be re-established and sustained.

Lebanon's constitution is one of the oldest in the region, dating back to the days of the French mandate. Although it has since been amended, there has been little attempt to adequately spell out provisions regarding the role and conduct of the judiciary, with the exception of an amendment to create a Constitutional Council in 1990. The parliament and the cabinet select judges for that body. Only government officials and deputies may bring cases to this Council. The Council is also the designated body for election disputes. That amendment came out of the Ta'if Agreement, which was designed to bring an end to Lebanon's civil war and strengthen national institutions, including calling for the strengthening of the Supreme Judicial Council and the implementation of a constitutional provision for a special tribunal for trials involving senior public officials. Although article 80 of the constitution provides for a “Supreme Council” to try presidents and ministers, implementing legislation was never passed until after the Ta'if accords. That body consists of judges and parliamentary deputies.

Lebanon's courts of general jurisdiction have three levels: the first is composed of (*Sulhiyya*) and (*Bida'iyya*) courts that apportion work in accordance with the seriousness of the case; the second is an appeals court (*Isti'naf*), and the third, cassation (*Tamyiz*).

There is also an administrative court system, known as the State Consultative Council (*Majlis Shura al-dawla*). In addition to the courts of general jurisdiction, administrative courts, and confessional courts, there are specialized courts as well that are judicial or quasi-judicial bodies. For instance, there are quasi-judicial or arbitration bodies for labor, real estate, and customs disputes. Military courts deal with military affairs and some security matters. The Court of Audit is attached to the Prime Minister's office and oversees cases related to public funds.

The Judicial Council, composed of senior judges, considers cases related to state security. It receives cases that are referred from the Cabinet, upon the suggestion of the Minister of Justice. Its decisions are not subject to appeal.

The budget and administration of the courts generally fall within the purview of the Ministry of Justice. The courts have been overburdened in recent years, leading some to suggest an increase in the number of judges.

The Lebanese judiciary relies on the Ministry of Justice for much of the administrative support for the courts. In addition, the Ministry plays a role in forming the Supreme Judicial Council, appointing judges and overseeing public prosecution and investigation. This has occasionally led to proposals to increase the autonomy granted to the judiciary.

The court system and judiciary proceedings generate a vast amount of documents and forms. Documents need to be routed among several departments, posts and personnel, awaiting certain procedures and approvals at specific stages of the process. Document tracking, forwarding, filing and archiving are currently done manually. Case scheduling and tracking are also handled manually. This manual process makes tracking and following up on law suites and cases a daunting, cumbersome and time consuming task.

The majority of these tasks are still paper based and processed manually. At the time being all workflow is totally manual, paper-based and depends on human tracking and scheduling. This is leading to a long delay in delivering the due process, as well as it is rendering the Judiciary system to be tedious, burdensome, repetitious and inefficient.

The Ministry of Justice also suffers from shortages in administrative staff and technical support personnel as well as judiciary staff. These shortages are hindering the effort of the Ministry to keep up with modern information and communications technologies. Moreover the physical environment and related physical resources are unsuitable for efficient office work and automation .

In Lebanon justice suffers a credibility gap and the Lebanese citizen has limited confidence in the system. Lack of resources and personnel has contributed to costs and delays within the judicial system. This has impeded the availability of justice to all citizens. According to the World Bank, in 2003 "access to justice in Lebanon is in a crisis due to the limited availability of legal aid and public defenders programmes, high court costs, and large sectors of the population in need of legal representation" (see World Bank: "Lebanon – Legal and Judicial Sector Assessment, June 2003")

Numerous public allegations of corruption continue to be made against members of the judiciary by both individuals and civil society groups. Reports, both from inside and outside the country, denounce the general state of corruption and that of the judiciary in particular.

It has to be noted that Lebanon is witnessing an emerging generation of judges that are considered independent and dispense justice in a proper, equitable and fair manner. They are very eager to contribute to modernize and improve the efficiency of the judiciary and their efforts have to be praised.

Lack of Training: The Institute was established by Decree 7855 in November 1961, and is the oldest judicial training facility in the region. The Institute is physically located in the Ministry of Justice. The library of the Institute is fairly small and lacks current legal materials. The Institute has only two full-time employees in addition to a part-time Director. Due to limited capacity, the Institute has been unable to increase the number of judicial trainees or to carry out its mandate of providing continuing education for judges. The bulk of the training provided is through the EC funded initiative mentioned in 1.3

However the Ministry of Justice has recently taken some steps to modernize the judicial system such as the creation and strengthening of the Information Technology (IT). The mandate of the IT

Unit, as stated by the decree 4168, includes the automation of the courts, the administration and the general directorate of the Ministry of Justice and the training of judges, clerks and ministry's employees on IT applications. As suggested by Master Plan, the MoJ appointed a judge specialist in legal informatics, holding a PhD in law (specialty: legal informatics) and a Bachelor of computer and communication engineering, as the supervisor judge of the IT Unit in the Ministry of Justice. The Council of ministers by has approved to recruit a number of IT technicians to staff the Unit (3 programmers 2 maintenance technicians, 25 data entry staff number. The procedure for recruitment has started. The Lebanese Civil Service Council, an administrative organism within the Lebanese administration, in collaboration with the Ministry of Justice, is responsible of organizing and managing the exams to select the best personnel from the candidates. The budget of the Ministry of Justice dedicated to IT issues has been raised in the project of national budget to be adopted for future years.

The supervisor of the IT Unit and the existing staff has closely supervised the preparation of the Master Plan for automation, and their role in this Master Plan was truly effective.

A comprehensive framework for reform of the judiciary was reviewed and announced by the Ministry of Justice during a national conference, in early January 2002. The framework highlighted the following national priorities:

- The commitment to "justice", in line with UN Human Rights legislation;
- The enhancement of the independence of the judiciary;
- The modernization of national legislation;
- Administrative reform and rehabilitation initiatives to improve the administration of justice.

The project mainly targets the public, the administration of justice and the judges themselves. It aims at facilitating the access to justice for the general public who, as seen above, have lost the faith in the Lebanese justice system due to the lack of transparency and efficiency. It also aims at modernizing the administration of justice and the courts through mainly automation as well as assessment studies and implementation of modern administrative systems. And the project also seeks to build the capacity of the judges through study tours and enlarging their research tools.

II. Strategy

Access to justice is a vital part of the UNDP mandate to reduce poverty and strengthen democratic governance. Within the broad context of justice reform, UNDP's specific niche lies in supporting justice and related systems so that they work for those who are poor and disadvantaged. In addition to the general standards of the International Human Rights Conventions, a number of international instruments establish principles and minimum rules for the administration of justice and offer fairly detailed guidance to states on human rights and justice. They comprise the Universal Declaration of Human Rights and specific covenants, conventions, rules, guidelines and standards, promulgated by the international community under the auspices of the United Nations. These standards inform and influence UNDP support to the justice sector. Worth noting are:

- The Basic Principles on the Independence of the Judiciary: these require that national law guarantee the independence of the judiciary and prohibit the inappropriate and unwarranted interference with the judicial process. They obligate states to provide adequate resources to enable the judiciary to properly perform its functions, and set forth principles for the selection, training, conditions of service and discipline of the judiciary
- The Basic Principles on the Role of Lawyers: these require governments to ensure that efficient procedures and responsive mechanisms for equal access to lawyers are provided, including the provision of sufficient funding and other resources for legal services. In addition, they entitle lawyers to form and join self-governing professional associations while at the same time professional associations are required to cooperate with governments in the provision of legal services.
- The Guidelines on the Role of Prosecutors: identify the responsibility of prosecutors in protecting human dignity and upholding human rights and ensuring due process

Strategic areas of support aim to highlight and/or complement existing efforts and initiatives in the area of good governance, to lead new reform and capacity building initiatives for promoting implementation of the rule of law, and strengthen partnerships in this context. In the context of the latter, UNDP also leads efforts to support the goal of enhancing decision-making capacities and institutions as identified in the United Nations Development Assistance Framework (UNDAF) (2002-2006). The UNDAF is the planning framework for UN System development operations at the national level. The rule of law in its different components – constitutional, legal, judicial and penal – and respect for human rights are essential for good governance and democracy. Pivotal – and major challenges – include the presence of an efficient, independent judiciary based on integrity and the enforcement of the law in a comprehensive and fair manner.

The Ministry of Justice and UNDP have collaborated since 2002, and in consultation with the UNDP Project on Governance in the Arab Region (POGAR), has identified key areas of interventions that could be developed by a joint project. In 2004, a joint project established the Judicial Documentation and Research Center at the Ministry of Justice and it was reinforced in 2005 and 2007.

In 2007 a UNDP project based at the Ministry of Justice itself was implemented aiming at strengthening the capacity of the Ministry in areas enabling the achievement of a more accountable, equitable, effective and human rights based administration of justice.

The handled activities included:

- The elaboration of a policy paper on impediments to access to justice in Lebanon, offering recommendations for policy reforms including: promoting accessibility of the poor to legal aid, reducing the cost of justice as well as identifying alternative dispute mechanisms.

2. Developing communication and information system and processes through the update of a new website, the development of a directory of services and the organization of workshops.
3. Training of judges and student judges on a Human Rights Based approach to Justice.

The UNDP team within the Ministry of Justice handled as well the activities of the Phase II of the Research and Documentation Center and expanded the building up of the legal databases.

Within this framework, the phase II of this project will focus on implementing the policy paper recommendations elaborated during Phase I and expand the transparency scope in order to pursue the building of core capacity for judicial reform starting with increasing adherence to international laws and conventions aiming at their integration into the national judicial process and national laws.

Project Description

Expected Phase II project outputs include the following:

Phase I of this project started on March 2007 and it aimed at strengthening the capacities in the Ministry of Justice in order to achieve a more accountable, equitable, effective and human rights based administration of justice.

Within this framework, the project focused on building capacity for judicial reform, starting with an assessment of the situation and the administration of justice in Lebanon as well as their adherence to international human rights laws and conventions in order to mainstream human rights into the Lebanese judicial processes and administration.

The aim of Phase II of this project is to implement the recommendations adopted by the policy paper especially, lowering the cost of justice for vulnerable groups. New assessment studies related to the current situation of the judiciary aim to enlarging the scope of the transparency, efficiency and efficacy of the administration of justice.

The project's main objectives and outputs are as follows:

- I- Development of the Institutional Capacities of the MoJ:
 1. Implementing the recommendation of the Policy Paper of Phase I relevant to reducing the cost of justice.
 2. Support to the reform of the Lebanese criminal law.
 3. Technical Support to the Ministry by creating an IT Unit composed of highly qualified IT experts to automate services at the MoJ.
 4. Equipment of the IT Unit.
 5. Enhancing Internet for the MoJ and the Beirut Palace Court
- II- Improvement of State Legal Aid:
 - Support to structure and improve effective legal aid.
- III- Enhancing access to information:
 1. Publication of a guide for unifying the collection of the judiciary fees.
 2. Establishment of a Help Desk Unit at the General Prosecution in charge of handling all citizens' requests as well as an Information Help Desk aiming at helping public navigate through the complexity of the courts.

3. Installation of name plates and floor maps at the Beirut Court Palace.
4. Expansion of the E-Library at the Ministry of Justice. This includes:
 - Rendering the E-Library accessible to all judges by putting it online
 - Creating E-Libraries within the courts accessible to all judges.
 - Promoting the use of the E-Library through an awareness campaign addressed to all judges.
5. Republication of the Judiciary Review (hard and soft copy).
6. Public Awareness Campaign through media as well as through publications such as pamphlets, brochures guides etc...

IV- Support to the donors' coordination meetings.

During the Phase I of the project, the Project assessed the situation at the courts and found out the necessity of managing the citizens' requests and demands especially those related to The General Prosecution. The Help Desk will be established and staffed by courts employees trained by a lawyer and human rights activist to respond to citizens' requests. This Help Desk will be the only authority authorized to handle such requests and it is intended to minimize the contact of the citizens with court employees and thus increase access to justice for all citizens; women, and the poor, in particular, stand to benefit greatly from this service.

The communication campaign implemented in the Phase I of the project will pursue the dissemination of information on legal rights and procedures through the web portal, pamphlets, brochures, posters, newsletters and booklets. An awareness campaign in the print and electronic media will also be launched in collaboration with strategic partners in the media industry, and through mobilizing corporate sponsorship to raise public awareness about the service. To further ensure outreach to the disadvantaged segments of society, social mobilization of communities will also be undertaken, to impact basic knowledge of laws and legal rights.

The project in 2010 is divided into 4 set of activities: the first set aims at developing the institutional capacities of the Ministry of Justices and the second provides to technical support of the MoJ, while the third is to enhance public access to information on the administration of justice.

1. Development of the Institutional Capacities of the MoJ

1.1 Implementation of the Policy Paper recommendations aiming to reduce the cost of justice

A policy paper was drafted in collaboration between UNDP and the administration of justice aiming mainly to reduce the cost of justice and implementing alternative dispute resolution in order to accelerate processes and reduce workloads in court which would render justice accessible to all vulnerable groups. The study's recommendations requested the review of the law on judicial fees in a purpose aiming to reduce the cost of justice.

The study was conducted by 2 lawyers under the supervision of a judge appointed by the Ministry of Justice. It was the result of a collection of information and recommendations proposed by the various members of the Administration of Justice.

The study need to be implemented and laws and decrees need to be amended and issues. It is in the core of the access to justice and an important tool for the vulnerable groups to get a fair access to justice.

1.2 Assistance to the reform of the criminal law

In application of the Ministerial declaration, the administration of justice is planning to reform the criminal law. The main purpose of this reform is the abolition of the death penalty as well as the articles that contain discrimination against individuals.

1.3 Provide assistance to the MoJ for the implementation of the Master Plan through:

- a. Providing technical Support to the Ministry through recruiting highly qualified IT experts who will support the automation process of the MOJ
The implementation of the automation project financed by the EU will start in 2010. The IT Unit at the MoJ will be supervising the automation procedures. As a result of the grant provided by the EU, the MoJ has agreed to enlarge the IT Unit by recruiting new staff members.
But the automation process requires highly qualified engineers and technicians which the MoJ does not have the ability to recruit; therefore the project will be supporting the IT Unit by recruiting the highly qualified members who will train and form the MoJ IT members and support the automation process.
- b. Equipping the newly established IT Unit at the ministry
The new IT Unit being established, it requires equipment, furniture and proper training to function in an acceptable manner. The project aims at supporting this IT Unit by providing it with the required equipment, training and study tours.
- c. Enhancing the internet access for the MoJ and the Beirut Court staff and judges
Access Points need to be established at the MoJ and the Beirut courts and management software needs to be developed as a support to the automation process.

2. Improvement of State Legal Aid

2.1 Support to structure and improve effective state legal aid

The judicial aid was adopted by the legislator to the benefit of the person who is unable to assume the charges and fees of the trial (article 425, C.C.P). It aims at enabling him to bring the lawsuit, proceed in it and achieve the necessary investigation procedures until the judgment is delivered, notified, appealed if necessary by legal means and executed, without binding him to assume the charges and fees determined in the law or by the court, temporarily or definitively, according to each case.

Basically, all the persons who are entitled to bring lawsuits can benefit from the judicial aid, whether they are natural persons or body corporate and Lebanese or foreigners (article 426 C.C.P.).

The judicial aid is granted on two conditions:

First condition: The beneficiary must be unable to assume the charges of the trial and must prove his inability to pay the charges by attaching to his demand a certificate issued by the revenues and treasury departments at the Ministry of Finance stating the direct taxes paid by him and a certificate from any local authority confirming his neediness.

Second condition: The conflict must not suggest apparently that the person applying for the aid is not in the right.

Many people avoid accessing justice because they cannot afford the price of the justice. Their financial situation being difficult they'd rather remain victims than collect their rights in court.

Enhancing the legal aid system would automatically involve enhancing access to justice to the vulnerable groups.

The project aims at rendering the legal aid system more efficient and effective through promoting legal aid amongst the lawyers and motivating them into taking legal aid cases.

This would involve study tours to train the at least 20 of the most involved lawyers in the legal aid cases as well as purchasing research tools for all the lawyers involved in legal aid.

A large workshop involving legal aid lawyers with international expertise will be conducted as well aiming at training them on how to work on legal aid cases.

The activity involves the participation of both Beirut and Tripoli Bar Association and specifically the legal aid committee within those associations. They should provide us with the list of lawyers working within the legal aid department and help in developing the legal aid workshop agenda as well as identify the research tools that must be distributed to those lawyers. They should identify the most motivated amongst those lawyers who will be attending the study tour abroad.

3 Access to Information

3.1 Publication of a Guide for the judicial fees

The judicial fees are the expenses for proceeding in the case. They are fixed in proportional rate or fixed sum.

Those fees are dispersed and need to be gathered in one unified document which would allow all the clerks and administration officers involved in the collection of fees to uniformly collect the judicial fees.

This guide will provide a larger transparency within the administration of justice.

The project would involve the designation of a committee by the MoJ composed of a judge and at least 1 clerk whose task would be the assessment of all the judicial fees in view of their publication in one unified document.

3.2 Establishment of a specialized help desk related to general prosecution.

Establishment of an Information Help Desk

In an aim to enhance the access to justice and the transparency within the administration of justice and after a survey within the administration itself, 2 help desks have to be implemented.

The first help desk is a specialized help desk related to the general prosecution and aims at providing assistance to the citizens that have pending issues with the general prosecution office. This would centralize the contact between the public prosecution and citizens and would help avoid corruption and reduce bureaucracy in a way where a specialized public officer would be responsible of handling citizens' requests in public prosecution related matters.

The second help desk is a general information help desk that aims at answering questions and helping the public navigate its way through the complexity of the courts. The project will also focus on training staff to answer questions relating to citizens' and give information about courts procedures.

3.3 Building up of the Legal Database at the E-Library

In 2005 a UNDP project at the MoJ implemented an E-Library which aims at creating an exhaustive research tool for the judges. The E-Library is composed of Lebanese and international legal databases mainly French since the Lebanese legal system is based on the French law. It also contains a search engine that helps the research through keywords.

The E-Library is mainly used by the student judges during their 3 years at the Judiciary Institute. Many judges also access the E-Library for the researches needed to render their judgments.

The intention is that the E-library being an important research tool, it is necessary to expand the databases and try to make at least the Lebanese databases accessible online for the judges to access it remotely which would facilitate the researches of the judges in the regions who do not have direct access to the E-Library.

3.4 Republishing of the Judicial Review

This is an important component under the access of justice theme.

The Judiciary Review is a journal in which are gathered all the important judgments rendered by courts. The publication of the Review has stopped since 1998 and it was only published on hard copy.

The project aims at republishing the Judiciary Review on hard and soft copy.

The plan is to republish the old reviews till 1998 on soft copies, to also update the review and republish the missing part from 1998 till 2010 on soft and hard copies and in parallel publish the new reviews quarterly.

The project needs 2 years to be completely finalized and up to date.

In 2010 we are counting on starting with the 2010 judiciary reviews and in the same time start the data entry of the old reviews since their beginning in view of publishing them on soft copies.

The 2nd phase would be the update from 1998 till 2010.

The importance of the Judiciary Review resides in the transparency of the justice system since all judgments would be published and accessible to all interested counterparts such as judges who will get their copies (hard and soft) for free and relevant parties who would subscribe to the Judiciary Review.

This subscription would help in the sustainability of the project and would insure the necessary funds for its continuity.

The republishing of the Judiciary Review would involve a committee designated by the MoJ which will be responsible of collecting the judgments and selecting those important to be published then control and correct the publications.

3.5 Launching and Publication of an awareness campaign.

In order to enhance transparency, a continuous awareness and advertisement campaign of the services and activities of the MoJ must be implemented.

This campaign is composed of publications and continuous update of the website.

The publications composed of pamphlets, brochures, posters, guides and booklets are to be widely disseminated.

- A previous campaign on the MoJ new services and achievements had already been achieved and had a huge impact on the general public.

4. Supports to Donors' Coordination Meetings

4.1 Ensuring Secretarial work for regular Donors' Coordination Meetings

Section III - Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework: Accountability of state institutions, and inclusive participation, strengthened

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Public perception of accountability, integrity and participation improved; **Baseline:** Draft laws and plans for admin, electoral law and justice reforms still pending; **Target:** Access to justice, electoral law reform and national action plan for human rights produced and implemented.

Project title and ID: Toward Enhancing Access to Justice

Outcome 1: Access to Justice enhanced, transparent and accessible

Intended Outputs

OUTPUT TARGETS (YEARS)

Inputs
Costs estimated over a three-year period

1) **Output: Development of the Institutional Capacities of the MoJ**

Baseline: Administration of Justice lacking of technical support

Output Indicators:

- Policy paper recommendations implemented
- Criminal Code reformed and modernized
- IT Staff technically supported through recruitment of IT experts
- IT Unit Office furnished and equipped and IT staff capacity developed
- Definition of access points finalized and management software implemented

Targets:

- Administration of Justice
- Judges
- IT Staff
- Citizens

2010

- Recruitment of 2 Legal Advisors
- Recruitment of Business Analyst
- Purchase of Equipment
- Training and study tours

2011

- Renewal of Contract for Business Analyst
- Recruitment of Database Engineer
- Recruitment of Network Engineer
- Purchase of Equipment

2012

Renewal of Contract for

- 1.1 Implementation of the Policy Paper recommendations aiming to reduce the cost of justice.
- 1.2 Support to the reform of the Criminal Code
- 1.3 Technical Support for the IT Unit
- 1.4 Equipment of IT Unit
- 1.5 Enhancement of internet for the MoJ and the Beirut Court

MoJ
UNDP
EU

- Recruitment of 2 Legal Advisors (10,000 \$)
- Recruitment of IT Staff (Business Analyst, Network Engineer, Database Engineer, IT Technician) (380,438\$)
- Purchase of Equipment (Hardware, Software and Furniture) (102,903\$)
- Training and Study Tours (18,750\$)

GMS: 35,846

Total Cost Estimation for Output 1:

547,973\$

<p>Business Analyst Renewal of Contract for Database Engineer Renewal of Contract for Network Engineer Recruitment of IT Technician Purchase of Equipment</p> <p>2013</p> <p>Renewal of Contract for Business Analyst Renewal of Contract for Database Engineer Renewal of Contract for Network Engineer Renewal of Contract for IT Technician</p>	<p>2010</p> <p>Conduction of Study for improvement of state legal aid</p>	<p>Bar Associations UNDP EU</p>	<p>1.5.1 Support to Structure and improve effective state legal aid</p>	<p>Conduct of Study 137500\$ GMS 9,625 Total Cost Estimation for Output 2: 147,125\$</p>
<p>2) Output: Improvement of State Legal Aid</p> <p>Baseline: Legal aid committee at the Beirut and Tripoli Bar Association</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> • Legal Aid study conducted <p>Targets:</p> <ul style="list-style-type: none"> • Lawyers 	<p>2010</p> <p>Publication of Guide for Judiciary Fees Purchase of Equipment Establishment of specialized Help Desk related to General</p>	<p>MoJ UNDP EU</p>	<p>1.5.2 Guide for Judiciary Fees Published 1.5.3 Establishment of specialized Help Desk related to General Prosecution 1.5.3.1 Establishment of Information Help Desk 1.5.4 Installation of signs, name plates</p>	<ul style="list-style-type: none"> • Recruitment of legal advisor for content development (3,750\$) • Design of Guide (1,000\$) • Printing of Guide (9,975\$) • Purchase of Equipment
<p>3) Output: Access to Information</p> <p>Baseline: Access to Justice lacking of transparency and efficiency</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> • <i>Guide for unified collection of judiciary fees drafted</i> 				

<ul style="list-style-type: none"> • <i>Specialized Help Desk related to public prosecution matters and Information Help Desk established</i> • <i>Signalization of the Beirut Palace Court clear and complete</i> • <i>Building up of the Legal Databases expanded and rendered online</i> • <i>Judiciary Review updated and republished</i> • <i>Media and Awareness campaign launched</i> 	<p>Prosecution in Beirut</p> <p>Establishment of Information Help Desk</p> <p>Framing for Help Desks Modalities</p> <p>Mapping of Courthouse</p> <p>Installation of signs, name plates and floor maps.</p> <p>Building up of the Legal Database at the E-Library and Web Basing existing databases at the E-Library</p> <p>Republishing of the Judiciary Review</p> <p>Launching of Media, Publication and Awareness Campaign</p> <p>2011</p>	<p>and floor maps</p> <p>Building up of the Legal Database at the E-Library</p> <p>Republishing of the Judiciary Review</p> <p>Launching of Media, Publication and Awareness Campaign</p>	<p>(27,198\$)</p> <ul style="list-style-type: none"> • Training (3,750\$) • Mapping of the Courthouse (200\$) • Installation of the name plates and door signs (2,500\$) • Purchase of additional legal databases and Web basing existing legal databases (122,303\$) • Republishing of Judiciary Review (200,000\$) • Launching of Media, Publication and Awareness Campaign (34,000\$) <p>GMS: 28,327</p> <p>Total Cost Estimation for Output 3: 433,003\$</p>
<p>Targets:</p> <ul style="list-style-type: none"> • Administration of Justice • Judges • Lawyers • Citizens 	<p>Establishment of specialized Help Desk related to General Prosecution in Baabda</p> <p>Building up of the legal database at the E-Library</p> <p>Updating of the Judiciary Review</p> <p>Re-launching of Media, Publication and Awareness Campaign</p> <p>2012</p> <p>Purchase of Equipment</p>	<p>1.5.5 Building up of the Legal Database at the E-Library</p> <p>1.5.6 Republishing of the Judiciary Review</p> <p>1.5.7 Launching of Media, Publication and Awareness Campaign</p>	<p>1.5.8 Ensuring Secretarial work for Donors' Coordination Meetings</p> <ul style="list-style-type: none"> • Developing agendas • Holding Minutes of Meetings • Updating
<p>4) Support to Donors' Coordination Meetings</p> <p>Baseline: Donors Coordination Meeting irregular</p> <p>Output Indicators:</p>	<p>2010 – 2013</p> <p>Ensuring Secretarial work for Donors' Coordination Meetings</p>	<p>MoJ UNDP</p>	<p>1.5.8 Ensuring Secretarial work for Donors' Coordination Meetings</p> <ul style="list-style-type: none"> • Developing agendas • Holding Minutes of Meetings • Updating

- Donors' coordination Meetings held on regular basis

Total Cost estimation for Output 4:
None

Targets:

- Administration of Justice
- Donors/Implementers

<p>5) Project Management</p> <p>Baseline: Working UNDP project at the MoJ</p> <p>Output Indicator:</p> <ul style="list-style-type: none"> • Administrative Staff efficient and working • Supplies • EU visibility shown • Facilities and Administration costs calculated <p>Targets</p> <ul style="list-style-type: none"> • Project Implemented 	<p>2010-2013</p> <p>Administrative costs</p>	<p>MoJ EU UNDP</p>	<p>1.5.9 Contractual Services for Administrative staff 1.5.10 Supplies 1.5.11 Visibility Actions for EU</p>	<ul style="list-style-type: none"> • Administrative (410,146\$) • Supplies (50,000\$) • EU Visibility (7,500\$) • Contingency/Miscellaneous (82,270\$) <p>GMS 38,494\$</p> <p>Total Cost estimation for Output 5: 588,411\$</p>
<p>TOTAL PROJECT BUDGET</p>				<p>1,716,614 \$</p>

Section IV - Annual Work Plan

Year: 2010

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
DEVELOPMENT OF THE INSTITUTIONAL CAPACITIES OF THE MOJ	Policy Paper recommendations aiming to reduce the cost		X	X	X	LEB - Ministry of Justice - EC - OMSAR - UNDP	71300-Local Consultants	5,000	
	Support to the reform of the criminal law		X	X	X	LEB - Ministry of Justice - EC - OMSAR - UNDP	71300- Local Consultants	5,000	
	Technical Support for the IT Unit			X	X	LEB - Ministry of Justice - EC - OMSAR - UNDP	71400- Contractual Services-Ind.	18,000	
	IT Unit Equipped		X	X	X	LEB - Ministry of Justice - EC - OMSAR - UNDP	71600- Travel	18,750	
	Internet for the MoJ and the Beirut Court enhanced		X	X	X	LEB - Ministry of Justice - EC - OMSAR - UNDP	72200- Equipment and Furniture	19,388	
IMPROVEMENT OF STATE LEGAL AID	Support to structure and improve effective state legal aid		X	X	X	LEB - Ministry of Justice - EC - OMSAR - UNDP	72800- IT Equipment	38,304	
			X	X	X	LEB - Ministry of Justice - EC - OMSAR - UNDP	72800- IT Equipment	11,510	
			X	X	X	LEB - Ministry of Justice - EC - OMSAR - UNDP	72100- Contractual Services- Companies	137,500	
ACCESS TO INFORMATION	Publication of guide for judiciary fees		X	X	X	LEB - Ministry of Justice - EC - OMSAR - UNDP	71300- Local Consultants	3,750	
	Help Desk related to General Prosecution office and Information Help Desk		X	X	X	LEB - Ministry of Justice - EC - OMSAR - UNDP	74200- Audio Visual and Print Prod Costs	10,975	
			X	X	X	LEB - Ministry of Justice - EC - OMSAR - UNDP	72100- Contractual Services- Companies	2,500	
		X	X	X	LEB - Ministry of Justice - EC - OMSAR - UNDP	72200- Equipment and Furniture	12,500		

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
	Installation of name plates and floor maps (Beirut Palace Court)	X	X	X	X	LEB - Ministry of Justice - EC - OMSAR - UNDP	EU	72800- IT Equipment	11,040
	Building up of the Legal Database at the MoJ E-Library	X	X	X	X	LEB - Ministry of Justice - EC - OMSAR	UNDP/Other	72100- Equipment	2,700
	Republishing of the Judiciary Review	X	X	X	X	LEB - Ministry of Justice - EC - OMSAR	EU	72800- IT Equipment	112,303
	Awareness and Media Campaign	X	X	X	X	LEB - Ministry of Justice - EC - OMSAR	EU	74200- Publications	200,000
	Administrative Costs for Project Management	X	X	X	X	LEB - Ministry of Justice - EC - OMSAR	EU	72100- Contractual Services-Companies	25,000
		X	X	X	X	LEB - Ministry of Justice - EC - OMSAR	EU	71400- Contractual Services-Ind.	88,144
		X	X	X	X	LEB - Ministry of Justice - EC - OMSAR	UNDP/Other	71400- Contractual Services-Ind.	32,444
		X	X	X	X	LEB - Ministry of Justice - EC - OMSAR	EU	71400- Contractual Services-Ind.	7,500
		X	X	X	X	LEB - Ministry of Justice - EC - OMSAR	EU	72500- Stationary and Office Supplies	12,500
		X	X	X	X	LEB - Ministry of Justice - EC - OMSAR	UNDP/Other	74500 Miscellaneous	8,055
		X	X	X	X	LEB - Ministry of Justice - EC - OMSAR	EU	75100- Facilities and Administration	51,426
TOTAL									834,289

Year: 2011

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
DEVELOPMENT OF THE INSTITUTIONAL CAPACITIES OF THE MOJ	Technical Support for the IT Unit	X	X	X	X	LEB - Ministry of Justice - EC - OMSAR - UNDP	71400- Contractual Services-Ind.	108,000	
	IT Unit Equipped	X	X	X	X	LEB - Ministry of Justice - EC - OMSAR - UNDP	72800- IT Equipment	7,339	
ACCESS TO INFORMATION	Help Desk related to General Prosecution office and Information Help Desk	X	X	X	X	LEB - Ministry of Justice - UNDP	72100- Contractual Services- Companies	1,250	
		X	X	X	X	LEB - Ministry of Justice - UNDP	72800- IT Equipment	3,658	
	Building up of the Legal Database at the MoJ E-Library	X	X	X	X	LEB - Ministry of Justice - UNDP	72800- IT Equipment	10,000	
	Republishing of the Judiciary Review	X	X	X	X	LEB - Ministry of Justice - UNDP	74200- Audio Visual and Print Prod Costs	30,000	
PROJECT MANAGEMENT	Awareness and Media Campaign	X	X	X	X	LEB - Ministry of Justice - UNDP	72100- Contractual Services- Companies	20,000	
	Administrative Costs for Project Management	X	X	X	X	LEB - Ministry of Justice - EC - OMSAR	71400- Contractual Services-Ind.	117,525	
		X	X	X	X	LEB - Ministry of Justice - UNDP	71400- Contractual Services-Ind.	3,033	
		X	X	X	X	LEB - Ministry of Justice - EC - OMSAR	72500- Stationary and Office Supplies	12,500	
		X	X	X	X	LEB - Ministry of Justice - EC - OMSAR	74500- Miscellaneous Expenses	17,078	
		X	X	X	X	LEB - Ministry of Justice - UNDP	74500- Miscellaneous Expenses	7,954	

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
		X	X	X	X		LEB - Ministry of Justice - EC - OMSAR	EU	75100- Facilities and Administration
TOTAL								356,707	

Year: 2012

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
		X	X	X	X		LEB - Ministry of Justice - EC - OMSAR - UNDP	EU	71400- Contractual Services-Ind.
X	X	X	X	LEB - Ministry of Justice - EC - OMSAR - UNDP	UNDP/Other	72800- IT Equipment	7,612		
X	X	X	X	LEB - Ministry of Justice - EC - OMSAR	UNDP/Other	71400- Contractual Services-Ind.	84,500		
X	X	X	X	LEB - Ministry of Justice - EC - OMSAR	UNDP/Other	72500- Stationary and Office Supplies	12,500		
X	X	X	X	LEB - Ministry of Justice - EC - OMSAR	EU	74500- Miscellaneous Expenses	16,500		
X	X	X	X	LEB - Ministry of Justice - UNDP	UNDP/Other	74500- Miscellaneous Expenses	7,954		
X	X	X	X	LEB - Ministry of Justice - EC - OMSAR	EU	75100- Facilities and Administration	10,447		
TOTAL								272,263	

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
DEVELOPMENT OF THE INSTITUTIONAL CAPACITIES OF THE MOJ PROJECT MANAGEMENT	Technical Support for the IT Unit	X	X	X	X	LEB - Ministry of Justice - EC - OMSAR - UNDP	71400- Contractual Services-Ind.	EU	121,688
	Administrative Costs for Project Management	X	X	X	X	LEB - Ministry of Justice - EC - OMSAR	71400- Contractual Services-Ind.	UNDP/Other	84,500
		X	X	X	X	LEB - Ministry of Justice - EC - OMSAR	72500- Stationary and Office Supplies	UNDP/Other	12,500
		X	X	X	X	LEB - Ministry of Justice - EC - OMSAR	74500- Miscellaneous Expenses	EU	17,005
		X	X	X	X	LEB - Ministry of Justice - UNDP	74500- Miscellaneous Expenses	UNDP/Other	7,954
		X	X	X	LEB - Ministry of Justice - EC - OMSAR	75100- Facilities and Administration	EU	9,708	
TOTAL									253,355

Part V. Management Arrangements

- 1 The Project will be implemented under the UNDP Support National Implementation modality (NIM), whereby the Ministry of Justice will be the implementing partner and UNDP will act as responsible party.
- 2 UNDP will continue ensure high-quality technical and financial implementation of the project and will be responsible for monitoring and ensuring proper use of all funds to assigned activities, timely reporting of implementation progress as well as undertaking of mandatory and non-mandatory evaluations for each of their respective components. The project structure is elaborated below. All services for the procurement of goods and services, and the recruitment of personnel shall be provided in accordance with UNDP procedures, rules and regulations.

Project Implementation Arrangements

To achieve the above objectives, this project will be nationally executed with the technical support of the UNDP Country Office. In consultation with the ministry of justice, an implementation unit was established to implement phase one of the project, this unit will continue to implement this project. It is envisaged that the implementation unit will be directly responsible for the financial resources and the achievement of the outputs as outlined in the Results and Resources Framework.

Project Board: The Project Board is the group responsible for management decisions for the project when guidance is required to steer and direct the Project activities, including recommendation for UNDP/ Implementing Partner approval of project revisions. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager..

The Project Board for this project will be a representative of UNDP (Executive), a representative of judges and lawyers' syndicate (Senior Beneficiary) and the Ministry of Justice (Senior Suppliers). Observers can also take part of the Project Board and included stakeholders to the project. The PB will meet quarterly. Ad hoc meetings of PB can be called if needed.

Project assurance will be delegated to the UNDP Governance Unit programme manager. The project manager and the rest of the project team will be appointed by UNDP through a competitive recruitment process.

The increased scope and complexity of project activities necessitates a highly competent core project team which will report to the national project coordinator and be accountable to UNDP for the manner in which they discharge the assigned functions. The core project team consists of full-time Project Manager, Project Assistant and a Communication Officer. The project manager will be responsible for planning, budgeting and managing projects activities. To the existing project team, new members will be added, a Network Engineer, a Database Engineer, an IT technician, and a Business Analyst (See Annex 2: Terms of Reference). In the years 2012 and 2013 there will be no need for the Communication Officer. Consultants and trainers will be recruited as needed.

Project expenses will be paid, at the request of the ministry (Executing Agency), through the UNDP direct payment modality.

The head of IT Unit at the Ministry of Justice will be monitoring the expenses related to the IT activities and will be co-signing the Requests of Direct Payments with the National Coordinator, the Project Manager and the Project Assistant.

In addition, the project will rely on the participation of judges and the inputs of lawyers, clerks, court and ministry staff who will be seconded to the project by the Minister of Justice.

The publication of the judicial fees guide will rely on the participation of a judge and a clerk who will assess the collection of the judicial fees and publish them in a unified guide to be distributed to all civil servants whose tasks include the collection of judicial fees.

During the Phase I of the project, the project assessed the situation at the courts and found out the necessity of managing the citizens' requests and demands especially those related to The General Prosecution. Two Help Desks will be established one related to the General Prosecution Office and another Information Help Desk. The Help Desks will be staffed by courts employees trained by a lawyer and human rights activist to respond to citizens' requests. The Help Desks will be the only authority authorized to handle such requests and it is intended to minimize the contact of the citizens with court employees and thus increase access to justice for all citizens; women, and the poor. In particular, stand to benefit greatly from this service.

The communication campaign implemented in the Phase I of the project will pursue the dissemination of information on legal rights and procedures through the web portal, pamphlets, brochures, posters, newsletters and booklets. An awareness campaign in the print and electronic media will also be launched in collaboration with strategic partners in the media industry, and through mobilizing corporate sponsorship to raise public awareness about the service. To further ensure outreach to the disadvantaged segments of society, social mobilization of communities will also be undertaken, to impact basic knowledge of laws and legal rights.

The building up of the E-Library is a continuous project based on updating the existent databases and developing its content.

The republishing of the Judiciary Review will be subcontracted to a private legal Lebanese publishing house which will handle the hard and soft copy publication of the Review under the supervision of the Judiciary Review committee composed of judges and clerks.

The support of the legal aid will rely on the participation of the Beirut and Tripoli Bar Association.

In accordance with the decisions and directives of UNDP's Executive Board reflected in its policy on cost recovery, the contribution shall be subject to cost recovery by UNDP for two distinct cost categories related to the provision of support services, namely UNDP General Management Support (GMS) and UNDP Implementation Support Services (ISS).

GMS is recovered with a flat rate of 5% for contribution from government of Lebanon funds and 7% for contribution from other donors. GMS cover the following services:

- Project identification, formulation, and appraisal
- Determination of execution modality and local capacity assessment
- Briefing and de-briefing of project staff and consultants
- General oversight and monitoring, including participation in project reviews
- Receipt, allocation and reporting to the donor of financial resources
- Thematic and technical backstopping through Bureaus

- Systems, IT infrastructure, branding, knowledge transfer

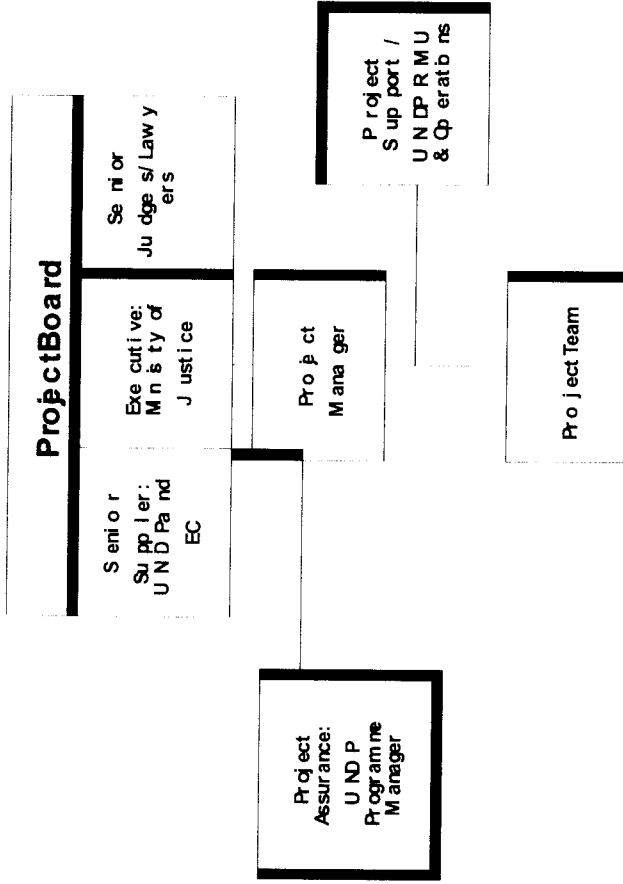
UNDP direct costs incurred for Implementation Support Services (ISS), as long as they are unequivocally linked to the specific project, are built into the project budget against a relevant budget line and, in case of clearly identifiable transactional services, charged to the project according to standard services rates. ISS includes the following services:

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment,¹ including disposal
- Organization of training activities, conferences, and workshops, including fellowships
- Travel authorization, visa requests, ticketing, and travel arrangements

Shipment, custom clearance, vehicle registration, and accreditation

¹ This would include any fee to IAPSO.

Organigram



Part VI. Monitoring Framework and Evaluation

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Day-to-day monitoring of implementation progress will be the responsibility of the Project Manager who will inform the UNDP-CO and MoJ of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

Periodic monitoring of implementation progress will be undertaken by UNDP through regular meetings with the project team, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities. Details of the monitoring requirements are as follows:

i. Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

ii. Annually

- Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1: Development of the Institutional Capacities of the MoJ		
Activity Result 1 (Atlas Activity ID)	Policy Paper recommendations aiming to reduce the cost of Justice implemented.	Start Date: April 2010 End Date: October 2010
Purpose	Implementation of the drafted policy paper in 2007 aiming at reducing the cost of justice	
Description	<p>Studying the possibility of supporting the establishment a committee known as the "Access to Justice Board", as it is done in a number of countries, aiming at enhancing the right to access to justice.</p> <ul style="list-style-type: none"> Conducting statistical reports in order to define the number, nature, duration, and cost of different law suits, in addition to determining the number of judges and judicial assistants involved in each type of them. Assist in the implementation of alternative dispute resolutions in order to accelerate processes and reduce work loads in courts. Advocate for the amendment of the law on judicial fees (relying on the example of 1998). Re-examination of civil code procedures, infractions of circulation code, cheques crimes, etc. Enhancing notification procedures by issuing the decrees in accordance with the Bar Association and Libanpost. Support the establishment of police departments handling notifications exclusively. 	
Quality Criteria	Quality Method	Date of Assessment
Policy Paper drafted		November 2010
2 Seminars conducted	Seminar 1: Highly ranked judges to attend Seminar 2: at least 50 attendees amongst judges and lawyers	November 2010
Activity Result 2 (Atlas Activity ID)	Support to the reform of the criminal law	Start Date: March 2010 End Date: December 2010
Purpose	Rendering the criminal law more human right based.	
Description	Reform of the criminal law such as the abolition of the death penalty and deletion of number of discrimination articles.	
Quality Criteria	Quality Method	Date of Assessment
Recruitment of legal experts	1 or 2 legal experts recruited	March 2010
Law reformed	New law version drafted	December 2010
Activity Result 3 (Atlas Activity ID)	Technical Support for the IT Unit	Start Date: March 2010 End Date: November 2013
Purpose	Support to the Automation process at the Beirut Palace Court through the recruitment of highly qualified experts and staff	
Description	Technical support in IT related matter: server, website support, automation (master plan)...	
Quality Criteria	Quality Method	Date of Assessment
Recruitment of IT experts	4 experts recruited.	November 2013

	IT Unit at the MoJ established.	November 2013
Activity Result 4 (Atlas Activity ID)	IT Unit equipped	Start Date: March 2010 End Date: December 2012
Purpose	Equipment of the newly established IT Unit	
Description	<ul style="list-style-type: none"> Specifications of the needed equipment and software drafted. Procurement of the needed equipment and software. Capacity Development of IT staff 	
Quality Criteria	Quality Method	Date of Assessment
IT Unit at the MoJ established.	IT equipment purchased: laptops, servers, printers etc...	December 2012
IT staff capacity developed	Ongoing training for 30 staff members	December 2012
Activity Result 5 (Atlas Activity ID)	Internet for the MoJ and the Beirut Court enhanced.	Start Date: March 2010 End Date: December 2010
Purpose	Support to the automation process through the enhancement of internet at the MoJ and the Beirut Court.	
Description	<ul style="list-style-type: none"> Purchase of ISA Server Establishing access points at the Ministry and the Beirut Court Development of a management software 	
Quality Criteria	Quality Method	Date of Assessment
Internet Network within the MoJ and Beirut Court malfunctioning.	ISA Server in place	December 2010
	Definition of access points finalised	December 2010
	Implementation of case management Software	August 2010
OUTPUT 2: Improvement of State Legal Aid		
Activity Result 6 (Atlas Activity ID)	Support to structure and improve effective state legal aid	Start Date: March 2010 End Date: December 2010
Purpose	Supporting the Legal Aid system and improving it in order to render it more efficient and more effective.	
Description	<ul style="list-style-type: none"> Conduction of Assessment Study and Collection of existing studies. Assessment Study implemented. 	
Quality Criteria	Quality Method	Date of Assessment
Legal Aid Committee at the Beirut Bar Association	Assessment Study Conducted and Collected	October 2010
	Assessment Study Implemented	December 2010

OUTPUT 3: Access To Information

Activity Result 7 (Atlas Activity ID)	Guide for Judiciary Fees Published	Start Date: March 2010 End Date: December 2010
Purpose	Unifying the collection of the judiciary fees through the publication of a guide mentioning specifically the fees to be collected.	
Description	<ul style="list-style-type: none"> • Designation of committee by MoJ and UNDP project. • A consultant hired to draft guide • Publish the guide and widely disseminate it 	
Quality Criteria	Quality Method	Date of Assessment
Collection of Judicial Fees random and unified	Dissemination and implementation of the assessment study.	October 2010
Assessment study finalized	Draft guide for judiciary fees drafted, published and disseminated	December 2010
Activity Result 8 (Atlas Activity ID)	Specialized Help Desk related to General Prosecution established	Start Date: March 2010 End Date: December 2010
Purpose	The Help Desk aims at facilitating the relationship between the citizens and the Public Prosecution. It aims at avoiding bureaucracy and reducing corruption through the centralization of the relationship between the citizens and the public prosecution in one specialized Help Desk.	
Description	Based on the preliminary authorization accorded by the MoJ, establishment of a Help Desk in Beirut Palace of Justice and other palaces addressed to the public aiming to avoid bureaucracy and reduce corruption through: <ul style="list-style-type: none"> - office equipment - staff training 	
Quality Criteria	Quality Method	Date of Assessment
Help desk established and functional	At least 15 daily inquiries addressed by citizens.	December 2010
Activity Result 8.1 (Atlas Activity ID)	Information Help Desk established	Start Date: March 2010 End Date: December 2010
Purpose	Help Desk to answer questions and help the public navigate its way through the complexity of the courts	
Description	<ul style="list-style-type: none"> • Develop TORs of Help Desk modality (Beirut Pilot Court) • Establishment of Help Desk • Training of staff to answer questions relating to citizens' and give information about courts procedures. 	
Quality Criteria	Quality Method	Date of Assessment
Help Desk established and functional.	At least 20 daily inquiries addressed by the citizens.	December 2010
Activity Result 9 (Atlas Activity ID)	Installation of signs, name plates and floor maps.	Start Date: March 2010 End Date: August 2010
Purpose	Installing Floor maps and Sign Plates in order to facilitate the navigation within the Beirut Palace Court.	
Description	<ul style="list-style-type: none"> • Mapping of Beirut Court Palace • Purchase of name plates, signs and floor maps. 	

Quality Criteria		Quality Method	Date of Assessment
Clear signalization at the Beirut Palace of Justice		128 door plates, 2 Main directory text walls, 6 sub directory text walls installed	August 2010
Activity Result 10 (Atlas Activity ID)	Building up of the Legal Database at the E-Library expanded		Start Date: March 2010 End Date: December 2010
Purpose		Expanding the E-Library through the purchase of additional legal databases in order to provide the judges with additional research tools.	
Description		<ul style="list-style-type: none"> • Purchasing of additional Lebanese and international databases. • Creation of internet access to judges on the Lebanese databases 	
Quality Criteria		Quality Method	Date of Assessment
E-Library established and functional.		At least 2 Lebanese databases and 1 Foreign database added	December 2010
Creation of internet access to judges on the Lebanese databases		At least 600 judges have access to 1 Lebanese database	December 2010
Activity Result 11 (Atlas Activity ID)	Judiciary Review Republished		Start Date: March 2010 End Date: December 2010
Purpose		The Judiciary Review contains the most important rendered judgements. Republishing the Judiciary Review is an important tool for the follow up of the Lebanese jurisprudence.	
Description		<ul style="list-style-type: none"> • Committee TOR development in collaboration between MoJ and UNDP. • Content development through the collection of the judiciary decisions to be published. <ul style="list-style-type: none"> ▪ Layout & Design development. Putting the old JR version on soft copies ▪ Developing outline & content for JR from 1998 till now 	
Quality Criteria		Quality Method	Date of Assessment
Judiciary Review published till 1998		Previously published JR transferred to soft copies	December 2010
		JR from 1998 till to date published and disseminated	December 2010
Activity Result 12 (Atlas Activity ID)	Media, Publication and Awareness Campaign launched.		Start Date: March 2010 End Date: December 2010
Purpose		Raising awareness on the activities undertaken by the Ministry of Justice.	
Description		Launching a media campaign and publishing pamphlets, brochures, guides, etc. attempting to raise awareness, transparency and human right based approach to justice.	
Quality Criteria		Quality Method	Date of Assessment
TV Campaign launched		At least 2 TV's targeted	December 2010
Posters, guides, brochures and pamphlets published and widely disseminated		At least 2000 publication printed.	December 2010

OUTPUT 4: Support to Donors' Coordination Meetings

Activity Result 11 (Atlas Activity ID)	Support to Donors' Coordination Meetings	Start Date: March 2010 End Date: November 2013
Purpose	Ensure the coordination between various donors and implementers in order to avoid duplication of the actions.	
Description	<ul style="list-style-type: none"> • Develop Agenda • Take Minutes of Meeting • Update Matrix 	
Quality Criteria	Quality Method	Date of Assessment
Donors Coordination Meetings held on irregular frequency	1 to 2 meetings held annually	At the end of each year
	Matrix updated on regular basis and disseminated to all donors	At the end of each year

Part VII. Legal Context

This project document shall be the instrument referred to as “Project Documents or other instruments” in Article 1 of the Standard Basic Assistance Agreement between the Government of Lebanon and the United Nations Development Programme, signed by the parties on 26 February 1981. The host-country executing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government cooperating agency described in that Agreement.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objection to the proposed changes:

- 1 Revisions in, or addition of, any of the annexes of the project document;
- 2 Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and
- 3 Mandatory annual revisions, which re-phase the delivery of, agreed project inputs or reflect increased expert or other costs due to inflation, or take into account cooperating agency expenditure flexibility.

Risk Analysis

#	Description	Date Identified	Type	Impact & Probability (1=low, 5=high)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	The likelihood of political instability in the near-term could result in a volatile environment for project implementation.	2007	<i>Political</i>	P=3 I=5	Need for discretion and attention to political shifts taken into account during all implementation activities	UNDP			
2	Lack of funding	2007	Financial	P=5 I=5	UNDP will ensure that donors are fully aware of the project and willing to fund some activities and will insure that the Ministry will secure higher resources in next year's budget.	UNDP			
3	Insufficient political will to fight corruption within the administration of justice.	2007	Political	P=1 I=5	Securing the approval of the administration of justice.	UNDP			