

# Indicators for a State of the Judiciary Report: A Standardized Tool for Monitoring and Reporting on the Implementation of Key Judicial Reforms



By Keith Henderson, Violaine Autheman, Sandra Elena,  
Luis Ramirez-Daza and Carlos Hinojosa

# IFES Model State of the Judiciary Report

## Indicators for a Model State of the Judiciary Report

### CONTENT

<b>Relevant Country Institutional Framework</b>	<b>p.4</b>
<b>JIP.1 Guarantee of judicial independence, the right to a fair trial, equality under the law and access to justice</b>	<b>p.5</b>
<b>JIP.2 Institutional and personal/decisional independence of judges</b>	<b>p.7</b>
<b>JIP.3 Clear and effective jurisdiction of ordinary courts and judicial review powers</b>	<b>p.8</b>
<b>JIP.4 Adequate judicial resources and salaries</b>	<b>p.10</b>
<b>JIP.5 Adequate training and continuing legal education</b>	<b>p.11</b>
<b>JIP.6 Security of tenure</b>	<b>p.12</b>
<b>JIP.7 Fair and effective enforcement of judgments</b>	<b>p.12</b>
<b>JIP.8 Judicial freedom of expression and association</b>	<b>p.14</b>
<b>JIP.9 Adequate qualification and objective and transparent selection and appointment process</b>	<b>p.15</b>
<b>JIP.10 Objective and transparent processes of the judicial career</b>	<b>p.15</b>
<b>JIP.11 Objective, transparent, fair and effective disciplinary process</b>	<b>p.17</b>
<b>JIP.12 Limited judicial immunity from civil and criminal suit</b>	<b>p.18</b>
<b>JIP.13 Conflict of interest rules</b>	<b>p.19</b>
<b>JIP.14 Income and asset disclosure</b>	<b>p.20</b>
<b>JIP.15 High standards of judicial conduct and rules of judicial ethics</b>	<b>p.21</b>
<b>JIP.16 Objective and transparent court administration and judicial processes</b>	<b>p.22</b>
<b>JIP.17 Judicial access to legal and judicial information</b>	<b>p.24</b>
<b>JIP.18 Public access to legal and judicial information</b>	<b>p.25</b>

For further information, please contact Violaine Autheman or Sandra Elena at IFES, by e-mail at [vautheman@ifes.org](mailto:vautheman@ifes.org) or [selena@ifes.org](mailto:selena@ifes.org) or by phone at (202) 828-8507.

# IFES Model State of the Judiciary Report

## Indicators for a Model State of the Judiciary Report

The IFES Judicial Integrity Principles [JIP]<sup>1</sup> represent high priority consensus principles and emerging best practices found in virtually all global and regional governmental and non-governmental instruments related to judicial integrity. The JIP are aimed at fostering an enabling environment and legal culture necessary for the rule of law to take root, with specific emphasis on a definition of judicial integrity that encompasses a broad range of justice issues, including: judicial independence, judicial accountability, judicial transparency, judicial ethics, judicial corruption and the fair and effective enforcement of judgments. The JIP also represents the framework for preparing an Annual State of the Judiciary Report. The following indicators were developed as a complementary checklist to assist in the assessment of compliance with the JIP.

### IFES JUDICIAL INTEGRITY PRINCIPLES [JIP] \*

- JIP.1** Guarantee of judicial independence, the right to a fair trial, equality under the law and access to justice
- JIP.2** Institutional and personal/decisional independence of judges
- JIP.3** Clear and effective jurisdiction of ordinary courts and judicial review powers
- JIP.4** Adequate judicial resources and salaries
- JIP.5** Adequate training and continuing legal education
- JIP.6** Security of tenure
- JIP.7** Fair and effective enforcement of judgments
- JIP.8** Judicial freedom of expression and association
- JIP.9** Adequate qualification and objective and transparent selection and appointment process
- JIP.10** Objective and transparent processes of the judicial career (promotion and transfer processes)
- JIP.11** Objective, transparent, fair and effective disciplinary process
- JIP.12** Limited judicial immunity from civil and criminal suit
- JIP.13** Conflict of interest rules
- JIP.14** Income and asset disclosure
- JIP.15** High standards of judicial conduct and rules of judicial ethics
- JIP.16** Objective and transparent court administration and judicial processes
- JIP.17** Judicial access to legal and judicial information
- JIP.18** Public access to legal and judicial information

\* For purposes of the State of the Judiciary Report, judicial integrity is defined broadly to include judicial independence, judicial transparency, judicial accountability, judicial ethics and the enforcement of judgments.

---

<sup>1</sup> The IFES Judicial Integrity Principles and the model framework for an Annual State of the Judiciary Report were prepared for presentation and discussion during a Workshop on Judicial Integrity at the 11<sup>th</sup> Transparency International Global Conference held in Seoul, South Korea, May 25-28, 2003.

## IFES Model State of the Judiciary Report

<b>RELEVANT COUNTRY INSTITUTIONAL FRAMEWORK</b>
---

### KEY INDICATORS: INDEPENDENCE OF THE VARIOUS INSTITUTIONS

INSTITUTION	INDEPENDENT	NOT INDEPENDENT
Supreme Court		
Constitutional Court		
Civil/Commercial Courts		
Criminal Courts		
Administrative Courts		
Small Claims Courts		
Other Courts		
Judicial Council		
Prosecutor's Office		
Ombudsman		
Anti-Corruption Office		
Other		

### KEY INDICATORS: JUDICIAL COUNCILS

- Is there a Judicial Council? If no, would the creation of a Judicial Council help strengthen judicial independence? If yes, has the Judicial Council helped strengthen judicial independence?
- Was the judicial council created by the Constitution? By law?
- Are there guarantees – constitutional, legal or other – of the independence of the Council? Does it have budgetary independence? Administrative independence? Is it controlled by the judiciary? The executive? Others?
- Is the internal management of the Council controlled by the Council itself?
- Are its decisions and resolutions public?
- Is it considered effective? Is it considered transparent?
- Are the members of the Council representative of the various political and societal forces? Is there a dominant group of members? Is the total number of members and the number of members of each category sufficient to guarantee their independence?
- Are the members of the Council appointed by their peers? By the executive? By the legislative branch? By the judiciary? Is this power clearly defined by law?
- Is the process to select members clearly defined?
- Are there clear selection criteria for Judicial Council members?
- Is civil society, particularly lawyers and law professors, participating in the council?
- Are lower-level judges included? High-level judges? Prosecutors? Members of the executive? Members of the legislative?
- Would a broader membership help strengthen the independence of the Judicial Council? Help strengthen judicial independence?
- Is the Judicial Council involved in the decisions of the judicial career (selection, promotion, transfer, discipline, etc.)? Is it involved in court administration and case management? Is it involved in the budgetary decisions of the judiciary? Is it

## IFES Model State of the Judiciary Report

- involved in the evaluation, training and discipline of judges? Is it involved in the drafting and enforcement of judicial ethics?
- Does the Council have control over the Supreme Court [high-level judges]?
  - Are Council decisions legally binding? Purely advisory? Are its decisions published? Are they available to judges? Legal professionals? The public?

### **JIP.1: GUARANTEE OF JUDICIAL INDEPENDENCE, THE RIGHT TO A FAIR TRIAL, EQUALITY UNDER THE LAW AND ACCESS TO JUSTICE**

#### **KEY INDICATORS: JUDICIAL INDEPENDENCE**

- Does the Constitution guarantee an independent judiciary? Are there any other laws protecting or regulating the independence of the judiciary?
- Are constitutional and statutory norms implemented in practice? Is the implementing legislation in place? Are the norms applied in practice?
- Are the laws and regulations addressing judicial independence appropriate?
- Is the legislation compatible with constitutional, international and regional obligations and principles? Is the practice compatible with constitutional, international and regional obligations and principles?
- Are there any loopholes or gaps in the legal framework protecting judicial independence?

#### **KEY INDICATORS: RIGHT TO A FAIR TRIAL AND DUE PROCESS**

- Does the Constitution guarantee the right to a fair trial and due process? Are there any other laws protecting or regulating the right to a fair trial and due process?
- Are constitutional and statutory norms implemented in practice? Is the implementing legislation in place? Are the norms applied in practice?
- Are the laws and regulations addressing the right to a fair trial and due process appropriate?
- Is the legislation compatible with constitutional, international and regional obligations and principles? Is the practice compatible with constitutional, international and regional obligations and principles?
- Are there any loopholes or gaps in the legal framework protecting the right to a fair trial and due process?
- Is the right to a fair trial and due process effectively guaranteed in civil cases? Is it effectively applied?
- Is the right to a fair trial and due process effectively guaranteed in criminal cases? Is it effectively applied?
- Are violations of due process frequent?

#### **KEY INDICATORS: EQUALITY UNDER THE LAW**

- Does the Constitution guarantee equality under the law? Are there any other laws protecting or regulating equality under the law?
- Are constitutional and statutory norms implemented in practice? Is the implementing legislation in place? Are the norms applied in practice?

## IFES Model State of the Judiciary Report

- Are the laws and regulations addressing judicial independence appropriate?
- Is the legislation compatible with constitutional, international and regional obligations and principles? Is the practice compatible with constitutional, international and regional obligations and principles?
- Are there any loopholes or gaps in the legal framework protecting equality under the law?
- Is there any discrimination based on race, gender, ethnicity, social status, etc. in terms of access to justice and judicial services?
- Is the law enforced without discrimination? Is the law biased in favor of a determined social group? Is the law applied in favor of a determined social group? Is the judiciary biased in favor of a determined social group?

### KEY INDICATORS: ACCESS TO JUSTICE

- Does the Constitution guarantee access to justice? Are there any other laws protecting or regulating access to justice?
- Is equal access to justice guaranteed? Is there discrimination in practice i.e. do underrepresented groups, such as women, ethnic minorities or the poor, have access to justice in the same manner as other groups?
- Are constitutional and statutory norms implemented in practice? Is the implementing legislation in place? Are the norms applied in practice?
- Are the laws and regulations addressing judicial independence appropriate?
- Is the legislation compatible with constitutional, international and regional obligations and principles? Is the practice compatible with constitutional, international and regional obligations and principles?
- Are there any loopholes or gaps in the legal framework protecting access to justice?
- Do people usually bring their disputes to the formal justice system? Are small disputes – under \$100 – usually brought to the formal justice system?
- Are there alternative mechanisms of dispute resolution? Are these mechanisms clearly defined under the law? Do these informal mechanisms offer a viable alternative to the formal justice system for underrepresented groups?
- Is a lawyer needed to go to court? If yes, is legal representation available for everyone? Are they expensive?
- Is there a mechanism of legal aid to ensure access to legal representation for the poor? Are legal aid programs implemented by the government? By civil society organizations? By universities as a component of the curriculum (clinical education)?
- Is there a mechanism of exoneration of court fees to ensure access to justice for the poor?
- Are human rights violation cases brought to the formal justice system effectively?
- Are excessive court delays an important obstacle to access to justice? Judicial costs? Geographic location? The lack of legal aid?

## JIP.2: INSTITUTIONAL AND PERSONAL/DECISIONAL INDEPENDENCE OF JUDGES

### KEY INDICATORS: INSTITUTIONAL INDEPENDENCE

- Is the judiciary as an institution independent?
- Is the unilateral revision of decisions by the other branches of government prohibited by law [see, retroactive legislation, executive decrees]? Does it occur in practice?

### KEY INDICATORS: FREEDOM FROM EXTERNAL INTERFERENCE

- Are individual judges subject to influences or interferences in the judicial decision-making process?
- Who is interfering with the judicial decision-making process? Are judges pressured to rule in a specific way by groups such as political parties, corporations, unions, the media and other civil society organizations? Are the executive or/and the legislative branch interfering with judges' decisions?
- Is there a specific legal framework to protect judges from external interference?
- Is the border between public monitoring and external interference clearly defined?
- Is there any formal or informal mechanism to punish judges considered "too independent"?
- Is it legally permitted for judges to receive any kind of payment or benefit from external groups? Is it customarily permitted? Do judges effectively accept illegal payments?
- Are judges frequently influenced by their public image?
- Are there any group –media, civil society – specialized in monitoring of external interference? If yes, is there information available to the public?
- Do they act to improve their public image rather than based on their own beliefs?
- Do judges usually receive direct or indirect economic, career or physical threats to rule in a determined way? Their families? Their staff?

### KEY INDICATORS: FREEDOM FROM INTERNAL INTERFERENCE

- Is there a hierarchical structure within the judiciary?
- Do higher court judges have a strong influence on lower court judges? Is it permitted by law?
- Is there any formal or informal mechanism to punish judges considered as "too independent"?
- Are there mechanisms for judges to report internal interference?
- Are the judges' selection and promotion processes controlled exclusively by higher court judges?
- Does interference affect case assignment? Case management? Judicial decisions?
- Have many cases of internal interference been recorded in the last year/last five years?
- Is the budget administration controlled exclusively by higher court judges?

### KEY INDICATORS: PUBLIC PERCEPTION OF THE JUDICIARY

- Is there any survey about the public perception of the justice system?

## IFES Model State of the Judiciary Report

- Are these surveys periodically performed? Are they performed by the judiciary itself? By civil society? By an independent entity?
- Is the judiciary considered independent by the public? If not, who is considered to exercise more control over the judiciary? The executive branch? The legislative branch? The private sector? The media? Criminal organizations? Others?
- Is the public perception of judges the same for lower-level judges and high-level judges?
- Is the public perception of judges related to the perception of other groups, such as politicians or the media?
- Is the public perception of judges related to the perception of civil society groups, such as human rights groups or women's rights groups?
- Do judges enjoy a high social status?
- Is the independence of the judiciary an important concern for the general public?
- Is the efficiency of the judiciary an important concern for the general public?
- Are judges' salaries an important concern for the general public?

### JIP.3 CLEAR AND EFFECTIVE JURISDICTION OF THE COURTS AND JUDICIAL REVIEW POWERS

#### KEY INDICATORS: JURISDICTION OF ORDINARY COURTS

- Is the jurisdiction of ordinary courts clearly defined by the constitution or the law?
- Are there safeguards in the constitution to protect the jurisdiction of ordinary courts?
- Are the legal procedures, statutory and constitutional rights and due process and fair trial principles respected by all courts? If no, which courts do not respect these principles, either under the law or in practice?

#### KEY INDICATORS: EXTRAORDINARY AND QUASI-JUDICIAL TRIBUNALS

- Are there special, extraordinary or quasi-judicial courts/forums? Were these courts created respecting constitutional mandates and due process? Do these courts have clear and limited jurisdiction?
- Were these courts created before the facts they intend to hear? Have extraordinary courts been created by retroactive legislation?
- Does the executive have jurisdictional attributions? If yes, are they clearly defined under the law?
- Are the military or national security courts? If yes, are they authorized under the constitution and the law? Is their jurisdiction narrowly construed? Are these courts used to try civilians? Are the cases heard by these courts clearly and restrictively defined? Are legal procedures the same in military courts as in the ordinary courts?
- Are there quasi-judicial courts, such as labor or administrative tribunals? If yes, are they authorized under the constitution and the law? Is their jurisdiction narrowly construed? Are the cases heard by these courts clearly and restrictively



## IFES Model State of the Judiciary Report

- defined? Are legal procedures the same in quasi-judicial courts as in the ordinary courts?
- Are there commissions or tribunals ad hoc to hear determined cases? If yes, are they authorized under the constitution and the law? Is their jurisdiction narrowly construed? Are the cases heard by these courts clearly and restrictively defined? Are legal procedures the same in quasi-judicial courts as in the ordinary courts?
  - Can the decisions of special, extraordinary or quasi-judicial courts be appealed before a court of higher jurisdiction? Are the decisions of these courts subject to judicial revision?
  - In practice, is there a widespread use of special, extraordinary or quasi-judicial courts, such as administrative and military courts?
  - In practice, do higher courts remove cases pending before lower courts to adjudicate them themselves? Is it authorized under the law? Is it authorized under the jurisprudence of the higher court?

### KEY INDICATORS: JUDICIAL REVIEW

- Do courts have the power to review judicial decisions of lower courts? The acts of the executive, such as decrees? The acts of administrative agencies? The acts of parliament?
- If higher courts have the power to review judicial decisions, is the right to appeal granted for all decisions? Is it limited to certain decisions?
- Are there at least two levels of jurisdiction to hear the same case?
- Are decisions of higher courts always binding on lower courts?
- If courts have the power to review acts of the executive, is this power recognized to ordinary courts or have special courts been created, such as administrative courts?
- Does the review of acts of the executive include a control of their legality? Of their constitutionality?
- Are there “political issues” excluded from the scope of judicial review? If yes, is the notion of “political issue” clearly defined under the law? Under constant jurisprudence?
- If courts have the power to review acts of parliament, is this power recognized to ordinary courts or have special courts been created, such as a constitutional court?
- Can the general public challenge the constitutionality of an act of parliament? The legality of an act of the executive?
- If constitutional challenges are limited to selected plaintiffs, is it sufficient to guarantee judicial review?
- Are constitutional challenges brought prior to the adoption of the act under scrutiny? At any time?
- Do ordinary courts have the power to set aside illegal acts of the executive or unconstitutional acts of parliament?
- Does the law provide for the judicial review of the decisions of extraordinary courts, such as military tribunals? If yes, are these decisions subject to judicial review in practice?

## JIP.4 ADEQUATE JUDICIAL RESOURCES AND SALARIES

### KEY INDICATORS: JUDICIAL BUDGET

- Does the judiciary have adequate resources?
- What is the percentage of the national budget allocated to the judiciary? Is this percentage fix or varies every year? Is it determined by the constitution? Is the percentage subject to negotiation between the judiciary and the other powers of the state?
- What proportion of the requested budget is approved? What proportion of the approved budget is effectively disbursed?
- Do individual courts receive adequate resources? Which percentage of the judicial budget is allocated to higher courts v. lower courts? Are there disparities among courts?
- Is the allocation of the budget for each level –district, appeals, supreme court–done by the judiciary? The legislative branch? An administrative agency of the executive? The Ministry of Justice?
- Is the budget designed by the judiciary? Does each court provide its own budget estimates?
- Which institution represents the judiciary in the budget negotiations? Which institution is responsible for adopting the budget? Which institution is responsible for disbursing the funds?
- Which institution is responsible for proposing, allocating and managing the budget? Is it the judiciary? If not, is it the responsibility of an independent body, such as a Judicial Council? Of an administrative agency of the executive? Of the Ministry of Justice? [budgetary autonomy of the judiciary and of individual courts]
- Are there clearly defined criteria for budgetary allocation?
- Are the funds redistributed every year?
- Is there an open discussion within the judiciary about how the budget is going to be allocated? Is there input from individual courts?
- Are there clearly defined rules governing the administration of the judicial budget?
- Are there mechanisms to control expenses?
- Are judges trained to manage the judicial budget?
- Is there a mechanism which can be used to punish judges considered as “too independent” by cutting their budget?
- Does the executive branch send to the judiciary the amount allocated by Congress? If not, are there mechanisms that the judiciary can use to force the executive to release the entire allocated amount?
- Is the percentage of the national budget allocated to the judiciary low or high (compared to international standards)?
- Are the processes of drafting, adoption, disbursement and allocation of the judicial budget transparent?
- Does the public have access to the judicial budget and information thereon?

# IFES Model State of the Judiciary Report

## KEY INDICATORS: JUDICIAL SALARIES

- Do judges have adequate salaries and benefits (especially in comparison to other legal professionals and court personnel)? Are there disparities among judges? Are the judicial salaries, benefits and pensions sufficient to attract and retain qualified candidates?
- Are the salaries to the different hierarchies of judges clearly defined? Are salaries defined by law? By the judiciary itself?
- Do groups from outside the judiciary provide funding or in-kind benefits to judges? Is this permitted by law?
- Is the information regarding the salaries, benefits and pensions of judges available to the public?
- Are the judges provided with in-kind benefits? (For example: money, office space, discounts on education for their children, housing)?
- Do court employees and judicial personnel have adequate salaries and benefits (especially in comparison to other legal professionals and court personnel)? Are their salaries, benefits and pensions sufficient to attract and retain qualified candidates?

## JIP.5 ADEQUATE TRAINING AND CONTINUING LEGAL EDUCATION

### KEY INDICATORS: JUDICIAL TRAINING

- Are there training programs for judges and court staff? Prejudicial training such as law school programs and clinical education? Continuing legal education?
- Is there political support for judicial training and continuing legal education? Judicial support? Do judges and judges' associations support training programs?
- Are training programs open to lower-level judges? High-level judges? Court staff? Are training programs voluntary or compulsory?
- Is periodic training provided? Is it a requirement for making progress in the judicial hierarchy?
- Are there international cooperation programs on judicial training?
- Is there a specific institution, such as a national judicial school or a judicial training center, providing judicial training? Is it public or private?
- Who manages, administers and controls the training institution?
- Is the training institution adequately funded? Is there a specific budget for judicial training programs?
- Is the training institution adequately staffed? Is the staff adequately qualified? Is the staff selected according to a transparent process based on objective and merit-based criteria?
- Do training programs include training on the interpretation and application of the law? Recent legal modifications? Case law training? Judicial ethics training? Court administration and case management training?
- Does case law training include the study of case law from foreign countries? From international and regional courts?
- Who determines training needs? Are judges involved in the development of the training institution's curriculum? Is the curriculum responsive to the judiciary's

## IFES Model State of the Judiciary Report

- perception of their needs? Is it responsive to the public perception of judicial weaknesses?
- Have many training programs been implemented outside the capital in the last year/last 5 years?
  - Are study tours for judges and magistrates organized periodically?
  - Have training programs contributed to the strengthening of judicial independence?
  - Do judges perceive training programs as efficient tools to improve their knowledge and their careers?

### JIP.6 SECURITY OF TENURE

#### KEY INDICATORS: SECURITY OF TENURE

- Is tenure granted for life? Is it granted for a long period of time?
- Is tenure long enough to reduce the vulnerability of the judges?
- Does tenure coincide with the presidential term? Does tenure coincide with the term of the appointing authority?
- Are the grounds for removal of a judge clearly and precisely determined? Is the removal of judges decided by an independent institution? Are there adequate safeguard against abusive removal of judges?
- Are the promotion and disciplinary processes based on objective criteria?
- Are the responsibilities for the process divided between two bodies, one that evaluates performance and a second that makes the final decisions regarding promotion or discipline?

### JIP.7 FAIR AND EFFECTIVE ENFORCEMENT OF JUDGMENTS \*

#### KEY INDICATORS: ENFORCEMENT OF JUDGMENTS AGAINST A PRIVATE PARTY

- Is the regulatory framework for the enforcement of court judgments clear and effective?
- Are enforcement procedures adequate?
- Are enforcement procedures too costly? Is there a fix legal fee to pay? How much is it? Are there unofficial costs for enforcement such as, commissions, bribes, and tips?
- Are enforcement procedures too long? What is the average time for an enforcement process?
- Are property attachment procedures adequate? Are auction procedures adequate? Are they too costly?
- Is the notification process efficient?
- Are enforcement agents efficient? Are they independent? Are they well trained? Are they well paid?

## IFES Model State of the Judiciary Report

- Do judges have sufficient supervision power on enforcement agents? Do they exercise those powers? Do they apply sanctions to enforcement agents for misconduct?
- Do judges perceive any commission on the property recovered? Do enforcement agents perceive any commission on the property they recover?
- Are courts biased in favor of the debtor? Are courts biased in favor of the creditor?
- Is there a high likelihood of recovery?
- Are judges willing to enforce judgments?
- Are debtors willing to voluntarily comply with judgments?
- Is there an excessive legal protection of debtors?
- Are there many exemptions from seizure?
- Is the information about the debtor and his/her assets available? Is it reliable? Is it difficult to obtain? Is it expensive?
- Are property titles clear and reliable?
- Is the fraudulent transfer of assets an obstacle to enforcement?
- Are bankruptcy and corporate laws an obstacle to enforcement?
- Are privacy laws an obstacle to enforcement?
- Is the insolvency of the debtor an obstacle to enforcement?
- Are there sanctions for non compliance with enforcement? Do judges apply these sanctions when necessary?
- Is there corruption in the enforcement process?

### **KEY INDICATORS: ENFORCEMENT OF JUDGMENTS AGAINST THE STATE**

- Is the enforcement against the State framework similar to the enforcement of judgments in general?
- Are there excessive formalities when enforcing against the state?
- Do administrative procedures and requirements constitute an obstacle for enforcement against the state? Are there specific administrative procedures before the enforcement process? After the enforcement process?
- Is it necessary to obtain a budgetary authorization before the State pays?
- Does the State have a special immunity from lawsuit? Does the State have a special immunity from enforcement? Does the State have a special immunity from seizure regime?
- Are courts biased in favor of the State?
- Does the State have procedural advantages compared to private parties?
- Is the State willing to voluntarily comply with judgments? Is there resistance or uncooperativeness of the State?
- Are there sanctions to the State for non compliance with judgments? Are these sanction usually applied?
- Does the enforcement against the State have extraordinary delays?
- Is there corruption among administrative agents involved in the enforcement process?
- Is the insolvency of the State an obstacle to enforcement?

## IFES Model State of the Judiciary Report

\* Additional questions related to the fairness and effectiveness of the enforcement system can be found in IFES Enforcement Tool #8: Enforcement Checklist. The IFES Enforcement Checklist is an evolving document that presents indicators to assess the state of the enforcement system, based on the five most important common barriers to the fair and effective enforcement of judgments as identified in the enforcement report.

### JIP.8 JUDICIAL FREEDOM OF EXPRESSION AND ASSOCIATION

#### KEY INDICATORS: FREEDOM OF EXPRESSION

- Is freedom of expression protected by the Constitution? By law?
- Are restrictions to freedom of expression clearly defined under the law?
- Do judges enjoy freedom of expression under the law? Is freedom of expression respected in practice?
- Does the law provide for criminal sanctions for defamation? Is defamation broadly/narrowly defined?
- Are judges subject to more limitations than ordinary citizen? Are these limitations reasonable given their function? Are they subject to censorship?
- Can restrictions on freedom of expression be used to punish judges deemed “too independent”?

#### KEY INDICATORS: FREEDOM OF ASSOCIATION

- Is freedom of association protected by the Constitution? By law?
- Are restrictions to freedom of association clearly defined under the law?
- Do judges enjoy freedom of association?
- Is there a viable judges’ association? Is it independent?
- Is it mandatory for judges to join the judges’ association?
- Is it an open organization? Is it controlled by a group of judges?
- Are there important benefits for judges who become members?
- Does it lobby for the judiciary? For any category or level of judges?
- Is the association closely related to other branches of the State?
- Does it have any program or activity related to judicial independence?
- Has the judges’ association been active in promoting judicial independence? Has it had a positive impact on judicial independence?
- Is the judges’ association politicized?
- Does the judges’ association have a well-known and recognized public image?
- Is there a viable bar association? Is it independent?
- Is freedom of association respected in practice?
- Are people free to create associations for any purpose?
- Can restrictions on freedom of association be used to punish judges/citizens deemed “too independent”?
- Does the judges’ or bar association have any program in which the citizens can participate?
- Does the judges’ or bar association produce any public document related to the state of the judiciary?

## JIP.9 ADEQUATE QUALIFICATIONS AND OBJECTIVE AND TRANSPARENT SELECTION PROCESS

### KEY INDICATORS: JUDICIAL QUALIFICATIONS

- Are there specific professional qualification requirements?
- Are there specific personal qualities (such as integrity) requirements?
- Is there a clear method of verification of professional qualifications and personal qualities?
- Which institution is responsible for the verification of the qualifications of candidates?

### KEY INDICATORS: JUDICIAL SELECTION PROCESS

- Is the judicial selection process clearly defined by law?
- Are there clear judicial selection criteria? Do they rely on objective elements such as an examination? Do they take into account the merits of the candidates? Do they take into account a certain degree of subjectivity and flexibility? Are they complied with in practice?
- Is the judicial selection process politicized? Is it controlled by the executive? Is it controlled by the judicial hierarchy? Is it controlled by the legislative branch? Is it controlled by an independent entity, such as a Judicial Council?
- Is the judicial selection process transparent?
- Are vacancies advertised?
- Are selection criteria and procedures publicized?
- Are the candidates' names and backgrounds publicized?
- Is diversity taken into account in the selection of judges?
- Which institution is responsible for the selection of judges? Are the responsibilities for the process divided into two bodies, one that nominates and a second that selects and appoints?
- Is the judicial selection process designed to ensure the responsiveness of the judiciary to those either formally or informally responsible for the appointment?
- Is the judicial selection process participatory in practice? Are NGOs invited to participate in the judicial selection process? Does the public participate in the judicial selection process? Does the legal community participate in the judicial selection process?
- If there is a Judicial Council, is it involved in the judicial selection process? If yes, does it have its own criteria?

## JIP.10 OBJECTIVE AND TRANSPARENT JUDICIAL CAREER PROCESSES

### KEY INDICATORS: EVALUATION OF PERFORMANCE

- Is there a fair evaluation process? Is the evaluation done based on objective criteria? Are the indicators used to evaluate only quantitative?
- Is there a mechanism in place to evaluate the performance of Supreme Court judges? Is there a mechanism in place to evaluate the performance of all other judges?

## IFES Model State of the Judiciary Report

- Is there a clear method of verification of professional experience and personal qualities?
- Which institution is responsible for the evaluation and monitoring of performance? Is the judiciary itself (high-level judges) in charge of the evaluations? If not, is an independent body, such as a Judicial Council, in charge of the evaluations?
- If performance evaluation is the responsibility of judges, do hierarchical superiors play a role in evaluating the performance of judges? An independent commission within the judiciary?
- Is there some room for discretion in the evaluation process?
- Are there standards or guidelines for the evaluation of the effectiveness of the performance of judges?
- Are there any means to evaluate judges' performance in terms of quality? Are there quality standards to meet? Have indicators been developed to measure quality?
- Are the judges to be evaluated involved in their own evaluations?
- Do judges have the possibility to appeal the results?
- Are evaluations taken into account for the promotion of judges? For the transfer of judges? For the discipline of judges? What is the impact of the evaluation on the judicial career?
- Are there cases of bad evaluations leading to the removal of a judge?
- Is the performance evaluation periodic?
- What are the achievements of training programs, i.e. the learning achieved and its impact on judicial performance and public perception?

### KEY INDICATORS: JUDICIAL PROMOTION PROCESS

- Is the judicial promotion process clearly defined by law?
- Are there clear judicial promotion criteria? Do they rely on objective elements such as an examination? Do they take into account a certain degree of subjectivity and flexibility? Are they complied with in practice?
- Are there specific experience and other requirements for eligibility for promotions?
- Is the judicial promotion process politicized? Is it controlled by the executive? Is it controlled by the judicial hierarchy? Is it controlled by the legislative branch? Is it controlled by an independent entity, such as a Judicial Council?
- Is the judicial promotion process transparent?
- Is the process open or reserved for those judges into the "career system"?
- Is diversity taken into account in the promotion of judges?
- Which institution is responsible for the promotion of judges?
- Is the judicial promotion process designed to ensure the responsiveness of the judiciary to those either formally or informally responsible for the promotion?
- Is the judicial promotion process participatory in practice? Are NGOs invited to participate in the judicial promotion process? Does the public participate in the judicial promotion process? Does the legal community participate in the judicial promotion process?
- Are promotions used to reward/punish judges considered as "too independent"?



## IFES Model State of the Judiciary Report

- Do the judges have the right to refuse a promotion?
- If there is a Judicial Council, is it involved in the judicial promotion process? If yes, does it have its own criteria?

### KEY INDICATORS: JUDICIAL TRANSFERS

- Is the judicial transfer process clearly defined by law?
- Are there clear judicial transfer criteria? Are they complied with in practice?
- Are there specific experience and other requirements for eligibility for transfer?
- Is the judicial transfer process politicized? Is it controlled by the executive? Is it controlled by the judicial hierarchy? Is it controlled by the legislative branch? Is it controlled by an independent entity, such as a Judicial Council?
- Is the judicial transfer process transparent?
- Is diversity taken into account in the transfer of judges?
- Which institution is responsible for the transfer of judges?
- Is the judicial transfer process designed to ensure the responsiveness of the judiciary to those either formally or informally responsible for the transfer?
- Is the judicial transfer process participatory in practice? Are NGOs invited to participate in the judicial transfer process? Does the public participate in the judicial transfer process? Does the legal community participate in the judicial transfer process?
- Are transfers used to reward/punish judges considered as “too independent”?
- Do the judges have the right to refuse a transfer?
- If there is a Judicial Council, is it involved in the judicial transfer process? If yes, does it have its own criteria?

### JIP.11 OBJECTIVE, TRANSPARENT, FAIR AND EFFECTIVE JUDICIAL DISCIPLINARY PROCESS

### KEY INDICATORS: OBJECTIVE AND TRANSPARENT JUDICIAL DISCIPLINARY PROCESS

- Is the judicial disciplinary process clearly defined by law?
- Does the disciplinary process rely on objective criteria? Are these criteria and procedures transparent? Are they accessible to judges? To the public?
- Are there clear judicial disciplinary criteria? Do they rely on objective elements? Do they take into account a certain degree of subjectivity and flexibility? Are they complied with in practice?
- Are disciplinary offenses and sanctions clearly defined? Are they provided by law? Or by judicial resolution? Do judges have access to information on and modifications to the disciplinary offenses and sanctions thereof?
- Is the judicial disciplinary process politicized? Is it controlled by the executive? Is it controlled by the judicial hierarchy? Is it controlled by the legislative branch? Is it controlled by an independent entity, such as a Judicial Council?
- Is the judicial disciplinary process transparent?
- Which institution is responsible for the disciplinary of judges? Are the responsibilities for the process divided into two bodies, one that accuses and a

## IFES Model State of the Judiciary Report

- second that imposes sanctions? Are these bodies within the judiciary or in other branches of government?
- Is the judicial disciplinary process participatory in practice? Are NGOs invited to participate in the judicial disciplinary process? Does the public participate in the judicial disciplinary process? Does the legal community participate in the judicial disciplinary process?
  - If there is a Judicial Council, is it involved in the judicial disciplinary process? If yes, does it have its own criteria?

### **KEY INDICATORS: FAIR AND EFFECTIVE JUDICIAL DISCIPLINARY PROCESS**

- Are disciplinary processes fair?
- Is the disciplinary mechanism the same for judges of all levels? Are disciplinary mechanisms applied in a fair and similar manner to judges of all levels?
- Are most disciplinary cases brought against lower-level judges? Are most disciplinary cases brought against high-level judges? Has any member of the Supreme Court been removed through a disciplinary process?
- Are there due process and other guarantees for judges? Are they respected in practice?
- Are conducts giving rise to disciplinary action clearly defined under the law?
- Are sanctions and penalties for disciplinary offenses clearly defined under the law? Are they proportional to the offense or misconduct (under the law/in practice)? Are they dissuasive? Are they effectively applied and enforced?
- Have there been many cases of accusations within the last year/last 5 years?
- Have there been many cases of disciplinary sanctions in the last year/last 5 years?
- Have there been many cases of removal pursuant to a disciplinary process in the last year/5years?
- Can the disciplinary process be used to punish judges considered as “too independent”? If yes, by whom? By the judiciary itself? By the executive? Or by the legislative branch?
- Are complaint procedures available to judges? To the public?

### **JIP.12 LIMITED JUDICIAL IMMUNITY FROM CIVIL AND CRIMINAL SUIT**

#### **KEY INDICATORS: LIMITED JUDICIAL IMMUNITY**

- Are the concepts of judicial independence, immunity and accountability inter-dependent? Are there institutional mechanisms to balance these concepts? Judicial mechanisms?
- What is the balance that should exist between the rights of the litigants, the duty of the judges to apply the law and judicial immunity?
- Are judges granted immunity from suit? Does immunity apply to criminal prosecution and to civil liability? To criminal prosecution only? To civil liability only? To neither one?

## IFES Model State of the Judiciary Report

- Is judicial immunity a privilege or a guarantee of the judicial function? Is it absolute or limited to certain conducts or acts? Are there cases in which the judge has absolute immunity?
- Is judicial immunity recognized by the constitution? By law? By judicial resolution?
- Is judicial immunity limited to acts and omissions in the exercise of the judicial function? If yes, what is the scope of the notion of “exercise of the judicial function”?
- If judges may be held criminally responsible, under what circumstances can they be prosecuted?
- If judges may be held civilly liable, under what circumstances can they be sued for compensation?
- Can judges be sued directly by the victims or must they first sue the State for compensation? What is the responsibility of the State for compensation? How are State responsibility and the civil liability of the judge balanced?
- Is the judges’ freedom of expression reinforced by immunity similar to the one enjoyed by parliamentarians?
- Can immunity be waived? If yes, who or which entity is responsible for waiving judicial immunity? Is it a jurisdictional body or not? Is it mainly composed of judges or not?
- Is there a clearly defined procedure to waive immunity? Are the cases in which immunity may be waived clearly defined and justified?
- While a judge is in function, are legal actions against him suspended? Are they simply dismissed?
- Are there specific instruments or standards to control abuses by judges in their jurisdictional capacity? In their interpretation and application of the law?
- Have many cases of institutional accountability been made available to the public over the last year/last 5 years? Cases of judicial accountability?
- Have there been many cases of institutional accountability over the last year/last 5 years? Cases of judicial accountability?

### JIP.13 CONFLICT OF INTEREST RULES

#### KEY INDICATORS: CONFLICT OF INTEREST RULES

- Are there clear conflict of interest rules? Is their scope clearly defined? Do they apply to judges only or also include members of their families?
- Is there a difference between authorized/prohibited private and public conduct?
- Who is responsible for adopting conflict of interest rules applicable to judges?
- Who is responsible for enforcing conflict of interest rules and investigating violations?
- What are the sanctions for non compliance with ethical and conflict of interest rules? Are these sanctions applied in practice?
- Are there clear and effective mechanisms for the enforcement of conflict of interest rules?
- Are criminal laws applicable to judges clear?

## IFES Model State of the Judiciary Report

- If judges are allowed to become members of political parties, are there any conditions on their membership?
- If judges are allowed to run for office, are there any conditions? Are there differences between elected terms at the national, regional or local level?
- If judges are allowed to hold a political or administrative office in the executive branch, are there any conditions?
- Are judges prominently involved in political activity, either directly (members of political parties, candidates for office) or indirectly (fundraising activities, support for political candidates)?
- Are they allowed to get involved in financial activities?
- Can judges be part of a corporation? Are they allowed to be shareholders? Directors? CEOs? Trustees?
- Are they allowed to practice privately as attorneys?
- Are they allowed to have prosecutorial and investigative functions?

### JIP.14 INCOME AND ASSET DISCLOSURE

#### KEY INDICATORS: INCOME AND ASSET DISCLOSURE

- Is asset and income disclosure mandatory for judges? If yes, is the disclosure obligation made by, Constitution, law or judiciary decision?
- Who is subject to the disclosure requirement? Only judges? High-level judges? Lower-level judges? Other judicial officials? Does the judge have to report family members' assets?
- Which kind of assets and incomes are to be disclosed? Do judges have to disclose salaries? Property? Stocks and bonds? Other incomes? Must the sources of income be disclosed?
- Is the information about the assets and incomes of judges accessible to the public? Only to certain categories of people? Is the information available on the Internet?
- Which is the institution responsible for collecting the data? For investigating? For imposing sanctions? Is this institution independent? Are the procedures transparent and objective?
- What are the sanctions for non compliance: lack of disclosure, erroneous disclosure, misleading/false disclosure, incomplete disclosure? Are these sanctions applied in practice? Who is responsible for imposing sanctions?
- Are judges obligated to disclose their assets periodically? Upon taking office? Upon leaving office?
- Is there any process for illegal enrichment based on this information? Are there sanctions for illegal enrichment? Disciplinary sanctions? Criminal sanctions?
- Does this system have political support? Judicial support? Public support? Has this system been criticized? Are judges favorable or unfavorable to disclosure obligations?

## JIP.15 HIGH STANDARDS OF JUDICIAL CONDUCT AND RULES OF JUDICIAL ETHICS

### KEY INDICATORS: PROFESSIONAL CONDUCT

- Are there clear and high standards of judicial professional conduct?
- Are the judicial professional conduct standards established by law? By judicial resolution?
- Are there written judicial professional conduct standards? Is their scope clearly defined? Do they apply to judges only or also their staff?
- Is there a difference between authorized/prohibited private and public conduct?
- Who is responsible for adopting professional conduct standards applicable to judges?
- What are the sanctions for non compliance with judicial professional conduct standards? Are these sanctions applied in practice?
- Are there clear and effective mechanisms for the enforcement of judicial professional conduct standards?

### KEY INDICATORS: EFFECTIVE JUDICIAL CODE OF ETHICS

- Are there clear judicial ethics rules?
- Is the judicial code of ethics established by law? By judicial resolution?
- Is there a written code of ethics for judges? If no, are ethics rules for judges provided in another document such as the law organizing the judiciary, the constitution or another code of professional conduct? Are there other sources of ethical standards?
- Is the scope of ethical rules clearly defined? Do they apply to judges only or also their staff?
- Who is responsible for adopting ethical rules applicable to judges? Were they drafted by the judiciary? Or by an independent body, such as the Judicial Council?
- Was the drafting process participatory? Did the legal profession participate? The public?
- Is the code of ethics inspired by an internationally recognized model (for example, the European Judges Charter or the Bangalore principles)? Is it adapted to the legal framework?
- Who is responsible for the interpretation of the Code? Is it an independent entity?
- Are the interpretations of the Code recorded?
- Are the contents of the Code well-known and interpreted by judges?
- Who is responsible for enforcing ethical rules and investigating violations?
- What are the sanctions for non compliance with ethical rules? Are these sanctions applied in practice?
- Are there clear and effective mechanisms for the enforcement of ethical rules? Are ethical rules enforced in practice?
- Are criminal laws applicable to judges clear?
- Is there mandatory ethics training for judges?
- Is the Code clear enough to avoid misunderstandings as to the ethical obligations?
- Can the Code be used to punish judges considered as “too independent”?

## IFES Model State of the Judiciary Report

- Is the Code applicable to other judicial actors? To lawyers? Prosecutors? Law clerks?

### KEY INDICATORS: ANTI-CORRUPTION

- Is corruption defined as a criminal offense?
- Have international/regional conventions criminalizing corruption been ratified? Have they been implemented under domestic law?
- Are anticorruption laws applicable to judges?
- Are there court decisions making anticorruption laws applicable to judges?
- Do anticorruption laws punish all aspects of corrupt behavior?
- Are they effectively applied in practice?
- Are there adequate, proportional and dissuasive criminal sanctions for corruption? Are there civil sanctions?
- Are corruption proceedings against judges open to the public?
- Are there anti-corruption measures specifically designed to fight judicial corruption?
- Which institution is responsible for fighting judicial corruption?
- Have punitive measures been taken against corrupt judges and judicial staff?
- Have there been many criminal or disciplinary actions taken against corrupt lower-level judges in the last year/last 5 years? Against corrupt high-level judges?
- Have many lower-level judges been accused of corruption? High-level judges?
- Have many lower-level judges been found guilty of corruption? High-level judges?
- Have many lower-level judges been removed for corruption? High-level judges?

## JIP.16 OBJECTIVE AND TRANSPARENT COURT ADMINISTRATION AND JUDICIAL PROCESSES

### KEY INDICATORS: TRANSPARENT CASE ASSIGNMENT PROCESS

- Is the case assignment process transparent?
- Is there a clearly defined method of case assignment? Does it rely on objective criteria? Is it randomized or at least not entirely discretionary?
- Are cases assigned based on caseload (backlog)?
- Are cases assigned based on the seniority/experience of judges?
- Can the assignment process be manipulated by groups outside the judiciary, such as political parties or corporations?
- Can a judge refuse to hear a case?
- If yes, are the cases in which a judge can refuse to hear a case clearly defined?
- Who is responsible for case assignment?

### KEY INDICATORS: COURT MANAGEMENT/ADMINISTRATION

- Who is responsible for the management of courts, including facilities, staff, budget, technology, etc.?”
- Does the Supreme Court control court administration? An independent entity, such as a judicial council? The executive? The legislative branch?

## IFES Model State of the Judiciary Report

- Is the Judicial Council involved in the administration of the court system? Is it involved in the administration of the judicial budget?
- Does each judge – district, appeals, Supreme Court – control the administration of his own courtroom?
- What is the relation between the judiciary and the entity responsible for court administration?
- Are there clearly defined rules governing court administration?
- Have standard procedures been developed for the judiciary, especially regarding the budget, allocation of funds, staff management, caseload, technology and equipment, court space and facilities, archives and records, statistics, etc.?
- Are there public records concerning the control of court administration?
- Are there clearly defined mechanisms to hold accountable those in charge of court administration?
- Do the judges receive technical assistance for case management?
- Are the infrastructure (buildings, space, facilities) resources adequate? Are the technology and equipment (archives, computers) resources adequate?
- What is the state of court facilities? What are the basic standards of court conditions? Do judges have access to technology? To equipment? Do judges have proper work conditions?
- Do judges have adequate physical working conditions?
- Is technology used by the judiciary to increase efficiency?
- Is there sufficient number of judges with regard to the caseload? (Number of judges/cases in the different courts)
- Are administrative tasks separate from adjudicative functions? If not, should they be separated? Is it feasible in practice?
- Have there been recent reform efforts to improve court administration?
- Have there been recent reform efforts to reduce delays in the judicial process?
- Have these reform efforts been effective?
- Has international cooperation participated in the design and implementation of court administration improvement programs?
- Have pilot court administration improvement programs been implemented?

### KEY INDICATORS: SUPPORT STAFF

- Is the support staff adequately qualified?
- Is the selection process for support staff transparent? Does it rely on objective criteria?
- Are the work conditions and remuneration level of support staff likely to attract qualified and quality people?
- Is the support staff adequately trained on technical and ethical issues?
- Are there a sufficient number of court personnel?
- Who controls the support staff?

### KEY INDICATORS: TRANSPARENT COURT ADMINISTRATION

- Are courts statistics produced regularly? Are they produced by all courts or only some courts?
- Are they complete? Are they accurate and reliable? Are they uniform?

## IFES Model State of the Judiciary Report

- Are they accessible by the public?
- Is there an effective case/file tracking system?
- Is there a court reporting system? Are court records available and accessible to the public?
- Do judges have access to sufficient legal material?

### KEY INDICATORS: TRANSPARENT JUDICIAL PROCESSES

- Are judicial processes open to publicity and transparent? Which forms of public scrutiny and oversight exist? Is there an effective notification of hearings and decisions? Is notification published? Are court decisions published?
- Is information about the length and cost of court proceedings publicly available?
- Access to legal assistance?
- Access to court procedures?
- Does the judiciary have effective means to manage delays in the judicial process?

### JIP.17 JUDICIAL ACCESS TO LEGAL AND JUDICIAL INFORMATION

### KEY INDICATORS: ACCESS TO INFORMATION FOR JUDGES AND LEGAL PROFESSIONALS

- Are laws published?
- Are court decisions written? Are they recorded?
- Is the judge required to write the rationale for his decision?
- Are all court decisions published? Lower court decisions? Appellate court decisions? Supreme Court decisions? Special court decisions, such as labor tribunals or tax courts?
- Are court decisions available to lawyers and other legal professionals? Are they available to judges?
- Are court decisions indexed?
- Is the judge's name published with his decision?
- Are court records available to the lawyers and other legal professionals? Are they available to judges?
- Are there special databases for lawyers to consult court decisions and update them? Are these databases available on the Internet?

### KEY INDICATORS: RATIONALE FOR JUDICIAL DECISIONS

- Are judges required to write the rationale for their decisions?
- Is there room for discretion in the rationales? Does the rationale of a court decision have to be based on the law?
- Are the rationales published? If no, are they available to the parties?

### KEY INDICATORS: INFORMATION ON THE JUDICIAL CAREER

- Do judges have access to the criteria of the judicial career?
- Are there articulated and published criteria and procedures for judicial appointment, selection, promotion and disciplinary processes? Are they available to judges?



## IFES Model State of the Judiciary Report

- Are the rules, laws and regulations affecting judges and the judiciary (ethical rules, budget, etc.) available to judges?

### JIP.18: PUBLIC ACCESS TO LEGAL AND JUDICIAL INFORMATION

#### KEY INDICATORS: ACCESS TO INFORMATION FOR THE PUBLIC

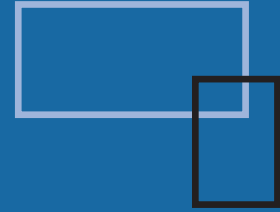
- Are laws available to the public? Are court decisions available to the public?
- Are court records available to the public?
- Are there special databases for the public to consult court decisions? Are these databases available on the Internet?
- Are the people informed about how to consult court decisions?

#### KEY INDICATORS: INFORMATION ON THE JUDICIAL PROCESS

- Does the public have access to information on court rules? Information on court fees? Information on the availability of legal aid?
- Are court procedures available to the public?
- Are court fees expensive?
- Are people aware of their rights? Are people aware of the availability of judicial remedies?
- Are there mechanisms in place, such as educational and training programs, to increase people's awareness of their rights? If yes, are these mechanisms implemented by the judiciary? By the government? By civil society organizations?
- Does the public perceive the judiciary as offering effective remedial mechanisms for breaches of their rights?

#### KEY INDICATORS: INFORMATION ON THE JUDICIAL CAREER

- Does the public have access to the criteria of the judicial career? To information on the processes of the judicial career?
- Are the processes of the judicial career open to participation from the public?
- Are there articulated and published criteria and procedures for judicial appointment, selection, promotion and disciplinary processes? Are they available to the public?
- Are the rules, laws and regulations affecting judges and the judiciary (ethical rules, budget, etc.) available to the public?



## IFES

1101 15<sup>th</sup> Street, NW  
Third Floor  
Washington, DC 20005

202.828.8507, Telephone  
202.452.0804, Fax  
[www.ifes.org](http://www.ifes.org)