



**United Nations Development Programme**  
**United Nations Assistance Mission in Afghanistan**

*Support to*  
*Provincial Justice Coordination Mechanism*  
*(1 January 2008 – 31 December 2008)*

Proposal ID: 00049307  
Project ID: 00060050

**Project Document**

The Provincial Justice Coordination Mechanism (PJCM) will help improve the delivery of justice assistance in the provinces consistent with the National Justice Sector Strategy and the National Justice Programme of Afghanistan. PJCM would focus on coordinating donor actions to adhere to three strategic goals:

- (1) To facilitate the comprehensive and consistent reform of the Afghan justice system at provincial and regional levels, and advance the Government of Afghanistan's progress toward meeting the Rule of Law Benchmarks in the Afghanistan Compact;
- (2) To ensure comprehensive regional assessments of formal and informal justice systems in each PJCM area; and
- (3) To expand justice programming by identifying and helping to target future justice assistance to the district level and more remote provinces.

## Signature Page

<b>UNDAF Outcome</b>	Area of Co-operation: Governance, Rule of Law and Human Rights Outcome 4: By 2008, more Afghans have increased access to a reformed, comprehensive and effective Justice System
<b>UNDAF Outcome Indicator(s)</b>	At least 20 Provincial Courts, juvenile courts, Attorney General and MoJ offices established, functioning and staffed with vetted and qualified personnel, including women; Advocacy and Media campaigns launched in at least 20 provinces on the constitutional and legal rights of all citizens; at least 60 districts (around 2,000,000 people) reached by media campaigns for access to Justice and rights awareness.; around 4,668 of access to justice training programmes and approximately 275,000 individuals participating directly in access to justice training and public awareness activities at the district and village levels (at least 30 % women).
<b>Expected CPAP Outcome</b>	Outcome III: Access to Justice and Human Rights improved through capacity building of justice institutions and rights awareness campaigns for local communities and vulnerable groups (women and disabled).
<b>CPAP Outcome Indicator(s)</b>	Public opinion and ad hoc sample surveys reflect improved trust of the Afghan population in the Justice system. At least 30 % of the population in 8 provinces know or have heard of their constitutional and legal rights.
<b>MYFF Service Line and Core result</b>	Service Line 3 – Access to Justice and Human Rights
<b>Expected CPAP Output(s)</b>	
<b>CPAP Output(s) Indicators</b>	
<b>Implementing Entity</b>	United Nations Development Programme (UNDP)
<b>Responsible Party</b>	United Nations Assistance Mission to Afghanistan (UNAMA)

<b>Programme Period</b>	1 January 2008 – 31 December 2008
<b>Project Title</b>	Support to Provincial Justice Coordination Mechanism
<b>Project ID</b>	
<b>Project Duration</b>	One Year
<b>Management Arrangement</b>	Direct Implementation Arrangement (DIM)

<b>Total Budget</b>	<b>US\$ 2,927,734</b> Including 7% GMS
<b>Allocated resources:</b>	
• Government	
• Regular (UNDP core budget)	
• Other: Italy, USA, Canada, and Germany (for a detailed breakdown, see page 20)	USD \$2,927,734
○	
○	
○	
In kind contributions	
Unfunded budget	0

Agreed by:



Mr. Christopher Alexander, DSRSG (Political) UNAMA

Agreed by:



Ms. Anita Nirrody, Country Director, UNDP



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## *Acronyms*

ANDS	Afghanistan National Development Strategy
RLO	Rule of Law Officer
PRLC	Provincial Rule of Law Coordinator
IP	Implementing Partner
M&E	Monitoring and Evaluation
PB	Project Board
PRT	Provincial Reconstruction Team
UNIFEM	United Nations Development Fund for Women
ICGJR	International Coordination Group for Justice Reform
PJCM	Provincial Justice Coordination Mechanism
UNAMA	United Nations Assistance Mission in Afghanistan
UNDP	United Nations Development Programme
MoJ	Ministry of Justice
AGO	Attorney General's Office
SC	Supreme Court
JCMB	Joint Coordination and Monitoring Board
NJP	National Justice Programme

## **PART 1: Project definition**

### **1. Situation Analysis / Background**

#### **Situational Analysis**

Over the past year, the Afghan Government has made strides in the development of five-year strategies for the Supreme Court, Attorney General's Office (AGO), and Ministry of Justice (MOJ) derived from the "Justice for All" strategy which have been consolidated into a National Justice Sector Strategy. The National Justice Sector Strategy will be implemented through a National Justice Programme funded by the ARTF, bilateral donors, the Counter-Narcotics Trust Fund (CNTF) and possibly the Law and Order Trust Fund (LOTFA), and incorporated into the Afghan National Development Strategy (ANDS) to meet the Rule of Law Benchmarks in the Afghanistan Compact.<sup>1</sup> The five-year ministry strategies, the National Justice Sector Strategy and the National Justice Programme place emphasis on institutional reform, capacity-building, professionalization, infrastructure, and provincial justice services (civil administration, legal aid, prosecutor's offices, courts, prisons).

Similarly, over the past year, the international community increased its justice sector assistance and improved delivery of assistance through the International Coordination Group for Justice Reform (ICGJR) co-chaired by UNAMA and the Italian government, the ANDS framework; and a coordination meeting between key donors in Dubai in December 2006. On July 2<sup>nd</sup> and 3<sup>rd</sup>, the Government of Afghanistan, the Government of Italy and UNAMA co-hosted the Rome Conference on Justice and Rule of Law in Afghanistan to reaffirm the crucial importance of judicial and legal reform and the implementation of the rule of law for the reconstruction of Afghanistan, recognizing that without justice and the rule of law no sustainable security, stabilization, economic development and human rights can be achieved. The conference participants agreed that rule of law reform and coordinated support by the international community would be implemented through a National Justice Sector Strategy and National Justice Programme, with which UNDP and UNAMA are aligning its justice sector interventions. The Afghan government and conference participants also endorsed the establishment of a Provincial Justice Coordination Mechanism.

While the international community is effectively expanding and coordinating justice sector assistance at the national level in Kabul, it has been largely ineffective at helping the Afghan Government in providing access to justice in the provinces. Recognizing this, donors as well as the United Nations are launching justice programs in the provinces, or have shown interest in doing so. To reinforce these efforts, an urgent need exists to establish a provincial donor coordination mechanism to identify gaps and prevent overlapping justice assistance programmes.

<sup>1</sup> *Rule of Law Benchmarks in the Afghanistan Compact:*

- 1) By end of 2010 (1391), the legal framework required under the constitution, including civil, criminal and commercial law, will be put in place, distributed to all judicial and legislative institutions and made available to the public.
- 2) By end of 2010 (1391), functioning institutions of justice will be fully operational in each province of Afghanistan, and the average time to resolve contract disputes will be reduced as much as possible.
- 3) A review and reform of oversight procedures relating to corruption, lack of due process and miscarriage of justice will be initiated by end of 2006 (1387) and fully implemented by end of 2010 (1391); by end 2010 (1391), reforms will strengthen the professionalism, credibility and integrity of key institutions of the justice system (the Ministry of Justice, the Judiciary, the Attorney-General's Office, the Ministry of the Interior and the National Directorate of Security).
- 4) By end 2010 (1391), justice infrastructure will be rehabilitated; and prisons will have separate facilities for women and juveniles.

## Provincial Justice Coordination Mechanism

The Provincial Justice Coordination Mechanism (PJCM) will help the Afghan Government systematically expand rule of law beyond Kabul through coordinating targeted donor programs for technical assistance, training, capacity-building, infrastructure, and provision of equipment. The PJCM will provide a mechanism for ensuring coordinated and effective justice assistance at a central, regional and provincial level, that will significantly benefit Afghanistan's justice sector by providing a framework for provincial justice programming over the coming years in accordance with Afghan priorities, in particular the National Justice Sector Strategy, the National Justice Programme and the Rule of Law Benchmarks in the Afghanistan Compact. By working very closely with local authorities and justice officials, in particular the Supreme Court, the Ministry of Justice and the Attorney General's Office, the staff of the PJCM will transfer expertise and strengthen the capacity of government officials to manage coordination within the justice sector in the future.

The Provincial Justice Coordination Mechanism (PJCM) will improve the delivery of justice assistance in the provinces. The Afghan Government has identified provincial justice as one of its top five priorities. While several donors are implementing provincial programs to begin meeting the needs of justice systems in the provinces, there is currently no coordination structure to ensure that these programs effectively cover gaps, avoid duplication, and work in a holistic and standardized manner. The PJCM would meet the need to coordinate donor activities in the provinces, in accordance with Afghan goals and priorities. The PJCM is designed to integrate seamlessly into the existing structure of consultations under the International Coordination Group for Justice Reform (ICGJR), the ANDS, and the Joint Coordination Monitoring Board (JCMB).

## 2. *Project Approach / Strategy*

The PJCM mechanism would establish nine (9) regional field offices, each staffed by one international expert to be designated as "Provincial Rule of Law Coordinator" and one national counterpart "National Rule of Law Coordinator", in the targeted provinces where there is an existing UNAMA regional office.<sup>2</sup> Each PJCM office would be responsible for a designated region including neighboring provinces and districts, and would report to the Kabul UNAMA Rule of Law office. Out of the nine offices, six (6) offices will be staffed through UNDP and would report to UNDP Country Office on administrative and programme support matters; and UNAMA on substantive matters. Four (4) offices will be staffed through UNAMA and report to UNAMA on administrative, programme support and substantive matters. The Kabul UNAMA Rule of Law Unit would report to the ICGJR and the ANDS Secretariat.

### Goals

PJCM would focus on coordinating donor actions to adhere to three strategic goals:

- (1) To facilitate the comprehensive and consistent reform of the Afghan justice system at provincial and regional levels, and advance the Government of Afghanistan's progress toward meeting the Rule of Law Benchmarks in the Afghanistan Compact;
- (2) To ensure comprehensive regional assessments of formal and informal justice systems in each PJCM area; and
- (3) To expand justice programming by identifying and helping to target future justice assistance to the district level and more remote provinces.

<sup>2</sup> UNAMA's eight regional offices are located in Kabul (Central Field Office), Jalalabad, Herat, Gardez, Mazar, Kunduz, Kandahar and Bamyan. The ninth PJCM office would be located in Kabul in the Rule of Law Unit in UNAMA's headquarters.

## Where support is needed

Currently, several international organizations such as the U.S.-support Justice Sector Support Program, the Italian Justice Project, UNDP, UNIFEM, and PRTs are providing provincial justice assistance in Herat, Balkh, Kunduz, Nangarhar, and Paktia provinces and to some extent in Helmand and Kandahar provinces. The provincial capitals of these provinces represent Afghanistan's major population centers, and serve as regional hubs for Afghan business, governance, education, healthcare, and security. In addition, these provincial capitals are host to numerous international assistance programs, and have the resources and facilities to support justice assistance (from a logistical and support standpoint) better than more remote regions. Given population densities, their importance as regional hubs and their ability to serve as support platforms, these eight provincial capitals are crucial settings for the expansion of Afghan central government activities beyond Kabul. This project proposes to use these regional centers as a foundation from which to build out.

Given the number of bilateral programs that would be involved in the PJCM, it is essential that the PJCM be implemented by an entity recognized and respected by donors. A coordination mechanism would provide the Afghan Government and the international community with mutual points of contact, ensure adherence to the Government of Afghanistan's national justice strategy and programme, facilitate coordination and balanced allocation of resources, and serve as a general source of information and catalyst for collaboration around justice assistance to the provincial justice sector. This would give the ANDS the benefit of unified positions and recommendations on behalf of a coordinated international justice community. To oversee international assistance programs at the provincial and district level and ensure coordination, the PJCM would consist of field offices in each of the nine key regions/provinces including areas where UNDP has an existing or planned justice sector assistance projects. The field offices would establish linkages with local justice sector institutions and other stakeholders, both Afghan and international. A central office in Kabul would ensure consistency of effort across provinces and serve as a focal point for Kabul actors and the existing ANDS structure on issues related to provincial justice. The central office will also coordinate closely and regularly with the structures put in place to manage the implementation of the National Justice Programme. The provincial justice coordination field offices would report to UNAMA's Rule of Law Unit in Kabul through UNAMA's standard field reporting procedures, which would report to and liaise with both the ICGJR and ANDS.

## 3. *Project Description*

### 3.1. Project Outputs and Activities

<b>Output: Effective coordination of the Justice Sector assistance is ensured</b>
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**Activities: The following activities will be carried out:**

- 1.1 Establish a Provincial Justice Coordination Office in the assigned provincial capital, generally within a UNAMA regional office;
- 1.2 Work in partnership with local authorities and justice officials, in particular the Supreme Court, Ministry of Justice and Attorney General's Office, to support their effective implementation of justice assistance activities;
- 1.3 Liaise with local and community leaders to promote community ownership of and engagement in local justice assistance initiatives and programs;
- 1.4 Facilitate a common approach to provincial justice assistance programs, including:

- a) Supporting the organization and convening of regular justice coordination meetings chaired by local government authorities and/or justice officials;
  - b) Contributing to coordination among all actors in the rule of law sector, including between police reform initiatives and justice reform initiatives;
  - c) Identifying gaps and overlaps in donor assistance, and helping to ensure an appropriate and balanced allocation of donor assistance among different parts of the justice system and between geographical regions;
  - d) Helping to ensure that training, technical assistance and infrastructure support are standardized and compatible across the country; and
  - e) Organizing regular provincial, regional and national level information sharing forums as appropriate and feasible given geographical and security constraints.
- 1.5 Monitor and collect all justice system assessments of the formal and informal justice systems pertinent to the assigned region. Identify gaps in assessments, and help mobilize funds and capacity to ensure the necessary assessment gaps are met so that a comprehensive overview and assessment is available of justice assistance being provided to the region and remaining unmet needs.
  - 1.6 Share information, including assessments, findings, documents, etc. with all partners, including the Government of Afghanistan, the Supreme Court, the Ministry of Justice and the Attorney General's Office and bilateral, multilateral and NGO justice programs at both the provincial and the national level;
  - 1.7 Assist in mobilizing resources for the justice sector and developing programming with a focus on filling gaps and ensuring equitable allocation of resources between different parts of the justice system and geographical regions;
  - 1.8 Facilitate and promote collaborative justice assistance initiatives (such as joint training and workshops) among relevant Afghan and international stakeholders;
  - 1.9 Serve as a point of contact and authoritative source for Afghan and international information requests regarding provincial justice, maintaining up-to-date information on all provincial bilateral, multilateral, and NGO programs (including status and costs of implementation), assessments, statistics, etc. ;
  - 1.10 Provide support when requested to the Government of Afghanistan including the Supreme Court, the Ministry of Justice and the Attorney General's Office in its delivery and monitoring of justice services at the provincial level;
  - 1.11 Help to facilitate and ensure standardized Afghan-endorsed cross-region and cross-program consistency of monitoring and evaluation of Afghan government approved donor-funded justice programs;
  - 1.12 Liaise with provincial justice officials to build linkages to their respective central institutions, working with provincial bilateral programs and the Kabul-based UNAMA Rule of Law Unit;
  - 1.13 Facilitate gender mainstreaming, ensuring specialized attention to the needs of girls and women, within all province-level justice sector interventions;
  - 1.14 Liaise with local security sector authorities and programs to ensure appropriate continuity and coordination between security sector reform and justice programming on the local, regional, and national level;
  - 1.15 Through coordination with the Kabul-based UNAMA Rule of Law Unit and the UNDP Country Office, ensure that provincial level justice initiatives are incorporated into the national justice strategy and the national justice programme, and provide facilitation and coordination in the field as needed to all justice-related activities, including those of UNDP;

1.16 Provide regular reports to UNAMA, UNDP and donors on the status of justice assistance in the relevant province and on the activities of the Provincial Justice Coordination office.

### **Staff Required**

For increased engagement at a higher level, particularly with provincial authorities and the international military, it is necessary to assign senior staff (L/P-4 level) who can establish and maintain substantial dialogue with strategic partners in the field. Similarly, national counterparts will be senior staff with a good understanding of and strong experience in the justice sector (SC10-level).

## **3.2. Risk Analysis**

The security situation in large parts of the country makes access to sites and monitoring of insecure areas difficult. This risk will be minimized by establishing PJCM offices in areas where security is relatively stable and where there is an existing UNAMA office and security arrangements and protocols. Another risk relates to the inherent sensitivity of playing a coordination role in a setting that is both politically complex and involving a complex set of government and donor dynamics. This risk will be minimized through prioritizing the development of strong relationships with local authorities, donors, and other local actors.

## **3.3. Monitoring and Evaluation**

A Monitoring and Evaluation (M&E) framework for the overall project will be designed by the implementing agents, UNAMA and UNDP, upon project start-up as a component of the detailed annual work plan that will be submitted to the first Project Board (PB) meeting for approval.

Regular monitoring activities will be carried out by UNAMA through a monitoring and performance evaluation system to include:

- Regular reporting through the quarterly and annual reports;
- A schedule of meetings for co-ordination and monitoring including monthly group conference calls/meetings with all regional offices to discuss monitoring and evaluation issues and provide oversight, regular individual supervision sessions between the Kabul office and the individual regional offices, quarterly project board meetings, and other mechanisms as necessary.

The M&E mechanisms described above will form part of a broader M&E framework which will also establish what information will be collected and how it will be collected during the life of the project to measure progress toward the project objectives and monitor operational performance. The M&E system will both monitor quantitatively and qualitatively the progress toward the outputs of the project and attempt to measure whether and how the PJCM has an impact on strengthening justice system capacities at the national, provincial and local levels, as well as whether and how the project strengthens the internal co-ordination capacity of UNAMA.

- Reporting

UNAMA will synthesize all data collected and provide quarterly reports on the progress of the PJCM as per the UNDP reporting requirements/format and results based management plan.

Quarterly financial and narrative progress reports prepared by UNAMA every three months will follow the UNDP reporting format with focus on outcome based reporting. The reports will comment on the relevance, performance, efficiency and impact (both expected and unexpected) of the PJCM in relation to the intended outputs. The reports will indicate which results have been achieved and if not, why. The reports will also detail and explain any

significant deviations from the work plan, and describe partnerships forged or enhanced, problems encountered, and lessons learned. They will also include the work plan for the next quarter.

UNAMA, in consultation with UNDP's DCSE Unit, will also prepare the annual progress project review report as per the UNDP reporting format including a Combined Delivery Report (CDR) and submit it to UNDP and the Project Board.

The annual report will provide a comprehensive review of the annual work plan, describing what worked well and what did not, including a detailed description of lessons learned during the project implementation.

Quarterly and annual financial reports will follow the standard UNDP reporting format and adhere to agreed upon timelines.

UNAMA will also submit to UNDP a final narrative report which will include all lessons learnt and a final financial report along with the inventory of project assets. The final report should include description of project achievements as measured against the project outputs and objectives agreed upon in the project document.

UNDP will be responsible for all narrative and financial reporting to donors.

- Evaluation

The information gathered under the M&E framework will be used for the evaluation. The project will be subject to a final evaluation to assess the impact of the support provided and the sustainability of the interventions.

Designated funds will be earmarked in the budget to ensure proper monitoring and evaluation activities will be carried out. [if so the budget needs to reflect this!]

- Audit

The project audit will be carried out according to standard UNDP practice.

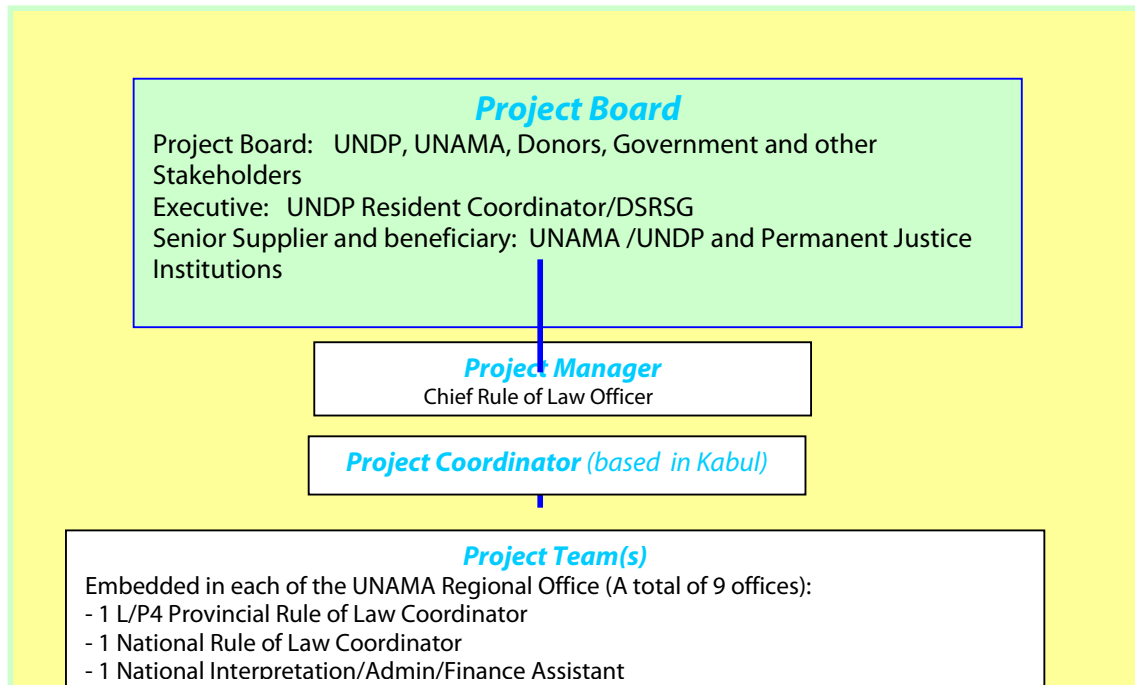
## 1. *Management Arrangements*

The Project will be implemented through UNDP Direct Implementation Modality.

A high level Project Board will be established and will meet quarterly to oversee the progress of the project and to provide strategic guidance to the UNAMA Chief Rule of Law Officer including approval of project work plans, budget, and revisions. The Project Board will be chaired by UNAMA DSRSG. The membership of the Project Board will include key stakeholders from the justice sectors, including Government and donors, and will be determined by the DSRSG and UNDP's DCSE Unit. (Please see attached memo outlining the terms of reference for a UNDP Project Board).

The Project Board is responsible for project oversight, including ensuring that appropriate project management milestones are completed, that the project benefits from independent oversight and monitoring, and that the project works closely with all key partners, particularly the Government.

A Project Management Team, consisting of the UNAMA Chief Rule of Law Officer and a Senior Rule of Law Officer/Project Coordinator will handle all substantive management aspects of the project.



The Project Coordinator will be responsible for day to day project implementation issues and will be a Senior Rule of Law Officer stationed in Kabul. As per the annexed TOR, s/he will co-ordinate field activities and build a strong and unified team across the different PJCM regional offices. S/He will also engage with high level actors on a national basis, including the Minister of Justice, Attorney General, Chief Justice of the Supreme Court and heads of relevant government departments, heads of UN/ international development agencies, National Justice Programme coordination mechanisms, and, where needed, with the international military. The Project Coordinator, in collaboration with the Chief Rule of Law Officer, will work very closely with donors to keep them informed of the progress of the project and the development of justice assistance in the province, to identify gaps in assistance, and mobilize resources to fill these gaps. The Project Manager will also be responsible for regularly communicating with UNDP about the project, as described below, and for reporting to UNDP on the project as described in section 3.3.

Day-to-day management and oversight of the PCJM will be the responsibility of UNAMA's Rule of Law Section. UNDP will also have management responsibilities for the project. The staff described in this project document and budget will all be recruited and employed by UNDP, although they will work side-by-side within the project with additional provincial coordination staff that will be recruited and employed by UNAMA. UNDP will be responsible for all human resources and security issues concerning UNDP-employed staff, and UNAMA and UNDP will work in collaboration to resolve any issues that arise during the implementation of the project that affect UNDP-employed staff.

UNDP, through its DCSE Unit, will be in regular communication with the UNAMA Rule of Law Section regarding the progress of the project and any issues that arise, and UNAMA's Rule of Law Unit will immediately inform the UNDP DCSE Unit or UNDP Senior management of any incidents, developments, or crises that affect UNDP PJCM staff. UNDP will provide at least one member of the Project Board and will be consulted by the UNAMA Rule of Law Section on significant programmatic decisions regarding the implementation and functioning of the PJCM. UNDP-employed PJCM staff will also provide assistance and coordination in the field as needed to all justice –related projects, including those of UNDP.

## 5. Legal Context

This project document shall be the instrument referred to as such in (a) the Standard Technical Assistance Agreement, 1956; and, (b) Country Programme Action Plan (CPAP) 2006-2008. The host-

country implementing agency shall, for the purposes of the Standard Technical Assistance Agreement, refer to the Government co-operating agency described in the Agreement.

## PART 2: Results and resources Framework

<b>UNDAF Outcome:</b> Outcome 4: By 2008, more Afghans have increased access to a reformed, comprehensive and effective justice system.
<b>Outcome indicators, baseline, and target:</b> Public opinion and ad hoc surveys reflect improved trust of the Afghan population in the Justice system (% of the population in xx provinces (sample survey) who know or have heard of their constitutional and legal rights). Baseline for the outcome indicator: National justice strategy and national justice programme is approved; Compact benchmarks for rule of law established.
<b>Applicable MYFF Service Line:</b> 3 Access to Justice and Human Rights
<b>CPAP outcome:</b> Access to Justice and Human Rights improved through capacity building of justice institutions and rights awareness campaigns for local communities and vulnerable groups (women and disabled).
<b>Project title and ID:</b> Support to Provincial Justice Coordination Mechanism (ID: ....)

Project Output	Performance Indicators (baseline and benchmark)	Indicative Activities	Responsible Parties	Inputs
<b>1. Effective coordination of the Justice Sector assistance is ensured</b>	Limited coordination structures at provincial level	<p>1.1 Establish a Provincial Justice Coordination Office in the assigned provincial capital, generally within a UNAMA regional office;</p> <p>1.2 Work in partnership with local authorities and justice officials, in particular the Supreme Court, the Ministry of Justice and and Attorney General's Office, to support their effective implementation of justice assistance activities;</p> <p>1.3 Liaise with local and community leaders to promote community ownership of and engagement in local justice assistance initiatives and programs;</p> <p>1.4 Facilitate a common approach to provincial justice assistance programs, including:</p> <ul style="list-style-type: none"> <li>a) Supporting the organization and convening of regular justice coordination meetings chaired by local government authorities and/or justice officials;</li> <li>b) Identifying gaps and overlaps in donor assistance, and helping to ensure an appropriate and balanced allocation of donor</li> </ul>	UNAMA/UNDP	Technical Input, advisory and co-ordination support from ICGJR, ANDS, UNDP and UNAMA

		<p>assistance among different parts of the justice system and between geographical regions;</p> <p>c) Helping to ensure that training, technical assistance and infrastructure support are standardized and compatible across provinces; and</p> <p>d) Organizing regular provincial, regional and national level information sharing forums as appropriate and feasible given geographical and security constraints.</p> <p>1.5 Monitor and collect all justice system assessments of the informal and formal justice systems pertinent to the assigned region. Identify gaps in assessments, and help mobilize funds and capacity to fill these assessment gaps to ensure that a comprehensive assessment/overview is available of justice assistance being provided to the region and remaining unmet needs;</p> <p>1.6 Share information, including assessments, findings, documents, etc. with all partners, including the Government of Afghanistan, and bilateral, multilateral and NGO justice programs at both the provincial and the national level;</p> <p>1.7 Assist in mobilizing resources for the justice sector and developing programming with a focus on filling gaps and ensuring equitable allocation of resources between different parts of the justice system and geographical regions;</p> <p>1.8 Facilitate and promote collaborative justice assistance initiatives (such as joint training and workshops) among relevant stakeholders;</p> <p>1.9 Serve as a point of contact and authoritative source for Afghan and international information requests regarding provincial justice, maintaining up-to-date information on all provincial bilateral, multilateral, and NGO programs (including status and costs of implementation), assessments, statistics, etc. ;</p> <p>1.10 Provide support when requested to the Government of Afghanistan in its delivery and monitoring of justice services at the provincial</p>		
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		<p>level;</p> <p>1.11 Help to facilitate and ensure standardized Afghan-endorsed cross-region and cross-program consistency of monitoring and evaluation of Afghan government approved donor-funded justice programs;</p> <p>1.12 Liaise with provincial justice officials to build linkages to their respective central institutions, working with provincial bilateral programs and the Kabul-based UNAMA Rule of Law Unit;</p> <p>1.13 Facilitate gender mainstreaming, ensuring specialized attention to the needs of girls and women, within all province-level justice sector interventions;</p> <p>1.14 Liaise with local security sector authorities and programs to ensure appropriate continuity and coordination between security sector reform and justice programming on the local, regional, and national level;</p> <p>1.15 Through coordination with the Kabul-based UNAMA Rule of Law Unit and the UNDP Country Office, ensure that provincial level justice initiatives are incorporated into the national justice strategy and the national justice programme, and provide facilitation and coordination in the field as needed to UNDP justice-related activities;</p> <p>1.16 Provide regular reports to UNAMA, UNDP and donors on the status of justice assistance in the relevant province and on the activities of the Provincial Justice Coordination office.</p>		
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## PART 3: Multi-Annual Work plan

### 1. Multi-Annual Budget Sheet

#### Support to Provincial Justice Coordination Mechanism

##### Annual Budget (12 months):

Activity ID	Activity Title	Account Code	Account Description	Budget Line Description	Unit	Unit cost	Quantity	Total
Activity 1	Coordination	71100	ALD Employee costs	P4 - Provincial Rule of Law Coordinator	12	19,872	6	1,430,758
Activity 1	Coordination	71400	Contractual Services-Individ	SC-10- step 5 National Rule of Law Coordinator	12	2,040	6	146,880
Activity 1	Coordination	71400	Contractual Services-Individ	SC-8- step 1 National Administrative/Finance Officer	12	1,224	1	14,688
Activity 1	Coordination	71400	Contractual Services-Individ	SC-6- step 1 National Administrative/Finance Assistant	12	880	6	63,360
Activity 1	Coordination	71400	Contractual Services-Individ	SC-2- step 3 National Driver + %14 UNAMA Support costs	12	684	6	49,248
Activity 1	Coordination	71600	Travel	Travel to Kabul and within the provinces	12	573	10	68,789
Activity 1	Coordination	72200	Equipment	4X4 Vehicles	1	35,700	2	71,400
Activity 1	Coordination	72200	Equipment	4X4 Vehicle (Armored)	1		4	489,600

						122,400		
Activity 1	Coordination	72200	Equipment	Computers - DELL - Desktop	1	1,500	18	27,000
Activity 1	Coordination	72200	Equipment	Office Furniture	1	1,700	6	10,200
Activity 1	Coordination	72400	Communication Equipment	Codan Radios	1	5,100	6	30,600
Activity 1	Coordination	72400	Communication Equipment	Mobile phones - Nokia 1110 + SIM cards	1	60	25	1,500
Activity 1	Coordination	72400	Communication Equipment	Mobile phones official calling costs	12	1,250	1	15,000
Activity 1	Coordination	72400	Communication Equipment	Land line Telephone calling cost + %14 UNHAMA Support costs	12	100	1	1,200
Activity 1	Coordination	72500	Office Supplies	Supplies	12	204	1	2,448
Activity 1	Coordination	73400	Rental & Maint. And Fuel	Fuel and Maintenance of Vehicles 14% of UNAMA Support costs	12	1,020	6	73,440
Activity 1	Coordination	74500	Miscellaneous Expenses	Organization of Meetings, workshops etc	12	1,275	1	15,300
UNDP GMS	GMS(7%)		Facilities & Administration					189,031
<b>Sub-total Activity 1:</b>								<b>2,700,442</b>
Activity 2	Audit	74100	Audit	External & Annual Audit	1	30,600	1	30,600
UNDP GMS	GMS(7%)		Facilities & Administration					2,303
<b>Sub-total Activity 2:</b>								<b>32,903</b>
Activity 3	Evaluation	71200	Evaluation	In'l Consultant (14days each)	14	597	2	16,708
Activity 3	Evaluation	71300	Evaluation	National Consultant(14 days)	14	102	1	1,428
Activity 3	Evaluation	71600	Evaluation	Travel (in & out)	1	5,100	1	5,100
Activity 3	Evaluation	72500	Evaluation	Supplies	1	2,040	1	2,040
Activity 3	Evaluation	74500	Evaluation	Miscellaneous (telephone cost, etc)	1	2,040	1	2,040

UNDP GMS	GMS(7%)		Facilities & Administration					2,056
<b>Sub-total Activity 3:</b>								<b>29,372</b>
Activity 4	Direct Support Costs	71100, 71200, 71300, 71400, 61100, 61200	Direct Support Costs		1	61,200	1	61,200
Activity 4		74100	Security charges		1	92,266	1	92,266
Activity 4	GMS(7%)	75100	Facilities & Administration					11,551.21
<b>Sub-total Activity 4:</b>								<b>165,017</b>
<b>Total</b>								<b>\$ 2,927,734</b>

**Annex 1 – Budget by province/donor**

Individual donors have, in funding this project, committed their resources to specific provinces. The total cost for each donor of funding a province is \$514,622 for those provinces where an armoured car will be provided and \$434,622 for those provinces which will not purchase an armoured car. The decision of whether or not an armoured car will be provided is a product of UNDP/UNDSS security rules, except for the US-funded provinces, where the US has requested the purchase of an armoured car regardless of whether one is required by UNDP/UNDSS security rules.

The province that will be funded, the donors funding each, and the costs per province are as follows:

1. Herat (Italy) -- \$434,622
2. Kabul (USA) -- \$514,622
3. Kandahar (Canada) -- \$514,622
4. Kunduz (Germany) -- \$434,622
5. Nangarhar (USA) -- \$514,622
6. Paktia (USA) -- \$514,622