



## **ANNUAL PROJECT REPORT 2006**

**United Nations Development Programme  
Afghanistan  
Strengthening the Justice System of Afghanistan (SJSA)  
01-01-2006 / 31-12-2006**

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## SJSA Donors



**Netherlands**



**United Kingdom**



**UNDP**

## Acronyms

AACA	Afghan Assistance Coordination Authority
ADF	Afghan Development Forum
AJDL	Access to Justice at the District Level project
AGO	Attorney-General's Office
ASP	Afghanistan Stabilization Program
CPA	Capacity Development Advisors
DDR	Demobilization, disarmament and Reintegration
FAO	Food and Agricultural Organization
FMA	Financial Management Advisor
IO	International Organizations
IOM	International Organization for Migration
JP	Justice Programme
JRC	Judicial Reform Commission
JSSP	Justice Sector Support Programme (State Department INL Bureau Programme)
LoU	Letter of Understanding
MoJ	Ministry of Justice
MRRD	Ministry of Rural Rehabilitation and Development
NABDP	National Area Based Development Programme
NGO	Non Governmental Organization
NSP	National Solidarity Program
OAG	Office of the Auditor General
PDF	Provincial Development Fund
PJIs	Permanent Justice Institution(s)
PMA	Provincial Management Advisors
PPE	Provincial Planning Exercise
PRR	Priority Reform and Restructuring Programme
RJSA	Rebuilding the Justice Sector of Afghanistan project
SC	Supreme Court
SJSA	Strengthening the Justice System of Afghanistan project
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services

## **Executive Summary**

The *Strengthening the Justice System in Afghanistan* (SJSA) project commenced operations in January 2006. Although the project has experienced funding constraints from the start, the project has, in this reporting year, been able to provide a significant level of technical assistance and support in the Permanent Justice institutions (PJI's) where it has maintained a presence.

Resource constraints have necessarily meant that much management effort and time was devoted throughout this reporting year to securing funding and allocating resources to sustain a limited and prioritized range of activities. The project was restructured in June 2006 to reflect both the funding situation and the need to adjust to changes in donor activity in the justice sector; with increases in the number of international implementing agencies.

The project has provided support primarily in the areas of Public Administration Reform, technical assistance and training to PJI's, but most notably to the Ministry of Justice (MOJ) and Attorney General's Office (AGO). Notable achievements for the project include budget and planning assistance and support to MOJ and AGO budget and planning units, resulting in both the AGO and MOJ obtaining increases in budget allocations from Ministry of Finance (MOF). The AGO received a development budget increase of US\$2.88 million and a US\$1.0 million increase in budget for equipment and vehicle purchases, while MOJ commenced operations to utilize a US\$1.0 million Capacity Development Fund.

Other achievements include the provision of training workshops. A number of these workshops were designed and conducted by staff members in the MOJ and AGO with assistance from the project.

In addition the project has supported the PJI's and coordinated with other implementing agencies to create leadership structures through staff associations like the Afghan Prosecutors Association and Women Lawyers Association in the MOJ. The project has sought to link these associations with international agencies committed to the same purpose for networking and capacity development. Further project activities are planned in 2007.

The project's approach to implementing the project document has been to ensure that the government takes the lead. However, increasing direct donor implementing activity in the sector during the reporting year has increased the tendency for uncoordinated implementation of the "Justice For All" strategy. This in turn affects the Government of Afghanistan (GOA)'s ability to set priorities, monitor and evaluate donor activity.

Notwithstanding the above, in 2006 the project was active and instrumental in supporting GOA establish its justice sector priorities in "Justice For All", the sector-wide strategy incorporating the Rule of Law and Human Rights benchmarks. The project was active in helping the GOA establish working groups to coordinate and monitor implementation.

Without funding commitment the project will be unable to effectively deliver outcomes and outputs in the project document or effectively capitalize on the gains of RJSA.

## **1. Context**

In response to the overwhelming need to build on the successes of the RJSA project and to address the challenges still faced by the justice sector, the Government of Afghanistan and UNDP signed a new project document in November 2005 entitled *"Strengthening the Justice System of*

*Afghanistan*” (SJSA). This three-year follow-on project began on 1 January 2006 and is designed to achieve the priorities and benchmarks for the rule of law and justice highlighted in the Interim Afghan National Development Strategy (I-ANDS). In 2006 the project has provided support to the government in implementing the “*Justice for All*” strategic framework, an integral part of the ANDS Rule of Law and Human Rights benchmark under the Governance pillar. The project’s expected results were pursued in line with this ANDS Rule of Law and Human Rights benchmark.

In addition, during 2006 the expected results of the project were pursued in line with UNDP Multi-Year Funding Framework (MYFF) Goal 2.4 *Justice and Human Rights*.

In 2006, the project devoted resources to address the following issues, including provision of policy and technical assistance to the justice institutions, institutional reform, support for implementation of constitutional requirements for the administration of justice, technical and administrative capacity development of justice sector institutions including personnel, and strengthening of legal education at higher educational institutions. In addition, SJSA supported the implementation of the Afghanistan Compact in the justice sector, with emphasis on access to justice for poor and disadvantage – especially women and children.

Despite funding constraints, affecting management continuity and resulting in a scaling down of the project (which now operates from a reduced base of activities), the project was able to deliver results during the reporting period, underpinned by funding generously provided by the Netherlands and UNDP. The project still faces a funding gap.

The project’s main implementing partners and main stakeholders are the Permanent Justice Institutions, Ministry of justice, (MOJ), Supreme Court (SC), Attorney General’s Office (AGO) and Kabul University’s Faculty of Law and Political Science. The project’s purpose is to improve delivery of justice services and improved access of Justice services to ordinary Afghan citizens, particularly the disadvantaged groups – like women and children.

There are 6 components in the programme derived from national priorities and needs which draw on the previous work on capacity development undertaken by Institutional Development Specialists embedded with the permanent justice institutions. The components are:

*Component A* – Support to the Government of Afghanistan for the Development and Implementation of a detailed strategy based on the “*Justice for All*” framework.

*Component B* – Support for Justice Institutions: Strengthening Institutional Capacity of the Ministry of Justice.

*Component C* – Support for Justice Institutions: Strengthening Institutional Capacity of the Attorney General’s Office.

*Component D* – Support for Justice Institutions: Strengthening Institutional Capacity of the Supreme Court.

*Component E* – Support for Legal Education Institutions: Strengthening Institutional Capacity of the Legal Education Institutions.

*Component F* – Rehabilitation of Physical Facilities for the Justice Sector.

## **2. Performance Review**

### **2.1 Progress Review**

#### **Overall progress towards the ANDS benchmark**

Throughout the reporting period the programme has provided support to the ANDS process through providing support to the PJI's, staff of the ANDS office and to the newly established Sub Working Groups under the Working Group "Justice and Human Rights". The project participated with other stakeholders in the design of the implementation framework for ANDS and worked closely with the ANDS to prepare the monitoring and evaluation framework for the Justice and Human Rights pillar of the ANDS. The programme sees the development of policy and planning units throughout the justice sector as being central to the ANDS process in terms of the planning and implementation of activities designed to achieve the designated benchmarks under the Afghan Compact. By providing PJI's critical support in this area to develop, analyse and implement policy, improve sector wide coordination while building capacity of the PJI's to provide effective justice services, the programme has enabled PJI's to progress towards meeting some of the ANDS targets. While significant progress has been made regarding the ANDS and "Justice for All", the programme's resource present challenges. The programme, subject to funding, intends to recruit international experts to assist in creating and establishing policy units that can actively engage with the ANDS process and with general law reform and coordination of activities within the justice sector as a whole.

#### **Overall progress towards the UNDAF outcome**

Despite funding and staffing constraints, the project has made steady progress towards UNDAF Rule of Law and Human Rights outcome 2.4., "by 2008, more Afghans have increased access to a reformed, comprehensive and effective justice system" by providing support to the PJI's, notably the AGO, MOJ and Kabul University in improving management, administration, critical policy analysis for law reform, and leadership training for lower levels within the PJI's. Over the year, SJSA has also supported PJI's on legislative and budgetary planning and implementation.

#### **Overall progress towards the CPAP outcome and output**

The project has made steady progress towards the CPAP 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" and output 4, "Human rights and access to justice improved with focus on vulnerable groups; increased compliance of justice institutions with legal framework." Through, technical, Public Administration Reform, Training and Capacity Development programmes provided to the PJI's the project has been able to attain, despite funding constraints, changes in project management, and staffing shortages, significant gains towards achieving CPAP outputs.

#### **Capacity Development**

Although, project has made progress towards developing capacity within the sector and within each PJI, more could be achieved with sufficient resources and recruitment of qualified technical advisers.

During the reporting year, the programme continued to provide support and technical assistance to the MOJ, AGO and to a lesser extent, to the other permanent justice institutions, in the areas of budgeting and budget preparation, financial planning in both AGO and MOJ. The project assisted the MOJ to design and implement the MOJ's Capacity Development project, particularly in regards to building the capacity of these institutions in the administration of national initiatives designed in accordance with the "Justice for All" strategy. The success of the assistance provided has resulted in staff gaining an increased knowledge and awareness of financial management and operational processes but much remains to be done to consolidate knowledge in the form of

preparing internal budget and financial manuals and similar materials so that lessons learned are not forgotten over time.

In the AGO, the support provided to AGO in budget preparation resulted in an increase of over 80% in the Development Budget allocation from MOF for infrastructure development in Kabul and some provinces. In addition a further US\$ 1,000,000.00 was allocated to the AGO's budget for acquisition of vehicles and equipment. In order to assist AGO in maintaining this momentum, the project provided resources and technical assistance to a committee of senior budget, payroll and finance managers at AGO headquarters to conduct workshops for provincial finance and administration managers in all 34 provinces.

The reporting year also saw the project provide significant support for communications and information systems development output in the project document. The project provided ongoing assistance to MOJ website committee. In the AGO, the project conducted an assessment of the Information and Communications Technology and Information Systems needs of the AGO, at the AG's request. The project collaborated in this assessment with UNDP's Afghanistan Information Management Service (AIMS), with the result that a comprehensive Management Information Systems assessment, strategy and implementation plan has been developed by the AGO with AIMS' and the project's assistance. This plan includes a website development plan. The AGO has submitted a proposal for the MOF to fund this plan in the coming fiscal year. The project intends to implement this in 2007.

The project has also been active in leadership training and management development in the reporting year in the MOJ and AGO. Leadership is essential in any transformational exercise for any institution. The project designed a 3 day leadership workshop focusing on critical thinking and strategic analysis, strategy formulation and stakeholder involvement at HQ and provincial level. Over 200 lower and middle managers attended the workshop. Various initiatives emerged in the AGO, including a women's forum for gender discussions.

The establishment of the Afghan Prosecutors Association in the AGO and the Women's Lawyers Association in the MOJ in the reporting period provide examples of support to develop institutional leadership outside senior management for professional development. The project collaborated with JSSP to co-fund the Afghan Prosecutor's Association membership and attendance at the annual conference of the International Association of prosecutors in Paris. The project intends to increase AGO exposure to and intensify relationships with foreign prosecutorial services, ministries of justice, judicial authorities and international agencies in 2007.

During the reporting year, the programme continued to support, through a national Curriculum Development Specialist, law curriculum reform and other activities within the Faculty of Law and Political Science. The programme facilitated approval of the new curriculum by the University Senate and the Higher Education Ministry. Implementing the curriculum, once approved, will be a key task. It will also be necessary to facilitate implementation into other Law Faculties in Mazar, Herat and Jalalabad. The programme also recruited a computer skills trainer who has been teaching basic computer skills to law faculty members and students. The programme plans to continue providing computer training for faculty and students in 2007. Though unable, due to funding constraints, to provide faculty learning opportunities, the programme was, however, able to provide some material support to faculty in the form of needed legal texts.

The project plans to build on gains in 2006 by focusing on specialized prosecutorial capacity and skills development with emphasis on the AGO's role fulfilling ANDS mandated obligations regarding cross cutting pillars: including gender, corruption, narcotics, and human rights (both international humanitarian and human rights law).

The project also continues to provide support to PJI's in the ongoing Public Administration Reform initiative of GOA – Priority Reform and Restructuring. The project's continued support during the reporting year, contributed to the MOJ successfully completing the process in all headquarter

offices and seven provincial offices. Support from the programme has also resulted in approval of the final Stage 2 applications by the Civil Service Commission.

The project assisted the AGO prepare Stage 2 PRR applications and submit these to the IARCSC. The project assisted the AGO adapt to changing criteria and prepare to meet additional conditions and requirements introduced by the IARCSC in the reporting period. This comprised technical assistance to conducting an assessment of case flow Management as well as the organizational structure of the AGO. Future support to this process should be reviewed and or coordinated in the light of Restructuring Management Units established in the MOJ and planned for the AGO.

### **Impact on direct and indirect beneficiaries**

The project's assistance to the PJI's has benefited staff members and the public at large in a variety of ways. In the MOJ, successful outcomes in Stage 2 of the PRR process has led to increased competition for positions and also the promise of improved pay and conditions for civil servants. This has necessary involved significant improvements in Human Resource Management. This puts the right people in the right jobs to deliver quality justice services to the Afghan citizenry. Indirect institutional beneficiaries include other government ministries notably AGO and MOF. Other beneficiaries include NGO's and organizations with whom MOJ has business.

The project's assistance to the AGO during the reporting period has improved service delivery capacity for critical budget planning and implementation, in addition to leadership and strategy training at lower levels. Improving capacity for prosecutorial policy planning and analysis improves services for population at large, notably accused persons, victims and witnesses. Improved processes have also led to initiatives to improve police-prosecutor relations.

At Kabul University the project's support buttresses other efforts to update faculty and students in the state of the art in legal scholarship by providing greater participation, exposure and access to international legal materials.

The project continues to provide direct equipment and assistance to the PJI's where such is merited. An example is the project providing 30 Dari and Pashtu-enabled keyboards, to support operators to work more efficiently.

## **2.2 Implementation strategy review**

### **Participatory/consultative processes**

The project has been deeply involved in consultative and participatory processes. The structure of the project with embedded institutional advisers permanently in each of the PJI's presents the project with unique perspectives on each institution. The project and its embedded staff have been able to develop over significant time periods with the permanent justice institutions and with institutional staff at all levels. Our staff are present in the institutions every working day and are therefore always available to provide consultation and advice in project areas of activity. This is not necessarily true of other donors who have not built those networks of relations with staff and do not have the capacity to respond to staff requests in the same rapid manner. Mentoring, and the capacity to rapidly respond to request to provide technical assistance, therefore remain strengths of the SJSA program. Activities and outputs to develop capacity are a product of these relationships which are by the nature of the interaction consultative and facilitative.

### **Quality of partnerships**

The project emphasizes the government lead in all initiatives. In addition, the project provided direct assistance, often at request of PJI's. Given the addition of implementing agencies and donors, the project has adjusted to accommodate a greater variety of partners. The embedded presence in the PJI's provides the project with ever deepening ties with the Government. Increasing partnerships with implementing agencies through cooperation in activities has been

evident particularly in the last two quarters. The project plans to build upon such partnerships and integrate international activities.

In the last quarter of the reporting period the project facilitated contacts between the AGO and Supreme Court and various judicial and prosecuting services in various countries and international criminal tribunals (notably the Special Court in Sierra Leone), for the purposes of creating partnerships to build critical international human rights capacity. This will be explored in 2007 with the intention of providing training, including internships and study visits.

The project's focus in 2006 developed strong partnerships at central level at MOJ and AGO, as well as emerging partnerships at district level.

### **National Ownership**

There exists a wide range of development and capacity building activity within the justice sector but overall there is a general belief that this activity is not well coordinated. Of course, development partners do not necessarily share the same ideas and objectives and sometimes questions are asked about GOA ownership and buy-in for development assistance programmes. The programmes' embedded advisors allow the project a unique perspective into institutional priorities, enabling the project to fulfil the project document commitment to Afghan leadership. The project's emphasis has led to the AGO and MOJ obtaining funding and resources for capacity development, equipment upgrades and infrastructural development directly from the MOF. Notably the MOJ's Capacity Development Project provides an example of the institution taking leadership in a capacity development initiative supported by the project.

In addition, the institutions and their officers are developing associations and leadership structures to augment capacity development with the project's support and assistance. While the project has provided technical assistance on legislative and legal reform, the AGO and MOJ have taken the initiative to propose legislative changes and draft proposed codes. An emerging feature in this reporting year has been the readiness of senior staff members to design and conduct workshops for continuing professional development, as in the MOJ Capacity Development Fund, and the AGO budget, payroll and procurement workshops. This development has been actively supported by the project.

What is also important is the role the project has played to communicate well and regularly with other development partners, especially those working in the PJIs, to ensure coordination of activities and avoid duplication. Such coordination is critical if national ownership is to develop. The project plans on making this a priority in 2007.

### **Sustainability**

The project continues to buttress its support and technical assistance with continued daily presence in the PJI's to mentor, coach and guide. Sustainability is contingent to some extent on preserving institutional memory. Changes in critical personnel by the institutions may result in escape and loss. As a result, the project has sought to engage lower-and-middle-level officials in the PJI's to encourage buy-in in transformation initiatives. Further, the project has actively supported the creation of alternative leadership structures, such as the Afghan Prosecutors Association, and the Women Lawyers Association, and sought to link these associations with international associations committed to the same purpose. This provides extensive contacts and ensures sustainability. In 2007 the Project proposes increasing international linkages between the PJI's and their counterpart PJI's in select countries to assist in coaching, mentoring and long term networking.

## **2.3 Management effectiveness review**

### **Quality of monitoring**

While the project document calls for an annual review of the project's progress, it has been critical to regularly monitor and evaluate the project to allow for adjustments due to the changing institutional, political and economic environment. The output indicators provide guidance for the ongoing monitoring of success in achieving the outputs and outcomes of the project. To this end, the project has successfully implemented procedures for monthly and quarterly progress reports prepared by the CTA's embedded in the PJI's. This has proved useful in providing continuous assessment on the project's implementation status.

In 2007 the project plans to expand internal monitoring of the project by re-introducing regular project management team meetings, minutes of which are to be made available.

Given the volatile environment under which the project has operated and, as a result of the scaling down and restructuring of the project in 2006, a mid-term review of the project is proposed for 2007. The purpose of this mid-term review is to ascertain that project inputs are being used as intended, to determine resource needs and utilisation, assess programme performance, identify constraints and agree upon ways to improve implementation of planned activities.

### **Timely delivery of outputs**

Though the project was able to deliver intended outputs as scheduled in the project document's work plan, the resource, staffing and management constraints, under which the project operated in the reporting period, contributed to some of the scheduled activities not being fully conducted. Given the reduced base of activities under which the project will continue to operate, the Work plan for 2007 is being designed to account for the changes.

### **Resource Allocation**

The ratio of project costs to development activity costs is relatively high. However, project costs do reflect the absence of cost sharing with the *Access to Justice At District Level (AJDL)* project, as the running costs of that project, including translators, rent of office space, vehicles, finance and administration personnel were borne exclusively by the SJSA project during the reporting period. During the last quarter of 2006, the UNDP's National Programme Action on Disability (NPAD) shared space in the project office with a view to cost sharing. When costs are borne equally by the other two projects, the project's costs will be reduced commensurably and the ratio of costs to development activities will change. The project costs were also reduced with the elimination of the management structure at the beginning of the fourth quarter of the reporting year, which added to the project costs. However, the savings to the project will become evident in 2007.

In addition, the budget revision recognised and acknowledged that many donors entered the justice sector in the reporting period. The revision therefore reflected the need to avoid duplication of activities undertaken by these donors. As a result planned developmental activities were reconsidered in the light of the expansion of donor activity in the sector. The project co-funded or co-sponsored various activities with other donors, thus reducing the project's proportionate costs of the developmental activity.

A new strategy focuses on areas where the project can maximize its comparative advantage to provide greater assistance to GOA and Afghan citizens, while at the same time coordinating with other implementing agencies and international partners to improve service delivery in the justice sector.

### **Cost-effective use of inputs**

Given the funding constraints, the project has been able to effectively mobilize its limited resources in a cost effective way. By adopting implementing strategies that forge closer partnerships with other donors and with PJJ's the project was able to achieve more given the resources at its disposal.

During the reporting period, the project scaled back on rental car usage presenting the project with savings. The possibility of making savings for office rental costs should be explored in 2007 when the current lease expires.

The restructuring of the project and reduction in activities has allowed the project to focus on its core strengths where it delivers greatest value. The opportunity to assess the cost effectiveness of this may become more apparent in the proposed mid-year review in 2007.

### **3. Implementation Issues**

The project faced a number of implementation challenges throughout the reporting year. There are two major constraints that limit the programme's ability to achieve the goals and objectives outlined in the project document. The first is the lack of funding and the second is the inability, due to lack of funding, to recruit additional advisors to support the work of the SJSA programme. Without additional funding and staff the advances secured by the RJSA project cannot be effectively built upon by this programme.

It is also crucial to appreciate that lack of support for the SJSA project will have an impact on the Justice programme as a whole, including to the project "Access to Justice at the District Level" which also commenced this year. That project adopts a bottom-up approach to justice sector development focusing on capacity building of justice sector staff at the district level. Developing capacity in the districts ought to be matched by the top-down development envisaged by the SJSA programme because the justice sector is centralized and capacity gains must be achieved at the centre as well as in the districts, if the system as a whole is to benefit. UNDP's justice sector programmes are linked and only through balancing activities at the centre and the district levels will steady progress be achieved in entrenching the rule of law nationwide.

It is also significant that the SJSA programme is sector-wide and includes all the permanent justice institutions.

It is the only project that currently that engages with the entire justice sector (other than prisons) and recognizes that improvements in capacity in one institution at the expense of the others do not benefit the justice system as a whole. The programme therefore takes a systematic approach to capacity development reflecting the now almost universally recognized principle that justice systems must be viewed as interconnected and integrated systems.

Other factors that impact the successful outcomes envisaged by the programme include: continued effective leadership by the government and national justice institutions; commitment of the government to set justice as a priority; consensus among government, donors, and UNDP regarding the appropriate course of reform; political stability and improved security; and effective coordination of activities in the Justice Sector. Careful attention must be paid to these conditions to ensure the successful achievement of the programme objectives.

## **4. Lessons Learnt and Next Steps**

### **4.1. Lessons learnt**

1. The project must play an increased role in facilitating coordination and cooperation of donor activities. It is crucial that donor countries, as well as UN agencies and NGOs, emphasize government ownership at all times. It is encouraging that during the reporting period the MOJ continued to take on a greatly increased level of responsibility for the ANDS process. However, managing an expanding universe of donor implementing agencies presents coordination challenges that all parties need to address very early on in 2007 to avoid drift away from critical priorities.
2. The SJSA programme must be ready to support Departments and Ministries in coping with unexpected variations in the PRR process which impose additional requirements or change pre-existing conditions of the process. Hopefully, variations in the content of PRR will be minimized in the future.
3. The project's strategy for future operation should be predicated on areas where it can provide maximum value to the GOA and citizenry, while coordinating donor and implementing agency activity in the sector.
4. Generally, while there are levels at which coordination takes place between donors, overall coordination in terms of setting priorities and linking program activities does not take place. The ANDS process now underway is intended to promote that degree and depth of coordination and strategic planning which the justice sector urgently needs because the Rule of Law in the form of an effective and efficient justice system is central to the development process in the country.
5. The principal challenge within the justice sector remains a lack of national capacity to plan and execute appropriate activities and a lack of coordination between the institutions that make up the justice sector. Building capacity is not a short term process and capacity development must be sustainable. Therefore, justice sector strategies, plans and projects must employ methodologies that will build sustainable capacity.
6. Funding constraints present multiple issues affecting the proper implementation of this project. Securing adequate funding commitment for the life of the project early on in 2007 will be essential to project delivery in terms of outcomes and outputs.

### **4.2. Recommendations**

1. The project's restructuring should be implemented. It should continue operating in 2007 and beyond from a reduced base of activities.
2. The project should encourage other implement agencies with embedded advisors in the PJI's to share annual work plans to determine areas of overlap, possible cooperation and gaps in priorities.
3. In conjunction with other implementing agencies, the project should take the lead in encouraging the PJI's to conduct a donor fund raising event for the PJI's to highlight resource needs and capacity development challenges sector wide.
4. Greater confluence of activities between SJSA and AJDL is necessary in 2007. Assistance in MOJ, AGO and Supreme Court should focus on capacity to respond to demands for quality justice services.
5. The project should leverage partnerships within U.N. system and international associations and direct relationships between PJI's in more mature legal systems (Preference for South-South cooperation) in 2007.
6. Where possible the project should allow the newly established RIMU units in the MOJ (and planned for the AGO) a greater role in assisting the PJI's in the PRR process.

7. Resources must be secured for the project to continue operations. The project should pursue funding and support to enable the project to effectively and successfully fulfil the Prodoc, UNDAF and CPAP. Lack of funding and resource presents major challenges to the ability of the project to deliver technical assistance and support.

## 5. Financial Status and Utilisation

All annual report figures are subject to later adjustment by the project.

### 5.1. Financial Status

**Table 1: Contribution Overview 1 January 2006 to 31 December 2006**

Donor	Contributions		Contribution Balance
	Committed	Received	
Canada	110,964.99	110,964.99	-
UK	753,024.11	753,024.11	-
Dutch	691,725	622,530	69,195.0
UNDP	630,400	630,400	-
<b>Total</b>	<b>2,186,114</b>	<b>2,116,919</b>	<b>69,195</b>

\*The commitment from Canada reflects a commitment for the previous justice project, RJSA, but was disbursed for RJSA late, in 2006. Canada is not a donor to SJSA.

**Table 2: Funding Status as of the end of the year (31 December 2006)**

Donor	Received	Expenditures			Project Balance	Earmarked	Available Funding (as of 1 Jan of the next year)	Remarks
		Period Prior to the Reporting Year	Reporting Year 2006	Total				
Canada	110,964.99		107,012.43	107,012.43	3,952.56		3,952.56	
UK	753,024.11		753,169.01	753,169.01	(144.90)		(144.90)	
Dutch	34,997		34,996.88	34,996.88	-		-	
UNDP	630,400		630,418.11	630,418.11	(18.11)		(18.11)	
<b>Total</b>	<b>1,529,385.98</b>	<b>0</b>	<b>1,525,596.43</b>	<b>1,525,596.43</b>	<b>3,789.55</b>	<b>0</b>	<b>3,789.55</b>	

\*The commitment from Canada reflects a commitment for the previous justice project, RJSA, which was disbursed for RJSA late, in 2006. Canada is not a donor to SJSA.

## 5.2. Financial Utilisation

**Table 3: Annual Expenditure by Activity [1 January – 31 December 2006]**

Activity	Budget (2006)	Expenditures	Balance	Delivery Rate %
Support the Programme Management	810,962.80	823,802.55	- 12,839.75	101.58
Support to the Ministry of Justice	290,702.06	277,068.82	13,633.24	95.31
Support to the Attorney General Office	301,878.14	300,941.83	936.31	99.69
Support to the Supreme Court	24,825.80	23,315.63	1,510.17	93.92
Support to the Legal Edu/Training	60,257.74	59,819.02	438.72	99.27
UNDP GMS	40,759.44	40,648.57	110.87	99.73
<b>Total</b>	<b>1,529,385.98</b>	<b>1,525,596.42</b>	<b>3,789.56</b>	<b>99.75</b>

\*The commitment from Canada reflects a commitment for the previous justice project, RJSA, which was disbursed for RJSA late, in 2006. Canada is not a donor to SJSA.

**Table 4: Annual Expenditure by Donor [1 January – 31 December]**

Donors	Activity	Budget (2006)	Expenditures	Balance	Delivery Rate	Remarks
Canada	Programme Management	35,000.00	34,671.33	328.67	99.06	
	Support to the Ministry of Justice	44,000.00	41,862.55	2,137.45	95.14	
	Support to Attorney General	23,000.00	22,792.85	207.15	99.10	
	Support to the Supreme Court	5,733.00	4,568.83	1,164.17	79.69	
	Support to the Legal Edu/Training	-	-	-	-	
	GMS 3%	3,231.99	3,116.87	115.12	96.44	
	<b>Sub Total (Canada)</b>	<b>110,964.99</b>	<b>107,012.43</b>	<b>3,952.56</b>	<b>96.44</b>	
UK	Programme Management	379,536.48	378,936.23	600.25	99.84	
	Support to the Ministry of Justice	149,705.36	150,726.97	- 1,021.61	100.68	
	Support to Attorney General	138,804.30	138,623.90	180.40	99.87	
	Support to the Supreme Court	7,316.70	7,316.70	-	100.00	
	Support to the Legal Edu/Training	41,800.41	41,700.02	100.39	99.76	
	GMS 5%	35,860.86	35,865.19	- 4.33	100.01	
	<b>Sub Total (UK)</b>	<b>753,024.11</b>	<b>753,169.01</b>	<b>- 144.90</b>	<b>100.02</b>	
Dutch	Programme Management	22,008.36	22,007.64	0.72		The Justice Project has received 62,2530 USD, but budgeted 34,997 USD for 2006. The remaining balance will be used for 2007.
	Support to the Ministry of Justice	-	-	-	-	
	Support to Attorney General	11,322.00	11,322.72	- 0.72		
	Support to the Supreme Court	-	-	-	-	
	Support to the Legal Edu/Training	-	-	-	-	
	GMS 5%	1,666.52	1,666.52	-		
	<b>Sub Total (Dutch)</b>	<b>34,996.88</b>	<b>34,996.88</b>	<b>0.00</b>	<b>100.00</b>	
UNDP	Programme Management	374,417.96	375,687.35	- 1,269.39	100.34	
	Support to the Ministry of Justice	96,996.70	96,979.30	17.40	99.98	
	Support to Attorney General	128,751.84	128,202.36	549.48	99.57	
	Support to the Supreme Court	11,776.10	11,430.10	346.00	97.06	
	Support to the Legal Edu/Training	18,457.40	18,119.00	338.40	98.17	
	GMS	-	-	-	-	
	<b>Sub Total (UNDP)</b>	<b>630,400.00</b>	<b>630,418.11</b>	<b>- 18.11</b>	<b>100.00</b>	
<b>Total</b>		<b>1,529,385.98</b>	<b>1,525,596.43</b>	<b>3,789.55</b>	<b>99.75</b>	

\*The commitment from Canada reflects a commitment for the previous justice project, RJSA, which was disbursed for RJSA late, in 2006. Canada is not a donor to SJSA.

## Contact Information

If you have any questions with regards to this report, please contact any of the people listed below.

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