

Document of
The World Bank

Report No: ICR0000493

IMPLEMENTATION COMPLETION AND RESULTS REPORT
(IDA-34170)

ON A

CREDIT

IN THE AMOUNT OF SDR 8.6 MILLION
(US\$ 11.4 MILLION EQUIVALENT)

TO

REPUBLIC OF ARMENIA

FOR A

JUDICIAL REFORM PROJECT

June 28, 2007

Poverty Reduction and Economic Management
South Caucasus Country Unit
Europe and Central Asia Region

CURRENCY EQUIVALENTS

(Exchange Rate Effective June 27, 2007)

Currency Unit = Armenian Dram (AMD)

ADM 359.00 = US\$1

US\$ 1.48945 = SDR 1

FISCAL YEAR

January 1 – December 31

ABBREVIATIONS AND ACRONYMS

ABA CEELI	American Bar Association's Central and Eastern European Law Initiative
ARLIS	Armenian Legal Information System
BEEPS	Business Environment and Enterprise Performance Survey
CAS	Country Assistance Strategy
CCC	Council of Court Chairmen
COJ	Council of Justice
ECA	Eastern and Central Europe
ESD	Enforcement Service Department
EU	European Union
EU-TACIS	European Union Technical Assistance to CIS States
FMS	Financial Management Specialist
GDP	Gross Domestic Product
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH
JD	Judicial Department
JRP	Judicial Reform Project
JRP 2	Second Judicial Reform Project
MOFE	Ministry of Finance and Economy
MOJ	Ministry of Justice
OED	Operations Evaluation Department
PCD	Project Concept Document
PREM	Poverty Reduction and Economic Management
PRSP	Poverty Reduction Strategy Paper
QAG	Quality Assurance Group
SAC	Structural Adjustment Credit
SATAC I	Structural Adjustment Technical Assistance Credit
SATAC II	Second Structural Adjustment Technical Assistance Credit
SIL	Specific Investment Loan
USAID	United States Agency for International Development

Vice President: Shigeo Katsu
Country Director: D.M. Dowsett-Coirolo
Sector Manager: Ronald E. Myers
Project Team Leader: David S. Bernstein

ARMENIA
Judicial Reform Project

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MAP IBRD 33364	

A. Basic Information			
Country:	Armenia	Project Name:	Judicial Reform Project
Project ID:	P057838	L/C/TF Number(s):	IDA-34170
ICR Date:	06/28/2007	ICR Type:	Core ICR
Lending Instrument:	SIL	Borrower:	REPUBLIC OF ARMENIA
Original Total Commitment:	XDR 8.6M	Disbursed Amount:	XDR 8.6M
Environmental Category: B			
Implementing Agencies: Ministry of Justice			
Cofinanciers and Other External Partners:			

B. Key Dates				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	04/29/1999	Effectiveness:	05/31/2001	05/31/2001
Appraisal:	05/15/2000	Restructuring(s):		
Approval:	09/14/2000	Mid-term Review:		10/01/2003
		Closing:	12/31/2004	12/31/2006

C. Ratings Summary	
C.1 Performance Rating by ICR	
Outcomes:	Satisfactory
Risk to Development Outcome:	Low or Negligible
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

C.2 Detailed Ratings of Bank and Borrower Performance (by ICR)			
Bank	Ratings	Borrower	Ratings
Quality at Entry:	Satisfactory	Government:	Satisfactory
Quality of Supervision:	Satisfactory	Implementing Agency/Agencies:	Satisfactory
Overall Bank Performance:	Satisfactory	Overall Borrower Performance:	Satisfactory

C.3 Quality at Entry and Implementation Performance Indicators			
Implementation Performance	Indicators	QAG Assessments (if any)	Rating
Potential Problem Project at any time (Yes/No):	No	Quality at Entry (QEA):	Highly Satisfactory

Problem Project at any time (Yes/No):	Yes	Quality of Supervision (QSA):	None
DO rating before Closing/Inactive status:	Satisfactory		

D. Sector and Theme Codes		
	Original	Actual
Sector Code (as % of total Bank financing)		
Law and justice	100	100
Theme Code (Primary/Secondary)		
Access to law and justice	Primary	Primary
Judicial and other dispute resolution mechanisms	Primary	Primary
Law reform	Primary	Primary
Legal services	Primary	Secondary

E. Bank Staff		
Positions	At ICR	At Approval
Vice President:	Shigeo Katsu	Johannes F. Linn
Country Director:	D-M Dowsett-Coirolo	Judy M. O'Connor
Sector Manager:	Ronald E. Myers	Friedrich Peloschek
Project Team Leader:	David S. Bernstein	Irina L. Kichigina
ICR Team Leader:	David S. Bernstein	
ICR Primary Author:	Bagrat G. Tunyan	

F. Results Framework Analysis

Project Development Objectives (from Project Appraisal Document)

The development objective of the project is to assist in the development of an independent, accessible and efficient judiciary in the Republic of Armenia, which is essential to governance, rule of law, and investment climate.

Within this broader Development Objective the Project aimed at the following outcome: (i) strengthening judicial self-governance through support to the Council of Court Chairmen (CCC); (ii) improvement of court administration and case management procedures; (iii) development of a comprehensive institutional base for continuing education for judges and court personnel; (iv) strengthening the service for enforcement of court decisions; (v) development of a comprehensive legal information system accessible to judges, legal professionals, business community and citizens; and (vi) promotion of public awareness of laws and legal institutions.

For monitoring the progress of the Project implementation and achievement of the Project objectives the following indicators were identified: (i) development within the CCC of the capacity to manage efficiently and effectively the first-instance and appellate courts (i.e. effective governance of the judiciary by the CCC); (ii) adoption of new court administration and case management procedures by courts; (iii) development of new professionals within the court system including court administrators, judicial assistants and financial officers; (iv) more consolidated and rationalized court structure (judges and other scarce judicial resources are allocated appropriately; staffing levels are determined to allow the courts to discharge their assigned functions); (v) a well-functioning Judicial Training Center (JTC) resulting in better trained and more competent judicial system professionals; (vi) improved court decisions enforcement mechanism; (vii) improved access by judges, legal professionals, business community and general public to more reliable, comprehensive and up-to-date legal information; and (viii) establishment of a comprehensive public education program to overcome the widespread distrust and suspicion of the judiciary.

Revised Project Development Objectives (as approved by original approving authority)

PDOs were not revised

(a) PDO Indicator(s)

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
Indicator 1 :	Increased financial and administrative autonomy of the judiciary			
Value quantitative or Qualitative)	The executive branch, through MOJ and MOFE had an increased role in financial and administrative issues of the court system, including budgetary allocations, judicial statistics. CCC was in early stages of its establishment.	Strengthened and improved effectiveness of the CCC or the creation of a new, adequately staffed court administrative body.		Increased independence of the judiciary through Constitutional reforms Council of Justice if's now composed of judges, through the General Conference of Judges. Law on Judicial serviced approved and introduced.
Date achieved	08/01/2000	10/31/2006		12/31/2006
Comments (incl. % achievement)	100% achieved			
Indicator 2 :	Extent of increase in user confidence and improved judicial services.			
Value quantitative or	According to 2002 BEEPS 34% of court	No original target.		User confidence and perception of

Qualitative)	users consider that the courts are able to enforce their decisions. Project survey shows public's perception of the court effectiveness system was 3.62 points and enforcement service was 2.42 in 2000.			court system have improved.
Date achieved	08/01/2000	06/30/2006		12/31/2006
Comments (incl. % achievement)	User confidence and perception of court system have improved based on post-project user survey.			

(b) Intermediate Outcome Indicator(s)

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
Indicator 1 :	New organizational and management structure of the CCC is established, and the CCC is fully operational			
Value (quantitative or Qualitative)	CCC under the Court of Cassation was recently established with limited capacity to govern the court system.	Development within the CCC of the capacity to manage efficiently and effectively the first-instance and appellate courts.		Development of new judicial governance structure and Judicial Department in 2006 for centralized administration.
Date achieved	08/01/2000	12/29/2000		12/31/2006
Comments (incl. % achievement)	100% Number of CCC decisions during one year since its reform in 2005 was about 70 compared to about 50 during the whole 1999-2005 period.			
Indicator 2 :	Standards for case flow are developed and adopted by the judiciary			
Value (quantitative or Qualitative)	No uniform standards for managing the case flows in place	none		Automated case management system developed and introduced in the pilot courts and ready to roll out to the whole system.
Date achieved	12/29/2000	12/29/2000		11/30/2006
Comments (incl. % achievement)	The new computerized case management system is expected to be easily expanded to the whole system making the achievement of this objective 100%.			
Indicator 3 :	Twenty-one courts are provided with computer equipment and technology			
Value	0	21		13

(quantitative or Qualitative)				
Date achieved	12/29/2000	12/29/2000		12/29/2006
Comments (incl. % achievement)	Achieved by 62%. Computer equipment was provided to those courts that were rehabilitated under the project (with the exception of Shengavit court).			
Indicator 4 :	Thirteen court buildings are rehabilitated. An additional 6 pilot courts are rehabilitated and 1 additional pilot court is newly constructed.			
Value (quantitative or Qualitative)	0	20	14	14
Date achieved	06/30/2000	12/29/2000	12/30/2005	12/29/2006
Comments (incl. % achievement)	Number of court buildings rehabilitated under the Project was reduced due to the need to rebuild some buildings rather than rehabilitate them, increase in construction costs and adverse exchange rate movements. 70% achieved.			
Indicator 5 :	Security devices are installed in court buildings and security design standards are implemented for 20 buildings			
Value (quantitative or Qualitative)	No security devices in place. No design standards in 20 buildings.	20		New design standards were developed and used for the rehabilitation and construction of 14 courthouses. Advanced security devices procured and introduced in those rehabilitated courts where found appropriate.
Date achieved	12/29/2000	12/29/2000		12/31/2006
Comments (incl. % achievement)	70% achieved.			
Indicator 6 :	About 130 bailiffs are trained			
Value (quantitative or Qualitative)	0	130		150 bailiffs trained. 10 officials of ESD participated in a study tour in Germany
Date achieved	12/29/2000	12/29/2000		12/30/2005
Comments (incl. % achievement)	100% achieved.			
Indicator 7 :	An organizational structure of the Enforcement Department is finalized			
Value	Enforcement Service in	none		Organization

(quantitative or Qualitative)	the early stage of its establishment and in need for organizational strengthening. No. cases managed by ESD in 1999 was 28,509			review of the ESD completed and organizational structure and management systems of the ESD were strengthened. Total number of cases managed by ESD in 2005 was 87,321.
Date achieved	12/31/1999	12/31/2000		12/30/2005
Comments (incl. % achievement)	First phase of institutional strengthening of the ESD fully accomplished (100%). No. of cases managed by the ESD increased by more than 300% from 28,509 in 1999 to 87,321 in 2005.			
Indicator 8 :	About 110 judges and 60 court administrators are trained			
Value (quantitative or Qualitative)	0	110 judges and 60 court administrators		158 judges and 574 judicial servants trained
Date achieved	12/31/2000	12/31/2000		12/29/2006
Comments (incl. % achievement)	100% achieved in 2006. Necessary mechanisms are built and sufficient budgetary resources are allocated to have the trainings continue into the future.			
Indicator 9 :	The time spent by judges on administrative and other routine matters is decreased by 30%			
Value (quantitative or Qualitative)	Judges spend significant amount of time on administrative and other routine matters.			Judicial Department established which is now responsible for all court administrative issues. Judges are no longer responsible for administrative staff who report to JD.
Date achieved	12/31/2000			12/31/2006
Comments (incl. % achievement)	70% achieved. Judicial Training Center established as independent entity and operating in temporary facilities renovated by the project. However, organizational structure and core curriculum to be developed as part of future EC-Funded project.			
Indicator 10 :	An electronic legal database of the MOJ is established.			
Value (quantitative or Qualitative)	No public electronic database in place. IRTEK private company was the only provider of	Develop Internet-based database for judges, lawyers and public		Armenian Legal Information System (ARLIS) is developed and

	legal information on a monthly subscription.	containing laws and regulations.		functioning within the MOJ structure. The database is available both on the internet (www.arlis.am) and on CD-ROMs.
Date achieved	12/31/2000	12/31/2000		12/31/2005
Comments (incl. % achievement)	100% achieved.			
Indicator 11 :	TV and radio programs on legal and judicial issues successfully rated.			
Value (quantitative or Qualitative)	No TV programming available.	None		My Right TV program developed and rated as number one TV show in Armenia for two consecutive years 2004-06.
Date achieved	12/31/2000	12/31/2000		12/31/2006
Comments (incl. % achievement)	100% achieved. My Right TV show has been the most popular program on Armenian Public Television.			
Indicator 12 :	About 25 journalists are trained.			
Value (quantitative or Qualitative)	0	25	0	0
Date achieved	12/31/2000	12/31/2004		12/31/2006
Comments (incl. % achievement)	The activity was dropped due to the availability of other donor sources.			
Indicator 13 :	Increased use of courts by the population by at least 30%			
Value (quantitative or Qualitative)	Total number of cases managed by the court system in 2002 was about 62,000.	none		Total number of cases managed by court system in 2005 was about 125,000.
Date achieved	12/31/2002	12/31/2000		12/31/2005
Comments (incl. % achievement)	The total number of cases managed by the court system has increased by more than two times, which can be attributed to the increased use of courts by the population. 100% achieved.			

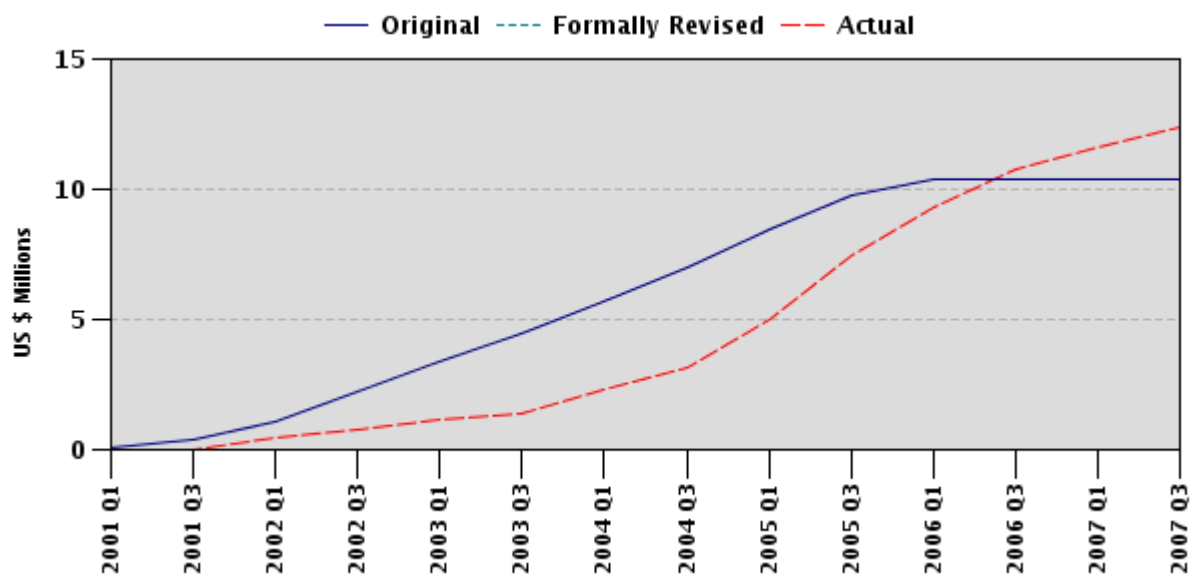
G. Ratings of Project Performance in ISRs

No.	Date ISR Archived	DO	IP	Actual Disbursements (USD millions)
1	12/29/2000	Satisfactory	Satisfactory	0.00
2	06/26/2001	Satisfactory	Satisfactory	0.09
3	12/26/2001	Satisfactory	Satisfactory	0.58
4	06/27/2002	Satisfactory	Satisfactory	0.98
5	12/26/2002	Satisfactory	Satisfactory	1.23
6	06/30/2003	Satisfactory	Satisfactory	1.84
7	11/26/2003	Satisfactory	Satisfactory	2.76
8	05/28/2004	Satisfactory	Unsatisfactory	3.94
9	12/20/2004	Satisfactory	Satisfactory	6.24
10	12/27/2004	Satisfactory	Satisfactory	6.24
11	06/28/2005	Satisfactory	Satisfactory	8.36
12	06/27/2006	Satisfactory	Satisfactory	11.45
13	05/11/2007	Satisfactory	Satisfactory	12.38

H. Restructuring (if any)

Not Applicable

I. Disbursement Profile



1. Project Context, Development Objectives and Design

(this section is descriptive, taken from other documents, e.g., PAD/ISR, not evaluative)

1.1 Context at Appraisal

(brief summary of country and sector background, rationale for Bank assistance)

Armenia's independence from the Soviet Union in 1991 was accompanied by dramatic economic, social and political challenges. The devastating effects of the 1988 earthquake, war with neighboring Azerbaijan over Nagorno-Karabakh, an energy crisis and economic blockade resulted in more than a 50% reduction in the economic output, hyperinflation and unemployment during the early years of independence. Once a prosperous republic within the Soviet Union, Armenia entered the transition period with a huge burden of unresolved social and economic problems and found itself a poor, isolated country with about 60% of the population living below the poverty line. After the 1994 ceasefire agreement with Azerbaijan, the government retargeted its efforts towards addressing urgent economic and social problems, initiating and implementing a remarkable macroeconomic stabilization and economic liberalization program that resulted in stable economic growth which continued for the next decade.

With the adoption of its first post-independence Constitution in 1995, Armenia started a difficult process of establishing a new institutional and legal framework for its judicial sector to effectively tackle the new challenges of the transition period and create enabling conditions for private sector development. The new Constitution subscribed to a principle of a clear separation of the three branches of the government and introduced the Council of Justice (COJ), as the highest body responsible for important decisions in the judiciary, including making recommendations on appointment and removal of judges. The Constitution also established the Constitutional Court of Armenia.

In 1996, a State Commission on Legal and Judicial Reforms established by the President, initiated development of the Judicial and Legal Reforms Concept Paper (Concept Paper or CP). It was a comprehensive program that elaborated the principles and paths of transforming the old Soviet Armenian judiciary, which was heavily dependent on the executive branch and the communist party of the Soviet Union. During Armenia's early post-independent period the courts continued to depend heavily on the executive branch both in terms of court administration, recruitment and removal of judges, court personnel management and other areas. Moreover, insufficient funding of the court system over the past decade has left many courts in Armenia deprived of minimal working conditions, including deteriorated buildings and very limited operational budget.

The World Bank, together with the IMF, European Union, Russia and the United States, were among the first donors supporting the Armenian economic and social transformation in the early years of independence. The Bank's strategy initially focused on providing assistance towards overall economic reforms and institution building, rehabilitation of critical infrastructure and social protection mechanisms. The judicial sector as an area for potential intervention did not emerge in the Bank's assistance strategy for Armenia until late 1990s. This was due to the absence of necessary

constitutional and legal framework for initiating a comprehensive judicial and legal sector reforms. In addition, the Armenian authorities were not ready at that time to initiate politically sensitive and difficult reforms in this sector.

With the adoption of the Concept Paper the Armenian authorities declared a policy goal of establishing an independent, effective and well regarded judicial system in Armenia that would effectively serve the society and the economy under new political and market economy conditions. The CP had a clear plan of action and list of legislative acts to be adopted within a constitutionally mandated timeline. The reform goals expressed in the CP closely aligned with the Bank's reform strategy for judicial sector, which was a new area for the Bank's intervention in the ECA region in late 1990s.

During 1997-98, a set of important legislative acts were enacted by the Armenian Parliament including the Laws on Judiciary, Status of Judges, Procuracy and Compulsory Enforcement of the Judicial Decisions. These laws drew the general contour of the new judicial system of Armenia and established key judicial institutions. For long term sustainability of the reforms the government realized the importance of significant investments in the sector and approached the World Bank to become its primary partner in reforming the judiciary.

The Bank's Country Assistance Strategy (CAS) for Armenia in late 1990s highlighted the importance of *strengthening the legal and judicial framework* for fostering rapid private sector development in the country. The Bank had been invited to provide advice and recommendations on the Concept Paper and draft laws that were being prepared. The First and Second Structural Adjustment Technical Assistance Credits (SATAC in FY 97 and FY 98, respectively), together with direct policy dialogue, were among the initial instruments through which the Bank extended some consultancy support to the Armenian government in this area. In 1997, the Bank initiated preparation of the Judicial Sector Assessment (JSA) of Armenia which became an important instrument for strengthening the ongoing policy dialogue and was critical in starting the formal discussions on the design and direction of a potential Bank project in this area.

Several important political changes occurred in the late 1990s that had an impact on the pace of reforms for the next decade. The election of the President Kocharyan and formation of a new government in 1998 brought a reform-oriented Minister of Justice into power. Mr. Harutyunyan until recently was one of the two longest serving Cabinet members in Armenia serving as Justice Minister for about nine years. This factor played an important role in successful implementation of important reform initiatives in the judiciary.

1.2 Original Project Development Objectives (PDO) and Key Indicators (as approved)

The overall goal of the Judicial Reform Project (JRP) was to assist in the development of an independent, accessible and efficient judiciary in the Republic of Armenia, which is essential to governance, rule of law, and the investment climate.

Within this broader Development Objective, the Project aimed at the following outcomes: (i) strengthening judicial self-governance through support to the Council of Court Chairmen (CCC); (ii) improvement of court administration and case management procedures; (iii) development of a comprehensive institutional base for continuing education for judges and court personnel; (iv) strengthening the service for enforcement of court decisions; (v) development of a comprehensive legal information system accessible to judges, legal professionals, business community and citizens; and (vi) promotion of public awareness of laws and legal institutions.

For monitoring the progress of the Project implementation and achievement of the objectives the following indicators were identified: (i) development within the CCC of the capacity to manage efficiently and effectively the first-instance and appellate courts (i.e. effective governance of the judiciary by the CCC); (ii) adoption of new court administration and case management procedures by courts; (iii) development of new professionals within the court system including court administrators, judicial assistants and financial officers; (iv) more consolidated and rationalized court structure (judges and other scarce judicial resources are allocated appropriately; staffing levels are determined to allow the courts to discharge their assigned functions); (v) a well-functioning Judicial Training Center (JTC) resulting in better trained and more competent judicial system professionals; (vi) improved court decisions enforcement mechanism; (vii) improved access by judges, legal professionals, business community and general public to more reliable, comprehensive and up-to-date legal information; and (viii) establishment of a comprehensive public education program to overcome the widespread distrust and suspicion of the judiciary.

Project objectives were fully consistent with one of the key goals of the Bank's Country Assistance Strategy (1997) for Armenia of "fostering the rapid development of the private sector by promoting further structural reforms, strengthening the financial system and the legal and regulatory framework".

1.3 Revised PDO (as approved by original approving authority) and Key Indicators, and reasons/justification

The objectives and indicators of the Project were not revised.

1.4 Main Beneficiaries,

(original and revised, briefly describe the "primary target group" identified in the PAD and as captured in the PDO, as well as any other individuals and organizations expected to benefit from the project)

According to the PAD the Project was anticipated to have a wide range of beneficiaries both within and outside the judicial sector. Both domestic and foreign investors were expected to benefit from an efficient, independent and impartial judiciary thus promoting private sector development and economic growth in Armenia. Judges and court personnel were expected to benefit "in terms of enhanced professional training, administrative independences and security, improved working conditions and better access to legal information". The general public and legal professionals would benefit from improved

access to the courts and legal information, and impartial and professional functioning of the judiciary.

1.5 Original Components *(as approved)*

The Project had seven components.

Component 1-Strengthening the Institutional Capacity of the Judiciary (US\$ 2.63 million)

The component aimed at: (i) development of self-governing bodies of the judiciary (specifically, the Council of Court Chairmen (CCC) and its Administrative Office); (ii) development of a modern court administration system; (iii) design and implementation of new case management models; and (iv) automation of courts.

Component 2 - Infrastructure Rehabilitation (US\$ 5.66 million)

The objective of the component was to improve the physical condition of courts, through rehabilitation and construction of selected courthouses that meet efficient and modern court design and engineering standards, ensure improved working conditions for judges and court personnel, as well as ease access to courts by general public. The PAD lists 20 courts as primary targets of this component. Seven pilot courts were expected to further benefit from the Project from the supply of modern court equipment and furniture, including audio recording, security and fire alarm systems and other goods.

Component 3 - Training of Judges and Court Personnel (US\$ 0.53 million)

The component focused on providing assistance in establishing the Judicial Training Center (JTC) through: (i) provision of technical assistance and training for developing the management structure of the JTC; (ii) organization of a conference with participation of judges, government officials and representatives of the legal community for the discussion and endorsement of a strategic approach for the development of continuing judicial education in Armenia; (iii) assistance in curriculum development; (iv) provision of required equipment for the Center.

Component 4 - Improving Enforcement of Court Decisions (US\$0.59 million)

The objective of the component was to improve the Enforcement of Court Decisions through: (i) institutional strengthening of the Enforcement Service; (ii) professional development of the Enforcement Service staff; and (iii) automation of the Enforcement Service.

Component 5 - Legal Information (US\$0.69 million)

The component aimed to develop a new legal information regime by providing assistance in: (i) strengthening the institutional and operational capacity of agencies responsible for maintaining authoritative texts of official legal materials, their systematization and codification; (ii) developing an electronic legal database; (iii) developing a Government

strategy for facilitating competitive and effective dissemination of legal information; and (iv) improving access to essential legal information by judges and other legal professionals.

Component 6 - Public Awareness and Public Education Campaign (US\$0.75 million)

The component's objective was to accomplish a qualitative breakthrough in public attitudes toward the rule of law in Armenia by making the public aware about the ongoing judicial reforms, educating them about legal rights and the judicial system and encouraging the public's active participation in the reform process.

Component 7 - Project Management (US\$0.53 million)

The last component was to support overall Project Management by establishing and financing the activities of a Judicial Reform Project Implementation Unit (JRPIU).

1.6 Revised Components

While the Project components and their objectives were not formally revised, several changes did take place in project activities during implementation. In particular, the credit documents suggested that in total 20 courts would benefit from the Infrastructure Rehabilitation Component, with only one courthouse to be newly constructed (in Gyumri). However, several unforeseen factors, mainly the unexpected rise in the construction cost during the project, the need for full construction (instead of rehabilitation) of three court buildings in Yerevan, combined with generally low PAD cost estimates for reconstruction activities necessitated a revision in the number of the rehabilitated and constructed courthouses. As a result, the total number of courts benefiting from the component was decreased to 14 (including construction of four new buildings). These revisions were mutually agreed between the Government and the Bank during the supervision missions as reflected in the Bank's Aide Memoires and other supervision documents.

Additionally, during the project mid-term review conducted in September, 2003 some of the activities (journalism trainings, publication of brochures, development of a PR strategy under the Component 6, and organization of conferences under Component 1) were dropped because of the availability of other donor resources for these types of activities. Similarly, during the implementation of the Public Awareness component a decision was made not to organize radio programs and use only television for public education purposes. These changes were thoroughly discussed and agreed between the Bank and Government during the supervision mission and did not materially affect the achievement of the objectives of the components and the overall project goal.

1.7 Other significant changes

(in design, scope and scale, implementation arrangements and schedule, and funding allocations)

There were several important changes in the project scope and scale, implementation schedule and timing of the activities.

First, the Closing Date of the Project was extended three times, from December 31, 2004 to December 31, 2006. All the extensions were requested by the government to allow the completion of works under the Rehabilitation Component which was delayed because of factors outside the Project's control. The construction of two courthouses in Yerevan (Center-Nork Marash and Shengavit) was initially delayed because a closer examination of the buildings initially designated for rehabilitation found them to be unfit and did not economically justify rehabilitation work. As a result, decisions were made to construct new buildings for these courts, which involved a lengthy process of land search and allocation by the government, preparation of new designs and other preparatory works. The last two extensions for four and two months respectively from June 30, 2006 to December 31, 2006, were done to allow the completion of Shengavit courthouse which experienced construction delays due the need to relocate high voltage electrical cables on the construction site, as well as unusually heavy snows in the winter of 2005.

Second, in September 2004 and February 2006, there were two reallocations among disbursement categories and components that aimed to promote smooth and effective implementation of the Project activities. In both cases the main reason for reallocation was to allow sufficient funds for the completion of the construction of selected courthouses, and provision of necessary equipment for the remaining court houses. The rehabilitation component budget was significantly affected by the fluctuations in the currency exchange rate between US dollars and Armenian drams. As a result of the reallocations, the "works" category allocation has increased more than 52% over the original estimate during the project implementation.

Table: The reallocation of funds between categories

Category	Original Allocation (SDR)	1 st Reallocation, (SDR)	2 nd /Last Reallocation (SDR)	Change Compared to Original (%)
(1) Goods	2,051,000	1,597,000	2,064,900	0.7%
(2) Works	3,021,000	4,321,000	4,592,000	52.0%
(3) Consultants' Services and training	2,789,000	2,253,000	1,530,000	-45.1%
(4) Incremental costs of the PIU	383,000	383,000	368,000	-3.9%
(5) Refunding of Advance	356,000	46,000	45,100	-87.3%
TOTAL	8,600,000	8,600,000	8,600,000	0

In both cases, the reallocation of the funds between the categories did not affect the successful implementation of project components and achievement of the anticipated objectives.

In November 2004, the authorized allocation for the Special Account was increased from USD 500,000 to USD 1,000,000, to allow the JRPIU more effective financial management of large civil works contracts, thus contributing to smoother implementation of the Project. Additionally, in September 2004, the procurement thresholds for National Competitive Bidding, International and National Shopping were also increased from \$2,940,000 for NCB, \$407,000 for International Shopping and \$126,000 for National Shopping to an aggregate amount not to exceed \$3,100,000 for NCB, \$500,000 for International Shopping and \$500,000 for National Shopping.

2. Key Factors Affecting Implementation and Outcomes

2.1 Project Preparation, Design and Quality at Entry

(including whether lessons of earlier operations were taken into account, risks and their mitigations identified, and adequacy of participatory processes, as applicable)

The Quality Assurance Group (QAG) reviewed the Quality at Entry of the Project in April 2001, and rated it as Highly Satisfactory.

This ICR agrees with the QAG evaluation, and rates the Project's Quality at Entry as *Highly Satisfactory* in recognition of the high quality preparatory work, high level and effective dialogue with the government, and relevance of the selected intervention areas to the Country Assistance strategy and sector priorities.

Significant analytical and preparatory work was done by the Bank and the government for identification, preparation and appraisal of the project. A Judicial Sector Assessment was prepared and presented in April 1998. Later an Assessment of Court Administration and Case Management systems was completed under a Bank-administered Japanese PHRD grant for the preparation of the project. A preliminary assessment of the conditions of existing courthouses during the preparation phase confirmed the extremely poor conditions that many courts were operating in throughout Armenia and helped to develop the Rehabilitation component of the project.

The PHRD grant also funded a baseline survey on Public Awareness on Judicial Reforms (Baseline Survey) which, among other things, revealed an extremely low level of legal knowledge and understanding about judicial reforms among the population. The findings of the survey were used in designing the Public Awareness component of the Project.

Finally, there was a Project Preparation Facility (PPF) which was established in the amount of USD 470,000 to support the creation and staffing of the Judicial Reform Project Implementation Unit (JRPIU) and initiate the design works under the Rehabilitation component.

2.2 Implementation

(including any project changes/restructuring, mid-term review, Project at Risk status, and actions taken, as applicable)

Several factors influenced the overall pace of Armenia's judicial reforms and thus JRP implementation during the life of the project. The assassination of the Prime Minister, the Speaker of the National Assembly and other government officials in October 1999 had an indirect negative impact on the pace of JRP implementation, particularly in the beginning of the project. These events triggered a multi-year, high profile, criminal case that decreased the reform momentum that had picked up significantly in 1997-98. However, stability in the Justice Ministry leadership ensured the government's continued commitment and consistency which were crucial in mitigating the negative impact of a slow down in reform in the long run. The Project benefited from having the same Minister of Justice leading the Project Administrative Council (PAC) during the whole implementation period.

The constitutional reform process in Armenia was another important factor that affected judicial and legal reform processes in Armenia, particularly in relation to changes in judicial governance. As part of its Council of Europe membership Armenia committed in 2001 to bring its main laws into accordance with European standards, including changing the Constitution so that it would allow more independence for the judiciary. This specifically related to reforms in the formation and composition of the Council of Justice (COJ), as the highest judicial governing body.

The adoption of constitutional amendments, however, was a challenging task for the authorities. After the first unsuccessful attempt in 2003, the government was able to secure a successful outcome in November 2005. The revised Constitution brought full constitutional independence to the COJ. The President, the Minister of Justice and the Prosecutor General were removed from the COJ whose membership now includes only judges elected by the General Assembly of Judges.

Also in 2005 the reform oriented Chairman of the Economic Court was promoted to become the Chairman of the Court of Cassation and Council of Court Chairmen (CCC) which helped to further strengthen Project implementation. More specifically, the new CCC Chairman moved quickly to reform the judicial administrative system by supporting the creation of a centralized Judicial Department (based on advice from Project consultants). The Chairman also reenergized the effort to create a sound institutional foundation for a permanent judicial training school by converting the Judicial Training Center into a School for the Judiciary.

The JRP became effective about seven months later than anticipated in the PAD, which was due to delays in the ratification procedures. Despite this delay, the JRPIU was able to initiate some activities (particularly in preparation of designs for court houses) with the support of the established Project Preparation Facility (PPF). Notwithstanding the availability of PHRD and the PPF funds and the early establishment of the JRPIU, project implementation was initially very slow and uneven across various components. This was reflected in the lower than planned disbursement rates of the project, particularly during the first two years. During this time, court rehabilitation consumed significant resources and kept the disbursement rate rising and satisfactory preparatory works were undertaken by the Legal Information, Enforcement and Public Education components. However, there was no real progress in implementing the Judicial Governance and Judicial Training components until 2004 and 2005 respectively.

The slow start of the project can be partially attributed to the limited JRPIU capacity and management issues in the beginning of the project. The JRPIU was among the smallest in Armenia and suffered a management crisis with the unexpected resignation of key staff, including the Director, Architect and Financial Management Specialist, due to an internal management conflict. This management crisis lasted for several months until a new PIU Director was hired in September 2002, at which time project implementation began to significantly improve.

Implementation was also affected by several external factors. For example, frequent audits of the JRP conducted by various government and legislative control agencies consumed a significant amount of the limited JRPIU staff's time. During 2003-04, three agencies, including the Chamber of Control of the Parliament, Procuracy, and the Financial Supervision Department of the Ministry of Finance and Economy, conducted audits of the Project. Some of the supervision reports prepared by these agencies were highly disputed by the JRPIU and MOJ, who were unwillingly drawn into political debates about the effectiveness of the use of the credit funds. Eventually the Bank had to intervene to clarify the financial management policies and procurement procedures that were used during project implementation.

Perhaps the most critical factor affecting implementation was the dramatic increase in the cost of construction in Armenia as a result of remarkable economic growth during 2001-06. The economic growth – driven mainly by a construction boom – raised the cost of construction materials and labor. This, combined with low PAD estimates for the Rehabilitation Component and the need for new construction instead of rehabilitation of three courthouses, substantially raised costs of this component necessitating reallocations and reducing the total number of courts benefiting from this component.

2.3 Monitoring and Evaluation (M&E) Design, Implementation and Utilization

The design of the Monitoring and Evaluation (M&E) system for the project was adequate. However, implementation of the M&E system was hindered by difficulties related to identification of relevant data and sources, as well as data collection and measurement problems. A baseline survey was conducted in the beginning of the Project which revealed useful information regarding the public's perception about the judiciary and accessibility of the courts and legal information. At least two additional surveys were to be conducted during the project implementation to monitor and evaluate the effectiveness of the project interventions on public perceptions, but only one was carried out at the end of the Project. The latter used different questionnaires and survey methodology that made a comparison between the results of the baseline and end-of-the-project surveys difficult. Data collection and statistics management in other areas, such as number of cases processed and managed by the courts and enforcement agency, are still done manually, are not fully systematized and are not fully trusted by judicial leaders. The project was expected to improve these areas by providing more effective and automated case management solutions. With full introduction of the automated case management software across the whole court system, judicial statistics and information will be more consistent and more readily available. Additionally, the creation of the Judicial Department, as the new court administrative body, may further enhance the effectiveness of court statistics management.

2.4 Safeguard and Fiduciary Compliance

(focusing on issues and their resolution, as applicable)

This Project was governed by OD 4.01 Environmental Assessment (October 1999) and was assigned a Category B which did not require full environmental assessment. Some environmental analysis was completed, on account of the civil works envisaged in the Rehabilitation Component. An initial assessment of court buildings was conducted under

the PHRD grant. This assessment, according to the PAD, did not reveal any significant negative environmental consequences. Moreover, the PAD suggested that the project would have positive environmental impact in form of improved and secure court buildings.

An adequate Environmental Management Plan (EMP) was developed and included in the Operational Manual (OP) of the Project. The EMP clarified and addressed a wide range of environmental, safety, health and other issues arising from the construction and rehabilitation work.

The only major safeguard issue arose during the construction of Arabkir-Zaytun court house in Yerevan in 2003. The initial ground digging works at the construction site were negatively affecting a neighboring private house, creating potential risks regarding resettlement. At the request of the JRPIU the construction work at the site was temporarily suspended until a further evaluation of the situation was done by government and Bank experts. The assessment concluded that before continuing any works with heavy construction machinery a strengthening of the adjacent private house was necessary. Per request of the government, the Bank team obtained a waiver to allow the use of a small amount of credit funds for basic strengthening of the house, which was successfully done.

No other major waivers were used by the Bank in relation to the safeguard policies and procedures.

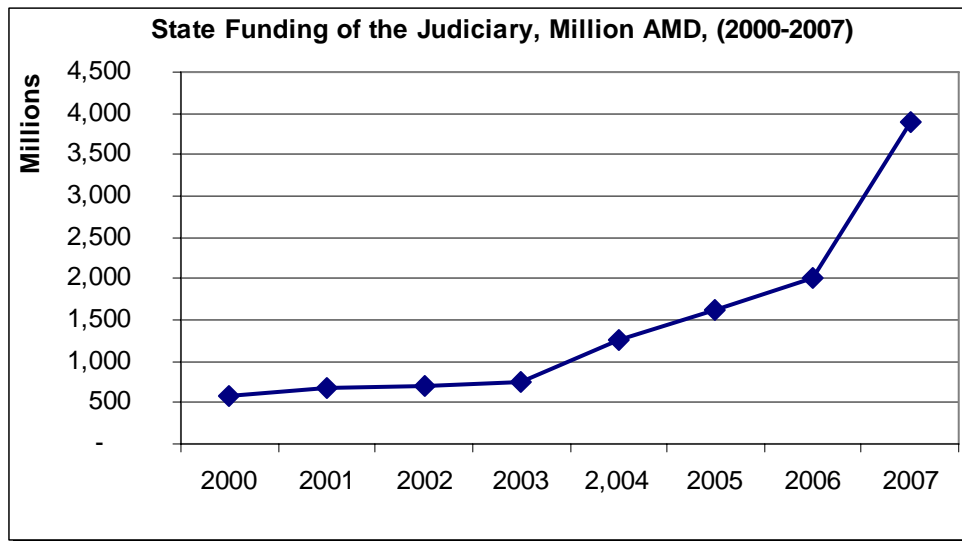
Fiduciary: The Project was audited in accordance with the World Bank fiduciary requirements. The audits were conducted by Bank approved auditing companies and the Project received unqualified audit reports. The Bank procurement specialists regularly conducted procurement post reviews and the reports are included in the project supervision files. Several procurement waivers were obtained during the project implementation. No major fiduciary issue has been found during the implementation of the project and no deviations from policies and procedures in this area were recorded. The PIU has maintained adequate financial management arrangements during the whole period of project implementation.

2.5 Post-completion Operation/Next Phase

(including transition arrangement to post-completion operation of investments financed by present operation, Operation & Maintenance arrangements, sustaining reforms and institutional capacity, and next phase/follow-up operation, if applicable)

The government of Armenia has committed itself to the goal of establishing an independent and efficient judicial sector and recognizes that longer-term and more consistent efforts are necessary in this area. In late 2005, following the constitutional reforms, the government announced the start of the second phase of judicial reforms that was expected to continue and build on the outcomes achieved under the JRP. Several key legislative amendments were adopted during 2005-06 that marked the start of this second phase.

Works on the preparation of a new comprehensive Judicial Code started immediately after the constitutional referendum of 2005. Initial works were supported by a consultant hired under the JRP. However, before the finalization and approval of the Judicial Code, the government approved several changes in the existing laws which created new judicial administration and management institutions. A Judicial Department (JD) was established under the CCC to act as an administrative body managing all personnel, administrative and logistic issues of the courts. The Law on Judicial Service introduced the judicial service in the court system as a parallel to the civil service. As a result of these administrative changes, it is likely that the outcomes in judicial governance and administration and court management obtained under the project will be effectively sustained and extended to other areas not affected by this project during the first reform phase. All outstanding operational and maintenance issues related to the new IT and software systems installed under the project are agreed with the Armenian government and they will be supported through steadily increasing budgetary allocations. The government has continuously increased its financing of the judiciary thus ensuring the institutional and operational sustainability of the reforms (see the figure below). Moreover, for the second phase of reforms the government has now committed additional resources for significant capital investments.



Before the end of the JRP, the Government of Armenia asked the Bank to continue its involvement in the judicial reforms by providing a second loan to the sector. The second judicial reform project in Armenia was approved by the Bank in early 2007 as a repeat project. The second project will support the Armenian government in advancing the second phase of judicial reforms thus ensuring the sustainability of the outcomes achieved under the first project

Regarding the judicial governance component, changes supported by JRP are expected to continue during the second phase of reforms. Important activities are planned by the government towards further strengthening of the new judicial institutions, such as the Council of Justice, Judicial Department, and Council of Judges. The Court

administration and case management system developed by the project continues to remain highly relevant for the increase of efficiency and effectiveness of the judiciary and it is expected that the system will be gradually rolled out to the whole court system during the next phase of reforms.

Regarding enforcement of court decisions, the capacities of ESD were strengthened by the organizational and functional changes and by automation of major business processes through the AESMS. However, more training of staff will be needed, particularly in the regions to fully benefit from the new system and sustain the impact on efficiency and effectiveness of ESD. This training will be incorporated in the Bank's ongoing support for judicial reform in Armenia.

Easy and reliable access to legal information by both judicial employees, legal professionals and the general public is no longer a problem in Armenia. ARLIS system was successfully developed and launched under the project providing free access to all laws and regulations adopted by the government agencies (through the Internet and CD ROMs). The maintenance and operation of the system is done by the Official Bulletin under the MOJ, which was staffed with additional lawyers and operators to effectively maintain ARLIS.

With regard to the Public Awareness component, it is likely that Armenia's public television channel as well as one or more of the private channels will continue some legal programming in the future. The success of "My Rights" revealed an audience for legal education and justice-focused programs. The Bank and the government plan to build on the successful *My Right* brand in the follow-on project.

3. Assessment of Outcomes

3.1 Relevance of Objectives, Design and Implementation

(to current country and global priorities, and Bank assistance strategy)

The overall Project Development Objective (PDO) was to "assist in the development of an independent, accessible and efficient judiciary in Armenia which is essential to governance, rule of law and investment climate". Realizing that the establishment of an effectively functioning, open and accessible judicial system would be difficult to achieve during a short period of the project life, the PDO was correctly defined as aiming to *assist* in achieving those results.

The PDO was a highly relevant development priority for Armenia at the time of project preparation and appraisal, and still remains an important objective for establishing good governance critical to economic growth and poverty reduction. The hierarchy of objectives was fully consistent with the Bank's assistance strategy of 1997 that identified the improvement of legal and regulatory framework as an important factor in fostering the private sector development in Armenia.

The project design was well developed to effectively target the most needed and urgent areas affecting the establishment of an effective judiciary as a fully independent third

branch of the government. The project concept and components were designed in line with the government approved 1997 Concept Paper for legal and judicial reform. These included both institutional and capacity building activities targeted at key judicial institutions (CCC, ESD, JTC and others), as well as physical rehabilitation and public awareness and education components. Moreover, the project provided an important framework for maintaining a high level policy dialogue with the Armenian counterparts.

Establishment of an independent and accessible judiciary in Armenia continues to remain an important development priority for the country. In 2003 Armenia approved and started the implementation of its first Poverty Reduction Strategy Paper (PRSP). The PRSP identifies improvement in the functioning of the judicial sector as critical element of the country's struggle against poverty. Similarly, the government approved Anti-Corruption Strategy (ACS) of Armenia (2003)- prepared with the support of the Bank- has a section on the judiciary with proposals for legislative and regulatory changes targeted at reducing corruption risks in the court system. Successful implementation of the planned activities of both the PRSP and ACS in the judicial sector, were highly dependent on the availability of sector-targeted external assistance programs. The role of JRP in this regard was very important and broadly appreciated by the government, legal professionals and civil society representatives.

3.2 Achievement of Project Development Objectives

(including brief discussion of causal linkages between outputs and outcomes, with details on outputs in Annex 2)

The project has achieved its development objective of *assisting* the establishment of *independent, accessible and efficient judiciary* in Armenia by successfully supporting the first phase of judicial sector reforms in several important areas.

In terms of judicial *independence* major improvements were recorded by the end of the project. Constitutional reforms of 2005 provided full constitutional autonomy to the judicial branch by eliminating the representation of the executive branch on the Council of Justice (COJ) and by introducing the new General Conference of Judges as the highest body responsible for making key decisions related to judicial governance and appointing judges to the COJ. The role and functions of the CCC and its administrative body were later redefined to align with the new legal framework. A new administrative body for the judiciary, the Judicial Department, was established under the Council of Judges (a standing governing body also selected by the General Conference of Judges) to take on all administrative, personnel and operational responsibilities of the court system. The creation of the Judicial Department flowed directly from recommendations provided by JRP consultants advising the CCC and judicial leadership. Throughout the development of the Constitutional reforms and Judicial Code, the Bank and JRP consultants provided policy dialogue and technical assistance respectively to help shape the reforms in light of best international practice.

Compared to early 2000, courts in Armenia now have operational autonomy, particularly in the area of budgetary and financial management aspects, an important indicator of judicial independence. The establishment of the judicial service, has not only strengthened the mechanisms of management of the judicial cadre, but has also protected

the judicial servants against any external and internal pressures thus making the courts more independent and professionally governed system. From 2000-06, the budget for the court system has been steadily increasing, with additional funds allocated each year for the maintenance and operational expenses of the courts. This is a result of a programmatic and consistent approach adopted by the government to increase the financing of the judiciary in accordance with the PRSP and MTEF targets and priorities. State financing of the courts has also improved in several new directions, including training and capital expenditures.

Judicial accessibility has been improved through several project interventions. Renovated and newly-built courthouses provide better access to judicial services and decrease the opportunities for non-judicial influences on court proceedings. Improved courthouses also provide a more dignified atmosphere for court hearings and secure and private areas not only for judges, but also for witnesses and litigants and other court participants. New and renovated court buildings have special areas for publication of special notices and improved access to court staff for filing cases and submitting other documents. Public access to legal information has been greatly enhanced through the introduction of ARLIS. In addition, citizens have gained a new appreciation for judicial protection of legal rights through the “My Right” television show.

The project also had a positive impact on *judicial efficiency*. The introduction of digital recording devices and the piloting of a court administration and case management system will improve the speed and accuracy of court proceedings and records. Improvements in the operations of the ESD will also enhance the effectiveness of the enforcement at judicial divisions.

The achievement of project development objectives in each component is described below:

Judicial Governance and Management. JRP has helped to achieve the strengthened governance and management of the judiciary through several activities, particularly through improving the institutional capacity of the CCC and its staff and establishing improved procedures for court administration and case management. A comprehensive reform program was developed by a JRP financed consultant, who conducted an assessment of three pilot courts, identified key organizational and management deficiencies on the existing judicial governing structures and court administration and case management procedures and provided a set of recommendations to address those deficiencies. One of the recommendations of the consultant, the need for a separate institution for judicial administration, was later used in the development of the concept for the new Judicial Department.

Based on the recommendation and specifications provided by the consultant an automated case management system was developed and introduced in seven pilot courts, and efforts are currently underway to extend the system to the all courts. The project also provided necessary legal advisory services to help the Armenian authorities in developing

the legislative amendments and the draft Judicial Code to implement the new constitutional provisions for strengthening judicial independence.

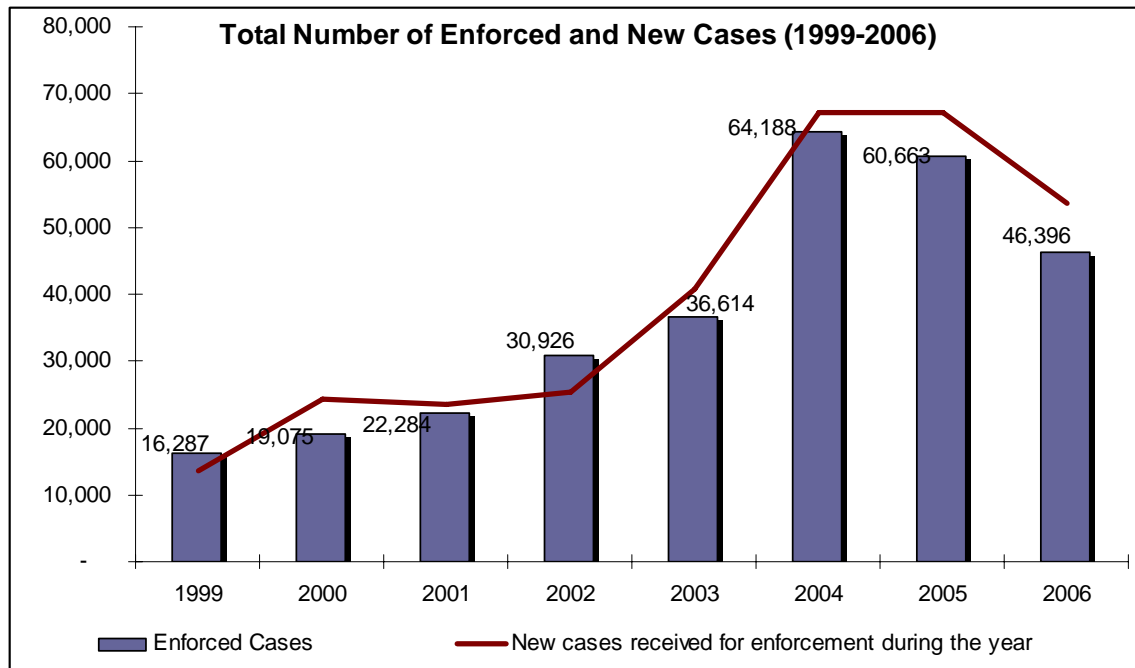
Infrastructure Rehabilitation. The physical condition of the courts and judicial facilities were dramatically improved as a result of the works carried out under this component. The component was successfully implemented despite various problems and delays with construction contracts and works. As a result of cost increases discussed above in Section 2.2, the total number of beneficiary courts under this component was reduced from 20 to 14. Seven courthouses were fully rehabilitated (one newly built), fully furnished and equipped in accordance with modern court design and safety standards, and served as pilots for the court administration and case management software. In addition, four other non-pilot courts were rehabilitated and three new courthouses were built from the scratch.

About 60 courtrooms in all rehabilitated courthouses were equipped with modern digital recording systems used to record digital transcripts of court hearings. Relevant legislative amendments to allow the use of these systems were also prepared under the project. Introduction of the recording system and availability of the recorded material to all parties has had significant impact on the way the cases were heard by creating a clear record of a case for appeals. Another innovation in the rehabilitated courthouses was the replacement of metal cages used to restrain criminal defendants with modern security devices.

Enforcement Service. The organizational and operational capacity of the ESD was enhanced as a result of the review and recommendations prepared by a consultant hired under the project. Based on these recommendations a comprehensive Armenian Enforcement Service Management System (AESMS) was developed and introduced in the ESD's central offices. Some computer equipment was purchased for the ESD and Local Area Network (LAN) was developed that allowed the implementation of the AESMS system. AESMS has several modules, including document circulation, case management, personnel management, archive, auction, financial control and administration, which have already helped to improve the efficiency of the ESD. However, the full benefits from the AESMS remains constrained by the limited number of computers in use by ESD and technical constraints preventing the regional branches from being constantly connected to the central server, instead of having to rely on the current dial-up connection. The project also developed and launched the official website of the ESD (www.harkardir.am), which includes an online auction module. In addition, more than 150 ESD staff were trained for the use of the computer equipment and 10 officials of the ESD went on a study tour in Germany.

The total number of cases managed and processed by ESD gradually increased from ESD's establishment in 1999 to 2005. The number of cases fully enforced during this time showed a marked improvement. (See diagram below.) While the overall trend of the total cases enforced by ESD was rising since 1999, there has been a slight drop in the number of managed and processed cases in 2005 and 2006, which can be primarily attributed to the reduction in the number of new cases initiated during those years. This reduction could signify an increase in cases that were self-enforced (the losing party

agrees to the court judgment without need to resort to ESD) or enforced by other means. The results of the BEEPS survey indicate that the percentage of all firms reporting that the judiciary can enforce its decisions has increased from 34% in 2002 to 40% in 2005.

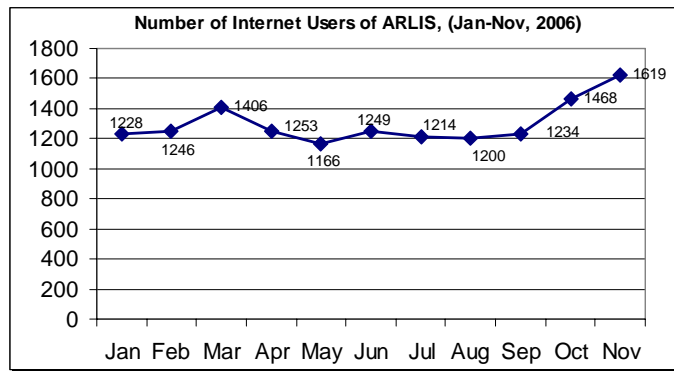


Training and Capacity Building. The training component was the weakest in terms of implementation and results. Only in 2005, after significant changes took place in the leadership of the CCC and the Judicial Training Center did work on the objectives of this component move forward. Initial delays were due to the cancellation of the EC project, lack of clear management by past CCC leadership and inability of the JTC to create a long-term training plan. A JRP consultant provided significant input to the preparation of the new draft Law on Higher School of Judiciary (now incorporated in the new Judicial Code) and provided a list of recommendations and next steps for the creation of the training curricula, physical reconstruction of space for the school and organization of school administration. Necessary classroom equipment and furniture were provided and a temporary site was renovated to create offices, classrooms and a computer lab using project funds. With state budget financing, the JTC has successfully started its program of training of judges and court personnel. During 2006 a total of 158 judges participated in 52 two-day training programs at the JTC and the rate of participation was 100%. The JTC has organized three conferences with participations of judges, legal professionals and international experts. After the introduction of the Judicial Service in 2006, the first training program for the judicial servants was also organized at JTC and approximately 574 court employees went through special three-day training programs.

Legal Information. The project produced tangible results under this component by improving the access to legal information for judges, legal professionals and the general public. After a long period of preparatory and testing works, the Armenian Legal

Information System (ARLIS) was successfully launched in 2005. Through a new basic classification and codification system, ARLIS provides full access to the digital database of all laws, regulations and legal acts of Armenia. It is user friendly and available free of charge to both the judicial employees, as well as general public. ARLIS is available both in the internet (www.arlis.am , www.laws.am, www.legislation.am) and on CD ROMs (for a minimal subscription charge). The operational maintenance of the ARLIS is done by an MOJ agency, which was provided with additional staff to handle the new responsibilities.

The following graph shows the total number of visitors (users) of the ARLIS system. On average about 1,300 users visited ARLIS sites per month and there has been a steady growth through the end of the 2006. With low internet penetration in Armenia, these statistics are quite impressive for the first year of ARLIS’s operation.



Public Awareness and Education. The image of the judiciary, as an open, fair and accessible institution, was improved as a result of several project activities. The main output of the Public Awareness component was the “My Right” television show, which was developed and broadcasted on Armenian Public Television starting September 2004. By 2006 the show had been rated number one by the Public Television of Armenia for two consecutive years making it a real success. The show also has an official website that provides useful legal information and opportunities for the public to ask questions. In response to the large number of citizens requests for legal information, the MOJ organized a number of free consulting sessions where the “My Right” TV judge and Ministry legal experts provided advice. Some activities of this component, such as journalism training and publication of brochures were dropped due to the Government’s view that they were relatively ineffective and the availability of other donor resources for such activities.

3.3 Efficiency

(Net Present Value/Economic Rate of Return, cost effectiveness, e.g., unit rate norms, least cost, and comparisons; and Financial Rate of Return)

JRP was an institution building project so no calculations of rates of return were undertaken during preparation. However, several outcomes of the project have resulted in significant efficiencies and economies for the judicial sector.

Statistics on the total number of cases managed by the Armenian courts during 2002-05 show a significant increase in the case flow, particularly for the Court of Cassation where the number of cases during the last five years has increased more than 10 fold. The total average workload of the whole court system has more than doubled during this period reaching 125,000 cases in 2005.¹ The judicial leadership has made improvements in the accuracy and consistency of the collection and analysis of these caseload statistics a priority for the second phase of judicial reforms.

Table 1: Number of Cases Processed and Managed by Different Courts (2002-2005)*

	2002	2003	2004	2005	Change (2002-2005)
1st Instance Courts	51,956	78,017	106,354	108,113	208%
Appellate Courts	3,088	3,374	3,873	4,665	151%
Economic Court	6,484	6,886	8,359	9,468	146%
Court of Cassation	305	2,018	2,851	3,215	1054%
TOTAL	61,833	90,295	121,437	125,461	203%

* Note: The statistics of cases for all courts for earlier years was not complete.

Without significant increases in human or financial resource allocations for operational management of the court system during the past five-year period, the increased number of cases managed by all courts during 2002-05 indicates a significant improvement in efficiency. With the increasing caseload, the importance of the automated case management system provided under the project will gain even greater importance.

The finding of the 2005 BEEPS study suggest some improvement in the perception of Armenian firms about various aspects of the judicial services. For example, the firms surveyed by BEEPS report improvement in the judiciary’s “ability to enforce its decisions” – an important indication of the strengthening of the judicial institutions. The development of the official ESD website and incorporation of electronic auctions through the website have created efficiencies in terms of operational cost savings as well as raising the value of auctioned items. The efficiency of the judicial sector was also improved as evidenced by the end of the project survey results, which showed a slight improvement in the public’s perception of judicial efficiency from 2000 to 2006 (see table below).

¹ During 2006, the collection of case statistics was transferred to the new Judicial Department. As a result of this change and a number of policy and legislative changes during 2005 and 2006, the caseload statistics for 2006 are not as easily comparable to earlier statistics. Under the follow-on project and with the full implementation of the automated case management system capacity

Table- Public Perception of Efficiency of Judicial Bodies (according to 10-point scale)

Efficiencies in-	2000	2006	Absolute Difference	Difference, %
Courts	3,62	4.37	0,75	21%
Department of Enforcement of Court Decisions	2,42	3.84	1,42	59%
Legal services	3	4.35	1,35	45%

Source: JRP End-of-Project Survey, conducted by Ameria Consulting, 2006.

Some savings are anticipated for the building maintenance as a result of improvements made in the physical condition of court buildings. Courts in Armenia formerly used electricity for heating during the winters. Because of depleted conditions of the buildings and poor external heat isolation systems significant resources were spent for heating. Rehabilitated court buildings, in contrast, are fully equipped with modern heating systems primarily using natural gas, which is likely to significantly reduce heating costs. Similarly, new or improved water and sewage systems are expected to provide economies as well.

Efficiencies will be also gained as a result of the installment and use of automated systems both in the courts and in the ESD. The use of ARLIS is growing continuously, and during the first 11 months of 2006 a total of about 15,000 visitors with unique IP addresses used the www.arlis.am for retrieving legal information. A very simple calculation can reveal the magnitude of savings recorded as a result of not paying the subscription fees to IRTEK. The savings, in terms of unpaid fees to IRTEK, can reach AMD 20 million per month based on the current rate of average monthly users (about 1,300) and IRTEK monthly subscription fee of about AMD 15,000. This does not take into account CD version users of ARLIS, as well as multiple visitors from the same IP address that would otherwise also pay for the use of the system. IRTEK continues operating successfully in the market for legal information by developing and providing sophisticated and upgraded systems to end-users, while ARLIS provides much needed basic legal information (a public good) to the general public. The existence of competition in the legal information market will ensure continued improvement and development of the services provided to the public.

3.4 Justification of Overall Outcome Rating

Rating: Satisfactory

The overall outcome of the project is rated satisfactory in recognition of the significant progress made towards the achievement of the PDO of assisting in the establishment of an independent, accessible and efficient judiciary. Despite the slow start of the project, particularly in the institutional capacity building and training areas, the project significantly picked up speed during the last two years of its implementation achieving most of the anticipated outcomes from all components. The outcome of the Legal

Information, Enforcement Service and Public Awareness components can be overall rated as *highly satisfactory*, while the outcomes from Judicial Governance, Judicial Training and Infrastructure Rehabilitation components were *moderately satisfactory*. In the end, the overall impact of the project in advancing the judicial sector reforms in Armenia was *Satisfactory*.

3.5 Overarching Themes, Other Outcomes and Impacts

(if any, where not previously covered or to amplify discussion above)

(a) Poverty Impacts, Gender Aspects, and Social Development

The project has contributed to the poverty alleviation and social development efforts of Armenia by increasing the public awareness and understanding about the court system and improving the access to judicial services. Better legally educated public with improved access to legal information and judicial services can help the citizens to fully exercise their rights. As a result, the project has improved to conditions within which Armenians can seek social justice and improved living standards.

(b) Institutional Change/Strengthening

(particularly with reference to impacts on longer-term capacity and institutional development)

The project contributed to the institutional development of the judiciary through strengthening of organizational, management, operational and administrative aspects of key judicial structures. The CCC and the Judicial Department were strengthened as a result of the enhanced and improved court administration and case management procedures, computerization and automation. Judicial Department with its 23 separated units was established in 2006, and the role and functions of the CCC were redefined following technical assistance provided by JRP consultants. Similarly, ESD, together with its regional branches, was strengthened through an organizational and functional review, introduction of AESMS, trainings and study tour organized for its staff.

Institution building efforts in the area of judicial training were limited and somewhat marginal under the project. In addition to negative external factors, such as the cancellation of the EC's Euro 1 million project specifically designed for the training of the judges, there were major disagreements about the concept of the judicial training between various counterparts and lack of judicial leadership which delayed the implementation of the activities under this component. In addition, due to the anticipated broad legislative and institutional changes following the adoption of Constitutional amendments in 2005, most of the judicial training assistance was provided towards the end of the project and was limited to provision of advisory services for the development of the new Law on the Higher School of Judiciary as well as renovation and supply of basic furniture and IT and teaching equipment for a temporary home for the JTC.

The development of courthouses design and construction standards under the Project and the experienced gained in the JRPIU and the judiciary in managing large-scale civil works projects have led to an increased capacity for efficiently managing capital expenditures in the MOJ and judiciary. The follow-on project will use and build on this

experience in order to expand the renovation of courts to cover most if not all of Armenia's remaining courts.

(c) Other Unintended Outcomes and Impacts (positive or negative)

3.6 Summary of Findings of Beneficiary Survey and/or Stakeholder Workshops
(optional for Core ICR, required for ILI, details in annexes)

4. Assessment of Risk to Development Outcome

Rating: Low

Following the adoption of the Constitutional amendments in November 2005 and key changes in the judiciary that took place in summer 2005, the Armenian government entered the second phase of the judicial reforms building on the results of the project. Thus the risks to maintaining the achieved outcomes of the projects are minimal. In December 2006 the National Assembly of Armenia adopted the new Judicial Code that builds on the new institutional settings and governance structures developed during the previous years and supported by the project. Both the Constitutional amendments and the Judicial Code reforms show the government's continued commitment and strong political will to pursue further judicial reforms and build on the achieved results.

State budgetary allocations for the judiciary have been steadily increasing over the past six years. At the moment there is no risk to the maintenance and operational issues related to the new buildings and systems introduced by the project since there are sufficient funds allocated for that purpose. Moreover, according to the government approved Medium-Term Expenditure Framework (MTEF) for the coming years, significant funds are planned to be allocated from the State Budget for additional capital investments in the court system.

Despite the anticipated government changes as a result of Parliamentary and Presidential elections in 2007 and 2008 respectively, there is limited political risk to the development outcomes. This is partly due to the fact that all key legislative changes have already been enacted. At the same time, since new leadership took over the Court of Cassation and CCC, the effectiveness of the CCC has dramatically increased. For example, the total number of CCC decisions adopted during the period of 1999-2005 was under 50, while during 2005-2006 about 70 important decisions were enacted by CCC under the new Chairman. This shows that the judiciary has strengthened its self-governance capabilities and increased its activities and effectiveness which are both important factors that will likely mitigate any risks to the development outcome.

5. Assessment of Bank and Borrower Performance

(relating to design, implementation and outcome issues)

5.1 Bank Performance

(a) Bank Performance in Ensuring Quality at Entry

(i.e., performance through lending phase)

Rating: Satisfactory

The Bank's performance during the Project identification, preparation and appraisal are rated as *satisfactory*. The Project identification followed an effective and high level policy dialogue that had been established with the government. Significant work was conducted during preparation and appraisal that ensured a successful design and scope of the project, which was fully in line with the government priorities and WB assistance strategy for Armenia.

The Bank team could have done a better job during appraisal in providing more resources and time for a more accurate assessment of the actual conditions of court buildings subject to renovation under the project in order to develop realistic estimates of the needs and costs under the rehabilitation component. Additionally, for a complex judicial reform project that included both institutional development as well as a complex rehabilitation program, the PAD's planned implementation period of four years was ambitious. Although this period was in line with institutional recommendations within the region to initially limit planned project implementation periods, it is recommended that future judicial reform projects be allowed to develop realistic time frames based on institutional relationships and analyses of implementation capacity.

(b) Quality of Supervision

(including of fiduciary and safeguards policies)

Rating: Satisfactory

The Bank's Quality of Supervision is rated *satisfactory*. The Bank has carefully monitored the compliance of project implementation activities with the fiduciary and safeguards policies. The project supervision documents were well-written based on realistic assessment of project implementation issues. Due to the ongoing decentralization within the Bank by the end of the project the procurement and financial supervision functions were delegated to country office staff, which allowed the Bank to be closer to the government and implementation agency and address any issues arising in a more effective and urgent manner. This was particularly important during the emergency situation related to the vulnerable private house neighboring one of the courthouses construction sites, when it was critical that Bank staff respond adequately and promptly to JRPIU requests. At the same time it should be noted that the *process* of transfer of task management and supervision responsibilities from the Legal Department to the ECA PREM Poverty Reduction and Economic Management Unit that took place in late 2003 caused delays in Bank responses to some of the project implementation issues. This, however, did not unduly delay implementation.

(c) Justification of Rating for Overall Bank Performance

Rating: *Satisfactory*.

Overall, the Bank’s performance is rated *satisfactory*. The project overall reached its anticipated objectives and significantly contributed to the development of the Armenian judicial system that entered its second phase of reforms in 2006. The Bank team was responsive to many ongoing issues and problems during the implementation, particularly in relation to persistent problems with various construction works. The Bank remains an active player in the sector and will continue supporting the Armenian authorities in advancing the judicial sector reforms through the second project.

5.2 Borrower Performance

(a) Government Performance

Rating: *Satisfactory*

The government performance overall is rated *satisfactory*. Government support for judicial reform was strongest during project preparation when the groundwork was laid for new institutions and a new legislative framework was put in place. During the beginning of the project the performance of the leadership of judiciary was found to be only moderately satisfactory which negatively affected the progress in implementation of two important components.

Project Administrative Council (PAC) was regularly meeting and addressing the pending project implementation issues. A Deputy Minister of Justice was appointed by PAC to act as a primary contact for the JRPIU in addressing numerous issues during the daily implementation work, including coordinating the work with other state agencies. This relationship worked well to address specific implementation issues.

However, the performance of the Working Groups (WG) established under the PAC for all project components was unsatisfactory. In reality, this mechanism of WGs proved to be ineffective and unworkable. As a result, the JRPIU staff was required to take a more hands-on approach to preparing and supervising activities under all components working directly with the PAC members led by the Justice Minister.

(b) Implementing Agency or Agencies Performance

Rating: *Satisfactory*

Implementing Agency	Performance
Judicial Reform Project Implementation Unit	The performance of JRPIU is rated highly satisfactory in recognition of the professionalism, efficiency and dedication of its staff. The work of the JRPIU was significantly improved with the appointment of the new Director following the unexpected resignation of key staff in 2002. Despite of being one of the smallest PIUs in Armenia, the JRPIU was effective in addressing enormous implementation difficulties and problems, particularly in relation with the construction works, procurement issues, as well as carrying out non-core PIU functions, like drafting legislative amendments and government decisions, developing concepts of

	reforms and relevant TORs. The JRPIU showed real professionalism during multiple audits conducted by various control agencies that eventually did not reveal any major implementation problems or violations of existing procedures and policies. Despite of delays in project implementation, JRPIU was able to complete all major activities and reach a disbursement rate of more than 99 %- one of the highest rates among investment projects implemented in Armenia.
MOJ	The Justice Ministry's performance is rated as <i>satisfactory</i> . MOJ has provided continuing support and leadership in advancing the project implementation and addressing major implementation problems. MOJ leadership encouraged active and effective participation by the ESD and Official Gazette managers and staff which led to the successful implementation of the Enforcement and Legal Information components.
CCC	The performance of the CCC is rated as <i>moderately satisfactory</i> . During the initial years of the project, CCC leadership was unable to develop a consensus on the direction for reform of judicial governance and administration. There was little cooperation between the MOJ and judiciary during this period. Only after the appointment of the new Chairman of the CCC in 2005, did the effectiveness of the CCC and the judicial leadership in the project implementation improve significantly.

(c) Justification of Rating for Overall Borrower Performance

Rating: *Satisfactory*

The overall rating of the borrower's performance is rated *satisfactory*. This recognizes the Government's increasingly strong commitment to judicial reform during the life of the project as well as the political and financial support provided for the implementation of complex and resource demanding reforms.

Delays in the implementation of the project activities were primarily result of external factors that were out of control of the government (unexpected rise in the construction cost, problems with land ownership and other construction problems, national currency appreciation, delays in constitutional reforms, cancellation of EU project, etc). Despite these challenges the government was able to successfully complete all major activities and ensure the achievement of the project objectives

The satisfactory rating is also based on the overall rating for the three primary implementing agencies. The JRPIU effectively managed numerous activities and effectively solved a number of implementation issues. The MOJ maintained consistent reform momentum and successfully developed and put in place both ARLIS and the My

Rights show. Lastly, while the CCC was slow to participate in project activities, it did effectively utilize capacity building assistance and its performance changed rapidly following the appointment of new leadership.

6. Lessons Learned

(both project-specific and of wide general application)

Strong and Sustained Political Leadership and Strong Reform Champions are Essential. The project benefited significantly from the fact that the same Minister of Justice was responsible for the project during the entire period of its implementation. His involvement successfully mitigated the situation in which the leadership of the judiciary was not motivated to introduce changes to judicial governance and administration, as expected under the first two project components. The absence of strong reform champions in the judiciary, as well as limited involvement of external beneficiaries during implementation, hindered initial implementation of the Judicial Governance and Judicial Training components. The appointment of a new, reform oriented Chairman in summer 2005 had a clear positive impact on project implementation for the remaining period and secured satisfactory results for these components in the end. The Justice Minister also had strong backing and trust of the country's political leadership, including the President, which contributed to the Project's success. Overall, judicial reforms would have gone much slower and less effectively if the government's policy and commitment had not been consistent. Long-term and comprehensive judicial reforms need to be carefully planned and led by reform champions that enjoy the support and trust of the political leadership of the country. The reforms also need to be carefully prepared and planned to take into account potential changes in the balance of political powers within the government and the judiciary.

The Role of the World Bank as a Catalyst and Support of Judicial Reforms. While reforms in the justice sector require political consensus and commitment, the role of outside donors and assistance providers can be critical in "jump starting" and sustaining reforms in the initial stages. The Bank was able to maintain an ongoing political dialogue with both the Justice Ministry and the judiciary as Armenia began to reform its judicial system in 1997 and develop its reform strategy. The availability of IDA resources to support initial reform efforts allowed the Armenian Government to leverage its own resources and draw in additional bilateral and multilateral donors. In addition, the Bank's long-term perspective and broad-based project, allowed the Government to use Bank resources and Bank knowledge as it prepared deeper reforms for the judiciary. Bank involvement requires significant time and preparation to be successful. Problems and delays in the Court Rehabilitation component may have been avoided if more detailed and better preparatory work was done during preparation.

Installed Automated Systems Require Continuous Upgrade. The project introduced several automated systems aimed at the improvement of the efficiency and effectiveness of several key judicial institutions (court automation and case management, AESMS, ARLIS). These systems were piloted and tested to fully comply with and operate within

the existing legal and regulatory framework and procedures, to meet the current needs of those institutions taking into account the available human and technical resource base of those bodies. However, because the procedural elements and the institutional needs are continuously changing new automated systems require regular updates to remain effective tools for the improvement of functioning of judicial institutions and services. For example, the court automation and case management system was developed based on the work carried out in three pilot courts. The system itself is also based on existing judicial governance structure and administration procedures, which might require changes after the full introduction of the new Judicial Code. Similarly, ARLIS, as the only public provider of legal information would require regular improvements to remain competitive and to continue attracting more users. Thus, the government needs to take increased role in not just the operational maintenance of those systems, but commit resources for continuing upgrade and improvement of the systems.

Risks Associated with Linking Project Components with Other Donor Projects.

Linking a whole project component with other donor projects is highly risky and can create serious problems for the achievement of project objectives in those specific areas. The judicial training component of the project was designed to complement a larger Euro one million EU TACIS grant project. The latter intended to target capacity building of the JTC and its curriculum development aspects, while JRP assistance was intended to provide training equipment and additional limited technical assistance to complement the TACIS project. The TACIS grant, however, was cancelled by the EU because of apparent unwillingness and lack of interest in implementation on behalf of the judicial leadership during the early 2000s. As a result, the JTC was left with much more limited JRP resources, which were not fully and effectively utilized by the judiciary until late in the implementation period.

The Roles and Responsibilities of the Judiciary and the Executive in Implementing Judicial Reform Projects. Placing the implementation of the first judicial reform project under the leadership of the MOJ proved to be effective in countering weak judicial leadership and limited capacity for project implementation. MOJ leadership provided a mechanism of checks-and-balances between the two branches of government during the implementation of a complex project. The implementation arrangement of having a high level Project Administration Council (PAC) with the Minister of Justice as its chair, and composed of representatives of the judiciary, including the Cassation Court chairman was effective.

While realizing the importance of judicial independence, several issues make it important to have the executive branch actively involved and even leading first-phase judicial reforms. First, many reforms supported under the project are not only directly related to the executive branch, but require government's continuous support for ensuring successful implementation and sustainability of outcomes, including financial reforms. Therefore, having the executive branch responsible for the project makes it more focused on successful implementation and thus provides political and financial support for the reforms. Second many institutions and judicial services and functions themselves are placed within the executive branch, including the enforcement service and

systematization and provision of legal information, which makes the executive a primary beneficiary of the project. Lastly, even after strengthening judicial capacity for implementing a comprehensive reform program, the executive branch's active involvement (if not leadership) will be necessary because of the initial institutional and resource advantage that executive agencies have over the judicial branch. Shared leadership and implementation allows the project to maintain the checks-and-balances throughout the project.

Improved Monitoring and Evaluation (M&E) System. More reliable and accessible sources for data are necessary to use in M&E system for improved measurement of progress against the achievement of project objectives during implementation. For some of the performance indicators the best source of data for monitoring and evaluation are survey results. The project was supposed to carry out at least two surveys, one in the middle and one at the end of the project. The findings of these two, together with the baseline survey conducted in the beginning of the project, could have served an effective monitoring mechanism. However, only one survey was conducted in the end of the project. Moreover, the last survey did not use the same methodology and questionnaires as the baseline survey, which limited the task team's ability to carry out an effective evaluation of the results in many important areas. In other areas the most useful monitoring data is derived from project beneficiaries themselves. As a result, greater focus and effort should be made to ensure that these beneficiaries have a clear understanding of project indicators and that project recourses are committed early on to building the beneficiaries data collection and analysis capabilities. For the next operation, the Bank can be more persistent in following up with the mid-term surveys and in conducting more comparable surveys. Additionally, other external indicators, such as findings of BEEPS and Judicial Index of ABA/CEELI can be integrated into the M&E system that would also allow for an external and unbiased evaluation of the project outcomes.

7. Comments on Issues Raised by Borrower/Implementing Agencies/Partners

(a) Borrower/implementing agencies

(b) Cofinanciers

(c) Other partners and stakeholders

(e.g. NGOs/private sector/civil society)

Annex 1. Project Costs and Financing

(a) Project Cost by Component (in USD Million equivalent)

Components	Appraisal Estimate (USD millions)	Actual/Latest Estimate (USD millions)	Percentage of Appraisal
STRENGTHENING THE INSTITUTIONAL CAPACITY OF THE JUDICIARY	2.46	2.02	82.11
COURT INFRASTRUCTURE REHABILITATION	5.00	8.50	170.00
TRAINING OF JUDGES AND COURT PERSONNEL	0.50	0.25	50.00
IMPROVING THE ENFORCEMENT OF COURT DECISIONS	0.55	0.42	76.36
DISSEMINATION OF LEGAL INFORMATION	0.64	0.37	57.81
PUBLIC AWARENESS AND PUBLIC EDUCATION	0.71	0.24	33.80
PROJECT MANAGEMENT	0.55	0.56	101.81
Total Baseline Cost	10.41	12.36	
Physical Contingencies	0.00	0.00	0.00
Price Contingencies	0.99	0.00	0.00
Total Project Costs	11.40	12.36	
Project Preparation Fund	0.00	0.00	.00
Front-end fee IBRD	0.00	0.00	.00
Total Financing Required	11.40	12.36	

(b) Financing

Source of Funds	Type of Cofinancing	Appraisal Estimate (USD millions)	Actual/Latest Estimate (USD millions)	Percentage of Appraisal
Borrower		0.80	1.038	129.75
International Development Association (IDA)		11.40	11.40	100.00

Annex 2. Outputs by Component

<u>Outputs as reflected in the PAD, Annex 2</u>	<u>Final Outputs</u>
Component 1 - Strengthening the Institutional Capacity of the Judiciary	
<p><i>Sub-component A. Judicial Governance</i></p> <p>(i) Provision of technical assistance in organizing the CCC as a governing body; Training for heads of Working Committees and other staff of the CCC;</p> <p>(ii) Publication of the CCC newsletter or similar publication accessible to all judges and which covers judicial administrative matters.</p> <p>(iii) Provision of technical assistance for organizational development of the Administrative Office (establishing divisional responsibilities, clear job descriptions, a strategic plan for the development of the Administrative Office, etc.).</p> <p>(iv) Training for the Administrative Office staff in specific areas, e.g. court financing, court procurement, facilities, case recording, as well as training in general judicial administration topics.</p> <p>(v) Provision of necessary equipment and software to automate the main functions of the Administrative Office.</p> <p>(vi) Conducting a study on evaluation of judicial performance models; provision of technical assistance in the development of the Code of Ethics for Judges.</p>	<p>Advisory services for the changes in key laws governing the judiciary and for the development of the new Law on Judicial Service, draft Judicial Code and other laws addressing important judicial governance issues.</p> <p>Based on the assessment conducted on pilot courts a comprehensive report and set of recommendations was prepared by the Consultant addressing wide range of issues related to court administration (personnel system; budgetary, financial management; HR management, transparency and accessibility), case management and case automation, and other areas. The recommendations used in reforming the judicial legislation and development of case automation management system.</p> <p>Judicial Department (new Administrative Body under CCC) was established in 2006. The new organizational structure and the charter were developed and approved. New Judicial Service was introduced regulating important aspects of court administration and human resource management issues.</p>
<p><i>Sub-component B. Court Administration</i></p> <p>Court financing: (i) design of uniform financial management procedures in courts (budgeting, accounting, auditing) and design and publication of standard forms and guidelines; and (ii) training of court financial officers, court chairmen and staff of the Administrative Office in court financing.</p> <p>Efficient organization of judges and court</p>	<p>A department of Financial Management and Budgetary Issues was established under the Judicial Department. Uniform financial management procedures, based on the MOFE guidelines, established in the court system. An assessment of the human resource capacity and a set of recommendations on their development, including job descriptions, new</p>

<u>Outputs as reflected in the PAD, Annex 2</u>	<u>Final Outputs</u>
<p>personnel work: (i) development of job descriptions, standard recruitment procedures and performance evaluation forms for court staff, including court administrators, judicial assistants and registrars; (ii) training of court administrators and judicial assistants, particularly in new areas of their responsibilities; (iii) carrying out a time utilization study; (iv) development of the Administrative Office' capacity in general management analysis and planning in the judicial system.</p> <p>Statistics: (i) assistance in re-designing data collection strategies and instruments (under the CCC leadership); (ii) establishment of the Office of Court Statistics under the CCC; (iii) development of written instructions for data collection, auditing and reporting; (iv) redesigning docket numbering system and development of a new classification of cases; and (v) seminars for Chiefs of Staff, registrars and other court staff in court statistics.</p>	<p>recruitment procedures, developed by a Consultant.</p> <p>Workshops and round table discussions organized by the Consultant discussing various issues related to the court administration, case management reforms.</p> <p>Automated case management system provides capability to identify key statistics and collect data across the court system.</p>
<p><i>Sub-component C. Case management</i></p> <p>(i) assistance in developing new civil case management procedures and publication of case processing manuals; (ii) training of judges and other court personnel in case management; (iii) designing special systems and procedures for criminal cases (e.g. case numbering system, expedited issuing arrest and search warrant, issuing sentencing orders, pre-sentencing reports, information on pre-trial detention, bail policies, etc.) and publishing of case processing manuals.</p>	<p>New concept on case management developed and introduced.</p> <p>Court administration and case management automation system developed, tested and installed in the Court of Cassation and pilot courts. Ready to be extended to all courts (after supply of necessary IT equipment). Relevant training provided to all users of the court administration and case management system.</p>
<p><i>Sub-component D. Court automation</i></p> <p>(i) provision of computer equipment, software and technology to 21 courts of general jurisdiction, three Appellate Courts and the Cassation Court for the purpose of maintaining statistical records, transmitting decisions, providing electronic mail, and introducing case management;</p> <p>(ii) computer training for judges and court personnel;</p> <p>(iii) carrying out an assessment for the use of</p>	<p>IT equipment and local area network for seven pilot courts.</p> <p>Basic IT equipment in additional six courts. Database and server for the whole court system installed in the Court of Cassation. Computer equipment provided for the MOJ.</p> <p>60 court session recording systems procured and installed in court rooms in renovated courthouses.</p>

<u>Outputs as reflected in the PAD, Annex 2</u>	<u>Final Outputs</u>
<p>other technology in courts (e.g. audio and voice recording and computer-aided transcription in making courts records; use of video and telecommunications for video records of court proceedings, depositions).</p>	<p>Relevant legislative amendment (developed and approved) to require the use of court recording system and provision of digital recordings to the court participants.</p>
<p><u>Component 2 Court Rehabilitation</u></p>	
<p>(i) Rehabilitation of 6 (six) pilot courts and construction of 1 (one) new pilot court building, both to meet enhanced standards of security, fire-life safety, accessibility and efficiency. (ii) Rehabilitation of 13 (thirteen) other non-pilot courts to meet minimum standards for an adequately functioning courthouse. (iii) Supply of modern court equipment and furniture for the seven pilot courts, (iv) Development of design standards and comparative analysis of international and Armenian (according to SNIP) space planning standards.</p>	<p>6 (six) pilot courts rehabilitated and 1 (one) new pilot court building constructed (meeting enhanced standards of security, safety, accessibility and efficiency). 7 (seven) other non-pilot courts rehabilitated. Modern court equipment and furniture supplied for seven pilot courts. Building entry electronic control systems procured and installed in all rehabilitated and new buildings.</p>
<p><u>Component 3 - Training of Judges and Court Personnel</u></p>	
<p>(i) provision of technical assistance and training for developing the management structure of the JTC; (ii) organization of a conference with participation of judges, government officials and representatives of the legal community for the discussion and endorsement of a strategic approach for the development of continuing judicial education in Armenia; (iii) assistance in curriculum development; (iv) provision of required equipment for the Center.</p>	<p>Master Plan and Needs Assessment for the establishment of the Higher School of Judiciary. Review and comments of the draft Law on the Higher School of Judiciary. Renovation of temporary space for JTC and equipment and necessary furniture for the offices of the training center, library and three classrooms. Computer equipment and wireless network established.</p>
<p><u>Component 4 - Improving Enforcement of Court Decisions</u></p>	
<p><i>Sub-component A. Institutional Strengthening of the Enforcement Service</i> (i) provision of technical assistance for the organizational development of the Enforcement Service;</p>	<p>Report on the preliminary assessment for the automation of the ESD services. New case processing and management principles developed.</p>

<u>Outputs as reflected in the PAD, Annex 2</u>	<u>Final Outputs</u>
(ii) development of case processing techniques; (iii) establishment of the public relations department and training of its staff; and (iv) advisory services to support necessary drafting.	Armenian Enforcement Service Automated Management System (AESMS) developed and introduced.
<p><i>Sub-component B. Training of Staff of the Enforcement Service</i></p> <p>(i) training of the Enforcement Service staff on issues of substantive law, as well as on ethics and disciplinary regulations; (ii) specialized training of selected Enforcement Service staff and managers in accounting and financial management, banking and finance, international transactions.</p>	<p>Study tour in Germany for ten enforcement service officials.</p> <p>150 ESD staff trained on the use of computers.</p> <p>Relevant ESD staff trained for the use of AESMS.</p>
<p><i>Sub-component C. Automation of the Enforcement Service</i></p> <p>(i) provision of computer equipment, software and technology to the 10 Marz offices, Yerevan office and the Enforcement Service Headquarters; (ii) provision of copying, scanning and facsimile equipment to the 10 Marz offices, Yerevan office and the Enforcement Service Headquarters.</p>	<p>Computer equipment and Local Area Network for the ESD Headquarters.</p> <p>Armenian Enforcement Service Automated Management System (AESMS) developed and introduced.</p> <p>Official website of the ESD (www.harkadir.am) developed and available for the public.</p>
<u>Component 5 - Legal Information</u>	
<p><i>Sub-component A. Strengthening of institutional and operational capacity of the Ministry of Justice in classification, systematization and collection/registration of legal information</i></p> <p>(i) institutional strengthening and automation of the Department of Systematization of Legislation of the MOJ and assistance to the MOJ in developing a unified classification system for laws and regulations; (ii) provision of equipment, software and training for development of an electronic database of all legal and normative acts operated by the MOJ; and (iii) assistance in the development of an effective legal framework for classification,</p>	<p>A Comprehensive Armenian Legal Information System (ARLIS) developed and operational at www.arlis.am, www.laws.am and www.legislation.am internet addresses.</p> <p>New systematization of legislation and classification system of laws and regulations used in the ARLIS.</p> <p>Computer servers and other equipment for the Official Bulletin CJSC to maintain ARLIS.</p> <p>Operational website of the Ministry of Justice at www.justice.am</p>

<u>Outputs as reflected in the PAD, Annex 2</u>	<u>Final Outputs</u>
<p>systematization and registration of laws in the Republic of Armenia.</p>	
<p><i>Sub-component B. Development of a comprehensive strategy for effective and competitive dissemination of information</i></p> <p>Technical assistance to the Government for the development of such strategy and its broad discussion with the judicial and legal community in the country.</p>	<p>Activity dropped.</p>
<p><i>Sub-component C. Improving access to legal information by courts</i></p> <p>Provision of essential legal texts to courts.</p>	<p>ARLIS system easily available for judges, lawyers as well as general public through internet and on CD ROMs.</p>
<p><u>Component 6 - Public Awareness and Public Education Campaign</u></p>	
<p><i>Sub-component A. Development of a comprehensive public relations (PR) strategy for the judiciary and establishment of a PR office within the CCC</i></p> <p>Developing a comprehensive public relations strategy for the judiciary and building up PR institutional capacity within the CCC as a "designated spokesman" of the judiciary.</p>	<p>Limited advice provided to CCC on public communication efforts. A separate unit created within the newly established Judicial Department that will handle all PR issues of the court system.</p>
<p><i>Sub-component B. Journalism training</i></p> <p>Organization of journalism training.</p>	<p>Activity dropped</p>
<p><i>Sub-component C. Dissemination of legal information to the population</i></p> <p>(i) TV and radio programs; (ii) seminars in local communities covering such topics as citizens' rights and obligations, means of legal protection, the work of courts, access to legal aid, etc.; (iii) publication of popular brochures on legal issues.</p>	<p>Production and broadcasting of 80 programs of My Rights TV show. Official website of My Rights TV show with useful legal and judicial information.</p>

<u>Outputs as reflected in the PAD, Annex 2</u>	<u>Final Outputs</u>
<p data-bbox="235 243 667 275"><i>Sub-component D. Judicial surveys</i></p> <p data-bbox="235 310 797 472">At least two sociological surveys will be conducted during implementation of the project which will include broader coverage of respondents and focus groups, particularly, the court users.</p>	<p data-bbox="821 243 1360 306">One Public Opinion Survey on judicial sector organized at the end of project.</p>

Annex 3. Economic and Financial Analysis
(including assumptions in the analysis)

Not Applicable.

Annex 4. Bank Lending and Implementation Support/Supervision Processes

(a) Task Team members

Names	Title	Unit	Responsibility/ Specialty
Lending			
Irina Kichigina	Senior Counsel	LEGOP	Task Team Leader until January 2004
Els Hinderdael	Senior Procurement Specialist	SARPS	Architect / Procurement Specialist
Brenda Morata	Program Assistant	LEGOP	Program Assistant
Frances M. Allen	Operations Analyst	LEGOP	Program Analyst
Vigen Sargsyan	External Affairs Officer	ECCAR	Public Relations
David Shahzadeyan	Public Sector Management Specialist	ECSPE	Judicial Reform Specialist
Anna D. Staszewicz	Financial Management Officer	IADDR	Financial Management
Supervision/ICR			
Alexander Astvatsatryan	Procurement Officer	ECSPS	
Davit Melikyan	E T Consultant	ECSPE	
Eric N. Peterson	Consultant	ECSIE-HIS	Architect
Bagrat G. Tunyan	Public Sector Specialist/Consultant	ECSPE	
Arman Vatyán	Sr Financial Management Specialist	ECSPS	
David Bernstein	Senior Public Sector Specialist	ECSPE	Task Team Leader from January 2004

(b) Staff Time and Cost

Stage of Project Cycle	Staff Time and Cost (Bank Budget Only)	
	No. of staff weeks	USD Thousands (including travel and consultant costs)
Lending		
FY98		14.56
FY99		85.02
FY00	49	119.99
FY01	20	35.85
FY02		0.00
FY03		0.00
FY04		0.00
FY05		0.00
FY06		0.00
FY07		0.00
Total:	69	255.42
Supervision/ICR		

FY98		0.00
FY99		0.00
FY00	1	0.09
FY01	16	50.55
FY02	22	63.44
FY03	31	116.97
FY04	39	118.64
FY05	38	106.77
FY06	26	80.28
FY07	9	41.67
Total:	182	578.41

Annex 5. Beneficiary Survey Results

(if any)

Executive Summary of Public Opinion Survey (End-of-Project)

In recent years the Government of Armenia (hereinafter GOA) undertook series of comprehensive reforms in judicial and legal system of the country. The Republic of Armenia has received a credit from the International Development Association (IDA) towards the cost of the Judicial Reform Project. One of the most sensitive and complicated component of the Judicial Reform Project in Armenia is "Public Awareness" component. The implementation of this component assumes providing general information to Armenian citizens concerning ongoing judicial reforms as well as identifying the basic public perception concerning such reforms.

It is obvious that the current public perception and awareness of reforming the judicial system should be systemized and analyzed for raising the efficiency of ongoing reforms and evaluating the results of past activities. In close cooperation with relevant stakeholders (Council of Court Chairmen (CCC), Ministry of Justice (MOJ), Judicial Reform Project Implementing Unit (JRPIU)) the Consultant elaborated a comprehensive research instruments, which were applied at the same period of time. According to the overall objective of the research the following methodological approaches have been considered:

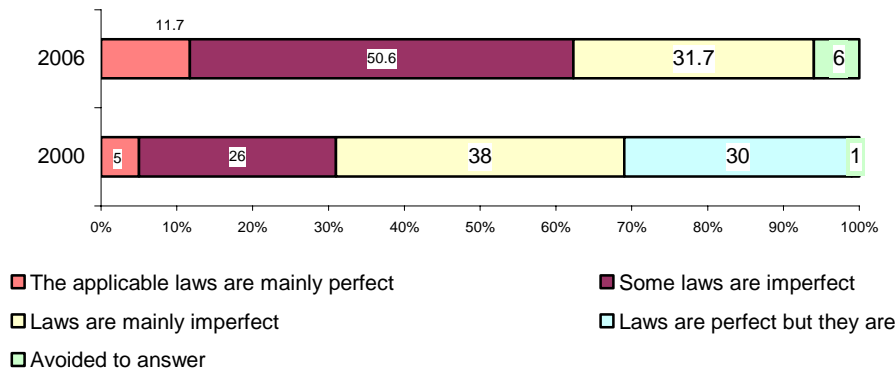
- Direct interviewing instruments to carry out public opinion survey among population with at least 1000 sample, including all regions of Armenia;
- Organizing focus group discussion in 10 different groups including representatives from Yerevan and marzes;
- Conducting expert survey in Yerevan and the regions among judges, court staff, lawyers, legal academicians, etc.

Taking into consideration the results of similar survey conducted in 2000, the Consultant presents the major findings of current research in comparison with previous one.

The Consultant identified rather significant achievement in public perception towards law enforcement. In 2000, only 5% of respondents believed that laws were mainly perfect and 30% agree that these perfect laws were not mainly followed. In contrast, 38% of respondents agreed that laws in Armenia were mainly imperfect. The results of current survey show that public attitude towards efficiency of law enforcement has been significantly improved. 11.7% of respondents believe that the laws of Armenia are mainly irreproachable and 50.6% of respondents indicate that some laws are imperfect. In

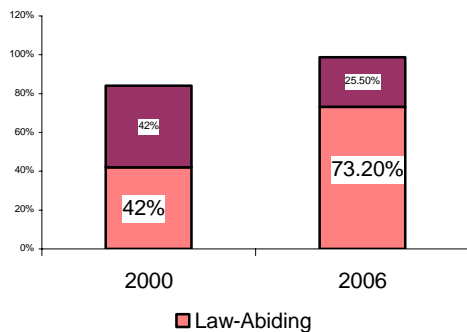
terms of absolute positive answers, the Consultant assumed that the progress is significant. The same conclusion was true while analyzing negative attitudes. In this respect, the Consultant found that the difference was also significant - 38% in the previous survey and 31.7% in the current survey. The following figure illustrates comparison of law enforcement efficiency according to public perception.

Figure 1 Efficiency of Law Enforcement in Armenia (%)



To reveal the progress in law-abidance of population, the Consultant compared the distribution of responses to similar questions in the previous and current surveys. In this respect, the Consultant identified that law-abidance of Armenian population was significantly improved. If in 2000 only 1% of respondent agreed that "the laws are fully followed" then in 2006 only 18.7% of respondents indicated that Armenian population was fully or partially law-abiding. Comparing absolutely pessimistic answers, the Consultant revealed that the positive difference between previous and current situation of law abidance of population is 16.5% correspondingly - 42% and 25.5%. This is very impressive achievement or indicator in terms of efficiency of public awareness campaign of JR PIU.

Figure 2 Positive Changes in Law-Abidance of Population (%)



An important achievement was identified by the Consultant when analyzing the public satisfaction with the activities of different judicial bodies including courts, Court Acts

Enforcement Service (CAES), prosecutor's office, police and legal consulting services. The following table shows approximated² averages of public evaluation.

Table 1 Comparative Analysis of Efficiencies of Judicial Bodies (according to 10-grade scale)

Questions	2000	2006	Absolute Difference	Difference, %
Courts	3,62	4.37	0,75	21%
CAES	2,42	3.84	1,42	59%
Prosecutor's office	3,28	4.4	1,12	34%
Police	3,38	4	0,62	18%
Legal services	3	4.35	1,35	45%

The next most considerable success was identified in application of TV programs as a source of legal information. Comparing the results of previous and current surveys the Consultant identified that currently more than 80% of respondents use television as a main source of legal information while in 2000 the popularity of television as a source of legal information did not exceed 20%. This assessment was conducted based on absolutely positive responses ("Mainly Use"). The following table shows that a major progress is also evident for radio and printed media.

Table 2 Comparative Analysis of Legal Information Sources (according to absolutely positive responses)

Questions	2000	2006
TV	20%	81%
Radio	6%	9%
Newspapers	7%	16%
Judicial bodies	2%	3%
Legal Consultants	2%	2%
Regional and Self-governance offices	3%	4%

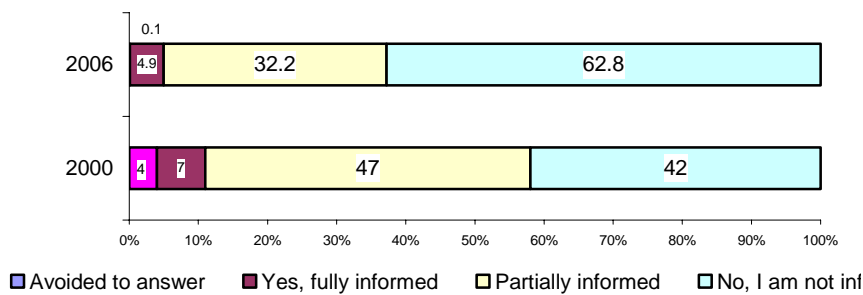
As seen from the abovementioned table, judicial bodies, legal consultant as well as regional and self-governance bodies were not considered as a major source of legal information available for population.

² As the evaluation scale of survey differs the Consultant doubles the averages of previous survey.

However, the Consultant identified some pessimistic changes in public awareness of judicial reforms implemented in Armenia. If in 2000 54% of respondents gave fully or partially positive answers, then in current survey only 37% of respondents gave positive answers. One of the reasons for such a phenomenon could be the difference in sampling methodology, size and territorial coverage of these surveys. For example, the previous survey covered only 5 regions including Yerevan, Ararat, Shirak, Tavush and Syunik, while current survey covered all marzes and Yerevan. On the other hand, the weight of respondents of Yerevan in previous survey was much higher comparing with that of current survey (correspondingly 45.5% and 37.1%). Moreover, it was obvious that the awareness level of Yerevan respondents on judicial reforms was significantly higher than that of regional respondents. All these factors could be considered as important reasons for inadequate comparison.

The following figures illustrate comparative analysis results of public awareness on judicial reforms implemented in Armenia.

Figure 3 Awareness of Population on Judicial Reforms in Armenia (%)



Nevertheless, when analyzing the legal consciousness of population in terms of knowledge on their civil right and responsibilities, the Consultant identified that there was a significant progress. Comparing with previous survey results and taking into consideration the minor inconsistencies in favor of the current survey, the Consultant outlined that the average grade of current awareness of population in terms of own civil rights and responsibilities was higher (4.75 in 10-grade scale) than that of previous survey (2.24 in 5-grade scale or 4.48 in 10-grade scale).

Annex 6. Stakeholder Workshop Report and Results
(if any)

Annex 7. Summary of Borrower's Comments on Draft ICR



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MINISTER OF JUSTICE OF THE REPUBLIC OF ARMENIA

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June 28, 2007

Aristomene Varoudakis
Country Manager for Armenia
South Caucasus Country Unit
The World Bank

***Subject: Comments to ICR
Armenia Judicial Reform Project (Credit 3417-AM)***

Dear Mr. Varoudakis:

Considering the Implementation Completion and Results Report prepared by the Bank, we would like to express our appreciation to the Bank team for cooperative approach during the Project identification, preparation and implementation. Despite some minor issues significant work was conducted during preparation and appraisal of the Project that ensured its successful implementation.

It is apparent that the project contributed to the institutional development of the judiciary through strengthening of organizational, management, operational and administrative aspects of key judicial structures. We would like to share your ideas that under several project components tangible results were achieved. Among these are improving the access to legal information by launching the Armenian Legal Information System (ARLIS), automation of courts and the Enforcement Service department, reformed judiciary governing institutions such as the Justice Council, the Judicial Department and Judicial School. As it is mentioned in report, despite various problems and delays with construction contracts and works the courts infrastructure component was successfully implemented. Among the most problematic issues that we were facing during the project implementation was the dramatic increase in the cost of construction in Armenia as a result of remarkable economic growth during the Project implementation period. However, now it is reality that the physical conditions of several courts were dramatically improved as a result of the works carried out under the Project.

Currently the Government of Armenia in cooperation with the Bank is starting implementation of the Judicial Reform Second Project. In this light we would like to assure you once more that the Armenian authorities consider the continuation of the reforms in the judicial sector as a key priority for the next years.

Sincerely,

Gevorg Danielyan

LETTER FROM CHAIRMAN, CASSATION COURT AND COUNCIL OF COURT CHAIRMEN

June 25, 2007

David S. Bernstein
Sr. Public Sector Management Specialist
Europe and Central Asia
The World Bank

Dear Mr. Bernstein:

Re: Implementation Completion and Results report for Judicial Reform Project

Having examined the Implementation Completion and Results report for Judicial Reform Project we would like to provide our comments.

In our view implementing the Judicial Reform Project has played a critical role in implementing major reforms within the judiciary in the past five years. Basically, the main objectives for the Project should be considered as achieved. We should stress the importance for achieving higher level of judicial independence which is the direct result of legal and institutional reforms supported by the Project.

Implementing all the Project components significantly improved many aspects related with judiciary. In particular, we should assess highly satisfactory the following achievements due to implementation of the Project:

- Adopting constitutional reforms;
- Institutional reforms within Judiciary, such as establishing and operating Judicial Department, reforming the Justice Council and establishing Judicial School,
- Introducing IT tools and placing necessary basis for court administration and management, raising public awareness trough “My Right” TV show,
- Introducing “ARLIS” legal database

- Providing adequate infrastructure to all the courts involved in the Project

We believe that all positive outputs should serve as substantial basis for further reforms within judiciary under the Judicial Reform Second Project.

Yours Sincerely,

Hovhannes Manukyan

Annex 8. Comments of Cofinanciers and Other Partners/Stakeholders

None

Annex 9. List of Supporting Documents

1. Project Concept Note
2. Project Appraisal Document, August 21, 2000
3. Agreed Minutes of Negotiations, July 17-19, 2000
4. Development Credit Agreement, December 14, 2000
5. Aide Memoires:
 - February 23-27, 1998 (Judicial Assessment Mission)
 - June 22-26, 1998 (Judicial Sector Reform Mission)
 - December 7-17, 1998 (**Identification Mission**)
 - March 21-26, 1999 (Preparation Mission)
 - June 22-July 2, 1999 (Pre-Appraisal Mission)
 - May 15-25, 2000 (**Appraisal Mission**)
 - April 9-13, 2001 (Project Launch Mission)
 - February 25-March 2, 2002 (Supervision Mission)
 - October 7-23, 2002 (Supervision Mission)
 - June 16-26, 2003 (Supervision Mission)
 - September 23- October 1, 2003 (**Mid-Term Review**)
 - November 13-20, 2004 (Supervision Mission)
 - December 14-20, 2005 (Supervision Mission)
 - June 19-23, 2006 (Supervision Mission)
6. Implementation Status Reports (ISR)
7. Judicial Assessment Report, April, 1998
8. World Bank-EBRD Business Environment and Enterprise Performance Surveys for 2002 & 2005
9. Public Opinion Research, Judicial Survey, America CJSC, 2006



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