



# Initiatives in Justice Reform 1992-2012

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## **Initiatives in Justice Reform 1992-2012**

**Justice Reform Practice Group**

**Legal Vice Presidency**

**The World Bank**

## ABSTRACT

*Initiatives in Justice Reform* is a compendium of World Bank-financed activities in justice reform that has been published by the World Bank in seven editions since 2000. This eighth volume of *Initiatives in Justice Reform* presents brief summaries of World Bank justice reform projects, grants, and research by region and by country, in alphabetical order. In their totality, these descriptions highlight the breadth of the Bank's work in this critical field of development.

Detailed information about projects, grants, and components listed in this volume is available via the World Bank's website ([www.worldbank.org](http://www.worldbank.org)). Additional information on justice reform topics and links to World Bank projects can be found on the Law and Justice Institutions page of that website ([www.worldbank.org/lji](http://www.worldbank.org/lji)).

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## INTRODUCTION

*Initiatives in Justice Reform* is a compendium of World Bank-financed activities in justice reform that has been published by the World Bank in seven editions since 2000. This publication presents brief descriptions of the World Bank's justice reform activities throughout the world over the past two decades, for both operational projects and research at the time they were approved. These activities may, in some cases, have been revised post-approval.

An overview of the Bank's work in the justice sector is followed by brief summaries by geographic region of the Bank's current freestanding justice sector projects and grants, as well as descriptions of major justice-related components of projects in other sectors, such as private sector development and public sector reform. The activities described in this volume are those that have been identified by the Bank's Operations Policy and Country Services (OPCS) Vice Presidency as falling under the theme of "rule of law"; they also meet the criteria for inclusion in the "Public Administration, Law and Justice" sector of World Bank assistance.<sup>1</sup> There are descriptions of activities in preparation,<sup>2</sup> under implementation, or already completed.

Detailed information about projects, grants, and components listed in this volume is available on the World Bank's website.<sup>3</sup> Additional information on justice reform topics and links to World Bank projects can be found on the Law and Justice Institutions page of that website.<sup>4</sup>

The World Bank's current justice sector assistance and reform portfolio consists of activities that take many operational forms and span all Bank operational instruments, including loans or credits,<sup>5</sup> grants, technical assistance, development policy loans, fee-for-service arrangements, and research. They also span a number of the Bank's operational divisions and units, since justice reform is a cross-cutting theme that involves issues of governance, anticorruption efforts, financial sector reform, private sector development, urban development, rural development, community-driven development, health sector reform, land policy reform, natural resources management, etc. The World Bank brings a multidisciplinary approach to its justice work, combining expertise from lawyers, economists, social scientists, financial management experts, and others to address a project's focus.

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<sup>1</sup> Introduction to the Bank's Sector and Theme Codes, Delivery and Management, Operations Policy and Country Services (OPCS), November 2011. The World Bank's theme and sector coding system was released in July 2002. The system codifies lending operations, economic and sector work, technical assistance (nonlending), research services, client training, and other activities.

<sup>2</sup> The projects designated as under preparation have completed the Project Concept Stage.

<sup>3</sup> See "Projects & Operations" tab at [www.worldbank.org](http://www.worldbank.org).

<sup>4</sup> See the World Bank's Law and Justice Institutions website at <http://go.worldbank.org/SK9CKPG830>.

<sup>5</sup> The World Bank is composed of two unique development institutions, the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA). The IBRD focuses on middle-income countries and creditworthy poor countries, while IDA focuses on the poorest countries in the world. IBRD provides low-interest loans and IDA provides interest-free credits and grants to developing countries.

## Role of Justice Reform Activities in the Bank's Development Agenda

The World Bank's overarching mission is to reduce poverty.<sup>6</sup> Over the past two decades, the Bank has promoted adherence to the rule of law as a fundamental element of economic development and poverty reduction, given that the absence of well-functioning law and justice institutions and the presence of corruption are oft-cited constraints to economic growth and to the sustainability of development efforts.<sup>7</sup> A properly functioning legal and judicial system is critical not only as an end in itself, but also as a means of facilitating the achievement of other development objectives; thus a significant number of Bank loans in other development sectors contain justice reform activities or components. This focus reflects an understanding by the Bank and its member countries that the rule of law and justice are crucial to both growth and equity in countries throughout the world.

The importance of a sound justice sector to development is illustrated in cross-country data sets such as the World Bank's Country Policy and Institutional Assessment (CPIA) indicators<sup>8</sup> and the World Bank Institute's (WBI) governance indicators,<sup>9</sup> which demonstrate a correlation between deficiencies in the rule of law and negative economic and social development. The International Finance Corporation (IFC)<sup>10</sup> annual publication *Doing Business* also provides a quantitative measure for comparing business regulations in 10 indicator sets across 183 economies.<sup>11</sup> *Doing Business* has found that streamlined court procedures and faster contract enforcement are associated with a better environment for business.<sup>12</sup> The Business Environment and Enterprise Performance Survey (BEEPS)—developed jointly by the World Bank and the European Bank for Reconstruction and Development—conducted surveys of over 11,000 firms in 29

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<sup>6</sup> The World Bank's Mission: "To fight poverty with passion and professionalism for lasting results. To help people help themselves and their environment by providing resources, sharing knowledge, building capacity and forging partnerships in the public and private sectors." ("Our Mission, About Us," [www.worldbank.org](http://www.worldbank.org)).

<sup>7</sup> See Robert B. Zoellick, "An Inclusive and Sustainable Globalization," (The National Press Club, Washington, DC, October 10, 2007). See also Six Strategic Themes: <http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/ORGANIZATION/EXTPRESIDENT2007/0,,enableDHL:TRUE~menuPK:64822279~pagePK:64821908~piPK:64822015~theSitePK:3916065,00.html>; and James D. Wolfensohn, "A Proposal for a Comprehensive Development Framework," Discussion Draft, January 21, 1999.

<sup>8</sup> Detailed information on CPIAs is available at the World Bank's IDA Resource Allocation Index web page at <http://go.worldbank.org/S2THWI1X60>.

<sup>9</sup> The data and methodology used to construct the indicators are described in "Governance Matters IV: Governance Indicators for 1996–2004." The data can be accessed interactively through the links provided at <http://www.worldbank.org/wbi/governance/govdata/>.

<sup>10</sup> The International Finance Corporation (IFC), the Multilateral Investment Guarantee Agency (MIGA), and the International Centre for Settlement of Investment Disputes (ICSID) are three affiliated institutions which, with the IBRD and IDA, comprise the World Bank Group.

<sup>11</sup> "Doing Business" reports are available online at <http://www.doingbusiness.org/reports>. See in particular the latest report: World Bank, "Doing Business in a More Transparent World" (Washington, DC: World Bank/International Finance Corporation, 2012).

<sup>12</sup> World Bank, "Doing Business Report 2009. About Doing Business" (Washington, DC: World Bank, 2009), vii.

countries in the Europe and Central Asia region for the fourth time in 2008.<sup>13</sup> The findings of these surveys indicate that firms identify crime, complex regulations, and judicial performance, among others, as critical obstacles to their effective functioning.

The Bank's major annual publication, the *World Development Report*, has also focused on the role of justice in development. The *World Development Report 2002: Building Institutions for Markets* reviewed the importance of institutions in fostering development and good governance,<sup>14</sup> and analyzed the crucial role that judicial systems play in the development of market economies by promoting markets, economic growth, and poverty reduction. The report concluded that improvements in accountability, procedural simplification, and resource allocation, combined with a commitment to fairness, not only contribute to just dispute resolution, but also form the basis of a lasting social order. The *World Development Report 2006: Equity and Development*<sup>15</sup> called for more equitable access by the poor to health care, education, jobs, capital, and secure land rights, among others. It also called for greater equality of access to political freedoms and political power, the elimination of stereotyping and discrimination, and improved access for the poor to justice systems and infrastructure. The *World Development Report 2011: Conflict, Security, and Development* argued that successful transitions out of endemic fragility and cyclical violence require legitimate and effective institutions to provide justice (understood as accountability, grievance redress, and equity), along with citizen security and jobs.<sup>16</sup> Finally, the *World Development Report 2012: Gender Equality and Development*<sup>17</sup> recognized that justice systems play a critical role in making rights effective for women. Even when laws exist, women's demand for justice may be constrained by factors such as a lack of awareness of rights, prevailing social norms, or bias in service provision. Increasing women's access to justice is a key element in closing the gender gap in voice and agency, one of the four priorities for action identified in the report.

Good governance and anticorruption efforts are an increasingly important focus of the World Bank's work. The *Implementation Plan for Strengthening World Bank Group Engagement on Governance and Anticorruption*<sup>18</sup> identified judicial and legal reform as part of a continuing focus to help strengthen state capability and accountability. Weak, corrupt, inaccessible, or untrustworthy justice sector institutions enable corruption and injustice. Fostering change in the justice sector requires long-term strategies that focus

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<sup>13</sup><http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/ECAEXT/EXTECAREGTOPANTCOR/0,,contentMDK:20720934~pagePK:34004173~piPK:34003707~theSitePK:704666,00.html>; See also the BEEP Portal now available at <http://beeps.prognoz.com/beeps/Home.ashx>.

<sup>14</sup> See World Bank, *World Development Report 2002: Building Institutions for Markets* (New York: Oxford University Press, 2001), available at <http://www.worldbank.org/wdr/2001/fulltext/fulltext2002.htm>.

<sup>15</sup> See World Bank, *World Development Report 2006: Equity and Development* (Washington, DC and New York: World Bank and Oxford University Press, 2005), available at <http://go.worldbank.org/FFOT9IETN0>.

<sup>16</sup> See World Bank, *World Development Report 2011: Conflict, Security and Development* (Washington, DC: World Bank, 2010), available at <http://wdr2011.worldbank.org/fulltext>.

<sup>17</sup> See World Bank, *World Development Report 2012: Gender Equality and Development* (Washington, DC: World Bank, 2011), available at <http://siteresources.worldbank.org/INTWDR2012/Resources/7778105-1299699968583/7786210-1315936222006/Complete-Report.pdf>.

<sup>18</sup> World Bank, "Implementation Plan for Strengthening World Bank Group Engagement on Governance and Anticorruption. Operations Policy and Country Services" (Washington, DC: World Bank, 2007), <http://go.worldbank.org/6HHK3NDGL0>.

not only on the supply side but also on the demand side to strengthen public recourse to justice. The recent update of this Governance and Anticorruption Strategy<sup>19</sup> opened the floor to a broad discussion among internal and external participants to revitalize the Bank's work with justice institutions. This effort has resulted in an approach paper entitled "New Directions in Justice Reform" that will serve as a guide for the Bank community of practice working on law and justice institutions.<sup>20</sup>

## **Areas of Justice Reform Assistance**

The World Bank provides significant financial and technical assistance for justice reform to developing countries around the world through two of its five institutions: the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA). The IBRD focuses on middle-income countries, while IDA targets the poorest countries in the world. Combined, the IBRD and IDA have invested US\$850 million in 36 projects solely dedicated to justice reform since 1994, lending an average of US\$335 million per year to support the rule of law from 2005 to 2010. The amount for the 2011 fiscal year alone was US\$169.<sup>21</sup> Investment loans are made to countries in support of economic and social development projects in a wide range of economic and social sectors to finance goods, works, and services, while development policy loans (formerly known as adjustment loans) provide quick disbursement mechanisms to support countries' policy and institutional reforms. Both of these instruments are used to support the building and strengthening of justice sector institutions.

The largest dollar investments in this portfolio are aimed at infrastructure, which accounts for 40 percent of total spending, and court and case management (judicial process), which represents 26 percent. The volume of lending for projects solely dedicated to justice reform has fluctuated around a mean of US\$24 million in commitments per year since 1994. In addition, a significant proportion of the Bank's work on justice reform is made up of components of other development projects. Over the past two decades, the Bank has financed 388 investment lending projects with at least 10 percent of expenditure allocated to "law and justice" or the "rule of law." The bank also approved 174 development policy loans with one or more rule of law or law and justice prior actions. Based on a study of a sample of these projects, it is estimated that 30 percent included significant justice reform efforts (as opposed to efforts in support of the drafting of substantive law).<sup>22</sup>

The World Bank also provides several types of grants for justice reform activities. Although the overall amounts of these grants are small, they facilitate the piloting of innovative justice reform approaches that demonstrate the potential to provide important

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<sup>19</sup> This strategy will be available in a forthcoming paper, the World Bank, "Strengthening Governance, Tackling Corruption: The World Bank's Updates Strategy and Implementation Plan" (Washington, DC: World Bank, forthcoming).

<sup>20</sup> The World Bank, "World Bank: New Directions in Justice Reform" (Washington, DC: World Bank, 2012). The discussion note that started this process is available at [http://siteresources.worldbank.org/EXTLAWJUSTINST/Resources/wb\\_jr\\_discussionnote.pdf](http://siteresources.worldbank.org/EXTLAWJUSTINST/Resources/wb_jr_discussionnote.pdf).

<sup>21</sup> See World Bank Annual Reports.

<sup>22</sup> For more details on justice portfolio, see "World Bank: New Directions in Justice Reform."



lessons and that may be scaled up into larger projects or programs to support analytical and advisory work in relation to anticorruption agencies, legal aid and legal empowerment, and the protection of basic rights.<sup>23</sup> Since 1992, more than 100 grants have been devoted to legal and justice reform, ranging in value from US\$50,000 to US\$3 million. Adding to this amount is US\$11.5 million to date for a special program called Justice for the Poor (J4P), which was established to support research and operational innovation around the themes of access to justice, service delivery, and natural resources governance in a range of countries of the East Asia and Pacific and Africa regions.<sup>24</sup>

Initially, the Bank focused on working with client countries to improve commercial aspects of justice and support changes to the legal framework in order to improve the business environment. This work remains an important part of the Bank's justice portfolio. In subsequent years, and at the request of client countries, the Bank began to work with countries on institutional capacity building in the judiciary more broadly, as an aspect of public sector reform. This emphasis has expanded to embrace work throughout the justice sector, focusing on its role not only in improving the commercial environment, but also in promoting good governance and anticorruption, as well as in ensuring fairness and equity in society, especially for the poor and vulnerable. In response to client country requests, the Bank's work in the justice sector continues to evolve and now includes a number of new initiatives to foster access to justice, particularly for vulnerable groups and often at the local or community level.

Local conditions and contributions by the government and other stakeholders inform the scope and range of the Bank's involvement in justice sector reform in a particular country. Justice sector institutions resolve conflicts arising from alleged violations or differing interpretations of society's rules and, as a consequence, are central to strengthening the normative framework (laws and rules) that shapes public and private actions; they are thus embedded in and responsive to the local context.<sup>25</sup> The World Bank's work in the justice sector, therefore, is tailored to a country's own development goals, and seeks to be informed about and responsive to local environments.

Four general themes emerge as common elements in World Bank justice reform assistance: (i) court management and performance, (ii) access to justice, (iii) legal information and education, and (iv) justice in development.

***Court Management and Performance.*** Citizens in Bank member countries often report that courts are slow, corrupt, or inaccessible. Bank projects thus support efforts to improve service delivery by strengthening court performance. Project activities focus on court management, including, *inter alia*, strategic planning, financial management, data collection, and use of data for management decisions; strengthening of administrative and governance procedures; and support for modern procedures for the selection, career development, and management of justice sector personnel. They also highlight business processes of the court with the creation of case management systems to reduce delays and address case backlogs, and measures to improve the transparency and accountability of

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<sup>23</sup> Since its establishment, the IDF grant facility has supported projects bolstering systemic legal and judicial reforms, including diagnostic and analytical activities, capacity building, civil society organization participation, and access to justice activities. An official systemic legal and judicial reform focus area was formally established in fiscal year 2002.

<sup>24</sup> See <http://www.worldbank.org/justiceforthe poor>.

<sup>25</sup> See World Bank, *Justice Sector Assessment Handbook* (Washington, DC: World Bank, 2008).

the judicial process. Bank projects also often create or improve the physical and technological infrastructure of courts through the renovation or construction of court facilities and the strengthening of information technology systems.

***Access to Justice.*** Many World Bank justice activities also aim to support improved access to justice, that is, greater ability on the part of citizens and communities to make use of courts and other justice services. Project activities include analysis of the market for legal services, support for legal services and legal aid for especially the poor and vulnerable, and creation of mobile courts and services. Activities that support community-based or court-annexed alternative dispute resolution (ADR) seek to ease court congestion, accelerate conflict resolution, and in some cases, provide alternative means for the poor and disadvantaged to resolve their problems. Bank projects also support justice mechanisms to hold public institutions accountable to the public, such as enhancing administrative procedures and strengthening public ministries and ombudsman's services. More recently, projects have focused particularly on the need to understand and support local, sometimes informal, dispute-resolution processes, and the way in which they can contribute to court reform projects and to development projects in general.<sup>26</sup>

***Legal Information and Education.*** Capacity building and training are important elements of the Bank's justice sector development activities aimed at achieving organizational and institutional change and creating a new legal culture. Projects address the education of judges, prosecutors, clerks, and other officials, as well as programs for law schools. Induction courses for new judges, continuing education, and assistance with planning and establishing judicial academies have all received support from the World Bank. The WBI provides assistance to Bank teams to support learning activities through global and regional exchanges, incubator activities on emerging themes, and "just in time" support when customized education programs are required to bolster project activities.<sup>27</sup> Increasingly, Bank projects also support civic education for citizens and specific segments of society regarding their rights and responsibilities, outreach to civil society and the media, and improved access to and distribution of laws, legal information, and legal opinions.

***Justice in Development.*** Issues of justice reform can be important in the achievement of broader development outcomes. The expansion of basic services creates new entitlements, which in turn pose the question of how citizens seek redress in the event of a breach. Investment in natural resources—whether for infrastructure, agriculture, energy, or carbon—can generate contests over land rights and benefit flows. Forestry experts highlight the need for better enforcement against illegal logging; land experts stress the need for legal aid and dispute resolution in support of land reforms; and private sector experts demand mechanisms for the faster and cheaper resolution of labor and commercial disputes. Administrative law institutions are crucial to ensuring that sectors like health, education, energy, infrastructure, and agriculture—where much of World Bank investment lies—deal effectively with breaches in policy and disputes arising from service delivery. The Bank works on greater integration of justice reform

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<sup>26</sup> See, for example, information on the Bank's Justice for the Poor program available on the World Bank's website <http://go.worldbank.org/SMIKY7M6O0>.

<sup>27</sup> More information on the World Bank Institute's Judicial Reform program is available at <http://go.worldbank.org/TJHDIN1RK0>.

concerns into development processes and provides assistance that explicitly targets outcomes in terms of equity, inclusion, and accountability, which are more closely linked to progress in terms of substantive justice.<sup>28</sup>

### **Emerging Areas for the Bank’s Engagement in Justice: Fragile and Conflict-Affected States and Criminal Justice**

Justice has an intrinsic value as a good and a service, but it is also instrumental to managing stresses across sectors and shaping a wide range of social and economic outcomes. The notion of “citizen security” emphasizes the security of all members of a society by placing people at the center of efforts to prevent and recover from violence, and by looking beyond the state toward broader aspects of state-society relations that affect people’s ability to live without fear of violence. The nexus of justice and security involves multiple and reinforcing processes that resolve grievances and prevent them from escalating, that deter and punish violent and criminal activity, and that bolster citizen confidence in the state by ensuring that all members of society feel safe and protected from internal and external threats.

The World Bank is now committed to providing specific assistance to fragile and conflict-affected states by grounding justice strategies in the political economy and local context analysis and understanding the complexities of coordinating all the relevant state and non state justice institutions. Taking advantage of the new Center for Security, Conflict and Development in Nairobi, Bank teams will emphasize justice initiatives that earn the trust of the population because of their greater compatibility with the local context, invest in research to increase understanding of how to support the emergence of legitimate and effective justice institutions, and commit to the long-term time horizons required for meaningful change.

Bank member countries have in recent years shown growing interest in Bank support for improved governance in the criminal justice sector, and have requested that the Bank become more involved in this area. In response, the World Bank Group General Counsel issued two documents: “Legal Note on Bank Involvement in the Criminal Justice Sector”<sup>29</sup> and “Staff Guidance Note: World Bank Support for Criminal Justice Activities.”<sup>30</sup> Indeed, criminal justice reform complements Bank work in several sectors. Bank member countries working on natural resource management find they must address their ability to investigate and try environmental crimes in order to be effective, and countries confronting crime and violence as a priority development challenge seek assistance from the Bank in areas such as urban crime prevention. The Bank can work within its comparative advantage in criminal justice reform and partner with other organizations in areas outside its mandate or expertise. In order to provide Bank teams with a resource for identifying and managing the potential risks of engagement in the

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<sup>28</sup> The World Bank, “World Bank: New Directions in Justice Reform” (Washington, DC: World Bank, 2012).

<sup>29</sup> The Legal Note is available at:

<http://siteresources.worldbank.org/INTLAWJUSTINST/Resources/CriminalJusticeLegalNote.pdf>.

<sup>30</sup> The Staff Guidance Note is available at :

[http://siteresources.worldbank.org/INTLAWJUSTINST/Resources/CriminalJusticeGuidanceNote\\_Feb2012.pdf](http://siteresources.worldbank.org/INTLAWJUSTINST/Resources/CriminalJusticeGuidanceNote_Feb2012.pdf).

criminal justice sector, a Criminal Justice Resource Group (CJRG) has been created made up of experts from across the Bank in such areas as justice reform, crime and violence prevention, environmental crimes, urban planning, youth development, gender, stolen asset recovery, anti-money laundering, and fragile and conflict-affected states.

This eighth volume of *Initiatives in Justice Reform* presents brief summaries of World Bank justice reform projects, grants, and research by region and by country, in alphabetical order. In their totality, these descriptions highlight the breadth of the Bank's work in this critical field of development.

Washington, DC, June 2012

## JUSTICE SECTOR PROJECT SUMMARIES

### AFRICA REGION

The World Bank began to address development concerns related to justice systems within the Africa region beginning in the early 1980s. The region's justice sector first received Bank assistance with law reforms, which then led to a more comprehensive approach targeting financial or commercial areas and public sector management. Many of these Bank-financed programs entailed significant adjustments to legal and regulatory frameworks to facilitate economic development. Once such example was a Bank grant to support the regional integration of commercial and business laws under the auspices of Francophone Africa's OHADA (Organization for Harmonization of Business Law in Africa) Treaty. Legal and judicial reform has also played an important role in Poverty Reduction Support Credits in the region, and in anticorruption initiatives. Throughout the Africa region, grants have focused on the role of justice as a means of improving the lives of the poor and vulnerable, with activities to increase access to legal services and legal literacy, and to support the legal advancement of women. In 2009, the region approved funding for the first Bank-financed lending operation solely focused on justice services in Senegal.

#### **Benin**

#### **Institutional Development Fund to Support the Empowerment of Women in Benin (P090524)**

IDF Grant (TF No. 27574) for US\$217,000

Approved: July 1997

Closed: December 1999

This Institutional Development Fund (IDF) grant was aimed at supporting government and civil society efforts to promote greater women's participation in the debates and decision making of the legal and judicial reform process. In particular, it sought to assist the Ministry for the Promotion of Women (*Direction pour la Condition Féminine-DCF*) to play an important role in defining policies for mainstreaming gender in development programs.

Some of the achievements under the project include: (i) clarification of DCF's institutional role and mandate; (ii) the increased capacity of DCF to collect, process, and use data that affect the legal, economic, and societal status of women; (iii) progress in DCF's ability to coordinate its strategy and action plans for gender mainstreaming and women's advancement with key line ministries; and (iv) increased outreach capacity of the Women Lawyers Association of Benin (*Association des Femmes Juristes du Bénin*, AFJB) to promote legal literacy.

## **Benin**

### **Judicial and Legal Reform Project**

PHRD Grant (TF No. 25939) for US\$278,600

Approved: August 1999

Closed: July 2001

The Policy and Human Resources Development (PHRD) grant was designed to provide technical assistance to the Republic of Benin in order to prepare a Legal and Judicial Reform Project to strengthen and modernize Benin's legal and judicial systems. The grant helped finance the completion of the government's strategic plan for the development and modernization of its legal and judicial systems, and also assisted in the preparation of an action plan to implement the strategic plan. Furthermore, the grant also financed monitoring and supervision mechanisms, including the establishment of procedures to ensure effective aid coordination and productive working relationships between central government institutions and departments and local government.

## **Benin**

### **Poverty Reduction Support Credit(s)**

Credit No. 3873-BJ for US\$20.0 million (equivalent) (P072003)

Approved: March 2004

Closed: June 2005

Credit No. 4079-BJ for US\$30.0 million (equivalent) (P074313)

Approved: June 2005

Closed: June 2006

Credit No. 4214-BJ for US\$30.0 million (equivalent) (P083313)

Approved: November 2006

Closed: December 2007

Credit No. 4339-BJ for US\$40.0 million (equivalent) (P096928)

Approved: June 2007

Closed: June 2008

By 2003, the Government of Benin had been successful in sustaining steady economic growth while building a pluralist democracy for over a decade. Benin achieved remarkable progress in sustaining robust growth, which continued for many years after the devaluation of the CFA franc in 1994. It is in that context that the government, together with its main development partners, decided to pursue and sustain a more poverty-focused growth strategy.

The Bank approved three Poverty Reduction Support Credits (PRSCs) during the 2004–06 period. PRSC-1 incorporated actions designed to improve governance and public sector management, with a focus on budgeting and financial management. PRSC-2 included a component on civil service reform, decentralization, and strengthening of the legal and judiciary framework. The third component of PRSC-3 incorporated measures designed to ensure good governance and further enhance public sector management. These actions included moving forward with reforms to improve budget execution, accounting, and procurement, strengthen the legal and judicial sector, support deconcentration and decentralization, improve public administration, strengthen the

capacity to monitor and evaluate poverty reduction, and promote transparency and anticorruption.

PRSC-4 sought to put in place the prerequisites for reform, including an information system to generate data on the justice sector's principal indicators, the carrying out of an institutional audit of the Ministry of Justice, and the implementation of a monitoring and evaluation system in the ministry. The credit also sought to improve the operational efficiency of the judiciary and the ministry by providing equipment for the Ministry of Justice and the courts and by building capacity in the legal profession through the strengthening of legal education. Forty additional judges and 30 *greffiers* were recruited in 2005, 2006, and 2007, a new law establishing the legal status of the *greffiers* was adopted, and approximately 200 judges, *greffiers*, and ministry staff took part in professional training in 2005 and 2006. Finally, the fourth credit included activities to empower citizens to participate more fully in the reform process and to hold public institutions accountable through the establishment of a Legal and Judicial Information Center, and also supported efforts of nongovernmental organizations (NGOs) to inform people of their legal rights. Base line indicators were also identified and calculated for the sector, the ministry's internal inspection services (IGSAM) were reinforced, and financial and technical support was given to selected NGOs in 2005, 2006, and 2007.

## **Benin**

### **Reinforcement of the Anti-Corruption Unit in the Presidency (P064890)**

IDF Grant (TF No. 27206) for US\$126,000

Approved: July 1998

Closed: July 2001

Benin was one of the six pilot countries chosen initially by Transparency International and the Global Coalition for Africa to launch a renewed fight against corruption in Africa. Benin, along with the five other pilot countries—Ethiopia, Ghana, Malawi, Tanzania, and Uganda—invited the Bank to send multidisciplinary teams to assess their anticorruption programs and institutional settings as well as to suggest ways in which the World Bank could assist with strengthening their national anticorruption efforts. This grant was one of the Bank's first undertakings in support of an anticorruption agency.

Benin sought the Bank's support in strengthening the country's anticorruption bureau (*La Cellule pour la Moralisation de la vie Publique*, CMVP). This was the overall objective of the IDF grant, which comprised the following components: (a) clarification of the CMVP's operational mandate through public consultations and workshops; (b) provision of technical assistance to the CMVP to define its operational systems, organization, procedures, and personnel job descriptions, as well as to develop a two-year work program; (c) an information, education, and communication component to provide outreach on anticorruption issues; and (d) training and related study tours of other existing anticorruption bureaus throughout Africa.

## **Benin**

### **Support for the Law Against Female Genital Mutilation (P096193)**

IDF Grant (TF No. 55876) for US\$450,000

Approved: November 2005

Closed: November 2008

In March 2003, Benin's parliament passed three laws to improve women's health in general and their reproductive health in particular. These laws focused on: (i) banning harmful traditional practices in villages and health centers (*Loi contre les mutilations génitales féminines*); (ii) providing open and affordable access to reproductive health counseling and commodities (*Loi sur la santé de la reproduction*); and (iii) according equal status to women in a couple's decision-making process and the right to refuse a polygamous relationship (*le Code de la famille*).

The grant had four main components: (a) the creation of a national dissemination plan, including local dissemination plans and translation of laws into local languages (Fon, Mina, and Yoruba); (b) capacity enhancement for ministerial Focal Points and for The Women's Bar Association of Benin (*L'Association of Femme Juristes au Benin*); (c) female genital mutilation/circumcision and HIV/AIDS prevention activities; and (d) joint monitoring and evaluation activities, to be undertaken in conjunction with the United Nations Children's Fund (UNICEF).

## **Burkina Faso**

### **Capacity Building to Promote Governmental and Civil Society Partnerships in Legal Literacy Initiatives for Women (P067025)**

IDF Grant (TF No. 27378) for US\$268,000

Approved: June 2000

Closed: November 2003

The purpose of this grant was to support the Ministry of the Promotion of Women (MPF) in establishing mutual working relationships with other actors in the field in order to maximize and sustain initiatives that advance the socioeconomic and legal status of women.

The grant supported three main activities: (a) strengthening the capacity of the MPF, including by producing gender- and law-related information and developing staff communication and management skills; (b) developing the MPF's outreach capacity by enhancing alliances with national institutions and those organizations active in the promotion of the empowerment of women at the regional and provincial levels; and (c) supporting the Association of Women Jurists of Burkina Faso (AFJBF) in developing outreach materials for the grant's legal literacy and legal aid initiatives.



**Burundi****Capacity Building to Sustain Gender-Responsive Legal Reform Initiatives (P084281)**

IDF Grant (TF No. 52438) for US\$458,000

Approved: July 2003

Closed: July 2007

This grant was designed to support institutional and capacity-building efforts in Burundi to promote gender-responsive legal reform and to improve legal literacy and access to legal aid services for the poor and socially vulnerable, particularly with respect to issues such as protection of property, succession, inheritance, reparation, compensation to victims of sexual offenses, and transmission of HIV/AIDs. The grant was composed of three main activities: (a) training staff in the Ministry of Social Action and the Advancement of Women (MASPF); (b) building partnerships between MASPF and civil society organizations (CSOs), creating a Legal Action Plan for the elimination of gender-discriminatory legislation, designing legal literacy and education initiatives, and promoting access to basic legal services for the poor and socially vulnerable; and (c) developing outreach initiatives in order to serve the needs of local communities and facilitate interaction between formal legal mechanisms and traditional customary practices.

The institutional analysis for the reorganization of the MASPF was completed and training in gender issues was carried out for key ministry staff and members of the National Assembly. Follow-up gender and law training was provided for MASPF staff in April 2005. In addition, training on project design and management techniques was conducted and field training took place in Senegal and Mauritania for selected MASPF staff and members of the Women Lawyers Association of Burundi (both in 2006). The Legal Aid Center in the province of Gitega was established, and equipment was procured to support the commencement of legal aid activities. In addition, a series of training tools, including a legal glossary, training manuals, and modules, were developed and published for the benefit of the paralegals working in the various legal aid centers throughout the country. A network of women lawyers was established to provide legal aid to vulnerable groups in selected provinces.

**Burundi****Economic Management Support Project (EMSP) (P078627)**

Credit No. 3852- BI for US\$26.0 million (equivalent)

Approved: January 2004

Closing Date: July 2012

This project was designed to build upon the Government Transitional Strategy presented at the Paris Conference in December 2000. The project's objective was to increase the efficiency of the borrower's macroeconomic, financial, and administrative management systems by strengthening system accountability and transparency. The project includes four components: (i) macroeconomic management, (ii) public finance and administrative management, (iii) public procurement and privatization of public enterprises, and (iv) legal and judicial reform and oversight strategy.

The legal and judicial component was estimated to be US\$1.6 million equivalent. Specifically, the component supports: (i) the modernization of the private sector legal and regulatory framework, (ii) the design of a legal and judicial reform strategy and strengthening of the oversight structure capacity, (iii) technical assistance to arbitration centers, (iv) the preparation of a diagnostic study of the justice sector, (v) a review of the legal framework, and (vi) the provision of technical support to the Ministry of Justice, along with training to magistrates, notably in business law.

### **Cape Verde**

#### **Access to Legal Services for Vulnerable Groups including Women (P095557)**

JSDF Grant (TF 54211) for US\$909,160

Approved: April 2005

Closed: June 2009

The Bank has provided assistance to Cape Verde for various justice initiatives including: (a) components of Poverty Reduction Support Credits; (b) an IDF grant; and (c) a Japanese Social Development Fund (JSDF) grant. These are all described below.

This JSDF grant provided direct support to the Ministry of Justice's legal centers (*casas de direito*) in an effort to increase access to justice by vulnerable groups, particularly women. More specifically, this assistance included the creation and implementation of legal centers on the country's nine inhabited islands. The legal centers sought to provide legal information to vulnerable groups through one of the grant's main activities and, when appropriate, also provided legal representation in court. The Ministry of Justice has partnered with the Cape Verdean Bar Association to provide legal services.

The grant assisted with: (a) the establishment and staffing of the legal center facilities; (b) the training of paralegals to independently carry out outreach legal literacy sessions for illiterate and semi-illiterate persons (particularly women); (c) the provision of regular visits by specialized attorneys on each island; (d) assistance in legal and social matters for vulnerable groups, including women, on all islands (when necessary legal/judicial representation requests were processed through a pilot Legal Aid Fund); and (e) the publication of legal literacy material in Portuguese and Creole, and the introduction of radio campaigns on the role of, and services provided by, the legal centers.

### **Cape Verde**

#### **Poverty Reduction Support Credit(s) (PRSC)**

Credit No. 4037-CV for US\$15.0 million (equivalent) (P078860)

Approved: February 2005

Closed: March 2006

Credit No. 4175-CV for US\$10.0 million (equivalent) (P090875)

Approved: June 2006

Closed: August 2006

Credit No. 4280-CV for US\$10.0 million (equivalent) (P100807)

Approved: March 2007

Closed: December 2007

Credit No. 4434-CV for US\$10.0 million (equivalent) (P106502)

Approved: July 2008  
Closed: December 2008

Despite Cape Verde's small size (population 472,000) and remote location off the coast of Africa, it continues to post strong gains in social and economic advancement and is now ranked in the group of lower middle-income countries. Through the PRSC series, IDA has engaged in policy and technical dialogue in three of the five Growth and Poverty Reduction Strategic Paper (GPRSP) pillars—specifically governance, human development, and social protection. This PRSC series complements work financed by grants from the IDF Fund and JSDF (described in the preceding and following project summaries) in support of different legal and judicial reform activities, as well as the reform of the pension system envisaged under the Growth and Competitiveness Project.

The PRSC series (PRSC-1, PRSC-2, PRSC-3, and PRSC-4) focused on promoting good governance to reinforce effectiveness and guarantee equity through public expenditure management reforms, as well as civil service, decentralization, and legal and judicial reforms, to promote decentralized service delivery and strengthen municipalities, to modernize civil service and public sector management, and to facilitate access to justice for underprivileged citizens.

With resources from the PRSCs, Cape Verde approved a decree on mediation and a law on arbitration. Furthermore, the Ministry of Justice entered into an arrangement with the Cape Verdean Bar Association to pay lawyers assisting underprivileged clients on the basis of prearranged fees. PRSC resources also helped the Judicial Aid Fund, which became operational in 2007. The funds helped to empower citizens to participate more fully in the reform process and to hold justice sector institutions more accountable through the dissemination of legal information.

**Cape Verde**  
**Strengthening the Rule of Law (P085572)**

IDF Grant (TF No. 53035) for US\$388,000

Approved: December 2003

Closed: December 2006

The objective of this grant was to support Cape Verde's justice sector to strengthen the rule of law by providing legal training to justice sector officials, NGOs, and mediators; promoting dissemination of legal information; monitoring current efforts to improve access to legal services to the poor; and launching gender-related capacity-building activities.

The grant supported the Ministry of Justice in the implementation of three main activities: (a) strengthening the Ministry of Justice; (b) strengthening the Institute of Women's Condition; and (c) developing of a legal education program. This IDF grant made important contributions in terms of the overall monitoring of access to justice through the creation of a database for the Ministry of Justice's use in monitoring state-sponsored legal aid. The grant also financed the creation of a multimedia campaign aimed at improving knowledge of legal rights and responsibilities throughout Cape Verde, with particular regard to domestic violence and women's rights. A sensitization campaign for justice sector officials on gender and domestic violence was piloted, and the National

Institute for Gender and Equality helped train NGOs on domestic violence laws and women's legal rights. Under the grant, 10 years of Supreme Court jurisprudence (1995–2005) was indexed and issued to justice personnel as a means of creating a more cohesive national legal identity. With the passage of the laws on arbitration in 2005, the grant funded the initial professional training of a cadre of mediators.

### **Central African Republic**

#### **Economic Management and Government Reform Grant (P106458)**

IDA Grant No. H3920-CF for US\$7.9 million (equivalent)

Approved: May 2008

Closed: May 2009

A one-tranche development policy operation, the Economic Management and Governance Reform Grant supported the implementation of the Central African Republic's Poverty Reduction Strategy Paper (PRSP). The grant focused on two main policy areas: (i) strengthening public finance management; and (ii) improving public sector and economic governance. This operation directly supported two pillars of the PRSP: (i) promoting good governance and the rule of law (pillar 2); and (ii) rebuilding and diversifying the economy (pillar 3).

### **Central African Republic**

#### **Reengagement and Institution-Building Support Project (P102576)**

IDA Grant No. H2570-CF for US\$82.0 million (equivalent)

Approved: November 2006

Closed: November 2007

The Central African Republic (CAR), with a long history of armed conflicts, poor leadership, and political instability, transitioned into a democracy in July 2005. With diminishing external financing, poor living conditions, and continually growing debt—both external and domestic—reaching insurmountable heights, the CAR was at high risk of renewed conflict and bankruptcy. The Economic and Social Policy Framework (ESPF) was adopted by the new government in an attempt to address the needs of the postconflict transition and to bring stability.

This ESPF framework had four overarching objectives: (a) the reinforcement of security and consolidation of peace; (b) institution building and governance reform; (c) macroeconomic stabilization and the promotion of economic growth, and; (d) improved access by the population to essential services and infrastructure. Within the governance component, the grant supported: (i) anticorruption efforts; (ii) improvements to the business environment through better observance of investor rights and better trained judges on business law; (iii) revisions to the investment code and support for the preparation of new telecommunications and forestry codes; (iv) enhanced transparency in the mining sector, with regard to reporting on the content of mining conventions; and (v) greater adherence to and implementation of the Extractive Industries Transparency Initiative.

## **Ethiopia**

### **Managing and Enforcing Intellectual Property Rights: Creating a Driver of Growth (P101929)**

IDF Grant (TF No. 57338) for US\$496,000

Approved: October 2006

Closed: October 2010

Improving Ethiopia's ability to protect its intellectual property internationally will enable the poor to connect to external markets and reap greater financial benefits. Ethiopia currently has a limited but developing legal framework for the protection of intellectual property rights, similar to many other African countries. The grant's objective was to strengthen the capacity of the Ethiopian Intellectual Property Office (EIPO) to manage, brand, and protect property rights.

This grant aimed to provide financial assistance for a number of capacity-building activities. These were (a) intellectual property product valuation and branding assessments, evaluating the domestic and export income-generating potential of export products in concert with the government and private sector to receive extensive international expertise and capacity-building support; (b) the capacity building of Ethiopian Administrative and Justice Sector Teams through a series of tailored and sequenced activities to build the branding and licensing capacity of the EIPO and other local stakeholders; and (c) the empowerment of local intellectual property rights agencies through partnerships between the private sector, civil society, and local producers to develop their local intellectual property portfolios. Additional technical assistance was provided to support the local ability to enforce property rights internationally.

The objective of the capacity-building and outreach activities was to improve access to services and empower local producers to develop their local intellectual product asset portfolios.

## **Ethiopia**

### **Public Sector Capacity Building Program Support Project (PSCAP) (P074020)**

Credit No. 3899-ET for US\$100.0 million (equivalent)

Approved: May 2004

Closing Date: December 2012

The objectives of the Public Sector Capacity Building Program Support Project (PSCAP) are to improve the scale, efficiency, and responsiveness of public service delivery at the federal, regional, and local levels; empower citizens to participate more effectively in shaping their own development; and promote good governance and accountability. The program has six main components: (i) civil service reform; (ii) district-level decentralization; (iii) urban management capacity building; (iv) tax systems reform; (v) justice system reform; and (vi) information and communications technology.

Justice system reform activities under the project are at both the national and local (district) levels. The project seeks to improve transparency and accountability through efforts to strengthen formal checks and balances as well as accountability mechanisms by means of reform of the justice system, including the courts, law making and law enforcement institutions, and the legislative process. The court reform program aims to

strengthen the judiciary and includes both basic (minimum requirements) and complex activities. Executing agencies are required to complete the basic mandatory activities before moving on to more complex activities. The basic activities have now been rolled out to over 600 courts throughout the nation and include (i) provision of in-service training and professional development to judges, lawyers, and court clerks; (ii) establishment of information desks in all district courts; (iii) installation of court case management and a transcribing system; and (iv) installation of a color-coded filing system. The complex activities are now being introduced at the federal Supreme Court and federal first instance courts and include activities such as facilitating e-litigation, implementing website services, installing touch screen systems, implementing an electronic filing system to provide access to multiple users, and establishing child/victim-friendly benches. As a result of the above interventions, there have been remarkable gains in court efficiency—clearance rates have increased and backlogs significantly reduced.

### **The Gambia**

#### **Capacity Building for Economic Management Project (P057995)**

Credit No. 3555-GM for US\$15.0 million (equivalent)

Approved: July 2001

Closed: December 2008

The Capacity Building for Economic Management Project sought to build capacity to facilitate private sector development under its third component, valued at US\$1.31 million equivalent. This component focused primarily on the legal, financial, and regulatory sectors and supported activities such as the: (i) training of judges, magistrates, court registrars, and court officials in the judiciary; (ii) preparation of a judicial information strategy and establishment of a Court Case Administration System for the High Court of the Gambia; (iii) establishment of a pilot dispute-resolution system; (iv) restructuring of the Registrar General, Curator of Interstate Estates, and the Registrar of Companies and Attachments along the lines of the appropriate institutions in small commonwealth countries; and (v) refinement of the legal/judicial sector strategy.

### **Ghana**

#### **Legal Reform and Legal Aid for the Advancement of Women (P080320)**

IDF Grant (TF No. 52041) for US\$400,000

Approved: April 2003

Closed: April 2006

The Government of Ghana sought to address the needs of the poor and socially disadvantaged in a country characterized by a significant number of female-headed households and HIV/AIDS orphans. Within this context, the legal status and rights of women were viewed as a crucial aspect of the larger development process.

The purpose of the grant was to enhance efforts by both the government and civil society to launch a gender-responsive legal reform process. To that end, the grant supported three main activities over the three years of implementation: (a) strengthening the capacity of the Attorney General's Office and the Ministry for Women and Children's Affairs, building their management capabilities, advocacy role, and ability to forge

strategic alliances and partnerships at a central and regional government level; (b) strengthening the capacity of the Ministry of Justice to enhance its leadership in identifying gender-discriminatory provisions and practices in the country's legal framework and jurisprudence and, where appropriate, drafting new gender-responsive legislation and carrying out legal literacy initiatives; and (c) developing a more comprehensive approach to legal aid by fostering partnerships between the government and civil society in order to extend the outreach of legal and judicial aid programs through a more comprehensive and innovative approach to legal and judicial aid.

Three project implementation workshops were carried out on project design, management, and procurement. Several workshops for the training of trainers were also conducted. Despite implementation delays, all of the project beneficiaries were able to carry out a substantial portion of the activities under the approved work plans developed at inception of the project. The project was also instrumental in mainstreaming gender aspects into the Bank's project portfolio. Analysis under the grant was used to increase the access of women to land under the Land Administration Project. An important outcome of this project has been the strengthened collaboration and partnership developed between government and civil society.

## **Ghana**

### **Strengthening the Adjudication Capacity of Traditional Leaders (P103741)**

IDF Grant (TF No. 90812) for US\$375,000

Approved: November 2007

Closed: November 2010

Like many African countries, Ghana has a dual legal system that recognizes both customary and statutory law. Traditional dispute-resolution mechanisms are present in areas where the formal judicial service has not extended its reach and are generally deemed more accessible and credible by local communities. Nevertheless, the failure to reconcile traditional processes with a modern national judicial system has led to a lack of predictability in judicial decision making. The objective of this grant was to contribute to improvements throughout Ghana by means of more responsive dispute resolution by traditional authorities. Strengthening the capacity and role of traditional authorities and fostering reconciliation between the customary law and formal judicial systems will increase access to justice for the many people living in remote rural areas.

The grant components covered activities related to (a) assessing the existing dispute resolution mechanisms utilized by traditional authorities, including principles of equity, to better understand the traditional adjudication norms. In addition, this component undertook an assessment of the judiciary's Judicial Training Institute; (b) capacity-building activities in consultation with traditional authorities (Houses of Chiefs) in the use of modern dispute resolution mechanisms in three districts; and (c) a review of the impact of the project.

## **Guinea-Bissau**

### **Private Sector Rehabilitation and Development Project (P001001)**

Credit No. 3622-GW for US\$26.0 million (equivalent)

Approved: March 2002

Closed: September 2009

Armed conflict in 1998–99 critically weakened the social and economic fabric of the already deeply impoverished country of Guinea-Bissau, leading to accumulated costs equivalent to half of the country's GDP and stalling progress being made toward poverty reduction. In 2001, the newly inaugurated government relaunched the reform agenda and made the Private Sector Development program (PSD) a top priority in addressing postconflict rehabilitation and reconstruction. Privatization strategies and legal reforms were implemented in order to encourage greater domestic and foreign participation in private sector economic activities and enhance the investment climate.

The purpose of this project was to support Guinea-Bissau in its efforts to stimulate investment, competitiveness, and participation in the private sector by implementing the government's divestiture program.

The project had three main components: (i) building partnerships and private participation through reforms aimed at the telecommunications, air transport, port, water and energy sectors; (ii) improving the investment climate by modernizing business laws and making fair and equitable justice accessible to individuals and private enterprises; and (iii) supporting implementation and capacity building to ensure that appropriate implementation capacity exists and development objectives are met. The cost of the justice sector component of this project was estimated at US\$5.54 million.

## **Kenya**

### **Capacity Building of the Legal Profession (P068325)**

IDF Grant (TF No. 54290) for US\$256,000

Approved: October 2004

Closed: October 2008

This project's main objective was to strengthen the capacity of the legal profession as a key component of the legal and judicial reform process in Kenya. The grant provided assistance to the legal profession through the Law Society of Kenya to fulfill its mandate to strengthen the skills and professional conduct of the members of the legal profession in the delivery of legal services to the government and the larger public in all matters relating to the administration of justice in Kenya.

Activities covered by the grant included: (a) helping the legal profession to build skills and improve professional conduct to ensure quality, transparency, and accountability in the legal profession; and (b) improving continuing education systems in this field.



## **Kenya**

### **Capacity Building to Support Gender-Responsive Legal Reform (P087720)**

IDF Grant (TF No. 53703) for US\$489,000

Approved: October 2004

Closed: October 2008

The institutional strengthening and capacity-building activities funded under the IDF grant had their foundation in the roadmap for gender-responsive legal reform described in the Kenyan government's "Report of the Taskforce on Laws Relating to Women" (1998) and the policy framework described in the Expanded Legal Sector Reform Program (1999). The grant design reflected the need to support partnerships between government and civil society in promoting gender-responsive legal reform and improved access to legal services by the poor and socially vulnerable.

The purpose of this grant was to assist with institutional strengthening and capacity building in Kenya to contribute to a more gender-responsive implementation of the country's Expanded Legal Sector Reform program. The activities included in the grant were: (a) enhancement of national dialogue and partnership on gender-responsive legal reform to strengthen national dialogue; (b) development of a national strategy for the promotion of access to legal services by the poor; (c) skills training for key actors involved in the gender-responsive legal and judicial reform process; (d) strengthening and expansion of the legal literacy/legal aid initiative; and (e) joint monitoring and evaluation.

## **Kenya**

### **Financial and Legal Sector Technical Assistance Project (P083250)**

Credit No. 3992-KE for US\$18.0 million (equivalent)

Approved: October 2004

Closing Date: March 2013

The overall development objective of the project is to create a sound financial system and a strengthened legal framework and judicial capacity that will ensure broad access to financial and related legal services and optimal allocation of resources for sustained economic growth. Similar objectives in the justice sector are being provided through the government's Medium-Term Governance, Justice, Law and Order Sector (GJLOS) Reform Programme (<http://www.gjlos.go.ke>).<sup>31</sup>

The project's Financial and Judicial Sector Strategy Development Component (US\$0.36 million) supports the development of a strategy for the judiciary that includes the introduction of performance and service standards, a comprehensive training program, and the introduction of a credible system for the selection, appointment, and removal/discipline of judges and other judicial staff, as well as the strengthening of the Judicial Services Commission. The project assists relevant agencies to develop a framework for monitoring and evaluating progress in financial sector development and judicial and legal reforms.

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<sup>31</sup> While the majority of donors provide funding to GJLOS through basket funding, the Bank's assistance remains separate.

## **Kenya**

### **Judicial Performance Improvement Project (P105269)**

Loan under preparation

Proposed US\$150.0 million (equivalent)

The main objective of the proposed Judicial Performance Improvement Project is to strengthen the capacity of the judiciary to deliver its services in a more effective, transparent, and accountable manner. The project will enable the judiciary to better measure and monitor its performance; and provide judges and court officers with tools to improve performance in areas including increased responsiveness to citizen concerns, improved case and trial management to speed trials and reduce backlogs, and improved understanding of and reductions in major barriers to citizen use of courts.

The project's specific components cover court administration and case management; judicial training and staff development; court infrastructure; and project management.

The project is expected to be presented to the Board in 2012.

## **Kenya**

### **Gender Action Plan Women Rights in Kenya (P111098)**

Economic and Sector Work

Approved: March 2010

Closed: September 2010

Under the Bank's Gender Action Plan (GAP), the Justice for the Poor (J4P) program partnered with the Legal Resources Foundation Trust (LRF) in Kenya to conduct an exploratory study on women's access to land in Kenyan agricultural communities. The goal of this research was to better understand how formal and customary justice systems govern women's access to land in agricultural communities and how women navigate such systems in search of their rights. Results of this study suggested that access to land for women should not be framed as a "formal versus informal law" issue. Instead, the same local power dynamics underpin, control and ultimately undermine access for women in both arenas. These findings will inform future initiatives on women's access to land and are contributing to the ongoing design and implementation of the Bank's Judicial Performance Improvement Project (JPIP) in Kenya. JPIP strives to improve mechanisms to protect women's rights and increase their access to such mechanisms, thereby enhancing their ability to access and protect economic resources.

## **Liberia**

### **Capacity Building for Justice Services (P102904)**

Low-Income Countries Under Stress (LICUS) Grant (TF No. 91831) for US\$795,000

Approved: May 2008

Closed: March 2011

The objective of the grant was to focus on several short- to medium-term practical activities that were designed to support the Liberian judicial system to meet its most

immediate needs and deliver basic services through: (i) strengthening court management; (ii) capacity building for human resources; (iii) assessing the needs of the judicial sector, including case management and the potential use of ADR and anticorruption mechanisms; and (iv) developing public outreach initiatives.

Since its effectiveness in May 2008, the project supported a wide variety of activities, but more importantly, it helped reestablish the Bank's credibility with the judiciary and played an active role in rule of law reform in Liberia. The project supported the judiciary of Liberia and the Louis Arthur Grimes Law School with the procurement of basic legal texts and resource materials and the design of a website. The Bank supported the Supreme Court of Liberia in the preparation of its first postconflict National Judicial Conference, which took place in March 2010. The conference served as a forum for internal stocktaking and reevaluation where critical problems confronting the judiciary were highlighted and discussed and solutions found or strategies for follow up recommended.

The grant also supported public defenders through the provision of basic IT training and equipment. Finally, the Task Team worked with the judiciary and supported its efforts to organize a public outreach campaign through a series of radio skits and interviews working in collaboration with the Ministry of Justice.

## **Liberia**

### **Land Sector Reforms Rehabilitation and Reform of Land Rights and Related Land Matters (P117010)**

State and Peace Building Fund Grant (TF No. 94864) for US\$2,982,000

Approved: October 2009

Closing Date: April 2013

The objective of the project is to facilitate progress towards the improvement of land tenure security in Liberia by: (a) supporting the recipient's institutional capacity to prepare and implement specific reforms to land law; and (b) putting in place policies and pilots that assist in restoring the land administration system.

The project is comprised of three parts. Part A (*Analytical and Diagnostic Work for Land Policy Reform*) will provide technical assistance for an assessment of the existing legal framework for land ownership and the system for the resolution of land disputes, and also recommendations for the development of a land title registration system. Part B (*Surveying, Cartography, Land Adjudication, and Capacity Building*) will provide support in: (i) restoring the land administration system and strengthening the land adjudication and cadastral mapping capacity of the recipient; (ii) strengthening the technical capacity of selected staff to conduct land surveys and cartography; and (iii) piloting cadastral mapping. Part C (*Rebuilding Land Records and Piloting Dispute-Resolution Systems*) will provide technical assistance in rebuilding land records and piloting dispute-resolution systems through: (i) rehabilitation of land deed records; (ii) implementation of at least two pilot dispute-resolution systems; and (iii) the provision of equipment and supplies for the rehabilitation and for the pilot systems.

## **Madagascar**

### **Governance and Institutional Development Projects**

Credit No. 3829-MG for US\$30.0 million (equivalent) (P074448)

Approved: November 2003

Closed: June 2009

Credit No. 4411-MG for US\$40.0 million (equivalent) (P103950)

Approved: June 2008

Closing Date: August 2012

The Government of Madagascar developed the Poverty Reduction Support Program (PRSP) to institute reforms in both the public and private sectors to achieve greater transparency and accountability.

The purpose of the Governance and Institutional Development Project was to assist the Government of Madagascar with implementation of the PRSP by: (i) rationalizing and modernizing budget and public expenditure management; (ii) improving the accountability and transparency of government operations; (iii) refining government strategy in the area of judicial reform and; (iv) strengthening the capacity of public institutions to cope with complex changes.

The project provided support to the Ministry of Justice through a US\$2.2 million subcomponent to address justice reform, identified by the government as a critical element to the consolidation of a democratic state governed by the rule of law. In this context, the fight against significant corruption in the judiciary is a cornerstone of the Government of Madagascar's program to improve governance.

The World Bank's support aimed to complement the activities of other development partners, in particular the European Union (EU), and to consolidate the reforms initiated under the previous Public Sector Capacity Building Project (PAIGEP), which focused on the modernization of business law, publication of existing texts for the relevant stakeholders, and the enhancement of human resources through the creation of a National School for Magistrates and Clerks of the Court.

The objective of the second Governance and Institutional Development Project is to improve the efficiency and transparency of government and selected public services in Madagascar in line with the Madagascar Action Plan (MAP). There are five components to the project, the third and fourth of which deal specifically with the justice sector. Of particular interest, the third component, which concerns the rule of law and the fight against corruption (US\$3.0 million equivalent), aims to help the Government promote transparency, accountability, and good governance, and in particular, reduce corruption. Project assistance will build on the activities initiated under the first PGDI and focus mainly on improving the operational efficiency of the judiciary, on supporting activities related to anti-corruption and conflicts of interest, and on strengthening oversight by the Auditor General and by Parliament over State affairs. Component 4 targets transparency and social accountability. The component aims to foster increased implication of civil society in State affairs and to enhance social accountability, which are key objectives of the MAP.

## **Mali**

### **Institutional Development of the MPFEF and Collaborating NGOs in Promoting Legal Reform and Legal Literacy (P067026)**

IDF Grant (TF No. 27278) for US\$265,000

Approved: March 1999

Closed: July 2002

This grant was developed shortly after the creation of the Ministry for the Advancement of Women, Children and the Family (*Ministère de la Promotion de la Femme de l'Enfant et de la Famille, MPFEF*). In order to achieve its objectives, the MPFEF committed to taking a number of institutional and regulatory steps to consolidate its role in coordinating all initiatives for the advancement of women in key sectors by forging partnerships with civil society. Furthermore, the grant was an outcome of a workshop on constitutional reform convened in 1993 by the Association of Women Jurists of Mali, which received technical and financial assistance from the World Bank.

The two objectives of this grant were to support institutional development activities of the ministry by: (a) building the capacity of the MPFEF to deliver on its operational action and investment plans for the advancement of the legal status of women, and (b) strengthening women's knowledge of their rights and their ability to enforce those rights by promoting gender-responsive legal reform and legal literacy initiatives in collaboration with NGOs active at the grassroots level in the various departments.

## **Mali**

### **Legal Aid Services for the Poor (P084257)**

JSDF Grant (TF No. 54741) for US\$902,940

Approved: January 2005

Closed: January 2009

The development objective of the Legal Aid Services for the Poor project was to achieve the institutional strengthening and capacity building of CSOs to promote access to justice for the poor and socially vulnerable by establishing a network of trainers and training paralegals to provide legal aid services to the poor.

Specific indicators included: (i) increased legal literacy of women, the poor, and the most vulnerable in target communes and villages; (ii) increased access of women, the poor, and the most vulnerable to legal aid services in target communes and villages; (iii) an increase in the number of villages and communes that deliver legal aid services to women, the poor, and the most vulnerable; and (iv) greater awareness on the part of the judiciary, bar, bench, elders in villages and communes, and recipients of legal aid services of the need to promote equal access to justice for the poor and vulnerable.

**Mauritania****Implementation of Anti-Money Laundering/Combating the Financing of Terrorism Strategy (P104791)**

IDF Grant (TF No. 90544) for US\$356,000

Approved: May 2007

Closed: November 2011

The objective of this project was to assist Mauritania in setting up a Financial Intelligence Unit and establishing its internal procedures, including budget management, promotion of effective bank supervisory systems in anti-money-laundering processes, dissemination of Anti-Money Laundering/Combating the Financing of Terrorism (AML/CFT) practices in banks and in nonfinancial professions, and training of the judiciary. The project also sought to support Mauritania's efforts to better fight corruption, helping the country to meet its international commitments as set forth in the UN convention on terrorist financing and transnational crime.

Ultimately, by helping the country to create an operational AML/CFT system consistent with international standards, the project sought to prevent abuse of the financial sector by criminals and, at the same time, reinforce the importance of corporate governance and transparency and the secure management of oil revenues.

**Mauritania****Legal Aid Services to the Poor (P080370)**

JSDF Grant (TF No. 54743) for US\$863,520

Approved: January 2005

Closed: August 2011

The development objective of this grant was to achieve the institutional strengthening and capacity building of CSOs to promote access to justice for the poor and socially vulnerable.

Specific indicators included: (i) increased legal literacy of women, the poor, and the most vulnerable; (ii) increased access by women, the poor, and the most vulnerable to legal aid and judicial services; (iii) an increase in the number of villages and communes that deliver legal aid services to the poor and most vulnerable; and (iv) increased awareness of the judiciary, the bar, the court, leaders in villages and communes, and recipients of legal aid services of the need to promote equal access of the vulnerable to justice. The implementation of this grant was delayed due to the 2008 coup in Mauritania, which resulted in a halt to Bank-funded activities there. Implementation resumed in late 2009.

**Mauritania****Legal Reform and Private Sector Capacity Building (P074582)**

IDF Grant (TF No. 51455) for US\$448,000

Approved: September 2002

Closed: September 2005

The purpose of this grant was to support law reform initiatives that facilitate private sector growth in Mauritania. The grant supported four main activities: (a) strengthening the capacity of the judicial system and the Ministry of Justice by improving the *Inspection Judiciaire*, enhancing the Legal Information Center of the Official Gazette, and supporting the commercial legal reform process; (b) strengthening the institutional capacity of key agencies in charge of private sector development, including the Chamber of Commerce, Industry, and Agriculture and the National Committee for Public Sector–Private Sector Dialogue; (c) holding national workshops intended to foster legal reform and private sector growth; and (d) monitoring the implementation of grant initiatives.

## **Mozambique**

### **Capacity Building: Public Sector and Legal Institutions Development Project (P001810)**

Credit No. 2437-MZ for US\$15.5 million (equivalent)

Approved: November 1992

Closed: June 2000

Preparation work for the Legal and Public Sector Capacity Building Project began in 1990, a time when civil war was still raging in Mozambique. The project was approved the same year that peace accords were signed. Subsequently, the project's main objective was to build and maintain capacity in key public institutions and skill areas by expanding the supply of well-trained senior planners, policy analysts, managers, and technicians, and by enhancing pay and other incentives and conditions of employment for senior civil servants. Specific objectives included: (a) strengthening legal institutions and professional capabilities; and (b) developing public administration and management skills and enhancing civil service personnel systems.

The Strengthening Legal Institutions and Training component (US\$7.2 million) was implemented under the auspices of a Legal Working Group of representatives of each of the five major legal institutions. These were the Ministry of Justice, the Supreme Court, the Administrative Tribunal, the Attorney General's Office, and the Faculty of Law at Eduardo Mondlane University. Key activities under this component included: (i) the design and implementation of a long-term strategy and action plan to strengthen the legal profession and the judiciary; (ii) improvements in the quality and efficiency of legal services, as well as training for lawyers and the judiciary; (iii) facilitation of the dissemination of the law and the administration of justice through the design of modern automated legal information systems; (iv) upgrading of resources and operations of law libraries; (v) assistance with the legal reform process by providing consulting services, conducting seminars, and preparing legal materials; (vi) assistance with the development of legal institutions, such as the Administrative Tribunal, the Center for Judicial Studies, the bar association, and the women's law association, MULEIDE; and (vii) the strengthening of the institutions responsible for project implementation and funding for the Component Management Unit.

## **Mozambique**

### **Public Sector Reform Project (P072080)**

IDA Grant No. H0240-MZ for US\$28 million (equivalent)

Approved: March 2003

Closed: December 2009

The Public Sector Reform Project, part of a multi-donor support program to Mozambique to improve governance and to reform the public service, was approved by the Board in 2003. In December 2006, this project was restructured to include a US\$6.0 million justice component. The project development objective was revised to include improvements in legal and judicial service delivery in selected provinces.

Within the restructured project, the Legal Sector Capacity Building component focused on improving the performance of the sector and the operational efficiency of the court system through targeted interventions in court administration at the appellate and provincial levels to include training, capacity building, and institutional development. The component helped train the newly created positions of court and prosecutorial administrators (*administradores judiciais* and *chefes de serviço*, respectively), and pilot these new positions in Mozambique's provincial courts and prosecutorial offices. The component also included the modernization of the national Judicial Training Center (CFJJ). Additional support was provided through Access to Justice subgrants for CSOs to pilot activities that improve citizens' access to the justice system, as well as to raise awareness of their rights and responsibilities. These subgrants were approved in 2009 and implemented during the same year.

## **Niger**

### **Promoting the Advancement of the Legal Status of Women (P069458)**

IDF Grant (TF No. 27337) for US\$390,000

Approved: May 2000

Closed: May 2003

The focus of this IDF grant was to promote the advancement of the legal status of women in Niger by: (a) supporting the Directorate for the Advancement of Women (DGPF) of the Ministry of Social Development, Advancement of Women and Child Protection (MDSPPFPE) through systematic staff skills training for both national and departmental level staff; and (b) supporting the expansion of the outreach of the existing activities of three NGOs, all key actors in legal literacy, and the training of paralegals. Achievements under the grant included the improvement of the relationship between the DGPF and the NGOs, as well as the successful training of over one thousand paralegals (*femmes relais*).



## **Nigeria**

### **Capacity Building for the Prevention of Corruption (P081295)**

IDF Grant (TF No. 51680) for US\$246,000

Approved: October 2002

Closed: December 2005

This grant sought to provide technical assistance to the Independent Corrupt Practices Commission (ICPC), a critical agency in Nigeria's efforts to restore the rule of law and fiduciary accountability, so that it could develop a clear strategic focus and gain adequate operational capacity and confidence to lead the fight against corruption in Nigeria.

The World Bank contributed to this joint effort through the proposed IDF grant, the central purpose of which was to assist the ICPC with the development of a robust anticorruption strategy. It acted in cooperation with civil society stakeholders and other public watchdog agencies to convey lessons learned from the experiences of countries that had established similar anticorruption agencies, along with the difficulties they encountered, thereby ensuring effective management of the relevant institutions.

## **Nigeria**

### **Economic Management Capacity Building Project (P065301)**

Credit No. 3345-NI for US\$20.0 million (equivalent)

Approved: May 2000

Closed: December 2007

In 1999, the Bank resumed its lending program to Nigeria. In the wake of the country's transition from military dictatorship to civilian rule, the Nigerian government requested assistance from the Bank for the legal sector. In response to this request, a legal and judicial reform (LJR) component was included in the Economic Management Capacity Building Project (EMCAP).

The legal and judicial reform component was placed under the leadership and overall supervision of the Chief Justice of Nigeria, with the Administrator of the National Judicial Institute directing the project. A comprehensive legal and judicial reform program for Nigeria was formulated in a participatory manner through stakeholder consultation workshops across the country, with the active involvement of a full range of individuals and officials representing a cross-section of Nigeria's polity. Other donors, including the UK's Department for International Development (DFID), the EU, the United Nations Development Programme (UNDP), and the United States Agency for International Development (USAID), provided additional support for initiatives under the LJR component.

## **Nigeria**

### **Lagos Metropolitan Development and Governance Project (P071340)**

Credit No. 4219-NI for US\$200.0 million (equivalent)

Approved: June 2006

Closing Date: August 2013

The Lagos Metropolitan Development and Governance Project for Nigeria aims to increase sustainable access to basic urban services through investments in critical infrastructure. There are three project components. Component 2, Public Governance and Capacity Building, supports public finance and budget reforms, and the institutionalization of the use of information systems for policy making and performance management.

With the transition to civilian rule in 1999, a significant reform agenda was undertaken by the Lagos state government, transforming the *de facto* ministry of “law and order” to a ministry of “justice.” As such, the Lagos state government aimed to provide an effective system of legal services for the very poor. It established a Directorate for Citizens’ Rights (CRD), the first of its kind in Nigeria. Conceived as a department to collaborate with civil society, the private bar, and other interested parties, it implements policies designed to provide greater access to justice for the financially and otherwise disadvantaged and vulnerable groups of society. The project’s Urban Policy and Project Coordination component (US\$12.13 million) finances conflict resolution and the strengthening of the capacity of citizens’ mediation centers (CMCs) and the Office of the Public Defender (OPD), among other activities. The CRD is the focal point for free and quick access to the resolution of grievances.

## **Nigeria**

### **Legal Education Capacity Building Project (P104395)**

IDF Grant (TF No. 90219) US\$500,000

Approved: May 2007

Closed: June 2011

This IDF grant supported the Nigeria Legal Education Council in its efforts to reform its curriculum and teaching methods by introducing new subjects as well as distance learning technologies. More specifically, the objective of the project was to contribute to efforts to enhance Nigeria’s legal environment by strengthening the training program for legal professionals at the Nigerian Law School (NLS).

The project consisted of the following parts: (a) enhancement of NLS’ teaching and management capacity, strengthening of teaching and management capacity by providing support to NLS’ efforts to update its curriculum, strengthening of faculty skills and teaching methods, enhancement of the faculty’s professional advocacy skills, and improvements to the professional attachment program; (b) enhancement of the management capacity of senior NLS staff; (c) carrying out of a capacity gap assessment of the four NLS campuses; (d) support for the law library; and (e) carrying out of a study on the needs of the legal profession in Nigeria. The project’s second component aimed to enhance NLS’ training and learning environment by carrying out an information and communications technology (ICT) assessment of the four NLS campuses, and subsequently equipping the four NLS campuses with ICT equipment for video-conferencing, web-casting, and wireless connectivity, as well as training selected personnel in their use, in addition to the acquisition of legal research software. The final component covered the project’s financial audit.

## **Nigeria**

### **Legal Reform and Legal Aid for the Advancement of Women (P078033)**

IDF Grant (TF No. 51431) for US\$400,000

Approved: March 2002

Closed: January 2006

This initiative was modeled on projects launched in 13 other African countries, such as the one implemented in Ghana outlined above. As in many other countries in the region, the number of female-headed households and HIV/AIDS orphans means that the legal status and rights of women need to be actively promoted in any program aimed at providing legal assistance to the poor and socially vulnerable.

The objective of the project was to support efforts, from both the government and civil society, to launch a legal reform process that would improve gender equality and establish a supportive institutional environment by reforming institutions to establish equal rights and opportunities for women and men, fostering incentives for more equal resources and participation, and addressing disparities in access to resources.

The grant supported three main activities: (a) strengthening the capacity of the National Centre for Women's Development; (b) strengthening the capacity of the Legal Affairs Division of the Federal Ministry of Women Affairs and Youth Development to support their leadership; and (c) developing a more comprehensive approach to legal aid.

## **Nigeria**

### **State Government and Capacity Building Project (P074447)**

Credit No. 4084-NI for US\$18.1 million (equivalent)

Approved: June 2005

Closed: December 2011

In 2003, elections held in Nigeria marked the first time in over 40 years that a transition between two civilian governments occurred through a fair election process. Following these elections, the Government of Nigeria announced ambitious and comprehensive reforms aimed at stimulating economic growth, creating employment opportunities, reducing poverty, and becoming more transparent and accountable in the management of public resources. The National Economic Empowerment and Development Strategy (NEEDS) was established in order to meet these objectives by: (i) promoting macroeconomic stability; (ii) accelerating privatization and liberalization of the economy; (iii) reforming the public service, including by reforming public expenditures, budgeting, and the civil service; (iv) fighting corruption and improving government transparency and accountability; and (v) strengthening basic service delivery.

The purpose of this project was to support NEEDS at the state level in order for the many states of Nigeria to overcome serious institutional capacity constraints. It was developed in response to state governments that desired improvements in governance and inter-governmental relations.

The project had two main components: (i) the Core Reform Program (CRP) aimed at improving the development and implementation of public policies and programs; and (ii) state-specific reform programs supported reforms not included in the CRP but that promote improvements in governance and service delivery. Under the state-specific

reform programs, the Cross River state (CRS) has selected activities for project financing to improve judicial service delivery through: (i) revision of the rules of civil procedure applicable in magistrate's courts and high courts in CRS; (ii) a comprehensive skills development program for judicial and administrative officers of the high courts and magistrate's courts; and (iii) implementation of a model court administration system in two pilot courts (one magistrate's court and one high court).

## **Nigeria**

### **Access to Justice for the Poor (P115863)**

JSDF Grant (TF No. 99276) for US\$2.5 million

Approved: February 2009

Closing Date: December 2013

The objective of the project is to enhance access to legal aid services by the poor and vulnerable in Kaduna state (population: 6 million). The project seeks to enable beneficiaries to more effectively enforce their socioeconomic rights, access mediation services, and find ways to peacefully resolve civil disputes.

The project has three primary components: (i) establishment of 20 legal aid clinics in 16 local government offices, three Senatorial Zones, and at Ahmadu Bello University law school; (ii) capacity building for formal and informal legal service providers, such as paralegals, chiefs, and CSOs, to promote and enhance ADR through mediation; and (iii) rights awareness and advocacy programs for poor and vulnerable communities, including mobile clinics, radio programs, and a competitive small grants program.

The project also includes a rigorous impact evaluation that will measure (1) increases in rights awareness in targeted communities and (2) the effectiveness of the legal services provided. The evaluation will gather statistically reliable evidence to draw conclusions about the effectiveness of the project and the suitability for scale-up.

## **Rwanda**

### **Institutional Strengthening Initiative for the Legal Advancement of Women (P076437)**

IDF Grant (TF No. 50066) for US\$400,000

Approved: June 2001

Closed: October 2005

In response to the legal inequities that women face in Rwanda, the Ministry of Gender and Women in Development (MIGEPROFE) developed a Plan for the Elimination of All Forms of Discrimination against Women. The government also developed a Legal Action Reform Plan—a roadmap for gender-responsive legal reform. The purpose of this grant was to support the efforts of the government and civil society of Rwanda to launch the gender-responsive legal reform process as defined in the Legal Action Reform Plan.

The grant supported four main activities: (a) institutional strengthening and capacity building for the MIGEPROFE; (b) training for MIGEPROFE staff and selected NGOs at the central and regional levels; (c) the development of training materials and

dissemination of legal information through literacy and communication campaigns; and (d) the coordination, monitoring, and evaluation of grant-assisted activities.

### **São Tomé and Príncipe**

#### **Capacity Building for the Justice Sector (P093795)**

IDF Grant (TF No. 54648) for US\$326,000

Approved: January 2005

Closed: January 2008

The project's objective was to work with the three sector institutions—the Ministry of Justice, the Supreme Court, and the Attorney General's Office—to build capacity for strategic planning, to better coordinate reforms and manage information within the sector, and to leverage the country's resources to create a consensus for those reforms that can be undertaken in three years. The grant financed a diagnostic study of the sector and its main problems, and also provided technical assistance in the first round of judicial inspections for sitting first instance judges and prosecutors.

### **Senegal**

#### **Economic Governance Project (P113801)**

Credit No. 47030-SN for US\$8.0 million (equivalent)

Approved: April 2010

Closing Date: June 2015

Until recently, the Africa region had not approved a stand-alone justice sector loan, and justice activities have been included as a component in other types of lending, usually public or private sector operations. However, on April 8, 2010, the Senegal Economic Governance Project was approved by the Bank's Board of Directors. The project seeks to promote the rule of law through increased contract enforcement and institutional strengthening of the Ministry of Justice. As the Project Appraisal Document noted, in Senegal, supporting justice reform and improving access to justice is one of the grant's four components that focuses on improving institutional capacity for the effective implementation of the Justice Sector Program of the country. Senegal's justice sector faces severe resource constraints (material, financial, and human) and the project will analyze data on the justice sector's functioning and perform periodic and timely monitoring that could result in adopting corrective measures when required.

The World Bank is using this project to help the authorities implement justice sector reform through a programmatic approach based on the Justice Sector Reform Program. To that end, the new project will be implemented using existing country systems; as a result, no dedicated project implementation unit or project-specific steering committee will be set up. Instead, the project will strengthen the capacity of CEDAF (*Cellule d'Execution Administrative et Financiare*), the unit responsible for the implementation of the Justice Sector Reform Program, and the Justice Sector Project Evaluation and Coordination Committee, established by the Senegalese government in 2006, will provide oversight and coordination.

Moreover, the Economic Governance Project will use an innovative approach by making CEDAF a model of excellence in public administration. CEDAF will not only

improve its performance coordination functions, but also leverage additional financing from other development partners to finance the implementation of the Justice Sector Reform Program and close the existing funding gap.

### **Sierra Leone**

#### **Developing a Model for Delivering Justice Services Project**

JSDF Grant (TF No. 57251) for US\$879,436

Approved: October 2006

Closed: October 2010

This grant sought to establish a model for the provision of various justice services by: (i) improving the ability of Sierra Leone's poor to access institutions of law and government (both customary and formal); (ii) increasing the accountability of institutions of customary and formal law and government to their constituents; (iii) decreasing the impunity of those who violate basic rights and freedoms; and (iv) providing practical, concrete, and creative solutions and remedies to injustices that poor Sierra Leoneans face. The project was implemented by the NGO TIMAP for Justice.

### **South Africa**

#### **University of Pretoria Faculty of Law (P105274)**

IDF Grant (TF No. 90558) for US\$498,000

Approved: April 2008

Closed: April 2012

Improving access to information is a central strategy of the World Bank's Africa Action Plan (AAP) and the Bank's implementation framework under the Capacity Development Management Plan (CDMAP). As the plans note, drivers of growth in Africa are impeded by difficulties in accessing information. As a result, the Bank has sought to increase assistance to Africa to improve access to information by providing support to parliaments, audit institutions, NGOs, local governments, and community organizations.

The grant's two objectives were to: (i) expand the University of Pretoria Faculty of Law's Regional Comparative Law Knowledge Network; and (ii) enhance the capacity of the University of Pretoria Faculty of Law to develop a comprehensive, contemporary, and internationally accessible collection of primary African legal information.

The project's activities included: (a) support for the University of Pretoria Faculty of Law's efforts to strengthen its regional legal research, training programs, and information dissemination capacity; (b) enhancement of the Africa Legal Information Collection to establish within the University of Pretoria Faculty of Law the capacity to develop and expand an internationally accessible collection of legal information specific to Africa; and (c) development of a comprehensive strategy to build a regional legal information collection, including Internet-accessible tools through a legal information database. To that end, capacity needs assessments were carried out and twinning agreements were signed with other national law faculties throughout Africa, allowing for comparative law research and regional workshops.

## **South Sudan**

### **Southern Sudan Justice Support Project(s)**

Multi-Donor TF No. 57732 for US\$5.3 million (equivalent) (P099692)

Approved: March 2007

Closed: December 2009

Multi-Donor TF No. 96271 for US\$20 million (equivalent) (P100096)

Approved: February 2010

Closed: December 2011

The Interim National Constitution of the former Republic of Sudan delegated the lion's share of policing responsibilities in Southern Sudan to the Government of Southern Sudan (GoSS). To meet its constitutional obligation, the GoSS faced the challenge of rebuilding from the ground up the entire police and prison system, which had virtually ceased to function during the 22-year conflict. The former network of police stations, prisons, and infrastructure covering its territory was neglected and, in many areas, destroyed. This weakness in law enforcement created a liability for the future of peace and development in Southern Sudan, as the disarmament of a highly militarized society and the demobilization of ex-combatants and militias are unlikely to take place in the absence of strict rule of law.

To complement the efforts by the international community to upgrade the professional skills of Southern Sudan's police and prisons personnel, the project's objective was to substantially increase the capacity of the Police and Prison Services to deliver professional services across Southern Sudan. It sought to complement the GoSS and other international efforts to upgrade the professional skills of the Police and Prisons Services. The project's main activities included: (a) building and equipping a sizable portion of the future network of police stations and state central prisons; (b) organizing and codifying the professional workplace by developing Books of Rules and Codes of Conduct; (c) building and equipping decentralized training facilities across Southern Sudan; (d) developing a long-term strategy for training, including preparation for Training Academies; and (e) promoting inmate care and treatment programs.

## **Sudan**

### **Capacity Building of the National Judiciary (P099692)**

Multi-Donor TF No. 56393 for US\$13.0 million (equivalent)

Approved: August 2006

Closed: June 2009

With the implementation of the Comprehensive Peace Agreement (CPA) and the adoption of the Interim National Constitution (INC), the former Republic of Sudan entered an important transitional phase in which legal and judicial reform play a critical role in promoting sustainable peace and translating the principles and promises of the Peace Agreement and Interim National Constitution into tangible realities in postconflict Sudan. In order to implement the CPA and effectuate the mandate of the INC—including the establishment of the National Judicial Service Commission (NJSC)—significant work must be done to embolden the judiciary's legal, technical, and operational competence.

To that end, the objective of this project was to strengthen the capacity of the judiciary to enhance its independence, build the knowledge base of judges, and empower the judiciary to effectively and fairly apply the law and deliver justice. The project's components included (a) support to the NJSC to build capacity in order to manage an independent and decentralized judicial system; (b) judicial training at the central and state levels; (c) establishment of the National Legal Training and Resource Center and rehabilitation of the judiciary's existing training facility; and (d) rehabilitation of court facilities in selected areas. Some achievements include the completion of a study tour in the context of support to the NJSC and refurbishment to NJSC facilities, and the development of a training strategy based on a training needs assessment. Fifty judges were trained in Effective Dispute Resolution: A Course in Legal Analysis for Judges. Eight judges were trained as trainers in English Legal Terminology and Internet-Assisted Legal Research, among others.

### **Tanzania**

#### **Accountability, Transparency, and Integrity Program (P070544)**

Loan 41710-TZ for US\$40.0 million (equivalent)

Approved: May 2006

Closed: March 2012

This project aimed to build on the outcomes realized through the Financial and Legal Management Upgrading Project and address some of the key issues identified as bottlenecks to enhanced growth of the economy of Tanzania. The project was built on findings from a comprehensive anticorruption mission undertaken by the Bank in February 1998, at the request of the Tanzanian government. The mission highlighted the need for more effective and sustainable systems of governance.

The objective of the Accountability, Transparency, and Integrity Program was to support the implementation of Tanzania's strategic framework of good governance. The program aimed to improve the impact of development programs on the poor by enhancing the quality of governance.

The project had four main components: (a) strengthening the legal and judicial system by increasing efficiency in the administration of justice, enhancing equal access to justice, and improving knowledge and skills of legal professionals; (b) enhancing public financial accountability by developing an effective and transparent public procurement system, undertaking an internal audit system, establishing an independent Office of the Comptroller and Auditor General, enhancing professional standards, and strengthening records management and information dissemination systems; (c) strengthening oversight and watchdog institutions (OWIs), and (d) improving program management and coordination by providing technical assistance to the project implementation unit and improving monitoring and evaluation.

### **Tanzania**

#### **Legal Sector Building (P073505)**

IDF Grant (TF No. 24906) for US\$373,000

Approved: September 2000

Closed: May 2002



The purpose of this grant was to support the capacity-building efforts of the Ministry of Justice and Constitutional Affairs (MJCA) and to provide assistance with the management and implementation of its legal sector reform program.

The grant supported four main activities: (a) strengthening the capacity of the Ministry of Justice by improving program management and coordination, enhancing education and communication, and strengthening the management and coordination of reforms; (b) implementing change management training for local staff and study tours for the project steering committee in countries where major changes in legal systems have been successfully introduced; (c) running consultative workshops for stakeholders in the legal reform process; and (d) designing public awareness activities as a means of stimulating the reform process and educating the public on the changes taking place in the legal sector. Under the project's public awareness component, training for designing and producing print and audio-visual materials was provided and initial costs for the production and broadcasting of radio and television programs on key topics in legal sector reform were covered.

## **Tanzania**

### **Private Sector Competitiveness Project (P085009)**

Credit No. 4136-TZ for US\$95.0 million (equivalent)

Approved: December 2005

Closing Date: June 2013

The Business Environment Strengthening in Tanzania (BEST) program is implemented under a Memorandum of Understanding (MoU) between the Government of Tanzania, the Tanzania Private Sector Foundation, Danish International Development Agency (DANIDA), DFID, the Government of Netherlands, the Swedish International Development Cooperation Agency (SIDA), and the World Bank. BEST is a cross-cutting reform program that is designed to reduce the burden on, and improve services to, the private sector through carefully targeted interventions within the government and the judiciary. The Commercial Law and Justice Reform component entails: (a) review, modernization, and dissemination of selected commercial laws and regulations, (b) development and carrying out of commercial law and dispute-resolution training programs for legal professionals in private, public, and judicial practice, (c) support to priority court system reform measures, including review and revision of the Civil Procedure Code and other related legislation, establishment and operation of online legal and databases, development of information technologies, upgrading of the skills of law librarians, streamlining of case law reporting, training of magistrates and court staff, and improvement of court registry systems, and (d) training for private companies in corporate governance standards and conduct.

The activities relating to the revision of the Civil Procedure Code and other related legislation, as well as the Commercial Dispute Resolution (CDR) subcomponent are now under implementation. The objective of the CDR is to reduce the complexity, cost, and time taken to process and resolve commercial disputes. The intended beneficiaries are small and medium-sized enterprises although, in reality, all users of the civil courts will benefit from the proposed reforms. The CDR component is divided into

seven broad outcomes with specific outputs and activities to be carried out over an implementation period of seven years (2006–13). These outcomes include: (a) enhanced access to the commercial court, (b) more effective civil procedure and enforcement measures through reforms to the civil procedure framework, (c) support for civil procedure reforms in the judiciary, (d) improved ADR, (e) establishment of a commercial law continuing legal education program, (e) better corporate governance, and (f) an enhanced commercial legal framework.

## **Togo**

### **Institutional Strengthening of the Directorate for the Advancement of Women to Support Empowerment of Women in Togo (P069457)**

IDF Grant (TF No. 27253) for \$264,000

Approved: February 1999

Closed: July 2002

The IDF grant aimed to provide technical and financial support for: (i) institutional strengthening to the Directorate for the Advancement of Women in order to enhance its capacity to carry out the initiatives outlined in the National Policy Document for the Advancement of Women (1997) and the National Action Plan for the period 1997–2001; (ii) revitalization of the institutional capacity of the Directorate for the Advancement of Women, particularly regarding its role in the coordination of government initiatives and the facilitation of the civil society aimed at advancing the legal status of women, which the Directorate considered a key activity to fulfill its mandate; and (iii) strengthening the capacity of four local NGOs by expanding their coverage of certain activities such as legal assistance and legal literacy.

## **Uganda**

### **Anti-Corruption Capacity Building (P073593)**

IDF Grant (TF No. 27397) for US\$221,000

Approved: January 2001

Closed: January 2004

The grant was developed based on Uganda's Department of Ethics and Integrity's (DEI) three-year action plan. The overall objective of the grant was to sharpen DEI officers' skills and widen their experience through specialist training and learning from similar well-established organizations. The activities financed under the grant included: (a) specialized training in ethics, integrity, and skills, ethical decision making, and combating and preventing corruption; (b) study tours of well-established anticorruption agencies; (c) an analysis of the existing ethics system in Uganda; (d) capacity building in the information management division of the DEI to improve its overall interaction with the public; and (e) public awareness campaigns on anticorruption.

## **Uganda**

### **Second Private Sector Competitiveness Project (P083809)**

Credit No. 3975-UG for US\$70.0 million (equivalent)

Approved: September 2004

Closing Date: February 2013

Given increasing levels of income poverty, and the limited scope of support to the private sector, the Government of Uganda and private sector stakeholders requested the World Bank's assistance in implementing the government's reform agenda. The overall objective of the project is to create sustainable conditions for enterprise creation and growth that responds to local and export markets. The project, which aims to reduce the cost of doing business and encourage investment, seeks to enable the private sector to be better positioned to respond to opportunities in specific categories of the market.

The US\$26.0 million (equivalent) component for improving the business environment is intended to support, among other activities: (a) strengthening the business registration process, and (b) strengthening the capacity of the Ministry of Justice and Constitutional Affairs and the Law Reform Commission to implement the commercial legal reform process. Toward that end, specific support to the Law Reform Commission includes revision and drafting of laws relating to business, financial services, exports, and intellectual property law. The component is also supporting coordination of commercial law reform activities.

## REGIONAL ACTIVITIES

### **Justice for the Poor Initiative**

BNPP Grant (TF No. 56558) for US\$450,000

Approved: April 2006

Closed: December 2009

The Justice for the Poor grant aimed to help inform and then evaluate new and innovative approaches to local justice system reform in Sub-Saharan Africa by (a) building an empirically based understanding of the dynamics of local and/or customary law systems and how the poor navigate (and/or are excluded from) these systems; (b) creating a knowledge base about the effects that multiple systems have on the nature and accessibility of local justice and how incompatibilities between state and nonstate justice systems have been addressed; (c) assessing the effects of local justice initiatives on the dynamics of local claims, disputes, and decision-making processes and on the interaction between local and state systems; and (d) developing innovative initiatives that can improve the quality and accountability of local justice systems, enhance compatibility between state and nonstate systems, and improve people's access to these systems.

The grant also aimed to enhance local research capacity and encourage evidence-based policy reform, as well as strengthen community participation and engagement in reform initiatives. In the global and regional contexts, it was envisaged that the grant would inform a comparative knowledge base about the dynamics of local-level justice and the interaction between state and nonstate systems that would inform new and innovative approaches to justice sector reform more generally. Field work in both Sierra Leone and Kenya began in partnership with two NGOs: the Campaign for Good Governance (CGG) of Sierra Leone and the Legal Resources Foundation (LRF) of Kenya.

### **OHADA Institutional Capacity Building Project (P089447)**

IDF Grant (TF No. 53695) for US\$483,000

Approved: July 2004

Closed: July 2007

In October 2003, the Organization for the Harmonization of Business Law in Africa (OHADA) Treaty was signed by 16 West African countries,<sup>32</sup> and the World Bank, the UNDP, and the International Labour Organization (ILO) joined in supporting implementation of the adoption of the OHADA Uniform Laws. The Bank designed a grant to assist OHADA member states with the: (i) identification of issues, roadblocks, and bottlenecks that hinder the implementation of OHADA's Uniform Laws; (ii) identification of specific actions for implementation of the laws; and (iii) identification of key activities for institutional strengthening to ensure sustainable capacity building of OHADA's Permanent Secretariat, located in Yaoundé, Cameroon.

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<sup>32</sup>The OHADA Treaty was signed in October 2003 in Port Louis, Mauritius. The signatories to this treaty are Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Comoros, Congo, Cote d'Ivoire, Equatorial Guinea, Gabon, Guinea, Guinea-Bissau, Mali, Niger, Senegal, and Togo. (OHADA—"Organization for the Harmonization of Business Law in Africa")

The grant also financed the hiring of a legal advisor to the OHADA Permanent Secretariat. The findings of a survey of needs amongst the OHADA signatory states were used in the creation of a number of technical working papers to address capacity gaps in member states.

**Legal Empowerment Approaches to Realizing the Rights to Health, Water, and Education in Nigeria and Sierra Leone (P123595)**

Technical Assistance

Approved: November 2010

Closing Date: December 2012

Nigeria: the Justice for the Poor program is working to strengthen the relationship between users, governments, and service providers in the provision of basic health services as part of the State Health Investment Project in Ondo, Nasarawa, and Adamawa states. The project is supporting mechanisms to pursue remedies for breaches of rights to these services and improving information collection and sharing to strengthen delivery. The program is also looking at grievance pathways as part of the Fadama agriculture project.

Sierra Leone: the Justice for the Poor program is providing technical assistance to the Government of Sierra Leone on the implementation of accountability mechanisms for the delivery of health services under the nationwide Bank-supported Decentralized Services Delivery Program. The activities include linking social accountability measures, such as community scorecards, and user-clinic compacts with legal empowerment approaches, which would include the use of community-based paralegals to address systemic issues in the delivery of government services.

**Improved Investment Climate within the OHADA (P126663)**

Technical Assistance Loan under preparation

Proposed US\$15.0 million (equivalent)

The proposed project development objective is to strengthen OHADA's institutional capacity to support, in its member countries, selected aspects of investment climate reforms, including improved corporate financial reporting. The main institutions that will be supported are: (i) the Permanent Secretariat, (ii) the Joint Court of Justice and Arbitration (CCJA), and (iii) the Regional Superior Magistrate School (ERSUMA).

The support to CCJA will be provided for fostering arbitration and alternative dispute mechanisms as a means to resolve commercial disputes efficiently. Additional assistance will be for the computerization of the regional commercial registry or *Registre du Commerce et du Crédit Mobilier* (RCCM). The project's assistance will also help ERSUMA in two ways: (i) strengthening ERSUMA's institutional capacity: (ii) improving the delivery of selected courses and (iii) fostering research, documentation, and dissemination of the courses and other publications.

## EAST ASIA AND PACIFIC REGION

Justice reforms in the East Asia and Pacific (EAP) Region are one part of a broad movement to strengthen governance, accountability, and credibility in key public institutions across government and society. This movement started after the 1997 East Asian financial crisis, as governments and donors began focusing greater attention on strengthening core institutions of accountability, including the judiciary. The Bank has worked to support this movement and to maximize its impact on the ground. In addition to strengthening courts, Bank projects in the justice sector also include assistance to countries in combating corruption and in legal and institutional aspects of financial sector reform. Justice-related grants in the region focus on, *inter alia*, issues such as assisting countries with labor law education of women, improving rural land tenure systems, providing legal aid in postdisaster situations such as the 2004 Tsunami, establishing mediation services, and assisting in the transition to a market economy. The World Bank-Australian Agency for International Development (AusAID) Justice for the Poor East Asia and Pacific (EAP) regional program engages with justice reform as a cross-cutting development issue by seeking to improve the delivery of justice services and supporting sustainable and equitable development processes that manage grievance and conflict stresses effectively.

### **Cambodia**

#### **Rule of Law Development: Labor Law Education of Women (P061148)**

IDF Grant (TF No. 27211) for US\$470,700

Approved: June 1998

Closed: June 2001

After decades of war, destruction, and central planning, Cambodia began building a democratic constitutional monarchy and a market-oriented economy in the early 1990s. In the process, Cambodia started to rebuild its society and reestablish the rule of law. A major element of this effort was the reform of the legal system. A new labor law enacted in 1997 made substantial changes to the preexisting 1992 labor law, which had significance not only for internal reform but also for the attainment of basic labor standards that were essential for trade privileges granted to Cambodia under bilateral arrangements.

The objective of the grant was to support the development of laws and regulations pertaining to the rights of women and children, particularly in relation to labor and education. The grant had four main components: (a) preparing training materials, including (i) designing a textbook, student workbook, and judge's bench book and (ii) developing training pamphlets and other materials on existing labor legislation and regulations; (b) developing training in labor law and employment-related issues for labor inspectors, judges, women's vocational-training-center managers, officials, employers and employees, women's groups, students, and educational inspectors; (c) developing a pilot program for dispute resolution between women workers and their employers in Phnom Penh, which could later be replicated in other parts of Cambodia; and (d) developing forums for the empowerment and promotion of labor rights for women and children.

## **Cambodia**

### **Demand for Good Governance Project (P101156)**

Credit No. 4410-KH for US\$20 million (equivalent)

Approved: December 2008

Closing Date: March 2013

The development objective of the proposed project is to enhance the Demand for Good Governance (DFGG) in priority reform areas by strengthening institutions, supporting partnerships, and sharing lessons.

The project has three components: (i) support to state institutions, (ii) support to nonstate institutions, and (iii) coordination and learning. In the first component, four state institutions will improve and scale up programs that promote, mediate, respond to, or monitor the DFGG in the priority reform areas of the Country Assistance Strategy (CAS).

In subcomponent (a) the Arbitration Council (AC) will be supported. The AC is a state institution linked to the Ministry of Labor and Vocational Training (MOLVT). As a quasi-judicial authority, it is mandated to resolve, through voluntary mediation and mandatory arbitration, collective labor disputes that cannot be settled through prior conciliation efforts (undertaken by the MOLVT). Since its establishment in 2003, the AC has provided a fast, transparent, and fair (law-based) service to firms and employees, mainly in the garment sector. The project will sustain, strengthen, and allow the scale-up of the AC's capacity to effectively mediate and resolve labor disputes. Sub-component (c) will provide support to the One Window Service Office (OWSO) and District Ombudsman (DO) Office. The DO is an avenue for receiving complaints from citizens, the business community, and civil society on the performance and conduct of district officials. These institutions respond to and mediate the DFGG and have been piloted by the Ministry of Interior in two provinces in the northwest of the country (Siem Reap and Battambang). Given the promise and initial success of these pilots, the project will provide support for establishing similar offices in one urban district in each province of the country (except Phnom Penh).

## **China**

### **Economic Law Reform Project (P003647)**

Credit No. 2654-CN for US\$10.0 million (equivalent)

Approved: October 1994

Closed: June 2004

The Economic Law Reform Project in China provided support for the reform of China's legal system as it moved to a market economy. It grew out of several years of systemic analysis of the legal framework of China's transition to a market economy, and its importance heightened with China's accession to the World Trade Organization. The dialogue between the Bank and Chinese legal officials began as far back as 1989, with legal aspects included in Bank-supported technical assistance on enterprise reforms. Project preparation included discussions with other donors and Chinese legal officials on the Chinese legal agenda. Consultations with Chinese legal academics and brainstorming sessions in Washington with premier foreign scholars of the Chinese legal system further informed the process.

The project had three main components: (a) strengthening the legislative process, including (i) preparing laws and regulations included in the legislative agenda of the National People's Congress and the State Council and (ii) enhancing the skills of local drafters through knowledge sharing and education; (b) training; and (c) institutional strengthening of key agencies such as the legal offices of the legislature and the executive and the Ministry of Justice.

## **China**

### **Rural Land Contracting Law Project (P082300)**

IDF Grant (TF No. 52047) for US\$400,000

Approved: January 2003

Closed: April 2006

By the early 1990s, China had undertaken a series of legal and policy reforms intended to provide secure 30-year land use rights to its nearly 210 million rural households. The World Bank approved a request submitted by the Development Research Center of the State Council (DRC) in November 1999 to assist China's central government in the development and implementation of legislative reforms to China's rural land tenure system.

This grant was developed to support the efforts of the DRC in its ongoing assistance to China's central government in the implementation of legislative and policy reforms and the development of supporting institutions related to rural land tenure. The following activities were financed under the grant: (a) a pilot demonstration on the development of subsidiary legislation through the drafting of implementing regulations for the rural land contracting law; (b) the implementation of the rural contracting law; (c) the development of institutions supporting rural land tenure reforms, including courts and other avenues of conflict resolution; (d) the training of local officials with respect to rural land tenure laws and policies; (e) an assessment of the implementation of the rural land contracting law on agricultural reform objectives; and (f) the establishment of regularized, effective channels for policy input.

## **Indonesia**

### **Corruption and Legal Reform (P089123)**

Multi-Donor Trust Fund (TF No. 54312) for US\$350,000

Approved: November 2004

Closed: August 2006

The purpose of the grant was to support the government in its efforts to maintain an effective Corruption Eradication Commission (KPK) with the technical capacity and institutional integrity to exercise its full mandate transparently and with due diligence.

The grant activities included: (a) identification of training needs and regional on-the-job training options and arrangements through the provision of advisory services; (b) provision of training to the KPK staff through targeted and tailor-made programs, study tours, and exchange programs in relevant institutions abroad, so that staff members would gain new skills and apply these in their respective assignments and areas of responsibility; and (c) development of a comprehensive human resource development



plan to encompass training needs identified directly by the KPK senior management, through the provision of advisory services and training.

## **Indonesia**

### **Enhancing Demand for Legal and Judicial Reform**

BNPP Grant (TF No. 90064) for US\$593,000

Approved: August 1998

Closed: September 2008

The scale of reform and significant donor investment in Indonesia since the end of the New Order era brought about promising institutional changes. However, bringing access to justice closer to the people of Indonesia required sustained efforts. Public suspicion toward the formal legal system was widespread, leading to a preference for informal justice delivery systems. This suspicion also had a negative impact on local governance and economic development.

This program was intended to develop an integrated model of demand-driven legal and judicial reform. It supported three distinct elements of society that articulate and push for reform, namely: (a) the collective voice of the business community, which sees legal reform as a key component of improving the investment climate; (b) supporters of reform within the legal profession who want to enhance integrity and respectability within their sector; and (c) poor and disadvantaged members of the community who seek justice through the legal system. The grant's objective was to improve the operation of the judiciary, enhance the resolution of investment and business disputes, and increase access to justice, particularly for the poor.

The grant provided technical assistance, supported analytical and policy work on justice reform, developed pilots to support legal empowerment and trial approaches to be scaled up through national poverty programs, bolstered the consolidation of reformers' groups in the legal and business communities, and supported the development of a three-year proposal that will combine Justice for the Poor and other reform groups in a strategic partnership with the UNDP and the University of Leiden to enhance demand for legal and judicial reform.

## **Indonesia**

### **Empowering Women Overseas Migrant Workers (P126059)**

JSDF Grant (TF No.91169) for US\$1.5 million

Approved: April 2010

Closed: April 2012

The objective of the grant was to empower vulnerable female migrants and their families and improve the efficacy of migration for poverty reduction. This grant contributed to those efforts by: (i) improving migrant worker access to rights and justice by developing a local-level support system that can provide information, training, and awareness of basic rights for migrant workers and also for their families so that they can provide support from the home villages; and (ii) piloting approaches to provide affordable financial instruments for migrant workers and their families including pre-departure credit and instruments to help plan and manage the use of remittances.

The project planned to achieve the two objectives through: (i) institutional strengthening of community-based organizations (CBOs) to be able to train migrant workers and families on migrant issues and information technology; (ii) opening of access to financial services for women migrant workers and families, including by training in financial management and in accessing financial institutions; (iii) establishment of resource centers for migrant workers; and (iv) facilitation of dialogues and a public campaign on safe migration and migrant worker reintegration among stakeholders, including CBOs, placement agencies, and local governments.

## **Korea**

### **Financial and Corporate Restructuring Assistance Project (P056796)**

Loan No. 4385-KO for US\$48.0 million

Approved: August 1998

Closed: June 2002

The objective of the Financial and Corporate Restructuring Assistance Project was to provide technical assistance to support reforms in Korea's financial and corporate sectors and provide a basis for sustained and stable growth. The overall project comprised six main components, one of which focused on the legal and regulatory reform of the corporate insolvency system and the corporate governance framework.

The objective of the legal and regulatory reform component was to build a reliable corporate insolvency system that ensured a balance of stakeholder interests. The component had the following subcomponents: (a) strengthening incentives for creditors and debtors to negotiate debt agreements; (b) improving the capacity of the courts to assess the potential viability of distressed corporations and to oversee corporate reorganizations; (c) evaluating the benefits of establishing bankruptcy courts; (d) training judges, officials, and insolvency practitioners on reforming the insolvency system; (e) improving the principal laws concerned with corporate insolvency; and (f) increasing public awareness of the benefits of a reliable and credible insolvency system.

The project's main activities supported a diagnostic review of the corporate insolvency system; a revision of insolvency laws establishing bankruptcy courts; a training program for judges, officials, and insolvency practitioners; and the dissemination of information to the public about the insolvency system. A comparative international analysis of corporate governance standards and practices was also undertaken. This study led to the enactment of legislation in July 2001 to raise minority shareholder protections and strengthen corporate boards.

## **Malaysia**

### **Administrative Reform of the Judiciary (P125398)**

Advisory Services

Approved: April 2011

Closed: September 2011

The objective of the project was to assist the Government of Malaysia and the judiciary in fine-tuning its current initiatives to improve the judiciary's administrative

efficiency through an assessment of the challenges facing the judiciary and recent reform initiatives that have been adopted by the government to address those challenges.

The project comprised the following advisory services: (i) document the Malaysian judiciary's performance challenges with emphasis on the need for administrative efficiency, as evidenced by the extent of case backlogs/delays, and provide an overview of the judiciary's organizational set-up and resource allocations; (ii) review and comment on recent and ongoing reform initiatives in terms of their design and implementation, including, among others: improving judicial administrative capacity, establishing new specialized courts, increasing performance and monitoring capacities, expanding the use of technology in court hearings and support activities, and creating a specialized resource center; (iii) identify possible gaps or additional measures that the judiciary may consider adopting based on international best practice and examples from other reforming judiciaries; and (iv) suggest options for subsequent, in-depth assessments of specific aspects of the judiciary's performance and reform efforts.

## **Mongolia**

### **Enhanced Justice Sector Services Project (EJSSP) (P101446)**

Credit No. 4493-MOG, Grant IDA H4130 for US\$5.0 million (equivalent)

Approved: June 2008

Closing Date: June 2013

The Enhanced Justice Sector Services Project (EJSSP) was designed to scale up some of the successful work under a previous Bank-financed project—the Legal and Judicial Reform Project (LJRP)—and in line with the National Development Strategy of Mongolia. The project's development objective was originally to enhance the efficiency, transparency, and accountability of justice sector institutions. The following areas were supported under the project: (a) enhancing public legal education on the justice sector, (b) increasing transparency through improved access to legal information, and (c) enhancing judicial operations and the enforcement and monitoring of court decisions. The key indicators that were selected to measure success are the following: (a) information on the enforcement of court decisions is available and shared between the Court Enforcement Agency and the General Council of Courts; (b) discrepancies between statistical information provided by the Court Enforcement Agency and the General Council of Courts are discussed and reduced; and (c) an improvement in the overall enforcement of court decisions is apparent.

In 2010, however, it became clear that the project would have to be restructured after construction of the Supreme Court building and the adjacent central judicial archives, a major part of component 3 (and 43 percent of total project costs), was dropped following consultation with the government. Additionally, some cofinancing on which the project was relying was cancelled, leaving the project short of US\$1 million. The restructuring: (i) modified the project activities, particularly in the area of court construction, to better target government strategies and priorities for the development of the justice sector; (ii) revised the project development objective (PDO) to reflect the project's new activities; (iii) amended the results framework in order to align it with the revised PDO; and (iv) extended the closing date from December 31, 2012 to June 30, 2013, primarily to allow sufficient time to undertake the new civil works activities since

the construction window in Mongolia is relatively short. The revised PDO is “to enhance access to justice sector information and legal advice and the efficiency and transparency of the courts and court decision enforcement agencies.”

## **Mongolia**

### **Legal and Judicial Reform Project (P074001)**

Credit No. 3595-MOG for US\$5.0 million (equivalent)

Approved: December 2001

Closed: April 2008

In 1998, the *Ih Hural* (parliament) of Mongolia committed to implementing a Legal Reform Program. The following year, the Bank financed a Legal Needs Assessment for Mongolia, which identified three main priorities for the sector: (a) creating a legal environment conducive to private sector development and a market economy, (b) enhancing the protection of human rights, and (c) improving legal education and public awareness. Based on this assessment, the *Ih Hural* adopted a strategic plan for the justice system of Mongolia in May 2000.

The objective of the Legal and Judicial Reform Project was to promote a more transparent, equitable, accessible, and effective legal and judicial system. The project had three main components: (a) establishing an administrative court system, (b) building capacity for a unified system of legal and judicial information, and (c) improving legal education and professional standards.

## **Mongolia**

### **Standardization of Public Administrative Regulations (P099411)**

IDF Grant (TF No. 56065) for US\$295,000

Approved: November 2005

Closed: June 2009

Mongolia’s *Ih Hural* (parliament) adopted a (national) Legal Reform Program in 1998 by resolution. Among the Reform Program’s key objectives were, *inter alia*, the creation of a legal basis and favorable environment for economic development and the improvement of state institutions. Despite the government’s significant efforts to improve its laws and to contribute to the development of a clear, well-organized, and less bureaucratic system, most of the laws developed lacked the appropriate and necessary regulations. The grant was designed to support the Mongolian Ministry of Justice and strengthen its Technical Working Group on Administrative Regulation Development and Standardization. The main objective of the grant was to support the Ministry of Justice’s efforts to develop and adopt more transparent, more effective, and less discretionary administrative regulations for selected ministries and government agencies.

The grant was comprised of four separate components. The first consisted of technical assistance to the Ministry of Justice in collecting, reviewing, classifying, and harmonizing, by topics, the various regulations issued by ministries and government agencies. This included the scanning and electronic filing of approximately 2,500 regulations for the purposes of comparison and streamlining. The second component entailed the development and implementation of transparent, precise, and

nondiscretionary regulations and procedures through the creation of a computerized administration and regulatory database. The third component consisted of a public education and information program designed to improve access to information on the new framework as well as information sources for legal professionals and the general public. The final component consisted of a project evaluation and the development of a follow-up plan.

## **Philippines**

### **Judicial Reform Support Project (P066076)**

Loan No. 7191-PH for US\$21.9 million (equivalent)

Approved: August 2003

Closing Date: June 2012

In 1999, the Philippine judiciary received a Japanese Policy and Human Resources Development Fund grant to study the court system and make recommendations for improvements. Six key challenges were identified: (a) delays in the delivery of justice and obstacles to access to justice, (b) widespread perceptions of corruption, (c) ineffective administrative structures and operating systems, (d) deficient court technologies and facilities, (e) inadequate human resource strategies, and (f) a lack of public information and collaboration with civil society. In response to these findings, the Philippine Supreme Court published its Action Program for Judicial Reform (APJR) in November 2000. The APJR set out a comprehensive plan for reforming the courts and requested assistance from the Bank for its implementation. The Bank's project is intended to support discrete components of the government's APJR. Responsibility for the coordination of the project and the overall APJR lies with the Philippine judiciary under the leadership of the Chief Justice and the direction of an APJR Executive Committee.

The objective of the Judicial Reform Support Project is to support the development of an accessible judicial system that fosters public trust and confidence. By improving the delivery of justice, the project also aims to increase business confidence and enhance economic growth.

The project has four main components: (a) improving case adjudication and access to justice by (i) enhancing case-management techniques and (ii) upgrading information and communication systems; (b) advancing institutional integrity by (i) strengthening the codes of ethics for judges, lawyers, and court personnel, (ii) implementing a computerized Judicial Performance Management System, (iii) developing a gender-sensitive human resources strategy for nonjudicial personnel, and (iv) enhancing the role and capacity of the Philippine Judicial Academy; (c) strengthening the institutional capacity of the judiciary by (i) installing computer-based financial and administrative systems, (ii) developing model court facilities, and (iii) supporting ongoing policy, research, and development strategies; and (d) ensuring stakeholder support for the reform process by enabling the participation of judges and other stakeholders in the development and implementation of key reform activities.

## **Thailand**

### **Financial Sector Implementation Assistance Project (P053616)**

Loan No. 4233-TH for US\$15.0 million

Approved: September 1997

Closed: September 2003

As part of the Financial Sector Implementation Assistance Project, the Government of Thailand committed to a program of economic law reform. The objective of the reform was to strengthen Thailand's institutional framework for strategic coordination in economic law reform. The initiative, coordinated by the Economic Law Development Institute of the Council of State, aimed to improve the country's capacity for consensus-based consultative processes in the development of new laws and the implementation or adaptation of existing laws and dispute-resolution processes. The economic-law reform component made up almost one-third of the budget for the overall project.

The component was comprised of three subcomponents: (a) developing a National Advisory Committee for Coordination of Economic Law Reform to (i) serve as a mechanism for leadership and the strategic coordination of economic law reform activities, (ii) advise the government on a strategy for economic law reform, (iii) prioritize laws that need to be amended, developed, or implemented, and (iv) direct the formation of working groups to undertake analyses and develop policy recommendations; (b) establishing working groups to (i) pilot participatory, consensus-based, country-led analyses of law reform issues, (ii) develop proposals for legal reform in priority areas, (iii) organize and implement information, education, and communication campaigns, and (iv) establish research/knowledge centers for economic law reform; and (c) developing a comprehensive strategy for economic law reform to include longer-term goals and a strategy for judicial reform.

## **Thailand**

### **Legal Aid Services for Poor and Vulnerable People Affected by the Tsunami (P100156)**

JSDF Grant (TF No. 55621) for US\$182,000

Approved: August 2005

Closed: August 2009

The 2004 tsunami was an unprecedented disaster in the history of Thailand. It not only killed thousands of people, it left thousands more—most of them poor and vulnerable to begin with—without homes and having to deal with the realities of the loss of close relatives. The legal repercussions of these situations are complex and the affected communities continue to face the daunting task of dealing with the legal, administrative, and bureaucratic procedures necessary to put their affairs back in order.

The Thai government's Master Plan for Reform of the Justice Sector 2004–2006, prepared by the office of Justice Affairs of the Ministry of Justice, recognized the need for coordination in the provision of legal aid as a step toward providing access to justice for all levels of society. Based on this Master Plan, the Prime Minister designated the Ministry of Justice to coordinate legal aid.

The objective of the grant was to support the efforts of poor and vulnerable persons affected by the tsunami to rebuild their lives through the provision of legal and related services. The grant was composed of the following components: (a) provision of legal aid to affected persons through subgrants to selected NGOs; (b) legal outreach to communities, to include training programs and workshops as well as public awareness campaigns; and (c) outreach to women and children.

## **Thailand**

### **Out-of-Court Mediation Capacity Building Grant (P077902)**

IDF Grant (TF No. 50491) for US\$400,000

Approved: September 2002

Closed: March 2004

As Thailand emerged from the 1997 financial crisis, there remained the nagging problem of unresolved nonperforming loan cases (NPLs). The progress of corporate-debt restructuring to resolve NPLs was thought to be moving slowly and in need of acceleration to sustain recovery in both the financial and corporate sectors. At the same time, a considerable volume of case backlog was burdensome to the courts, and expedited judgments were not possible. In mid-2000, the government introduced out-of-court mediation as an alternative to trial. Mediation has long existed in the Thai judicial system in the form of traditional in-court mediation. Out-of-court mediation was considered an innovative approach, in that mediators are independent professionals, not judges. The government anticipated that an effective new voluntary mediation framework would help lessen the backlog of cases in the courts, speed up the resolution of NPLs, and restore the health of the financial and corporate sectors. The Thailand–World Bank Partnership for Development (the CAS), prepared in 2002, identified the competitiveness of the financial and corporate sectors as one of the development pillars most important to Thailand.

The objectives of the grant were to support the Alternative Dispute Resolution Office (ADRO) within the Office of the Judiciary to strengthen its institutional capacity to administer out-of-court mediation for financial disputes, in particular for disputes involving NPLs, and to promote public understanding and awareness of the benefit of an out-of-court mediation process. The main grant components were (a) the development of a training curriculum and subsequent training for registered mediators and ADRO administrators, to include the fundamentals of out-of-court mediation for financial disputes and NPL cases, international best practice and techniques on mediation, and case studies to enhance mediation skills; (b) the development of mediation rules, a code of conduct, and an operation manual (collectively the “RCM Standards”) based on international best practices and consistent with Thailand’s laws and regulations; and (c) the development of a market communications strategy and the execution of a plan to promote public understanding and awareness of the benefits of out-of-court mediation for financial disputes and NPLs as an alternative to trial.

## **Timor-Leste**

### **Institutional Development of the Ombudsman (P082581)**

IDF Grant (TF No. 52630) for US\$300,000

Approved: November 2003

Closed: December 2007

As part of its efforts to rebuild an independent government, the Republica Democratica de Timor-Leste established an independent oversight body—Provedor de Direitos Humanos e Justiça—an ombudsman-type office. This institution has two important mandates: to fight corruption and to promote good governance and respect for the rule of law. This grant's purpose was to support the creation and the institutional development of the Provedor's office. The grant aimed to facilitate the development of an effectively functioning organization that is able to safeguard the fundamental rights of the Timorese people.

The grant supported three main activities: (a) providing technical assistance and training for establishing the structure and systems of the Provedor's office; (b) establishing the systems and capacity that will enable the Provedor to function in a credible, transparent, and technically competent manner (for example, technical assistance in anticorruption activities and good governance and training in establishing the rules and procedures of the office); and (c) improving citizen awareness of and access to the Provedor's services and resources by undertaking initiatives such as outreach services and a national information campaign on citizens' rights.

## **Vietnam**

### **Managing Legal Sector Reforms Project (P081238)**

IDF Grant (TF No. 52509) for US\$300,000

Approved: June 2002

Closed: September 2006

The purpose of the grant was to support capacity-building initiatives for the Ministry of Justice and other related agencies in the areas of strategic management in Vietnam. The project aimed to assist the government in its efforts to improve and effectively implement its strategy for the development of its legal system.

The grant supported three main activities: (a) developing strategic leadership capacity, including the capacity to formulate policy alternatives and disseminate international best practices in the management of legal reforms; (b) strengthening the capacity of the Secretariat for Legal System Development established within the Ministry of Justice to provide support for the implementation of the strategy for legal development; and (c) developing and promoting coordination between both local agencies and international donors.



**Vietnam****Supporting Citizens' Rights (P124089)**

NTF Grant (TF No. 97849) for US\$300,000

Approved: March 2012

Closing Date: September 2012

The work of the Bank in Vietnam has, to date, been oriented towards strengthening the abilities of the government to deliver on its obligations with regard to the economic and social rights of Vietnamese citizens. There has been considerable progress on this “supply side” of ensuring rights, particularly in identifying poor and vulnerable groups, strengthening the delivery of basic services to these groups, and adopting policies that allow these groups to participate in economic growth. The government seems keen to increase its transparency and accountability, opening the space for actors such as the Bank to engage more in the “demand side” of ensuring rights—supporting mechanisms that empower Vietnamese citizens to claim their rights according to national and international law.

As this will be the Bank’s first foray into these issues in Vietnam, the Nordic Trust Fund will be used to explore entry points and determine what is feasible for a more sustained engagement in the future. At the time of task initiation, four components were envisioned: (i) raising awareness through the media, (ii) working with People’s Councils; (iii) improving justice delivery systems and the provision of legal aid; and (iv) training local civil servants.

## REGIONAL ACTIVITIES

### East Asia and the Pacific Justice for the Poor (EAP-J4P) Initiative

TF No. 71124 for US\$11,535,000 to date

Approved: August 2008

Closing Date: December 2015

Justice for the Poor (J4P) is an analytical and operational program housed in the Justice Reform Practice Group (LEGJR) of the Legal Vice Presidency of the World Bank with the following objective: *To influence the theory and practice of development in contexts where engaging with legal pluralism presents a central challenge to promoting equity and managing conflict.* J4P thus supports the emergence of legitimate and effective justice institutions in contexts characterized by institutional fragility, legal pluralism, and acute inequalities in power, wealth, and access to services. The program

aims to improve justice service delivery and to support sustainable and equitable development processes across sectors by addressing ways to manage grievances and conflict stresses. To do this, J4P undertakes research and analysis, provides technical assistance, and engages in policy and operational work, often in conjunction with other Bank and donor teams.

Building on formative engagements in Indonesia (2002), Cambodia (2005), Sierra Leone (2007), and Kenya (2007), the World Bank and AusAID partnered to establish the East Asia Pacific (EAP) J4P program 2008–2012 (which has subsequently been extended to the end of 2015). This partnership was premised on mutual recognition of the limitations of conventional approaches to justice reform, which tend to focus on capacity building of formal (state) justice institutions and the content of particular laws, with effective reform understood as compliance with international standards (best practices), and a convergence of both agencies' priorities and principles of approach regarding the desirability of exploring the efficacy of alternative strategies. The partnership was designed with two purposes: first, to enable a regional expansion of J4P activities in order to define and test alternative approaches to justice reform that focus on deep engagement with social and political processes and a wider range of state and nonstate institutions; and second, to leverage the multidisciplinary and cross-sector reach of the Bank and the regional expertise of AusAID to “inform and enhance the effectiveness of justice sector and broader sectoral and governance programming supported by both organizations.”

The regional program is currently active in Timor-Leste, Vanuatu, Indonesia, Solomon Islands, and Papua New Guinea, with projects focusing on access to justice, land and natural resources, and service delivery. Examples of J4P's EAP program include:

#### J4P's Core Principles

- A focus on the **viewpoint of the user** of the justice system, particularly the poor and marginalized.
- The need for detailed understanding of the way law works in a particular social and political **context**.
- The **importance of demand** in the development of equitable justice systems.
- The challenge of **justice as a cross-cutting issue** for the practice of development.

**Indonesia****Supporting the Implementation of Indonesia's National Strategy on Access to Justice**

US\$1.7 million

The overall objective of the proposed program is to increase the capacity of Indonesian institutions to implement the National Strategy on Access to Justice. This objective will be achieved through the implementation of the following three components and activities: (i) design of a modality to implement the National Strategy, with activities implemented in at least 30 districts; (ii) improvement of the effectiveness of national arrangements for policy coordination and planning for the implementation of the National Strategy; and (iii) analytical work on innovative approaches to enhance access to justice for the poor and marginalized.

**Papua New Guinea****Political Economy of Local Development Planning, Resource Allocation, and Benefit Sharing in Papua New Guinea**

US\$375,000

The overall objective of the project is to better understand the way resources are planned and spent, and how they impact communities at the district and subdistrict levels in Papua New Guinea. While the politicization of local-level planning and resource allocation in Papua New Guinea has been widely noted, there is a dearth of evidence-based analysis of the interactions among the lower levels of government, administrative units, and communities in terms of development planning, financial decision making, and benefit sharing; the impact of resource allocation mechanisms on local disputes; and how these are raised, managed, and resolved.

The research is relevant to Bank projects engaged in local service delivery and in improving mineral resource management. The work will also be of use to development partner activities such as the AusAID-supported subnational strategy and democratic governance program and the European supported rural service delivery work.

**Solomon Islands****Justice Delivered Locally**

US\$1.5 million

The Solomon Islands Government (SIG) is engaging with the issue of how to localize justice services. This includes grappling with questions of how to recognize customary authority within the formal legal system, a process that can best be described in terms of "hybridization." The Ministry of Justice and Legal Affairs has already carried out some work in this regard under a program known as Justice Delivered Locally (JDL), which seeks to inform and support innovation aimed at enhancing access to justice. In support of the program, the ministry wishes to undertake in-depth research and

consultation to inform decision-making areas that are explicitly detailed in government policy. The research proposed under this project is designed to support the JDL program.

The project has five main objectives: (i) assess the status of current institutions (both formal and informal); (ii) determine what it is that people want from their justice systems; (iii) support interventions aimed at enhancing access to justice; (iv) mould government thinking on a range of local justice matters; and (v) build the capacity of the ministry to advance SIG policy in an evidenced-based manner.

### **Timor Leste**

US\$1.9 million

The J4P program supports analytical and advisory work linked to the development agenda of the Government of Timor-Leste and the World Bank's country program. From 2008–11, the program undertook two major streams of work. The first related to local governance, and explored how the government's substantial expenditure on development programs was affecting traditional decision making, power dynamics, and dispute-resolution processes at the local level. A second stream of work supported a framework of fair negotiation between investors and communal landholders to produce more durable and equitable deals and to promote greater equity in the distribution of benefits for all community members. The program also provided technical assistance to the Ministry of Justice regarding options for the regulation of communal land under the draft Land Law.

Building on this previous work, in 2012 the program entered into a second stage and activities now focus on three main project areas: (i) infrastructure: increasing the voice of poor and vulnerable groups around infrastructure projects for better development outcomes; (ii) land policy and administration: supporting national dialogue and advocacy on land policy and administration to enhance evidence-based policy discussions around land reform; and (iii) urban state land: developing national systems and capacities to manage urban state land more sustainably and equitably. Urbanization is increasing in Timor-Leste and tenure insecurity represents a significant challenge.

### **Vanuatu**

#### **Land Sector Framework and Law and Justice Sector Strategy**

US\$2.3 million

The first phase of J4P Vanuatu (known in the local language as *Jastis Blong Evriwan*) supported the Government of Vanuatu's Priorities and Action Agenda (2006–2015) to promote equitable development and access to justice through constructive engagement and interaction between formal and customary systems of governance. Activities involved in-depth research into land leasing issues, the facilitation of policy dialogue, and understanding community decision making and dispute-resolution processes to contribute to the better understanding and improvement of justice and service delivery in Vanuatu.

Building on initial efforts, current activities focus on three main areas of work: (i) land leasing; (ii) land, justice, and infrastructure; and (iii) urban land governance. The objectives of the projects are to: (a) contribute to evidence-based policy dialogue through

improved knowledge; and (b) build capacity within key government agencies and other stakeholders to manage and conduct research, and develop policy and programs that respond to this context.

For a complete description of J4P, programs and projects, please visit [www.worldbank.org/justiceforthe poor](http://www.worldbank.org/justiceforthe poor).

**Strengthening Networking and Knowledge Sharing between “ASEAN Plus”  
Judicial and Legal Institutions (P095293)**

IDF Grant for US\$300,000

Approved: April 2005

Closed: September 2008

The purpose of the grant was to strengthen regional collaboration on judicial reform by establishing a knowledge network to facilitate knowledge sharing and management between “ASEAN Plus” higher judicial and legal institutions. The grant was developed on the request of the chief justice of the Philippine Supreme Court and included technical assistance to establish and coordinate an ASEAN-wide network of Supreme Court justices. The grant’s objective was to enable the members of the network to share lessons learned from designing and implementing judicial reforms, obtain consensus on approaches to adjudicating transnational/cross-border economic and trade issues, and establish knowledge sharing and knowledge management mechanisms between ASEAN countries. The grant also complemented ASEAN government initiatives to support legal and judicial reform and address unnecessary trade barriers.

## EUROPE AND CENTRAL ASIA REGION

Justice sector institutions in World Bank client countries across Europe and Central Asia have undergone and continue experiencing significant change. Since the 1990s, the World Bank has technically and financially supported these institutions in their efforts to address dysfunctions that impede economic and social development. Poorly performing courts cannot fulfill their role as arbiters and effectively enforce the rules of the game. This undermines the effectiveness of legal and regulatory frameworks in financial and economic sectors, as neither government nor private sector actors are held accountable for noncompliance with the rule of law. The lack of well-functioning, accessible, and affordable dispute-resolution mechanisms can also weaken social stability and exacerbate fragile and conflict-ridden situations.

Today, the justice systems across Europe and Central Asia, as well as their performance, vary widely. Although virtually all of them fall within the civil law system and trace their legal origin to one of the principal Roman law-based traditions (French, German, or Russian), they all have certain national characteristics and have diverged from each other over time. With the exception of Turkey, all were seriously affected by the legacy of the Soviet period. The extent of that impact and legacy, however, differ considerably, and some have made significant progress since that time on improving the functioning of their justice sector institutions towards a performance level similar to that in long term OECD countries in Western Europe. For others, progress in this regard has proved more challenging.

Despite these differences, there are factors of convergence that have more recently affected the justice systems throughout the Europe and Central Asia region. The impact of globalization and its pressure for some common standards and frameworks is one of them. The technical assistance provided by donor agencies has also led to some common developments in the way laws and institutions have taken shape. With the exception of the Central Asian countries of Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan, all of the countries in the region are members of the Council of Europe and have thus ratified the European Convention on Human Rights and accepted the jurisdiction of the European Court of Human Rights, including the right of individuals to file a case against their country for noncompliance with the right to a fair trial within reasonable time (article 6). The European Union (EU) and its *acquis communautaire* also continue to have a strong normative influence, especially in countries that have become or are in the process of becoming member states. Even for those countries without prospective membership, European standards are very much present in justice reform debates.

The World Bank continues working with its clients in Europe and Central Asia, together with its local and international partners to address ongoing justice sector challenges. This work can translate, for example, into stand-alone justice reform lending operations, broader public sector projects with justice reform elements, justice reform grants, fee-for-service arrangements, or analytical and advisory activities.

## **Albania**

### **Legal and Judicial Reform Project (P057182)**

Credit No. 3327-AL for US\$9.0 million (equivalent)

Approved: March 2000

Closed: September 2005

The Government of Albania adopted a comprehensive reform program to strengthen the country's institutional and governance capacity and its ability to enforce its laws and regulations. In its National Strategy for Social and Economic Development Progress Report dated May 8, 2003, the government stressed judicial reform as a priority in terms of improving judicial efficiency and fairness and improving access to justice, especially for disadvantaged Albanians. The Legal and Judicial Reform Project focused on some of the most important elements that underpin a more effective and transparent functioning of the state based on the rule of law.

The objective of the project was to provide resources for technical assistance, training, goods, and works that were needed to implement aspects of the government's institutional agenda for legal and judicial system reforms. The project had four main components: (a) improving legal education, (b) strengthening the justice system, (c) enhancing ADR, and (d) improving the dissemination of legal information.

## **Armenia**

### **Institutional Capacity to Develop and Implement an Anti-Corruption Strategy (P072735 )**

IDF Grant (TF No. 27416) for US\$299,800

Approved: February 2001

Closed: May 2004

As early as 1999, the Government of Armenia requested the Bank's assistance in its fight against corruption. A workshop held in Yerevan to discuss the Bank's Institutional and Governance Review for Armenia discussed the key institutional issues needed to be addressed to improve state effectiveness, accountability, and transparency. Subsequently, several consultations between the government, civil society, and donors were held to discuss these issues further. The IDF was seen as an effective means to promote civil society involvement. The resulting grant's objectives were to: (a) strengthen the central government's capacity for coordination and policy development; and (b) put in place a consultative and transparent process for formulating and monitoring the implementation of an anticorruption strategy involving government, civil society, and development partners.

The grant itself entailed the following activities: (a) strengthening the capacity of the Office of Government of the Republic of Armenia to develop and oversee the implementation of an anticorruption strategy; (b) institutionalizing civil society involvement in the development, implementation, and monitoring of an anticorruption strategy, including analysis and publication of the results of a previously prepared survey of service delivery/corruption; (c) developing a draft anticorruption strategy and disseminating it publicly to promote public discussion; (d) preparing recommendations to

the government based on discussions of the draft strategy; and (e) developing indicators to measure the implementation impact of the anticorruption strategy.

## **Armenia**

### **Judicial Reform Project (P057838)**

Credit No. 3417-AM for US\$11.4 million (equivalent)

Approved: September 2000

Closed: December 2006

Since its independence in 1991, Armenia has become one of the fastest growing economies in the region due to a rapid transition to a market-oriented economy. From 1997 to 1999, key legislation was passed to transform the country's Soviet justice system into a modern, three-tiered judiciary. During this period, the government undertook a number of complementary reforms to establish the basis for a modern judiciary. The objective of this first Judicial Reform Project was to assist in the development of an independent, accessible, and efficient judiciary in the Republic of Armenia. The project aimed to promote good governance, rule of law, and economic growth.

The project had six main components: (a) strengthening the institutional capacity of the judiciary; (b) rehabilitating judicial infrastructure; (c) developing a comprehensive institutional base for continuing education for judges and court personnel; (d) strengthening the enforcement of court decisions; (e) developing a comprehensive legal information system accessible to judges, legal professionals, the business community, and citizens; and (f) promoting public awareness of laws and public institutions.

## **Armenia**

### **Second Judicial Reform Project (P099630)**

Credit No. 4265-AM for US\$22.5 million (equivalent)

Approved: March 2007

Closing Date: December 2012

The Second Judicial Reform Project in Armenia has two primary objectives: (a) to provide Armenia's judiciary with the administration, facilities, and expanded capacity necessary to improve the efficiency, reliability, and transparency of judicial operations and services, and (b) to continue to improve public awareness of judicial services and access to legal and judicial information.

The project has six components to support these objectives. The first is to strengthen judicial governance and administration, which will be achieved by developing capacity in the Council of Justice, building an effective judicial department, and expanding judicial automation. The second component is comprised of courthouse construction or reconstruction to house the Court of Cassation, the new judicial department, as well as regional first instance courts based on the revised judicial map. The third project component is the establishment of a judicial training school that will become the permanent judicial training facility, and the development of a training curriculum. The fourth component is to improve the enforcement of judicial decisions, and the fifth consists of strengthening arbitration services. The final component expands access to legal information and public awareness. The project is also supported by a



Japanese Population and Human Resources Development (PHRD) cofinance grant of US\$3.0 million and a Dutch cofinance grant of €4.0 million.

## **Azerbaijan**

### **Judicial Modernization Project**

Credit No. 42090-AZ for US\$21.6 million (equivalent) (P099201)

Approved: June 2006

Closing Date: June 2013

Loan No. 80680 for US\$24.2 million and Credit No. 49610-AZ for US\$9.2 million (equivalent) (P125741)

Approved: June 2011

Closing Date: December 2014

The objective of the project is to assist the Azerbaijani authorities in developing and implementing the initial phases of a long-term judicial system modernization program. This project seeks to build capacity in order to achieve incremental improvements in efficiency, citizen information, and the system's ability to handle future demand.

The project is being implemented through four components. First, the project is strengthening the overall management capacity of judicial institutions, through enhancements to their planning systems and proposals for judge evaluations. Second, court facilities and infrastructure are being improved to better support accessibility, bolster user confidence, and meet growing demand. Third, the overall professionalism of judges and staff is being strengthened by increasing the number of trainees. The fourth component involves improving the availability of and access to legal and judicial information and services among, *inter alia*, businesses and other target groups of pilot programs. Monitoring and evaluation efforts are also financed under the project. This project was also supported by a Japanese PHRD cofinance grant of US\$3.0 million. Combined additional financing of US\$33.4 million was approved by the Board of Executive Directors of the IBRD and IDA on June 7, 2011. The additional IDA credit and IBRD loan will help finance the costs associated with a financing gap for the construction of courthouses and the inclusion of new technical assistance activities in the project.

## **Belarus**

### **Enhancing Institutional and Legal Framework for Environmental Permitting (P103889)**

IDF Grant (TF No. 58127) for US\$440,000

Approved: January 2007

Closed: October 2010

Arising from cooperation with the Bank and other organizations (for example, the Swedish Environmental Protection Agency and the Environmental Action Programme (EAP) Task Force of the Organisation for Economic Co-operation and Development, or OECD), this grant is the result of several years of dialogue with the Government of Belarus on the need to reform Belarus's environmental permitting system. The overall

transition toward EU-style integrated permits for large industrial installations and streamlined permits for smaller plants has been accepted as a target by the Ministry of Natural Resources and Environmental Protection (MNREP) and endorsed by several industrial leaders. Belarus committed itself to implementing the environmental strategy decided at the Kiev ministerial meeting in 2003 and participated in the OECD's program to introduce integrated permitting and self-monitoring.

This IDF grant responded to a MNREP request and funded activities supporting the ministry in establishing the legal and institutional basis for integrated environmental permitting. The new permitting system effectively protects the environment and improves the investment climate by reducing bureaucratic red tape, corruption, and transaction costs to industry. The focus of this grant was on legal reform and building institutional capacity.

The main activities and measurable outputs from this IDF grant were: (a) drafting the government's program document on Pollution Prevention and Control in Belarus; (b) establishing a system for the elaboration of the BAT technical guidance notes, including developing and publishing pilot technical guidance notes for two priority industrial sectors; (c) proposing key legal reform packages for an environmental permitting system, including procedures and rules; (d) conducting an inventory of and building an electronic data base for installations that fall under the scope of integrated permitting; (e) providing training in integrated environmental permitting for the MNREP central office staff, regional (oblast) permitting officials, and enterprise environmental managers; and (f) conducting stakeholder consultations, information gathering, and a dissemination campaign.

## **Bulgaria**

### **Combating Corruption: Strengthening Anticorruption Capacity in the Office of the Prosecutor General (P103835)**

IDF Grant (TF No. 58170) for US\$475,000

Approved: January 2007

Closed: October 2010

The objective of the grant was to strengthen the capacity and effectiveness of the Office of the Prosecutor-General of Bulgaria (OPG) in tracking and combating corruption, especially among prosecutors. Corruption among prosecutors in the OPG is considered to be a serious issue in Bulgaria.

The grant was intended to support the OPG in (a) implementing its anticorruption reform program through the provision of expert advice and international best practices to help strengthen accountability, professionalism, and institutional capacity in a strategic manner; (b) building administrative and technical capacity for anticorruption-program implementation by improving such IT systems as the case management system and a module for prosecutors' declarations of income and assets; and (c) expanding its existing cooperation with civil society to increase the external transparency, public accountability, and credibility of its institutional integrity and anticorruption work. Monitoring by civil society organizations was envisaged to provide an external check on the OPG's anticorruption efforts.

## **Bulgaria**

### **Resourcing the Judiciary for Performance and Accountability: A Judicial Expenditure and Institutional Review (P105636)**

Economic and Sector Work

Approved: January 2008

Closed: June 2008

Bulgaria's accession to the EU on January 1, 2007 was preceded by important steps to modernize its judiciary. Significant constitutional, legislative, and procedural changes have impacted the judiciary's structure and functioning. Overall, Bulgaria's judiciary is comparable to other European countries in terms of resource indicators important for judicial functioning. Crucially, though, Bulgaria has a higher case inflow per capita than other EU members, especially with regard to civil and administrative cases. Judicial reform therefore remains a key focus of Bulgaria's policymakers even after the country joined the EU.

This report examined why, given the increasing resources allocated to the judiciary, there seemed to have been only modest improvements in judicial performance. A supply-demand approach was used to review the challenges behind improving judicial performance, focusing on resource allocation and management issues on the supply side and case inflow on the demand side.

Several noteworthy results and impacts followed. Budgeting workshops held in May–October 2007 in preparation for the 2008 budget led to the first ever upstream consultations between the executive and judiciary on judiciary budget strategy and policy. The 2008 judiciary budget resulted in: (a) the lowest ever variation between the budget requested by the judiciary and the appropriation by the legislature; (b) the highest capital budget for the judiciary; and (c) greater control over judiciary personnel expenditures. The 2009 budget process continued the above trends.

The report also identified specific areas where justice sector reforms have started making a difference in people's lives. These include: (i) correcting the misallocation of judicial budget resources at the macro level, for example, the exceptionally low resources for the capital Sofia's courts (which account for 15 percent of all cases and 20 percent of the national backlog and have the lowest case completion rate—with only 1 percent of resources); (ii) focusing attention on the very heavy annual inflow of administrative cases (compared to other EU member states) and subsequent initiation of a policy review to enable easier access to justice for citizens through administrative means while simultaneously reducing court caseloads; (iii) identifying the importance of more effective provision of legal aid for the poor and vulnerable; and (iv) assessing the gains from the introduction of private enforcement agents for enforcing judicial decisions, which made it faster and cheaper for people to enforce court decisions and decrees (recognized as one of the key reforms that propelled Bulgaria to the top of the World Bank's "Doing Business" rankings in 2007). Using the report's methodology, the Ministry has reviewed its capital budgeting policy and process and moved towards more effective planning, design, and budgeting for courthouse renovation and reconstruction, including easier access for the handicapped.

## **Croatia**

### **Court and Bankruptcy Administration Project (P065466)**

Loan No. 4613-HR - US\$5.0 million

Approved: June 2001

Closed: January 2007

The objective of the Court and Bankruptcy Administration Project, a Learning and Innovation Loan, was to assist the Government of Croatia in its efforts to modernize its commercial courts; increase the professionalism and competence of judges, commercial court staff, and bankruptcy trustees; and advance orderly insolvency proceedings. The long-term aim of the project was to establish a legal and institutional framework that can effectively protect private property, enforce contracts, defend economic rights against infringement, and establish a secure environment for private investment.

The project was comprised of five main components: (a) testing a replicable model of court administration and case management at three selected first instance and second instance commercial courts; (b) designing an effective system of management for bankruptcy professionals; (c) training court and bankruptcy professionals; (d) identifying the basic parameters of a legal information system for bankruptcy administration; and (e) increasing awareness of entrepreneurs, bankers, judges, legal professionals, and government officials about bankruptcy and insolvency.

## **Croatia**

### **Institutional Capacity Building for Judicial Efficiency (P082297)**

IDF Grant (TF No. 52014) for US\$350,000

Approved: November 2002

Closed: November 2006

The purpose of this grant was to support the Government of Croatia's efforts to improve judicial efficiency through institutional capacity building. The court leadership, the Ministry of Justice, the administration, and local government were all involved in the process of collecting comprehensive and reliable data on the functioning of courts, conducting an analysis of their findings, and monitoring overall judicial performance within Croatia.

The grant supported four main activities: (a) developing an automated system for collecting, processing, and maintaining court statistics and developing a system of monitoring judicial performance in a number of selected courts; (b) developing workload modules and other judicial performance indicators designed to monitor effectively the caseloads and judicial performance of the legal system; (c) strengthening the institutional capacity of the Supreme Court and judicial councils within large county courts; and (d) managing the procurement and financial aspects of the implementation process.

## **Croatia**

### **Justice Sector Support Project (P104749)**

Credit No. 78880-HR for US\$36.3 million (equivalent)

Approved: April 2010

Closing Date: June 2015

The project contributes to the World Bank's Country Partnership Strategy (CPS) goal of supporting Croatia's EU membership process, and will continue to help sustain the gains from this process by facilitating justice system modernization and the reforms necessary for the country's EU accession.

The objective of the project is to improve the efficiency of Croatia's justice system (courts, prosecution, and the Ministry of Justice) through support for the implementation of key reform legislation pertinent to the EU accession-related modernization of Croatia's justice sector.

The project has four parts: (a) enhancing the efficiency of the court system by the consolidation of the court network, the modernization of operational IT systems for decision making and performance monitoring in courts, the refinement of case management processes, and the improvement of the efficiency of judicial decision enforcement; (b) improving the effectiveness of the State Attorney's Office (SAO) through the consolidation of the SAO network and the rehabilitation of an existing building for the SAO in the city of Pula, institutional capacity strengthening for the SAO, and case management and IT systems; (c) bolstering management functions of the Ministry of Justice by (i) strengthening justice sector resource management and performance management capacity, and (ii) strengthening Ministry of Justice IT systems; and (d) supporting project management and implementation.

## **Croatia**

### **Case Study on Justice and Anticorruption Reforms (P129039)**

Economic and Sector Work

Proposed Approval Date: November 2012

Croatia has implemented significant justice and anticorruption reforms since 2005, part of a broader set of institutional and structural reforms undertaken during the last decade. The objective of this case study is to (i) document Croatia's key justice and anticorruption reforms; (ii) chronicle how they were sequenced and implemented, and how resistance was overcome; (iii) identify the key results and lessons learned from policy and implementation perspectives; and (iv) identify a justice and anticorruption reform agenda going forward. In such exercises, the "how" is of much interest to practitioners, and this will be intensively examined in the case study.

## **Croatia**

### **Justice Sector Public Expenditure and Institutional Review (P122054)**

Economic and Sector Work

Approved: January 2012

Closing Date: November 2012

The objective of this Justice Sector Public Expenditure and Institutional Review (JSPEIR) is to support Croatia's policy makers in their ongoing efforts to improve justice sector efficiency and performance through more effective utilization and management of resources: financial, human, physical, and information technology.

The JSPEIR will attempt to assess (a) resource requirements and institutional arrangements to maintain existing service delivery levels; (b) medium-term resource requirements for more efficient service delivery based on proposed performance indicators/standards; and (c) a cost-benefit analysis model to balance the existing/likely resource envelopes and prioritized sector resource requirements. It will propose a medium-term action plan to achieve the above objectives.

## **Georgia**

### **Judicial Reform Project (P057813)**

Credit No. 3263-GE for US\$13.4 million (equivalent)

Approved: June 1999

Closed: June 2006

The objective of the Judicial Reform Project was to assist in the development of an independent and professional judiciary committed to high standards of judicial ethics and capable of efficient and effective dispute resolution. The project supported key interventions to assist in the establishment of the judiciary as an independent third branch of government. The Council of Justice, a 12-member group appointed by each branch of government, oversaw the project. The Department for Logistical Support to Courts and the Project Implementation Unit handled actual project implementation.

The project had six main components: (a) improving case management and court administration procedures, including computerizing appellate and district courts and providing funds for audio equipment; (b) rebuilding court infrastructure, including training facilities; (c) strengthening mechanisms to enforce court judgments; (d) drafting legislation; (e) designing training programs; and (f) implementing public information and education programs.

## **Kazakhstan**

### **Legal Reform Project (P046046)**

Loan No. 4467-KZ for US\$16.6 million (equivalent)

Approved: May 1999

Closed: October 2003

The Kazakhstan Legal Reform Project was the first comprehensive, institution-building legal and judicial reform project in Central Asia. The objective of the project was to strengthen the legal and regulatory systems and institutions essential to the

functioning of a market economy. The project had four main components: (a) strengthening the legal drafting and institutional capacity of the legislature; (b) enhancing the institutional capacity of the judiciary; (c) disseminating legal information and enhancing public awareness; and (d) improving project management.

## **Kazakhstan**

### **Advisory Support to the Ministry of Justice (P119580)**

Technical Assistance

Approved: June 2010

Closed: June 2011

The objective of this project was to pilot a sustainable approach, based on a partnership between the state, the private sector, NGOs, and international experts, to creating opportunities for gainful employment for current and former inmates and their families, thereby facilitating their socioeconomic reintegration into society. The client was the Ministry of Justice of the Republic of Kazakhstan. The direct beneficiary of the assignment was the Committee for the Penal Enforcement System of the Ministry of Justice of the Republic of Kazakhstan.

## **Kosovo**

### **Judicial Statistics (P109371)**

IDF Grant (TF No. 91272) for US\$486,000

Approved: December 2007

Closed: February 2011

The Kosovo Judicial Council (KJC) began operations in April 2006 after being established by UN Mission in Kosovo (UNMIK) regulation 2005/52. The KJC's mission is to ensure the independence of the judiciary and to administer the judicial system in Kosovo. The KJC adopted a 2007–12 strategic plan for the judiciary, and among the plan's urgent priorities was the reduction of the large backlog of cases before the courts. The modernization and automation of court administration, including the thorough and timely statistical analysis of caseload data, was very important in addressing that backlog and improving the functioning of the courts more generally. The objective of the grant was to build the KJC's capacity to use judicial statistics as an effective management tool to systematically monitor the performance of the courts and optimize their resource allocation. The grant supported the KJC in achieving the following priority outcomes: (a) establishing an electronic database of the existing backlog of cases to allow the KJC to effectively track these cases and identify appropriate resource requirements for accelerating their disposition, and (b) training court staff in using the case management information system.

## **Kosovo**

### **Private Sector Development Technical Assistance (P071265)**

Trust Fund No. 27806-KOS for US\$3.0 million

Approved: March 2001

Closed: June 2004

As part of the Transitional Support Strategy for Kosovo and the joint European Commission (EC)/World Bank Program for Reconstruction and Recovery in Kosovo, the objective of the Private Sector Development Technical Assistance project was to improve the business environment for private sector growth. The project had three main components. First, it sought to establish a modern company registry system by: (a) designing a legislative/administrative instrument establishing the new business registry, (b) developing infrastructure technology for the new registry, (c) supporting the business registry application and database development, and (d) developing a public information campaign on the new business registration system and training key personnel at the commercial court.

Second, the project was aimed at strengthening the capacity of the commercial and supreme courts and improving the quality of legal services by: (a) training commercial court judges and legal practitioners, (b) drafting commentaries for the new package of commercial regulations, (c) assisting the judges of the commercial court, (d) establishing a law library in the commercial court, and (e) developing a pilot legal aid program focused on small businesses. Finally, the project was designed to assist in the development of basic accounting standards and training for local accountants.

## **Kyrgyz Republic**

### **Court Information and Management System Development (P079932)**

IDF Grant (TF No. 51419) for US\$350,000

Approved: May 2002

Closed: March 2006

The purpose of this grant was to assist the Kyrgyz Republic in the development of an information management system for courts of general jurisdiction. The proposed information management system included a legal database of court decisions, a case management system, and a record management system for the collection and maintenance of court statistics.

The grant supported seven main activities: (a) undertaking an analysis of the courts' workload distribution and developing an automated case management system; (b) evaluating the case management system after development and installation; (c) providing training for judges and other court personnel on the new court information and management system; (d) supporting study tours for judges and other court personnel to assist them in the implementation and operation of the new court information and management system; (e) developing an automated system for collecting, processing, and maintaining court statistics and monitoring performance indicators; (f) acquiring the necessary equipment and software; and (g) strengthening the management and monitoring of project activities.



**Kyrgyz Republic**  
**Judicial Reform Diagnostics (P107315)**

Economic and Sector Work

Approved: June 2010

Closed: September 2011

The objective of the assessment was to provide an analysis of the institutional and operational issues and obstacles that constrain the functioning of Kyrgyzstan's legal and judicial system. The assessment provided recommendations for overcoming key constraints both at the policy and the implementation levels. Recommended actions provided the Kyrgyz government with initial steps towards developing an efficient, effective, transparent, and accountable legal and judicial system. The Judicial Diagnostic was launched at a workshop in Bishkek on June 7, 2011, with the participation of Kyrgyz officials, civil society representatives, and donors.

**Latvia**

**Implementation of Laws Governing Administrative Procedures and Information Openness Project (P078062)**

IDF Grant (TF No. 50647) for US\$279,000

Approved: March 2002

Closed: March 2005

The purpose of the project was to provide support to the Ministry of Justice of Latvia as it strengthened the new Administrative Procedures Law and the Law on Information Accessibility. The project also aimed to improve operations in appellate bodies within the public administration, upgrade training programs for judges and civil servants, enhance the impartial application of the law, and provide education to the public about rights and responsibilities under the law. Historically, the Latvian public has viewed the state as an oppressive body rather than an institution with responsibilities to organize public life. It is therefore hoped that the project activities assisted in altering the negative perceptions of the state.

The grant supported six main activities: (a) developing compensation mechanisms for wrongful decisions by public servants in cooperation with the Ministry of Finance so that they are designed in accordance with the country's budget capabilities; (b) developing administrative appeal mechanisms within various ministries and administrative bodies in line with a new Latvian draft law; (c) strengthening judicial capacity and training; (d) creating training programs for public officials, including training for trainers, and developing a manual on administrative procedures law; (e) creating public education programs, including the preparation of materials and information sessions on the new law; and (f) strengthening the capacity of the State Data Inspectorate, the institution in charge of the implementation of the law on data protection, and other public bodies.

## **Latvia**

### **Institutions in Charge of the Fight Against Corruption (P087998)**

IDF Grant (TF No. 53946) for US\$235,000

Approved: September 2004

Closed: September 2007

The Latvian parliament created a commission dedicated to anticorruption efforts despite tight budget constraints due to the EU accession process. The two main purposes of this grant were to: (a) build capacity in the Prevention Department of the Corruption Prevention Bureau (CPB) and the (then) recently created anticorruption parliamentary commission, and (b) strengthen the capacity of the anticorruption community of NGOs.

Activities supported by the grant included: (i) developing an action plan for the Prevention Department of the CPB to identify strategic priorities, build consensus inside and outside the public sector, and identify staff and resources to implement the plan; (ii) developing an *ex-ante* conflict-of-interest system, including an operational manual and guidelines for conducting *ex-ante* reviews to assist politicians and other senior officials in identifying and resolving potential conflicts of interest upon entry into office; (iii) developing and piloting a methodology for conducting corruption-vulnerability assessments to identify institutional arrangements that exacerbate the risk of corruption for training CPB staff; (iv) strengthening NGO participation in corruption prevention and monitoring by inviting them to participate in vulnerability assessments and monitoring of key public procurement activities; and (v) strengthening the capacity of the parliamentary commission on anticorruption by developing and introducing a code of ethics for parliamentarians (with provisions on lobbying) and evaluating the reasons for the high cost of campaign finance.

## **Macedonia**

### **Legal and Judicial Implementation and Institutional Support Project (P089859)**

Loan No. 4823 for US\$ 12.4 million (equivalent)

Approved: June 2006

Closed: June 2012

The objective of the Legal and Judicial Implementation and Institutional Support Project was to contribute to the improvement of judicial efficiency and effectiveness and thereby help to improve the business climate in the Former Yugoslav Republic of (FYR) Macedonia. It supported this improvement by (a) enhancing ministerial and judicial capacity to systemically implement the government's Judicial Reform Strategy and key laws, and (b) improving judicial infrastructure. The project consisted of three components. The first, ministerial and judicial capacity building, strengthened the capacity of key institutions in the justice system and supported the implementation of the proposed law on the judicial council, the new bankruptcy law, and the new legal framework for administrative disputes. The new framework included subcomponents focusing on (i) improving the quality of judicial management and the judiciary, (ii) supporting administrative inspections and the administrative dispute-resolution process, and (iii) improving bankruptcy administration. The second component, improving court infrastructure, bolstered the implementation of the new law on courts by supporting the

construction and rehabilitation of courthouses in FYR Macedonia. The third component, enhancing judicial information technology systems, helped to strengthen the supply and analysis of statistical and other information for the management and functioning of the justice system.

## **Moldova**

### **Reforming Courts (P099728)**

IDF Grant (TF No. 56346) for US\$380,000

Approved: December 2005

Closed: May 2010

The government's Economic Growth and Poverty Reduction Strategy Paper (EGPRSP), approved in 2004, and its subsequent action plan included justice reforms that focused on the legal empowerment of the poor and institutional reform within the justice sector. In 2005, the Bank finalized its Justice Sector Assessment, which provided the analytical basis for the grant activities. The assessment's main recommendations were to: (i) modify Moldova's judicial map, streamlining decision-making procedures and court operations by reducing procedural formalism, (ii) increase the transparency of managerial decisions, and (iii) through court and case management reform, introduce a more strategic approach to management with a focus on the training and education of judges, including on integrity issues.

The objective of the grant was to enhance the judiciary's performance with a special focus on commercial jurisdictions through improved court organization, more strategic and results-focused management, and more streamlined commercial decision-making procedures. The grant was aimed at: (a) improving court organization; (b) strengthening court management through improvements to the performance measurement system and strategic human resource management; and (c) streamlining commercial court procedures through an assessment of commercial court procedures and the development of new case management procedures.

## **Romania**

### **Judicial Reform Project (P090309)**

Loan No. 4811-RO for US\$130.0 million (equivalent)

Approved: December 2005

Closing Date: March 2013

The project's main focus is increasing the efficiency and accountability of the judiciary, which should, in turn, result in a reduced case backlog, speedier court proceedings, and more transparent acts of justice. In order to reach the goals of efficiency and accountability, the following areas are supported in the project: (a) the upgrading of court infrastructure and automation; (b) court administration reform, including a program of case-delay reduction and the reorganization of internal working arrangements in courts; and (c) institution building for the main judicial governing bodies (for example, the Superior Council of Magistracy, the High Court of Cassation and Justice, and the Ministry of Justice). Key indicators to measure success include: (i) improving the capacity of the court system to adjudicate disputes (in terms of fairness, speed,

affordability, and enforcement decisions); (ii) improving court facilities in line with international standards; (iii) improving the public image of the judiciary; and (iv) enhancing the competence, professionalism, and integrity of judges and court staff.

## **Romania**

### **Programmatic Adjustment Loan Project (P008791)**

Ln. 4752-RO for US\$150.0 million (equivalent)

Approved: September 2004

Closed: March 2005

The project reflected the government's overarching objectives of establishing solid economic growth, reducing poverty, and joining the EU. These objectives were addressed by focusing on five key, cross-cutting themes: (a) establishing public sector accountability, (b) instilling financial discipline, (c) instituting regulatory reforms, (d) following good social and environment risk-management practices, and (e) ensuring property rights. The program was divided into two parts: reforming core public sector institutions and processes and targeting the public/private interface and regulation of markets.

The justice sector reform component aimed to strengthen capacity within the courts and improve institutional and case management processes. It also aimed to rationalize the network of the Romanian courts and review the courts' jurisdictions by geography and subject matter. The justice sector reform component was comprised of three subcomponents: (a) developing a regulatory framework and training for court managers, (b) establishing a court statistics and judicial performance monitoring system, and (c) developing a plan for court system rationalization.

## **Romania**

### **Strengthening Institutional Capacity Building for Legal Drafting and Regulatory Management (P077765)**

IDF Grant (TF No. 51246) for US\$250,000

Approved: February 2002

Closed: August 2005

The purpose of the grant was to enhance the capacity of government agencies involved in legal drafting and regulatory management, including the Ministry of Justice, the parliament's Legislative Council, and the Ministry of Public Finance.

The grant supported five main activities: (a) developing an effective framework for legal drafting; (b) designing regulatory impact assessments and providing training to the agencies that carry out the assessments; (c) developing performance monitoring procedures for new legislation and providing technical assistance and training for their implementation; (d) establishing transparency (anticorruption) procedures in the drafting process; and (e) strengthening budget management.

**Russian Federation**  
**Judicial Reform Support Project (P089733)**

Loan 4849-RU for US\$50.0 million

Approved: February 2007

Closing Date: March 2014

The Judicial Reform Support Project for the Russian Federation aims to strengthen judicial transparency and efficiency in courts financed by the project. The project consists of four main components. The first involves institutionalizing judicial transparency and accountability. It includes: (a) periodic surveys of users of judicial services on access to, quality of, and satisfaction with judicial services and the enforcement of judicial decisions, along with public dissemination of the survey results; (b) research and analysis on the further development of transparency, openness, and accessibility of judicial decisions, processes, and practices, including the mandated publication of judicial decisions, as well as analyses of the introduction of modern information and communications technologies in judicial systems and the further integration of Russia's judicial system; (c) the creation, implementation, and dissemination of common case management standards, guidelines, and procedures; (d) the development and piloting of criteria, indicators, and a policy to assess and periodically report on the effectiveness of the judicial system, along with related capacity building and a needs assessment for human capital development in the judiciary to inform policy and strategy updates; and (e) the development and implementation of communications and change management strategies to promote judicial reform.

The second component consists of harnessing information and communications technology for judicial transparency and effectiveness. The objectives are to (a) improve judicial transparency through the publication and public dissemination of judicial decisions at every level in the three branches of the judiciary, and (b) enhance judicial effectiveness through the implementation of shared (or standardized) ICT solutions.

The third component finances (a) IT-related education and training for judges and court personnel for the constitutional court, the courts of general jurisdiction, the Supreme Arbitration Court, and the Judicial Department, and (b) knowledge exchange, including seminars, workshops, and so forth, for the judiciary.

The fourth component finances (a) logistical and secretarial support for the Inter-Agency Coordination Council and the operating costs of the Bureau of Economic Analysis, (b) expert technical ICT support for the judiciary, and (c) the implementation of a project results framework as well as monitoring and evaluation indicators.

**Russian Federation**  
**Legal Reform Project (P008831)**

Loan No. 4036-RU for US\$58 million (equivalent)

Approved: June 1996

Closed: December 2005

The objective of the Legal Reform Project was to improve the performance of the Russian legal system in key areas to support the effective functioning of market institutions. The project aimed to assist economic growth by providing a legal framework

to protect private property, defend economic rights, and provide a secure environment for investment and market relations. The project was implemented in the first six years by a quasi-governmental organization, the Russian Foundation for Legal Reform, which is managed by a board of trustees. In the latter years of implementation it was managed by the Bureau of Economic Analysis.

The project had four main components: (a) enhancing legal drafting by improving the legislative framework at both the federal and regional levels; (b) collecting and disseminating legal information; (c) undertaking legal education and public education campaigns, including supporting eight law schools in their efforts to produce innovative teaching materials and implement activities aimed at increasing public awareness; and (d) supporting judicial reform and ADR initiatives.

### **Russian Federation**

#### **Strengthening Access to Justice for the Poor**

JSDf Grant (TF No. 90655) for US\$1,896,800

Approved: August 2008

Closing Date: August 2012

The grant development objective is to make the justice system more accessible and accountable to the needs of the poorest and most vulnerable social groups in two participating regions (Leningrad region and Perm krai) in the Russian Federation. The grant's components consist of: (a) building community-based networks for the integrated provision of free legal and social services targeted at the poorest and most vulnerable groups; (b) creating local capacity for monitoring the judicial system's treatment of poor litigants; and (c) developing local initiatives for legal and social support for juvenile offenders, a key vulnerable group in Russian society today.

### **Serbia**

#### **Justice Sector Support Project (P110249 and P121377)**

Multi-Donor Trust Fund (TF No. 71171, 71444, 97118)

Approved: December 2008

Closing Date: December 2015

The multi-donor trust fund Justice Sector Support Project (MDTF-JSS) was established during 2008 to support Serbia's EU accession process. The trust fund became effective in early 2009 and aims to strengthen aid effectiveness and donor coordination in Serbia's justice sector through implementation of a coordinated work program, financed by pooled financial contributions from Serbia's development partners.

The MDTF-JSS was initially established as a World Bank-executed project. In mid- to late 2009, it became clear that the MDTF-JSS could better achieve its objectives through execution of activities by the beneficiary as well as the World Bank. A new grant agreement was signed by the World Bank in September 2010, and by the Serbian Ministry of Finance the following December. The trust fund is now a hybrid executed by these two institutions.

The five main components of the project are: (i) institutional capacity building, (ii) resource management and aid coordination, (iii) strengthening of the legal and institutional environment, (iv) modernization of judicial facilities and infrastructure, and (v) outreach, monitoring, and evaluation to track and report progress on justice sector reform progress and impact.

## **Serbia**

### **Justice Public Expenditure Review**

Economic and Sector Work

Approved: May 2009

Closed: December 2009

The objective of this public expenditure and institutional review was to contribute to the strengthening of the performance of the judiciary in Serbia through more efficient and effective use of financial and human resources. Accordingly, the review aimed to provide input to the design of the next phase of reform of the Serbian judiciary and thereby facilitate Serbia's EU accession process. The audience for the review was a group of key actors driving judicial reforms, including elected decision makers, officials in the Ministry of Justice and the High Judicial Council, state prosecutors, civil society representatives, and international partners.

## **Serbia**

### **Strengthening the Court Administration System (P079989)**

IDF Grant (TF No. 52068) for US\$300,000

Approved: June 2002

Closed: September 2006

The purpose of this grant was to assist the Ministry of Justice and the judiciary in Serbia to develop a modern court administration system. The grant supported four main activities: (a) preparing a diagnostic review of the current system in Serbia, including recommendations for short-term measures to strengthen the administrative capacity of the ministry and the courts; (b) providing training, including seminars, an international expert workshop, and study visits, for ministry staff and judges; (c) developing a pilot court administration information system at the ministry; and (d) developing a plan for the medium- to long-term reform of the court administration system in Serbia.

## **Slovak Republic**

### **Legal and Judicial Reform (P079324)**

IDF Grant (TF No. 50480) for US\$390,000

Approved: February 2002

Closed: November 2005

The purpose of this grant was to improve the planning capacity of the judiciary and support a policy design for managing the legal profession. The long-term aim of the initiative was to increase the performance of the courts, enhance the quality of laws, and improve access to legal and judicial services. The grant supported three main activities:

(a) preparing a legal and judicial reform strategy; (b) undertaking a study of the regulatory framework for bailiffs and notaries; and (c) evaluating the impact of these laws and regulations.

**Turkey**

**Strengthening the Case Load Management and Court Administration System (P087663)**

IDF Grant (TF No. 53058) for US\$460,000

Approved: December 2003

Closed: May 2007

This IDF grant was designed to assist the Ministry of Justice and the judiciary in the development of modern caseload management and court administration systems for the courts of general jurisdiction, as an integral part of improving the efficiency of the judiciary and the planning and implementation of judicial reform programs. Implementation measures for the amendments of Execution and Bankruptcy Law were also carried out under the grant. The purpose of the grant was to (a) assist the Ministry of Justice and the judiciary in their efforts to increase their knowledge of the problems and needs of the caseload management and court administration systems in Turkey and of existing models in other countries, (b) build capacity within the ministry and the judiciary through the provision of training and the development of training programs for continuing legal education, and (c) prepare short-term measures as well as a medium- to long-term master plan for the modernization of the caseload management and court administration systems.

**Turkey**

**Judicial System Study and Workshop (P117172)**

Technical Assistance

Approved: June 2009

Closed: November 2009

The objective of the seminars was to share comparative best practice knowledge, practical expertise, key techniques, and tools for the investigation, prosecution, and judicial management of anticorruption and cyber financial fraud cases for Turkish judges, prosecutors, and investigators.

The focus of the seminars was on practical tools, procedures, and practices for investigating, prosecuting, and presiding over corruption and cyber fraud cases. The team of international experts who delivered the presentations included Turkish, Danish, Norwegian, Irish, Belgium, and American judges, prosecutors, and investigative experts. The Ankara seminar was held over the course of one and one-half days and was well attended by an audience of approximately 50 Turkish judges, prosecutors, and Ministry of Justice staff.



## **Turkey**

### **Judicial Reform Study (P110937)**

Economic and Sector Work

Approved: June 2010

Closed: April 2012

The Judicial System Study and Workshops (Judicial Study) aimed at providing analyses of the judicial reform issues facing Turkey, comparative worldwide experiences, and options for the design of future directions of judicial reform for the consideration of government and judicial stakeholders.

To this end, a series of technical workshops were organized that culminated in a two-day, high-level Judicial Reform Symposium that took place on April 2–3, 2012.

## **Ukraine**

### **Reform of Legal Framework and Enhancing Institutional Capacity for Environmental Permitting (P096591)**

IDF Grant (TF No. 55860) for US\$445,000

Approved: June 2005

Closed: December 2008

The objectives of the grant were to assist the recipient in establishing the government's environmental policy to lead to more effective protection of the environment and improved conditions for conducting socially responsible business, in particular, by foreign investors.

The grant had the following components: (a) drafting the government's program on pollution prevention and control; (b) assessing legal and regulatory processes; (c) drafting procedural guidelines; (iv) providing training in integrated environmental permitting; (v) developing and publishing pilot technical guidance for one priority industrial sector; and (vi) conducting stakeholder consultations as well as information and dissemination campaign activities.

## REGIONAL ACTIVITIES

### **Justice Peer-Assisted Learning (JUST-PAL) Network (P115916)**

GPF Grant: US\$225,000

Approved: December 2008

Closed: October 2011

This Europe and Central Asia region-wide project for a Justice Peer-Assisted Learning (JUST-PAL) Network addressed a key constraint in governance-related justice sector reforms in the region: an absence of a professional peer-based network for justice sector professionals to exchange good practices and peer-driven improvements to their respective justice systems. The objective of the network was to facilitate the benchmarking and performance strengthening of the region's judiciaries by catalyzing an innovative, country-led, and participatory peer learning, based on a collaboration with the EC, the European Commission for the Efficiency of Justice (CEPEJ), and donors such as the United Kingdom, the Netherlands, Denmark, Finland, Norway, Slovenia, Spain, and Switzerland.

This project had three components: (a) initiating a networked peer-to-peer learning and knowledge-sharing process by launching workshops to complement and expand Bank, EC, and partner-financed judicial reform activities, and creating communities of practice (CoPs) to bring together groups of justice professionals; (b) developing a set of justice sector actionable indicators to enable countries to evaluate their reform needs, status, and challenges; and (c) organizing other judicial education and training activities such as a network e-sharing portal to be a "one-stop-shop" knowledge databank to allow continuous peer-based interactive learning and knowledge sharing.

### **Testing a Regional Approach to Building Justice Sector Management (P080732)**

IDF Grant (TF No. 53102) for US\$300,000

Approved: November 2002

Closed: February 2007

The purpose of the grant was to foster a regional approach to reinforcing the technical capacity of judicial administrators for policy analysis. The grant activities were implemented by the Central European and Eurasian Law Initiative's (CEELI) training institute headquartered in Prague, Czech Republic, and complemented the institute's ongoing training activities.

The grant supported two main activities: (a) implementing a pilot regional training program for judicial administrators, and (b) developing a strategy for institutionalizing regional capacity building in justice sector management. The activities' main goal was to benefit a number of low-income European and Central Asian countries with active legal and judicial reform programs, including Albania, Armenia, Georgia, Kazakhstan, Kyrgyz Republic, Moldova, and Serbia.

## **LATIN AMERICA AND THE CARIBBEAN REGION**

In 1992, the World Bank undertook its first stand-alone judicial reform loan that began a broader portfolio of projects in Latin America and the Caribbean. Since then, the Bank has financed several investment loans and grants and supported major analytical pieces in the region, in addition to supporting numerous publications and conferences, both regional and country specific.

The justice sector reform process in this region is linked to broader country regional development agendas. Bank support has thus sought to assist justice initiatives with respect to their contribution to higher-level objectives such as poverty reduction, social equity, economic development, and respect for human rights. The contributions vary by country and economic context. Bank work in the justice sector includes working not only with judicial branch authorities but also with a wide array of agencies interconnected with the delivery of services such as state attorney offices, anticorruption commissions, ministries of justice, and more recently, attorney general office, civil society, and academia. To address rising crime and violence, some grants have supported research as well as preventive actions, while others have focused on measuring judicial performance, juvenile justice initiatives, gender equality, dispute resolution for the poor, and strengthening ombudsman's offices.

### **Argentina**

#### **Model Court Development Project (P050713)**

Loan No. 4314-AR for US\$5.0 million

Approved: April 1998

Closed: August 2005

The Bank carried out a Judicial Sector Assessment in Argentina in 1992. The study and consultations with key stakeholders about the findings in 1995 were noted by the Argentinean government as it defined its National Judicial Reform program. As a first step in the reform program, a Model Court Development Project was prepared as a Learning and Innovation Loan (LIL). The project objective was to identify, establish, and evaluate conditions that support the realization of judicial administrative reform and form part of an overall legal and judicial reform program.

The project had three main components. First was improving court management by (a) designing a pilot program to improve the organizational structure and processes of court and case management in 12 selected model courts, and (b) creating systems to enhance records and information management, human resource management, and court administration and organization. The second component funded developing judicial skills, which entailed developing training for personnel of selected courts on new case management techniques, judicial discretion, leadership, change management, information technology, records management, and budget preparation. Third was improving accountability through the evaluation and dissemination of information, including (a) undertaking a number of public opinion surveys of the model courts, (b) establishing judicial information centers, and (c) developing outreach.

## **Argentina**

### **Support to the Anti-Corruption Office of Argentina (P065302)**

IDF Grant (TF No. 27282) for US\$410,000

Approved: October 2000

Closed: October 2004

This grant was originally developed out of the government's own response to the poor public perception of justice. Press coverage of real and alleged abuses of power, a series of well-publicized investigations, and the debates leading up to national elections highlighted the fact that Argentine citizens identified corruption as one of the country's most pressing problems.

The creation of Argentina's Anti-Corruption Office (AO) was the government's response to this situation. Then-President Carlos Menem had created a National Office of Public Ethics (NOPE) by presidential decree. That office was later transformed into the AO within the Ministry of Justice with the passage of a Law No. 25233. This law and its implementing decree made the office responsible for the application of the public ethics law (*Ley de Ética en el Ejercicio de la Función Pública*) within the executive branch of the government. The AO was charged with two main responsibilities: investigating alleged actions of corruption and developing policy and preventive programs. The IDF grant was developed to support the latter function.

The objective of the grant was twofold. The first objective was to help the NOPE/AO develop its strategic vision, medium-term action program, and annual work plans. In this effort it supported the accompanying internal organization, capacities, systems, and procedures of the office's own operations and those of a public sector-wide network of ethics officers. The second grant objective was to contribute to Argentina's development of a public probity strategy, linking the NOPE/AO with other relevant public and private sector actors and enacting appropriate programs of diagnosis, outreach, and dissemination. The grant's activities included (a) developing a strategic vision, program, and basic structure to aid the office's work; (b) developing the internal capacity and system to manage the AO's work; (c) developing diagnostic tools and methodologies; and (d) supporting workshops with public sector officials and civil society to better define the AO's national strategy and, later, to share the results of the diagnostic exercises.

## **Bolivia**

### **Judicial Reform Project (P006205)**

Credit No. 2705-BO for US\$11.0 million (equivalent)

Approved: April 1995

Closed: March 2000

In 1994, the Government of Bolivia passed constitutional amendments that established a number of key legal sector institutions, including the Judicial Council, the Constitutional Tribunal, and the Ombudsman's Office. These developments, together with the creation of the Ministry of Justice, prepared the way for comprehensive judicial reform in Bolivia. The objective of the Judicial Reform Project was to support the development of a judicial system that contributed to economic growth in Bolivia through

facilitating private sector activity and promoting social welfare by guaranteeing the basic rights of all citizens.

The project had two main components. The first addressed reforming the judicial system, including (a) improving the judicial process, (b) strengthening human resource management, (c) building capacity, and (d) creating a judicial training program. The second supported the development and work of the Ministry of Justice, including (a) implementing constitutional reforms, (b) developing ADR services, (c) implementing legislative reforms to facilitate private sector activity; and (d) promoting capacity building.

## **Brazil**

### **Strengthening the *Ministerio Público* in Minas Gerais (P115262)**

IDF Grant (TF No. 95718) for US\$399.300

Approved: March 2009

Closing Date: January 2013

Brazil's *Ministério Público* is a unique institution that combines the prosecutorial functions exercised by its counterparts in other civil law countries with the role of a super-empowered ombudsman. In the exercise of both its functions, the *Ministério Público* represents society's interests and not those of the state; therefore, it operates with significant institutional independence from other branches of government.

The main objective of the grant is to modernize and strengthen the procedures and practices of the *Ministério Público* of Minas Gerais to improve the effectiveness and efficiency of their work and to augment their development impact. This project aims to assess the institution's strategy, processes, resources, and information systems in order to design a comprehensive plan for institutional strengthening. In addition, it also focuses on the important role of the *Ministério Público* in the environmental management system and on specific measures to improve efforts in this area.

## **Brazil**

### **Breaching the Justice Gap in Brazil through the CNJ (P125937)**

IDF Grant (TF No. 10771) for US\$450,000

Approved: August 2011

Closing Date: April 2015

The objective of the project is to strengthen the capacity of the National Council of Justice (*Conselho Nacional de Justiça*, CNJ) to promote geographic equality and equity in the offering of justice services and to contribute to reducing the gaps between the judiciary of the most advanced and the poorest states in Brazil by improving the quality of public spending in three to five pilot states in which the deficiencies of the state judicial system are more acute.

The project consists of the following parts: First, a diagnostic study on state judiciary inequality and subprojects in pilot states, which will support the carrying out of: (a) an additional diagnostic study and workshop in order to measure and take stock of the existing situation in the 27 state judicial systems of Brazil; and (b) capacity building activities (subprojects) in three to five states (pilot states) that require the most urgent

attention, based on the conclusion of the diagnostic study. Second, the subproject coordination and audits, which will provide: (a) support to the CNJ for the hiring of a national consultant to coordinate subprojects under the CNJ's close supervision, and (b) financing of the project audits.

## **Brazil**

### **Bringing the State Back to the Favelas of Rio de Janeiro (P123747)**

Economic and Sector Work

Approval Date: June 2012

Closing Date: June 2012

The objective of this study is to describe the transformations taking place in the living conditions of the favelas of Rio de Janeiro after the implementation of the Unidades de Policia Pacificadora (UPP) program, which was launched in 2008 and has since been implemented in 22 favelas. Through this program, the state government aims to regain control of the territory from organized crime and create conditions for the social, economic, and political integration of favelas into the city. The research design is based on four case studies of favelas at different stages of UPP implementation. The research tries to grasp if the new economic, social, and political opportunities expected from the pacification process are beginning to materialize. The analysis follows a qualitative study designed for the express purpose of understanding the view from below. Research findings will provide inputs for the social development arm of the program (UPP Social) now being implemented in favelas that have UPPs and will inform the scheduled rapid roll-out of UPPs to other favela communities over the next two years.

## **Chile**

### **Capacity Building for Legal Practitioners in Gender Equality (P088547)**

IDF Grant (TF No. 53294) for US\$175,000

Approved: January 2004

Closed: March 2007

Chile has ratified the Universal Declaration of Human Rights, the International Covenants on Civil and Political Rights and Economic, Social and Cultural Rights, as well as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women (Belém do Pará), all of which protect the fundamental rights of women. Yet in many cases, these instruments remain unfamiliar to the legal and judicial community, and valuable provisions pertaining to gender equality go unenforced. One of the main reasons why these laws are not applied is that many practitioners have not received any legal education or practical training on the subject.

The grant was developed in response to a request of the Minister of the National Women's Service to support the University of Chile in the development of this specialized curriculum, which can be shared across academia, thus addressing institutional weaknesses and developing a new legal field. This grant sought to strengthen the rule of law and address issues of access to justice in Chile by (a) supporting skills enhancement through clinical programs for well-established, professional practitioners

and policy makers (i.e., not law students) and delivered by training institutes, law school professors, bar associations, NGOs, and representatives of the National Women's Service, the judiciary, and other state agencies; (b) assisting in the integration of international laws into domestic legal practice and enforcement; and (c) creating a national community of practice for the promotion and defense of women's rights. Specifically, the grant financed components for (a) the design of a curriculum and accompanying clinical programs with at least two offerings, (b) publications, and (c) a network of practitioners.

## **Chile**

### **Institutional Strengthening for Juvenile Justice in Chile (P100831)**

IDF Grant (TF No. 56857) for US\$318,500

Approved: October 2005

Closed: February 2010

Recognizing the need to modernize legal procedures and institutions, Chile has focused on reforming its juvenile justice system, looking at how the legal system can address youth-related crime and violence, including rehabilitation and alternative sentencing such as community service and probation.

In October 2005, Chile approved the *Ley que Establece un Sistema de Responsabilidad de los Adolescentes por Infracciones a la Ley Penal* (Boletín n° 3.021-07), which provides the legal framework for incorporating several principles established in the UN Convention on the Rights of the Child. Under the revised law, justice sector officials and judges must be specialized in addressing issues of juvenile justice. As a result, the Ministry of Justice faced the challenge of implementing complex and fundamentally new legal procedures for several actors.

This grant aimed at strengthening the institutional capacity of the ministry to monitor interagency coordination as well as evaluate the implementation and dissemination of the new law. The development objectives of the grant were to (a) strengthen the M&E capacity of the Ministry of Justice to improve juvenile justice administration, and (b) enhance access to justice for Chile's youth, through stronger reinsertion and inclusion in society and the economy. In particular, the proposed grant was intended to finance activities to: (a) monitor and evaluate the implementation of the Juvenile Justice Law, (b) improve integrated information systems, (c) support e-learning and training of trainers, and (d) support communications and outreach.

## **Chile**

### **Strengthening the Transparency and Accountability of the Judiciary (P121813)**

IDF Grant (TF No. 98972) for US\$488,400

Approved: September 2010

Closing Date: March 2014

The development objective of the proposed IDF grant is to strengthen the capacity of the Supreme Court, and its communications department in particular, to design and implement a change management and communications (CM&C) program that builds on the values of integrity and transparency espoused by the judiciary, and allows the

institution to get closer to the citizens it serves. This objective will take place within the framework of the Access to State Public Information Act.

## **Colombia**

### **Institutional Strengthening of the Legal Claims Management System (P104385)**

IDF Grant (TF No. 58311) for US\$479,000

Approved: April 2007

Closed: September 2010

This grant was developed to support the Department of Legal Claims Management in the Ministry of Interior and Justice to implement a modern system for the management of legal claims against state agencies and related contingent liabilities. The government was concerned by the disproportionate growth of such contingent liabilities and the limited capacity of government agencies to take preventive action to manage legal claims effectively. Most such claims arise from conflicts related to government contracts and labor issues. Claims against government agencies represent a significant portion of the workload of the administrative courts and require special management tools in order to be handled properly and to meet standards of fairness and timeliness. With the support of sectoral ministries, and in coordination with the Solicitor General's Office and the Comptroller General's Office, the Ministry of Justice took the lead in strengthening the capacity of government agencies to manage legal claims.

The grant objective was to enhance the ability of the recipient to promote ADR and to effectively coordinate, monitor, and control potential high-impact legal claims through appropriate case tracking systems and capacity-building models. The project consisted of the following components: (a) a diagnostic of the effectiveness of ADR mechanisms for the legal claims management of state agencies; (b) the strengthening of the integrated information system, including an inventory of potential high-impact contractual and labor claims and an identification of contractual and labor claims eligible for ADR; and (c) the design of management instruments and capacity-building models. This involved the design of coordination, monitoring, and control procedures, the development of capacity-building models, and the implementation of management instruments, capacity-building models, and monitoring and evaluation procedures.

## **Colombia**

### **Judicial Conflict Resolution Improvement Project (P057369)**

Loan No. 7081-CO for US\$5.0 million

Approved: November 2001

Closed: June 2006

The Judicial Conflict Resolution Improvement Project constitutes the first phase of a long-term initiative, undertaken by the Colombian Supreme Council of the Judicature (SCJ), and aimed at improving judicial conflict resolution services in the civil, labor, and family law jurisdictions.

The objective of the Judicial Conflict Resolution Improvement Project was to improve the efficiency, quality, and productivity of the judiciary in discharging its conflict resolution functions. The project had seven main components: (a) improving



judicial management; (b) enhancing human resource competencies and capabilities; (c) strengthening institutional organization and structure; (d) designing performance evaluation programs; (e) designing information systems; (f) improving court facilities; and (g) monitoring and evaluating the reform process.

The project aimed to promote a comprehensive change management strategy in at least 37 participating civil circuit courts by (a) developing an organizational culture and competencies aligned with the proposed changes in conflict resolution services; (b) improving the courts' organizational structure, work flows, and administrative processes; (c) developing incentives to align the judiciary's performance evaluation with the change management strategy; (d) supporting training and infrastructure development for the introduction of computerized court management systems; (e) improving filing systems and physical facilities; and (f) strengthening accountability through monitoring and evaluation systems.

## **Colombia**

### **Justice Services Strengthening Project (P083904)**

Loan No. 78240-CO for US\$20.0 million

Approved: December 2009

Closing Date: December 2013

Colombia's justice sector institutions provide a basic public service: resolution of disputes through the predictable application of legal norms. They produce private and public benefits, with the latter intimately linked to creating an enabling environment for market-based growth, reducing societal conflict, and promoting equitable development. A series of structural and procedural changes, beginning with the 1991 Constitution, aimed to enhance these effects, but dissatisfaction with performance persists, and civil society and private sector organizations are demanding improvements in quality and timeliness. The Finance Ministry and Planning Office are concerned about the sector's high costs, and citizens are reportedly turning to less desirable alternatives because of real or perceived barriers to access. Colombia's justice institutions rank high in the region on professionalism, transparency, and resource endowments, but the country's level of internal conflict makes it urgent to find means to improve the judiciary's contribution to societal stability and equitable growth.

The proposed project's objective, therefore, is to strengthen the capacity of the judiciary and the Ministry of Interior and Justice to deliver timely, efficient, effective, and quality dispute-resolution services to citizens. The project has four main components: (a) strengthening judicial case management; (b) developing judicial human resources; (c) facilitating access to justice services; and (d) promoting project coordination.

## **Colombia**

### **Peaceful Dispute-Resolution Services for the Poor**

JSDF Grant (TF No. 91176) for US\$1.9 million

Approved: August 2008

Closing Date: August 2012

This grant provides funding to develop and implement strategies to bring basic justice services to disadvantaged groups, including those facing discrimination (women, as well as indigenous, Afro-Colombian, and disabled persons) and the poor, in partnership with CSOs within an overall framework of Legal Empowerment of the Poor that comprises legal awareness of rights, legal aid, and legal education.

To remove barriers to access to justice for disadvantaged groups, the grant will help up to five local government authorities (governors and mayors) to work with CSOs to design and apply innovative approaches to bring justice closer to these groups by specifically targeting municipal governments and CSOs from Colombia's poorest regions. The grant will provide mechanisms to overcome those barriers to advancing their economic and social interests, through activities such as (a) strengthening the voice of the disadvantaged in the design of public policies on access to justice; (b) enhancing access to legal information; and (c) improving legal aid and ADR services. This grant will allow the government agency in charge of access to justice issues (Ministry of Interior and Justice-International Cooperation Unit) to work in partnership with CSOs for the development of strategic plans (including legal and regulatory reform proposals, institutional reforms, monitoring and evaluation systems, and specific action plans) to enhance justice services delivery for disadvantaged groups.

## **Colombia**

### **Case File Review and Stocktaking of the Administrative Courts (P131016)**

Fee-based Services

Approved: May 2012

The objective of this fee-based service will be to assist the Government of Colombia in carrying out a case file review and stocktaking for the administrative courts at the national level, based on statistical pilots conducted within the framework of the Justice Services Strengthening Project, to assist in the design of performance improvement strategies for the administrative courts. The services to be provided include: (a) designing the data gathering and validation methodology for a case file review and stocktaking of the administrative courts; (b) carrying out the statistical case file review and stocktaking of the administrative courts; and (c) delivery of a final report with conclusions and recommendations on how to improve the performance of the administrative courts.

## **Ecuador**

### **Institutional Strengthening of the Solicitor General's Office (P081799)**

IDF Grant (TF No. 51547) for US\$394,000

Approved: June 2002

Closed: January 2006

In 1995 Ecuador's Congress approved constitutional reforms that included a new constitutional court, a new public prosecution agency, an ombudsman, and new mechanisms for citizens to receive injunctive relief against unconstitutional administrative state acts. The mandate of Ecuador's Office of the Solicitor General, as an independent, publicly funded institution, was to oversee the legality of public sector contracts and administrative decisions, representing the state in legal proceedings and providing legal advice to state officials and publicly funded enterprises.

The purpose of this IDF grant was to strengthen the institutional capacity and the role of the Solicitor General's Office of Ecuador. The grant supported three main activities: (a) enhancing the office's legal, administrative, and management capacity; (b) creating commercial mediation offices; and (c) designing public legal education activities.

**Ecuador**

**Judicial Reform Project (P036056)**

Loan No. 4066-EC for US\$10.7 million

Approved: July 1996

Closed: November 2002

The objective of the Judicial Reform Project was to improve access to justice, the efficiency of judicial services, and the participation of civil society in judicial reform. The project had three main components. First was implementing court reform, including (a) improving case administration, (b) designing information management systems, (c) enhancing judicial training, and (d) strengthening infrastructure. Second was designing a court-annexed mediation program. Third was supporting law and justice-supported activities initiated by civil society by (a) implementing a Law and Justice Fund grant program, (b) designing a professional development program for law professors, (c) undertaking a study on the state of legal education and developing of a standard curriculum in key areas, (d) monitoring and evaluating the pilot mediation centers, and (e) supporting legal aid centers for poor women.

**Ecuador**

**Law and Justice for the Poor (P087390)**

JSDF Grant (TF No. 51277) for US\$1.78 million

Approved: June 2002

Closed: May 2006

This grant provided funding to the poorest and most vulnerable groups in Ecuador through NGOs and community service organizations. Ecuador's economic crisis meant that 70 percent of the population was living in poverty. This crisis produced not only failing banks and high unemployment but also an increase in disputes, conflict, and violence, especially against poor women and children. The poor often encounter numerous barriers to accessing basic legal services and dispute-resolution mechanisms within the justice system. These barriers include a lack of legal information about dispute-resolution options and also effective mechanisms to protect individual human and

social rights. As a result, additional emphasis on alternative mechanisms to resolve disputes, legal services for the poor, indigenous dispute resolution, and legal education, including programs for children, were required to address the severe lack of access to justice.

This grant improved access to alternative means of dispute resolution as well as to qualified legal representation for poor rural and urban indigenous and Afro-Ecuadorian women and children, and children in at risk areas through four main activities: (a) enhancing ADR mechanisms, (b) improving legal services for the poor, (c) supporting indigenous dispute-resolution initiatives, and (d) improving access to legal services.

## **El Salvador**

### **Judicial Modernization Project (P064919)**

Loan No. 7135-ES for US\$18.2 million

Approved: August 2002

Closed: November 2010

The Government of El Salvador identified judicial reform as a priority in its National Agenda. With the Bank's support, this project was developed through a participatory process involving judges, technical and administrative staff, lawyers, bar associations, businesses, NGOs, municipalities, government institutions, donor representatives, media, law faculties, women's associations, labor unions, and Salvadorians living abroad.

The objective of the Judicial Reform Project was to improve El Salvador's judicial system by promoting measures aimed at enhancing the effectiveness, accessibility, and credibility of its judicial branch. The project had five main components. First was strengthening the institutional management capacity of the judicial branch by: (a) developing administrative quality standards, (b) designing an integrated planning system, and (c) developing an international grant resource management program. Second was modernizing the court system, including: (a) developing a court remapping plan, (b) strengthening the automated judicial and administrative case management program, (c) updating models of judicial organization, and (d) expanding judicial infrastructure. Third was knowledge sharing to foster access to justice, transparency, and understanding of the rule of law by: (a) designing a system for the inspection and control of judicial services, (b) carrying out legal outreach programs aimed at civil society groups, and (c) upgrading judicial documentation centers and libraries. Fourth was enhancing the professionalism of judicial officers and court staff by (a) improving the judicial branch's human resources policies, and (b) promoting the role of judges in El Salvador's economic and social development. Finally, the fifth component, increasing accountability through project management and monitoring and evaluation, included (a) strengthening the capacity of the Project Coordination Unit, and (b) carrying out project studies, audits, and reviews.

## **El Salvador**

### **Security and Justice Institutions Public Expenditure and Institutional Review (P127661)**

Economic and Sector Work

Approved: January 2012

Closing Date: August 2012

The proposed Public Expenditure and Institutional Review (PEIR) for El Salvador will be a key instrument in assisting the leaders of security and justice institutions and the country's Ministries of Economy and Finance to oversee the effective use of the budget resources allocated to these agencies. This new analytical instrument will also aim to evaluate the current performance of participating justice sector institutions. The objective of the PEIR for justice institutions is to support policy makers in their efforts to improve justice sector efficiency, effectiveness, access, and legitimacy through more effective utilization and management of available resources. In contrast to some other Economic and Sector Work, PEIRs are designed to assess institutions and to chart changes over time within countries, rather than to score and rank countries against one another. The indicators will be designed for implementation in collaboration with national governments and sector institutions.

The PEIR will assess institutional arrangements and expenditure allocation, as well as their link to the performance of the security and justice sectors in El Salvador. The PEIR will also analyze the composition of the security and justice sectors' expenditures and the quality of the funds' assignment, use, and results, as well as the processes within the institutions for a more efficient allocation of resources. This assessment will include sector, institutional, and program level comparative analysis of the security and justice services value chain.

## **El Salvador**

### **Addressing Youth Violence through Cultural and Music Learning (P116646)**

JSDF Grant (TF No. 94811) for US\$967,280

Approved: July 2009

Closing Date: July 2014

The objective of the project is to improve the quality of life of targeted youth through promotion of social inclusion and participation in cultural and musical activities as alternatives to violence. The project consists of three parts. Part A: creation and operation of a music academy for targeted youth interested in developing musical skills and committed to devoting time to hardworking and demanding learning activities; and creation and operation of a local youth symphonic orchestra and youth chorus formed from 20 schools located in areas of high incidence of gangs in the metropolitan area of San Salvador. Part B: implementation of participatory cultural dissemination activities to build community support, ownership, and social recognition to participating fellows. These activities will entail the participation of parents, school authorities, and the municipalities in order to achieve the major goals of the project that are violence prevention and youth social integration. Part C: strengthening the institutional capacities

of the executing agency to equip it with the necessary abilities and resources to implement the project and make it sustainable.

## **Guatemala**

### **Indigenous Women's Ombudsman Program (P083935)**

IDF Grant (TF No. 53434) for US\$96,000

Approved: May 2003

Closed: June 2007

The purpose of this grant was to provide support to the Ombudsman's Office for Indigenous Women (DEMI) in Guatemala. The aim of DEMI is to improve access to justice for indigenous women and create new laws to protect their rights. The needs of indigenous women were a priority under the 1996 peace accords, thus enhancing the role of DEMI was a critical part of the government's objectives.

The grant supported four main activities. First was designing a planning and evaluation method to monitor DEMI's work. The second consisted of supporting the work of the Unit for Attention to and Treatment of Victims of Domestic Violence, including (a) undertaking a research study into domestic violence, its causes, and its consequences; (b) analyzing models of treatment for domestic violence available in urban and rural settings; and (c) undertaking a study into the needs and preferences of the women who use the judicial services of DEMI. Third was holding capacity-building workshops and training for women, including (a) training women in judicial processes, and (b) developing a program to enable indigenous women to work in the community justice centers. Fourth was improving knowledge management and dissemination by (a) translating information on DEMI and indigenous women's rights into four Mayan languages, (b) disseminating this information across the 23 ethnolinguistic areas of Guatemala, and (c) piloting radio programs with basic information on rights and laws pertinent to indigenous women and DEMI.

## **Guatemala**

### **Judicial Reform Project (P047039)**

Loan No. 4401-GU for US\$33.0 million

Approved: October 1998

Closed: June 2007

The Guatemalan Judicial Branch Modernization Commission committed itself to a comprehensive plan to reform the Guatemalan judiciary (*Plan de Modernización del Organismo Judicial*). The reform program was developed in consultation with the Bank, other bilateral and multilateral partners, local judges, court administrators, and NGOs.

The objective of the Judicial Reform Project was to support the Guatemalan judiciary in implementing its modernization plan. The project aimed to improve the administration of justice, strengthen judicial independence and accountability, and increase access to justice and confidence in the judicial system.

The project had four main components. First was strengthening the institutional capacity of the judiciary by: (a) improving court administration and human resource management, (b) strengthening judicial career initiatives, and (c) improving the operation

of courts. Second was designing anticorruption initiatives, including (a) designing ethical standards and training programs, (b) establishing a judicial sector anticorruption commission, and (c) enhancing administrative and disciplinary procedures. Third was improving access to justice by (a) introducing and expanding ADR mechanisms, such as justice of the peace courts, mediation centers, and mobile courts, (b) improving service delivery to court users, and (c) developing a civil society participation program. Fourth was supporting the reform process by (a) enhancing the judiciary's communication with other stakeholders, (b) supporting the judiciary's Modernization Commission and Project Coordination Unit, and (c) developing a monitoring and evaluation program.

## **Honduras**

### **Judicial Branch Modernization Project (P081516)**

Credit No. 4098-HN for US\$15.0 million (equivalent)

Approved: July 2005

Closed: June 2011

The Judicial Branch Modernization Project supported the implementation of Honduras's Judicial Branch Modernization Plan: 2004–2009. The project's objective was to improve the judicial system in Honduras by enhancing its effectiveness, efficiency, accountability, accessibility, and credibility. The project was built on the idea that ongoing judicial reform needs to adopt a more holistic approach, be informed by past experience, and be more focused on the users, especially the poor and disadvantaged.

The project had four main components: (a) improving the efficiency of judicial services to strengthen the operational capabilities of the judicial branch to more efficiently process cases, issue judgments, and review appeals; (b) enhancing judicial accountability and transparency to improve judicial branch accountability and transparency standards; (c) promoting equitable access to justice to address shortages and disparities in justice services, especially for the disadvantaged; and (d) enabling project coordination and monitoring and evaluation to strengthen institutional capability, mobilization for change, oversight of the modernization program process, and donor coordination.

## **Mexico**

### **State Judicial Modernization Project (P074755)**

Loan No. 7250-MX for US\$30.0 million

Approved: July 2004

Closed: December 2011

This project aimed to support the improvement of the institutional performance of judiciaries in several states through a credit program of the National Bank of Works and Public Services (BANOBRAS) for the modernization of state judiciaries. In these states, the project supported four components: (a) strengthening institutional capabilities, organizational culture, and knowledge diffusion; (b) strengthening the efficiency and effectiveness of judicial services; (c) improving judicial transparency; and (d) increasing access to justice for all users. The project also supported project coordination, monitoring and evaluation, and learning, including consultation with project stakeholders. In future

projects, additional state judiciaries would benefit. The project funded subprojects or separate projects in participating states. Each of these subprojects was complete in itself, comprised of the design and implementation of integrated state judicial branch modernization plans consistent with the project's objective.

## **Paraguay**

### **Legal and Judicial Reforms (P078908)**

IDF Grant (TF No. 51371) for US\$440,000

Approved: May 2002

Closed: May 2006

The purpose of this grant was to support the Supreme Court of Justice and the Council of Magistrates in Paraguay to improve their ability to supervise and plan the delivery of judicial services.

The grant supported four main activities. The first was strengthening the jurisdictional function by (a) improving judicial selection and on-the-bench performance, (b) improving case-flow management, (c) identifying problems in the handling of noncriminal cases; and (d) enhancing ADR mechanisms. The second consisted of improving judicial administration by enhancing resource management and procurement training. The third involved strengthening judicial governance by developing tools for monitoring performance within the judiciary. The fourth component included strengthening the capacity of public registries by: (a) enhancing performance and (b) establishing a sustainable administrative framework.

## **Peru**

### **Civil Society and the Rule of Law**

JSDF Grant (TF No. 54758) for US\$710,000

Approved: January 2005

Closed: January 2009

This grant provided assistance to build the capacity of Peru's civil society to strategically engage in the country's efforts to strengthen the rule of law following a return to elected government and a transition to democracy. The objective was to encourage more effective participation by civil society, particularly the poor, in accessing justice and participating in the monitoring of the reform process.

The grant provided assistance to CSOs for the development of strategic plans, organizational change, monitoring indicators, and concrete actions for enhanced collaboration between civil society and justice sector institutions, including community-based organizations. The grant aimed to increase access to justice for the poor by: (i) increasing their legal literacy in order to ensure that legitimate rights are recognized when they are exercised before the judicial institutions in their local districts; (ii) specifically targeting CSOs from Peru's poorest and most excluded provinces; and (iii) building a network of individuals from these communities who live with and serve these populations.



## **Peru**

### **Justice Services Modernization Project (P073438)**

Loan No. 7219-PE for US\$12.0 million

Approved: March 2004

Closed: March 2010

Between 1992 and 2000, Peru experienced legal and judicial “reform” initiatives largely driven by political forces. These initiatives undermined judicial independence and were strongly opposed by representatives of the country’s justice sector and civil society, as well as international observers.

The objective of the Justice Services Modernization Project, which brought four sector agencies (judiciary, Judicial Council, Judicial Academy, and Ministry of Justice) and two branches of the state together, was to set the foundation for sustainable justice sector reform through targeted institutional strengthening and enhanced access to justice for the poor. Specific objectives were to: (a) strengthen institutional capacity to lead the reform process and achieve specific improvements in justice services delivery, in particular in the judiciary and in selected project districts; (b) establish human resource management systems that ensure independence, transparency, and integrity; and (c) enhance access to justice services for Peruvian society, in particular the poor.

The project had three main components. The first aimed to improve service delivery by (a) supporting capacity building, (b) developing leadership and management skills within the judiciary, (c) strengthening independence between sectors, (d) developing information management systems, and (e) strengthening court operations and case management systems. The second consisted of improving human resource management by (a) introducing a modern concept of human resource planning into key sector institutions, (b) encouraging coordinated planning among institutions for human resource management purposes, and (c) promoting the coordinated planning and monitoring of judicial offices. The third involved enhancing access to justice by (a) strengthening the capacity of CSOs to provide legal aid services, (b) strengthening ADR services, (c) providing training and support for lay judges, and (d) developing information strategies that raise awareness among the Peruvian population of the value of an independent, competent, and equitable justice sector.

## **Peru**

### **Justice Services Modernization Project II (P110752)**

Loan No. 79690-PE for US\$20.0 million

Approved: November 2010

Closing Date: September 2015

Building upon the first Justice Services Modernization Project, this project’s development objective is to improve the quality of service delivery by the participating institutions (judiciary, Attorney General’s Office, Judicial Council, Ministry of Justice, and Judicial Academy) and to enhance access to justice with a focus on citizens’ needs for justice services.

There are four main components. The first is improved justice services delivery, which involves support for improvements in procedural processing time and attention to

users of justice services through the provision of technical assistance to enhance the efficiency and timeliness of services offered by the judiciary and the Attorney General's Office, among other institutions. The second focuses on improved human resources management capacity, which seeks to enhance the human resources management capacity of personnel in the participating institutions through a performance-based methodology of selection, evaluation, promotion, and sanction, and through more integrated training programs. This will include the use of modern concepts of human resources planning and performance, such as the use of performance-based management. The third, enhanced transparency and access to justice aims to develop a stronger anticorruption strategy for the judiciary, including training for magistrates and personnel of the OCMA (Anti-Corruption Office of the Judiciary). This component will also aim to enhance access to justice for resource-poor citizens, including support for legal aid and conciliation services through the Ministry of Justice (centers called *ALEGRAs*) and through promoting participatory campaigns with civil society. The last component is project management, monitoring and evaluation, which seeks to maintain and to strengthen the Project Coordination Unit (PCU), including strengthening the procurement, financial management, and monitoring and evaluation capacities within the judiciary (where the PCU is located) to implement the project on behalf of the five participating institutions.

## **Peru**

### **Ombudsman's Office Institutional Development (P065840)**

IDF Grant (TF No. 21789) for US\$500,000

Approved: February 1999

Closed: February 2001

The Peruvian Ombudsman's Office (*Defensoría del Pueblo*) is an autonomous agency responsible for protecting the constitutional rights of citizens and supervising the compliance of public administration duties and the provision of public services. The Ombudsman's Office is independent of any other state organ and is a key institution in the promotion of citizens' rights in Peru.

The purpose of the grant was to enhance access to the services of the Ombudsman's Office and to improve the efficiency of the internal processing of complaints against other state agencies.

The grant supported four main activities: (a) modernizing the administrative structure and operation of the Ombudsman's Office, (b) improving the performance of the Ombudsman's national and regional offices, (c) enhancing the coordination between state authorities and civil society, and (d) improving user knowledge of and access to the Ombudsman's services.

## **Peru**

### **Property Rights Consolidation Project (P078894)**

Loan No. 7368-PE for US\$25.0 million

Approved: March 2006

Closing Date: June 2012

The Property Rights Consolidation Project is a follow-up project to the Urban Property Rights Project. The new project aims to consolidate the decentralization and sustainability of a high-quality, real property rights system and facilitate access for the Peruvian population. This system enhances the welfare of real property owners and enables access to economic opportunities. It further reduces the negative impacts of informality, ensuring the legal security of property rights, completing conversion of informal tenure, and building capacity to address its causes through strategic partnerships at various levels of government and with key stakeholders in the private sector and civil society.

The comprehensive real property rights policies component strengthens the policy-making process on property rights, promoting stronger legal, regulatory, and institutional reforms, and it also ensures that further policy reforms will lead to equitable and sustainable socioeconomic outcomes. It finances (a) technical assistance in knowledge management and in the preparation of sound legal and regulatory reform proposals and inter-institutional coordination in a decentralized governance framework, (b) access to affordable land, (c) land use planning for municipalities, and (d) linkages between real property rights institutions and the financial and housing sectors. The second component, decentralized formalization and cadastre services provision, establishes cadastre services in urban and peri-urban areas among the participating municipalities, through technical assistance provided to an autonomous agency called the Comisión de Formalización de la Propiedad Informal (COFOPRI), by (a) adapting the needs of informal owners, (b) justifying the cost-benefit terms, and (c) providing capacity building for provincial and district municipalities.

The modern, real property registry systems component supports the integration of real property data and the establishment of the national cadastre system to improve the quality of and access to real property registry services. A communications and information component seeks to formalize benefits by fostering real property-related economic activity. Specifically, it provides information linkages between registration and access to credit; reduces information gaps for credit providers; identifies measures to facilitate real property transactions; and develops strategic public/private partnerships to promote business development. Finally, the fifth component supports project management activities, namely, monitoring and evaluation, project coordination, and assessment and accountability frameworks.

## **Peru**

### **Urban Property Rights Project (P039086)**

Loan No. 4384-PE for US\$38.0 million (equivalent)

Approved: August 1998

Closed: June 2004

Over the past few decades, urban migration has increased dramatically in Peru as a result of the 1968 Agrarian Reform. While Peru has quickly become a predominantly urban community, the formal property system was not designed to effectively deal with this new reality. The system to provide formal recognition of real property rights worked only for a select minority and did not reach the poor. Government agencies were not effective in issuing titles, and the courts were not able to effectively resolve conflicts, facilitate mediation, or validate these titles.

In 1996, the *Ley de Promoción del Acceso a la Propiedad Formal* (Decree Law No. 803) was passed, launching a National Formalization Plan (NFP) to reform the regulation of property rights in Peru. An autonomous agency, the *Comisión de Formalización de la Propiedad Informal* (COFOPRI) took over the functions of approximately 14 separate central and municipal entities previously involved in the titling process, and was tasked with implementing the NFP.

The objective of the Urban Property Rights Project was to support COFOPRI and the implementation of the NFP. The project aimed to create a system of formal and sustainable real property rights in selected, predominantly poor, urban settlements in order to increase people's ability to access credit for economic and social development.

The project had three main components. The first included initiating a series of legal, regulatory, and institutional reforms, including developing mechanisms to enhance the market use of property rights and land value assessments. The second consisted of strengthening the two national organizations on urban property by (a) enhancing operational infrastructure, (b) developing administrative manuals, (c) designing management information systems, (d) undertaking computer system audits, and (e) designing a knowledge-management and human resources-management strategy. The third component included securing property rights by supporting the conversion of informal property arrangements into formal property rights through registered titles.

As a result of the project, positive impacts were recorded in both access to credit and the development of real property markets. Urban land tenure continued to be regularized and substantial legal and institutional reforms were achieved.

## **Peru**

### **Integrated Legal Strategies for the Poor (P125551)**

JSDF Grant (TF No. 99277) for US\$1,120,040

Approved: December 2010

Closing Date: September 2015

The objective of the project is to strengthen the provision of free legal services for the poorest and most vulnerable citizens in selected urban areas. The project consists of the following parts: (i) identifying the demand for legal services, (ii) establishing a legal

service network, (iii) promoting public awareness and defending access to justice rights, and (iv) assisting the project management and impact monitoring team.

## **Uruguay**

### **Strengthening Uruguay's Justice Institutions for Equitable Development (P091472)**

IDF Grant (TF No. 53995) for US\$300,000

Approved: June 2004

Closed: March 2008

The objectives of the grant were to strengthen the recipient's institutional capacity for equitable development, including building its capacity for strategic planning and inter-institutional coordination and the inclusion of women in economic and legal processes.

The grant contained two components. The first was the provision of technical assistance supporting the fulfillment of Uruguay's international commitments to gender equality, to be carried through by strengthening the institutional capacity of the National Institute for Women via, *inter alia*, (a) development of a methodology to register violence against women, and (b) implementation of the institute's National Plan. Second was a capacity-building component to strengthen the technical capacity of justice sector operators and other institutions and to enhance women's access to justice through (a) the development of a pilot training program, which included a wide range of participants throughout the country, and (b) an evaluation of the pilot program.

## **Venezuela**

### **Judicial Infrastructure Development Project (P008233)**

Loan No. 3514-VE for US\$30.0 million (equivalent)

Approved: August 1992

Closed: October 2002

In 1989, the Venezuelan government undertook a reform program to redefine the role of the state in public life. These reforms led to a consensus between government officials and the private sector regarding the need for comprehensive judicial reform in Venezuela. The objective of the Judicial Infrastructure Development Project was to improve Venezuela's prospects for private sector development and reduce both the private and social costs of justice.

The project had four main components: (a) strengthening the planning, budgeting, and management capacity of the Judicial Council and the Executive Directorate of the judiciary; (b) reorganizing and streamlining courtroom management; (c) enhancing the institutional capacity of the Judicial School; and (d) building and renovating courthouses. Other project activities were undertaken related to indigenous justice, minors' rights, gender sensitivity, and perceptions of the justice system among the poor.

**Venezuela**

**Supreme Court Modernization Project (P044325)**

Loan No. 4270-VE for US\$4.7 million

Approved: December 1997

Closed: June 2001

A strategy for the modernization of the Venezuelan Supreme Court was prepared by the Government of Venezuela in 1997, after consultation with the Bank and other key stakeholders, including judges, court staff, NGOs, and other legal sector members. The objective of the Supreme Court Modernization Project was to improve the Supreme Court's performance in areas of transparency, administrative efficiency, case management, and timeliness in the publication of decisions.

This Learning and Innovation Loan project had four main components: (a) enhancing communication, policy research, and quality assurance; (b) improving caseload administration; (c) supporting the dissemination of the Supreme Tribunal's decisions; and (d) improving court administration and management.

## MIDDLE EAST AND NORTH AFRICA REGION

The Bank's support for legal and judicial reform has grown significantly in the Middle East and North Africa (MNA) region since its inception in the early 1990s. At that time, the MNA region began to provide advice on privatization, competition, and other laws affecting private sector development, followed by grants for legal publication and judicial training. By the late 1990s, both investment and adjustment loans contained components aimed at overhauling regulatory frameworks, assisting with revision of corporate and securities laws, and otherwise fostering the development of the legal and institutional framework needed for the growth of a market economy. Grants have supported legal aid for women and children, and initiatives to bolster enforcement of environmental legislation.

### **Egypt**

#### **Poverty Alleviation and Legal Rights for Egyptian Women and Children (P105358)**

Italian Trust Fund (TF No. 54185) for €501,000

Approved: October 2005

Closed: August 2010

The issue of children, adolescents, and young Egyptian women without identification documents has been identified and recognized in recent years as an obstacle to Egypt's national development. Although the exact scope of the phenomenon is not yet known, preliminary evidence shows that a significant number of Egyptians are without a birth certificate and/or a valid ID card. Consequently, they are denied access to basic social services, such as primary education, hindered from participating in economic life, and excluded from political participation. Moreover, they encounter problems in claiming their personal rights, such as the pension of a deceased spouse or assets bestowed through inheritance.

The grant's overall objective was to empower and improve the status and opportunities of Egyptian children, adolescent girls, and young women who bear no official identification documents, through activities that would reduce the barriers they face in accessing services and enhanced opportunities and exercising their citizenship rights and duties.

Activities covered by the grant included (a) conducting a nation-wide awareness and advocacy campaign on the need for registration; (b) raising the awareness of policy and decision makers at the national and local levels on the need for procedural and legal reforms; (c) providing assistance to households in difficult circumstances, targeting girls age 18 and under to obtain birth certificates and identification cards; and (d) training social and health workers, registry officials, and members of CSOs on current registration procedures and on how to inform families of the need to register their children.

## **Iraq**

### **Study Tour for the Iraqi Constitutional Review Committee**

External Training; August 2008

The Bank, in collaboration with the U.S. Institute of Peace (USIP) and the Swiss government, facilitated a study tour for members of the Iraqi Constitutional Review Committee (CRC) to Switzerland in August 2008. The CRC was established in late 2006 by the Parliament of Iraq with the mandate to propose a slate of amendments to the 2005 Constitution of Iraq. This special amendment process, envisioned in Article 142 of the 2005 Constitution, was intended to make critical changes to the Constitution that would increase support for the political and legal framework among all of Iraq's national communities.

The objectives of the workshop were: (i) to engage the CRC members and justice sector officials in discussion and dialogue with international experts on the two topics; and (ii) expose them to the Swiss experience with judicial federalism and the second chamber of Swiss parliament (the Federation Council). Comparative experiences were presented by leading experts from different regions and countries including Canada, Germany, North Ireland, and South Africa on the topic of the second chamber of parliament, while experts from Brazil, India, and Nigeria addressed the topic of judicial federalism.

## **Iraq**

### **Workshop on Investment Climate, Trade Facilitation and the Legal System (P088563)**

Reconstructing Iraq Working Paper No. 1<sup>33</sup>

This note, which built on the needs assessments presented at the Madrid donors' conference in October 2003, synthesized the findings of consultations between the World Bank and the Iraqi Investment Climate delegation at two sets of capacity-building workshops held in Amman, Jordan in February and May 2004 on the subject of "Building a Sustainable Investment Climate in Iraq," with lessons from regional and international best practices in developing a competitive investment climate regime.

These workshops, together with prior and subsequent formal and informal discussions between both sides, resulted in the emergence of an Iraqi-owned strategy as well as a set of detailed priority actions. The workshops and discussions were interactive and included study tours, general debates, case studies, and specific relevant best practices presentations from experts familiar with the region.

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<sup>33</sup> Papers included in the Reconstructing Iraq series represent works in progress and are not formal publications of the World Bank or other agencies involved in their preparation. These papers represent preliminary and often unpolished results of country analysis and research. <http://siteresources.worldbank.org/INTIRAQ/Data%20and%20Reference/20270768/Building%20Investment%20Climate.pdf>.



## **Iraq**

### **Justice Sector Service Delivery to the Poor (P121748)**

Iraq Capacity-Building II Trust Fund (TF No. 54373) for \$80,000

Approved: May 2010

Closed: August 2010

In cooperation with the Chief Justice of Iraq and the High Judicial Council, a consultation was held with public sector institutions (High Judicial Council, Ministry of Justice, High Committee for Poverty Reduction), local officials, and CSOs to discuss the demand side of justice sector services for poor persons, and the current obstacles to accessing services.

A series of recommendations were adopted to help improve services, focusing on several broad areas: enhancing legal aid services; simplifying procedures related to the waiver of court fees; and improving public information, including the establishment of information centers inside court facilities. To further this work, the Chief Justice issued a decree establishing a three-judge committee, under the High Judicial Council, to operationalize the recommendations adopted at the consultation.

## **Iraq**

### **Enhancing Justice Sector Service Delivery to the Poor (P124641)**

Japan Social Development Fund Seed Grant (TF No. 97995) for \$49,000

Approved: October 2010

Closed: October 2011

To build on the outcomes of a previous consultation in improving service delivery to poor persons (P121748), a Japan Social Development Fund Seed grant was obtained in order to hold a series of public consultations on improving delivery of justice sector services for the poor. Over the course of the program, consultations were held in Baghdad (for the central provinces), Erbil (for the northern provinces), and Basra (for the southern provinces), and included state and local level officials, CSOs and representatives of poor communities.

The aim of the consultations was twofold: 1) to help better determine the demand side of services; and 2) to develop recommendations for improving service delivery based on the priorities of poor communities. The consultations demonstrated high levels of demand for services related to personal status issues (divorce and inheritance proceedings) and assistance with administrative procedures related to social welfare benefits. Recommended improvements included: expanding legal aid providers to include law professors and students, through the establishment of legal aid clinics; simplifying court-related procedures; and increasing public awareness.

## **Jordan**

### **First Public Sector Reform Project (PSRL-I) (P066121)**

Loan No. 4618-JO; TF No. 26127 for US\$120.0 million

Approved: June 2001

Closed: December 2001

## **Second Public Sector Reform Project (PSRL-II) (P066826)**

Loan No. 4670-JO; TF No. 26828 for US\$120.0 million

Approved: July 2002

Closed: July 2002

Jordan's economic performance is heavily dependent upon the economic and political events of the region. The Public Sector Reform Projects were designed as a series of fast disbursing loans to maintain a strong financial position within Jordan to weather economic and political shocks, as well as to continue implementing the ongoing public sector reform program, which includes reforming the judicial sector, strengthening public expenditure management and accountability, and improving the delivery of public services.

The Legal and Judicial reform aspect of the PSRLs sought to bring the justice system up to par with international standards and place Jordan on an equal footing with business partners in the EU and the United States, both of which have concluded free trade agreements with Jordan. Judges received training, and improvements were made in the decision-making process through the computerization of court systems.

## **Jordan**

### **Legal Aid for Poor Women (P090258)**

JSDF Grant (TF No. 26801) for US\$191,000

Approved: July 2001

Closed: July 2005

The purpose of the grant was to support local NGOs in Jordan in the provision of legal services to poor women. This grant replicated the legal aid services program initially tested and implemented under the Ecuador Judicial Reform Project.

The grant supported five main activities: (a) promoting legal aid services with a multidisciplinary approach to assist women with legal, psychological, and medical issues; (b) undertaking public education on laws affecting women, including developing and distributing information in courts, police stations, and public hospitals; (c) training judges and court personnel on gender sensitivity in handling cases and on the existing national laws and international treaties dealing with the rights of women; (d) developing a proposal to make legal aid services sustainable through partnerships with the private sector and new self-funding mechanisms; and (e) developing monitoring indicators with baseline standards for service delivery to low-income citizens.

## **Jordan**

### **Justice Service to the Poor (P118600)**

JSDF Grant (TF No. 94984) for US\$49,940

Approved: August 2009

Closed: February 2010

The main objective of the Seed Fund grant was to produce a strategy for the development of a system of legal aid for Jordan that is comprehensive, integrated, effective, and sustainable. The strategy would lead to the creation of a normative

framework, according to which a legal aid system would function, and to momentum among policy makers, CSOs, and community leaders in poor areas to address the provision of adequate legal services to the poor in an effective, efficient, and targeted manner. The Seed Fund grant was used to fund the following: (i) development of a questionnaire for use as a survey of poor households on their interaction with the justice sector, which was subsequently administered by the Department of Statistics for a survey of 10,000 households; (ii) analysis of the caseload of the five legal aid centers of the Justice Center for Legal Aid to determine demand-side priorities; (iii) several key stakeholder consultations to develop a strategy on reforming the legal aid system in Jordan, in coordination with the Ministry of Justice, Ministry of Social Welfare and Development, judges, lawyers, and NGOs; (iv) production of four policy studies: 1) improving internal legal aid systems; 2) design of an effective referral system; 3) establishment of a pro bono lawyers association; and 4) design of a sustainable model for financing legal aid; and (v) consensus building on the components to be included in a full proposal to the JSDF, which was subsequently funded (TF No. 011326).

## **Jordan**

### **Ombudsman Capacity-Building Support (P122070)**

IDF Grant (TF No. 99639) for US\$250,000

Approved: March 2011

Closing Date: July 2014

The Ombudsman Bureau in Jordan was established in 2008 and began full operations in 2009. It was created to provide an avenue for redress by citizens in cases of complaints against public sector bodies, as part of the Government of Jordan's drive to improve the public sector. Such a body is important in terms of providing checks and balances on a government that is dominated by a strong executive branch. It also provides an alternative process of dispute resolution from filing cases in courts, thus relieving pressure on the Jordanian court system and offering a means of redress that may prove more accessible than the courts for certain categories of disputes.

The mandate of the Ombudsman Bureau involves investigating complaints from aggrieved persons against public administration entities, resolving disputes on an amicable basis through mediation, and recommending corrective action when necessary. The Ombudsman Bureau also has a mandate to initiate dialogue directly with public sector bodies in cases where problems are identified. This allows it to advise on improving the delivery of public services, which will help the Government of Jordan disseminate best practices throughout the public administration system, as well as increase its transparency and effectiveness in serving the public.

The objective of this grant is to build the capacity of the Ombudsman Bureau to deliver its mandate efficiently and effectively, by achieving the following: (i) strengthening its service delivery and management systems; (ii) establishing a complaints administration process that resolves complaints in a fair manner and timely fashion; and (iii) ensuring that recommendations to other public bodies on improvement of services are accepted and implemented. The program components are: 1) improve human resources and management capacity; 2) strengthen the complaints management system; and 3) strengthen collaboration and information sharing with other public sector entities.

## **Jordan**

### **Enhancing Community-Driven Legal Aid Services to the Poor (P128689)**

JSDF Grant (TF No. 011326) for US\$2,606,600

Approved: October 2011

Closing Date: October 2014

The concept of legal aid services in the MENA region as a whole, and specifically in Jordan, is still underdeveloped. Equal access to justice is guaranteed by the Jordanian Constitution; in practice, however, it is hampered by the weak quality of the existing services available to poor communities. The right to state-sponsored legal aid is limited to serious crimes, despite the fact that the greatest needs for legal aid within poor communities are centered on civil cases, such as family court cases (alimony, child support, inheritance) and those related to housing and employment. For such cases, poor persons must obtain their own legal representation and pay court costs, making it more challenging for the poor to access justice in cases that impact directly on poverty levels. Thus there is a considerable need to develop legal aid services that are better targeted to the needs of the poor, and in which poor communities have a role in implementation. The Ministry of Justice has made improving access to justice a priority under its 2010–2012 Judicial Reform Strategy, and has pledged full support in the implementation of this proposed program.

The development objective of this grant is to support the legal empowerment of the poor and other vulnerable persons by improving access to justice sector services based on demand-side priorities of poor communities and supported by community-driven implementation. To achieve the overall development objective, the project is designed around two components. The first provides capacity building to the systems and institutions that will support the delivery of legal aid services to the most poor and vulnerable in an equitable, efficient, and sustainable manner. The second covers the provision of legal aid services to the poor and enhances accessibility to justice at the community level. Legal aid services will include legal counseling, legal representation, and legal education and awareness services. They will be based on demand-side priorities and implemented through local community involvement. The activities included in the two program components are based on lessons learned from, and innovations developed during, implementation of a JSDF Seed Fund grant.

## **Jordan**

### **Delivering Legal Aid Services to Iraqi and Palestinian Refugees (P126689)**

SPF Grant (TF No. 010040) for US\$ 1,827,530

Approved: October 2011

Closing Date: October 2014

The primary development outcome is to extend legal aid services to Iraqi and Palestinian refugees, which will assist them in improving access to fundamental social and economic rights, including social protection, residency, housing, personal status, and employment-related matters. This will, in turn, have a positive impact on poverty and inclusion, and minimize potential conflict involving refugees and host communities. In

addition, institutional performance by key stakeholders, including CSOs and government entities, related to the provision of services to refugees will be improved under the general framework of legal aid services in Jordan.

The program is based on an existing system of legal aid services being provided to poor Jordanians, allowing for those services to be extended and modified to adequately serve refugee communities, while at the same time remaining integrated into the overall umbrella of services and supporting improved institutional arrangements for service delivery. The services include public information, counseling, and legal representation, to be provided by an existing network of legal aid clinics supported by CSOs and pro bono lawyers, with additional legal aid clinics established in areas with high concentrations of refugees in poor, urban areas (Iraqis and Palestinians) and refugee camps (Palestinians).

## **Jordan**

### **ACC Case Management Improvement (P130198)**

IDF Grant (TF No. 022120) for US\$247,500

Approved: March 2012

Closing Date: May 2014

The objective of this project is to build the capacity of the Anti-Corruption Commission (ACC) in Jordan to deliver its mandate efficiently and effectively by enhancing its ability to receive, process, and investigate corruption complaints in an efficient and transparent manner based on improved case management procedures. The Ministry of Justice in Jordan has completed reforms of the case management procedures in civil and criminal courts, including the automation of case management functions. This experience will be leveraged in developing the case management system of the ACC.

The components of the program include: 1) building capacity for effective case management, and 2) building IT capacity to implement the new automated case managements system. The program is expected to lead to improved management of cases, improved case-related statistics, and enhanced regular reports.

## **Lebanon**

### **Supporting the Judiciary System in the Enforcement of Environmental Legislation (P100029)**

IDF Grant (TF No. 56820) for US\$327,000

Approved: July 2006

Closed: July 2010

The objective of this grant was to strengthen the capacity of the Ministry of Justice to enforce environmental legislation. The grant covered four main tasks: (a) review of existing cases of environmental jurisprudence per sector in Lebanon, comparing them to international case studies and developing a reference guide for judges; (b) establishment of an environmental experts testimony database; (c) introduction of an environmental course at the Institute of Judicial Training at the Ministry of Justice; and (d) awareness raising and the wide dissemination of information.

## **Morocco**

### **Judicial and Legal Reform Project (P063918)**

Loan No. 4563-MO for US\$5.3 million (equivalent)

Approved: June 2000

Closed: June 2004

The 1997 Free Trade Agreement with the EU spurred a renewal of focus on the Moroccan legal and regulatory framework for business-related activities. In 1998, the Bank carried out a Private Sector Assessment update for the Government of Morocco with significant stakeholder participation. The assessment identified a number of priority areas in need of reform, including the legal and judicial sector. Sector reform was then incorporated as an essential component of Morocco's five-year economic development plan.

The objective of the Judicial and Legal Reform Project was to enhance the justice system's role in economic reform by improving the operations and performance of the commercial courts and commercial registries, updating the training program for judges, and strengthening the capacity of the Ministry of Justice.

The project contained six components: (a) improving the legislative and regulatory framework for commercial transactions and the resolution of commercial disputes by supporting efforts to draft a modern Arbitration Code and to revise existing legislation and regulations; (b) strengthening the judicial system's capacity to adjudicate business-related cases efficiently, transparently, and reliably by introducing modern case management techniques and automated tools in all commercial courts; (c) strengthening the capacity of local registries to register and record essential information and provide ready access to the public by introducing appropriate automated systems; (d) improving training of judges and court administrative staff by upgrading the teaching methods, curriculum, and resources of the *Institut National d'Etudes Judiciaires*; (e) strengthening the capacity of the Ministry of Justice to collect, manage, and disseminate legal, judicial, and regulatory information and to promote wide-ranging communication and public awareness programs, and (f) ensuring adequate, sustainable capacity within the Ministry of Justice in order for the project to be implemented effectively.

## **Morocco**

### **Institutionalizing a Reform Process for the Business Environment (P121209)**

IDF Grant (TF No. 97271) for US\$348,750

Approved: May 2010

Closing Date: October 2013

The objective of this program is to improve Morocco's business environment by setting up a structured institutional and operational process for implementing and monitoring reform projects of the investment climate. The program will notably provide capacity building and monitoring tools to the recently established Reform Management Unit (RMU or Secretariat Permanent) of the National Public Private Commission for the Business Environment (Commission Nationale de l'Environnement des Affaires, or CNEA), which is in charge of coordinating and monitoring the project cycle across

ministries. The beneficiaries will be the private sector as a whole, with a particular focus on small and medium enterprises (SMEs) and foreign investors.

The project consists of the following parts: (i) strengthening the capacity of the secretariat of the CNEA in monitoring and evaluating the reform process; (ii) designing a legal, judicial, and regulatory reform project; and (iii) generating a public-private consensus on reform.

## **Morocco**

### **Justice Sector Reform (P125799)**

Loan under preparation proposed US\$15.8 million (equivalent)

Approval Date: June 2012

Closing Date: December 2016

The development objective is to strengthen the capacity of Morocco's justice sector to deliver efficient, timely, and transparent services to citizens and businesses through: (a) piloting a participatory reform process involving judges, administrative staff, judicial auxiliaries, and users in selected pilot courts; and (b) strengthening the institutional capacity of the central functions of the Ministry of Justice and Liberties to better support and monitor the court system.

Project activities will be implemented both in the ministry and in 12 pilot courts selected among three of the 21 existing judicial districts in Morocco, including courts of appeals, courts of first instance, and courts of commerce. In line with the participatory approach promoted under the project, the main component will remain flexible as to activities that will be financed. It will be anchored on feedback received from the various stakeholder groups and will aim to introduce international best practices for court performance through the preparation of court performance improvement plans (CPIP). Each CPIP will gather proposed solutions to address four strategic objectives set by the Ministry of Justice: (a) modernizing court management and organization, (b) reducing delays in processing cases, (c) improving regular interaction with court users, and (d) addressing specific local challenges through *ad hoc* solutions.

The CPIPs (*Plan d'amélioration de la performance de la juridiction*, or PAPJs) will inform an Annual Reform Strategy (SRA) that will gradually be expanded, based on the outcome of the solutions tested in pilot courts. To complement this flexible participatory approach, selected activities have been identified, both at the court and ministry levels, including notably: setting up a functional separation between a "front office" and a "back office," upgrading critical ICT tools for automating jurisdictional and administrative processes in the pilot courts, implementing a performance budgeting framework in the ministry, upgrading training activities relating to court organization and management, developing reliable statistical methodologies and tools, and improving communication with the public.

The project does not address specific issues relating to administrative justice, criminal law, prison administration, and court infrastructure.

## **Morocco**

### **Justice Public Expenditure Review (P126584)**

Economic and Sector Work

Approved: December 2011

Closing Date: December 2012

In the context of the wide-ranging economic, political, and social reforms that have been undertaken in the past decade, King Mohammed VI has consistently made the reform of the justice system a priority. Important progress has been made. In the field of judicial reform, the creation of specialized courts, administrative and commercial tribunals, administrative appeal courts, and commercial appeal courts are among the most important advances. In addition, changes made in the Family Code have strengthened the position of women in society. Justice sector reform has gained momentum and depth following the events now known as the “Arab Spring” and the subsequent constitutional reform, which strengthens the independence of the judiciary and emphasizes the citizen’s right to equal access to fair and efficient judicial services. The Ministry of Justice has initiated a participatory process to develop a comprehensive justice sector reform strategy for the implementation of the new constitutional changes and rights.

Against this background, the objective of this Justice Sector Public Expenditure Review (JSPER) is to inform this reform process and support Morocco’s policy makers in the design of a justice sector reform strategy with a focus on improving efficiency and performance through more effective utilization and management of resources. The scope of the analysis spans the Ministry of Justice, the prosecutors, and the courts. The key audiences for the JSPER are the Ministry of Justice, the Ministry of Finance, the courts, the Supreme Judicial Council, and the prosecutors. The wider audience includes other important stakeholders such as the legislature, bar associations, representative associations (e.g., of judges, prosecutors, notaries, bailiffs), Morocco’s development partners, and civil society.

## **Tunisia**

### **Economic Competitiveness Adjustment Loan I (P042287)**

Loan No. 4069-TUN for US\$75.0 million (equivalent);

Approved: July 1996

Closed: June 1998.

### **Economic Competitiveness Adjustment Loan II (P053255)**

Loan No. 4461-TUN approved April 20, 1999 for US\$159.0 million (equivalent);

Approved: April 1999

Closed: June 2001.

### **Economic Competitiveness Adjustment Loan III (P055815)**

Loan No. 7094-TUN approved December 20, 2001 for US\$252.5 million

Approved: December 2001

Closed: December 2003

The Economic Competitiveness Adjustment Loans (ECAL) I and II supported a reform program aimed at achieving a sustainable increase in the rate of economic growth in Tunisia while improving the international competitiveness of the economy. ECAL I



was the first of a series of operations to upgrade the private sector and to prepare it for the establishment of free trade under the implementation of the Free Trade Agreement with the EU. The main objective of ECAL II was to increase the soundness, efficiency, and competitiveness of the financial system.

Activities conducted under ECAL I included the preparation of a draft law introducing new port regulations and a draft law introducing a Company Code. ECAL II supported a program of reforms in the financial sector. The Legal Reform Component of the project included three subcomponents: (a) initiate bank privatization, consolidate the banking sector, and reform the governance regime for public sector banks; (b) modernize the banking laws and upgrade bank prudential regulation; and (c) enhance the regulatory framework of nonbank financial intermediation, performed by mutual funds, securities firms, and insurance companies.

The objective of ECAL III was to continue support for the reforms begun under ECALs I and II. The project aimed to improve governance and transparency through a more streamlined business environment and enhance regulation, competition, and efficiency in the insurance sector.

### **United Arab Emirates**

#### **Assistance to the Abu Dhabi Judicial Department (Phase I and II) (P092841)**

Reimbursable Technical Assistance Program

Approved: February 2009

Closed: November 2011

In December 2008, the Abu Dhabi Judicial Department (ADJD) approached the Bank for technical assistance and advice (Phase I Bank Support). The Bank accepted and undertook a mid-term review in the first quarter of 2009 of the progress the ADJD, which found that good efforts had been made but that much still needed to be accomplished to reach the ambitious objectives and goals set out in the ADJD's Action Plan to implement the Strategic Plan. One of the issues identified at that time was the almost complete lack of relevant data to monitor, track, and assess progress towards achieving goals and objectives. While the ADJD had created a performance measure system, the information collected focused solely on the completion of modernization initiatives, not on actual agency performance data that would inform progress towards achieving the ADJD's goals.

In August 2009, the Bank received a further request from the ADJD for technical assistance over a one-year period (Phase II Bank Support). In November 2010, this period was extended for another year, until November 2011, especially to focus on the development and collection of the still needed monitoring data.

The project had two components: (i) ongoing assistance with reviewing and refining the current Strategic Planning Process; and (ii) development of a leadership and performance measurement course for ADJD directors to be held at the World Bank in Washington, DC.

## **United Arab Emirates**

### **Targeted Assistance for Moving the Abu Dhabi Judicial Department II (P130217)**

Reimbursable Technical Assistance Program

Approved: February 2012

Closing Date: March 2013

The objective of this advisory service is to assist the ADJD in advancing its progress on achieving the objective laid out under its 2008–13 Strategic Plan and Action Plan.

Based on the Bank's prior engagement and ADJD consultations, the Bank and the ADJD agreed to targeted assistance on a few essential areas: (i) supporting continued development and improvement of the case management system; (ii) enhancing capacities in human resources management; (iii) assisting the International Cooperation Department to develop capacities to be the coordinator of all international requests and exchanges; and (iv) providing limited assistance to the Strategic Planning and Management Department.

## **West Bank And Gaza**

### **Legal Development Project (P047111)**

World Bank Trust Fund No. 26063-GZ for US\$5.5 million

Approved: June 1997

Closed: December 2003

The Palestinian Ministry of Economy and Trade (MET) set out a clear legal reform agenda for the Palestinian Authority. The Legal Development Project represented one of the first steps in the Palestinian Authority's quest to establish the rule of law in the parts of the West Bank and Gaza under its control.

The objective of the Legal Development Project was to implement an adequate legal framework to support a modern market economy and private sector growth, and to increase the efficiency, predictability, and transparency of the judicial process. The project had five components: (a) unify and develop the existing legal framework; (b) improve the judiciary's administrative and case management procedures; (c) introduce selected training programs for judges; (d) expand the use of ADR mechanisms within the judiciary; and (e) disseminate legislation and court precedents to the legal, judicial, academic, and business communities, and to the public at large.

## **Republic Of Yemen**

### **Legal and Judicial Reform Project (P057915)**

Credit No. 3274-RY for US\$2.4 million (equivalent)

Approved: June 1999

Closed: June 2003

Until unification in 1990, the People's Democratic Republic of Yemen (South) and the Arab Republic of Yemen (North) had different legal regimes. While North Yemen's legal system drew heavily on legal traditions of the Ottoman system, South Yemen's system had a distinctly common law influence resulting from decades of British

reign. The Reunification Constitution of the Republic of Yemen (approved by referendum in 1991) espouses the principles of the separation of powers and the independence of the judiciary. However, the transitional system faced serious problems in terms of efficiency, quality, and the enforceability of laws.

The objective of the Legal and Judicial Reform Project was to assess the potential of a judicial training pilot program to enhance the effectiveness of the judiciary and strengthen the ability of the Ministry of Legal and Parliamentary Affairs (MOLPA) to prepare and advise on business and economic legislation.

The project had three main components: (a) support judicial reform through training for the judiciary and arbitrators, an assessment of court administration and judgment execution regulations and practices, and the rehabilitation of court infrastructure; (b) support legal reform by strengthening the institutional capacity of the MOLPA, assessing the legal frameworks governing business, economic, and financial activities, and developing a legal framework for land tenure, transfer, titling, and registration; and (c) undertake a public awareness campaign.

### **Republic Of Yemen**

#### **Legal Reform (P041058)**

IDF Grant (TF No. 28869) for US\$196,000

Approved: January 1995

Closed: January 1998

The objective of this grant was to create and operate a Law Reform Unit responsible for the reform of the legal system.

The grant had two main components: (a) the creation and operation of a Law Reform Unit, responsible for the reform of the legal system; and (b) the provision of legal expertise to assist the Law Reform Unit in carrying out its functions. Activities carried out under the grant included a review of laws, decrees, and regulations in force to identify deficiencies in the legal framework; development of a plan for legislative development with clear priorities and sequencing, and subsequently and in cooperation with the Ministry of Justice, drafting and amending legislation identified as priorities in the legislative development plan; and preparation of reports on the draft laws and amendments for governmental and parliamentary review.

### **Republic Of Yemen**

#### **Technical Assistance to the General Department of Legal Affairs of the Ministry of Planning and Development (P046549)**

IDF Grant (TF No. 28579) for US\$50,000

Approved: October 1995

Closed: September 1998

At the grant's inception, the General Department of Legal Affairs in the Ministry of Planning and Development (MOPD) played a pivotal role in obtaining cabinet authorizations for negotiation and subsequent parliamentary approval of Yemen's official development aid. The objective of this grant was to develop the legal and administrative abilities of the Legal Affairs staff through in-service training and a foreign study tour.

The grant's three components consisted of: (a) the provision of training and seminars in Sana'a on a variety of legal and implementation-related topics, including negotiation skills and strategies, drafting of contracts and agreements, international arbitration and dispute-resolution provisions for foreign companies, and improved administrative skills; (b) selected study tours abroad; and (c) provision of support equipment.

## **REGIONAL ACTIVITIES**

### **Capacity Building in Public Sector Complaint Mechanisms (P129434)**

Technical Assistance

GAC MNA Regional Committee for \$80,000

Proposed Approval Date: June 2012

The key objectives of this program are to 1) support knowledge sharing at a more regional level among public sector complaints mechanisms and 2) develop strategies for using data generated by public sector complaints mechanisms to determine the demand side of services in order to target and prioritize improvements to those services. In addition to demand, knowledge sharing will also focus on case management improvements, extending services beyond major urban areas, and streamlining procedures. The objectives will be achieved by highlighting ongoing technical assistance while promoting capacity building.

The outputs of the program include: knowledge sharing consultations with key Iraqi (state and Kurdistan Regional Government (KRG)-level shura councils) and Jordanian (the Ombudsman and Complaints Hotline of the Ministry to Public Sector Development) stakeholders, on (i) promoting case management and process simplification; (ii) improving service delivery; and (iii) developing data to support policy reforms based on the demand for services, as well as strategies for the use of that data to support service delivery improvement for the project's stakeholders.

### **Addressing Demand Side of Justice Sector Services to the Poor (P127908)**

Technical Assistance

Supported by the Center for Mediterranean Integration (CMI) for \$45,000

Approval Date: September 2011

Closing Date: June 2012

The objective of this activity is to provide a comprehensive assessment of the demand side of justice sector service delivery to the poor in Jordan, Iraq, and Lebanon, in order to provide a solid analytical basis for improving that service delivery and furthering policy reform. The assessment will be made based on data obtained through existing Bank programs supporting capacity building in justice sector institutions (legal aid services, ombudsman's institutions, ministries of justice), CSOs, and public sector complaints mechanisms.

In addition to the general assessments, the program will produce the following: an analysis of a justice sector services survey of 10,000 households in Jordan, to help assess the demand for services among poor households; a survey of poor persons in pretrial detention in Lebanon, to institute realistic, data-based reforms of the procedures for accessing legal representation; and an analysis of the legal status of persons without identification documents in the Bekaa Valley of Lebanon, to inform the process of developing targeted justice sector services.

## **SOUTH ASIA REGION**

Since the 1990s, the Bank has expanded its judicial reform programs throughout the South Asia region. These programs have supported key elements of justice sector reform in a number of countries through lending and nonlending instruments, including freestanding operations, components of larger programs, grants, and fee-for-service technical assistance. Justice-related lending operations support judicial reform, strengthening of the Office of the Attorney General, and land titling programs. Grants provide assistance in areas such as land-related conflicts, ADR, and legal aid to poor women.

### **Afghanistan**

#### **Building Capacity to Address Land-Related Conflicts (P099893)**

IDF Grant (TF No. 54983) for US\$330,000

Approved: April 2005

Closed: April 2009

Conflict in Afghanistan stems in part from land disputes among individuals and between communities and ethnic or religious groups. Since 2002, hundreds of thousands of vulnerable Afghan refugees have returned to their homes, while many others remain internally displaced, increasing the potential for future land-related conflicts. This grant's purpose was to strengthen the capacity of the Land Commission (established in 2004) and help local communities formulate policies and adopt practices to address land-related conflict and vulnerability.

The grant supported learning-by-doing capacity building and analytical work, including case studies on land disputes; pilots in community adjudication and dispute resolution; and studies on the links between lack of access to land and rural poverty and vulnerability. These activities were complemented by policy dialogue among the Land Commission, civil society, key members of the justice sector, the Ministry of Rural Reconstruction, and other engaged donors. A Capacity Enhancement Strategy, with a corresponding monitoring and evaluation framework to help bolster knowledge, outreach, and dissemination, was also supported.

### **Afghanistan**

#### **Judicial Sector Reform Project (P107372)**

ARTF Grant (TF No. 91260) for US\$27.75 million

Approved: June 2008

Closed: December 2011

At the 2007 Rome Conference on Rule of Law in Afghanistan, participants agreed to develop a comprehensive National Justice Sector Strategy (NJSS) and National Justice Sector Program (NJP) and establish a pooled funding mechanism to support them. The conference concluded that the Afghanistan Reconstruction Trust Fund (ARTF), a multi-donor trust fund being administered by the World Bank, showed the most potential as a funding mechanism, and invited the World Bank to assist the government in the design of a justice sector project.

The Judicial Sector Reform Project's objective was to enhance the capacity of the justice sector institutions to deliver legal services. It was made up of three components: (i) enhancement of the capacity of legal institutions; (ii) empowerment of the people; and (iii) strengthening of implementation capacity. The first component included activities to improve the strategic management of human capital and physical infrastructure, increase the skills of justice sector professionals, and provide rapid information, communications, and technology enhancements. The second component was intended to improve legal awareness, as well as the capacity to provide legal aid throughout the country. The third component aimed to provide support to Afghan justice sector institutions to implement the National Justice Sector Strategy and Program.

## **Afghanistan**

### **Justice Service Delivery Project (Phase 2) (P118028)**

ARTF Grant under preparation, proposed US\$85 million

Approved: May 2012

Closing Date: May 2017

The Afghanistan Justice Service Delivery (AJSD) Project (Phase 2) continues many of the aspirations of the ARTF Judicial Sector Reform Project and builds on its work. It will, however, confront: (a) the lessons learned from the first project and (b) the need to integrate the recent political developments and current realities of Afghanistan. This project therefore uses a more holistic view of the justice sector by taking into account: a) the effects of legal diversity; b) the crucial role of legal services in the future development of the country; c) people's contemporary needs and preferences for a particular form of legal service; and d) the potential of justice institutions to respond to people's needs. Using this approach, the principal goal will be to improve the capacity of justice institutions to provide access to legal services in ways that will empower individuals to resolve their disputes satisfactorily and at minimal costs to them or the state.

The proposed objective is to increase access to and the use of legal services. This objective will be achieved through: the enhanced capacity of state justice institutions; strengthened capacities, incentives, and accountabilities of service providers to increase access to services; and easier access to legal information. The project intends to benefit the Afghan population as a whole, with specific groups targeted for additional assistance, including: rural communities, the indigent population, women, the private sector (particularly in resource corridors), and frontline justice service providers (including judges, prosecutors, and administrative staff). The following project components will be supported: (a) partnership for justice, (b) legal empowerment, (c) the organization and capacity of state justice institutions, and (d) the implementation structure.

## **Bangladesh**

### **Legal and Judicial Capacity Building Project (P044810)**

Credit No. 3485-BD for US\$30.6 million (equivalent)

Approved: March 2001

Closed: December 2008

The Government of Bangladesh developed a Strategy for Legal and Judicial Reforms following extensive national consultations with civil society, legal professionals, and government officials. The Legal and Judicial Capacity Building Project supports the first phase of the government's long-term strategy to build a well-functioning legal system capable of improving the financial, commercial, industrial, and social life of Bangladesh. The Ministry of Law facilitated and coordinated project implementation. The Supreme Court, the Ministry of Law, the Judicial Training Institute, and the Law Commission were responsible for implementing each of the components under its purview.

The Project's objective was to support the following measures: (a) to enhance the efficiency, effectiveness, and accountability of the civil justice system with a view particularly to reducing/eliminating the case backlog and expediting the clearance rate; and (b) to improve access to justice, particularly for women and the poor. The project had four main components: (a) judicial capacity building; (b) improvement of court administration; (c) supporting legal reform capacity building; and (d) preparation of future reforms/other studies.

## **Bangladesh**

### **Technical Assistance of the Judiciary (P050133)**

IDF Grant (TF No. 27508) for US\$312,700

Approved: May 1997

Closed: May 2000

Bangladesh embarked on substantive policy and structural reforms in the industrial, financial, and trade sectors beginning in early 1990. In recognition of the importance of improving the legal environment for ensuring private sector-led growth, and particularly for mobilizing greater domestic and foreign investment, Bangladesh's government reactivated the Law Reform Commission and operationalized the Judicial Administration Institute, and the Law Minister appointed an inter-ministerial Task Force to begin preparation of a comprehensive judicial reform project.

In line with the government's policy commitment to strengthen and improve the functions of the judiciary, the principle objective of this IDF grant was to help finance institutional development and capacity-building activities. The grant financed: (a) the activation of the Law Commission in order to carry out a program of legal reforms; (b) assistance to the operationalization of the Judicial Administration Institute through the training of staff and development of curricula; and (c) the development of comprehensive documentation of the laws and regulations of Bangladesh.



## **India**

### **Strengthening Alternative Dispute Resolution in India (P109075)**

DFID Trust Fund (TF No. 90989) for US\$480,000

Approved: October 2007

Closed: October 2008

The private sector in India continues to suffer from excessive delays and backlogs in the justice system, which has adverse effects on ordinary citizens. It also negatively affects the business environment and weakens public trust in the justice system. Research has shown that these delays disproportionately affect newer and smaller businesses, as well as the poor. In order to provide the business community and other segments of the population with an appropriate, efficient, and fair dispute-resolution mechanism for specific types of cases, the government developed a program to support ADR mechanisms. The purpose of this grant was to support the initial phase of this program by providing analytical work and building the capacity of India's International Centre for Alternative Dispute Resolution (ICADR).

Different forms of ADR have a long history in India, but they have never been part of a strategic approach to the provision of justice services. This grant financed a study of ADR effectiveness to generate empirical data on ADR mechanisms and their interaction with the court system. The study was an important complement to the ICADR Business Plan being developed through this grant to market and position ICADR's services. In addition, the capacity building of officials responsible for managing, operating, and supervising the work of ICADR was included to enable them to develop the strategic thinking necessary to improve the policy framework for institutional ADR in India and enable ICADR to acquire preeminence in this field.

## **India**

### **Technical Assistance to the Competition Commission of India (P090426)**

IDF Grant (TF No. 54184) for US\$500,000

Approved: March 2004

Closed: October 2007

This grant aimed to support the implementation of the Competition Act of 2002 (the Competition Law) by (a) strengthening the Competition Commission of India (CCI), including capacity-building support for CCI staff, policymakers, and the legal community; and (b) strengthening entrepreneurship within the economy and pro-competition allies by promoting greater awareness of the benefits of competition.

The grant covered the implementation of: (i) an institutional capacity-building program for the CCI; (ii) a training and skills enhancement program; and (iii) a public advocacy and awareness building program.

## **Nepal**

### **Legal and Judicial Reforms to Strengthen Creditor Rights (P104445)**

IDF Grant (TF No. 90254) for US\$405,000

Approved: August 2007

Closed: August 2010

According to the Bank's Country Assistance Strategy (CAS) for Nepal (2004), a number of governance reforms are required to enhance the impact of the structural measures necessary to stimulate a more pro-poor and inclusive growth process. The CAS stressed the significance of capacity-building efforts in improving governance and the role of a strong financial sector in the economy. Insecurity in contract enforcement may stifle individual entrepreneurship, which a well-functioning legal and judicial system avoids. It also reduces transaction costs and increases access to credit. The proposed grant objective was consistent with the CAS.

The grant's developmental objective was to build the capacity of the judiciary to provide dispute-resolution services in banking and commercial matters through a commercial bench and data collection and analysis. To that end, the grant supported the strengthening of judicial service delivery in commercial and banking cases by establishing a new commercial bench, as well as undertaking a judicial assessment and creating a judicial map.

## **Nepal**

### **Office of the Attorney General Institutional Strengthening (P088693)**

IDF Grant (TF No. 53418) for US\$204,000

Approved: March 2004

Closed: October 2007

This grant was developed as a means to address broader issues of governance and anticorruption in Nepal. The grant assisted the Office of the Attorney General (OAG) to (a) strengthen the capacity of its staff through the design of a training strategy and implementation program; (b) improve case administration by the design and implementation of a master plan; and (c) improve prosecution services. The grant also sought to strengthen the capacity of the prosecution at its central and local levels, enhance administration, and harmonize prosecution. The grant indirectly and directly benefitted about 700 staff in the OAG through the grant's training and capacity-building activities.

## **Pakistan**

### **Governance Support Project for KP and FATA (P126425)**

KP, FATA, and Balochistan MDTF (TF No. 10510) US\$6 million (being scaled up to \$8.75 million)

Approved: November 2011

Closing Date: June 2014

The Governance Support Project (GSP) is designed to address recovery and rehabilitation needs in the Khyber Pakhtunkhwa (KP) and Federally Administered Tribal Areas (FATA) resulting from the militancy crisis. The proposed grant will finance capacity building, program development, and urgent governance interventions. The GSP is a joint initiative for KP and FATA, and the activities will be aimed at strengthening professional capacities, providing technical assistance, and supporting selected governance activities and reforms identified for this region under the Post Crisis Needs

Assessment (PCNA). The Bank as administrator of the MDTF is targeting its interventions through the trust fund that has been set up for KP, FATA, and Balochistan.

The project consist of three components: (i) the establishment of the PCNA Implementation Support Units and provision of TA and institutional building to line departments in the Governments of KP and FATA; (ii) a Rapid Response Facility (RRF) to provide implementation support for urgent governance interventions that address key constraints to program implementation; and (iii) diagnostics and consultations.

## **Sri Lanka**

### **Land Titling and Related Services Project (P050738)**

Credit No. 3496-LK for US\$6.78 million (equivalent)

Approved: March 2001

Closed: September 2006

The majority of land in Sri Lanka remains state owned and controlled. In order to facilitate the creation of an effectively functioning property market, the Sri Lankan government undertook land-related and land titling reform. The objective of the Land Titling and Related Services Project was to develop an efficient, cost-effective, and sustainable land titling program. The project supported efforts to establish a legal framework and develop the capacity to implement land titling to support increased tenure security and more effective land markets. The project sought to increase confidence in the land titling system and provide a basis for further, longer-term reform.

The Land Titling and Related Services Project had two main components: (a) improve the operational methods of land titling and (b) develop the institutional framework and capacity for land titling and related services. The project achieved progress in a number of areas. For example, case studies and operational manuals were developed and communication materials disseminated. Project staff also carried out field research into titling methods and worked with legal experts on the revision of the Registration Title Act.

## **Sri Lanka**

### **Legal Aid Services to Poor Women (P084460)**

JSDF Grant (TF No. 26802) for US\$282, 000

Approved: February 2002

Closed: July 2005

The Legal Aid Services for Poor Women grant provided funds to local NGOs in Sri Lanka—Sarvaodaya Legal Services Movement (Sarvodaya), Women-in-Need (WIN), and Lawyers for Human Rights (LHRD)—to provide legal services to poor women. The grant replicated the Legal Aid for Poor Women program initially tested and implemented under the Ecuador Judicial Reform Project and was designed to complement the Sri Lankan Legal and Judicial Reforms Project.

The grant's purpose was to improve access to justice for women in Sri Lanka. It supported four main activities: (a) promoting legal aid services with a multidisciplinary approach to assist women with legal, psychological, and medical issues; (b) undertaking public education on laws affecting women, including developing and distributing

information in courts, police stations, and public hospitals; (c) training judges and court personnel on gender sensitivity in handling cases and on the existing national laws and international treaties dealing with women; (d) developing a proposal to make legal aid services sustainable through partnerships with the private sector and new self-funding mechanisms; and (e) developing monitoring indicators with baseline standards for service delivery to low-income citizens.

## **Sri Lanka**

### **Legal and Judicial Reforms Project (P044809)**

Credit No. 3384-LK for US\$18.2 million (equivalent)

Approved: June 2000

Closed: February 2007

The Legal and Judicial Reforms Project was implemented under the Sri Lankan government's ambitious program to modernize Sri Lanka's economy and bring about political and social stability. The objective of the project was to improve Sri Lanka's existing legal and judicial framework by making it more efficient, transparent, and responsive to the needs of the public and private sector

The project had three main components. First, it aimed to enhance legal reform by (i) drafting new commercial legislation; (ii) strengthening the capacity of the institutions responsible for law reform and legal education in the area of commercial law by providing training to develop public awareness; (iii) providing training for lawyers in the Attorney General's Office; and (iv) developing an online Legal Information Network (LAWNET) to include statutes, government regulations, and case information/court decisions. Second, the project aimed to carry out capacity building of the Office of the Registrar of Companies. Third, the project aimed to reform the judicial system by (i) undertaking judicial education and training for court staff, (ii) reorganizing the Judicial Services Commission, (iii) designing model courts, and (iv) establishing a formal mediation center for commercial disputes.

Following project preparation, the government withdrew its request for a component regarding company registry in order to implement it separately. At the end of 2003, labor tribunals were also included in the initiatives concerning court reform and judicial training.

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