

A2J MID TERM REVIEW REPORT

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1. Introduction and Summary

In partnership with the Ministry of Law, Justice and Parliamentary Affairs (MoLJPA), UNDP established, in July 2007, the “Promoting Access to Justice and Human Rights in Bangladesh” project. The project is for three years and is scheduled to conclude in June 2010. UNDP is currently the sole donor supporting the project.

The project aims to provide institutional and technical support to justice sector reform and support the promotion of human rights in Bangladesh. The project follows human rights based approaches and focuses on strengthening the justice delivery capacity of the justice sector. The project also aims to raise awareness of international human rights norms to empower disadvantaged people. Objectives of the project include:

- Enhancing access to justice for all disadvantaged and marginalised groups through a rights-based approach.
- Strengthening mechanisms for promotion and protection of human rights and the delivery of justice for all, particularly the poor and other disadvantaged persons.
- Establishing an institutional framework for protection of human rights, particularly for the disadvantaged.

Overall, the project has been moderately successful. After a slow start up due to delays and staffing difficulties the project’s focus and delivery improved, primarily due to the appointment of a new National Project Director (NPD) who is energetic and focused on fulfilling project objectives. The project document itself has design issues that need to be addressed, particularly in its expectation that the Supreme Court will lead activities related to human rights, the absence of meaningful indicators of success, and the need for an overall focus of project activities towards strategic outcomes.

This review is an opportunity to refocus the project on achievement of the objectives specified above. To that end this review recommends that for the remaining period of the project activities should be clustered in the following areas:

- Access to Law: Several relatively quick and easy activities in this area would noticeably improve access to law.
- Improvement of the Core Competencies of the Ministry. Activities should focus on improving the strategic planning capabilities of senior officials and on capacity building of key sections of the Ministry, i.e., upgrading the functional knowledge of core staff.
- Access to a Lawyer. Legal Aid reform and expanded Pro Bono are essential to deliver legal services to the poor and marginalized.
- Seminar on Judicial Reform: Support towards organising an international seminar for the Judges of the Supreme Court on comparative perspectives in judicial reform.
- Improved Case Management for Enhanced Access to Justice: Undertake activities aimed at identifying key needs and short, medium and long term initiatives for justice sector reform and improved case management based on a platform of national consensus, including stakeholder consultations/seminars/learning and capacity building programmes, baseline research on specific judicial reform and case management issues, facilitating formation and activities of a cross-sectoral national advisory group, etc.

The mission recommends extension of the project until December 2012 i.e., an extension for 30 months.

2. Composition of the Mid Term Review Mission

The mission will comprise one representative from the UNDP, one representative from the MoLJPA, and one independent National Consultant.

3. Objectives and Purpose of the Mid Term Review

The main objective of the joint MoLJPA-UNDP led evaluation mission was to undertake an assessment of the overall impact of the project against its targeted objectives and evaluate the structure and project management arrangements of the project. The objectives of the mission among others included recommending the revision of the ProDoc in line with the new activities undertaken by the Project as per the decisions of the Project's Outcome Board. Specific focus of the recommendations were expected to include the additional activities undertaken by the Project including the Translation and Publication Pilot Scheme; Human Rights Training of public and private lawyers; Case Management; and support to the MoLJPA ICT Cell and the Websites. The objectives of the mission also included identification and recommendation of new activities for the project. Possibility and feasibility of extension of the project and formulating altogether a new phase for the Project were also within the purview of the mission.

4. Methodology

The main methods included: desk study of relevant project documents; discussion with project personnel and consultation with stakeholders.

5. Assessment of Target Outputs/Activities Vs. Progresses made as per the Project Document

There are EIGHT (08) outputs targeted in the original Project Document of the A2J project under its two activity components of *Access to Justice* and *Human Rights*. The following pages of the report present the progresses made by the project as against each of the EIGHT targeted outputs and planned activities. Attempts have been made to demonstrate the status of achievement as well as supporting comments related to each of the progress up-date.

5.1 OUTPUT 1

EXPECTED OUTPUT	PLANNED ACTIVITIES	ACHIEVEMENTS & PROGRESS
<p>Establishment of institutional framework for protection of human rights and dissemination of HR status particularly of the disadvantaged</p>	<p>Provide technical advice, as required, for drafting the legislation to establish the Human Rights Commission Bill.</p>	<p>An Ordinance for the establishment of the Bangladesh National Human Rights Commission (BNHRC) was proclaimed in December 2007. The draft of the legislation was built among others upon the recommendation of UNDP Human Rights mission to Bangladesh. Also, a study was conducted on the draft legislation for establishing the NHRC (“The Bangladesh National Human Rights Commission Bill-A Commentary”, August 2007) commissioned by the UNDP and supported by the Project. Earlier, a UNDP commissioned study was conducted on “Human Rights Commission for Bangladesh: Models, International Standards and Capacity Development Options” (Peter Hoskins, June 2007).</p> <p>In order to learn about the “best practices”, share experience and to gain knowledge to facilitate establishment of a national human rights commission in Bangladesh, the project in November 2007 organised learning visits to established national human rights institutions in the Asia Pacific for concerned senior officials of the MoLJPA.</p> <p>The project organized three study tours in May 2009 for high level officials of MoLJPA and members of the Parliamentary Standing Committee (PSC) on MoLJPA to visit the National Human Rights Institutions (NHRI) of various developed countries as models of good practices. The team has visited Sweden, UK, Northern Ireland, Germany, and France to visit the NHRIs of those countries.</p>
<ul style="list-style-type: none"> • Human Rights Commission law enacted, conforming to Paris Principles. • Commission commences operations to promote and protect human rights 	<p>Undertake a capacity assessment for the National Human Rights Commission and provide recommendations.</p>	<p>In May 2008, an international mission was commissioned to undertake a <i>needs assessment for the establishment of the National Human Rights Commission in Bangladesh</i>. The Mission Report was submitted in the beginning of July 2008 and shared with concerned policy level stakeholders at the MoLJPA. It is worth noting that several key recommendations of the A2J’s <i>Need Assessment Report</i> have been reflected in the policy initiatives undertaken by the Government in facilitating establishment of the NHRC.</p> <p>On 01 September 2008, the day that the National Human Rights Commission Ordinance came into force, the A2J Project published a Special Supplement to commemorate the historic day on two National Dailies. The Supplement included messages from the Honourable President, Chief Advisor, Law Advisor, Law Secretary and the UN Resident Coordinator and UNDP Resident Representative.</p>

	<p>Develop a multi-donor capacity development project coordinated by UNDP to support the new Human Rights Commission, once established.</p>	<p>A2J conducted an international mission on <i>needs assessment for capacity strengthening of the National Human Rights Commission in Bangladesh</i> on 15th -28th Jan 2009. Mr. Peter Hosking, former Human Rights Commissioner and an internationally recognised expert in this area has conducted the Mission accompanied by two national consultants. The team submitted their Report along with Project Proposal for 5-year capacity strengthening joint donor project for the NHRC.</p> <p>In addition, the Project continues its support towards capacity strengthening of the NHRC through provision of immediate needs with regard to office and IT equipment and basic human resource support.</p>
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Status

Outputs achieved through targeted activities.

Comments and Observations

The project’s major success is its significant contribution towards the legal establishment of the NHRC. It may not be correct to infer that the establishment of the Human Rights Commission was only due to the initiatives and support of the current project under review. It must be recalled that UNDP in 1996 started its Institutional Development of Human Rights in Bangladesh (IDHRB) project with a view to establishing among others a national human rights commission for Bangladesh. At that juncture, the civil society and NGO’s also in support of establishing a National Human Rights Commission carried out necessary advocacy initiatives. The activities of the current project during the caretaker government, among others, paved the way in establishing the national human rights commission.

The cooperation rendered by the project in drafting the bill for establishing a human rights commission has been commendable. Experiences learnt from the study visits may have had positive and constructive reflections in the review exercises conducted by the Parliamentary Standing Committee and incorporated in the final recommendations made on the NHRC Act 2009 passed by the Parliament in July 2009, even though the law fell far below peoples’ expectation, especially when evaluated against the Paris Principles. It would be beneficial for the long term advancement of Human Rights Commission to develop a comprehensive organizational development plan through a *strategic planning workshop*. Through such early effort, the new commissioners and all the staff can build a unified vision of how they can operate effectively under a changing working environment. Without a shared vision it would be difficult for an organization to steer through and overcome the challenges, especially during these early days of establishment.

It appears that as per the decision of the Project’s Outcome Board, A2J will continue its capacity building support to the NHRC until the Joint Donor funded Pool-Project for the NHRC is launched. Based on A2J’s Capacity Development Assessment Report (short, medium and long terms), Project support to the NHRC are being continued. It is expected that the medium to long term needs will be addressed by the UNDP coordinated Joint Donor Project developed by the A2J fielded Mission. The current Mission learned that the Multi-Donor Capacity Building Project, developed on the basis of the A2J fielded Mission, is being scrutinized by the GoB.

5.2 OUTPUT 2

EXPECTED OUTPUT	PLANNED ACTIVITIES	ACHIEVEMENTS & PROGRESS
<p>Support to Justice sector-wide needs assessment, steered by an Interagency Consultative Group to identify strategies for institutional reforms.</p>	<p>Undertake a joint capacity development assessment of the formal justice sector.</p>	<p>In 2007, an interagency consultative group took initiative to assess the capacity of the justice sector to support the separation of Judiciary from the Executive. The final report was submitted in November 2007 (<i>Identification Mission on Need Assessment for Supreme Court, Bangladesh in relation to Supporting the Separation of the Judiciary from the Executive Power</i>). The mission was arranged by the LCG for Governance (CIDA, DANIDA, DFID, GTZ, the Royal Netherlands Embassy, the World Bank and UNDP) and was supported by the UNDP-supported Project (A2J).</p> <p>In June-July 2009, the Project supported fielding of an interagency mission on the formal justice sector with a view to examine how development partners can best support the Government of Bangladesh in justice sector reform and development of a project document for joint donor support coordinated by UNDP based on a long term justice sector wide approach.</p> <p>During the same period of June-July 2009, A2J also coordinated a joint UN Agencies' (UNDP, UNICEF, UNIFEM) Study on the Informal Justice sector conducted by the Danish Institute of Human Rights.</p>
	<p>Coordinate with the interagency consultative group with special reference to the National Human Rights Commission.</p>	<p>From the drafting stage to the establishment and subsequent capacity building support to the NHRC, A2J coordinated donor support to the establishment of a national institution for protection of human rights. On 02 December 2008, the day after the new Human Rights Commission entered into office, A2J coordinated/organized a high level joint meeting of all concerned donor partners with the NHRC. Later, through coordination and active support from A2J, a multi-donor capacity building project for NHRC has been developed (currently under review by the GoB for approval).</p> <p>Project organised a Round Table Meeting in Dhaka on 01 December 2008 to celebrate the International Human Rights Day and the 60th anniversary of the Universal Declaration of Human Rights. The meeting was chaired by the Honourable Law Advisor to the Caretaker Government and participated by the Chairman and Members of the NHRC, UNDP Senior Management, Donor Missions, Diplomats, GoB officials, NGOs, CSOs and the media.</p>

Status

Outputs partly achieved through targeted activities.

Comments and Observations

Final Report of the Formal Justice Sector Study supported by A2J is over due. The Report will also include a Multi-Donor Justice Sector Project support document coordinated by UNDP.

Regarding human rights commission, the mission noted that through the A2J support activities to coordinate with the interagency consultative group. UNDP has established itself as the lead agency for coordinating international donor support to the establishment of and capacitating the National Human Rights Commission.

5.3 OUTPUT 3

EXPECTED OUTPUT	PLANNED ACTIVITIES	ACHIEVEMENTS & PROGRESS
Supreme court is strengthened to enhance oversight functions pursuant to separation of the Judiciary from the Executive.	Needs assessment for strengthening the Supreme Court.	Three meetings were conducted with the Supreme Court by the Project during the course of 2008. Conducting the planned needs assessment and development of an organogram for the Supreme Court were discussed in details. It was expressed by the SC that the Organogram proposed in the Danida/CIDA study lacks several practical considerations and needs to be further developed in more practical contexts.
	Prepare an organogram and related facilities to develop existing capacity of Supreme Court	Not done. It was already done by Danida/CIDA.
	Organize a seminar to inform all the stakeholders about the capacity assessment report	Not done.

Status

Outputs targeted not achieved through A2J interventions.

Comments and Observations

The Judiciary has been formally separated from the Executive as of 01 November 2007. At the end of 2007, the needs assessment including an Organogram for the Supreme Court was already conducted by Danida and CIDA. According to A2J project due to the questions and tensions related to implementation responsibilities of this activity, especially following the circumstantial and situational changes following the separation of the judiciary from the executive, it couldn't progress any further with this activity. However, if the Supreme Court's cooperation could be achieved a follow-up needs assessment and revising the proposed Organogram could be undertaken by the Joint Donor supported Justice Sector Project being developed based on the A2J Justice Sector Formulation Mission.

The challenges in the relationship between the judiciary and the MoLJPA are real and clear. The project document needs to be revised to address these challenges. They affect the selection of future project activities. The project should have considered the difficulties with the judiciary and developed a strategic response in cooperation with partner organizations. It could have held a seminar with donors or internally to discuss needs and challenges presented by the unique posture of the judiciary, its administrative dependence on the Executive/ MoLJPA and what approaches might constructively engage the Supreme Court and the MoLJPA. There are scopes for holding of such seminars in the coming days. If the project cannot gain the agreement of the principles to seminars directly addressing court reform the project or UNDP Country Office should explore other mechanisms for familiarizing the Supreme Court and the Ministry with more effective and less contentious forms of court administration.

Support to the Ministry and Supreme Court in the area of judicial separation and independence relates to overall justice sector reform and particularly to the ability to effectively engage issues of case management and backlogs. It should be seen as a long term effort to gradually move all parties towards more constructive positions that improve services for the people. The objective of support to the Supreme Court should be more effective court operations consistent with the international principles related to judicial independence, judicial integrity, and effective court administration – principles that underlie a justice system that can deliver justice to all, including the poor and marginalized. To that end the Supreme Court and the Ministry should be assisted to become more familiar with international principles and best practices from jurisdictions with similar legal systems, institutional arrangements, and recent historical experiences. Activities that would support this objective include international comparative visits and at least one international seminar on judicial reform.

The A2J Project may expose the judiciary and other related institutions to international experience and practices through the support in holding a national seminar on comparative perspectives in judicial reform. Inviting international speakers knowledgeable in sharing their reform experience might include, for example:¹

- Justice Artemio V. Panganiban (Chairperson, Third Division, Supreme Court of the Philippines);
- Justice Paulus Effendi Lotulung (Coordinator of the Judicial Reform Team, Supreme Court of the Republic of Indonesia);
- An expert on “International Framework for Court Excellence”;
- A representative from the Asia Pacific Judiciary Forum;
- An expert on Change Management.

The precise form of the seminar would depend to some degree upon the sensitivities of the parties to directly tackling the subject of judicial reforms. It is important to emphasize that seminar models can be proposed that will overcome such concerns, for example by partnering with Dhaka University’s Law Faculty to host an “academic” seminar on different models of justice administration. The main objective of the international seminar and the comparative visit is to broaden the perspectives and to motivate the Ministry of Law and Justice and Parliamentary Affairs and the Supreme Court to buy-in to reform.

¹ This could also be complemented by comparative visits to the Philippines, Indonesia and Australia. The Federal Court of Australia has facilitated a week course for the Indonesian Supreme Court on “Change Management for the Judiciary”.

5.4 OUTPUT 4

EXPECTED OUTPUT	PLANNED ACTIVITIES	ACHIEVEMENTS & PROGRESS
Improved awareness of intl. Human Rights norms among key actors in the justice sector.	Organize through the Supreme Court, Colloquia on national applications of international Human Rights norms.	Not done

Status

Outputs targeted not achieved.

Comments and Observations

There is considerable concern about whether this is an appropriate activity to be sponsored by the Supreme Court. It does not ordinarily fall with the activities of the Supreme Court. The project document therefore needs revision on this account and this activity could now be undertaken be through the NHRC or directly by the MoLJPA. Collaboration on this account could also be explored with the Judicial Training Academy (JATI).

The colloquium on international human rights norms is a one time event. In order to be sustainable the mission proposes that A2J facilitate stakeholder wide discussions for developing a national action plan on human rights for Bangladesh, at the national level.

5.5 OUTPUT 5

EXPECTED OUTPUT	PLANNED ACTIVITIES	ACHIEVEMENTS & PROGRESS
<p>OUTPUT 5: Improved professional integrity and competence Law Officers including Attorney General Office to ensure proper advice to government agencies on rights and entitlements of the people.</p>	Organize intensive human rights training programme for Law Officers of the Attorney Generals Office and district level.	This activity is in process. A proposal from LETI for undertaking basic and advanced HR training of 350 lawyers and government law officers from across the country has been approved by the Project and has been forwarded for processing at UNDP. Trainings are planned to commence from October 2009.

	Undertake thematic seminars on issues relevant to law officers.	The Project provided technical and financial support to the Ministry of Law, Justice and Parliamentary Affairs in organising a National Seminar on Public Prosecution Services attended by around 500 District Law Officers (GP and PPs) held in Dhaka. The Seminar was attended by the Honourable Law Advisor, MoLJPA, Secretary and other senior officials of the Ministry and concerned A2J personnel.
	Plan a Regional, international Attorney Generals' Colloquium on the State's role as duty-bearer vis-à-vis citizens' entitlements.	Not yet done. However, during the course of 2008-09, the project has developed active partnership with the A-G Office. Following joint needs assessment exercises, A2J has provided ICT equipment and other research facilities support to the A-G Office.

Status

Being implemented

Comments and Observations

This output is particularly suited for strategic re-visioning so that activities can be focused on building the long term capacity of the Ministry in its core functions. The mid-term review is the strategic moment to review the planned activities under this output and to focus them on clear, strong strategic objectives. This output permits the Ministry and UNDP to join in an approach that will strengthen the Ministry's ability to protect the rights of the people by improving the core competencies of the Ministry and by strengthening the strategic management and planning capacities of senior leaders in the Ministry. Considered from this perspective one can ask whether the activities under this output are too piecemeal and unfocused to meet the Ministry's organizational needs.

Senior ministry officials expressed the desire for UNDP to support development of the core capacities of Ministry staff responsible for protecting the rights of the people to resources under international laws related to fisheries and undersea resources. UNDP should therefore add assistance to the treaty desk of the Ministry through activities such as trainings and seminars at which top international experts would be present. It should strengthen the capacities of the drafting section and the translation section of the Ministry.

In addition to building the knowledge base of technical staff, UNDP and the Ministry should also agree to strengthen the Ministry's capacity to envision and lead the justice sector as a whole by building the strategic management capabilities of senior leaders through strategic planning workshops and senior management training. Establishment of a project management office within the Ministry could also be considered.

Finally, it is essential to expand and follow-up on law revision and distribution by updating the Bangladesh Code, revising the searchable compilation of laws, and by expanding the pilot on legal translation. This output is the proper location for all these activities and should be expanded.

As per the Project document, organising intensive human rights training programme for Law Officers of the Attorney Generals Office and district level should have started much earlier. It is expected that a longer-term training programme with LETI will be developed by the Project for HR training of public and private lawyers.

Only one thematic seminar on issues relevant to law officers have been organised so far. More focused issue-oriented seminars needs to be organized by the Project with Public Law Officers during the remainder of the Project. Apart from LETI, the project may also explore the possibility of collaborating the Faculty of Law, University of Dhaka.

The mission noted that as part of the targeted activities to achieve the set Output, Project has planned several capacity strengthening activities with the A-G Office, including ICT support and training, strengthening research capacities of the A-G Office, establishing an ICT Cell and website of the A-G, undertaking exposure and learning programmes, etc. It is expected that these activities will be accomplished during the remainder of the current project phase. Based on the on-going consultations with the A-G, it is expected that the targeted regional/international colloquia will be organized by the A-G Office in the first quarter of 2010.

5.6 OUTPUT 6

EXPECTED OUTPUT	PLANNED ACTIVITIES	ACHIEVEMENTS & PROGRESS
<p>OUTPUT 6: Arrange brainstorming meeting for establishing a network of lawyers prepared to provide pro bono services to promote the public legal services. Develop strategic plan for establishment of a Legal Resource Network in Bangladesh with affiliation to other countries of the region for mutual sharing of experience.</p>	<p>Coordinate with the bar and lawyers for brainstorming session.</p>	<p>Total Seven brainstorming meetings have been held with the District Bar Associations covering all Divisions of Bangladesh. In these meetings participants accepted the importance of conducting Pro Bono Legal Services for greater access to justice and protecting human rights of the poor and disadvantaged population.</p>
	<p>Establish the legal resource network.</p>	<p>The project has establishment three Pro Bono Legal Services Forum i.e., in Barishal, Khulna and Barguna. Further capacity strengthening and networking support are being continued.</p>

Status

Outputs being achieved through targeted activities.

Comments and Observations

Project has been continuing follow up activities with the newly established forums as well as planning to cover more district bar associations in the brainstorming meetings. It is expected that a national network of Pro Bono Legal Services Forum will be established with the A2J Project during the current phase of the Project. The Pro Bono services provided by the Forums are significant and meet a genuine need. This activity deserves greater attention and a clear work-plan to help develop it. The mission proposes to conduct an assessment on the effectiveness of the current network of pro bono lawyers which encompasses the nature of the client-pro bono lawyer relationship, advocacy skills and approach, and the level of satisfaction of the clients. On the basis of the assessment results, UNDP may then consider supporting an expansion of the current network. Furthermore, A2J may

consider supporting a specialized training for pro-bono lawyers on case handling relating to poor and marginalized citizens.

5.7 OUTPUT 7

EXPECTED OUTPUT	PLANNED ACTIVITIES	ACHIEVEMENTS & PROGRESS
A community awareness programme undertaken on the value added of the National Human Rights Commission.	Train journalists and civil society representatives on investigative powers of the National Human Rights Commission.	Not done.
	Disseminate plain language leaflets available from the Commission to promote and protect Human Rights.	A2J extended support to a monthly “ <i>Documentation, fact finding and policy advocacy to stop human rights violations</i> ” project implemented by ODHIKAR, a national NGO. Under this project, Odhikar collected, compiled and documented data and information on human rights violation, conducted fact finding missions and research in relevant areas, and disseminated findings amongst national and international stakeholders and media.

Status

Outputs partially achieved.

Comments and Observations

The mission was apprised that a plan is being developed by the Project on organizing human rights awareness and skills development training for journalists and Imams. It is expected that a pilot phase of the activity will be completed by the end of the current phase of the Project.

As the enactment of the NHRC Act by the Parliament was delayed, and formation of the full Commission is still underway, publication/dissemination of human rights information materials has not been undertaken by the Project to-date. However, the mission was apprised, that A2J has been developing several human rights information materials for publication and dissemination amongst the users, service providers and recipients, including re-printing the Bangladesh Constitution.

5.8 OUTPUT 8

EXPECTED OUTPUT	PLANNED ACTIVITIES	ACHIEVEMENTS & PROGRESS
Evaluation of state sponsored legal aid schemes and recommendations for reforms.	Appraise the efficacy of legal aid services.	Not done

Status

Activities not addressed by the A2J.

Comments and Observations

A national study on the existing legal aid mechanism was already conducted by the MoLJPA's LJCB Project in 2004. Currently, MoLJPA in partnership with CIDA is implementing a Legal Aid Project (under BLRP-B). According to A2J project, since this activity would lead to a duplication of effort by the Ministry, the legal aid activity needs to be omitted from the A2J Project. The Project's on-going activities on Pro Bono Legal Services can be seen as a re-enforcing factor in establishing an effective and sustained legal aid mechanism in Bangladesh.

The mission opines that the program related to legal aid scheme has to be selective as CIDA project with MoLJPA has initiated in supporting the legal aid scheme using the study conducted by the World Bank. The mission proposes efforts to revise the Legal Aid Act of 2000, based on the information generated by the CIDA study. The first step is to organize a seminar or a series of seminars which will discuss the current challenges in legal aid. This seminar may also be considered as an opportunity to create a demand for the revision of the Legal Aid Services Act, 2000.

6. Progresses and status of A2J's New Outputs and Activities under approved AWP-2009

6.1 Six-Month Pilot Scheme of Translation and Publication of authenticated texts of Bangladesh laws

PLANNED ACTIVITIES	ACTIVITIES & PROGRESS
Translation and Publication of authenticated texts of Bangladesh laws	<p>A six-month pilot scheme (Aug'09 – Jan'10) has been undertaken by the Project to translate, codify and publish laws of Bangladesh from Bengali-English and English-Bengali.</p> <p>The Primary Objectives (immediate) of the Pilot Scheme include: (a) translation, compilation and publication of authenticated legal texts in Bangla and English and (b) development of a detailed Technical Concept Paper for implementing a full-fledged 5-year TPBL Component based upon the experiences and lessons learnt from the Pilot phase. Secondary Objectives (medium to long term) of the activity include: (a) strengthening capacity and resources of the MoLJPA for bi-lingual legislative drafting and authentication processes at par with international standards and practices; and (b) establishing an independent and self-sustained legal publication unit at the MoLJPA</p>

Status

Implementation of this activity is currently progressing.

Comments and Observations

The task translation of laws is of utmost importance as it make access to law meaningful for those who have command over one language be it English or Bangla. The translation of laws would be undertaken by hired consultants and therefore the translated volume of laws can only be published if these have been authenticated by MoLJPA, specially the concurrence of its translation wing. The project may need to establish the possibility of coordination with this wing. It is however, optimistic to be able to publish the volumes within the stipulated six months time.

Development of a detailed Technical Concept Paper for implementing a full-fledged 5-year Translation and Publication of Bangladesh Laws (TPBL) component based upon the experiences and lessons learnt from the Pilot phase sounds logical.

The proposal for strengthening capacity and resources of the MoLJPA for bi-lingual legislative drafting and authentication processes is a necessity but such capacity building should not be limited to study visits. It may among others need recruiting professional translators with a view to appointing them permanently in the translation wing of the MoLJPA.

For establishing an independent and self-sustained legal publication unit at the MoLJPA a concept paper needs to be prepared looking at the possibility, feasibility and modus operandi. With the establishment of the Publication Wing the MoLJPA will enjoy its autonomy in bringing out law publication.

6.2 Strengthening MoLJPA ICT Cell, Website and BD Laws Website

PLANNED ACTIVITIES	ACTIVITIES & PROGRESS
Strengthening MoLJPA ICT Cell, Website and BD Laws Website	With a view to maintain, develop, update and manage the MoLJPA's web site and web links (http://www.minlaw.gov.bd and www.bdlaws.gov.bd) as well as ensuring technical resources and support for maintenance of all computer and ICT related hardware equipments, and thereby to strengthen the MoLJPA's overall capacity in the area of information management and dissemination, the Project has undertaken a phase-wise support towards establishment and strengthening of MoLJPA ICT Cell and maintaining the Ministry's Websites.

Status

Implementation of this activity is currently progressing.

Comments and Observations

As part of the support, a need assessment has been conducted with the participation of UNDP ICT expert and the Project has undertaken procurement of ICT and other equipment based on the assessment conducted as well as recruiting two ICT experts to provide interim services to the ICT Cell and maintenance of the websites until regular Ministry personnel are recruited for the purpose.

The need for this activity can hardly be overemphasised. The only concern however for this activity is its continuity and sustainability after the end of the project period.

6.3 Mapping Study and project development on improved case management (Study -National Consensus Building Seminar-Learning/Study Tours)

PLANNED ACTIVITIES	ACTIVITIES & PROGRESS
Mapping Study and project development on improved case management (-Study -National Consensus Building Seminar.- Learning/Study Tours)	A2J Project in coordination with the UNDP Governance Cluster is developing an activity component on “ <i>Improved Case Management and Justice Sector Reforms</i> ”. As part of its foundation works, a high powered National Advisory Group will be established to lead studies and consultations on short and long-term initiatives on case management and legal reforms. It is expected that a national mapping and need assessment study will be outsourced to an independent consultant by the end of 2009. With Project support, MoLJPA is planning to conduct a national consensus building seminar on improved case management with specific focus on ADR. Learning and skills development programmes are also being planned for key actors who will play active roles in materializing these initiatives.

Status

On-Going.

Comments and Observations

As a potential candidate for Mapping Study and project development on improved case management studies, a technical proposal is now expected from the Asia Foundation Bangladesh for further review and implementation.

It is expected that following the first Stakeholder seminar (tentatively mid-October), a broader scale National Workshop on Justice Sector Reforms will be conducted by the Project. Also, based on the outcome of the planned study, Project will develop and support a comprehensive case management component.

6.4 Rights based training for public and private lawyers through the Bar Council (LETI)

PLANNED ACTIVITIES	ACTIVITIES & PROGRESS
Rights based training for public and private lawyers through the Bar Council (LETI)	The Project has undertaken a pilot scheme aimed at conducting intensive human rights training for Government Law Officers and private practitioners.

Status

Implementation of this activity is currently progressing.

Comments and Observations

It is envisaged that if government law officers were better sensitized to human rights issues, access to justice for victims of human rights violations would consequently be improved and government stated aims and obligations with respect to strengthening human rights protections for its citizens would be better realised. The Attorney General’s Office, which provides the mainstay of the legal

advice for the Government, would also be better equipped to incorporate human rights considerations into advice given, decision making and practices relating to prosecutions and fundamental rights litigations. On the same notes, private practitioners will be more sensitised and skilled to promote and pursue their professional responsibilities with greater understanding of fundamental human rights and establish the legal profession as the key human rights defenders. The Legal Education and Training Institute (LETI), an extended training wing of the Bangladesh Bar Council, has been selected for conducting the training. It is expected that the project support to the pilot scheme would help developing a long-term and sustained human rights training programme for lawyers

7. Management Structure and Staffing

The project comprises of an Outcome Board (OB), a Project Board (PB), and the Project Implementation Team (PIT). The PB is responsible for implementation of the Annual Work Plan endorsed by the Outcome Board. The PB also endorses the quarterly work plans, which is considered as the instrument of authorization for the PIT.

7.1 Management Arrangements of the Project as per Project Document

The management of the project according to the project document are as follows:

Outcome Board: The Outcome Board, Chaired by the Secretary, Ministry of Law Justice and Parliamentary Affairs, is responsible for coordination and guidance in the implementation of the project, management decisions and approval of the project revisions and stage plans. However, final decision making on project activities and accountability rests with UNDP in accordance with its applicable regulations, rules, policies and procedures.

Project Board (PB): The National Project Director (Joint Secretary of the MoLJPA) chairs this group. The Board includes ACD/Programme Officer (Governance), UNDP and focal persons of the Implementation Partners (Planning Commission, ERD, IMED, NHRC, Supreme Court, A-G Office, etc.).

Project Assurance: Delegated by the Outcome Board, the Project assurance group is responsible for carrying out oversights and monitoring functions. This group, designated by UNDP CO, ensures that the project management delivers planned outputs as per the annual work plan on the basis of the monthly, quarterly and annual progress reports. The team will organize monthly reviews with the PB and other reviews at the level of the Outcome Board. As per the organogram, *UNDP ACD (Governance)* serves as the Project Assurance.

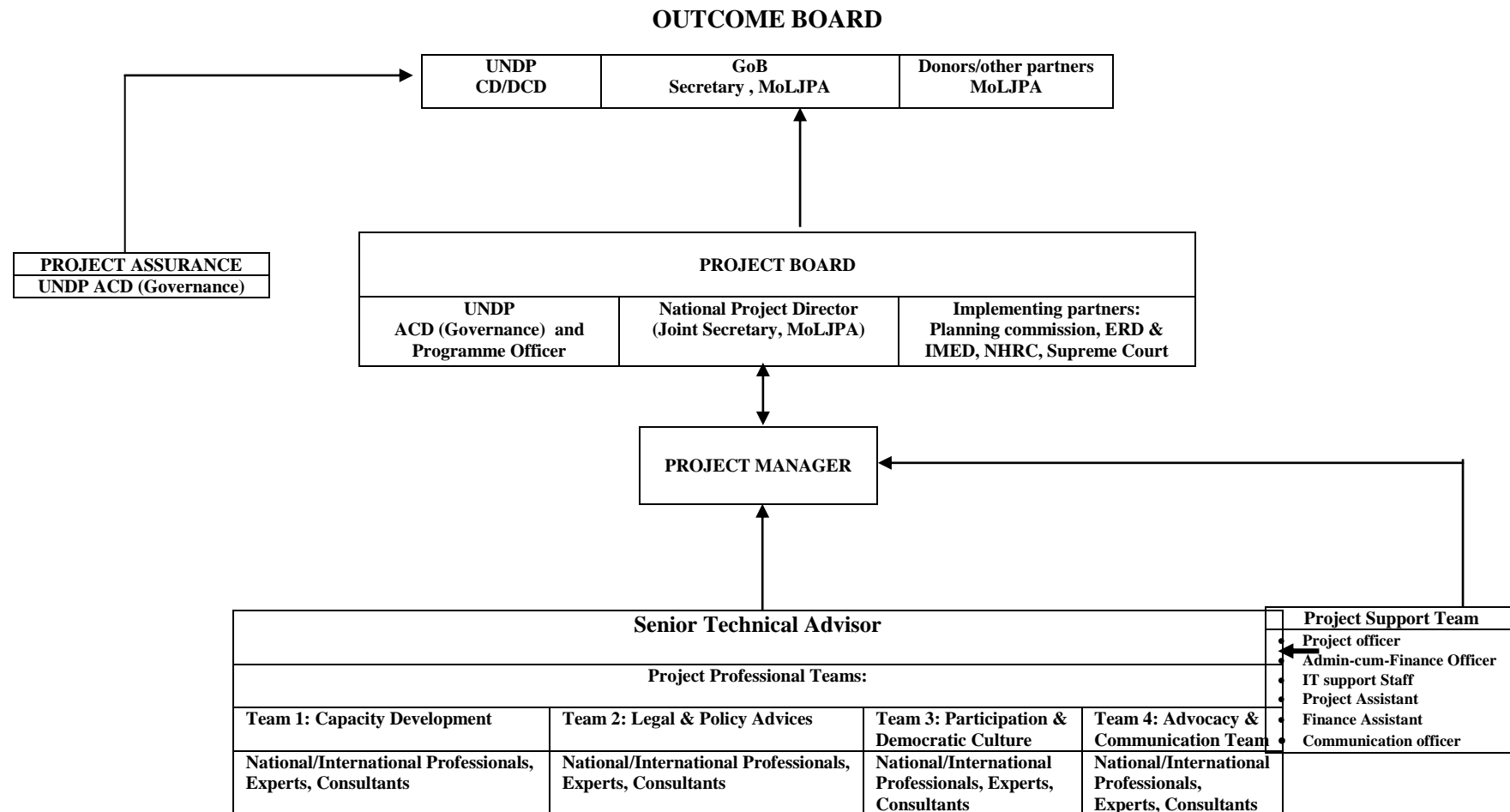
Project Manager: The Project Manager reports to the Project Board and provides feedback on any project issues, as and when required. He is also responsible for overall coordination among different teams in achieving planned outputs, producing progress reports. The PM will lead the Project Implementation Team under the supervision of the UNDP Senior Management and the National Project Director.

Thematic/Professional group: The thematic, professional group comprises different teams that are responsible for accomplishing the designed activities. Specialized lead persons in relevant areas will represent each of the teams and remain responsible for accomplishing the assigned tasks. As per the ProDoc, provisions have been made for recruiting national/international consultants, specialists and experts to be recruited under SSA for different identified areas in the Thematic/Professional Group.

The Project Support group: Reporting through the Senior Technical Advisor (STA-International), this group will provide management support on a day-to-day basis to the Project Manager and thematic groups in relation to procurement, recruitment and other general services required for the implementation of the project. As per the ProDoc, the Project Support staffs include- (i) Admn. & Accounts Officer; (ii) Project Officer; (iii) Communication Officer; (iv) Admn & Finance Asst.; (v) Monitoring & Documentation Officer; (vi) IT Asst.; and (vii) Project Assts. (2). In addition, Project's support staffs include: Office Secretary; two Drivers; and caretakers/cleaners (3) on service providers basis.

The organisational structure of the project as per the project document is as follows:

7.2 A2J ORGANISATIONAL STRUCTURE (AS PER PRODOC):



7.3 Current Staff Position

The following are the currently employed personnel at A2J:

Core Positions: (Service Contract)

1. Project Manager
2. Accounts & Admn Officer
3. Communication Officer
4. Admn & Finance Assistant
5. Monitoring & Documentation Assistant
6. IT Assistant
7. Secretary
8. Drivers (2)

Professional Positions (SSA Consultant)

1. National Consultant (Institutional Development)

The project has not as yet recruited all its personnel according to the Project document. The current staff position is far too low in terms of achieving the project objectives and the new activities undertaken, especially with regard to professional staff members. It is also important to ensure that program professional positions at the Project are aligned with project outcomes that are the future focus of the project.

In light of the activities to be undertaken by the project the, following organogram is being proposed by the mission.

7.4 Recommended Management and Organisational Structure:

PROJECT STEERING COMMITTEE

GoB Secretary MoLJPA (Chair)	GoB Planning Commission	GoB ERD, Ministry of Finance	GoB IMED, Ministry of Planning	UNDP CD/DCD	Other Development Partner(s)	NPD (Member Secretary)
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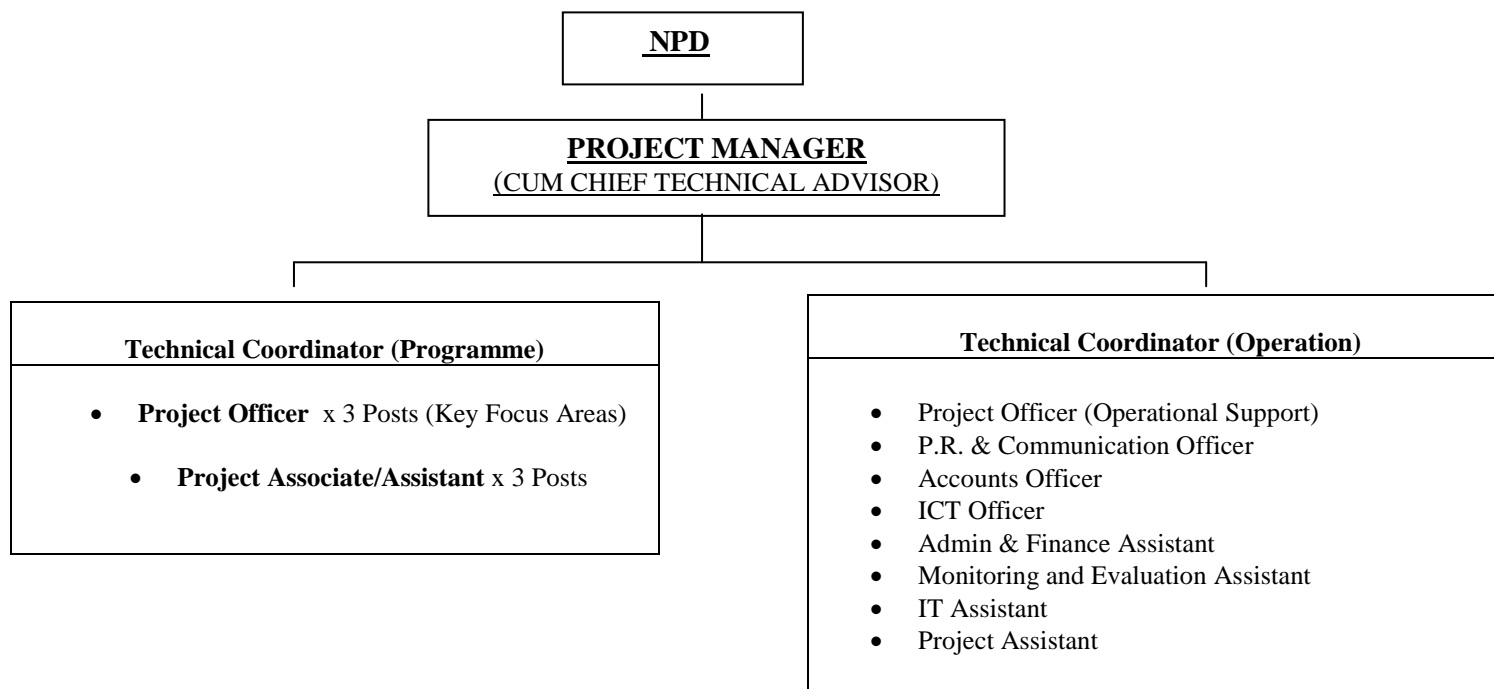
PROJECT BOARD

**PROJECT
ASSURANCE:**

UNDP ACD
(Governance)

UNDP ACD (Governance)	NPD (Joint Secretary MOLJPA)	PM Member Secretary	Implementing Partners: Planning Commission, ERD, IMED, AGs Office, Supreme Court
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Project Implementation Team:



Additionally, the Project may recruit National / International Professionals, Experts and Consultants as required for implementation of targeted activities.

7.5 Comments and Observations on the Recommended Staffing

The personnel for the project as suggested the above diagram should be recruited immediately in order to achieve the ends of the project.

General:

1. It is crucial that Project's two key areas (Programme and Operations) are coordinated by two designated specialists. The Professional Team will be under the Technical Coordinator (Programme), while the Project Support Team will be coordinated by the Technical Coordinator (Operations). Project's delivery and impact will be greatly enhanced if the two major areas of project activities are separately coordinated under the supervision of the Project Manager. One of the key reasons for the Project's lower delivery, i.e. timely accomplishment of procurement and HR, can only be met if the responsibilities are assigned to these two coordination posts reporting to the PM.
2. Currently, all project professional positions designed for Special Service Agreement (SSA) contract modality (suitable for consultants). All these positions should be converted into the Service Contract modality.

Project Professional/Thematic Team:

3. This Team needs to be developed based on related project themes (as indicated in the ProDoc): The following themes and positions are currently required: (a) Research & Learning; (b) Legal & Policy Advice; (c) Capacity Building; and (d) Institutional Development. Each of the sub-teams will be lead by a Project Officer (e.g. P.O. (R&L) etc.) who will be an expert in the given thematic area, and may comprise one Programme Associate/Assistant.

Project Support Team:

4. In the Project Support Team, administrative responsibilities should be separated from accounts and finance. It is accordingly proposed that the account and finance will be lead by an Accounts Officer and a Finance Assistant, while administrative/operational team will be lead by the Technical Coordinator (Operation). Designated partner and field support responsibilities will be assigned to the Project Support Officer. Project Manager will assign specific responsibilities to the Admn and Project Assistants. Considering that ICT capacity building is a key activity component of the project, the ICT section will be lead by an ICT Officer assisted by an ICT Assistant.

Terms of Reference:

ToRs for all the positions recommended should be incorporated in the revised ProDoc.

Management Structure:

The Outcome Board may be renamed as the Steering Committee and should include all the donors and the implementing partners plus IMED/ERD (high level representation). The Steering Committee must meet quarterly if not possible six monthly.

The Project Board will comprise of the NPD (Chair), Project Manager (Member Secretary), UNDP ACD & Programme Officer, focal persons of all donor and implementing agencies plus IMED/ERD. The Board should meet quarterly (or more frequently if so required) at least four weeks prior to the meeting of the Outcome Board/Steering Committee.

7.6 UNDP's Procurement Role

UNDP must continue to monitor procurement and take steps to ensure that items are procured as quickly as possible in conformance with the rules while remembering that exceptional circumstances may permit more rapid procurement in appropriate cases.

7.7 Delegation of work responsibilities

In the past the project has been characterized by weak delegation, inefficient use of staff, and use of staff for activities substantially below their competency. While this was not a significant factor in low delivery it does require discussion. When the project was small – essentially had no staff other than the PM – it was possible to hand out a day’s work, item by item, in the small areas of activity the project was undertaking. This will not work in the future because project activities and staff are growing. In the future the project management must delegate work more efficiently and effectively to project staff. ‘Effective delegation’ means delegation that empowers project staff to act in the broad areas of competency reflected in a staff member’s TOR.

8. New Areas of Intervention by the Project

The mission recognises the importance and relevance of new activities undertaken by the Project in pursuance of the decision of the Out Come Board and recommends the continuance of such activities till the end of the project.

The mission has identified the following areas of intervention that may be undertaken by the project:

1. Undertake codification of Regulations² and publish³ the same.
2. Building the strategic management capacities of Law ministry officials.⁴
3. Capacity building of the Drafting Wing in the area of translation of laws and legislative drafting.
4. Support the Ministry of Law to upgrade its functional knowledge on the law of the sea, making and protecting claims to water rights, undersea and sea assets, public international law generally, and negotiating power-sharing and similar agreements related to energy. (i.e., establishing a Treaty Desk).⁵
5. Initiate revision of the Code of Civil Procedure Code, 1908, with a view to only minimising procedural delay in disposal of cases.⁶

² The ‘Regulations’ referred are not bye laws but are parent laws i.e., have the force of an Act of Parliament.

³ Because of the technicality (i.e., Section 6 of the Bangladesh Laws Revision and Declaration Act, 1973), these regulations could not be included in the Bangladesh Code, published in 38 volumes. Upon completion of this task, the law Ministry’s initiative of codification of Bangladesh laws would be complete. A consultant may be appointed for six months to undertake the task. This will be one Volume of codification of Regulations.

⁴ The objective would be to increase the ability of senior Ministry officials to set justice sector policy, conduct functional assessments and envisioning processes, develop project management expertise, and to take the lead in government goal setting.

⁵ Apart from selected study visits to achieve this out put, national and international consultants could be engaged fore this purpose.

⁶ Three consultants may be appointed for six months to undertake the task. The mission suggests the following composition: One former judge of the Supreme Court, one Lawyer of the Supreme Court and a Professor of Law. .

6. The *Encyclopaedic Compendium of the Laws of Bangladesh* (2002) should be updated and published in hard copy and in electronic form. It should be made available broadly to professionals and the public.⁷
7. Support towards organising an international seminar for the Judges of the Supreme Court on comparative perspectives in judicial reform.⁸
8. Support civil society groups, NGOs and legal academia in providing pro-poor direct services in enhancing access to justice and human rights, e.g. clinical legal services, community advisory centres, legal and rights awareness initiatives.

9. Revision of Project Document

The project document (Objectives, Outcomes, Activities, Budget) needs revision in line with the new activities undertaken by the Project as per the decisions of the Project's Outcome Board on 13 May 2008. The mission recognises the importance of the initiative of additional activities undertaken by the Project including the Law Translation and Publication Pilot Scheme; Human Rights Training of public and private lawyers; Case Management; and support to the MoLJPA ICT Cell and the Websites. The project may undertake some activities from amongst the various initiatives suggested above may be considered by the project as its future activities.

10. Project Expenses and Extension of the Project

As of August 31, 2009 the project has spent \$912,983.40 out of 3 million. The relative low expenses may be justified by the fact that even though the project began on the 1st of July 2007, it was not until November 2007 that the Project Manager was appointed and it was only in March 2008 the Project had its office. The new NPD was assumed her responsibility from January 2009. The mission therefore recommends extension of the project until December 2012 i.e., an extension for 30 months.

11. A new phase of the Project

Considering the issues and activities that need to be addressed in the justice sector, the mission recommends formulation of a new phase of the project before completion of the current project.

⁷ The authors of the publication may be approached to undertake to task on behalf of the project.

⁸ Some organizations may be approached to organize the event.

APPENDIX I

Study Visits Sponsored by the Project

A2J Study Tours

SL	Institutions/Countries visited	Dates	Participants	Learning Objectives
2007				
1.	<p>Australia, Philippines and South Korea</p> <ul style="list-style-type: none"> - Human rights and Equal Opportunity Commission (HREOC), Australia -Asia Pacific Forum of Human Rights Institutions -Commission of Human Rights, Philippines -Human Rights Bureau, Korea -Constitutional Court -National Human Rights commission, Korea 	27 October – 15 November 2007	<ul style="list-style-type: none"> • Mr. T.I.M. Nurun Nabi Chowdhury, Joint Secretary, MOLJPA and National Project Director, BGD/05/003 • Ms. Salma Benthe Kadir, Deputy Secretary, MOLJPA • Mr. Abu Sayed Md. Shahen Reza, Deputy Secretary, MOLJPA • Mr. Mohammad Mohiuddin, Senior Assistant Secretary, MOLJPA • Mr. Md Nojibur Rahman, Assistant Country Director, UNDP Bangladesh 	Key objective of the visits was to study the NHRIs in these countries in order to gain knowledge to facilitate establishment of the NHRC in Bangladesh. The visit-team also focused on gathering experience from the Asia Pacific Forum of NHRC (Sydney), study organizational structure, institutional development plan/strategic plan, personnel development (HRM), action plans, etc. and get an insight into the mechanism for monitoring and evaluation of performance of the Commissions.
2008				
2.	Panama City, Panama	25-28 March 2008	<ul style="list-style-type: none"> • Justice Nazmun Ara Sultana, High Court Division, Supreme Court of Bangladesh • Justice Zinat Ara, High Court Division, Supreme Court of Bangladesh 	To Participate in the Annual Conference of the International Association of Women Judges (IAWJ). The theme of the conference was <i>Equal Justice for all: Access, Discrimination, Violence and Corruption.</i>
3.	<p>Northern Ireland, Ireland and Norway</p> <ul style="list-style-type: none"> - National University of Ireland, Maynooth - Supreme court, Ireland - Legal Aid Services 	June 14-July 01, 2008	<ul style="list-style-type: none"> • Mr. T.I.M. Nurun Nabi Chowdhury, Joint Secretary, MOLJPA and National Project Director, 	To participate in a training course on justice sector reform and visit to A-G's Office in the Republic of Ireland, an

	Office, Northern Ireland - Norwegian centre for Human rights(NCHR)		BGD/05/003 • Mr. Stephanie Von Helle Portfolio Manager Democracy and Governance Cluster UNDP Bangladesh • Mr. Golam Sarwar Deputy Registrar, Supreme Court of Bangladesh • Barrister Kazi Zinat Haque Assistant Attorney General, Government of Bangladesh	opportunity to learn about establishing and maintaining effective national human rights institutions by visiting the National Human Rights Institute in Ireland and Norway.
4.	The Philippines and South Korea	July 18-26, 2008	- Mr. Kazi Habibul Awal, Secretary, MOLJPA - Mr. Hussain Shaheed Ahmed, Deputy Secretary, MOLJPA - Mr. Abul Fazal Mohammad Ahsan, Director, Chief Adviser's Office - Mr. Hafiz Ahmed Chowdhury, Senior Assistant Secretary, MOLJPA - Mr. Md Hamidur Rahman, Assistant Private Secretary to the Hon'able Adviser of Care Taker Government	To gather experience from the Asia Pacific Forum of NHRC (South Korea and the Philippines), study organizational structure, institutional development/strategic plans, personnel development (HRM), action plans, etc. and get insights into the mechanism for monitoring and evaluation of performance of the Commissions
5.	London, UK - Public Administration Institutes (PAI)	05-18 October 2008	- Mr. T.I.M. Nurun Nabi Chowdhury, Joint Secretary, MOLJPA and National Project - Ms. Salma Benthe Kadir, Deputy Secretary, MOLJPA	To participate in a Right based training course in United Kingdom (UK) and to learn international and national norms and practices related to access to justice and implementation of rights based approaches in legal sectors including the norms of PAIs in UK.
2009				
6.	Germany, Sweden, UK, France	a) 04- 11	a)	It is expected that the

		<p>May, 2009 b & C) 18- 26 May, 2009</p>	<ul style="list-style-type: none"> - Barrister Shafique Ahmed, Law Minister, MoLJPA - Adv. Nurul Islam (Sujon), Member of the Parliament and Member of the Parliamentary Standing Committee for MOLJPA <ul style="list-style-type: none"> - Mr. Mohammad Shahidul Haque, Additional Secretary, MoLJPA - A.K. Mohammad Hossain, Joint Secretary, Parliamentary, Sectary b) – Mr. Suranjit Sengupta, Member of the Parliament and Chairman of the Parliamentary Standing Committee for MOLJPA -Mr. Fazle Rabbi Miah, Member of the Parliament and Member of the Parliamentary Standing Committee for MOLJPA -Mr. Ziaul Haque Mridah, Member of the Parliament and Member of the Parliamentary Standing Committee for MOLJPA - Ms. Salma Bente Kadir, Deputy Secretary -Mr. Harunor Rashid, P.S. to Chairman of the Parliamentary Standing Committee for MOLJPA c) <ul style="list-style-type: none"> - Advocate Qamrul Islam, Hon'able State 	<p>knowledge gained will enable them to better review the National Human Rights Commission Act, 2009 Bill and make their recommendations and final report to the Parliament.</p>
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			<p>Minister, MOLJPA - Mr. Abdul Matin Khasru, Member of the Parliament and Member of the Parliamentary Standing Committee for MOLJPA -Mr. Sheikh Fazle Noor Tapash, Member of the Parliament and Member of the Parliamentary Standing Committee for MOLJPA - Mr. Kazi Habibul Awal, Law Secretary, MOLJPA</p>	
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TERMS OF REFERENCE: MID-TERM EVALUATION MISSION

PROMOTING ACCESS TO JUSTICE AND HUMAN RIGHTS IN BANGLADESH PROJECT (BGD/05/003)

Background

In partnership with the Ministry of Law, Justice and Parliamentary Affairs (MoLJPA), UNDP established, in June 2007, the “Promoting Access to Justice and Human Rights in Bangladesh” project. The project is for three years and is scheduled to conclude in June 2010. UNDP is currently the sole donor supporting the project.

The Project aims to provide institutional and technical support to justice sector reform and support the promotion of human rights in Bangladesh. The project follows human rights based approaches and focuses on strengthening the justice delivery capacity of the justice sector. The project also aims to raise awareness of international human rights norms to empower disadvantaged people.

Project Objectives

- To enhance access to justice for all disadvantaged and marginalised groups through a rights-based approach.
- To strengthen mechanisms for promotion and protection of human rights and the delivery of justice for all, particularly the poor and other disadvantaged persons.
- To establish an institutional framework for protection of human rights, particularly for the disadvantaged.

Project Intended Results

- Human Rights of women, children and vulnerable groups are progressively fulfilled within the foundations of democratic governance.
- Justice, Human Rights and Security promoted through capacity enhancement and better access to justice.
- Establishment of institutional framework for protection of human rights.

Mission objectives

The main objective of the joint MoLJPA-UNDP led evaluation mission is to undertake a rapid evaluation of the overall impact of the project against its targeted objectives and evaluate the structure and project management arrangements of the project. Based on the evaluation, the Mission will make recommendations for necessary revisions of the A2J Project Document and Work Plan.

In addition to this primary objective the Mission shall make recommendations on the possible extension of the project and formulation of a next phase of the Project.

Report and recommendations of the Review Mission will be submitted to the next OCBM for endorsement and action.

Composition of the Mission

The mission will comprise one representative from the UNDP, one representative from the MoLJPA, and one independent National Consultant (ToR for the consultant herewith enclosed).

Outputs and Scope

The Consultants will produce a Review/Evaluation Report addressing the following issues:

a. A2J Project Results and Achievements:

- To what extent the objectives and outputs outlined in the A2J project document have been met or are likely to be met by the end of the project
- Why specific objectives have not been met
- How relevant are the objectives and outputs given the current development context
- What actions should be taken to ensure that objectives of the project are met as planned
- What are the most important and sustainable output/ outcomes of the project so far
- What recommendations can be formulated, what options are open, regarding a potential future support of UNDP to MoLJPA to improve access to justice in Bangladesh. Specific focus of the recommendations will include the additional activities undertaken by the Project as per the approval of the Outcome Board on 13 May 2009 including the Translation and Publication Pilot Scheme; Human Rights Training of public and private lawyers; Case Management; and support to the MoLJPA ICT Cell and the Websites.

b. Efficiency of UNDP and Project management arrangements:

- Clarity in the managerial and institutional framework for project implementation and management
- The role of the MoLJPA as implementing partner for the project
- The role of the project office in implementing the project
- Functions, roles and responsibilities of project personnel under the existing organogram and make recommendations for necessary revisions
- The role of Project Outcome Board and Project Board
- The role of the UNDP Country Office in supporting the project in terms administration, technical and financial support, project implementation support
- Assessment of the role, functions and timeliness of the various support activities, including advisory services, consultancies, etc.

c. Efficiency and Adequacy of Project Implementation including:

- Availability of funds as compared with budget requirements
- Quality and timeliness of input delivery by both UNDP and the Government;
- Implementation difficulties;
- Adequacy of monitoring and reporting;
- The extent of national support and commitment and the quality and quantity of administrative and technical support by UNDP

d. Capacity Building

Assess whether the project has given sufficient attention to capacity building of the national counterparts at the various levels, review approaches used (on-the-job training, external training...) and assess relations between needs and resources available.

e. Prospects for Sustaining the Project's Results

- What are the Government's expectations/ options regarding the future of A2J's activities and what type of support would be appropriate to sustain its achievements
- What are the synergies with other current/future UNDP support and concept papers, including possible merger/integration of activities

f. ProDoc Revisions and Formulation of a New Phase:

The Mid term review Report will include recommendations on:

-Revising the ProDoc (Objectives, Outcomes, Activities, Budget) in line with the new activities undertaken by the Project as per the decisions of the Project's Outcome Board or recommended by the Mission. Specific focus of the recommendations will include the additional activities undertaken by the Project including the Translation and Publication Pilot Scheme; Human Rights Training of public and private lawyers; Case Management; and support to the MoLJPA ICT Cell and the Websites.

-Recommendations for extending the project and formulating a new phase for the Project.

Tentative timeframe

The mission would begin work on Wednesday 26 August and will be complete on Tuesday 8 September, 2009 (10 Working Days).

