

I. COVER PAGE



Country: occupied Palestinian territory (oPt)

Expected Outcome(s)/Indicator (s):	Development of capacities of the HJC and the Judiciary including increased coordination among the key institutions of the Justice Sector
Expected Output(s)/Annual Targets:	A functioning Planning and Project Management Unit within the High Judicial Council established
Executing Entity:	UNDP/PAPP
Implementing agencies	UNDP/PAPP in close cooperation with the High Judicial Council

Narrative

The objective of this project is to support the Judiciary, more specifically the High Judicial Council (HJC), in developing institutional, sectoral and national capacities by partially staffing the newly established Planning and Project Management Unit within the HJC. This Unit will have the overall responsibility of further developing the Primary Action Plan for the Judiciary, setting short-term priorities, developing annual plans as well as sectoral plans, and coordinating among key stakeholders within the Judiciary. The Unit's work will be crucial in ensuring proper coordination and cooperation between the various departments of the High Judicial Council and supporting coordination with the other institutions in the justice sector hereby contributing to the enhancement of efficiency and ensuring that all stakeholders benefit from the international community's contribution to the justice sector. The project will be implemented in the DEX modality and will be executed in close coordination and collaboration with the HJC. Project duration is 24 months and project funding will amount to USD 225,034 funded by the Netherlands.

Programme Period: 2007/2008/2009
Programme Component: Judiciary
Project Title: *Developing the capacities of the HJC – establishment of the Planning & Project Management Unit*
Project ID: 000 58317
Project Duration: 24 months
Management Arrangement: UNDP DEX

Total Budget 225,034 USD
Allocated resources:
• Government 0
• Regular 0
• Other:

Donor: Netherlands USD
225,034

Agreed by (Executing entity): _____

Agreed by (UNDP): _____

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II. Situation Analysis

Since the establishment of the Palestinian Authority (PA) no comprehensive strategic planning for development of the sector by the main institutions, (the Ministry of Justice, the High Judicial Council (HJC) and Public Prosecution) has taken place. The Palestinian legal system is in many respects still inadequately developed and therefore rather incomplete. In order to develop the Palestinian legal system in a manner which allows it to function as a system that is sufficiently equipped to deal with all aspects of justice and rule of law support to the development of legal institutions and the system's legal framework is critical.¹

Recent analysis suggests that the daily functions of the Palestinian courts, the efficacy of the judiciary, and the judicial system faces a number of obstacles to fostering the needed development. These deficiencies include the backlog of cases, shortage of judges, weaknesses and a lack of professionalism of judges, low accountability, inadequate court buildings, lack of professional responsibility within the legal community, shortage of and weaknesses in clerks and administrative staff, a weak police, security instability and restrictions of movement as a consequence of the occupation. Consequently the standards of operation are not up to par and risk further ineffectiveness and an increasing loss of public trust in the judicial system.

Studies, evaluations and needs assessments have prompted the Palestinian Judicial Authority (High Judicial Council – HJC) to be evermore determined to undertake institutional restructuring in order to step up its performance and function more efficiently and effectively. The overall goal is to empower the Judicial Authority as an institution in order to render judgments in accordance with the law and within a reasonable time frame simultaneously guaranteeing the independence, impartiality and efficiency of the Judiciary.

The High Judicial Council (HJC) has created an Action Plan for 2007 to serve as the foundation for the creation of a long-term strategic plan that will address the impediments including gender equality facing the judiciary. The Action Plan focuses on establishing new and re-organizing existing departments within the High Judicial Council and accordingly implies capacity development initiatives and strategies. It is the HJC's priority to empower its departments by implementing and operationalizing the new and ambitious organizational chart, ratified on 12 December 2006.

In this context, a Planning and Project Management Unit is required to monitor implementation of the activities listed in the Action Plan, with a view to developing a long-term strategic plan for the development of the judiciary and to contribute to the formulation of sectoral plans for the development of the justice sector. As a result of the volatile political environment the current government and its institutions are facing considerable financial and technical limitations. The budget crises, which has impacted all governmental institutions, has affected the, internal human and financial capacity of the HJC and rendered it unable to launch the Planning and Project Management Unit without external support. The HJC and the Government are accordingly extensively seeking support from the international community to support the implementation of the Action Plan, and would initially seek support in the areas of capacity and institutional development.

¹ 'Stock-Taking on Judicial Reform', The Netherlands Representative Office, oPt



III. Strategy

UNDP/PAPP plays an important role in supporting the Judiciary in developing national capacities and in doing so recognizes that the prompt strengthening of effective and equitable legal and judicial mechanisms form the cornerstones of good governance in the oPt.

In this context, the Chief Justice has put forward a request for assistance to establish the Planning and Project Management Unit. The institutionalization of this Unit in particular is critical, as it will provide the foundation for the Judicial Authority to effectively move forward with its development plans² to ensure the highest level of law and justice for the Palestinian people.

UNDP/PAPP will support the establishment by providing the needed external technical assistance by recruiting a Head of Unit, a Donor Coordination Officer and an Administrative Assistant. The HJC will complement and supplement these with two or more civil servants from the HJC hereby ensuring transfer of knowledge by means of shadowing. Sustainability and ownership is accordingly promoted in two interrelated ways: (1) Transfer of knowledge and skills is taking place by building the capacities of the national counterpart; and (2) the human capacities recruited under this project would as far as the situation allows be integrated as civil servants of the HJC once the project is implemented in full.

The Planning and Project Management Unit will be hosted by the High Judicial Council and will be the liaison between the Council, as the main beneficiary, international donors and other stakeholders. The Unit's work will be crucial in ensuring proper coordination and cooperation between the various departments of the High Judicial Council enhancing efficiency and ensuring that all stakeholders benefit from the international community's contribution to the justice sector.

As such the strategy for building the capacity of the HJC and hereby contributing to the overall development of the Judiciary will take its point of departure in the establishment of the Planning and Project Management Unit. The Unit will take the lead in further developing the Primary Action Plan (PAP), which was recently drafted by the HJC. The PAP has been reviewed by and discussed with donors, and while the PAP provides a good base for addressing the problems currently faced by the HJC it lacks a number of key elements including a vision on general judicial development; clear priority setting; timelines and budgeting; analysis and assessment of issues that are already being addressed under existing projects. Once included, the PAP would serve as a key strategic planning tool for the Judiciary.

In addition to the elaboration of the Action plan, the Unit will contribute to the setting of short-term priorities and annual plans for the development of the judiciary, and it will also be expected to contribute to the development and support coordination of sectoral development plans for the justice sector as a whole. It is acknowledged that in such a process all relevant stakeholders including PA institutions in the justice sector (HJC, AG/Public Prosecution, MoJ and MoI) should be engaged in order for judicial reform to be successful, as support to the comprehensive development of the justice sector requires a balanced and inclusive approach.

² Development plans are set annually with clear objectives and targets



The output of the project will be an established and fully operational Planning and Project Management Unit, which will be responsible for the overall planning and monitoring of judicial development and related programmes and projects. The Planning and Project Management Unit refers back to the organizational chart, ratified by the HJC in 2006, and includes the Head of Unit, Aid Coordination Officer and an Administrative Assistant. The Unit is over a period of two years expected to undertake a number of tasks related to planning and strategizing including the following:

- formulation of a final Primary Action Plan (PAP) for the development of the judiciary (HJC in particular) aiming for short-term (rapid) impact, including clear prioritization and budgeting. Timeframe: PAP should be targeting annual activities and budgets.
- on the basis of the PAP, prepare a long term strategic plan for the development of the judiciary. Time frame for formulation of such a strategic plan is estimated to be one year after the starting of this project (duration of strategic plan: 3 years)
- in co-ordination with other relevant institutions in the justice sector contribute to the development of a sectoral development plan for the justice sector that ties in with the national development planning process (starting with PDRP/MTEF)
- contribute to co-ordinate assistance to the justice sector in direct co-operation with other relevant institutions in the sector (Ministry of Justice, Attorney General, Ministry of Interior) that (may) receive international support
- develop working relations with civil society organizations, incl. universities and law institutes
- liaise with and act as focal point for the Judicial Reform Support Group (JRSG)
- Coordinate with other departments and stakeholders on the implementation of the Action Plan and Strategic Plan
- Generate new prospects, gain new donor commitments (fundraising) and provide stewardship to donors
- Approach potential donors on the basis of the needs of the Judiciary as identified in the PAP and Strategic Plan
- Initiate and organizing effective and timely follow up, face to face exploratory meetings with targeted stakeholders
- Prepare studies and reports on the needs of the judiciary and developments in the sector

Worth noting is that other interventions may follow in conjunction with this intervention. The establishment of an overarching advisory and co-ordinating body for sectoral development planning could be instrumental in assisting the HJC and the other institutions in jointly designing a strategy for judicial development that ties in with the national development process.

V. Results & Resources Framework



PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended Outcome: Development of capacities of the HJC and the Judiciary including increased coordination among the key institutions of the Justice Sector				
Outcome indicators: The establishment of the Planning and Project Management Unit				
Partnership Strategy: HJC/UNDP/PAPP/JRSG				
Project title and ID (ATLAS Award ID): Atlas #: 000				
Intended Outputs	Output Targets for (month/years)	Indicative Activities	Responsible parties	Inputs
Establishment of the Planning and Project Management Unit within the HJC	2007	Recruitment/Contracting	UNDP/PAPP	Head of Planning and Project Management Unit: USD 84,000
	2007/2008/2009	Procurement/Equipment	UNDP/PAPP	Donor Coordination Officer: 60,000
	2008/2009	Communication	UNDP/PAPP	Administrative Assistant, 28,204
	2008/2009	Miscellaneous	UNDP/PAPP	Equipment: USD 20,000 Communication: 3108
Total Programmable Amount				Transportation: USD 15,000 210,312 USD
GMS @ 7%				14,722 USD
Total				225,034 USD

Annual Work Plan Budget Sheet

Year 2007



Activity	Category	Transportation				Agency	Country	Item	Amount
		Q1	Q2	Q3	Q4				
Establishment of the Planning & Project Management Unit	Recruitment				X	UNDP	Netherlands	71300: Local Consultant	14,350.00
								75100: GMS	1,004.50
	Procurement				X	UNDP	Netherlands	72200: Equipment & Furniture	10,000.00
								75100: GMS	750.00
	Miscellaneous (Transportation)				X	UNDP	Netherlands	72500: Miscellaneous	1250.00
								75100: GMS	87.50



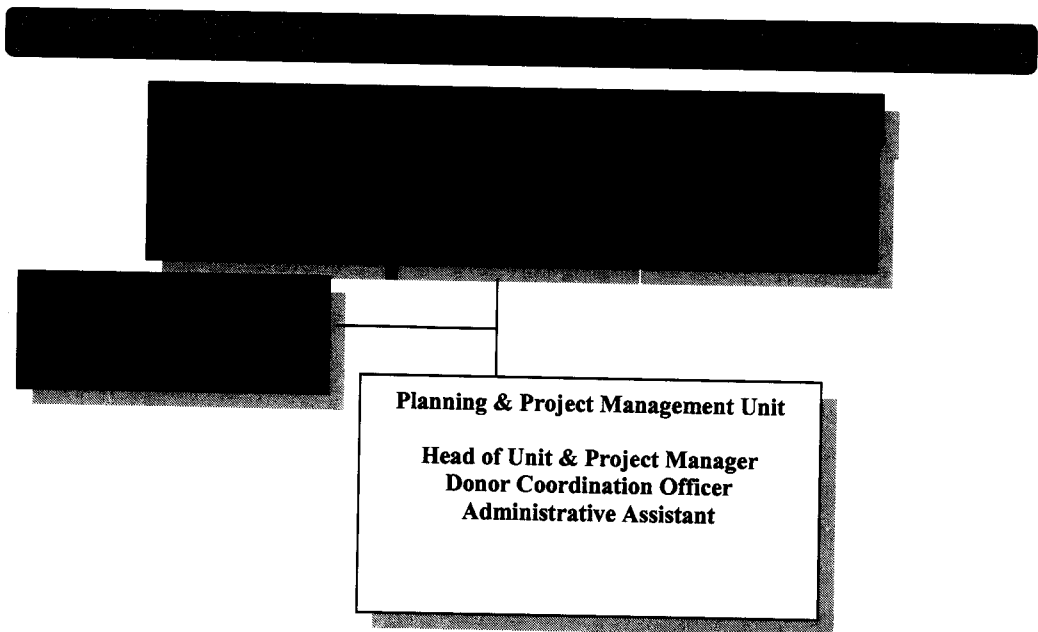
V. Management Arrangements

UNDP/PAPP is the executing and implementing agency of the project and is the entity responsible and accountable for managing a project, including the monitoring and evaluation of project interventions, achieving project outputs.

Day-to-day management including the administration of physical, financial and human resources will be carried out by UNDP in cooperation with the High Judicial Council and in accordance with UNDP rules, regulations, and procedures.

The Head of Unit will assume the role of project manager and will report to the HJC on a daily basis and UNDP/PAPP as required. Recruitment of the Head of Unit, Donor Coordination Officer and Administrative Assistant, will be a transparent and inclusive competitive process. The Beneficiary, the HJC, as well as the Supplier, the Netherlands, will accordingly be involved in the recruitment process of the incumbents.

An Executive Project Board will be established with representation from the HJC as well as UNDP/PAPP and the Netherlands. UNDP/PAPP will hold the Executive function, the HJC the beneficiary function while the Netherlands will hold the senior supplier function. The Executive Project Board is the group responsible for making management decisions on a consensus basis for a project when the Project Manager, including approval of project revisions, requires guidance. Final decision making on project activities and accountability rests with UNDP in accordance with its applicable regulations, rules, policies and procedures.





VI. Monitoring and Evaluation

The project will be monitored and evaluated according to UNDP procedures on monitoring and evaluation. Effective monitoring requires assessment of project progress against the plan and management of any exceptions. In carrying out such monitoring activities, the tools such as quality log, issues log, risks log, and lessons learnt log, are set up during the Initiating a Project process and will be updated in different timeframes.

The Annual Work Plan (AWP) Monitoring Tool

Year 2007

CP Component _____

Executing Entity _____

EXPECTED OUTPUTS AND INDICATORS	PLANNED ACTIVITIES	EXPENDITURES	RESULTS OF ACTIVITIES	PROGRESS TOWARDS ACHIEVING OUTPUTS
<p>The Establishment of the Planning & Project Management Unit in the HJC</p>	<p>Develop the PAP Develop the Strategic Plan</p>			<p>Using data on annual indicator targets, state progress towards achieving the CP outputs. Where relevant, comment on factors that facilitated and/or constrained achievement of results including:</p> <ul style="list-style-type: none"> ▪ <i>Whether risks and assumptions as identified in the CP M&E Framework materialized or whether new risks emerged</i> ▪ <i>Internal factors such as timing of inputs and activities, quality of products and services, coordination and/or other management</i>

					<i>issues</i>
OUTPUT 1:					
INDICATOR 1.1 WITH TARGET FOR THE YEAR:					
INDICATOR 1.2 WITH TARGET FOR THE YEAR:					
INDICATOR 1.3 WITH TARGET FOR THE YEAR:					
OUTPUT 2:					
INDICATOR 2.1WITH TARGET FOR THE YEAR: ETC.					

