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RESTRUCTURING PAPER  
ON A  
PROPOSED PROJECT RESTRUCTURING  
OF  
TF 92160  
May 19, 2008  
TO THE  
ISLAMIC REPUBLIC OF AFGHANISTAN

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**AFGHANISTAN**  
**Justice Sector Reform Project**

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## AFGHANISTAN JUSTICE SECTOR SUPPORT PROJECT

### RESTRUCTURING PAPER

## SUMMARY

1. The Restructuring Paper seeks the Country Director's approval to extend the closing date for high priority contracts only, for the Afghanistan Reconstruction Trust Fund (ARTF) financing for the above referenced project by 5 months and 30 days from the current closing date of June 30, 2011 to December 30, 2011. December 30, 2011 has been chosen as it is the last business day of the month. The purpose of the extension is to: (i) provide more time for completion of on-going and anticipated contracts, full implementation of which have been delayed because of mostly external factors; and (ii) sustain the implementation of continuing activities, implementation of which will continue under the Phase 2 of the Justice Sector Reform Project (JSRP). The restructuring paper also seeks to cancel some of the outstanding balance of the grant in line with the rationale for extending only high priority contracts.

## PROJECT STATUS

2. The grant of TF 92160 for the amount of \$27,750,000 was approved by the Afghanistan Reconstruction Trust Fund (ARTF) Management Committee on May 19, 2008, and became effective on July 15, 2008. The JSRP project was prepared as a first phase operation to implement a set of quick impact activities while preparing a foundation for subsequent second phase of the project. The preparation of the Phase 2 JSRP is scheduled to be completed by January 1, 2012.

3. The project was originally a two-year operation. At approval, the closing date of the project was set as December 30, 2009 to align with the closing date of the parent ARTF (TF 50576) of June 30, 2010. There was at that time a clear understanding that upon the extension of the closing date of the overall ARTF, the closing date of TF 92160 would likewise be extended to enable project implementation over a two year period. Since the approval of the JSRP, the closing date for the parent ARTF Trust Fund has been extended to June 30, 2020.

### *(I) Past Extensions of Closing Dates:*

4. Upon the mid-term review the JSRP was extend in December 2010 by 18 months to June 30, 2011. With this extension the project became a three year operation.

### *(II) Project Performance and Current Status*

5. Following a good start the project's implementation slowed down in late 2009 as a result of difficulties to recruit qualified staff for the Project Support Unit, personnel changes in Justice Institutions (JI), mainly in the AGO and MOJ, difficult political

climate before and after the 2009 elections and subsequent changes in the Cabinet. The impact of these factors on the project implementation was exacerbated by the project's short implementation time-scale; these factors resulted in an overall rating of moderately unsatisfactory for a while. The implementation picked up again in late 2010.

6. The project has made most progress in establishing the basic infrastructure for improved access to justice. Thirty legal libraries have been established across the country. The Ministry of Justice (MoJ) has undertaken a major effort to print and disseminate Afghan laws. A network of 6 legal aid offices and 3 legal awareness offices is operational. The MoJ is contracting the biggest Legal Aid NGO (International Legal Foundation (ILF)) for legal service provision in 13 provinces. It is anticipated that the MoJ will be able to process up to 2800 more cases within the next 6 months. The project has also made progress in improving the physical infrastructure of the justice sector. Twenty three court houses and offices have been repaired. New designs for 24 court and office buildings will be finished by June 2011 along with new court design standards laying the basis for more accessible legal facilities. Work on the AGO headquarters is almost complete and the AGO is expected to move into the new premises by August 2011. More modest improvements have been achieved in the areas of capacity building and human resource management reform for the Justice Institutions. Training has been organized for 90 judges at the Judicial Training Academy in Egypt. A National Conference of Prosecutors has been organized. Reform Implementation and Management Units have been established in the Supreme Court (SC) and Attorney General Office (AGO) to spearhead the process of human resource management reform in those institutions linked to the broader pay and grading reform across the Afghan government. Finally, project management and oversight have improved considerably since the appointment of a Project Director. The Project Oversight Committee, Project Support Unit, and Project Coordinators are fully operational. The Procurement and Financial Management Manuals have been finalized. The implementation of the activities during the extension period will allow translating existing results into a higher volume and better quality of legal services, particularly legal aid. It will also secure smooth transitioning from Phase 1 to Phase 2

7. Implementation progress and achievement of Developmental Objectives (DO) have now improved from moderately unsatisfactory to moderately satisfactory (See ISR from June 2011). The project has disbursed about \$10 million (36% of total) and disbursement of about \$3.4 million is pending. By June 30, 2011 the project disbursement should be 48%. By December 30, 2011 (the proposed closing date) disbursement rate is estimated at about 70%. The low disbursement rate partly reflects an overly ambitious timeframe (3 years) for the implementation of this type of institution-building project in a fragile and conflict affected state.

8. The overall implementation progress of this Project appears to have been slower than planned. However, project start-up was delayed as the Grant only became effective four months after the ARTF Management Committee approval. The additional delays can be attributed to three main factors. First, insufficient implementation capacity in the JI and their lack of familiarity with Bank procurement

procedures led to additional lag time in procuring the key contracts. This has been aggravated by difficulties in the staffing of the PSU.

9. Second, the implementation of some of the project activities has been held back by external factors (such as deteriorating securities, political instability and subsequent difficulty to attract interest of international experts and firms in project activities, or withdrawal of co- assistance of some international partners). Finally a lack of JIs commitment to some reforms led to delays of project implementation. The Human Resource Management for judges, Training and Training Management Capacity for the AGO are examples of activities which have made minimal or no progress due to the lack of interest by JIs.

***(III) Progress Towards Achieving Project Objective***

10. The Project DO is to improve the capacity of JIs and increase access to legal services they provide. This was to be achieved through stronger human capital and physical assets and their better management, and legal empowerment of the people. Legal empowerment includes legal outreach and legal aid programs. The DO has been to a large extent accomplished (See Para 12).

11. The table below sets out the indicators included in the Grant Agreement against which attainment of the project DO was to be measured against (no baselines were included in the Grant agreement:

<b><i>Indicator</i></b>	<b><i>Progress Towards Attainment</i></b>
The number of improved justice sector facilities	35 courts and buildings rehabilitated SC: 16 buildings: AGO: 17 provincial and 3 central offices MOJ: HQ building and the Juvenile Detention Center
The number of people who received legal services	Total number of people who have received legal aid service is at least 2000 (out of which 1500 are representations and 500 are advice cases).
The number of qualified and properly trained judges	Training program for judges by Egyptian Judicial Academy includes 90 judges, 65 of which have already received 6 weeks intensive training.  220 MOJ's employees across the provinces have been trained in FM, procurement, IT and English
The number of legal professionals with increased access to adequate legal reference materials	A network of 28 provincial and 3 central libraries have been created. SC has established ten libraries. Central Judicial Library is functional and daily more than twenty professionals visit this library. Provincial libraries will open after training of librarians in July 2011. AGO's libraries (11) will become fully operational by 30 <sup>th</sup> June 2011. Total number of users is estimated at 1600 professionals. About 20-30 legal professionals and MoJ staff come to MoJ central library and 5-10 provincial staff refers to MoJ provincial libraries in 6 provinces each day.
The extent of legal advice and representation provided	Legal representation & advice has involved broad range of cases e.g. murder, terrorism, kidnapping, forgery and counterfeit, narcotics, theft,

<p>by the recipient's legal aid program</p>	<p>drinking and intoxication, violence against women, and traffic cases. The most frequent cases are traffic cases, theft, and adultery. See also indicator 2.</p>
<p>The number of community leaders and ordinary people reached through legal awareness initiative</p>	<p><i>Nangarhar:</i> Around 700 brochures and 5 different handouts were distributed in Nangarhar.  <i>Kunduz:</i> 1200 posters, 6000 brochures, 400 stickers, 1840 volumes of books, 300 issues of Legal bimonthly which were made available by Huqooq Department of MoJ have been distributed in Kunduz province.  <i>Balkh:</i> 57 radio conferences, 35 workshops with elders, university students, youths in custody and others have been held; likewise, 700 brochures and 1221 posters have been distributed. Meetings with around 230 village representatives and 260 tribal elders have been held since the inception of the project. Training for 250 school students has been accomplished.</p>
<p>Improved capacity of legal institutions to manage their human resources and assets</p>	<p><i>Infrastructure:</i>  3 engineers are supporting the infrastructure department in each JIs; their responsibilities includes: : evaluation of offers; preparation of bid documents; engineering designs &amp; estimation of projects; developing a facilities database; monitoring of construction projects  SC: has developed standards for designs and prototypes for every type of building such as urban court, appeal court, primary court, and residential facilities etc for cold and warm climates. These standards are used in all SC projects (including projects financed by other donors or by the Government).  AGO is preparing IT assessment – an important planning document for the reforms that involve IT.  <i>Human Capital:</i>  AGO and SC's RIMUs assist in capacity building for HRM; this includes creation HR databases, management of HRM staff, and assistance in P&amp;G processes.  SC: has conducted review of judges competence and developed a set of HRM databases  MOJ has prepared training needs assessment (an important planning document) and established training department to manage training activities.</p>
<p>Progress in HR reforms to lay the foundations for increasing salaries</p>	<p>SC:  HR for Judges: in 2008 the MOF has increased salary for judges. In 2009 the SC has reviewed performance of sitting judges and developed an HR database.  The HR for civil servants is in progress. The RIMU has been created. The eligibility review of SC departments is 70% completed. HRD has been staffed and trained; positions for the rest of department have been advertised. The P&amp;G reform of the SC will be completed by December 2011.  AGO:  AGO HRD has been staffed and trained and eligibility review of AGO prosecutors has been conducted 50% of P&amp;G reform will be completed by December 2011.</p>

12. As for the HRM for judges, a part of the reforms have been implemented by the SC with the help of other donors (e.g. development of HR database) and the MoF has increased judges' salaries. Similarly, the impact of the project has been enhanced through donors' support in area of PRR reforms (AS International advisor in SC and AGO), access to legal information (USAID financed legal Indexing), legal aid and legal outreach programs (JSSP and EC financed team of advisors in MoJ).<sup>1</sup> Hence the impact that the funding disbursed to date has been greater than anticipated. The implementation of the remainder high priority contracts is in line the requirements necessary to achieve the project DO.

## **PROPOSED CHANGES**

13. The proposal seeks:

- a. an extension of the closing date,
- b. the cancellation of some of the outstanding grant amount,
- c. a new implementation schedule in line with the Action Plan developed by the Government.

14. It does not seek any changes to the Project Development Objectives, the Results/indicators, the Components, Safeguards, Institutional arrangements, financial management or procurement related aspects of the project (beyond those relating to implementing the high priority contracts identified in line with current operational procedures).

### ***(I) WORK PLAN FOR THE EXTENDED PROJECT PERIOD***

15. The PSU has submitted an Action Plan for the extended project period. While the Action Plan aims at completing project activities by December 30, 2011, the risk exists that some slippage may occur due to security conditions. Should that happen, the phase II Justice Sector Reform Project, which is scheduled to go to the ARTF Management Committee in January of 2012, would provide funding support to enable completion of those project activities that remain incomplete by December 30, 2011. The Action Plan is provided at Attachment 1

### ***(II) TABLE OF HIGH PRIORITY CONTRACTS TO BE EXTENDED***

16. The table below sets out the high priority contracts and applicable financing requirements that the task team, in consultation with the Government, recommends extending:

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<sup>1</sup> None of these donors' interventions were known at the time of project preparation.

	<b>Project Activity</b>	<b>Costs (\$)</b>	<b>Procurement Plan Ref</b>	<b>Implementing Agency</b>	<b>Rating</b>
1.	Operating costs and technical assistance (TA) for the Reform Implementation and Management Unit (RIMU) in the AGO and SC	400,000	CS 115, 130-134; 136-139, 141	SC, AGO	MS
2.	Training of Judges	150,000		SC	S
3	Gathering of Judges	150,000	CS113	SC	S
4.	TA for Training Management Unit in MOJ (completion of a Training Needs Assessment)	55,000	CS 149,151-152 G 66	MOJ	S
6.	Printing and distributing laws	290,000	G 37,64	MOJ	S
7.	Operating costs and TA for central and provincial libraries of all JIs (including training, additional purchase of books and legal materials)	385,000	CS 23-24; 37-44; 119-128 G 27,61,68, 75	SC, MOJ, AGO	S
8.	TA for rolling out legal forms for case management to the provincial offices of AGO	189,000	G 47 - 48B	AGO	S
9.	Completion of the Design,& Supervision of the construction of MoJ HQ	350,000	CS 35	MOJ	MS
10.	Completion of Power and Water Utilities for AGO HQ	775,000	W 12	AGO	MS
11.	Construction of court houses in Baghlan and Herat Provinces	585,000	W 3, 4	SC	S
12.	Completion of renovation projects (under the maintenance fund) of the AGO and MOJ facilities*	580,000	It is paid from incremental operating cost	MOJ, AGO	MS
13.	ICT and ICT Network Assessment	180,000	CS 15	AGO	S

\*Renovation of MoJ HQ 1; Renovation of MoJ HQ2, Renovation of MoJ HQ Dining Corner; Repair of windows and installation of window treatment in Kabul old AGO HQ

17. Activities under 1-8 are to improve human capital of JI and their capacity to manage human resources: (1) RIMUs offices support HR departments and facilitate Pay & Grading reforms. This reform should lead to the increase of salaries of legal professionals. It is a stepping stone to all HR reforms in the system. RIMUs will continue operate under Phase 2. (2) Training for judges is to improve essential skills of sitting judges (key prerequisite for court based service). The activity is to complete the program which has started in 2009. (3) This would be the second gathering (after a prosecutorial gathering). The purpose of this activity is to help JI to build a sense of “legal fraternity” which is a base for professional ethics and morale. Small by scope and finances this activity is essential for the creation of effective judiciary. Phase 2 plans to build on and continue in this approach to behavioral change in justice sector. (4) Under the extension the MoJ will carry out workshops and consultations to finalize a training needs assessment; assist in developing a training database; and equip (modestly) a training unit. All the above is critical for the MoJ’s capacity to plan and execute its training. (5) The legal libraries are to give to legal professionals an access to basic legal materials, information and knowledge. Such access is essential for any form of decision-making. During the proposed extension, the project, in addition to financing regular operating costs of the libraries, will support training of all librarians and the purchase of the residual packages of books. The libraries will operate and likely expand under Phase 2. (6) See also legal libraries. During the extension the MoJ will finalize procurement and distribution of two packages of legal materials to provincial and district offices. (7) This is very important activity as it introduces regularity, uniformity, effectiveness and transparency into work of prosecutors. The hardest part of the project has been already completed. During the extension the AGO will work with its provincial offices to improve their work against the above principles. If successful this activity should improve quality of service of prosecutors.

18. Activities under 9-14 are to improve physical infrastructure. Under these contracts, the JIs intend to complete construction or repair of the buildings. It is understood that physical infrastructure is not sufficient for a massive change that is necessary to make justice sector functional. Yet infrastructure is an absolute precondition for any operating system. The construction projects are scheduled to be completed by the end of the extension. Under (13), the AGO will complete IT assessment. The assessment is critical instrument for planning IT based reforms which contribute to effectiveness and transparency of prosecutorial processes and business operations.

19. Activities under 15 and 16 are to make people aware of their rights and make sure that the most needed defendants are aided by the help of qualified lawyers. This is the most critical package of all for the achievement of DO. If implemented this package increases by 200% delivery of legal aid and upgrades capacity of MoJ to

manage legal services. It will generate information (an evaluation report) critical to shaping legal aid and legal service in general on a countrywide and sustainable basis. Under 17 the project will continue financing the implementation structure which is critical for managing the project under the extension as well as for the Phase 2 implementation capacity.

**(III) FINANCING:**

20. In addition to the high priority contracts above (of **US\$7.64 million**), there are **US\$3.4 million** worth of payments still outstanding for various contracts.

21. Based on the above, the project cost and financing plan will be revised and will simply reflect the implementation of the high priority contracts set out above at paragraph 17 and also the amounts needed to cover outstanding payments.

**(IV) USE OF PROJECT COST SAVINGS:**

22. Although \$7.00 million will therefore be cancelled as part of the closing date extension, relevant provisions relating to OP 13.25 “Use of Project Cost Savings” are not applicable since (i) No change in Expenditure Categories is proposed; and (ii) The activities proposed to be financed do not alter the Project Development Objective.

<i>Category of Expenditure</i>		<i>Allocation</i>		<i>% of Financing</i>	
<i>Current</i>	<i>Revised</i>	<i>Current (USD)</i>	<i>Revised (USD)</i>	<i>Current</i>	<i>Revised</i>
(1) Goods, works, consultants’ services, training and Incremental Operating Costs	(1) Goods, works, consultants’ services, training and Incremental Operating Costs	27,750,000	20,750,000	100%	100%

**(V) CLOSING DATE EXTENSION:**

23. In line with the above Action Plan at Annex 1, the closing date will be extended to December 30 2011.

**OVERALL RATIONALE AND SUMMARY FOR CLOSING DATE EXTENSION**

**(I) GOVERNMENT REQUEST**

24. The Ministry of Finance’s (MOF) letter dated June 27, 2011, sets out the request for the extension of high priority activities to December 30 only. It also requests a cancellation of any outstanding funds (for which it gives the Bank authorization to calculate the final amount but, in line with the discussions concerning the

restructuring, has estimated the cancellation to be in the region of US\$7.23 million). The team has finally calculated that **US\$7.00** million should be cancelled.

***(II) APPLICABLE BANK POLICY:***

25. The project has already been extended by 18 months. According to OP 13.30, the Bank – in order to ensure successful completion of a project – may extend the closing date if:

*“(a) the project objectives continue to be achievable;*

*(b) the performance of the borrower and other project implementing agencies is satisfactory; and*

*(c) the borrower has prepared a specific action plan acceptable to the Bank to complete the project.”*

Rather than grant an extension for all activities, OP 13.30 also provides the Bank with discretion to approve *“selected disbursements covering only part of a project to permit (a) implementation of high-priority contracts....”*

26. As noted above, the project suffered cumulative delays because of external factors outside Government control. Additionally, the task team believes the project objectives continue to be achievable, that following a dip in performance, the performance of the borrower and other project implementing agencies is moderately satisfactory and satisfactory and that the borrower has prepared a specific action plan acceptable to the Bank to complete the project Annex 1.

27. Due to the time period involved in completing all construction projects under the project, however, the task team only recommends providing an extension for selected disbursements, as outlined above, related to high impact and priority contracts. These high priority contracts will not only bolster the developmental outcomes and impact of phase I of the project but are critical to lay the foundations for the successful development for a second phase Justice Sector Reform Project. The request for an extension is therefore justified but we would recommend that only high priority contracts, and therefore a limited extension, be approved.

28. Under OP 13.50 “Cancellations” the borrower may unilaterally request a cancellation of any loan amount unless the Bank has entered into special commitments on any amount. The Bank may cancel some of the outstanding amount if, after consultations with the borrower, the Bank determines that the loan account contains a surplus not required to finance project costs.

29. By its letter of June 27, the Ministry of Finance has provided the Bank with authority to review the matrix of high priority contracts and to determine the surplus amount. The team has undertaken this task and has determined that at this stage US\$7.00 million can be cancelled. This is arrived at on the following basis:

- a. US\$9.71 million has been disbursed to date.
- b. US\$7.64 million will be disbursed against the high priority contracts.

- c. US\$3.4 million in outstanding payments remain for goods works and services already procured.

**(III) STATUS OF LEGAL COVENANTS:**

30. The project is in full compliance with all five legal covenants. There are no overdue audit reports.

**(IV) RECOMMENDATION:**

31. Given that (i) The project development objectives remain achievable with the limited extension (and according to the framework in the Grant agreement have largely been met): (ii) the project is in compliance with legal covenants; (iii) the OPCS policies on extension of closing dates allow for an extension of high priority contracts; and, (iv) an acceptable work program for the extended period has been prepared in order to complete all the high priority contracts by December 30, 2011; we recommend that you approve: a nine month extension for the high priority contracts set out in this restructuring paper from July 1 to December 30 at a total cost of US\$7.64 million plus the expenses already incurred up to June 30 – US\$3.4 million – for a total of US\$11.4million; and a cancellation of the remaining amount of US\$7 million.

**Annex 1 – Implementation Action Plan**

1. The Majority of the Actions to be completed during the extension phase of the project relate to ongoing operating costs and technical assistance (in general salary payments), or the completion of packages already under procurement.
  
2. In order to ensure that all payments are made on time and that all relevant procurement procedures and necessary clearances are completed diligently, the Project Support Unit (PSU) will report to the Bank on progress made in relation to each of the activities and specific tasks/milestones under the project on a monthly basis. This will allow for any unforeseen issues to be remedied swiftly.

Activity	Task/Milestone	Deadline
Operating costs and technical assistance (TA) for the Reform Implementation and Management Units in the AGO and SC	Activity is being executed adequately. The SC and AGO with the PSU will continue to monitor ongoing payment of salaries and purchase of minor items (e.g. stationery) and contribution to the HRM reforms	<ul style="list-style-type: none"> <li>• Monthly monitoring of payments</li> <li>• Bimonthly monitoring of reform progress</li> </ul>

<p>Training of Judges (SC)</p>	<p>This is training for 45 judges in MOJ Training Institute of Egypt. Training will be carried out in 3 groups according to the agreed schedule. 3 groups have already being trained.</p> <p>An evaluation report will be prepared after the completion of the activity with surveys of each group attached.</p>	<ul style="list-style-type: none"> <li>• 3 x training of 15 ( total 45 out of 90) judges in Egypt: <ul style="list-style-type: none"> <li>• 15 June to July 31</li> <li>• 1 August to 15 September</li> <li>• 15 October to 30 November</li> <li>• Evaluation report to 20 December</li> </ul> </li> </ul>
<p>TA for Training Management Unit in MOJ (including completion of a Training Needs Assessment)</p>	<p>This is mainly hiring two additional consultants (at evaluation stage) and ongoing salary payments each month.</p> <p>Training needs assessment is underway – workshops for provincial staff to be held.</p> <p>A small amount of furniture for the office will be procured through shopping</p> <p>HR database will be completed</p>	<ul style="list-style-type: none"> <li>• Hiring consultants to 30 August</li> <li>• Monthly monitoring of salary payments</li> <li>• All workshops to be completed by September 30</li> <li>• Final training needs assessment report completed by November 30</li> <li>• Equipment procured by August 30</li> <li>• Database operational by November 30</li> </ul>
<p>Operating costs and TA for central and provincial libraries of all JIs</p>	<p>Only the training element remains for the Supreme Court (training is organized jointly with the AGO and MOJ) contract to be signed and training implemented</p> <p>Attorney General’s Office opened bids for books (6,500) and needs to finalize procurement</p> <p>AGO and MoJ need to</p>	<ul style="list-style-type: none"> <li>• All training for libraries for all JI to be completed to September 30</li> <li>• Books purchased by AGO’s office to September 30</li> <li>• Plan to distribute library books to provinces completed and approved to July 31</li> <li>• AGO and MoJ books distributed to provincial libraries to December 1</li> </ul>

	<p>develop a plan to distribute library books, furniture and equipment to the provinces</p> <p>Provincial offices are not being paid due to non-compliance with relevant FM procedures. Therefore:</p> <ul style="list-style-type: none"> <li>• A letter will be issued by the PSU reminding the JIs what the process is</li> <li>• A meeting will be held with the heads of the JIs to further discuss any FM related issues</li> <li>• Meeting to be held with the World Bank FM team to finalize any additional queries in this regard.</li> </ul>	<ul style="list-style-type: none"> <li>○ Letter to JI issued to June 1</li> <li>○ Meeting with heads of JI to June 15</li> <li>○ Meeting with WB and finalization of outstanding FM concerns to June 30</li> <li>○ Ongoing intensive monitoring of payments</li> </ul>
National gathering of judges	National gathering of judges to occur	<ul style="list-style-type: none"> <li>• Gathering to take place to October 30</li> </ul>
Printing and distributing laws	<p>First volume of laws has been printed but need to be distributed to provinces.</p> <p>Plan to be developed to distribute laws to provinces</p> <p>Second volume of laws is under contract; will be delivered to MoJ by July 1, 2011</p> <p>Third volume of laws -- a specification list under translation</p>	<p>Distribution plan developed by July 31</p> <ul style="list-style-type: none"> <li>• Laws distributed to provinces to December 1</li> <li>• Third package of books procured to October 15</li> </ul>
TA associated with rolling out legal forms for case management to the provincial offices of AGO	<p>This activity follows the pilot project in the Kabul Regional Hub.</p> <p>Report on pilot is under preparation</p>	<ul style="list-style-type: none"> <li>• Request submitted to July 15.</li> <li>• World Bank review to be completed to August 15</li> <li>• Contract awarded by</li> </ul>

	<p>Legal forms have been revised ( as a result of pilot)</p> <p>AGO prepared a request for NO to the changes in the proposal</p> <p>Once proposal approved, bids for printing of forms will be invited evaluated and order for forms will be purchased and approved</p> <p>Meanwhile the file cabinets for the forms will be procured</p>	<p>September 31</p> <ul style="list-style-type: none"> <li>• Forms printed to October 30</li> <li>• Forms distributed by December 15</li> <li>• File cabinets procured and distributed to December 15</li> </ul>
Construction of court houses in Baghlan and Herat Province	Contract schedule suggest that the project can b completed by October 20, 2011.	Monthly monitoring of progress
Maintenance projects (under the maintenance fund) of the AGO and MOJ facilities	The list of project has been reviewed and projects agreed on	Bimonthly monitoring
ICT and ICT Network Assessment (including the purchase and implementation of network IT) for AGO	<p>ICT Assessment is under contract. It includes IT network design and specification of equipment.</p> <p>Specification prepared by September 15</p> <p>Network IT system to be procured and installed in line with the proposal to November 15.</p>	<ul style="list-style-type: none"> <li>• Assessment to be started to August 1</li> <li>• Specification to be submitted to September 15</li> <li>• Assessment completed and purchase and implementation of network IT system finished to December 1</li> </ul>
Operating costs and TA for legal aid offices (including subcontracting service to private lawyers and NGO and preparing an Legal aid	Awaiting Bank NoL to subcontracting of service to NGO. Technical and financial proposals and draft contract to then be	<ul style="list-style-type: none"> <li>• Contracting of NGO by June 15 under single source selection.</li> </ul>

evaluation report)	finalized.  Proposal for legal aid evaluation report to be completed. Once proposal is finalized, procurement of firm to be undertaken and assessment implemented.	<ul style="list-style-type: none"> <li>• Proposal for evaluation to be completed by June 1</li> <li>• Procurement of firm to undertake evaluation to be completed by July 30</li> <li>• Evaluation completed by December 1.</li> </ul>
Operating costs and TA for legal outreach	Legal Outreach material to be printed and delivered to provinces  Broadcasting of radio and TV sports	<p>Material to be printed and delivered by November 30</p> <ul style="list-style-type: none"> <li>• Broadcasting of radio and TV spots commenced in September and finished by November 30</li> </ul>
Operating costs and TA for Implementation capacity	Ongoing PSU Costs	Monthly monitoring of costs

3. In addition to the above specific activities and tasks, there are two cross cutting issues which have affected project implementation. These are the weak capacity to undertake procurement and financial management (FM) effectively.
  
4. While the action plan notes some specific interventions related to specific activities where procurement and financial management related problems are the main cause of delay in implementation to date, the following three cross cutting actions will also be undertaken to ensure that procurement and financial management related concerns and bottle necks are remedied:
  - a. Review of current FM processes and procedures by World Bank FM staff to identify key bottlenecks. Rapid implementation of suggested changes.
  - b. Training for evaluation committees at the Justice Institutions by the procurement experts in the Project Support Unit in how to effectively undertake evaluations of bids and proposals.
  - c. Immediate reporting by PSU on any issues arising in relation to the above.
  - d. Informing POC about the Action Plan

e. Sharing with POC monthly progress reports.