



**Country: Bangladesh
Initiation Plan**

Project Title: Responsive Justice Initiation Plan

Expected CP Outcome(s): CPD Outcome 1.2: Justice and human rights institutions are strengthened to better serve and protect the rights of all citizens, including women and vulnerable groups

(Those that are linked to the project and extracted from the CPAP)

Initiation Plan Start Date: 01 January 2017

Initiation Plan End Date: 30 September 2017

Implementing Partner: UNDP Bangladesh

Brief Description

A new justice sector programme (2017-2022) is being developed based on the experiences and lessons learnt from previous foot step of UNDP justice projects (A2J, JSF, JUST and PRP) in Bangladesh as well as current UNDP initiatives in this area. The proposed programme will strengthen accountability between and within justice sector institutions at district and national level through improved case management and justice service delivery particularly for the poor and marginalized people. The major activities of this proposed programme are taken from the recently-closed Projects in Justice Sector and to be continued in the new Justice programme . Therefore, theses activities will create a link between closed and future programmes. The major activities in the Justice IP includes finalization of BD Code, Operationalize National justice coordination model, finalize supreme court strategic plan, institutionalize ADR , Legal Aid and capacity assessment of the investigators focusing on GBV cases.

Programme Period: January 2017 -September 2017
(09 months)

CPD Programme Component: UNDAF/CPD
Outcome 1.2

Atlas Award ID: 00058921

Project ID: 00073418

LPAC Meeting Date: 24 January 2017

Management Agreement: Direct Implementation

Total resources required **USD. 159,866.00**

Total allocated resources: **USD. 159,866.00**

Democratic Governance : TRAC

Agreed by UNDP:

[Signature] SUPRTO MUKERJEE
01/02/17

I. PURPOSE

To ensure there is no break in providing support between completion of previous projects and a start of the new programme¹, 09 months Justice IP will support the following key initiatives in justice sector in 2017, while awaiting for the finalization of the business case and a government approval process for a full-fledged 5 year programme.

II. EXPECTED OUTPUTS

1. Justice sector policy making improved through strengthening cross sectoral dialogue and coordination mechanism
2. Case management mechanism improved and capacity of the investigators enhanced with a focus on GBV cases
3. Strengthen legal aid services and Alternative Dispute Resolution (ADR) mechanisms through improved partnerships between GO-NGOs
4. Development of a new justice program

Description of the key activities and expected results of the outputs:

1. Justice Sector Policy Making Improved Through Strengthening cross sectoral dialogue and coordination mechanism

National Justice Coordination Committee (NJCC) established

The momentum that UNDP has created via JSF and JUST projects towards establishing National Justice Coordination Committee (NJCC) which is expected to create a significant impact on justice system in Bangladesh as NJCC will provide oversight and act as an advisory body for the whole justice sector as well as lead the sector's strategic reform process. Justice sector reform is crucial for the improvement of justice service delivery in Bangladesh. The process of formulation a long-term justice sector strategy will require consolidated efforts from many institutions¹, which will take time and resources. It is proposed that in 2017 NJCC will become effectively operational to solve problems related to coordination, promotion of collaboration, establishment of a sector-wide policy and system of performance monitoring. The GoB considers that the establishment of the NJCC would contribute to the improved analysis of problems in the justice sector; informed decision making for policy reform, promote effective monitoring; improve cooperation, collaboration and partnerships among stakeholders; the development of goals, objectives and priorities for sector-wide structural reforms to improve the quality of justice dispensation; and ensure that resources are used as cost-effectively as possible.

Expected result by end of IP:

- NJCC Secretariate established and meetings organized;

2. Improved case management mechanism and justice service delivery to protect violence particularly support victims of gender based violence.

Improve case management (Supreme Court)

The internal and interagency accountability between and within justice sector institutions at district and national level needs to be increased. An improved justice system will benefit people in many ways. It will expedite transparency and accountability in delivering justice service in Bangladesh through two ways information gathering and dissemination. The improved system will facilitate the rate of case disposal, reduce the number of adjournments, save time and cost of the people to get justice and thereby people's

¹ The proposal to move towards the establishment of a National Justice Coordination Committee (NJCC) and support sector-wide structural reforms to improve the quality of justice dispensation has been put forward by the MoLJPA and endorsed by its Inter- Ministerial meeting including Supreme Court chaired by the Hon. Minister of MoLJPA. A cross institutional Working Group chaired by Secretary Law and Justice Division was formed in March 2015 and a three-member Sub-Committee with representatives from MoLJPA, Supreme Court and Solicitor's Office was further delegated to develop the Guidelines for the NJCC and the DJCC under the supervision of the Working Group and approved by PSC

level of confidence and trust in the administration of justice in Bangladesh will be improved. There is high commitment to backlog reduction, improved case management and improved monitoring. The Supreme Court has established Case Management Committees (CMCs) nationwide, with support from the UNDP's JUST project. These have been active in monitoring the management of civil cases and collecting data to redress systemic and other blockages. However, the Supreme Court currently lacks the capacity to meaningfully analyze this data and as such is unable to translate recommendations from district level coordination work into lasting changes at the central level. The Justice IP will provide technical assistance to support the establishment of improved systems monitoring and justice chain performance.

Capacity assessment of the investigators with a focus on GBV cases (Bangladesh Police)

UNDP worked in the area of GBV mostly via its Police Reform Project (PRP) and was focused on victim support centers (VSC) and gender sensitivity including equality among police officers. PRP study on 'Investigation of GBV' concluded that lack of coordination between police, prosecutors and courts were one of the key bottlenecks for quick resolution of GBV cases. Based on the experience, Justice IP will build on success of PRP in this area and support close coordination between all justice institutions at the local as well as national levels to improve justice service delivery mechanism for addressing GBV cases. It will support strengthening of police engagement on GBV with local communities. When/if needed, the Justice IP will also conduct a training need assessment for investigators with a focus on GBV cases. In addition, this IP will deploy an open source technology systems and infrastructure to help national actors (public institutions/police, civil society and media) to better facilitate data collection, analysis, and visualizations.

Expected result by end of IP 2017:

- Strategic Plan for the Supreme Court finalized
- Developed a TNA for investigators with a focus on GBV cases
- A witness management guideline for district judiciary to improve criminal cases management developed
- Coordination among police, prosecutors and judiciary improved at the national level to address GBV and identified issues for policy reform

3. Strengthen legal aid services and Alternative Dispute Resolution (ADR) mechanisms through improved partnerships between GO- NGOs

Coordination of the legal aid provision (Partnership with NLASO)

There are many legal aid service providers in Bangladesh: state-funded legal aid, NGO-provided legal aid, legal aid provided by pro-bono and paralegals. There is no coordination among various legal aid providers, which leads to overlaps and thus decreased efficiency of the legal aid service² Moreover, guideline 16 of the Principles and Guidelines³ also requires States to recognize the role played by non-State actors in providing legal aid services to meet the needs of the population, and where appropriate engage in partnerships with non-State legal aid service providers, including NGOs and other service providers. To address this issue the new programme will support the development of strategic guideline for partnership in legal aid provision. It was also requested during progress sharing meeting between JSF and NLASO on August 2016 where NLASO requested UNDP to provide technical support to develop a strategic guideline on partnership for improved coordination. Further, on 20 September NLASO sent an official request letter to UNDP Bangladesh. From its end, NLASO has set up a strategic priority (priority-3 of the Strategic Plan for 2012-2017) to manage relationships with other GOB stakeholders at

² See for example: National Legal Aid Mapping conducted in 2015; and Global study on legal aid; Bangladesh Case Study conducted in 2016, A2J situation analysis conducted by JSF in 2015, Legal Aid journal published by NLASO in 2014 and 2015.

³ Principles 14 and guideline 16 Of the UN Principles and guidelines on Access to Legal Aid gave emphasis on Partnerships with non-State legal aid service providers and universities. (https://www.unodc.org/documents/justice-and-prison-reform/UN_principles_and_guidelines_on_access_to_legal_aid.pdf)

national and district levels for improvement of legal aid program as well as will also develop and implement strategy for collaboration with CSOs including all NGOs to increase the level of access to justice.

Alternative Dispute Resolution (Partnership with NLASO)

ADR has been supported by UNDP (Village Court Project) and other actors for many years. It has proved that carefully designed ADR system based on political economy, power relations and real demands provides comparatively cheap and quick justice service/redress for most vulnerable groups in Bangladesh. Use of ADR in state-funded legal aid has not been fully explored yet⁴, but early assessments indicate that a lot of cases under NLASO can be resolved by use of ADR thus reducing cost and time of the case resolution and pressure on formal justice system⁵. Justice IP will support detailed needs assessment of NLASO in relation to ADR in legal aid, including identifying any capacity building required as well as examining existing facilities to ensure privacy and the effective disposition of cases via ADR in legal aid. Moreover, IP will develop and roll the pilot for the capacity building of the legal aid officers on use of ADR in forms of trainings and other relevant exercises. The IP will also undertake an initiative towards Restorative Justice System (RJS) in coordination with justice sector actors following ADR.

Expected result by end of IP 2017:

- A strategic partnership guideline in legal aid for improved coordination between State and Non state actors developed and finalized
- Capacity need assessment on legal aid & ADR completed and issues identified
- Partnership between NLASO & Law Schools established to provide legal education through MoUs
- Worker's legal aid cell and national legal aid help to provide legal advice and information among the justice seekers operational

4. Development of a new justice program document

New Justice Program developed

A new justice sector programme (2017-2022) is being developed based on the experiences and lessons learnt from previous foot step of UNDP justice projects (JSF, JUST and PRP) in Bangladesh as well as current UNDP initiatives in this area. The proposed programme will strengthen accountability between and within justice sector institutions at district and national level through improved case management and justice service delivery particularly for the poor and marginalized people.

Expected Results by end of IP

- A program document for new "Responsive Justice Program" developed
- In consultation with key justice stakeholders identified major activities for next 5 years in line with the developed RRF.

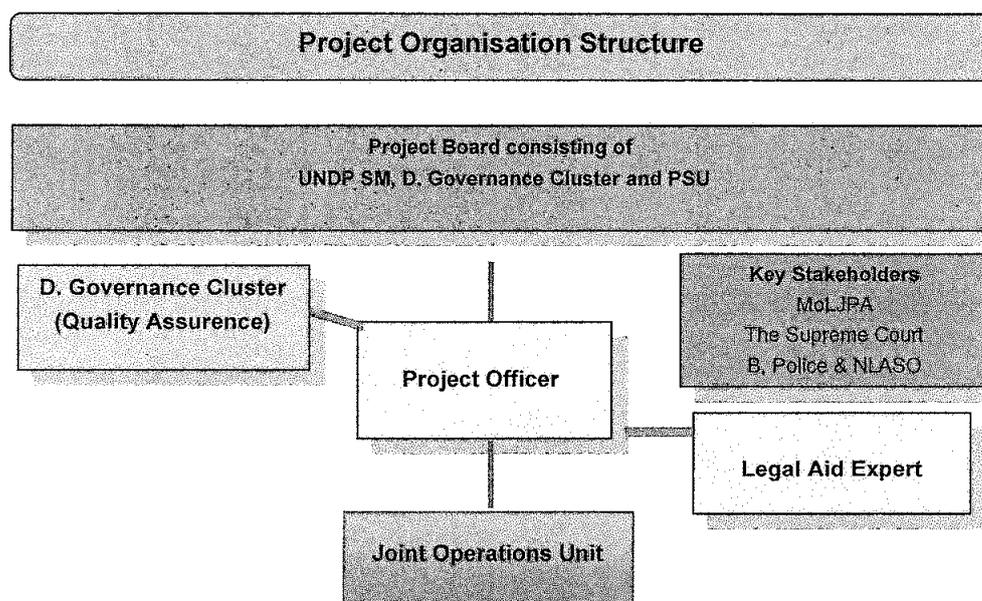
⁴ During progress sharing meeting between JSF and NLASO on August 2016 NLASO requested UNDP to provide technical support to develop a strategic guideline on partnership for improved coordination. It was recorder. Further, on 20 September NLASO sent an official request letter to UNDP CD copied to Law Minister in this regard.

⁵ A recent study on legal aid conducted by UNDP (Global Survey on Legal Aid; Bangladesh Case Study) revealed that (question before the respondents as in what types of cases people used to receive legal aid) 34.61% cases were related to family suits, 19.23% cases were related to money suits, 30.76% cases were related to land disputes and 15.38% cases were criminal cases. That means maximum number of legal aid supported cases can be mitigated through ADR. Therefore, enabling an environment to promote ADR and make Legal Aid Office as ADR corner is important to reduce time and cost of justice. The new IP will support NLASO to devise new polices on ADR, support to improve capacity of the district legal aid office, advocacy with both Supreme Court and Ministry of Law for appointing 64 DLAOs, revision of the legal aid lawyer's code of conduct to incorporate a provision for ADR, review other legislations to insert ADR provision.

Expected outcome of this Justice IP:

Smooth transition to the new justice programme based on continuous support to justice agencies and preparation of the key guiding documents for immediate implementation under new programme.

III. MANAGEMENT ARRANGEMENTS



Project Board: The project board, responsible for taking management decisions for the project, expected to be chaired by the UNDP Country Director as the executor of the project. The project board will monitor the overall progress of the project and provide guidance to implementation of the project. The Project Board will meet as required and at least once during the project period. Governance cluster will play a significant role for quality assurance.

Project Officer will be responsible for day to day IP management, including reporting in time, updating risk & issues log, submission of M&E plan and other relevant management issues in consultation with project team and cluster leader. In addition, she will also be responsible to establish national justice sector coordination mechanism and other key activities in relation new justice program development with guidance of Chief Technical Adviser of HRP.

Legal Aid Expert will be responsible for day to day implementation of legal aid component in partnership with National Legal Aid Services Organization including operational helpline, worker's legal aid cell, student internship program, ADR and capacity assessment of legal aid services. Further, he will provide technical support to improve case management mechanism and enhance capacity of the Supreme Court's research unit. He will also be responsible to work for development of a new justice program with guidance of Chief technical Adviser of HRP.

Membership of the Programme Board will include the following:

- UNDP Senior Management
- Democratic Governance Cluster, UNDP
- PSU, UNDP
- Operations Manager, UNDP CO
- Project Officer-Justice IP and
- Legal Aid Expert -Justice IP

IV. PROJECTED BUDGET

Project Outputs	Amount (USD)
1. Justice Sector Policy Making Improved Through Strengthening cross sectoral dialogue and coordination mechanism	44,000.00
2. Improved case management mechanism and capacity of the investigators enhanced with a focus on GVB cases.	41,200.00
3. Strengthen legal aid services and Alternative Dispute Resolution (ADR) mechanisms through improved partnerships between GO-NGOs	51,648.00
4. Developed a new 5 yrs responsive justice program & project management	23,018.00
TOTAL in USD (One lac fifty five thousand six hundreds ninety eight)	159,866.00

V. MONITORING

The project officer is required to submit a project *M&E plan* and timeline noting dependencies and constraints, within the first week of the project. As part of this the PO is required to review milestones and targets integrating these into the project timeline.

Each quarter the PO is to submit a **progress report** for the previous **quarter** and action plan for the following month. These reports shall be brief and consist primarily of bullet points, a table detailing progress against milestones and targets. The reports will also note major activities, *issues and risks* to both keep the CO informed and help the PO with planning. The entire project team should meet with their designated CO contact person on a monthly basis to discuss the monthly and plan report. Apart from the quarterly report the result and resources framework, issues and risk log of the project will be updated periodically. The justice IP will also go through a mid year and year end review process to major key progress and challenges.

At the end of the project, the PO must submit a *Project Closure Report* of the project detailing lessons learnt, successes and failures and ROAR if required.

RESULTS AND RESOURCES FRAMEWORK

Outputs	Baseline	Target	Indicator	Key Activities
Output 1. Justice Sector Policy Making Improved Through Strengthening cross sectoral dialogue and coordination mechanism	Recent initiatives undertaken by UNDP's JSF project for establishment of NJCC • Agreed guideline/ToR of NJCC • Composition and structure finalized for NJCC	Establishment and operational of NJCC	<ul style="list-style-type: none"> • Report of the NJCC launching ceremony • Meeting minutes of NJCC 	<ul style="list-style-type: none"> -Organize a launching ceremony of the National Justice Coordination Committee -Provide support to establish NJCC secretariat at the national level -Organize NJCC meetings
Output 2. Improved case management mechanism and capacity of the investigators enhanced with a focus on GBV cases	Recent initiatives undertaken by UNDP's WAZI IP • Draft SP for the SC • Final version of BD Code	<ul style="list-style-type: none"> • Strategic plan for the Supreme Court finalized • Print BD Code • TNA for investigators with focus on GBV developed 	<ul style="list-style-type: none"> • Strategic plan for SC BD Code • TNA on GBV for the investigators 	Support the Supreme Court to finalize their Strategic Plan Support Supreme Court research unit to improve their capacity on case disposal tracking Print Bangladesh Code Develop a TNA for investigators with a focus on GBV
Output 3. Strengthen legal aid services and Alternative Dispute Resolution (ADR) mechanisms through improved partnerships between GO-NGOs	<ul style="list-style-type: none"> • Capacity/Need Assessment of Legal Aid services and ADR-06 • Development of a GO-NGO guideline-03? • 2072 cases re/ololved through ADR in 2016 (12 months) • 15% of total LA supported cases resolved through ADR in 2016 	<ul style="list-style-type: none"> • Need Assessment-05 • GO-NGO Guideline-05 • 2000 cases resolved through ADR in upto September 2017 (09 months) • 20 % of total LA supported cases resolved through ADR in upto September 2017 	<ul style="list-style-type: none"> • Need assessment docs, GO-NGO Guidelines, • # cases resolved by ADR • % of cases resolved through ADR LA recipients 	Conduct training need assessment of the legal aid services and ADR to identify gaps and possible options for effective implementation Consultation at national level to finalize GO-NGO guideline in legal aid Provide ongoing support to NIASO onworker's legal aid cell at Dhaka and chittagong, Support to operational legal aid helpline, Introduce student's internship program in legal aid engaging youth restorative justice professionals and make partnership with Universities Training for the panel lawyers on ADR
Output 4. Developed a new 5 yrs responsive justice program	<ul style="list-style-type: none"> • First draft of the new justice program document developed 	<ul style="list-style-type: none"> • Finalized new justice program document 	<ul style="list-style-type: none"> • Justice Prodoc • Reports of consultations/planning workshop • Meeting minutes 	Engagement of an international consultant to develop new justice program document including result and resource framework Conduct planning workshop with the key stakeholder Consultation with the key stakeholders on draft prodoc FGDs withsub ordinate judiciary on new program document

⁶ Plan for the need assessment-0, Formal request from NIASO-1, TOR developed and advertisement for N.Consultant-2, Consultant on board-3, draft need assessment shared-4, final assesment accepted by NIASO-5

⁷ Formal request from NIASO-1, Consultant on board-2, shared draft guideline-3, consultation on draft guideline-4, final guideline-5

VI. ANNUAL WORK PLAN

Year: 2017 (Jan-September)

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3		Funding Source	Budget Description	Amount	
Output 1 Justice Sector Policy Making Improved Through Strengthening cross sectoral dialogue and coordination mechanism Baseline: -TOR developed and agreed by the justice leadership for establishment of NJCC -Outline of the new justice prog developed and agreed by the stakeholders Indicators: -NJCC Meeting minutes, Justice Prodoc Targets: -NJCC established & organized meetings -New justice prodoc developed	1.1 Organize a launching ceremony of national justice sector coordination committee	x			UNDP	TRAC	Tm. Wk. & Conference	12,000.00	
	1.2 Provide support towards coordination meeting	x	x		UNDP	TRAC	Tm. Wk. & Conference	1,000.00	
	1.3 Salary for Project Officer	x	x	x	UNDP	TRAC	Service Contract	16,000.00	
	1.4 General Support from BRH to provide inputs on new Justice Prodoc		x		UNDP	TRAC	Travel	10,000.00	
	1.5 Support towards establishment office of NJCC	x	x	x	UNDP	TRAC	Furniture/ICT equipment	5,000.00	
	Sub Total							44,000.00	
	Output 2: Improved case management mechanism and capacity of the investigators enhanced with a focus on GBV cases Baseline:02 Indicators: 1. SC's Strategic Plan, 2. BD Code, 3. TNA on GBV Targets:05	2.1 Support Supreme Court research unit to improve their capacity on case disposal tracking management	x	x	x	UNDP	TRAC	Tm. Wk. & Conference	5,000.00
		2.2 Support Supreme Court to finalize Strategic plan	x			UNDP	TRAC	Tm. Wk. & Conference	1,500.00
		2.3 Print and launching BD Code	x	x	x	UNDP	TRAC	Printing & publishing	27,000.00
		2.4 Develop a TNA for investigators with a focus on GBV cases	x	x	x	UNDP	TRAC	National Consultant	5,000.00
2.5 Common Premises in CO		x	x	x	UNDP	TRAC	Common Services-Premises	2,000.00	
2.6 Common Security for 2 staffs		x	x	x	UNDP	TRAC	Contrib To CO Common Security	400.00	
2.7 Communication, media, and visibility of the IP		x	x	x	UNDP	TRAC	Common com & media	300.00	
Sub Total							41,200.00		
Output 3		x			UNDP	TRAC	National Consultant	5,000.00	

<p>Strengthen legal aid services and Alternative Dispute Resolution (ADR) mechanisms through improved partnerships between GO-NGOs</p> <p>Baseline: Need assessment-01: GO-NGO guideline-3, 2012 cases resolved through ADR in 2016; 15% of total LA supported cases resolved through ADR</p> <p>Indicators: 1. Need assessment docs; GO-NGO Guidelines, # cases resolved by ADR, % of cases resolved through ADR LA recipients</p> <p>Targets: 1. Need Assessment-05; GO-NGO Guideline-05; 2000 cases resolved through ADR in supio Sep 2016; 20 % of total LA supported cases resolved through ADR upto Sep 2016</p> <p>Output 4: Developed a new 5 yrs responsive justice program</p> <p>Baseline: Zero Draft prodoc</p> <p>Indicators: Consultation reports/minutes/justice Prodoc</p> <p>Target: Finalized new 5 yrs justice prodoc</p>	3.1 Conduct capacity need assessment of the legal aid services and ADR to identify gaps and possible options for effective implementation	X	X		UNDP	TRAC	Trn. Wk. & Conference Travel(M&E)	1,500.00
	3.2 Provide on going support to NLASO for operational worker's legal aid cells, -Partnership with public universities for student internship program	X	X	X	UNDP	TRAC	Svc Co-Training and Educ Serv (LoA)	25,000.00
	-observe national legal aid day -finalize a guideline for GO-NGO Coordination in Legal Aid and develop training manual for the Legal Aid actors on ADR							
	3.3 Legal Aid Expert for implementation, coordination and facilitation of the legal aid related activities as well as provide input to the new justice program	X	X	X	UNDP	TRAC	Service Contract	12,300.00
	3.4 Direct project cost	X	X	X	UNDP	TRAC	DPC	6,848.00
	Sub Total							51,648.00
	4.1 Development of a new Justice Program document	X	X	X	UNDP	TRAC	National Consultant	3,000.00
	4.2 Organize consultations to finalize program document	X	X	X	UNDP	TRAC	Trn,Wk. & Conference	4,000.00
	4.3 Desk review & data collection for base line	X	X	X	UNDP	TRAC	Travel	2,500.00
	4.3 Vehicle fuel	X	X	X	UNDP	TRAC	Fuel cost of vehicle	1,000.00
4.4 Office Supplies	X	X	X	UNDP	TRAC	Office supplies	300.00	
4.5 Storage & Utilities	X	X	X	UNDP	TRAC	Storage & Utilities	750.00	
4.6 JGU Salaries	X	X	X	UNDP	TRAC	Service contract	11,168.00	
4.7 Communication (Internet and mobile for IP staff)	X	X	X	UNDP	TRAC	communication	300.00	
Sub Total							23,018.00	
Operation , logistics , management and maintenance							23,018.00	
TOTAL							159,866.00	