



## **Strengthening Capacities of Judiciary in Montenegro to Fight Corruption and Organised Crime**

Recognising the fact that coordinated and efficient fight against corruption and organized crime are essential for enhancing accountability of the Judiciary on one hand, and for increasing long-term public confidence in the state's ability and willingness to enforce the law on the other, UNDP Montenegro has decided to support the key national institutions for curbing corruption and organized crime. In general, the work will be aimed at building of public trust and confidence in the judicial system of Montenegro, in terms of promoting the rule of law and accountability, through improved professionalism (including supporting the further introduction of relevant International Standards and EU Best Practices), competence, operational means and efficiency. In realising this project, full advantage will be taken of Montenegro's signature to the Stabilisation and Association Agreement (SAA). As enhancing the Rule of Law is a key emphasis of the Agreement, this project will help compliment and push forward required legal, training, operational and other practical improvements.

Date: 3 December 2007

## I INTRODUCTION

After the completion of the referendum process in 2006, Montenegro has faced the two biggest challenges to young democracies: weak governance, with a short experience in a state administration and prevalence of corruption that penetrated into all spheres of the society. In this context, the justice system gains on importance as the most important mechanism for the fight against corruption. Given that significant legal revisions have already been made, in terms of changed criminal legislation, adoption of the Programme of Fight against Corruption and Organized Crime, the Action Plan for the implementation of the Programme of Fight against Corruption and Organized Crime in 2006 and Strategy for the Reform of Judiciary and the Action Plan for its implementation in 2007, by the Government of Montenegro, the greatest challenge lies in a non-political and decisive law enforcement, which is difficult due to the fact that Montenegro has a small population with an abundance of close relations to high-ranking officials who are sometimes included in corruption scandals. All of the above was stated in the European Commission Progress Report.

Having in mind that the new legislation presents a precondition for curbing corruption, it must be followed by an adequate supply of electronic equipment and high-quality training of holders of judicial positions in order to be able to implement new laws and apply equipment for efficient detecting and prosecuting of corruption cases. In this aim, donor mobilization is essential at all stages of the project's implementation, while expert support should be provided through regional cooperation, from the countries that already showed significant results in this field.

Activities identified.

The overall objective of this project will be the one of strengthening the institutional and operational focused means of the Montenegrin Judiciary to discern and prosecute corruption and organised crime cases, through: *targeted trainings for prosecutors and judges* (Component 1.0); *an improved approach to detect and get down corruptive and organised crime cases, including supply of sophisticated electronic equipment to the Prosecutor's Offices and the Courts* (Component 2.0); *enhanced legislation, administrative capacities and operational support* (Component 3.0)

The project will be implemented in two phases: 1) the initial phase will cover the first two components concerning training and equipment supply for prosecutors and judges as agreed between the Ministry of Justice of Montenegro, Supreme Court of Montenegro, Supreme State Prosecutor's Office, the Norwegian Government and UNDP; 2) the subsequent phase will focus on the third component and entail operational, support, policy advice and strengthening of regional cooperation and will be subject to further donor mobilisation by project partners. It is agreed that the project will maintain flexibility throughout and respect donor co-ordination efforts, in terms of Activities identified.

The project will have a strong policy implementation character. Having said this the project will offer guidance, equipment and training to key national counterparts to ensure standardised, practical and equitable implementation of Government policies and strategies in the area of fighting corruption and organised crime. In this regard special attention will be paid to the Strategy for the Reform of Judiciary (especially its Chapter dealing with corruption and organized crime), the National Action Plan to Fight Corruption and Organised Crime (adopted in August 2006), and changed criminal legislation<sup>1</sup>.

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<sup>1</sup> Changed criminal legislation includes: Criminal Code and Criminal Procedure Code, Law on State Prosecutor, amendments to the Law on execution of criminal sanctions, Law on Witness Protection and Law on Criminal

The UNDP through its Project Management Unit (PMU), national judicial authorities and project consultants will endeavour, as a necessary requirement, to focus on and include international donor co-ordination and operational co-operation, at all stages of this project's implementation. It is intended that during and after the project implementation, Montenegro will be in a position to offer improved expertise and leadership in the sector, at both bilateral and regional level.

## **II STRATEGY**

The **specific objective** of this project is to strengthen the institutional and operational capacities of Prosecutors' Offices and national Courts to efficiently fight corruption and organised crime.

In order to reach this objective, the project will focus on three-targeted project Components, which will be implemented in two phases:

### **Phase one:**

**Component 1: *Development and implementation of the Judicial Training Centre Curriculum***

**Component 2: *Supply of the equipment or improving working and material conditions within the judiciary in order to more efficiently deal with the corruption and organized crime cases***

### **Phase two:**

**Component 3: *Assistance with operational management, policy advice and regional operational co-operation***

The following is a list of the three project Components and their related Activities, with expected Results (Outputs) clearly indicated under each Activity:

### **Phase one**

#### **Component 1**

#### ***Development and implementation of the Judicial Training Centre Curriculum***

The training Component seeks to address the important legislative and procedural changes, which already happened (or will happen shortly) in criminal legislation. In addition, it will put strong emphasis on training of judges and prosecutors in international instruments to fight corruption such as the UN Convention against Corruption and the Council of Europe Convention on Anticorruption, which has been fairly neglected so far. All training activities will have a practical, operational and long-term approach, promoting curriculum design and 'train the trainers' methodology.

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liability of the legal persons as well as the new Criminal Procedure Code and Law on Mutual Legal Assistance in Criminal matters

The following activities will therefore be undertaken to successfully complete this component:

### ***1.1 Development of Training Curricula for specialisation on cases of corruption and organized crime in cooperation with the Judicial Training Centre***

Based on regional and EU best practices necessary training curriculum for prosecution of corruption and organized crime will be developed. The curriculum will be presented to Judicial Training Centre, with the aim to eventually evolve into the regular part of the official Annual Training Programme, especially having in mind recent and future changes of the laws that lead to specialization of judges and prosecutors in these fields.

The expected training will include Judges of Supreme Court, Appellative Court, High Courts, Basic Courts and Prosecutors. A 'training of trainers' approach will be used.

**Expected Result:** Up to 10 trainers from prosecution service trained and up to 10 judges trained, changes to working practices and rulebooks implemented, new JTC Training Curriculum produced.

### ***1.2 Training for judges and prosecutors on anti corruption legislation and means of fight***

This training will be applied to all representatives of all institutions of judiciary in Montenegro in order to constitute a 'train the trainers' approach since the training in this area has never been provided to the representatives of judiciary. It will deal with Code of Ethics, Law on Conflict of Interest, Law on Preventing Money Laundering, Law on Public Procurement and other laws dealing with anticorruption which are not from the area of judiciary.

**Expected Result:** Up to 40 Judges and 30 Prosecutors trained; new JTC Training Curriculum established; JTC Curriculum used in practice in the future.

## ***Component 2***

### ***Supply of the equipment or improving working and material conditions within the judiciary in order to more efficiently deal with the corruption and organized crime cases***

There is a serious lack of static and/or mobile electronic equipment in Prosecutors' Offices and the courts. This project component will seek to deal with this critical capacity gap, which has been neglected so far.

The following activities will therefore be undertaken to successfully complete this component:

### ***2.1 Assess the urgent needs for the mobile and static equipment for prosecutors' offices and courts and supply of mobile and static equipment***

The aim of this activity is to determine the crucial needs of the Special Prosecutor's Office and courts in terms of specialised equipment necessary to enable them to investigate, prosecute and try corruption and organized crime cases in a more efficient manner. The Project Manager will handle the process, with assistance from short-term experts regarding the technical specifications and installations. The project team shall take special care with regard to the compatibility of the equipment to ensure long-term efficient and practical use.

**Expected Result:** Special Prosecutor's Office and courts adequately equipped for managing and running anticorruption and organised crime operations.

## ***2.2 Training for judges, prosecutors and judicial technical support staff on using Video-link testimony and applying rules of confidentiality***

**Expected Result:** Up to 20 Judges and 20 Prosecutors and 10 judicial technical support staff trained; changes to working practices and rulebooks implemented

**Second phase** implies assistance with operational management, policy advice and regional operational co-operation. The general objective of this phase which constitutes the third component of the project is to fill the gaps and enhance existing administrative capacity and legislation, in parallel with promoting concrete operational bi-lateral agreements, with regard to improved domestic and cross-border law enforcement co-operation in fighting serious and organised crime. Funds for the most of the activities from this phase have still to be mobilised.

The following activities will therefore be undertaken to successfully complete this phase:

### ***Component 3***

#### ***Assistance with operational management, policy advice and regional operational co-operation***

##### ***3.1 Strengthening the capacities of the Ministry of Justice***

UNDP Project Management Unit (PMU) will provide technical support the Ministry of Justice working groups in drafting new laws such as the Law on State Prosecutor and its part dealing with the specialization of prosecutors in the area of corruption and organized crime. It will monitor and ensure the compliance to EU requests and standards in fight against corruption and organized crime and ensure the ratification and implementation of international instruments and standards through adoption of new laws and amendments to laws necessary for the more efficient fight against corruption and organized crime.

Support will be provided to the Working Group of Ministry of Justice in drafting of the new Criminal Procedure Code and organizing the public discussion in cooperation with the OSCE with the emphasis on promotion of the surveillance measures for the corruption cases.

During the first quarter of 2008 UNDP Montenegro and UN Office for Drugs and Crime (UNODC) will produce report on the compatibility of Montenegrin legislation with UN Convention against corruption. The report shall contain recommendations for the alignment of crucial anti corruption legislation with United Nations Convention against Corruption, especially the Criminal Code and Criminal Procedure Code, which are essential for the police and prosecutors' anti corruption efforts.

Henceforth, measures of the secret surveillance, which are one of the key elements in the anti corruption struggle, would thus become an important instrument of the respective investigation activities. Therefore, introduction of these measures in new Criminal Procedure Code followed by the appropriate hands on training will constitute an important step to make this a success.

Special emphasis will be given to the training of the Ministry of Justice staff on fight against corruption in coordination with the Human Resource Agency and providing of the reference literature needed for the efficient and expert performance.

### **3.2. Assistance with Administrative Improvements**

Jointly with other development partners the project team will focus on:

Providing practical assistance to the Supreme State Prosecutor's Office in improving existing operational means, including human resource and budget management. This will be achieved through assigning of three full-time, highly qualified national experts to work on these issues and training of regular personnel

Providing practical assistance to the Cabinet of the Head of Judiciary in improving human resources, material means and court management to reduce backlogs and increase effectiveness. This will be achieved by providing short-term international and national experts to help with drafting of Strategic and Actions Plans, developing management, ICT and monitoring tools, as well as implementation of training programmes

**Expected Result:** Administrative capacities of judiciary improved, demonstrated through increased efficiency and effectiveness. Public trust in judiciary increased, demonstrated through results of public Surveys

**Co-ordination:** Co-operate closely with OSCE Montenegro and the Council of Europe.

### **3.3 Practical assistance with drafting and completing necessary legislation and operationally focused Bilateral Co-operation Agreements related to organised crime, human trafficking, anti-corruption, terrorism etc.**

This Activity is directly related to the new Law on Criminal Procedure and Law on Mutual Assistance in Criminal Matters. These new laws will take on board: Mutual Legal Assistance in organised crime matters; International Conventions on organised Crime matters and existing relevant/related Bilateral Agreements.

The concrete project activities will focus on assisting with preparation of implementation action plans for these laws and developing *operational* Bilateral Agreements between Police Units, Witness Protection (WP) Commissions<sup>2</sup>, UNMIK police etc in the region.

**Expected Result:** Operational Bi-lateral Co-operation Agreements prepared for signature (where agreed on at political level) between Montenegro and all Balkan countries and applied in practice.

**Co-ordination:** Co-operate closely with OSCE Montenegro and use as the follow up to the EC CARDS 2003 Regional Judiciary Project Memorandum of Understanding scheme.

### **3.4 Assistance in Application of Law on Mutual Assistance in Criminal Matters.**

The project team should assist with putting in place the new law, incorporating the provisions on the validity of evidence gathered abroad and other relevant standards

**Expected Result:** New Law on Mutual Assistance in Criminal Matters adopted and applied.

**Co-ordination:** This Activity will be carried out in close co-operation with SEEPAG<sup>3</sup> (South East Europe Prosecutors Advisory Group)

### **3.5 Ad hoc Assistance and rallying of co-coordinating/project partners, such as other World Bank and EU Member States programmes, European Judicial network, Europol<sup>4</sup>, FBI, Stability Pact, OSCE, etc.**

The aim of this Activity is to provide related professional exchanges and specialist trainings, on an as-needs basis and in parallel with the above Activities.

This Activity will give the project a strong element of flexibility, as mentioned under 'Strategy' and will allow for broader input and local ownership.

The Project Manager will be responsible for this Activity and for the related donor co-ordination.

#### **The proposed project should produce the following overall Results:**

- 1.0** Enhanced capacities of Judiciary to fight corruption and organised crime; Judges and Prosecutors continuously trained on implementation of relevant policies/legislation in the area of fighting corruption and organised crime; established special training curriculum to be used in the future as a part of the Judicial Training Centre Annual Programme
- 2.0** Static and mobile electronic equipment fitted in the Special Prosecutor Office and selected courts (followed by the appropriate training for the efficient utilization of these resources);
- 3.0** Enhanced administrative Capacities of Judiciary demonstrated through efficient financial and human resources management, improved operational procedures and strengthened regional and international cooperation

#### **Indicators of Success:**

- Stronger and more overt commitment of Montenegrin institutions to re-enforcing the prosecutor service and its means for pursuing criminals and prosecuting all serious crimes, domestic and cross-border;
  - A more professional and efficient prosecution service, able to efficiently lead investigations, through targeted trainings and execute viable prosecutions;
  - Increased number of cases initiated by the prosecution and processed by the judiciary related to corruption
  - Improved and enhanced operational co-operation between the police, prosecution and judiciary
  - Higher level of public and media awareness and support for the prosecution of corruption, and organised crimes.
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## PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the Country/ Regional/ Global Programme Results and Resource Framework:</b>  <b>Outcome 2</b>-Consolidation of efficiency, accountability and transparency in public administration  <b>Outcome Indicator:</b> Efficiency and transparency of Government improved in order to effective lead policy formulation, coordination and service delivery in accordance with EU requirements.  <b>The specific objective</b> of this project is to strengthen the institutional and operational capacities of the Prosecutors' Offices and national Courts to efficiently fight corruption and organised crime</p>				
<p><b>Outcome indicators as stated in the Country/ Regional/ Global Programme Results and Resources Framework, including baseline and targets.</b></p>				
<p><b>Applicable MYFF Service Line:</b> TBD</p>				
<p><b>Partnership Strategy:</b> the <i>vide</i> range of national and international partners will participate in the project</p>				
<p><b>Project title and ID:</b> (ATLAS Award ID): Strengthening Capacities of Judiciary to Fight Corruption and Organised Crime  <b>Country:</b> Montenegro</p>				
Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs
<p><b>Judges and Prosecutors trained through co-operation with the JTC.</b></p> <p>Up to 15 Judges and 15 Prosecutors trainers trained in leading and managing criminal investigation cases.</p> <p>Up to 10 trainers from the Ministry of Justice and Prosecution service and up to 10 Judges trained based on new JTC Training Curriculum</p> <p>Up to 40 Judges and 30 Prosecutors trained in implementation of the Code of Ethics, Law on Conflict of Interest, Law on Preventing Money Laundering and Law on Public procurement</p> <p>Up to 20 Judges and 20 Prosecutors and 10 judicial support staff trained in using of video link and rules on confidentiality</p>		<p><b>Activity 1.1:</b> Procedural and Operational Training for Prosecutors in leading and managing criminal investigation cases organised.</p> <p><b>Activity 1.2:</b> Learning from regional and EU best practices basic training curricula for prosecution of corruption and organized crime developed and training delivered</p> <p><b>Activity 1.3:</b> Training for judges and prosecutors on Code of Ethics, Law on Conflict of Interest, Law on Preventing Money Laundering and Law on Public procurement implemented</p> <p><b>Activity 1.4:</b> Training on using testimony in distance and develop rules on confidentiality delivered</p>	<p>See co-ordination details under 'Strategy,' above.</p>	<p>See respective details under "ANNUAL WORK PLAN BUDGET SHEET" below</p>

<p>International donor community co-ordination and operational co-operation assured.</p> <p><b>Direct Equipment supply to the Special Prosecutor's office and the priority Courts.</b></p> <p>Special Prosecutor's Office equipped with special investigation equipment.</p> <p><b>Operational management, policy advice and regional Co-operation strengthened</b></p> <p><b>Output 3.1</b> Administrative Improvements in place</p> <p><b>Output 3.2:</b> Operational Bi-lateral Co-operation Agreements prepared for signature (where agreed on at political level) between Montenegro and all Balkan countries and applied in practice.</p> <p><b>Output 3.3:</b> New Law on Mutual Assistance in Criminal Matters enhanced and applied.</p>		<p><b>Activity 1.5:</b> Ad hoc Assistance and rallying of co-coordinating development partners</p> <p><b>Activity 2.1:</b> Research, procure and install most appropriate static and mobile equipment for Special Prosecutor's Office</p> <p><b>Activity 3.1:</b> Assigning experts on human resources, budget management and organizational development for the purpose of administrative strengthening of the judicial and prosecution capacities; training programmes; developed strategic plans, facilitated necessary trainings, provided strategic advises during the overall process</p> <p><b>Activity 3.2:</b> Practical assistance with drafting and completing broad operational focussed Bi-lateral Co-operation Agreements related to crimes prosecutions, witness protection, reparations, serious and organised crime, human trafficking, anti-corruption, terrorism etc.</p> <p><b>Activity 3.3:</b> Assistance in Application of new Mutual Assistance in Criminal Matters</p>		
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## WORK PLAN BUDGET SHEET (2008)<sup>5</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Source of Funds	Budget Description	Amount (Euro)
<b>Judges and Prosecutors trained through co-operation with the JTC.</b>	- Establish Project Management Unit	x			UNDP/ Ministry of Justice/ Supreme State Prosecutor/ Judicial Training Centre	Government of Norway/UNDP	Project Management Unit	37.000
	-Procedural and Operational Training for Prosecutors	x					Regional and national consultants	20.000
	- Develop training curricula for prosecution of corruption and organized crime						Training, workshops	50,000
	- Training for judges and prosecutors on Code of Ethics, Law on Conflict of Interest, Law on Preventing Money Laundering and Law on Public procurement	x					Regional Consultants (including Ad-hoc consultants for implementation)	2,500
	- Training on using testimony in distance and develop rules on confidentiality							
<b>Direct Equipment supply to the Special Prosecutor's office and the priority Courts.</b>	- Ad hoc Assistance and rallying of co-coordinating development partners							
	- Procure and install most appropriate special equipment	x					30,000	
	<b>SUB -TOTAL</b>						<b>139.500</b>	
	<b>GMS 7 %</b>						<b>10.500</b>	
	<b>TOTAL</b>						<b>150.000</b>	

<sup>5</sup> The provided work plan/budget covers the first Phase of the project (two components) for one one-year period. However, the plan is to expand the project with phase two and continue it for additional two years as soon as new donors join in.



### III. MANAGEMENT ARRANGEMENTS

#### III.A. Institutional arrangements

The UNDP Montenegro will execute the project. The project implementation is subject of the steering mechanism.

**The Steering Committee:** the overall co-ordination of project activities will be done by a Steering Committee, which will be a decision-making body for project activities. It will be composed of the following officials or their representatives:

- The Minister of Justice
- The Supreme State Prosecutor
- UNDP Resident Representative
- Donor representative (if requested)
- The Project Manager (ex officio)

The Steering Committee will meet at least once a quarter. It will approve training curricula, review the project's progress, approve financial reports and work plans as well as take decisions related to both substantive and financial aspects of the project implementation. Each of the project partners, donor and UNDP could call for the meeting of the Steering Committee. The Project Manager will act as the Secretary of the Steering Committee.

The Steering Committee will ensure appropriate synergy, co-ordination and co-operation with other projects and programmes falling in the same field of intervention as those of the project.

#### The Project Implementation Unit

Project Implementation Unit is staffed with a Project Manager and Project Assistant. The Project Implementation Unit is located in the Ministry of Justice. UNDP procedures will apply in each case. The Unit staff will be recruited through an open competition.

The Unit has the following functions and responsibilities: a) development of the work plans; b) monitoring trainings; c) appointment of experts

#### III.B. Roles and responsibilities

The two main partners within the project will be:

**The Government:** the Ministry of Justice is responsible for human resources development strategy as far as Judiciary is concerned. This institution also has an overall responsibility for the policy work in this area; therefore, the Ministry of Justice and the Ministry of Interior will be the central partner for development and implementation of a training plan and reform strategy. Both Ministries will closely cooperate with their respective Directorates.

**The Judiciary:** substantive input shall be secured from representatives of Courts and Prosecutors counterparts in terms of coordination and expertise

#### III.C. Inputs

##### III.C.1 UNDP inputs

UNDP will provide inputs as follows:

- cover costs for members of the Project Implementation Unit for the maximum period of 12 months;
- national and international experts to support the development and implementation of the training and reform strategy;
- trainings, workshops, participation at international conferences;

- training on RBM and project operations;
- ongoing evaluation;
- equipment needed to carry out the project

### **III.C.2 Government inputs**

The Ministry of Justice will identify and provide the facilities necessary for the Project Implementation Unit and implementation of the training and reform strategy, as well as expendable equipment and operational expenses for the Unit (e.g. electricity, heating, communication).

### **III.D. Monitoring and Evaluation**

#### **III.D.1 Mechanisms used to monitor and evaluate the project**

In order to ensure that implementation of the project is on track and on time, UNDP might provide consultants' support in designing project's results, indicators and benchmarks.

The project has to be initialized through planning a workshop in order to identify success criteria and planned activities, involving moderation by an international Monitoring and Evaluation consultant. The outputs will be evaluation plans linked to the Country Office Evaluation Plan and a system for continuous and ex post evaluation.

This will include evaluating to which extent the abovementioned MDGs have been considered.

#### **III.D.2 The deadlines and the responsibilities (e.g. for preparing reports and convening meetings)**

Indicators and benchmarks will be developed at the beginning of the project in consultation with the prime stakeholders. The Project Implementation Unit will prepare monitoring reports. A draft evaluation report for comments and approval will be produced for discussion with UNDP; consultants will begin and end reports to the UNDP Resident Representative, whose office will provide all the necessary support and contacts for consultant.

#### **III.D.3 Work plan and budget updates**

The Management of the project funds must be based on an updated work plan with a corresponding budget. All planned activities must contribute to the project objectives and produce outputs and results defined in the project document. A work plan will be developed through a consultative process, by involving the maximum of stakeholders.

For a budget year, the work plan needs to indicate activities and figures for monthly expenditures, adding up to the budget available for the planning period. For a period of three months, the detailed description of inputs and activities and the accurate figures for the recourses required to allocate the inputs have to be included in the work plan.

Project work plans for a new quarter are discussed with the Team Leader of Institutional and Judicial Reform before the beginning of the next quarter. During this period Project Manager will provide the Team Leader with a feedback on the execution of work plans.

### **III.E. Advocacy**

To keep the general public informed about the project's progress and to encourage positive participation in the project, the building and sustaining of political commitment and beneficiaries' demand for the project, the project management will disseminate information through Internet web-sites, newsletters, press releases, videos and other public relations efforts.

### **III.F. Preconditions**

The project document shall become valid following its signing.

The immediate implementation of the project shall begin on, or as soon as the Government of the Republic of Montenegro provides the facilities for the Unit's functioning.

### **III. G. Legal Context**

This project document shall be the instrument referred to such as in Article 1 of the Standard Basic Agreement a copy of which is available in UNDP Montenegro.

The following types of revisions may be made to this project document, provided UNDP is assured that other signatories to the project document have no objections to the proposed changes:

- a) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation, and
- b) Mandatory annual revisions that rephrase the delivery of agreed project inputs or reflect increased expert or other costs due to inflation, or take into account agency expenditure flexibility.

### **III.H. Risks and Prior Obligations**

There are a number of risks, which can be identified. Their level of criticality is relatively low. Their realization would not diminish the impact of the project, but requires additional inputs and time. Those risks and measures to be taken for their management are set out below:

#### **III.H.1 Beneficiary Expectations**

Expectations of the general public and the donor community from the project may exceed the actual delivery capacity of the project in terms of systematic changes in the judiciary system. It is, therefore, essential that the Project Implementation Unit run a pro-active continuous reporting and advocacy strategy to ensure that those outputs produced find adequate recognition.

#### **III.H.2 Financial Resources**

The financial resources provided through this project are sufficient to carry the reform process forward for a limited period. Inadequate financial resources may lead to a standstill of the reforms. It is, therefore, essential during the first phase of the project that the project management develops a viable financing plan with a clear identification of future sources of finance and an exit strategy for donor assistance.

#### **III.H.3 Prior Obligations**

The MoJ is obliged to provide the inputs as specified in the section III.C.2.