

7. Standard indicator reference and typical lessons learned (Legal and Judicial System Development Assistance)

Mid-term sub-targets corresponding to models in this reference

Model name	Corresponding mid-term sub-targets
Model (1) Support for drafting of civil and commercial related laws and the Civil Procedure Law	1-2-1 Drafting of civil and commercial related laws 1-2-6 Drafting of the Civil Procedure Law
Model (2) Capacity development of law enforcement and operation agencies	2-1-1 Preparation of documents for the application of laws 2-3-3 Improvement of the functions of insolvency proceedings agencies Improvement of advising and supervising systems for the enforcement and operation of laws
Model (3) Strengthening of the functions of courts	2-3-1 Improvement of the functions of courts 2-3-2 Improvement of court decisions
Model (4) Improvement of the functions of the bar association and capacity development of lawyers	Improvement of the training administration function of the bar association Provision of education to lawyers on themes in high demand and without sufficient knowledge in the country of ○● 3-3-2 Implementation of pro bono activities (public-interest activities) of the bar association 3-3-3 Provision of free legal consultation 4-1-1 Improvement of the functions of schools for legal professionals
Model (5) Strengthening of the reconciliation and mediation system	2-3-4 Improvement of the functions of ADR organizations 3-2-3 Improvement of ADR organizations Utilization of the judicial reconciliation and mediation system Development of rules and systems necessary for operation of the mediation system Dissemination of benefits of the mediation system and increase in public awareness of the mediation system
Model (6) Capacity development of legal professionals	4-1-1 Improvement of the functions of schools for legal professionals 4-1-3 Capacity development of legal professionals

JICA standard indicator reference and typical lessons learned in technical cooperation projects (Legal and judicial system development assistance)

Model (1) “Support for drafting of civil and commercial related laws and the Civil Procedure Law”

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country’s government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact) Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the “mid-term sub-targets” from the perspectives of: 1) planning stages, and 2) management.	Examples of project purpose	Project information with good practices to refer to
Fair guarantee of citizens’ rights and freedoms	Prevention of civil disputes and smooth, expeditious, and low-cost economic transactions	<p>(Program goal example 1) Development and operation of civil and commercial related laws that function effectively in the country of ○● and contribute to economic development through the development of the private sector.</p> <p>(Indicator examples of example 1) Civil and commercial related laws newly drafted or revised have contents contributing to the revitalization of economic transactions.</p> <p>Development of a system to enforce and operate civil and commercial related laws newly drafted or revised.</p> <p>Civil and commercial related laws newly drafted or revised are revised as necessary or amended with the development of related laws.</p> <p>[Consideration of example 1] Laws must be properly enforced and operated after they are drafted. Therefore, in the program, it is necessary to consider the improvement of the capacity of organizations and human resources to enforce and operate the laws.</p> <p>In case of a failure of the enforcement or operation of the laws or changes in the preconditions of the laws, the laws must be amended and related laws must be developed. Therefore, the capacity development of human resources who can properly revise the laws and improve related laws needs to be covered in the program.</p>	<p>1-2-1 Drafting of civil and commercial related laws</p> <p>1-2-6 Drafting of the Civil Procedure Law</p>	<p>(Proposed model description (1)) To draft civil and commercial related laws in the country of ○●, (Outcome) By obtaining the knowledge and know-how necessary for drafting the Civil Code and the Commercial Law, (Output) Thereby contributing to the development of laws to prevent civil disputes and promote smooth economic transactions. (Impact)</p> <p>(Proposed model description (2)) To improve the capacity necessary for the development of civil and commercial related laws in the country of ○●, (Outcome) By obtaining the knowledge and know-how necessary for drafting the Civil Code and the Commercial Law, (Output) Thereby contributing to the development of civil and commercial related laws to realize the promotion of the private sector in the country of ○●. (Impact)</p> <p>(Standard indicator examples) 1. Indicator examples of overall goal (Common to Model (1) and Model (2)) • Civil and commercial related laws are newly drafted or revised based on the policy on the promotion of the private sector in the country of ○●.</p>	<p>Concerning project purposes, support can be provided until the final draft of laws is created. However, whether the drafted laws pass the legislative body of the recipient country and are enacted or not depends on the sovereignty of the recipient country. Therefore, “Until the enactment of the laws” cannot be specified in the project purposes. (If it is specified in the project purposes, then “Drafted laws pass the legislative body” must be the external condition. However, such condition may be a killer assumption as it is difficult to estimate whether it will be realized or not.)</p> <p>The development of laws can be set as one of the overall goals based on the project purposes. In addition to the development of laws, improvement of the operation and enforcement systems must be considered in the program. If there are no problems with the capacity of the recipient country, drafted and revised laws will be enforced and operated properly. However, if there are problems with the capacity of the recipient</p>	<p>What should be noted is that there are various methods of support. There are donors that create a draft of a law only by themselves in a short period of time and provide that draft to the recipient country. However, there are cases where the laws drafted using this method are not consistent with the existing law systems and social situation of the recipient country, and do not take root in the country even if they are enacted through deliberations of the legislative body of the country.</p> <p>In order to avoid cases like this and to draft laws that will take root in the recipient country, it is important to apply a method that provides support for the drafting work under the initiative of developing countries. (From page 41 of “Thematic Guidelines - Legal and Judicial System Development Assistance”)</p> <p>It is often the case in this field that support has already been provided by other donors. Therefore, proactive collaboration should be made with the other donors during the planning phase, and an effective project should be implemented without providing any overlapping support. In addition, as one of the project activities, it is appropriate to make adjustments between the donors and to build a system of appointing local experts. (From the Reference Project 4. written on the right)</p>	<p>To improve the capacity necessary for the development of civil and commercial related laws based on market economy principles, By obtaining the knowledge and know-how necessary for drafting civil and commercial related laws, Thereby contributing to the development of laws that promote the transition to a market economy in Vietnam.</p> <p>To improve the capacity necessary for the development of civil and commercial related laws based on market economy principles, By obtaining the knowledge and know-how necessary for drafting the revised Civil Code, Intellectual Property Law, Civil Procedure Law, and Bankruptcy Law, Thereby contributing to the development of laws that promote the transition to a market economy in Vietnam.</p>	<p>4. The Japanese Cooperation to Support the Formulation of Key Government Policies on Legal System (Phase 2) (Term of Cooperation: December 1999 - November 2002)</p> <p>2. Cooperation in the Legal and Judicial Field (Phase 3) Sub-project A: Support for drafting of the Civil Code and civil and commercial related laws (Term of Cooperation: July 2003 - March 2007)</p>

<p>Reliable, expeditious, and reasonable civil dispute resolution</p>	<p>(Program goal example 2) Development of an expeditious civil dispute resolution system based on a fair, efficient, and sufficient hearing.</p> <p>(Indicator examples of example 2) Time required for civil dispute resolution is reduced.</p> <p>Users' evaluations of civil trials improve.</p> <p>[Consideration of example 2] The development of laws and improvement of the capacities of dispute resolution organizations and the human resources involved in dispute resolution are essential for taking civil dispute resolution procedures. Therefore, in the program, the capacity development</p>	<ul style="list-style-type: none"> • Civil and commercial related laws newly drafted or revised are consistent with other policies on the promotion of the private sector in the country of ○●. 	<p>country, any improvement of the operation and enforcement systems as well as the capacity development of human resources involved in the operation and enforcement of the drafted and revised laws must be covered in the program in order to achieve the goals.</p> <p>2. Indicator examples of project purposes (Indicator examples corresponding to Model (1))</p> <ul style="list-style-type: none"> • Final drafts of the Civil Code and the Corporation Law are created. • Provisions contributing to the resolution of issues on the Civil Code and the Corporation Law of the country of ○● identified in the concerned project are (appropriately) reflected in the final bills of the Civil Code and the Corporation Law. (Examples of issues in the Civil Code: Identification of rights holders, revitalization of real-estate transactions, financial revitalization with real-estate security, etc. Examples of issues in the Corporation Law: Simple and accelerated procedures to establish a company, improvement of provisions related to corporate governance, etc.) • Final drafts of the Civil Code and the Corporation Law meet the evaluation requirements (for checking the enforcement and operation feasibility) created based on analyses performed in the project: 	<p>In order to secure human resources for legal and judicial system development assistance, it is necessary to utilize the registration system and expert training program, and to cooperate with related external organizations. (From the Reference Project 7. written on the right)</p> <p>Since the missions for monitoring and mid-term review were not dispatched, results, and issues were mainly conducted during the terminal evaluation of the project. In the background of this, there was not only an insufficiency of sharing information among the headquarters, working group, and the recipient country, but also a lack of common understanding for the overall policy, issues, and problem awareness, as well as an insufficiency of management for appropriate actions based on these factors. In the future, it is necessary to effectively utilize the Joint Coordinating Committee (JCC) and strengthen the roles played by JICA headquarters. (From the Reference Project 8. written on the right)</p>	<p>To improve the capacity necessary for the development of civil and commercial related laws, By obtaining the knowledge and know-how necessary for drafting the Civil Code, Civil Procedure Law, and their related laws, Thereby contributing to the development of laws for the revitalization of economic transactions, and fair and expeditious civil dispute resolution in Cambodia.</p> <p>To improve the capacity necessary for the development of civil and commercial related laws, By obtaining the knowledge and know-how necessary for drafting the Civil Code, Civil Procedure Law, and their related laws, Thereby contributing to the development of laws for the revitalization of economic transactions, and fair and expeditious civil dispute resolution in Cambodia.</p> <p>To improve the capacity necessary for the development of civil and commercial related laws that meet new legislative needs with the development of the economy, By obtaining the knowledge and know-how necessary for drafting the Civil Procedure Law, Arbitration Law, and Rights Infringement Liability Law,</p>	<p>7. The Japanese Cooperation to Support the Formulation of Key Government Policies on Legal System in the Kingdom of Cambodia (Term of Cooperation: March 1999 - March 2003)</p> <p>8. The Legal and Judicial Development Project in Cambodia (Phase 2) (Term of Cooperation: April 2004 - April 2007)</p> <p>17. Improvement of Civil Procedure Law and Arbitration Law Project in China (Term of Cooperation: November 2007 - October 2010)</p>
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		<p>of dispute resolution organizations and the capacity development of legal professionals needs to be considered.</p>	<p>“The enforcement and operation system of the Civil Code in the country of ○● (including manpower, capacity, and financial condition of the system)” and “The enforcement and operation system of the Corporation Law in the country of ○● (including manpower, capacity, and financial condition of the system)”.</p> <p>(Indicator examples corresponding to Model (2))</p> <ul style="list-style-type: none"> • Final drafts of the Civil Code and the Corporation Law are created based on the actual economic and social conditions, and needs in the country of ○●. • Final drafts of the Civil Code and the Corporation Law are created based on a comparison with legislation examples of other countries. • Final drafts of the Civil Code and the Corporation Law are created based on consideration of international standards. • During the process of drafting the Civil Code and the Corporation Law, comparison with legislation examples of other countries were made. • Final drafts of the Civil Code and the Corporation Law are created based on the enforcement and operation conditions of the laws in the country of ○●. 		<p>Thereby contributing to the development of laws for fair and expeditious civil dispute resolution in China.</p>	
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JICA standard indicator reference and typical lessons learned in technical cooperation projects (Legal and judicial system development assistance)

Model (2) “Capacity development of law enforcement and operation agencies”

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country’s government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact) Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the “mid-term sub-targets” from the perspectives of: 1) planning stages, and 2) management.	Examples of project purpose	Project information with good practices to refer to
Fair guarantee of citizens’ rights and freedoms	Clarification of the presence, absence, and changes of citizens’ property rights, prevention of unnecessary civil disputes, and smooth, expeditious, and low-cost economic transactions	<p>(Program goal example 1) Laws that contribute to economic development through the development of the private sector function effectively in the country of ○●.</p> <p>(Indicator example of example 1) Development of a system to enforce and operate civil and commercial related laws newly drafted or revised.</p> <p>[Consideration of example 1] It is important that the laws meet the policy objective (economic development through the development of the private sector). In addition, it is often the case that rules need to be created for the enforcement and operation of the laws. Therefore, in the program, these should be considered together with law-drafting assistance.</p> <p>As there are cases in developing countries where the enforcement and operation capacities of the central agency and regional agencies (local agencies) are widely different, it is important to reduce any difference between their capacities.</p>	<p>2-1-1 Preparation of documents for the application of laws</p> <p>2-3-3 Improvement of the functions of insolvency proceedings agencies</p> <p>Improvement of advising and supervising systems for the enforcement and operation of laws</p>	<p>(Proposed model description) To improve the capacity necessary for the enforcement and operation of laws in the country of ○●, (Outcome) By obtaining the knowledge and know-how necessary for proper enforcement and operation of laws, (Output) Thereby contributing to the enforcement and operation of laws in the country of ○● so that they can contribute to realizing private sector promotion.</p> <p>(Standard indicator examples) 1. Indicator examples of overall goal • Activities to promote understanding on the enforcement and operation of laws (dissemination seminars, etc.) are carried out on an ongoing basis for public officials. • Reference materials for the enforcement and operation of laws are created and placed in local agencies (reception agencies).</p>	<p>It is important to autonomously, continuously, and systematically carry out activities after they have been achieved, such as promoting further understanding about the enforcement and operation of laws subject to the project activities, creating reference materials, and providing advice and monitoring on the enforcement and operation of the laws. In that respect, it is necessary to examine if these activities are regularly implemented as part of the “Workflow”.</p>	<p>In the reference project written on the right, “Creating reference materials” became the purpose of the project. However, it is just a means of carrying out the project. The project must be implemented with the aim of improving the capacity of partner agencies so that they can properly enforce and operate the laws subject to the project and other laws.</p>	<p>To improve the capacity necessary for the enforcement and operation of laws in Laos, By obtaining the knowledge and know-how necessary for the building and operation of a legal database and the creation of reference materials (Civil Code textbook, Commercial Law textbook, decision-drafting guidebook, public prosecutor’s guidebook, etc.) for the proper enforcement and operation of laws, Thereby contributing to proper enforcement and operation of laws in Laos.</p> <p>To improve the capacity necessary for the enforcement and operation of laws in Uzbekistan, By obtaining the knowledge and know-how necessary for the building and operation of a legal database and the creation of reference materials for the proper enforcement and operation of the Administrative Procedure Law and the Mortgage Law, Thereby contributing to the enforcement and operation of laws in Uzbekistan so that they can contribute to realizing private sector promotion.</p> <p>To improve the capacity necessary for the enforcement and operation of laws in Vietnam, By analyzing problems regarding the enforcement and operation of laws in the pilot district, using analysis to create reference materials, and obtaining the knowledge and know-how necessary to establish a Ministry of Justice system to provide advice and guidance to its subsidiary judicial authorities, Thereby contributing to proper enforcement and operation of laws in Vietnam.</p>	<p>13. Legal and Judicial Development Project in Laos (Term of Cooperation: May 2003 - March 2008)</p> <p>15. Legal Assistance for Improvement of Conditions for Development of Private Businesses in Uzbekistan (Term of Cooperation: November 2005 - December 2008)</p> <p>5. Project for the Legal and Judicial System Reform in Vietnam (Term of Cooperation: April 2007 - March 2011)</p>

(Program goal example 2)
 Optimization, transparency, and acceleration of administrative procedures are promoted in the country of ○●.

(Indicator example of example 2)
 During administrative procedures at ministries and agencies, opinions are heard, reasons are explained, and documents are disclosed. (Reference materials for administrative procedures are prepared.)

A period required for administrative procedures is set at each ministry and agency, and such period is observed. (Monitoring is performed.)

[Consideration of example 2]
 Contents of laws must be appropriate for the optimization, transparency, and acceleration of administrative procedures. In addition, rules need to be created for the enforcement and operation of the laws. Therefore, in the program, these should be considered together with law-drafting assistance.

As it is often the case that developing countries have a poor sense of due process, changes in the consciousness of personnel are important. Promotion and dissemination of due procedure to public officials is also very important.

- Monitoring of issues regarding the enforcement and operation of laws is carried out on an ongoing basis, and advice and guidance are provided as necessary by the department in charge at the central agency (confirm by referring to records, etc.).

2. Indicator examples of project purposes

- Activities to promote understanding on the enforcement and operation of laws are carried out on an ongoing basis for public officials (measure by the number of seminars held and the number of participants at the seminars).
- Reference materials for the enforcement and operation of laws are created (measure by the existence and the number of reference materials).
- Advice and monitoring on the enforcement and operation of laws are provided by the central agency (confirm by referring to records, etc.).

- Lessons learned from differences in perception of the commentary
 There were differences between the Japanese side and the Uzbekistani side (as well as among those on the Japanese side) in perception of the commentary to be created during the project. This made the project target and scope slightly obscure. Before launching the project, an understanding of the project purposes (not necessarily the project PDM purposes), the target group, and the project scope and concept must be shared among the concerned persons.
 It is obvious that there are cases in the provision of legal and judicial system development assistance where the concept or meaning of a word has a significant impact on the assistance provided. Therefore, it is necessary to eliminate wrong assumptions and stereotypes as well as to clearly identify and coordinate the opinions of all concerned persons, taking into account that the concepts and meanings of words may vary depending on the society and the system.
 If a difference in perception is found after launching the project, the project plan must be reviewed.
 (From the Reference Project 14. written on the right)
- Lessons learned from the promotion of the commentary
 When the project was launched, both the Japanese side and the Uzbekistani side focused on creating and distributing the commentary, and did not hold sufficient discussions regarding activities to promote it. When the commentary was nearly completed, the Japanese side began to recognize that activities to promote the commentary were important for the unified operation of the Bankruptcy Law, and discussions were held on the need to promote the commentary and the importance of improving the capacities of bankruptcy system users. However, the Uzbekistani side held a strong opinion that distribution of the commentary became the

To maintain up-to-date comments on bankruptcy-related laws to ensure their effective and unified application and to establish a framework to ensure these comments are widely used by judges, By obtaining the knowledge and know-how necessary to create and utilize the commentary of the Bankruptcy Law, Thereby contributing to a unified interpretation of the Bankruptcy Law by higher economic court judges in Uzbekistan.

14. Commentary of Bankruptcy Law Project in Uzbekistan (Term of Cooperation: August 2005 - September 2007)

						<p>promotion of the commentary, and did not understand the need to carry out activities to promote the utilization of the commentary. As a result, only specific activities were carried out due to time restrictions and insufficient understanding. In creating the project deliverables, it is necessary to coordinate opinions with the C/P on the necessary promotion items and methods during the project formation stage based on the nature and purpose of creating deliverables. (From the Reference Project 14. written on the right)</p>		
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JICA standard indicator reference and typical lessons learned in technical cooperation projects (Legal and judicial system development assistance)

Model (3) “Strengthening of the functions of courts”

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country’s government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact) Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the “mid-term sub-targets” from the perspectives of: 1) planning stages, and 2) management.	Examples of project purpose	Project information with good practices to refer to
Fair guarantee of citizens’ rights and freedoms	Fair, expeditious, and reasonable civil dispute resolution Prevention of civil disputes and smooth, expeditious, and low-cost economic transactions	(Program goal example 1) Development of a fair and expeditious civil trial system contributing to economic development through development of the private sector. (Indicator example of example 1) Civil cases are settled based on the scheduled date of hearing. User satisfaction with civil trials is improved. [Consideration of example 1] For fair and expeditious civil dispute settlements in court, the strengthening of the functions of courts, development of the Civil Substantive Law and the Civil Procedure Law, and capacity development of the human resources involved in civil dispute settlements in courts are necessary. Therefore, in the program, development of the Civil Substantive Law and the Civil Procedure Law as well as the capacity development of legal professionals must be considered. Since expeditious settlement and sufficient hearings may conflict, it is necessary to build a system where expeditious settlement is performed while necessary hearings are conducted.	2-3-1 Improvement of the functions of courts 2-3-2 Improvement of court decisions	(Proposed model description) To improve the capacity necessary for the efficiency and strengthening of civil trials in the country of ○●. (Outcome) By obtaining the knowledge and know-how necessary for efficient case management and the improvement of hearings, (Output) Thereby contributing to the development of a civil trial system for the realization of private sector promotion in the country of ○●. (Impact) (Standard indicator examples) 1. Indicator examples of overall goal • Improved case management system is applied in all courts in the country of ○●. • Average time of trial case proceedings is reduced after launching the project. • Annual average number of cases handled by a judge increases after launching the project. • Annual number of case back logs is reduced after launching the project. 2. Indicator examples of project purposes • Reference materials for the new case administration of civil trials are created and	It is important to create reference materials and carry out activities to promote understanding of the new procedures during the project, and such activities should be carried out in an autonomous, continuous, and systematic manner even after completion of the project. This is the same as Model (2). As for indicators of the overall goal, it is necessary to examine if these activities are regularly implemented as part of the “Workflow”. In countries where “Independence of judges” is required in the Constitution as an element of the independence of the judiciary, “Advice and monitoring provided by higher courts” is not included in the items for strengthening the functions of courts.	JICA has provided support for further improvement of trial practices such as improvements of judgment document descriptions and trial procedures, etc. (However, direct intervention in dispute judgment cannot be performed since the execution of jurisdiction depends on the sovereignty of the country). Although these are proactive activities, the tasks of those persons in charge of assistance will increase both quantitatively and qualitatively (e.g. understanding the contents of the trial documents and related laws, etc.). (From page 47 of “Thematic Guidelines - Legal and Judicial System Development Assistance”)	To improve the organizational and personnel capacity necessary for efficient and strengthened civil and criminal trials in Nepal, By creating improvement plans required for efficient case administration and the improvement of hearings, creating materials to understand the plans and training materials to implement the plans, and obtaining the knowledge and know-how on implementing and understanding the activities and training, Thereby contributing to the realization of fair and expeditious civil and criminal dispute resolution in Nepal. To improve the capacity necessary for efficient and strengthened civil and criminal trials in Vietnam, By analyzing issues of trial practices in the pilot district, using analysis to create plans to improve trial practices, and obtaining the knowledge and know-how necessary to establish a Supreme Court system to provide advice and guidance to the lower courts, Thereby contributing to the realization of fair and expeditious civil and criminal dispute resolution in Vietnam. [Note: “Independence of court” was not required by the Constitution of Vietnam of 1992, and provision of advice and supervision to the lower courts was specified as the function of the Supreme Court. Therefore, the provision of advice and supervision by the Supreme Court was subject to the reference project written on the right.] To improve the capacity necessary for efficient and strengthened civil and criminal trials in Laos, By obtaining the knowledge and know-how necessary for the creation of a	24. Project for Strengthening the Capacity of Court for Expeditious and Reliable Dispute Settlement in Nepal (Term of Cooperation: September 2013 - March 2017) 5. Project for the Legal and Judicial System Reform in Vietnam (Term of Cooperation: April 2007 - March 2011) 13. Legal and Judicial Development Project in Laos (Term of

		<p>(Indicator example of example 2) The number of suspects who are taken into custody without receiving judgment is reduced.</p> <p>The period in custody without receiving judgment is shortened.</p> <p>The reliability of criminal trials is improved.</p> <p>[Consideration of example 2] For proper judgment of criminal cases, strengthening of the functions of courts, development of the Criminal Substantive Law and the Criminal Procedure Law, and capacity development of the human resources involved in criminal procedures are necessary. Therefore, in the program, development of the Criminal Substantive Law and the Criminal Procedure Law as well as the capacity development of legal professionals must be considered. Although examinations can be made based on the “Indexes on the rule of law” published by each agency as indicators, it is necessary to determine whether or not to apply such indexes as indicators after validating the characteristics and limitations of those indexes (refer to the report on the project research “Evaluation method for legal and judicial development assistance”)</p>		<p>placed in each court (measure by the existence and the number of reference materials).</p> <ul style="list-style-type: none"> • Activities to promote understanding on the new case administration of civil trials are carried out for judges and clerks (measure by the number of seminars held and the number of participants of the seminars). • Reference materials for the new hearing procedures of civil trials are created and placed in each court (measure by the existence and the number of reference materials). • Activities to promote understanding on the new hearing procedures of civil trials are carried out for judges and clerks (measure by the number of seminars held and the number of participants of the seminars). 			<p>decision-drafting guidebook, Thereby contributing to the realization of fair and expeditious civil and criminal dispute resolution in Laos.</p> <p>To improve the capacity necessary for efficient and strengthened civil and criminal trials in Vietnam, By obtaining the knowledge and know-how necessary for the standardization of judgment documents and the establishment of judicial precedent systems, Thereby contributing to the realization of faire and expeditious civil and criminal dispute resolution in Vietnam.</p>	<p>Cooperation: May 2003 - March 2008)</p> <p>Cooperation in the Legal and Judicial Field in Vietnam Phase 2 (Term of Cooperation: July 2003 - March 2007)</p>
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JICA standard indicator reference and typical lessons learned in technical cooperation projects (Legal and judicial system development assistance)
Model (4) “Improvement of the functions of the bar association and development of lawyers”

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country’s government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact) Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the “mid-term sub-targets” from the perspectives of: 1) planning stages, and 2) management.	Examples of project purpose	Project information with good practices to refer to
Fair guarantee of citizens’ rights and freedoms	Fair, expeditious, and reasonable civil dispute resolution	(Program goal example 1) The quality and quantity of legal services provided by lawyers, etc. are improved (Strengthening the functions of law operation agencies). (Indicator example of example 1) The number of lawyers increases. Types of services provided by the bar association increases.	Improvement of the training management function of the bar association Provision of education to lawyers on themes in high demand and without sufficient knowledge in the country of ○●	(Proposed model description 1) To improve the capacity of active lawyers to provide legal services, (Outcome) By improving the capacity of the bar association to carry out training for lawyers belonging to the associations, (Output) Thereby contributing to an improvement in the quality and quantity of legal services provided by lawyers to the public. (Impact) (Proposed model description 2) To strengthen pro bono activities and free legal consultation by lawyers, (Outcome) By improving the structure and capacity of the bar association for lawyers’ activities such as free legal consultation, (Output) Thereby contributing to an improvement in the quality and quantity of legal services to the public. (Impact)	Assistance for the bar association has two aspects: strengthening the functions of law operation agencies and legal empowerment. In countries where the bar association is responsible for the capacity development of lawyers, it is often effective and efficient if support for the capacity development of lawyers is included in the project activities. In such case, the project activities will be a combination of the activities in Model (5) and Model (6).	• Assistance for the bar association As the bar association has a limited number of full-time staff and is not a national organization but an organization consisting of sole proprietors, their project implementation system is often fragile. Therefore, it is necessary to sufficiently check their project implementation system when providing support to the bar association as a counterpart. If the decision-making organization and the direct counterpart for the activities are different (the decision-making organization is the board of directors of the bar association and the direct counterpart for activities is a lawyer’s school, etc.), it is necessary to clarify the position of the activities carried out with the direct counterpart in relation to the activities carried out by the decision-making organization for the smooth implementation of the project, based on clarification of the relationships and roles between the decision-making organization and the direct counterpart for the activities. (From the Reference Project 12. written on the right)	To provide effective training, advice, and support to lawyers, By improving the quality of ongoing education provided by the Bar Association of Cambodia, systematically implementing ongoing education, and improving the capacity of the Bar Association of Cambodia to provide instruction and support to lawyers belonging to the association, Thereby contributing to an improvement in the quality of legal services to the public.	12. Project for Legal and Judicial Cooperation for the Bar Association of Cambodia (Term of Cooperation: June 2007 - June 2010)
	Proper operation of criminal procedures	(Program goal example 2) The rights of suspects and the accused to appoint an attorney are guaranteed at the time of criminal procedures (Strengthening the functions of law operation agencies). (Indicator example of example 2) The number of lawyers appointed as attorneys for criminal cases increases. The number of cases handled by court-appointed attorneys and under the legal aid system increases.	3-3-2 Implementation of pro bono activities (public-interest activities) of the bar association 3-3-3 Provision of free legal consultation	(Standard indicator examples) 1. Indicator examples of overall goal (Basic) (1) Increase in the number of lawyers (2) Improvement in the public evaluation of services provided by lawyers and the bar association (according to questionnaires, etc.) and a reduction in requests for			To form and operate a bar association that can represent the interests of lawyers in different positions and can also provide high quality services to the public, By obtaining the knowledge and know-how necessary to create organizations of the bar association and manage the consulting and mediation center in Mongolia, Thereby contributing to an improvement in the quality and quantity of legal services provided by lawyers and the bar association.	18. Project for Strengthening the Bar Association of Mongolia (Term of Cooperation: September 2006 - November 2008)
			(Program goal example 3) Citizens’ access to legal services increases (legal empowerment). (Indicator example of example 3) The number of lawyers providing legal services to the public increases. Types of services provided by the bar association increases. The number of cases handled under the legal aid system increases.	4-1-1 Improvement of the functions of schools for legal professionals				

			<p>disciplinary action for lawyers (3) Increase in types of services provided by the bar association (increase in service contents)</p> <p>2. Indicator examples of project purposes (Basic)</p> <p>(1) Increase in the number of civil cases with a lawyer's representative and criminal cases with a counsel</p> <p>(2) Increase in the number of lawyers participating in activities of the bar association</p> <p>(3) Increase in the number of cases where free legal consultation of the bar association is used</p> <p>(4) Increase in internal organizations within the bar association for the improvement of legal services</p> <p>(5) Creation of reference materials for lawyers</p> <p>(6) Holding of seminars for lawyers and improvement of seminar evaluations (according to questionnaires)</p>			
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JICA standard indicator reference and typical lessons learned in technical cooperation projects (Legal and judicial system development assistance)

Model (5) “Strengthening of the reconciliation and mediation system”

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country’s government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact) Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the “mid-term sub-targets” from the perspectives of: 1) planning stages, and 2) management.	Examples of project purpose	Project information with good practices to refer to
Fair guarantee of citizens’ rights and freedoms	Fair, expeditious, and reasonable civil dispute resolution Prevention of civil disputes and smooth, expeditious, and low-cost economic transactions	(Program goal example) Alternative Dispute Resolution (ADR) as a choice for reasonable dispute resolution is improved and used (strengthening the functions of law operation agencies and legal empowerment). (Indicator example) The number of cases using ADR increases. The number of cases settled with ADR increases. ADR user satisfaction is improved.	2-3-4 Improvement of the functions of ADR organizations 3-2-3 Improvement of ADR organizations Utilization of the judicial reconciliation and mediation system Development of rules and systems necessary for the operation of the mediation system Dissemination of benefits of the mediation system and increase in public awareness of the mediation system	(Proposed model description) To improve the operation of the judicial reconciliation and mediation system and to promote the utilization of the system, (Outcome) By developing a plan on revising the rules of the judicial reconciliation and mediation system at the Supreme Court and improving the structure necessary for training mediators, (Output) Thereby contributing to reasonable civil dispute resolution through promoting the utilization of the judicial reconciliation and mediation system. (Impact) (Standard indicator examples) 1. Indicator examples of overall goal (Basic) (1) Increase in the number of authorized mediators (2) Increase in the number of judicial reconciliation and mediation cases settled (3) Increase in the frequency of using the mediation system in courts of first instance in the country (4) Increase in cases settled with mediation (5) Increase in mediation user satisfaction 2. Indicator examples of project purposes (Basic) (1) Rules of the Supreme	In order to increase the number of cases using the reconciliation and mediation system, promotion and public relations activities for users (citizens) are also important.	In a country-focused training session held in 2002 called “Seminar for comparative study of judicial systems” targeting Indonesian trainees including superior judges of the Supreme Court, the Japanese reconciliation and mediation system was introduced and highly evaluated. Against this background, this project was launched. Based on an accurate understanding of the Indonesian side regarding the Japanese reconciliation and mediation system, consistency with the needs of the Indonesian side was carefully examined in advance. In addition, commitments from senior judges including the deputy director of the Supreme Court could be obtained in the initial stage of the project. This process obviously contributed to the successful progress of the project. It is thought that lessons learned from this project must be very useful for other technical cooperation projects. (From the Reference Project 19. written on the right) In Mongolia, a mediation center of the bar association was established at first. Although the number was small, the center achieved satisfactory results in dispute settlement. Based on this, the Supreme Court became interested in introducing a mediation system, and the system was introduced in courts around the country after trial implementation at a pilot court. There are cases where a new system is introduced using this process. (From the Reference Project 23. written on the right)	To improve the judicial reconciliation and mediation system, By developing a plan at the Supreme Court on revising the rules of the judicial reconciliation and mediation system, improving the systems necessary for training mediators, and preparing for the promotion of the reconciliation and mediation system to the public, Thereby contributing to the promotion of the establishment of the judicial reconciliation and mediation system. To conduct mediation of general civil cases and family affairs cases in courts around the country and have mediation function as one of the dispute settlement methods, By improving the rules, systems, and facilities necessary for the nationwide introduction and operation of the mediation system, systematically developing mediators necessary for the nationwide introduction and operation of the mediation system, and trainers to develop the mediators, improving the understanding of judges and court officials of the mediation system and related dispute systems, monitoring the implementation of mediation around the country, designing the necessary mediation system and improving the operation of the system according to the monitoring results, disseminating the effects of the mediation system, and increasing public recognition for the mediation system, Thereby contributing to the utilization of the mediation system in courts of first instance in Mongolia when handling general civil cases and family affairs cases, the establishment of the mediation system as one of the dispute settlement methods, and making more people enjoy the benefits of using diversified and flexible dispute settlement methods. To improve the community mediation capacity and other dispute management capacities in Sindhuli District and Mahottari District, By investigating and analyzing community mediation and dispute management conditions in Nepal and districts subject to	19. The Project on Improvement of Mediation System in Indonesia (Term of Cooperation: March 2007 - March 2009) 23. The Project for Strengthening Mediation System in Mongolia (Phase 2) (Term of Cooperation: April 2013 - December 2015) 1. Strengthening Community Mediation Capacity for Peaceful and Harmonious Society Project in

			<p>Court are revised and the feasibility of the rules is identified through activities of the pilot court.</p> <p>(2) The quality of the mediator training system is improved based on the revised rules.</p> <p>(3) Judges of the pilot court recognize how judicial reconciliation and mediation are settled according to the revised rules.</p> <p>(4) The mediation system is applied in courts.</p> <p>(5) The mediation system is used in 5% or more of first trials for general civil cases and family affairs cases.</p> <p>(6) Effective public relations materials are created (measure by the existence, types, and details of public relations materials).</p> <p>(7) The results of questionnaires on recognition of the mediation system are improved.</p>		<p>the project, enhancing knowledge on community mediation and dispute management methods through training and practice, and sharing experience of community mediation and dispute management among officials of central and regional agencies, Thereby contributing to the dissemination of knowledge on community mediation and dispute management necessary to create a peaceful and harmonious community in areas along the Sindhuli Road.</p>	<p>Nepal (Term of Cooperation: January 2010 - September 2013)</p>
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JICA standard indicator reference and typical lessons learned in technical cooperation projects (Legal and judicial system development assistance)

Model (6) “Capacity Development of legal professionals”

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country’s government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to (impact) Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the “mid-term sub-targets” from the perspectives of: 1) planning stages, and 2) management.	Examples of project purpose	Project information with good practices to refer to
Fair guarantee of citizen’s rights and freedoms	<ul style="list-style-type: none"> Fair, expeditious, and reasonable civil dispute resolution Proper operation of criminal procedures 	<p>(Program goal example 1)</p> <ul style="list-style-type: none"> Capacity development of legal professionals who operate a fair, expeditious, and reasonable civil dispute resolution system (Human resource development) <p>(Indicator example of example 1) The number of legal professionals increases.</p> <p>The reliability of legal professionals is improved.</p> <p>Satisfaction of civil trial system users is improved.</p> <p>(Program goal example 2)</p> <ul style="list-style-type: none"> Capacity development of legal professionals who properly operate criminal procedures (Human resource development) <p>(Indicator example of example 2) The number of legal professionals increases.</p> <p>The reliability of legal professionals is improved.</p> <p>Satisfaction of criminal trial system users is improved.</p> <p>In criminal cases, the period from arrest to judgment is shortened.</p> <p>[Consideration] Although examinations can be made based on the “Indexes on the rule of law” published by each agency as indicators, it is necessary to determine whether or not to apply such indexes as indicators after validating the characteristics and limitations of those indexes. (refer to the report on the project research “Evaluation method for legal and judicial</p>	<p>4-1-1 Improvement of the functions of schools for legal professionals</p> <p>4-1-3 Capacity development of legal professionals</p>	<p>(Proposed model description) To develop a system to foster high quality legal professionals, (Outcome) By having schools for legal professionals accumulate know-how to systematically manage the schools (securing trainers and creating curriculums, etc.), (Output) Thereby contributing to an improvement in the quality of judicial practices. (Impact)</p> <p>(Standard indicator examples) 1. Indicator examples of overall goal (Basic) (1) The number of people who completed training at schools for legal professionals and are appointed as a judge or prosecutor (This may not be an indicator depending on the employment system of judges and prosecutors.) (2) Concerning civil law judicial procedures, an understanding from people who completed training at schools for legal professionals is improved. (3) Curriculums of schools for legal professionals are revised as necessary (measure by changes in curriculums with reference to records of the project and school). (4) Educational materials are prepared and revised by schools for legal professionals.</p>	<p>It is necessary to validate the quality as well as quantity of educational materials, curriculums, and trainers.</p> <p>It is important to autonomously, continuously, and systematically revise curriculums, and create and revise educational materials after completion of the project. Therefore, as with Model (2) and Model (3), it is necessary to examine if these activities are regularly implemented as part of the “Workflow” in terms of the overall goal indicators.</p> <p>Under some employment systems for legal professionals, a certain number of graduates from schools for legal professionals are appointed as legal professionals. In such cases, “The number of people who are appointed as a judge or prosecutor” may not be an indicator.</p>	<ul style="list-style-type: none"> Long-term perspective on legal and judicial system development assistance <p>In Cambodia, the “Legal and Judicial System Development Project” has been implemented twice since 1999 with the cooperation of Japan for the purpose of assisting with the drafting and enactment of the Civil Code and the Code of Civil Procedure. During the project, it was strongly recognized that a cooperation framework for drafting as well as operation of the Civil Code and the Code of Civil Procedure needed to be considered when developing legal and judicial systems. Against this background, the Project for the Improvement of Training on Civil Matters at the Royal School for Judges and Prosecutors was launched in 2005. After launching the project, the Code of Civil Procedure came into effect in July 2007, and the Civil Code passed the House of Representatives in October 2007. Based on the fact that the Royal School for Judges and Prosecutors (RSJP) has received inquiries about practical issues of the Code of Civil Procedure since its effectuation, it is considered that further cooperation for operation of the Civil Code and the Code of Civil Procedure will be necessary in Cambodia in the future.</p> <p>Especially in countries like Cambodia that have vulnerable government organizations, systems, and human resources, even after the reconstruction period, drafted laws may not be properly operated and may become ineffective in society if support is only provided for the drafting of the laws. Therefore, when providing legal and judicial assistance, it is necessary to provide cooperation based on a long-term perspective and to share such perspective among the persons concerned when launching the project.</p> <p>In addition, cooperation from the related Japanese agencies is essential to support the drafting and operation of the Civil Code and the Code of Civil Procedure. In the cooperating schools, including RSJP that develop human resources for the operation of the codes, knowledge of the judges, the prosecutors, and the various other human resources engaged in operation of the laws is</p>	<p>To enable the Royal School for Judges and Prosecutors (RSJP) to autonomously provide necessary instruction on civil law judicial procedures (civil law education) based on the Civil Code and the Code of Civil Procedure for judges and prosecutors, By having RSJP accumulate know-how to systematically manage schools (securing trainers and creating curriculums, etc.), having trainers and prospective trainers accumulate the know-how needed to create and revise educational materials, and providing ongoing education on civil matters, Thereby contributing to the holding of proper civil trials in Cambodia based on the Civil Code and the Code of Civil Procedure.</p> <p>To develop a system to foster high quality legal professionals, By obtaining the knowledge and know-how necessary to establish a unified school for legal professionals (Royal Academy for Judicial Professions) and to improve the training programs and educational materials of the existing training institutes, Thereby contributing to strengthening the law enforcement system through the capacity development of legal professionals.</p>	<p>10. Project for the Improvement of Training on Civil Matters at the Royal School for Judges and Prosecutors in Cambodia (Phase 2) (Term of Cooperation: April 2008 - March 2012)</p> <p>3. Cooperation in the Legal and Judicial Field (Phase 3) in Vietnam Sub-project B: Support for the capacity development of legal professionals (Term of Cooperation: July 2003 - March 2007)</p>

		development assistance”)		<p>2. Indicator examples of project purposes (Basic)</p> <p>(1) The number of (full-time and part-time) trainers at schools for legal professionals increases.</p> <p>(2) Curriculums are developed.</p> <p>(3) The number of educational materials increases.</p> <p>(4) Types of educational materials increase.</p> <p>(5) The implementation condition of TOT for trainers is improved.</p>	<p>required. In order to get such human resources involved in international cooperation, a sufficient number of personnel who can get involved needs to be secured. The understanding and cooperation of related agencies and building their cooperation structures is also essential. As an agency that implements ODA projects, JICA is required to seek the understanding of persons concerned whenever it has an opportunity. (From the Reference Project 10. written on the right)</p>	<p>To assist the Royal School for Judges and Prosecutors (RSJP) in providing the necessary education on the (draft) Civil Code and the Code of Civil Procedure for judges and prosecutors, By establishing an organizational structure to improve education on the (draft) Civil Code and the Code of Civil Procedure between RSJP and trainers for civil matters, improving education on the (draft) Civil Code and the Code of Civil Procedure provided by RSJP, developing educational materials and syllabuses on the (draft) Civil Code and the Code of Civil Procedure at RSJP, and improving the capacity of trainers in charge of subjects related to civil trials, Thereby contributing to the capacity development of (prospective) judges and prosecutors at RSJP who understand proper civil law judicial procedures based on the Civil Code and the Code of Civil Procedure.</p>	<p>11. Project for the Improvement of Training on Civil Matters at the Royal School for Judges and Prosecutors in Cambodia (Term of Cooperation: November 2005 - March 2008)</p>
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