03.05 Improvement of the Judicial System

1. Basic Information
1.1. CRIS Number: 2002/000-605-03.05
1.2. Title: Improvement of judicial system
1.3. Sector: Justice and Home Affairs
1.4. Location: Poland

2. Objectives
2.1. Overall Objective:
Better access to justice, better information about citizen’s rights in procedure and more effective use of legal aid, rise of efficiency of the judicial system, preparation for direct MLA (mutual legal assistance) within Schengen space.

2.2. Project purpose:
The basic purpose of the component 1 is to better inform the citizens about the rights of parties and legal aid thus allowing them to benefit fully from legal guarantees and existing schemes of financial support. Under pilot projects the Ministry shall seek the ways to aggregate available internal information in order to put it at the disposal of customers.

The CORS-Net (component 2) constitutes the backbone of the IT system for Polish judiciary. The project is aimed to extend the access to the system beyond appellate and district level courts to circuit level. Thanks to the project the fundamental level of Polish judiciary (at present 296 locations) shall gain access to information and software available at present in limited number of places.

The basic goal of the Component 3 “Providing the courtrooms in common courts with the IT tools” is the improvement of the efficiency of the law suit divisions in the common courts through the automation of trial recording by using the personal computers (PC) and specialised software developed by MoJ.

2.3. NPAA priorities:
The objectives are in compliance with:
1. following priorities contained in the “National Program of Preparation for EU Membership”
- setting up of the modern technical infrastructure in the courts and prosecutions offices dealing with the international legal assistance (IT)
- more effective functioning of courts and prosecutors offices
2. Accession Partnership provisions, in particular:
- Ensure full cooperation between national and EU law enforcement agencies by providing necessary administrative and logistical support
- Continue preparation for future participation in the Schengen Information System by developing national databases.

3. The European Commission regular report has mentioned the considerable caseload of judges as well as backlogs. Better functioning of “back-office” shall help to eliminate these backlogs and contribute to improve access of citizens to justice.

The project shall contribute to more effective use by the all concerned persons of the existing rights, not always well known. The access to justice will become more effective.

The project helps to introduce the scheme for the decentralised (direct) MLA (according to Schengen acquis)

2.4. Contribution to National Development Plan
Not applicable

2.5. Cross border impact
Not applicable

3. Description
3.1 Background and justification:
All the activities will enhance the effectiveness of the judiciary and improve in practice the access to justice.

Component 1 The access to justice is frequently subject of public opinion concern. Although Poland fulfils the criteria established under international instruments, notably the European Convention of Human Rights (art. 6), and others, there is a room for the practical improvements. First of all, Polish Government makes the justice “closer to citizen” in terms of distance by the introduction and development of borough courts (wydzialy grodzkie). Two years of the programme implementation have seen the establishment of 314 units of this kind by the end of 2001. Poland has also undertaken the steps towards the simplification and
acceleration of procedures. With regard to criminal law the President has submitted to Sejm in December 2001 the draft law which shall simplify the criminal procedure and avoid excessive and unnecessary delay in trial. Simplified formularies for small civil case have been introduced in 2001. They are among the documents most often downloaded from the Ministry’s website. Nevertheless, their frequent use has shown also their shortcomings: some unclear provisions and explanations; uneven treatment of formularies by the courts throughout Poland. The Ministry is changing at present the formularies templates and works on the provisions guaranteeing their uniform treatment by every court in Poland. The Constitutional Court verdict with regard to templates has stressed the need for simple, plain-language and accessible information for citizens as one of the effective guarantees of the access to courts.

The Ministry of Justice financial obligations with regard to free of charge legal representation has amounted to 48 305 thousand PLN in 2001 (over 13 M €). There are no statistics on the decisions regarding the facultative exemption from court charges but they are quite frequent, mostly due to low income of the applicant. The list of cases where such exemption is obligatory covers labour case, maintenance cases, etc.

Component 2  “Development of the Ministry Network System CORS-NET”: Since 1999 the Ministry of Justice has been working on the nation-wide virtual private network (VPN) for the judiciary. The multiannual programme, started three years ago, covers Ministry appellate level and district level. It should be brought to basic level as soon as possible. The connection of all courts (at basic level) shall allow them to make full use of existing intranet, databases. The CORS Net constitutes the necessary technical platform for groupware applications on the scale of the whole judicial system. It focuses on the safe exchange of information between courts, prosecution offices and other judicial units in the country as well as with other IT systems in the country. It can be connected with the international legal co-operation networks and electronic legal databases. The first stages of the project were supported by PHARE’98 funds: The project is in line with ongoing decentralisation scheme. Poland has decentralised the MLA (mutual legal assistance) with Germany. The same shall follow with regard to France this year. Poland has been asked by the EC to prepare the manual of transmitting agency’s. Under the decentralisation scheme of MLA (which is part of Schengen acquis implementation) the circuit court prepares the request for legal assistance, then transmits to president of district court who can send it abroad (as it is already the case for Germany, Czech, Hungary). The network speeds up the case treatment within the country (between the circuit and district courts). It helps to take full benefit from existing three national networks of EJN counsellors. It will help to make Poland ready for direct electronic exchange of information, as it is already the case of Polish national contact points for criminal EJN (although at present their communication – due to absence of interconnection with UE MS – can not cover classified information). Poland has asked MS to apply mutually the “good practice” developed under the Joint Action of 28 June 1998.Poland expects to be associated with civil and commercial EJN in 2003.

- In 1999 and 2000 the pilot installation started in the Ministry, appellate and district courts network.
- In 2001 the rest of appellate and district courts have been progressively included into the system. The project was co-financed by the resources from PHARE’98. The necessary computer workstations (terminals) were bought from PHARE funds and the Ministry of Justice financed the network.
- In 2002 the network is covering the appellate and district prosecution offices
- PHARE 2002 is vital for the successful completion of the project

The Polish co-financing of telecom investment, LAN installations and necessary works have reached 63 M PLN (ca 17 M €) within the PHARE 1998 project. The system was designed on the basis of the government telecommunication network PESEL-NET. The CORS-NET network fulfils data protection standards both from the point of view of the secrecy as well as from the point of view of the personal data protection. The Ministry is not able to provide all staff with necessary equipment (34794 just in common courts), but it can strive to assure (with the help of PHARE programme) the presence of IT (at least one set) in every court. The deployment of working posts (PC incl. printer) shall continue beyond PHARE 2002. But the connection to CORS-Net and installation of terminals shall speed up the training, help to familiarise the staff with the IT. It will demand considerable investment from State budget. The PHARE 2002 support assures the homogeneity of the system across the country, acceleration of its introduction and access to information limited at present to central, appellate and district level. Only partial implementation of the project will hamper the access of basic level courts to common tools and information. It shall equally put at risk the parallel investment of the Ministry of Justice in the telecommunication network for circuit courts.
Component 3 “Introducing IT to courtrooms in common courts”: Since 1999 the Ministry of Justice has been conducting activities in the field of automation of trial recording process in courtrooms. The analyses and pilot operations in selected courts in some districts have been realised. In 2000 the Ministry of Justice initiated the above-mentioned project on the nation-wide scale. The project is implemented in two stages:

- The first stage in year 2000 covered the comparative evaluation of different solutions on trial recording by means of IT equipment. 15 court districts participated in that stage, mainly the ones where the first attempts to use computers for the trial recording process have already been undertaken. The Ministry supplied them with:
  a) uniform type of computer equipment (such as computers, additional monitors and printers);
  b) uniform basic software applications: text editor and legal databases software;
  c) uniform templates of the “TABULA” protocols;

There were two kinds of the trial recording set:

a) the stationary computer (permanently in a courtroom) with the additional preview monitor (with duplication option for different monitors) for the judges present in the courtroom;

b) mobile computer- with the additional monitor permanently in a courtroom. In that situation every computer is assigned to the specific judge or to a court registrar. After a trial it can be taken out the courtroom and serve a judge i.e. for writing justifications. This option was intended also for conducting a trial during the sessions outside of the court seat (i.e. in penitentiary division). These sets were intended also for courts having numerous, small courtrooms. The number of computers in most courts, even after the completion of PHARE 2002 project, does not justify the LAN installation. Therefore sometimes it is necessary to move information (in the laptop) from trial room to back-office.

During the first stage (in 2000) 320 laptops and 100 computer workstations were purchased from State budget (exc. 1 M EURO).

- The second stage started in 2001. It provides for gradual introduction of this technique to all courts nation-wide (near 1700 courtrooms). It was assumed that the duration of the task implementation would cover 4-5 years, depending i.a. on available financial means. Under the 2001 budget the Ministry has bought 95 sets for the continuation of the programme.

Portable and stationary computers shall be used with necessary software including the text editor, with the combination of the specially designed template and legal acts databases. Court stenotypists are the primary target group but other groups (judges, parties to law suit, etc.) will benefit from better recording of the law suit, stocking and further use. Immediate access to protocols will help to reduce the duration of proceedings and thus improve the access to justice for citizens and businesses.

On October 18th 2001 the courts have taken over 700.000 “petty” cases from “kolegia” (popular jury’ies). 376 new courtrooms have been added to the system. The project shall continue under PHARE 2003.

3.2. Linked activities:

The Component 1 shall support the legislative changes under way in Poland, facilitating their implementation. It will constitute a follow-up of the projects implemented with Helsinki Foundation (booklets about the rights of witness, defendant, etc) as well as with the Warsaw and Cracow Universities (provision of legal counsel). The foundations for the component have been set up under PHARE 1998 programme (9804.01). The project shall build on the experience acquired with regard to the use of infomat’s by the Supreme Court and Office of Civil Service.

The Component 2 is implemented gradually. The project continues the activities started by the Ministry of Justice three years. Part of the project was co-financed (with reference to component 1: network system) within the framework of PHARE’98 (component 04 and 07): which covers: “international legal co-operation” and “access to electronic databases”. The extension of the network to circuit (basic) level of courts is a condition to make a full use of the IT tools already developed in the Ministry of Justice (Intranet, dbase for international legal assistance, etc.) or available on the market (legal bases like LEX and CELEX). The MoJ counts on Polish participation in the IDA programme (signature of the Memorandum expected in the first half of 2002) to connect its network to EU networks through TESTA. The Ministry expects that Polish EJN contact points shall be able to benefit from CIRCA software.

With reference to Component 3 “Introducing IT to courtrooms in common courts” the Association of Judges “Justitia” and Polish-American Liberty Foundation have has agreed to finance, under aegis of “Justitia”, a model training rooms in 5+1 courts.
During the first stage of the project training rooms in court districts: Wroclaw, Bialystok, Rzeszów, Poznan and Kraków were equipped. The training room in Warsaw was equipped by "Justitia". These rooms are used to train the court registrars in blind typing. Such training rooms shall be created in other circuit courts.

The Ministry expects positive impact on this component from the IST “e-court” project to which Poland is a party together with Italian Ministry of Justice.

3.3 Results:
Implementation of the project will bring:

Component 1
- Better access to justice
- Better information about the rights and legal aid, elaboration of the information on the different supports about rights in procedure and legal aid system
- Better management of information (use of existing “back-office” applications to create a customer-focused information service)
- Comprehensive communication policy, new forms of communication developed and implemented
- Improved functioning and better equipment of the University Centres of legal counsel
- Positive evolution of public opinion towards judiciary

Component 2
- Extension to regional level of the access to e-content developed by the Ministry; extension of efficient and safe information exchange through electronic means by all the units of justice (all groupware applications shall be present on the same telecom platform).
- Provision of IT equipment for basic units of judiciary which shall allow to shift the focus from the simple linking of the units to the build up of IT capacities within the units and further development of applications for the whole justice sector
- Easier access to the electronic legal databases, particularly European law legal databases.
- Easier introduction of decentralised MLA

Component 3
- clear records, accessible “at once” and prepared in the unified form, reduction of the number of typing errors in protocols provoking the need for clarification and supplementary explications to the parties to the trial;
- improved quality of service in common courts, particularly shortening the duration of trial, shortening the average time of court procedure.
- Provision of IT equipment for the persons working in the courtrooms (registrars and judges)

3.4. Activities:
The project covers three components. The activities shall differ among them.

Component 1
- analysis of Polish system of legal aid, comparative evaluation (two UE missions in Poland; one mission in UE; one central seminar)
- development of the communication policy aimed at better information about the rights of person within procedure and legal aid (three UE missions to Poland, two missions to UE, 7 seminars)
- development and implementation of two pilot projects (Kraków and Gdansk – both circuit and district courts) of infomat information,
- integration of available information (present in dbases company’s register as well as transferred from paper to electronic support – trials schedule, description of proceedings)
- training of courts clerks
- development of information for “justice customers” on different support regarding the rights and legal aid; possible improvements also in B2B communication like “wokanda” (trial agenda) distribution through electronic means to advocates; Elaboration and distribution of booklets, CD, webcontent

The component shall be covered by the twinning agreement. Co-financing rules provided for under twinning manual apply. The production of booklets and CD’s is covered by PHARE.

Component 2
Ministry of Justice has to undertake and finance following activities:
- development of network architecture
- specification of ToR for IT equipment compatible with existing networks
- adaptation of premises (see 1.4.)
- purchase of telecom equipment
- access configuration, installation of equipment (for localisation see 1.4.)
- network administration
- standard training of users

Polish State budget shall bear the total cost of the network (purchase of telecom equipment; installation; connection with local area networks (LAN) – only where they exist or shall be set up during the programme lifetime, works, maintenance cost of network). The PHARE contribution shall finance only the purchase of the appr. 600 workstations (2 PC + 1 printer per court), enabling the circuit courts to benefit from CORS-Net. The EU shall give access to CIRCA tools – groupware application used by the EJN.

The EU provides access to EJN virtual private network (criminal as well as civil and commercial), interconnection through TESTA telecom platform envisaged within IDA programme.

- Component 3
  Ministry of Justice has to undertake and finance following activities:
  - specification of IT equipment,
  - adaptation of premises
  - installation of equipment in the courtrooms
  - software development
  - integration of the software with existing applications
  - training of court registrars in the new software

The PHARE contribution shall finance the purchase of the trial recording sets (two monitors, PC or laptop and printer) for 41 district courts and in some circuit courts having biggest number of trials (in total 600 PC and 150 laptops).

4. Institutional framework:

4.1. The Ministry of Justice will carry out activities regarding the access to justice component (1). Department of International Cooperation, supported by the Department of Common Courts, Organisation Department, Legislative Department, Minister Bureau, Bureau for Information and CORS Department shall assure the coordination with twinning partners. Department of International Cooperation and European Law, Ministry of Justice is responsible for co-ordination of international cooperation in the field of PHARE programmes. CORS Department is the leading unit with regard to the IT. It co-ordinates and supervises IT introduction to courts and prosecutor offices. The courts and prosecutor offices have their own IT staff responsible for IT maintenance. The Ministry is also responsible for the preparation of the tendering specification of computer hardware, purchase of IT equipment, preparation of the record templates for the other types of trials as well as integration with the appellate courts software SAWA.

The Courts in Kraków and Gdansk shall be co-responsible for the pilot projects in Component I. Courts and prosecutions circuit and appellate level will accomplish the activities connected with: reception of IT equipment, training for the future users (court registrars) on computer exploitation and blind typing.

4.2. There won’t be major changes in the statute of the institutions. However, the network development will have a considerable impact on their organisation, flow of information and its processing. Following the “access to justice” results it may be necessary to introduce some organisation changes in the courts work. The approval of courts presidents shall be necessary.

4.3. The project shall improve access to justice through easier access to information on the rights and refund allowances. The system shall be pro-active and focused on the needs of ordinary person – “justice customer”.

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1 The number of regional courts is growing under the programme „justice closer to citizen”
The project helps to increase the efficiency of the judicial system through better flow of information, rise of skills and know-how as well through standardisation of rules and model documents.

5. Budget:

<table>
<thead>
<tr>
<th>Task</th>
<th>PHARE</th>
<th>National Cofinancing</th>
<th>IFI</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Component 1 Access to justice</td>
<td>0.5 M EUR</td>
<td>0.3 M</td>
<td></td>
<td>1.4 M EUR</td>
</tr>
<tr>
<td>Component 2 CORS-NET</td>
<td>1.4 M EUR</td>
<td>1 M EUR</td>
<td></td>
<td>2.4 M EUR</td>
</tr>
<tr>
<td>Component 3 Courtroom</td>
<td>1.5 M EUR</td>
<td>0.4 M EUR</td>
<td></td>
<td>1.9 M EUR</td>
</tr>
<tr>
<td>TOTAL</td>
<td>3.4 M EUR</td>
<td>4 M EUR</td>
<td>1.7 M EUR</td>
<td>5.7 M EUR</td>
</tr>
</tbody>
</table>

6. Implementation arrangements:

6.1. Implementing Agency:
PAO Krystyna Gurbie; Undersecretary of State; Urzad Komitetu Integracji Europejskiej; Al. Ujazdowskie 9; 00-918 Warszawa; tel. 4555241; fax. 4555242; e-mail:
CFCU Foundation "Co-operation Fund", Mr Wojciech Paciorkiewicz, Director, Górnoślaska Street 4a, 00-444 Warsaw, tel. +48(22)6228464 Fax. 6227565. CFCU is responsible for handling tendering, contraction and payments of contracts on behalf of the Ministry of Justice.

6.2. Twinning:
Twinning covenant, signed with counterpart Ministry from one of the Member States, will cover all three components. However, PAA shall focus its activities on the component 1 - "access to justice". The Ministry of Justice expects that PAA shall help to shape the communication policy of the Ministry towards the "customers of justice". The PAA - a magistrate or at least a person with University degree in law - should have first-hand experience about the functioning of justice, especially the common courts, extensive knowledge about the legal aid schemes in Europe, knowledge of the most common problems hindering the access to justice. Know-how in communication policy would be an important asset. A PAA's previous experience with IT tools would help better operation of the project.

The PAA shall ensure the co-ordination of the activities, will be responsible for the timely exercise of the obligations by MS experts, shall be - if possible - directly involved in the activities of the Component 1 (as it has been under PHARE 1998 programme). The PAA will closely cooperate with the person representing the Ministry of Justice.

6.3. Non-standard aspects:
All components will be implemented in compliance with the Practical Guide for Phare, Ispa and Sapard.

6.4. Contracts:
planned contracts:

- **PHARE contribution**:
  - contract for IT equipment (covering components 2 and 3, split into lots) – 2.9 M EURO
  - contract for IT equipment component 1 (lots: a) PC for “legal clinics”, b) infomat's for Kraków (6) and Gdansk (4), including adaption of their software to existing dbases c) back-office computers for Kraków (47) and Gdansk (26) – 0.5 M €
  - twinning (0.73 M€) shall include separate contract (0.08 M €) for the edition of booklets and CD
- **national cofinancing**:
  - twinning co-financing – 0.3 M €
  - network development – 1 M € (contract for telecom equipment and software – 0.9 M €; connection to CORS-Net 0.1 M €)
  - training for court staff (use of protocol registration software) – 0.2 M €
  - software integration for Component 1 – 0.2 M €
The contracts for IT equipment (PHARE) and network equipment and works (Poland) cannot be merged due to different nature of installations and schedule of works. Schedule of works depends also on PESELNet development. The Ministry of Justice has already checked the availability of this network in locations of circuit courts.

7. Implementation schedule:
7.1. start of tendering proceedings:
III quarter of 2002
7.2. start of project activity:
I quarter of 2003
7.3. Project completion:
IV quarter of 2004

8. Equal opportunities:
Polish law guarantees non-discriminatory treatment of all persons.

10. Rate of return: N. a.

12. Conditionalities and sequencing:

Conditionalities:
The sufficient funds for co-financing the link activities will be available from the Ministry of Justice budget and ensured by Polish government and parliament.
No delays in ToR approval, after the submission by experts.

Successions of activities:
The equipment may only be tendered following the presentation of network architecture (CORS-NET) and requirements (ToR) for IT in courtrooms.
In order to fully exploit the technical capacity the Polish accession to IDA is necessary before the effective start of the programme.
The development of e-content, booklets and CD preceded by the elaboration of comprehensive communication policy and prospective impact analysis.
## Annex 1: Logframe planning matrix

**End Contracting:** 30/11/2004 - **End Disbursement:** 30/11/2005

<table>
<thead>
<tr>
<th>Program</th>
<th>Program title</th>
<th>Improvement of judicial system (priority 24.7)</th>
<th>Total budget: 5.7 M€</th>
<th>PHARE: 4 M€</th>
</tr>
</thead>
</table>

### Wider objective

<table>
<thead>
<tr>
<th>Indicators of achievement</th>
<th>Sources of information</th>
<th>Assumptions and risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved access to justice, better information on rights and legal aid</td>
<td>Government policy papers; Governmental bodies’ reports; National and international surveys; Court statistics; evaluation of non-government organisations</td>
<td>Continuation of governmental pol regarding EU accession; Continuation of the reform of judicial system; Securing sufficient funds; national budget; access to UE working parties granted by UE instances</td>
</tr>
<tr>
<td>Safe and rapid exchange of data between organisational units of justice system</td>
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<tr>
<td>Improvement of the work of courts</td>
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<tr>
<td>Rise professional skills and knowledge of judges, prosecutors, administrative employees (IT training)</td>
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<tr>
<td>Accessibility of information in courts and other places</td>
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<tr>
<td>Time and cost of sending chosen types of information</td>
<td></td>
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<tr>
<td>Time spent on protocol preparation, incidence of errors in protocols</td>
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<tr>
<td>Evaluation of the functioning of judicial system, including the citizens access to justice</td>
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</tbody>
</table>

### Immediate objectives

<table>
<thead>
<tr>
<th>Indicators of achievement</th>
<th>Sources of information</th>
<th>Assumptions and risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development and implementation of communication policy</td>
<td>Government policy papers; Governmental bodies’ reports; National and international surveys; Court statistics;</td>
<td>High qualified experts (legal and IT) available;</td>
</tr>
<tr>
<td>Access to CORSNET - and through it to necessary judicial information – guaranteed to all courts, Participation of magistrates in IT European systems Unification of protocols in the courts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of stations with access to Intranet and Internet</td>
<td></td>
<td></td>
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<tr>
<td>Number of people trained in new system</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Results of project

<table>
<thead>
<tr>
<th>Indicators of achievement</th>
<th>Sources of information</th>
<th>Assumptions and risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information for “justice customers” available in different forms</td>
<td>Government policy papers; Governmental bodies’ reports; National and international surveys; Court statistics; Reports on implementation of the project (by institutions involved in its implementation)</td>
<td>High qualified experts (legal and IT) available; Sufficient finance means available;</td>
</tr>
<tr>
<td>Direct and safe exchange of information between units of the justice system; extension of Intranet</td>
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<tr>
<td>Better quality of standardised set of protocols of cases</td>
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<tr>
<td>Direct access to European mechanism of mutual legal assistance.</td>
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<td></td>
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<tr>
<td>Number of consultations (webpages on legal aid; booklet distribution)</td>
<td></td>
<td></td>
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<tr>
<td>Number of courts and prosecutions offices with access to other units and European partners; Level of qualifications of magistrates and justice employees Number of magistrates working within IT; evaluation of utility.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td>Inputs</td>
<td>Sources of information</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>---------------------------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>- needs analysis, concept of information, publication and distribution</td>
<td>Booklets; e-content</td>
<td>Government policy papers;</td>
</tr>
<tr>
<td>- purchase of workstations &amp; telecom equipment, installation</td>
<td>PC; telecom equipment</td>
<td>Governmentnal bodies’ reports;</td>
</tr>
<tr>
<td>- training</td>
<td>Software, workshops and seminars;</td>
<td>Reports on implementation of the project (by</td>
</tr>
<tr>
<td>- development of model protocols (IT application)</td>
<td></td>
<td>institutions involved in its implementation)</td>
</tr>
</tbody>
</table>

| Annex 2: Implementation, contracting and disbursement schedule            | Drafting Planning                           | Cost estimate                                |
| Program title                                                             |                                             |                                               |
| Improvement of judicial system                                           |                                            | M€                                            |
| Program title                                                             | Improvement schedule (semesters)           |                                               |
| Program title                                                             | Implementation schedule (semesters)        |                                               |
| III'02                      | IV'02                                      | I'03                                         |
| I                            | II                                         | III                                          |
| D                            | D                                          | IV                                           |
| D/C/I                       | D/C/I                                      | V                                            |
| D/C/I                       | D/C/I                                      | VI                                           |
| D/C/I                       | D/C/I                                      | VII                                          |
| D/C/I                       | D/C/I                                      | VIII                                         |
| C/I                         | I                                          | IX                                           |
| X                            |                                            |                                               |
| Contracting                 |                                             |                                               |
| 3,37                        | 3,45                                       | 4                                            |
| Disbursement                |                                             |                                               |
| 1.1                         | 2                                          | 3.08                                         |
| 4                           | 4                                          |                                               |

Legend: D= design of sub-projects / C= tendering and contracting / I= contract implementation and payment