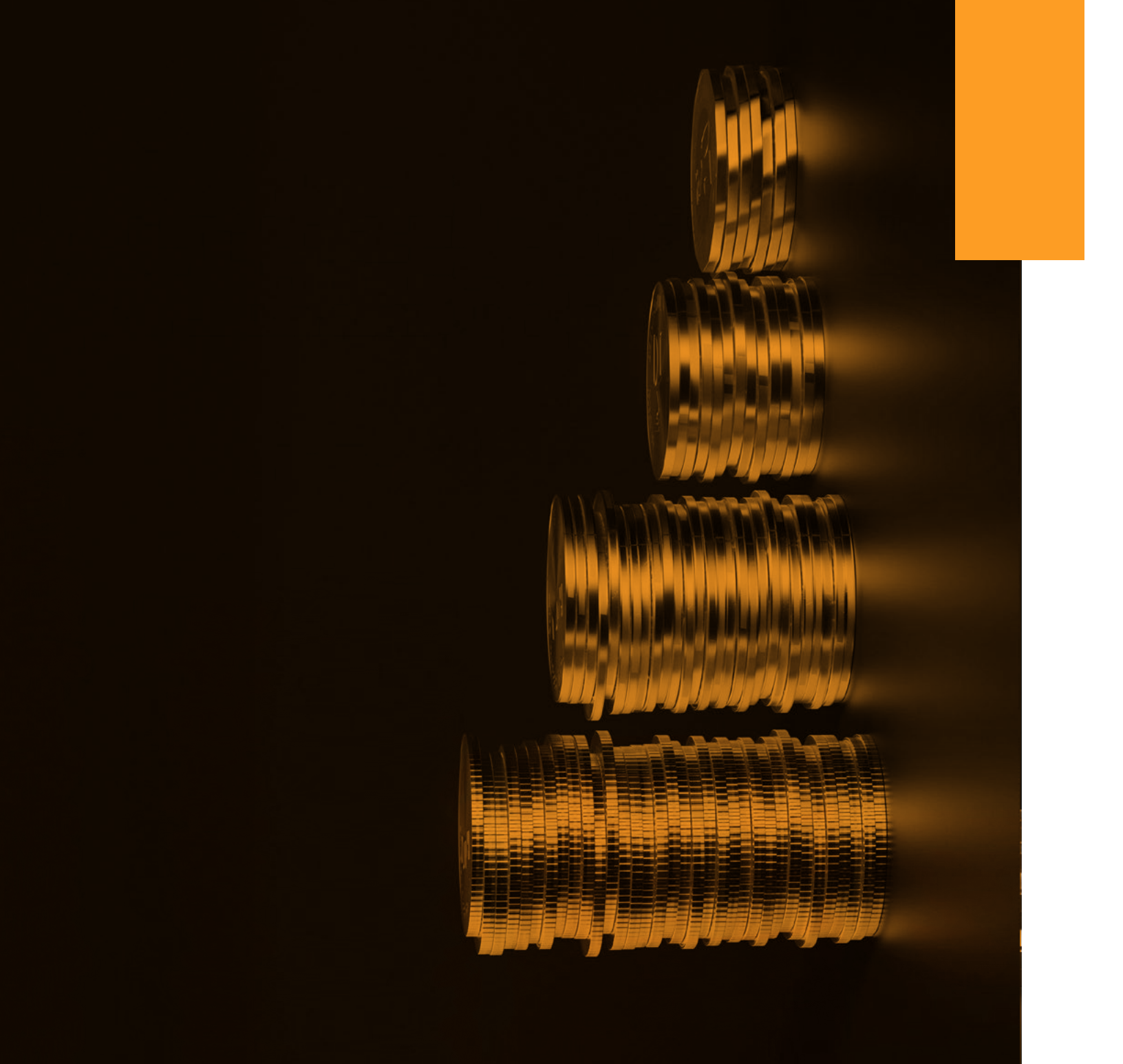


2025 | Background Brief 3.4

Justice Financing Framework

A Guide to Budgeting and Financing for
People-Centered Justice for the Justice Sector





BACKGROUND BRIEF 3.4

3.4 Scalable Best Value for Money Activities



Introduction

The JFF makes the case for scaling up the strongest-evidenced, best value for money activities in the justice sector.

This background brief:

- Explains the concept of scalable best value for money activities.
- Provides examples of scalable best value for money activities.
- Notes areas where further research is required.

1. The Concept of Scalable Best Value for Money Activities

The concept of scalable best value for money activities (or “best buys”) has been developed in recent years to guide policymakers concerned about spending public money “smartly.” This approach is described in Box 1 below in relation to the education sector.⁸⁸

88 Other examples include the use of the concept to ensure the greatest impact of UK aid. “Written evidence from the Foreign, Commonwealth and Development Office (CCE0064),” <https://committees.parliament.uk/writtenevidence/43623/pdf/>.

Box 1: Global Education Evidence Advisory Panel: Scalable Best Value for Money Activities⁸⁹

The Global Education Evidence Advisory Panel has sifted through over 13,000 research papers. Their report⁹⁰ recommends activities that have been rigorously tested in multiple countries and have been shown to work at large scale. The report groups activities into different categories based on (a) cost and (b) impact on learning outcomes.

Three activities are ranked as “great buys,” five as “good buys,” and eight as “promising, but limited evidence.”

Notably, the panel rates two common input-focused activities in the education sector as “bad buys:” the evidence showed these activities rarely lead to improved learning outcomes. These bad buys are:

1. Investing in computer hardware.
2. Investing in other education inputs without addressing major underlying problems (such as lack of teacher training or poor system governance).

As described in Box 1 above, a scalable best value for money approach applies two lenses to determine which activities to fund: (a) value for money: activities need to yield high returns on investment by delivering benefits that far exceed their cost; and (b) scalability: activities need to be affordable if they are to be taken to scale.

The concept of scalable best value for money is a new one for the justice sector, which has to date tended not to consider these aspects when determining what activities to fund. This has been the case even for pilot programs testing new activities, contributing to what has been described as the “graveyard of pilots” in the justice sector.

The JFF proposes that the justice sector should now learn from other service sectors and adopt a scalable best value for money approach to delivering primary front line justice services.

89 Press Release, “New education “Smart Buys” report outlines how cost-effectively supporting teachers and parents can lead to significant learning improvements.” World Bank, May 9, 2023, <https://www.worldbank.org/en/news/press-release/2023/05/09/education-smart-buys-cost-effectively-supporting-teachers-and-parents-can-lead-to-significant-learning-improvements>.

90 Abhijit Banerjee et al., “2023 Cost-effective Approaches to Improve Global Learning: What does Recent Evidence Tell Us are Smart Buys for Improving Learning in Low- and Middle-income Countries?” World Bank, 2023, <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099420106132331608>.

2. Scalable Best Value for Money Approach Applied to Primary Front Line Justice Services

There are a wide range of activities which could potentially improve primary front line justice services. The experience of other sectors demonstrates that some activities which may seem attractive might in fact offer poor value for money. As described in Box 1 above in relation to the education sector, economic analysis shows that investing in computers for schools, despite appearing to be a positive move, in fact offers a relatively low rate of return (a “bad buy”), with limited impact on students’ learning outcomes.

This section describes how a “smart” approach to financing—considering the evidence on which activities offer good value for money as well as being scalable—can be applied to primary front line justice services.

2.1 Value for money: cost-benefit analysis

A challenge for the justice sector in determining what activities are best value for money is that, unlike health or education, robust international evidence on cost benefit for specific activities is currently limited. As a result, few activities in the justice sector have been identified as delivering strong benefits in relation to their cost. These are noted below.

- The Copenhagen Consensus Project⁹¹ identified global best value for money across all sectors. A rating of “good” is awarded to interventions where benefits exceed costs by a ratio of 5:1, and “phenomenal” where the ratio exceeds 15:1. In 2015, the project found over twenty interventions linked to sustainable development goal (SDG) indicators as “phenomenal.” Most of the interventions with the highest ratios were in the health sector (e.g., immunization, with a ratio of 60:1). The only intervention in the justice sector included in the “phenomenal” category was the reduction of assaults.
- A literature review for the 2019 Justice Taskforce⁹² reviewed twenty justice sector interventions, most with benefits ranging from two to ten times their costs. None qualified for the Copenhagen Consensus Project’s “phenomenal” category.
- In the OECD/World Justice Project white paper, Building a business case for access to justice,⁹³ the best results were achieved by community legal centers in Australia (where benefits were eighteen times their cost) and a group of Citizens Advice services in England and Wales (thirty-three times their cost).

91 For example, see Copenhagen Consensus Center, “The Economist Special Online Supplement,” 2015, <https://copenhagenconsensus.com/post-2015-consensus/economist>.

92 Lisa Moore and Trevor Farrow. “Investing in justice: a literature review in support of the case for improved access. Report prepared for the Task Force on Justice.” Canadian Forum on Civil Justice, 2019, www.ajcact.org/en/publications/2097/.

93 OECD, “Building a business case for access to justice,” 2020, <https://web.archive.oecd.org/2019-11-07/535987-building-a-business-case-for-access-to-justice.pdf>.

- The only other known formally-assessed interventions in academically robust research, where the benefits exceed costs by more than fifteen times, are the village court system in Bangladesh and the rural lawyer pilot in Kenya—where the ratio in both cases was eighteen times.⁹⁴ In addition, initial research by ODI Global suggests that the Sierra Leone Legal Aid Board’s innovative work on securing child maintenance may yield benefits of more than fifty times its cost.⁹⁵

In light of existing knowledge, the JFF proposes that best value for money investments for justice must deliver benefits that exceed the costs by a ratio of at least 5:1, and ideally over 15:1. The reason for setting high ratios is that investment in other sectors can offer even higher returns.

The hope is that cost-benefit analyses will become more common in the justice sector. However, this requires significant data and is challenging to apply when evaluating interventions where impacts are only seen over the longer term. The justice sector needs to learn from methodological developments in other sectors, particularly in relation to estimating benefits in lower-income contexts. The Copenhagen Consensus Center and BRAC University have expertise in considering equity and equality in assessing benefits.⁹⁶

2.2 Scalability: affordability

Best value for money activities must be affordable if they are to have a chance of being taken to scale. ODI has developed benchmarks to assist with judging affordability, and thus scalability.⁹⁷ The revised benchmarks,⁹⁸ set out in Table 1 below, currently relate only to information, advice, assistance, and informal dispute resolution services (see [Background Brief 3.3](#)).

94 Md Shanawez Hossain and Nabila Zaman. “Cost–benefit study on implementing village courts in union parishads of Bangladesh: Bangladesh priorities.” Copenhagen Consensus Center, 2016, <https://bigd.bracu.ac.bd/publications/cost-benefit-study-on-implementing-village-courts-in-union-parishads-of-bangladesh>; discussed in Clare Manuel and Marcus Manuel, “Small is beautiful, but scale is necessary’: front-line justice services in lower-income countries with the potential to scale-up.” ODI Global, 2023, <https://odi.org/en/publications/small-is-beautiful-but-scale-is-necessary-front-line-justice-services-in-lower-income-countries-with-the-potential-to-scale-up/>.

95 Manuel and Manuel, “Small is beautiful.”

96 See Manuel and Manuel 2023 (a) section 2.6 and Manuel and Manuel 2023(b) section 5.5 (4).

97 Manuel and Manuel, “Small is beautiful.”

98 Clare Manuel et al. “Front-line justice services with potential to scale up: evidence from low- and middle-income countries.” ODI Global June 5, 2025, <https://odi.org/en/publications/front-line-justice-services-with-the-potential-to-scale-up-evidence-from-lmics/>.

Table 1: Affordability Benchmarks for Nationally Scalable Information, Advice, Assistance, and Informal Dispute Resolution Services

Country Income Group	Cost per Case/Justice Problem Advised and Assisted
Low-income countries	USD 20
Lower-middle-income countries	USD 70
Upper-middle-income countries	USD 175
OECD	USD 790

Notes:

1. Costs are primarily driven by wage costs, which increase as a country grows richer.
2. ODI analysis reveals multiple examples across a range of low-, lower-middle- and upper-middle-income countries of locally-led, innovative approaches that are delivering at or below the benchmarks.

A key consideration on affordability is that unit costs tend to fall when the activity is scaled up. Therefore, pilot initiatives should be designed and costed out with a view to taking the intervention to scale. Box 2 below provides two country examples.

Box 2: Country Examples of Successful and Affordable Scaling of Initiatives to Provide Information, advice, assistance, and informal dispute resolution Services

In **Sierra Leone**, pioneering work in the 2000s by a few NGOs demonstrated the effectiveness of a paralegal approach to providing information, advice, assistance, and informal dispute resolution (primarily legal advice, assistance, and informal dispute resolution) services. Their limited scale (4,700 cases) led to high unit costs (USD 150 per case), but their experience was pivotal in creating a new law that recognized paralegals and established the nationwide Legal Aid Board (LAB) in 2012. By 2023 the LAB had scaled up its work more than ten times (to 87,000 cases/161,000 beneficiaries) and reduced unit costs by more than ten to USD 11 a case (55 percent of ODI's benchmark of USD 20 a case in a low-income country).

99 Clare Manuel and Marcus Manuel. "Cost-effective front-line justice services in Sierra Leone: a case study in frugal innovation and domestic resourcing." ODI Global, June 19, 2024, <https://odi.org/en/publications/cost-effective-front-line-justice-services-in-sierra-leone-a-case-study-in-frugal-innovation-and-domestic-resourcing/>.

In **Argentina**, Access to Justice Centers, providing information, advice, assistance, and informal dispute resolution in the form of legal advice and assistance, were designed to operate at scale from the beginning. They handled 315,620 cases in their final full year, with unit costs of USD 42, one-fourth of ODI's USD 175 benchmark for upper-middle-income countries. Their total costs were less than 1 percent of the judicial system's budget, and much less than 1 percent of the total government expenditure on justice.¹⁰⁰

3. Examples of Scalable Best Value for Money Activities to Deliver Primary Front line Justice Services

Identifying scalable best value for money activities to deliver primary front line services is a well-established research area in other sectors, but it is a recent development in the justice sector. Annex A provides an inventory of current knowledge, with activities grouped into those which are:

1. **“Proven” scalable best value for money:** Where there is (1) academically robust evidence that the activity delivers benefits that exceed the costs by a ratio of at least 5:1 and ideally over 15:1; and (2) the activity is affordable and can be taken to scale.
2. **“Probable” scalable best value for money:** Where there is some evidence that the activity's benefit-cost ratio is high and that it is affordable, but more academically robust research is needed to validate the partial evidence.
3. **“Possible” scalable best value for money:** Where there is insufficient or conflicting evidence as to the activity's benefit-cost ratio and/or whether it is affordable.
4. **“Plausible” scalable best value for money:** Where the activity could plausibly deliver a high benefit-cost ratio, but evidence is lacking.

100 Manuel, et al. “Front-line justice services with potential to scale up: evidence from low- and middle-income countries,” which also notes that many of these centers are being closed following the change in government in 2024.

As can be seen from the inventory, a short list of primary front line justice activities—all of which can be categorized as information, advice, assistance, and informal dispute resolution services—have been assessed as “proven” to offer both “phenomenal” benefit cost ratios, and to be affordable. These are reproduced in Table 2 below.

Table 2: “Proven” Scalable Best Value for Money Activities

Primary Front Line Service Provider	Benefit: Cost-Ratio And Current Best Example	Affordability: Examples at or Below Affordability Benchmark in Background Brief 3.3, Table 1
Community legal advice and assistance, largely provided by non-lawyers	Phenomenal (33:1) Citizens Advice, UK. ¹⁰¹	At least 40 examples in 20 countries, mainly community-based paralegals. ¹⁰²
Community-based justice centers providing legal advice and assistance.	Phenomenal (18:1) Community legal centers, Australia. ¹⁰³	Argentina’s Access to Justice Centers provides community-based legal advice and assistance by low-cost law yers. ¹⁰⁴ South Africa, Community-Based Advice Offices when located in police stations. ¹⁰⁵
Customary and informal justice dispute resolution.	Phenomenal (18:1) Village Courts, Bangladesh. ¹⁰⁶	Malawi, village mediation. Somalia, Alternative dispute resolution (ADR) centers. ¹⁰⁷

Robust academic studies point to the information, advice, assistance, and informal dispute resolution activities in Table 2 above as some of the strongest evidence base, showcasing the best value for money interventions across all sectors globally. The hope is that as research and analysis progresses, this list will expand.

¹⁰¹ For more details see OECD, “Building a business case for access to justice.”

¹⁰² Including Malawi, Bangladesh, Sierra Leone, and Tanzania. See more in Clare Manuel et al., “Front-line justice services with the potential to scale up: evidence from low- and middle-income countries.” In most countries the use of paralegals is key to affordability (although practices vary considerably on the amount of training required to become a paralegal and the degree to which they are overseen by lawyers). However, in a few countries where lawyer salaries are relatively low (e.g., Tajikistan, where low salaries are a legacy from Soviet Union; and Argentina, where lawyers only need a law degree), affordable services can be provided by lawyers.

¹⁰³ For more details, see OECD, “Building a business case for access to justice.”

¹⁰⁴ See footnote above in relation to lawyers providing affordable services in Argentina.

¹⁰⁵ Manuel et al. “Front-line justice services with potential to scale up.”

¹⁰⁶ Md Shanawez Hossain and Nabila Zaman. “Cost-benefit study on implementing village courts in union parishads of Bangladesh: Bangladesh priorities.” *Copenhagen Consensus Center*, 2016, <https://bigd.bracu.ac.bd/publications/cost-benefit-study-on-implementing-village-courts-in-union-parishads-of-bangladesh>.

¹⁰⁷ See Manuel and Manuel. “Small is beautiful” and Manuel et al. “Front-line justice services with potential to scale up,” for more details and examples.

4. Areas for Further Research

Identifying the best value for money activities is a new and developing area of research in the justice sector. Academically robust cost-benefit analysis needs to be applied to a wider range of primary front line justice service activities to add to the “proven” best buys listed in the annex. Further research may also potentially help identify activities which do not provide value for money, as in the education sector (see Box 1 above). Justice sector analysts need to draw from methodologies adopted in other service delivery sectors such as health and education. It will be crucial to develop appropriate methodologies in lower-income contexts, as simple cost-benefit approaches only focus on the total value of monetizable benefits and do not allow for equity or equality considerations (e.g., the greater potential social value of providing relatively lesser-value benefits to people living on low incomes or from socioeconomically disadvantaged groups).



Annex: Inventory of Primary Front line Justice Activities Assessed for Value for Money and Affordability

Primary Front Line Service Provider	Benefit: Cost-Ratio And Current Best Example	Affordability: Examples at or Below Affordability Benchmark in Background Brief 3.3, Table 1	Where More Research Is Needed
Examples of ‘Proven’ scalable best value for money activities (backed up by strong evidence/academically robust research)			
Community legal advice and assistance largely provided by non-lawyers Customary and informal justice dispute resolution	Phenomenal (33:1) Citizens Advice, UK. ¹⁰⁸	At least 40 examples in 20 countries. ¹⁰⁹	
Community based justice centres providing legal advice and assistance	Phenomenal (18:1) Community legal centers, Australia. ¹¹⁰	Argentina Access to Justice Centers providing community based legal advice and assistance by low-cost lawyers. ¹¹¹ South Africa – Community Based Advice Offices when in police stations ¹¹²	
Customary and informal justice dispute resolution	Phenomenal (18:1) Village Courts, Bangladesh.	Malawi, village mediation Somalia, ADR. ¹¹³	

¹⁰⁸ For more details see OECD, “Building a business case for access to justice.” (Paris: OECD Publishing, 2023), www.oecd.org/gov/building-a-business-case-for-access-to-justice.pdf.

¹⁰⁹ Including Malawi, Bangladesh, Sierra Leone, Tanzania. Manuel et al. “Front-line justice services with the potential to scale up: evidence from low- and middle-income countries.” In most countries the use of paralegals is key to affordability (although practices vary considerably on the amount of training required to become a paralegal and the degree to which they are overseen by lawyers). However, in a few countries where lawyer salaries are relatively low (eg Tajikistan (where low salaries are a legacy from Soviet Union) and Argentina (where lawyers only need a law degree)), affordable services can be provided by lawyers.

¹¹⁰ For more details see OECD, Building a business case for access to justice.”

¹¹¹ See footnote above in relation to lawyers providing affordable services in Argentina

¹¹² Manuel et al. “Front-line justice services with the potential to scale up: evidence from low- and middle-income countries.”

¹¹³ See Manuel, C and Manuel, M (2023) and Manuel et al. “Front-line justice services with the potential to scale up: evidence from low- and middle-income countries” for more details and examples.

Primary Front Line Service Provider	Benefit: Cost-Ratio And Current Best Example	Affordability: Examples at or Below Affordability Benchmark in Background Brief 3.3, Table 1	Where More Research Is Needed
Examples of 'Probable' scalable best value for money activities (partial evidence to date)			
Targeted support to assist parents to secure child maintenance from absent parent and resolve custody issues	Sierra Leone: Potentially phenomenal return (50:1). ¹¹⁴	Sierra Leone – affordable	Validation of benefit: Cost ratio.
Paralegal support to prisoners to reduce pre-trial detention	Malawi: demonstrated sustained impact on pre-trial detention rate and prison overcrowding. Benefit: cost ratio estimates range from 23:1 to 3.5:1. ¹¹⁵	Affordable eg Malawi, Uganda, Bangladesh ¹¹⁶	Validation of benefit:cost ratio needed. Impact only demonstrated with high frequency visits. Maybe better alternative interventions
Community engagement on behavioural change to reduce violence against women and girls	Copenhagen assessed as likely to be phenomenal (> 15:1) ¹¹⁷	Multiple examples e.g Uganda ¹¹⁸ and South Africa. ¹¹⁹ Low unit costs per disability adjusted life year saved.	Validation of benefit: cost ratio. No methodology yet developed to assess affordability. ¹²⁰

114 Manuel and Manuel. "Cost-effective front-line justice services in Sierra Leone."

115 Marcus Manuel et al. "Cost-effective front-line justice services in Malawi: a case study in frugal innovation." *ODI Global*, September 29, 2023, <https://odi.org/en/publications/malawi-case-study> noted that the benefit:cost ratio could be as high as 23:1. However the case study also noted that the benefits would be 50% lower if the marginal, rather than the full, costs of keeping a prisoner incarcerated were used (implying a 11.5:1 ratio) and would be an additional 70% lower (implying 3.5:1 ratio) if estimated days of "saved" incarceration were just one month (as estimated in earlier survey) rather than the 100 days assumed in latest assessment.

116 Manuel and Manuel. "Small is beautiful."

117 Average ratio of 20:1 for two interventions estimated in page 6, working draft of paper by Average ratio of 20:1 for two interventions estimated in page 6, working draft of paper by Srinivas Raghavendra, Mrinal Chadha, and Nata Duvvury, "Cost-benefit analysis of proposed interventions to reduce intimate partner violence in Andhra Pradesh 2018," *Copenhagen Consensus Center*. <https://copenhagenconsensus.com/andhra-pradesh-priorities/crime-and-violence>. Ratio of 27:1 cited in Lomborg, "The Global Cost of Domestic Violence," *Project Syndicate*, 2018, www.project-syndicate.org/commentary/global-cost-of-domestic-violence-by-bjorn-lomborg-2018-09.

118 SASA! Project is community mobilization intervention seeking to change community norms and behaviours. This was designed by Raising Voices (<http://raisingvoices.org>) and implemented by Centre for Domestic Violence Prevention in Uganda. For evaluation and cost effectiveness calculations, see Christine Michaels-Igbokwe et al., "Cost and cost-effectiveness analysis of a community mobilization intervention to reduce IPV in Kampala, Uganda," *BMC Public Health* 16, no. 196 (2019), <https://pubmed.ncbi.nlm.nih.gov/26924488/>.

119 IMAGE project combines microfinance with a participatory learning programmes "Sisters for life," that initially trained a group of women and then engaged youths and men in the wider community in South Africa.

120 See review of successor community mobilization programs that were based on SASA! and IMAGE models in R. Jewkes et al., "Effective design and implementation elements in interventions to prevent violence against women and girls," *What Works to Prevent Violence: a Global Programme*, January 2020, <https://www.whatworks.co.za/documents/publications/373-intervention-report19-02-20/file>. See also Alice Kerr-Wilson et al., "A rigorous global evidence review of interventions to prevent violence against women and girls," *What Works to Prevent Violence: a Global Programme*, 2020, <https://www.whatworks.co.za/documents/publications/374-evidence-reviewfweb/file>. A rigorous global evidence review of interventions to prevent violence against women and girls (VAWG), the What Works to Prevent Violence Against Women and Girls Global Programme in South Africa concluded that there is 'good evidence' that interventions using community activism to change gender attitudes and social norms can be effective in reducing VAWG through multiyear intensive community mobilization. However, only very strongly designed and implemented interventions can achieve this. This paper discusses other interventions with stronger evidence of impact.

Primary Front Line Service Provider	Benefit: Cost-Ratio And Current Best Example	Affordability: Examples at or Below Affordability Benchmark in Background Brief 3.3, Table 1	Where More Research Is Needed
Improve community policing by providing additional payments to police based on local accountability mechanisms	Copenhagen assessed police reform (freeze on transfers and in-service training) ¹²¹ as likely to be high (> 5:1)	DRC (Cordaid) shows low unit costs \$3 per beneficiary. ¹²²	Validation of benefit:cost ratio and unit costs
Examples of 'Possible' scalable best value for money activities (strong theoretical case insufficient evidence to date)			
Legal education: providing legal information, education and awareness at national and community level	Likely to have high benefit:cost ratios. Evidence from other sectors that public information and prevention (e.g. in health) and early intervention (e.g in education) are the most cost- effective interventions in terms of health and education outcomes	Multiple (including radio, websites, chatbots). Public information likely to be low cost to deliver (but less clear what are the rates of take up and impact).	No known academically robust cost-benefit estimates Validation needed of both benefit:cost ratio and unit costs
Class actions/strategic litigation/public interest litigation	Could have high benefit:cost ratios given scale of potential beneficiaries. Recommended spending priority by Australia access to justice review. ¹²³	Multiple examples by NGOs/law centers (e.g., Australia, Bangladesh, Kenya). Costs hard to trace and to predict.	No known academically robust cost-benefit estimates. Inherent risk that spending may not result in a successful court outcome or that successful outcome translates into change for communities.

¹²¹ Abhijit Banerjee et al. "Improving Police Performance in Rajasthan, India: Experimental Evidence on Incentives, Managerial Autonomy, and Training," *American Economic Journal: Economic Policy* 13, no. 1 (February 2021), 36–66, <https://www.aeaweb.org/articles?id=10.1257/pol.20190664>.

¹²² Marcus Manuel et al. "Universal access to basic justice: costing SDG 16.3." ODI Global, 2019, 36, <https://odi.org/en/publications/universal-access-to-basic-justice-costing-sustainable-development-goal-163/>.

¹²³ Australian Government Productivity Commission, "Access to Justice Arrangements, Inquiry Report No. 72," September 2014, Accessed March 31, 2025, 713, <https://www.pc.gov.au/inquiries/completed/access-justice/report/access-justice-volume2.pdf>.

Primary Front Line Service Provider	Benefit: Cost-Ratio And Current Best Example	Affordability: Examples at or Below Affordability Benchmark in Background Brief 3.3, Table 1	Where More Research Is Needed
Examples of 'Plausible' scalable best value for money activities (clear rationale but cost effectiveness evidence to date is			
Court annexed mediation	Clearly cheaper than full court hearing	Multiple examples.	ODI research in Kenya estimated benefit: cost ratios modest (only 2:1).
Electronic case management.	Likely to be cheaper than a paper system, also more transparent and hence accountable.	Multiple examples.	No known evidence on benefit: cost ratios.
Mobile courts.	Mechanism for reaching marginalized communities.	Multiple. Some evidence of affordability (Rwanda). Other countries suggest high unit costs above affordability benchmark.	Not clear if this is the most cost-effective approach or affordable.
Increase number of police.	Many countries below the UN recommended number.		No cost-benefit evidence.
Increase number of judges.	Many countries below the UN recommended number.		No cost-benefit evidence.
Increase salary of police.	Low salaries make police more vulnerable to corruption.		Conflicting evidence whether this reduces corruption.
Invest in accountability mechanisms.	No cost-benefit evidence.	Accountability can improve performance.	Multiple examples that just creating new institution does not necessarily improve performance (e.g., anti-corruption commissions).

Appendix of Background Briefs

Introduction and Purpose

0.1 Justice Financing Framework: Introduction and Purpose

0.2 Lessons for Justice Financing from the Health Sector

People-Centered Culture and Purpose

1 Setting High-Level People-Centered Justice Objectives

1.1 Outcomes Focused on the Resolution of People's Justice Problems

"More Money for Justice"

2 Assessing the Scope for Increasing Resources

2.1 Financing Ambition #1: Justice Sector Share of Total Government Expenditure

2.2 Judicial System Share of Total Government Expenditure

2.3 Contributions to Costs by Beneficiaries

2.4 Private Sector Investment in Justice

2.5 Financing Ambition for Countries in Receipt of Significant External Development Support

"More Justice for the Money:" More Justice Outcomes from Available Resources

3 Setting Spending Priorities in Line with People-Centered Justice Objectives

3.1 Defining Primary Front Line Justice Services

3.2 Financing Ambition #2: Primary Front Line Justice Services

3.3 Financing Ambition #3: Information, Advice, Assistance, and Informal Dispute Resolution

3.4 Scalable Best Value-for-Money Activities

4 Improving Efficiency and Effectiveness of Spending

4.1 Governance and Regulation of Justice Services

4.2 Financing Ambition #4: Research, Development, Governance, Evidence-Based Practice, and Continuous Improvement

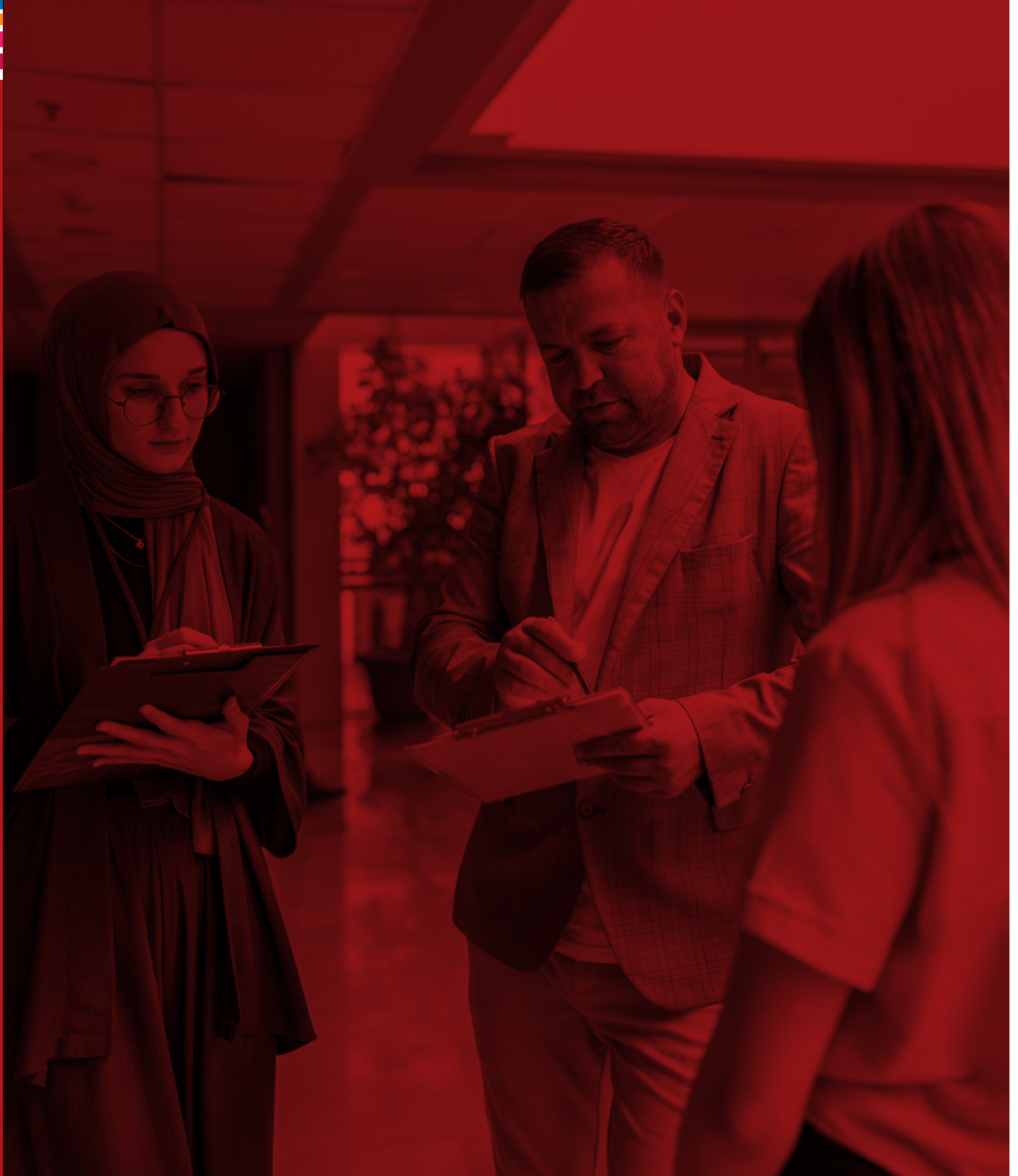
4.3 Systematic Efficiency and Effectiveness Expenditure Reviews

Implementation

5 Developing Achievable, Costed, Prioritized, Transparent, and Accountable Plans

5.1 Achievability, Costing, and Prioritization

5.2 Transparency and Accountability



This Background Brief is an excerpt from the Justice Action Coalition Workstream IV, "Justice Financing Framework," November 2025. For more information, see www.sdg16.plus/justice-financing-framework.