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## Tt DPK EMPLOYMENT AND CONSULTING OPPORTUNITIES

Tt DPK continues to recruit short-term and long-term personnel for our projects. We are particularly interested in rule of law, crime prevention, commercial law, anticorruption, and government integrity specialists with experience working in developing countries, or who have a strong interest in doing so.

Visit our website or Facebook for more information on opportunities:

- [www.tetratechdpk.com](http://www.tetratechdpk.com)
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## To Our Readers

*We are pleased to report on a landmark trial that was held in Haiti with logistical and advisory support from our PROJUSTICE project. The closely watched result, including several convictions, confirmed the start of a new era in Haiti, where everyone is measured by equal legal standards and bound by the rule of law. Tt DPK is proud to have provided support to the Haitian justice system in this process. We also report on other activities in key projects as well as some important new project work. We wish all our readers a happy and fruitful New Year.*

— Robert W. Page Jr.

## Haiti: Tt DPK's ProJustice Team Recognized for Role in Prison Killings Trial

In what was hailed as an "historic" victory for the rule of law in Haiti, eight police officers tried for a 2010 prison killings were found guilty on January 19, 2012 in Les Cayes, Haiti. The most severe sentence was given to the former prison warden and the city's riot police chief, the highest-ranking officials under indictment. The case had garnered international attention with the results being watched closely by the US Government and United Nations, among others.



*A Haitian National Police officer testifies amid 600 courthouse spectators*

The presiding judge, Ezekiel Vaval, publicly acknowledged the support provided by the USAID-funded PROJUSTICE project, implemented by Tt DPK. PROJUSTICE has been working in several areas since 2009 to improve the administration of justice in Haiti and was asked by justice officials to provide support to the trial. In addition to logistical support, Tt DPK also monitored the proceedings for their compliance with Haitian law and internationally accepted fair trial standards.

The timely completion of the trial and the convictions were a triumph in light of the difficult conditions that included, to quote a recent article in the New York Times, "screaming lawyers playing to a raucous crowd, a prosecutor who had never tried a case before, allegations of witness intimidation, and trial sessions conducted in semi-darkness." Judge Vaval was the target of numerous death threats during the 3 month trial. The decision was notable in a country where public officials are rarely held accountable for abusing their power. "[T]his is a real landmark moment for Haitian justice," said William O'Neill, an American human rights lawyer with extensive experience in Haiti, when speaking to the New York Times.

The PROJUSTICE team is interviewing prisoners and meeting with prosecutors to help release detainees in prolonged pretrial detention, assisting courts and prosecutors with improving case management, educating the public on their legal rights and how to access justice, and supporting amendments to the criminal codes to modernize the justice system. ■

## Guatemala: Tt DPK-Supported Geographical Information System Enables Targeted Crime & Violence Prevention and Enforcement

On October 24, 2011, Tt DPK's Project Against Violence and Impunity (PAVI) team in Guatemala met with Attorney General Claudia Paz y Paz Bailey to officially present the Geographical Information System (GIS) that will be installed in the Analysis Unit of the Public Ministry in the capital city's Prosecutor's Office. The GIS will enable the Analysis Unit to locate criminal acts through geo-coding addresses and will map the concentration of criminal activities. The system will help identify crime patterns and provide experts in the Unit with statistics for each region in Guatemala. The GIS will support the efficient distribution of cases, the ability to indicate better locations of future prosecutors' offices, and increasing police presence in areas where organized crime is growing.

Despite the best efforts of national institutions and officials, there has been a rampant increase of violence in Guatemala over recent years. Accepting the new GIS system, Attorney General Paz y Paz stated, “This is what we were dreaming of but never knew how to attain it. Now the doors are open.” During the meeting, Ms. Paz y Paz and other Public Ministry officials expressed how pleased they are with the work of the Project and their gratitude for having an advanced tool such as GIS that will support their efforts to prosecute crime efficiently. ■

## Interview with Daniel Dobrovoljec - Chief of Party for DRC ProJustice

Daniel Dobrovoljec, Chief of Party (COP) of Tt DPK’s five-year ProJustice judicial strengthening project in the Democratic Republic of the Congo (DRC), recently visited San Francisco to participate in Tt DPK’s financial and compliance training and conduct work planning with the home office DRC team. We spoke with him about his background and how he likes working for the Tt DPK project based in Kinshasa and four provinces of the DRC.

### What is some of your background that led to you working for Tt DPK in the DRC?

I am from there (sub-saharan Africa) originally. I was born on the continent and I have always dreamed of going back. I am enjoying every minute of it. I know it can be hazardous at times. I am not totally naive, but for personal and professional reasons, I love ProJustice, what we are doing, and what I am doing.

### How did you get involved with Tt DPK?

ProJustice started in late 2008 with another COP, whom I met during the interview and selection process for a UN position in Kinshasa. We had a good rapport and kept in touch. I became the team leader of another judicial reform project in Mauritania. A few months later when the original COP was selected for a UN post and was leaving the Tt DPK project, he contacted me and asked if I would be interested. Thanks to him I got in touch with Tt DPK and I was accepted. I celebrated two years as COP of ProJustice on October 10, 2011.



*Mr. Dobrovoljec (far left) with DRC project team*

### What changes have you seen in the justice sector since becoming COP?

There are a number of new institutions – such as the High Judicial Council (Conseil Supérieur de la Magistrature) – which are still embryonic. We are very active with these institutions at the central level. We have really been a part of their institutional birth and that is rewarding. The way the Conseil Supérieur de la Magistrature works is still far from perfect but the fact that it exists and is developing means that there is hope for more independence of the magistracy and the judiciary.

### What are some of the major challenges that ProJustice has faced?

I would rank corruption as the number one. It is difficult and it

has a direct impact on our activities. Recently I had to report a magistrate trying to get a bribe from us, which is a silly thing to even ask from the COP of a project financed by the American government! To seek a bribe from a project called ProJustice? I was shocked.

### What are some of the greatest impacts of ProJustice so far?

The renovations we have been able to finance and carry out in the pilot courts. This has really had an impact on the working conditions of the magistrates. This is something they are grateful for. Second, we have been able to improve managerial capacities, both in court management and more importantly in case management, and that is progressing well. And now we are working to multiply these effects all over the DRC. We had such positive results—for example in training judges and judicial staff—that now the Ministry of Justice has adopted our training courses to be taught all over DRC. We are also working in the archiving of cases which has not been done in the past 50 years. ■

## Tt DPK Works to Improve Civil Society Oversight of Public Expenditure in the Dominican Republic

In the Dominican Republic, a lack of cooperation between government institutions and civil society is a key problem. This can cause delays when trying to identify and implement effective reforms to improve transparency and accountability and decrease corruption. With the support of Tt DPK/Tt ARD’s jointly implemented Transparency and



*Yokasta Guzmán and Licelott Marte with members of a social control workshop*

Accountability Project (TAP-DR), the Cámara de Cuentas (CCRD) which performs both a government oversight and external auditing role, is working with a key civil society association, Participación Ciudadana (PC), to overcome this communication problem and ensure that citizens understand they have the right to request information that the CCRD possesses related to government audits, the government budget, and other key issues. This collaboration is important because lasting transparency and accountability reforms typically result only when there is both pressure from civil society and cooperation between civil society organizations and government institutions.

Until recently, the legal structure of the Dominican Republic did not encourage citizens to monitor the performance of government institutions. The 2010 Constitution and other recent laws empower civil society to monitor and help control the use of public funds. TAP-DR has been working for the past three years to advance implementation of these laws.

On November 16, 2011, the project coordinated an event involving representatives of the CCRD, PC, and other civil society organizations from six major provinces in the Dominican Republic to highlight the important role civil society has in social control. The ceremony screened a documentary featuring positive examples of interactions among key governmental and civil society actors.

This event, and prior workshops, showed that through increased awareness of citizen rights and access to public information in the government, Dominican citizens are better able to monitor the performance of government officials. ■

## Iraq: Law on Lawyers Conference Highlights Access to Justice Issues

Tt DPK's Access to Justice Program in Iraq has been working with the Iraqi Bar Association (IBA) on two important new requirements for lawyers: 1) to provide *pro bono* legal representation on at least two cases involving vulnerable or disadvantaged Iraqis



*Speaker at Law on Lawyers Conference*

each year and 2) to attend continuing education courses in human rights awareness. The IBA board also requested that the program help support a legal conference on other proposed amendments to the Law on Lawyers, the law which regulates Iraq's 50,000 licensed legal professionals. These changes mark the first time this law has been updated since its initial induction.

In September 2011, approximately 350 legal professionals representing 15 governorates of Iraq attended a conference at the IBA headquarters in Baghdad. Discussions at the conference focused on the above issues as well as the role of lawyers in securing the rights of Iraqi citizens. The headway made in discussing the required *pro bono* work was one of the highlights of the conference. "This article [on *pro bono* obligations] is the single most important article of the (new draft) law," said Jassim Ramadan, head of the Lawyers Rights Defense Committee in Iraq from Mosul. "Our profession is humanitarian in nature and providing free legal service for the needy is an honorable thing to do," he proclaimed.

The Iraq Access to Justice Program will be providing further technical assistance in advocating for the formal adoption of the law by Parliament with the backing of the Iraqi legal community and then facilitating the introduction of the new obligations in the regulatory framework. ■

## Tt DPK Develops New Institutional Strengthening Tools

In Fall 2011, Tt DPK added two institutional development tools to its Technical Best Practices Toolkit designed to encourage public sector institutions to self-evaluate their institutional capacity on a range of indicators, such as planning, public relations, and human resources and financial management. This self-assessment approach cultivates buy-in for capacity building projects and prioritizing of institutional strengthening activities. A simple numerical scoring system makes it easy to define technical assistance needs and priorities while monitoring progress over time.

The Institutional Development Tool can be applied to non-governmental as well as public sector institutions of any type. The Judicial Management Institution Development Tool is designed

for capacity building programs with judicial councils, justice ministries, and any other entities with direct authority over the affairs of the judiciary. The latter tool draws on the lessons from the Tt DPK founders' experience as administrative directors of federal and state judicial systems in the US as well as Tt DPK's successful experience implementing over 70 judicial management capacity building programs.

Rebecca Silva, Tt DPK Project Implementation Director, commented, "We are excited to put these tools to use as they provide our teams a straightforward process to building collaborative working relations with partner organizations who typically are apprehensive about institutional change and project intervention in their operations. The tools make it very clear what must be in place for an organization to achieve a culture of efficiency, integrity, and excellence."

Tt DPK's newest tool aligns with the principles in the USAID Human and Institutional Capacity Development Program and USAID Forward, which highlight the strategic importance of building capacity of local organizations in developing countries and preparing local institutions to receive direct funding from the US Government. The institutional development tool is currently being put to use in the new USAID Macedonia Judicial Strengthening Project, which places a focus on building capacity of civil society organizations operating in the legal sector. ■

## Georgia: Kakha Tsikarishvili Receives Tt DPK Leadership Award at Ceremony Celebrating Project Achievements

In September 2011, at the close-out ceremony for the Georgia Judicial Administration and Management Reform (JAMR) Project, the Tt DPK Leadership Award was presented to Kakha Tsikarishvili, who served as Deputy Chief of Party for the duration of the 4-year project. Kakha distinguished himself as a highly committed, knowledgeable, and enthusiastic project leader, who earned the trust and respect of the members of the judiciary at all levels.

Kakha has developed a strong expertise in judicial branch management which benefited both the project and the judicial reform process in Georgia. In addition to successfully carrying out his senior management functions on the project, Kakha performed extensive day-to-day technical work. He advised judicial leadership on high level policy matters; delivered case and court management trainings for judges, court staff, and attorneys; drafted case management textbooks and court regulations; led efforts to automate the court's workflow; organized and facilitated bench-bar committee meetings; and oversaw a large internship program.



*Kakha Tsikarishvili with the Leadership Award*

The JAMR project had a major impact on judicial reform in Georgia. With the adoption of modern case management principles, the pace of litigation has accelerated significantly in the Georgian courts. Over the project life, average pending judge caseloads were reduced from 450 to 60 per judge and case processing times were reduced to 90 days on average. At the closing ceremony, Konstantin Kublashvili, the Chief Justice of Georgia, commented that the Tt DPK project was a model for how donor projects can work together with the judiciary in advancing its strategic goals. ■

## New Projects and Contract Extensions

**Liberia Mitigating Land Disputes Program:** In November 2011, the US Department of State's Bureau of International Narcotics and Law Enforcement Affairs (INL) awarded Tt DPK a three-year contract (one year with two one-year options) to carry out the Liberia Mitigating Land Disputes Program. The program will focus on the remote counties of Lofa and Nimba where land disputes present risks of conflict and instability. Focus areas include development of countywide security plans, citizen engagement in conflict resolution, and community policing.

**West Bank Justice Sector Assistance:** INL awarded Tt DPK the West Bank Justice Sector Assistance Project III in October 2011. Tt DPK implemented the predecessor project from 2009 to 2011, assisting Palestinian public prosecutors and civil police to carry out transparent criminal investigations and prosecutions. The new project will continue this work, with a focus on the governorates of Bethlehem, Ramallah, and Salfeet.

**Macedonia Judicial Strengthening Project:** Tt DPK was awarded the three-year, USAID-funded Macedonia Judicial Strengthening Project in November 2011. The project will work to improve the independence and effectiveness of Macedonia's judiciary and strengthen the role of civil society and the media in advancing judicial reforms as Macedonia seeks accession to the European Union.

**Jordan Rule of Law Program:** USAID exercised the two-year option period of Tt DPK's Rule of Law Program in Jordan, extending its end date to 2013. The program's scope of work

## Staff News: Baby Boom

Tt DPK is happy to announce two new additions to our family. Razili Datta (Project Implementation) gave birth to **Taavi Singh Ahuja** on September 12 and Arum Lansel (Project Implementation) welcomed **Benjamin Lansel** on November 4. Both moms are happy and healthy. Benjamin poked his head into the annual holiday party in December (for his first public appearance) to a very excited Tt DPK staff.



*Taavi*



*Benjamin*

for the option period has been modified in response to Constitutional reforms that have presented a window of opportunity to strengthen judicial independence and democratic checks and balances in Jordan. The program will also initiate activities to strengthen the work of prosecutors and access to legal assistance for Jordanian citizens.

**Dominican Republic Transparency and Accountability Program:** The TAP-DR project received an increase in funding from USAID in November 2011. The added funds will be used to support priorities under the government's national anti-corruption action plan and to strengthen fraud investigation, among other areas. ■

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