



TETRA TECH DPK

WILLIAM E. DAVIS PROJECT ACHIEVEMENT AWARD REPORT

**2011 SUBMISSIONS ON *SUSTAINABILITY*
IN TETRA TECH DPK FIELD PROJECTS**



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1. OVERVIEW

In 2010, Tetra Tech DPK (Tt DPK) launched an awards program to recognize the achievements of our many field projects around the world and to share ideas and best practices. Building on the first year's successful competition which recognized our most innovative field project activities, this year we transformed the award program into a competition with rotating themes. The first year's competition recognized innovation in our field projects, while this year's competition recognizes our projects' efforts toward sustainability.

Our project teams were invited to nominate a project initiative, approach, or methodology that is fostering sustainability in the fields of rule of law, justice sector operations, public sector governance, or civil society involvement. We named the award after William E. Davis, demonstrating our abiding respect and admiration for Tt DPK's co-founder, who has championed innovation and sustainability throughout the history of Tt DPK.

An Evaluation Committee was established to review the submissions based on the following criteria:

- **Significance:** Addresses an important issue or problem
- **Effectiveness:** Successfully achieves the goals and purposes of client, company, or project, and produces tangible results
- **Sustainability:** Has a strong likelihood of being sustainable after project closeout

Committee members independently reviewed and assessed each submission, assigning a score of 1 to 10 for each of the three criteria set out above.¹ First, second, and third place prizes were awarded for the submissions receiving the highest total scores. Other meritorious submissions received honorable mentions.

This report summarizes the winning submissions for 2012 with the goal of promoting the sharing of best practices. The impressive collection of submissions demonstrates the high quality of work and service provided to our clients in the improvement of justice sector delivery around the world.

We commend all our projects for their commitment and hard work, creativity, and efforts to ensure sustainability. We also take this opportunity to thank the members of the committee for their participation and thoughtful feedback.

2. EVALUATION COMMITTEE PROFILES

Tt DPK selected four prestigious members of the international development community to evaluate the submissions for the William E. Davis Project Achievement Award: Clifford Brown, Paula O. Goddard, Carol L. Martin, and James H. Michel.

Clifford Brown

Clifford Brown was with USAID for 22 years and most recently the Mission Director for Guinea and Sierra Leone. He also served as Country Representative in Kyrgyzstan, Deputy Director in Colombia, and Democracy Office Chief in Nicaragua. Earlier in his career, he was a Regional Legal Advisor in Guatemala, Honduras, Kenya, and Washington D.C. He also is a former partner of Ervin, Cohen & Jessup in Beverly Hills, California. He now practices law in Washington State.

Paula O. Goddard

Paula O. Goddard is Tetra Tech ARD's former Vice President for Program Operations and is currently serving as Special Advisor. She is an expert in democracy and governance, anticorruption and transparency, economic restructuring, social sector programs, and gender issues. She is an experienced senior manager responsible for international technical cooperation, development assistance programs, and directing multi-million-dollar activities involving politically sensitive issues in developing and transitioning countries.

¹Any committee member having prior knowledge or contact with a particular project recused him- or herself from evaluating that project's submission, and an average of the other committee members' scores was used.

Carol L. Martin

Carol L. Martin is an international development professional with technical expertise in strategic and policy planning, specializing in issues related to democratization, gender equality, and good governance. She has provided leadership in designing, managing, and evaluating a range of programs for governments, non-profit organizations, and institutions of higher education in the US and abroad. She currently lends her expertise as an independent consultant to organizations including Strategic Research, Inc. and Tt DPK.

James H. Michel

James H. Michel, former US Ambassador to Guatemala, is a respected expert in economic and social development, good governance, and rule of law. As USAID's highest ranking career officer (Counselor), he recently provided management direction and oversight for agency policy and operations as well as assisted the agency's transition to new leadership and in developing new policies and operational reforms. He has served as a Special Advisor to Tt DPK for many years.

3. WINNERS AND HONORABLE MENTIONS

Tt DPK congratulates the winners for their outstanding project achievements:

First Prize:

- Iraq Access to Justice Program: Securing the Rights of and Improving Services for Persons with Disabilities

Second Prize:

- Jordan Rule of Law Program: Establishing the Technical Office of the Cassation Court

Third Prize (Tied):

- Democratic Republic of Congo (DRC) ProJustice Project: Criminal Code Compendium
- Macedonia Judicial Reform Implementation Project/Judicial Strengthening Project: Automation of the Macedonian Judiciary

Tt DPK also commends the following meritorious submissions:

Honorable Mentions:

- Afghanistan Rule of Law Stabilization-Formal Project: Increasing Female Engagement in Afghanistan's Judiciary
- Dominican Republic Justice Project: Management Models
- Dominican Republic Justice Project: Institutional Integrity System
- Dominican Republic Transparency and Accountability Project: Improvement of Public Procurement Systems
- DRC ProJustice Project: Training Judicial Personnel and Trainers
- DRC ProJustice Project: Gender Violence Pictorial Flip Chart
- Guatemala Program Against Violence and Impunity: Establishing Quality Standards for Victims Assistance
- Guatemala Program Against Violence and Impunity: Establishment of a Positive Leadership Network
- Haiti PROJUSTICE Project: Support for the High-Profile Trial of Haitian Police/Prison Officials
- Liberia Mitigating Land Disputes Program: Creating the Nimba County Security Council
- West Bank Justice Sector Assistance Project III: Fugitive Apprehension/Warrant Execution



The winners and honorable mentions were awarded cash prizes, to be spent according to project staff wishes.

4. SUMMARIES OF WINNING SUBMISSIONS

The Evaluation Committee evaluated submissions from 11 Tetra Tech DPK projects around the world, awarding first, second, and third prizes to the highest scoring submissions. A brief summary of each of the winning submissions follows.

First Prize: Iraq Access to Justice Program (IA2J): Securing the Rights of and Improving Services for Persons with Disabilities

- **Description of the Initiative:** IA2J applies a twin-track approach in support of disabled persons: (1) initiating participatory dialogue between the state and civil society to secure fundamental rights for persons with disabilities, while concurrently (2) improving services available to them.
- **Significance:** Properly assisting the between two and three million Iraqis—between seven and ten percent of the population—that have a disability is an immense challenge for Iraq that affects all ages, genders, nationalities, and religions.
- **Effectiveness:** IA2J has provided significant benefits to disabled persons in Iraq by: (1) supporting civil society organizations (CSOs) to develop advocacy and communication strategies on behalf of persons with disabilities by conducting capacity-building sessions and providing technical assistance, (2) facilitating an energetic dialogue between the state and CSOs on issues specific to disabled persons; and, (3) helping to catalyze the Government of Iraq's decision to accede to the UN Convention on the Rights of Persons with Disabilities, which protects, promotes, and ensures the full and equal enjoyment of all human rights by persons with disabilities.
- **Sustainability:** By focusing on facilitating meaningful dialogue about services to persons with disabilities, promoting local ownership, and building the capacity of CSOs, IA2J is confident that this twin-track approach will be sustainable in the long run.

Second Prize: Jordan Rule of Law Program (ROLP): Establishing the Technical Office (TO) of the Cassation Court

- **Description of the Initiative:** The ROLP supports the establishment of a TO to manage the screening, organization, research, review, and issuance of final judgments of all cases brought to the Cassation Court by: (1) assisting in developing the necessary legal framework and (2) providing office equipment and training for TO personnel.
- **Significance:** The Cassation Court is the highest court in Jordan and its operations and management set a standard for the entire judiciary, but it often processes cases, reviews appeals, and renders decisions with significant delays. A more timely, consistent, and uniform jurisprudence will enhance citizen respect for and confidence in the judiciary as a whole.
- **Effectiveness:** After only one year of operation, the TO has had a significant and positive impact on the delivery of justice by the Cassation Court in Jordan. According to its 2011 Annual Report, the TO has: (1) reduced case processing times; (2) resolved inconsistencies in legal precedents; (3) widely disseminated and archived decisions and judgments; and (4) prepared a handbook outlining the steps necessary to

CLIENT COMMENTS

“Congratulations to you and the Component No. 3 Team in initiating the Roundtable on Rights of People with Disabilities which gathered all key stakeholders...It is becoming evident that as a result of your excellent cooperation with the COMSEC and the Citizens’ Affairs Office, the project can play an important role in supporting constructive dialogue among all Iraqi key stakeholders to reach consensus on the most important issues critical for improving policies affecting disadvantaged and vulnerable Iraqis.”

– Slavica Radosevic, Contracting Officer's Representative, USAID/Iraq IA2J Program



challenge appellate court decisions.

- **Sustainability:** Given its strong internal leadership, the confidence the Judicial Council has in the TO as an institution, and the fact that it operates without ROLP financial or material support, there is little doubt that the TO will be sustainable long after the project ends.

Third Prize (Tied): Democratic Republic of Congo ProJustice Project: Criminal Code Compendium

- **Description of the Initiative:** The ProJustice Project seeks to create and distribute a single Congolese Criminal Code Compendium—combining all Parliamentary laws, Presidential Orders, Decrees, and Ministerial Orders providing for criminal sanctions—to improve legal knowledge among justice sector actors and the public and to facilitate and standardize the work of the judiciary.
- **Significance:** Criminal laws and decrees in the DRC were scattered across dense legal texts and journals and were not readily available as a reference for magistrates, lawyers, or prosecutors, let alone the public. The Compendium will provide a comprehensive legal reference book for justice sector actors and the public, a necessary resource for the stable functioning of a government.
- **Effectiveness:** The Compendium meets cross-cutting goals across all of ProJustice’s components, such as supporting the establishment of new judicial institutions, more effective and transparent management of the judiciary, and more effective, transparent, and accessible court operations. The judiciary, the DRC Government, and local non-governmental organizations (NGOs) welcomed the publication and expressed their appreciation for the creation of a comprehensive and accessible legal reference book.
- **Sustainability:** The Compendium is the only full legal reference book on the criminal legislation of the DRC being used by all magistrates, bar associations, NGOs, and several universities. Due to the quality of the editing and printing, its widespread use and support, and word of mouth about its quality and utility, there is little doubt about the sustainability of the initiative.

Third Prize (Tied): Macedonia Judicial Reform Implementation Project (JRIP)/Judicial Strengthening Project: Automation of the Macedonian Judiciary

- **Description of the Initiative:** After a careful evaluation of the courts’ existing case management system (CMS) and consultations with judicial authorities, JRIP began developing an Automated Court Case Management System (ACCMIS) to improve and further the automation of the Macedonian judiciary.
- **Significance:** While two previous efforts to automate the courts’ CMS in Macedonia had been unsuccessful and court personnel had become accustomed to seeing these initiatives fail, the successful deployment of a new CMS would improve court transparency and data reliability through standardized processes and automatic report generation.
- **Effectiveness:** As of January 2010, ACCMIS was implemented in all 33 Macedonian courts, permitting greater transparency, standardization, and

CLIENT COMMENTS

“These achievements would not have been possible without the efforts and support of dedicated [partner] organizations, especially the USAID-funded PAVI project that you manage with dignity. We have benefited from your counsel, and technical and financial assistance in judicial and administrative matters.”

*—Thelma Esperanza Aldana Hernandez
Chief Justice - Guatemalan Judiciary*



accessibility of information for justice sector actors and the public. As of March 2012 all 33 Macedonian courts continue to use ACCMIS to carry out their daily operations.

- **Sustainability:** Through the use of a consultative approach during development and rollout, ongoing trainings for justice sector actors, and creation of institutional mechanisms to maintain ACCMIS after project closure, JRIP ensured the long term sustainability of the initiative. The new USAID-funded rule of law project in Macedonia is supporting the continued use of ACCMIS by providing trainings on the use of ACCMIS as a management tool for court operations, planning, and budget preparation.

5. SUMMARY OF HONORABLE MENTIONS

A. Afghanistan Rule of Law Stabilization-Formal (RLS-F) Project: Increasing Female Engagement in Afghanistan’s Judiciary

RLS-F fosters equality and diversity in the judicial system by expanding the cadre of women who are ready to serve in courts throughout Afghanistan. To increase female engagement in the judiciary, RLS-F ensured that females were targeted in outreach efforts. Development experts have long heralded gender equality and women’s empowerment as an efficient lever for poverty reduction. Research has provided widespread validation to the notion that investing in women not only has a positive impact on individual women, but also on families and societies. There has been progress in increasing the number of women judges in the Afghan judiciary. The hallmark of sustainability is the host country buy-in that RLS-F has garnered every step of the way. The Afghanistan Supreme Court has agreed to the expansion of the judicial training program, the establishment of a female dormitory, and the formation of the Afghan Women Judges Assembly (AWJA).

B. DRC ProJustice Project: Training Judicial Personnel and Trainers

ProJustice developed individual training modules for clerks and prosecutors’ secretaries based on a needs assessment and in conjunction with local partners. ProJustice helped the School for the Training and Continuing Education of Judiciary Personnel (EFRPJ) to prepare the training modules. This initiative allows the EFRPJ to have a single, standardized curriculum for the training of clerks and prosecutors’ secretaries throughout DRC. The trainings help enhance the skills of court personnel, who in time will be able to provide better judicial services. ProJustice’s two-fold strategy has created a coherent training package that is effective in the pilot provinces and will be rolled out nationwide by the EFRPJ. The widespread availability of standardized training modules, along with the placement of certified trainers even in distant provinces, ensures sustainability after project closeout.

C. DRC ProJustice Project: Gender Violence Pictorial Flip Chart

ProJustice supported the design, development, and production of a laminated cartoon-format Pictorial Flip Chart to educate the public on sexual and gender-based violence (SGBV). The SGBV Flip Chart is a practical and simple tool to teach a wide audience. The Flip Chart has had wide success in the pilot provinces supported by ProJustice and is expected to do the same at the national level. An estimated 30,000 Congolese have been trained directly on SGBV issues using the Flip Chart, while about 1,000,000 know of the Flip Chart. Because the Flip Chart has been distributed throughout the project’s pilot provinces to CSOs and DRC government agencies, its

CLIENT COMMENTS



“The journalists enjoyed their visit to the ALE (USAID Academic Legal English) program – we are grateful for the chance to see young lawyers pursuing the future of Afghanistan! It was truly impressive. Best wishes for continued success with this valuable program!”

—Daniel Mattern, Public Diplomacy Officer for Partner Nation Outreach (State Department)



influence will continue after the project ends.

D. Dominican Republic (DR) Justice Project: Management Models

After the adoption of the Code of Criminal Procedure, the DR government required an administrative model to manage justice system offices (courts, prosecutors, public defenders). The Justice Project partnered with justice sector leadership to develop ‘management models’ for each type of office that enable effective implementation of the new Code. The Project helped design, test, and disseminate the management models, trained staff, remodeled offices, and developed a customized e-justice module that automates many office processes and enhances inter-institutional coordination. Based on the work to develop the management models, the judiciary received a prestigious award from the Brazil-based O’Globo Group and the judiciary and public defender offices received medals from the President of the DR in recognition of improving the quality of services provided to the public. The Justice Project has assisted justice sector counterparts to develop their capacity to continue and expand the management models system wide.

E. DR Justice Project: Institutional Integrity System (IIS)

The purpose of the IIS is to improve justice services and promote positive institutional change by stimulating understanding that individual ethical conduct within the justice system has a larger impact on overall institutional effectiveness. The IIS program compels justice institutions to design institutional integrity mechanisms such as codes of ethics and merit-based personnel management systems. The Directorate General of the Judiciary, along with experts from the Directorate of Judicial Affairs, the National Judicial College, and the Tt DPK Justice Project collaborated to implement the IIS throughout the Dominican justice sector. The positive impact of the IIS on promoting professionalism in the justice system has been recognized in various external evaluations and surveys of justice system personnel and stakeholders. The project helped transfer responsibility for IIS implementation to the judiciary to assure its sustainability.

F. Dominican Republic Transparency and Accountability Project (TAP-DR): Improvement of Public Procurement Systems

TAP-DR improves organizational performance in the areas of: (1) access to information, (2) procurement and public contracting, (3) internal controls, and (4) external controls. Since its inception three years ago, TAP-DR has been successful in implementing its project goals. Today, the DR has more offices and mechanisms for access to public information, better disclosure and knowledge of procurement and contracting regulations, and supplementary mechanisms for control of public resources. The project has ensured the sustainability of these initiatives by using technology to improve the quality and number of audits, supporting a Conference on the Law on Access to Public Information, and developing manuals and training to assist with implementation of procedures established by the National System of Procurement and Public Contracting.

G. Guatemala Project Against Violence and Impunity (PAVI): Establishing Quality Standards for Victims Assistance

PAVI works with Guatemalan authorities to define and adopt quality standards to assist victims of crime. The initiative was designed to increase quality control over service providers’ work by: (1) facilitating inter-agency consensus-building on comprehensive assistance to victims; (2) including quality standards on the agenda of government agencies and victims services and; (3) promoting evaluation of victims’ services work. The collective effort among justice institutions and CSOs to adopt quality standards for crime victim assistance improved coordination between different service providers and facilitated comprehensive assistance to victims. PAVI has seen positive long-term changes in Guatemalan institutions, such as people appearing as witnesses in criminal proceedings.

H. Guatemala PAVI: Establishment of a Positive Leadership Network

PAVI established Intra- and Inter-Institutional Technical Teams (ITTs) to develop and implement technical, functional, and organizational change processes within the Guatemalan justice and security sector. PAVI strengthened institutional communication, fostered collaborative work approaches, and generated a network of institutional leaders. ITTs assessed the aspects of the 24-hour courts and saw improved coordination and collaboration between the Public Prosecutor and Police’s Criminal Information Dissemination Center. The Public Prosecutor and the National Institute of Forensic Science have cemented their cooperation efforts through official institutional agreements that will lead to increased efficiency and systematic improvements in criminal prosecution. The ITTs

have become permanent platforms for institutional change and improvement in the justice and security sectors.

I. Haiti PROJUSTICE Project: Support for the High-Profile Trial of Haitian Police/Prison Officials

PROJUSTICE supported the Les Cayes prison trial. After the earthquake, detainees were killed during an alleged prison escape attempt. Several police officers and prison guards were arrested. PROJUSTICE supported the management of the trial which had historical significance because it was one of the few occasions in Haitian history that government actors were held accountable for their acts and abuses of power. The trial is a significant precedent for the rule of law in Haiti. The logistical support provided by PROJUSTICE enabled the trial to proceed to timely completion, and the convictions were a triumph in light of the difficult working conditions in Haiti. All the accused were found guilty and the trial showed Haitians that judging public officials is possible. In the future, officials will know that there are consequences to abusing their power; judges, prosecutors, and lawyers will be less hesitant to try high profile cases; and victims and their families will know that fair justice is possible.

J. Liberia Mitigating Land Disputes Program (MLDL): Creating the Nimba Country Security Council

MLDL seeks to address local disputes before they erupt into violence through the establishment of entities to serve as early warning and response mechanisms—County Security Councils (CSCs). MLDL adopted a multi-pronged strategy to foster local ownership and build sustainability into the CSCs. Although the CSCs were initially planned in 2010 there was no support from the national government while the local population had neither the personal investment nor a clear understanding of what the CSCs could accomplish. To counter the response that initially greeted the CSC model, the MLDL team engaged nearly every head of the security sector, discussing how establishing the CSC could increase security, give them better access to resources, and showcase the region as an example to the rest of Liberia. The CSC went from a program foisted on the community to a program perceived as a creation of the community and essential to improved security. To recreate the CSCs and ensure their sustainability past the end of the MLDL program, MLDL promoted local ownership through intensive efforts to secure the individual support of highly placed community members and agency heads. The MLDL initiative is sustainable because it is engaging the local community and creating ownership. While MLDL startup costs will be significant, the CSCs will require little additional financing or support once established because they work through existing government structures.

K. West Bank Justice Sector Assistance Program (JSAP III): Fugitive Apprehension/Warrant Execution

The JSAP III Fugitive Apprehension/Warrant Execution Initiative deals with one of the problems affecting the Palestinian justice sector: an inefficient warrant execution procedure and corresponding criminal impunity. One of the many issues facing the Palestinian justice sector is the jurisdiction of ‘Area C.’ These areas are under Israeli control, and therefore warrants issued for individuals located in an Area C are un-executable. Although the Fugitive Apprehension/Warrant Execution Initiative is new it is already making a difference in the field. Within the first week of its operation, the computerized vehicle patrol had executed five arrest warrants.

APPENDIX A. DESCRIPTIONS OF PROJECT SUBMISSIONS

The Evaluation Committee received submissions from 11 Tt DPK projects around the world. A detailed description of each of the submissions follows.

FIRST PRIZE: IRAQ

Access to Justice Program (IA2J): Securing the Rights of and Improving Services for Persons with Disabilities

Description of the Initiative: IA2J applies a twin-track approach in support of disabled persons. This approach has initiated participatory dialogue between the state and civil society to secure fundamental rights for persons with disabilities while concurrently improving services available to them. This approach emphasizes sustainability by promoting local ownership and building the capacity of CSOs.

The project is promoting local ownership by fostering dialogue between the state and civil society. Persons with disabilities are also participating in this initiative by articulating their needs and becoming part of the decision-making process.

This twin-track approach builds the capacity of CSOs through targeted grants and assistance. The initiative allows the organizations to take the lead in providing quality services, raising awareness of legal rights, and presenting positive images of persons with disabilities.

Significance of the Initiative: The approach is significant because properly assisting people with disabilities is an immense challenge for Iraq and it affects all ages, genders, nationalities, and religions. The GOI Ministry of Health estimates that between two and three million Iraqis—between seven and ten percent of the population—have a disability.

The project identified the challenges facing persons with disabilities in Iraq through its Preliminary Assessment of Vulnerable Populations in June 2011. The assessment team interviewed 27 CSOs, and respondents perceived the difficulties facing disabled persons as more severe than those facing other vulnerable groups. As a result, the project selected persons with disabilities as one of the eight target vulnerable groups to receive assistance.

Effectiveness and Sustainability of the Initiative: In January 2012, the GOI ratified the UN Convention on the Rights of Persons with Disabilities (the UN Convention), which protects, promotes, and ensures the full and equal enjoyment of all human rights by persons with disabilities. While the GOI acceded to the UN Convention for a variety of reasons, one important catalyst was the energetic dialogue between the state and CSOs, generated by the Iraq Access to Justice Program.

In the spring of 2011, IA2J began working with CSOs to develop advocacy and communication strategies on behalf of persons with disabilities. The organizations used these strategies to take the lead in raising awareness of the GOI’s responsibility to ensure the rights of disabled persons. For example, the Iraq Alliance of Disability Organizations (IADO) articulated the importance of the UN Convention through a series of meetings with the GOI including the Human Rights Committee. IA2J urged the state to respond to civil society and discussed with the Ministry of Labor and Social Affairs (MOLSA) how it could involve the civil society in the process leading to accession. As a result, MOLSA raised the concerns of IADO during plenary sessions.

In December 2011, IA2J saw real progress when government representatives and civil society reached an agreement and recommended to the GOI Council of Ministers that Iraq accede to the UN Convention. IA2J organized a follow-up meeting where the Council of Ministers sought feedback from CSOs supporting disabled persons about the UN Convention. The Council of Ministers then presented and explained the UN Convention to Parliament, which consented and ratified it.

During the lead-up to the UN Convention’s ratification, the project helped CSOs develop advocacy tools and encouraged the GOI to engage with the CSOs. However, the dialogue between them grew organically, and the words and ideas exchanged were their own.

One of the more successful CSOs being funded by the project is the Soran Association for the Care of the Handicapped (SACH). As of March 2012, this organization had answered 220 hotline calls, held 98 legal consultations, worked on 20 legal cases, printed and distributed 1,000 posters, and produced 6 radio programs promoting positive images of persons with disabilities. IA2J also signed a grant agreement with SACH to establish a legal aid center in the Kurdistan Regional Governorate (KRG) and promote awareness of the rights of disabled persons. In addition to funding, IA2J has provided SACH with a wealth of capacity building tools. The project has led multiple capacity-building sessions with SACH and other CSOs grant recipients in the KRG. These workshops focus on organizational development, effective use of the media, strategic planning, monitoring and evaluation, and how to write grant applications. IA2J has also provided SACH with technical assistance in building the skills of its employees at their office and legal clinic along the remote Iran-Iraq border.

IA2J is confident that this twin-track approach will be sustainable in the long run. The project is emphasizing sustainability by facilitating meaningful dialogue about services to persons with disabilities, and promoting



local ownership and building the capacity of CSOs. Civil society and the GOI took ownership of their dialogue concerning persons with disabilities, and this discussion continued after the ratification of the UN Convention, yielding increasing benefits to vulnerable populations. Moreover, the project’s assistance to organizations such as SACH is creating the basis for a strong civil society in Iraq. Capacity building sessions on strategic planning and organizational development intend to provide these organizations with the wherewithal to improve the quality of their programs on their own.

SECOND PRIZE: Jordan

Rule of Law Program (ROLP): Establishing the Technical Office of the Cassation Court

Description of the Initiative: The Cassation Court is the highest court in the Kingdom and as such, its operations and management set a standard for the entire judiciary. Like many courts around the world, however, the Cassation Court processes cases and renders decisions with some delay, often taking years to issue its final judgments after an appeal.

In 2010, ROLP began assisting with developing the necessary legal framework to support the establishment of a Technical Office (TO) of the Cassation Court. ROLP helped prepare administrative directives and regulations which were promulgated (e.g., The Technical Office Regulation of 2010). ROLP provided office equipment and training for TO personnel, including a study tour to Egypt to observe the functioning of the courts there. The TO—consisting of four judges, seven legal research assistants, and administrative support staff—started its work in March 2011. The TO manages the intake of all cases brought to the Cassation Court. The TO judges and legal assistants organize, screen, evaluate, research, and thoroughly prepare the cases prior to distribution to the judges, and they provide further research on cases as requested by Cassation Court judges once the cases are assigned. After the court renders and drafts a decision on the merits, the file is returned to the TO, which carries out a final review and edit of the decision and files the final judgment.

Significance of the Initiative: After only one year of operation, the TO has had a significant and positive impact on the delivery of justice by the Cassation Court in Jordan. Cases reach final judgment quickly, and the backlog has been eliminated. A more consistent and uniform jurisprudence is developing which can only enhance citizen respect for and confidence in the judiciary as a whole.



Participants from CSOs and the Government of Iraq discuss the UN Convention on the Rights of Persons with Disabilities, December 17, 2011

Effectiveness and Sustainability of the Initiative: During its relatively short existence, the TO has reached significant benchmarks. According to its 2011 Annual Report, during the months of March to December 2011, the TO:

- Screened and reviewed at intake 390 civil cases presented before the Cassation Court. The team rejected 195 cases for technical or legal reasons. Identifying such cases at the early stage has led to overall efficiencies in case flow. In the past, cases used to take up to two years before being reviewed by a judge. The TO now distributes the cases to the judges within 30-40 days

- Conducted legal research on 72 cases at the request of the Cassation Court. Some cases deal with similar legal issues and the TO reviews legal precedents to resolve inconsistencies and create a more unified Kingdom-wide appellate jurisprudence
- Disseminated and continues to disseminate decisions and judgments issued by the General Judicial Panel (GJP) of the Cassation Court containing precedent-setting judgments for courts, in addition to publishing judgments in the Judicial Journal. In the past, GJP decisions were sent out via fax. Today, decisions are available on the Judicial Council (JC) website. Additionally, publication in law schools and the JC Newsletter/Magazine effectively broadcasts Cassation Court judgments
- Archived and continues to archive all judgments issued by the Cassation Court
- Prepared a handbook outlining the steps necessary to challenge appellate court decisions in the Cassation Court

There is little doubt that the TO will be sustainable after the project ends. The Head of the TO, Judge Mohammad Al-Shamoot, has provided strong leadership during the first year of the TO, which now operates without ROLP financial or material support. Furthermore, at the request of the JC, the TO researched 18 laws in the Arab world to assist in preparing the draft Judicial Independence Law, which has now been sent to the Government for enactment. This demonstrates the confidence that the JC has in the TO as an institution. The TO of the Cassation Court has already created a standard of efficiency and excellence during its brief existence, proving its value to the judiciary, which makes the project confident that this initiative will be sustainable in the long run.

THIRD PRIZE (Tied): Democratic Republic of Congo

ProJustice Project: Criminal Code Compendium

Description of the Initiative: The DRC ProJustice project, funded by USAID and operating since 2008, compiled all Parliamentary laws, Presidential Orders, Decrees, and Ministerial Orders providing for criminal sanctions into a single Congolese Criminal Code Compendium and presented it to the judiciary in March 2011. The judiciary adopted the Compendium and ProJustice helped distribute 4,600 copies to magistrates, court personnel, and government officials throughout the entire country. This achievement is an important step in improving legal knowledge among justice sector actors and the public, standardizing the work of the judiciary, and facilitating the work of judges, lawyers, and the public.

Significance of the Initiative: Since the peak of the Mobutu regime in Zaire in 1983, criminal laws and decrees were published sporadically at best. These documents were scattered across dense legal texts and journals and were not readily available as a reference for magistrates, lawyers, or prosecutors, let alone the public. There had been no serious effort to consolidate or circulate these documents in 29 years. DRC is only now beginning to recover from decades of war, disaster, and pervasive corruption and mismanagement at every level, and a fair justice system is crucial to the recovery process. The Compendium developed by ProJustice is a single document that highlights the types of legal issues likely to confront magistrates and parties to court cases. Due to ProJustice's initiative, the judiciary now has a comprehensive legal reference book, addressing issues that are critical in the Congolese context, such as child protection and sexual violence, mining and forestry, people living with HIV/AIDS, and international war crimes. The Compendium contains key laws necessary for the stable functioning of the country, such as customs and taxes, political parties, and press freedom.

Effectiveness and Sustainability of the Initiative: The goal of the ProJustice project is to promote and strengthen justice in the DRC. The Compendium meets cross-cutting goals across all of ProJustice's components such as supporting the establishment of new judicial institutions, more effective and transparent management of the judiciary, and more effective, transparent, and accessible court operations. The Compendium addresses a large gap in information at the level of the courts and the government and improves the resources available to the judiciary. ProJustice worked closely with the Ministry of Justice and Human Rights (MOJHR) and the High Judicial Council to develop the Compendium.

The judiciary and the DRC Government welcomed the publication, with both politicians and technical specialists expressing their appreciation for the work carried out by ProJustice. The Dean of the Kinshasa Protestant Law Faculty, Senior Advisor to the MOJHR, remarked that “[The Code] is a veritable Bible for all defendants and

contains a wealth of interesting information for criminal lawyers.” The General Prosecutor of the Republic wrote that “No document like this existed in the Congolese legal system until now [I]t will contribute effectively to the promotion and protection of human and legal rights in DRC.”

The Compendium continues to garner accolades two years after its publication. It was distributed to all 3,800 magistrates of the DRC, the Office of the President of the Republic Joseph Kabila, both Houses of Parliament, the MOJHR, and numerous other ministries at their request. Numerous senators have visited the ProJustice office specifically to request copies of the Compendium.

Local human rights-focused NGOs, such as the Congolese Human Rights Association and Voice of the Voiceless, asked USAID for copies of the document, and the Bar Associations of Goma, Lubumbashi, and Kinshasa/Gombe (the three principal cities in the DRC) sought and received permission to reprint the Compendium at their own expense. With funding from the Defense Institute of International Legal Studies (a US-Government military-funded program working on rule of law training worldwide), ProJustice was able to print 1,000 additional copies for distribution to military judges in the DRC.

The Compendium is comprehensive and accessible. Moreover, the Compendium is the only full legal reference book on the criminal legislation of the DRC being used by all magistrates in the DRC, bar associations, NGOs, and several universities. ProJustice has no doubt about the sustainability of the initiative. Due to the quality of the editing and printing of the Compendium, its widespread use, and word of mouth about its quality and utility, the Criminal Code Compendium will be used in the legal community for years to come.

THIRD PRIZE (Tied): Macedonia

Judicial Reform Implementation Project (JRIP)/Judicial Strengthening Project: Automation of the Macedonian Judiciary (ACCMIS)

Description of the Initiative: The ACCMIS in Macedonia was designed to improve and further the automation of the Macedonian judiciary. The USAID-funded JRIP launched ACCMIS after a careful evaluation of the existing Integrated Court Information System (ICIS). Two previous efforts to automate the courts’ case management system (CMS) in Macedonia had been unsuccessful, and court personnel had become accustomed to seeing these initiatives fail.

JRIP designed a comprehensive approach to implement the new CMS, by first assessing court information, technology, and training needs. The project consulted with Macedonian judicial authorities throughout the process to ensure that the system and its implementation were tailored to national needs and likely to be effective and sustainable.

Significance of the Initiative: Before developing a new CMS, it was essential for the legal nomenclature (terms used in courts’ automated CMS) to be standardized. In March 2008, JRIP formed and facilitated the work of 10 expert groups working on legal nomenclature across departments.

In February 2008, the Ministry of Justice (MOJ) approved the complete overhaul of ICIS with a new CMS. JRIP formed an Executive Committee for this task (JRIP personnel, and representatives from the MOJ, Administrative Office, and the Supreme Court’s information technology (IT) department) to meet regularly on the ACCMIS design and implementation. JRIP helped establish a focus group consisting of typists, registry clerks, IT administrators, judges, legal assistants, and court secretaries to assist the committee to design, test, and pilot the new ACCMIS. In cooperation with the Supreme Court, the project organized a Court Officials’ Consultation Meeting on ACCMIS to assure the acceptance of the system by its future users.

The project selected a company called Edusoft to develop ACCMIS, design the software, and ensure all data was transferred to the new system. Edusoft worked closely with the Executive Committee and the focus groups in this task. ACCMIS was tested simultaneously in the Supreme Court and the Ohrid Basic Court to check the technical and functional capacity of the software. In January 2009, the implementation of ACCMIS in all courts throughout Macedonia using a phased approach began and by the end of September 2009 more than 2,100 court users had received training on ACCMIS. After completing the curriculum, trainers went daily to the courts, providing on-site consultation and support.

The project successfully advocated for the establishment of a national Court Technology Committee, which meets monthly and reviews and approves all changes, extensions, and improvements of the software in response to user needs and legislative changes.

Effectiveness and Sustainability of the Initiative: As of January 2010, ACCMIS became a reality in all 33 Macedonian courts and improved court transparency and data reliability through standardized processes and automatic report generation. The project worked with the courts that demonstrated sufficient level of ACCMIS use, helping them post their monthly schedules of case hearings on their websites. Using the courts' websites, citizens can find the exact date, time, courtroom number, appointed judge, and lay judges.

JRIP ensured sustainability of ACCMIS through a consultative approach during development and rollout, ongoing training, and creation of institutional mechanisms to maintain ACCMIS after project closure. JRIP closed in July 2011, and as of March 2012, all 33 Macedonian courts continue to use the system to carry out their daily operations.

In November 2011, USAID awarded Tetra Tech DPK a new rule of law project in Macedonia, the Judicial Strengthening Project (JSP), which has continued oversight of ACCMIS. Among other activities, JSP is delivering trainings on the use of ACCMIS as a management tool for court operations, planning, and budget preparation.

HONORABLE MENTIONS

A. Afghanistan Rule of Law Stabilization-Formal Project (RLS-F): Increasing Female Engagement in Afghanistan's Judiciary

Description of the Initiative: As a result of war and government instability, judicial training in Afghanistan has been sporadic and largely inaccessible, with only 26 classes graduating over the 43-year history of the country's judicial Stage, a mandatory judicial training program required for all judges in Afghanistan. In May 2011, 140 students graduated from the Stage, qualifying them to work as judges in courts throughout Afghanistan. As a whole, the 24 women in this year's graduating class performed exceptionally well, taking 9 of the top 10 class positions. None of this would have been possible without the efforts of RLS-F in fostering equality and diversity in the judicial system and expanding the cadre of women who are ready to serve in courts throughout Afghanistan. RLS-F was launched in 2010 and is funded by USAID.

In undertaking its initiative to increase female engagement in Afghanistan's judiciary, RLS-F developed a unique, multi-layered approach to ensure that females were targeted at every level to enhance their involvement in this crucial sector. The tailored approach consisted of the following methodology:

Phase 1: Developing "Female Forums" to encourage female law school students to pursue a career in the judiciary. Female Forums bring law students and women judges together to exchange information and practical tips and advice on the process of becoming a member of the Afghan judiciary.

Phase 2: Supporting female students who enrolled in the judicial Stage program. RLS-F provides day-to-day support of the Stage and has also expanded the program from one year to two years to provide increased substantive training and practical skills to graduates. Additionally, RLS-F helps to fund a female dormitory for Stage students to help boost female enrollment.

Phase 3: Promoting active participation of female judges once they have joined the ranks of the judiciary, through support of the AWJA, an all-female organization whose cause is to advance the careers of women judges through professional experiences and opportunities. In 2007, the Afghanistan Supreme Court issued a directive to all female judges not to participate in unsanctioned activities, specifically the AWJA. With the technical and financial advocacy and assistance of RLS-F, however, the AWJA became fully active in 2011 with the drafting of its new charter and by-laws and now boasts a membership of 150 female judges.

Significance of the Initiative: This RLS-F initiative is significant given Afghanistan's checkered history with women's rights. As Afghan women, at the bottom of the pyramid, emerge as critical agents of sustainable development and economic growth, women judges can play a unique and necessary role at the top of the pyramid to ensure the rule of law and access to justice for women and girls.

First, women’s participation in the judiciary is important to establishing a judiciary that is reflective of the society whose laws it interprets. People are more likely to put their trust and confidence in courts that represent all of the individuals that constitute a society. Since women make up nearly half of Afghanistan’s population, their participation is crucial to enhance the court’s legitimacy.

Furthermore, a judiciary composed of judges with diverse experience may provide a more balanced and thus impartial perspective on matters before the court. Female judges have the unique ability to understand circumstances of fellow Afghan women and can help ensure protection of their human rights, especially in the area of domestic disputes, forced marriages, and trafficking and abduction cases, which are quite common in Afghanistan.

Effectiveness and Sustainability of the Initiative: The initiative is effective as evidenced by the phenomenal progress in increasing the number of women judges in the Afghan judiciary. For example:

- Afghanistan’s judicial Stage training program has seen a 50 percent rise in the number of applications for admission from women in the past three years, with women making up more than 20 percent of current judicial Stage students
- Nine of top 10 judicial Stage students graduating in May 2011 were women
- Four years ago, less than 3 percent of judges were women (41 female judges). Today, 10 percent of judges are women (150 female judges)
- In professional career placement, highly competent and well-educated women judges are in leadership positions in primary and appellate courts and serve as Supreme Court advisors and researchers

The hallmark of sustainability in this initiative is the host country buy-in that RLS-F has garnered every step of the way. The Afghanistan Supreme Court has provided its approval of all three phases of this initiative. It has agreed to the expansion of the judicial Stage program, the establishment of the female dormitory (funding for which has been allocated in its future budget), and the formation of the AWJA. In fact, in July 2012, the Supreme Court hosted the AWJA’s inaugural conference in Kabul.

Not only is this initiative sustainable, but it also lends itself well to effective nation-building. Development experts have long heralded gender equality and women’s empowerment as an efficient lever for poverty reduction. In recent years, research has provided widespread validation and support to what has been termed “the multiplier effect.” The multiplier effect is the notion that investing in women and girls not only has a positive impact on the women and girls themselves, but also on their families and the societies in which they live. Furthermore, such economic and professional empowerment results in improving the lives of the family unit, as women are more likely than men to spend their incomes on their family—including the health and education of their children. All of these reasons underpin the sustainability and impact of this RLS-F initiative in Afghanistan.

B. DRC ProJustice Project: Training Judicial Personnel and Trainers

Description of the Initiative: USAID/ProJustice developed an innovative strategy to train judicial personnel on case management and the operation of judicial offices and ensure sustainability. First, ProJustice developed individual training modules for clerks and prosecutors’ secretaries based on a needs assessment and in conjunction with local partners. Second, ProJustice helped train a team of local trainers in each of the project’s four pilot provinces to ensure that training continues beyond the life of the project. The project created this two-fold strategy in partnership with the School for the Training and Continuing Education of Judiciary Personnel (EFRPJ), the government entity responsible for judicial training throughout the DRC. ProJustice helped the school to prepare the training modules by assessing needs and preparing a detailed training plan. The project also worked with EFRPJ on the selection and training of local trainers.

Significance of the Initiative: This initiative is significant because it allows the EFRPJ to have a single, standardized curriculum for the training of clerks and prosecutors’ secretaries throughout DRC and also have teams of certified trainers available in the provinces to continue the training beyond the life of the ProJustice project.

ProJustice has conducted reviews of cases in the court system and found frequent legal errors resulting from mistakes by clerks and prosecutors’ secretaries. Attempting to fix these errors causes a backlog of cases. The new trainings help improve the abilities of clerks and prosecutors’ secretaries to carry out their professional responsibilities more

quickly and accurately, and speeds up the dispensation of justice.

Materials prepared by ProJustice are widely used by other partners providing training in the DRC justice sector. For example, the Mixed Judiciary Committee (CMJ), a committee of official judicial organizations, has announced that the training materials prepared with ProJustice assistance should be the only ones used for this type of training and has mandated other partners to use them on a national level. This shows that the materials are user-friendly and likely to be used beyond the life of the ProJustice project.

Effectiveness and Sustainability of the Initiative: This initiative directly meets one of the major goals of the ProJustice project, that is, to have more effective management of the courts. The trainings help enhance the skills and qualifications of court personnel, who in time will be able to provide better judicial services. The project tested trainees and only retained those trainers who scored 60 percent or higher on the certification exam. The ProJustice training initiative also standardizes the training curriculum, ensuring that the same information is taught to clerks and prosecutors’ secretaries throughout DRC, which helps establish uniformity of justice services throughout the country.

ProJustice’s two-fold strategy has created a coherent training package that is effective in the pilot provinces and will be rolled out nationwide by the EFRPJ. Training teams have now been established in each pilot province, and some teams have already begun training sessions in their provinces. The CMJ’s announcement that these training materials are the official curriculum for the training of clerks and prosecutors’ secretaries cements the long-term impact of ProJustice’s training initiative. Moreover, the widespread availability of standardized training modules, along with the placement of certified trainers even in distant provinces, ensures sustainability long after project closeout. The training materials as well as the trainers remain in place, and the EFRPJ is able to replicate and refine the trainings that were developed during the life of the project.

C. DRC ProJustice Project: Gender Violence Pictorial Flip Chart

Description of the Initiative: In partnership with Women’s Dynamic for the Development of Congo (DFDC), a woman-owned and locally run CSOs, ProJustice supported the design, development, and production of a laminated cartoon-format Pictorial Flip Chart to educate the public on sexual and gender-based violence (SGBV). The SGBV Flip Chart is a practical and simple tool to teach a wide audience—many with limited education—relevant information on SGBV. The Flip Chart was designed to be accessible to all ages and social strata in DRC and can be used and understood easily by any person or organization conducting SGBV trainings. It contains large, full color illustrations of various types of sexual violence, the root causes, the consequences that this violence can have on victims, and possible solutions. The reverse of each page of the Flip Chart includes text that explains each illustration, to assist the person using the tool.

Significance of the Initiative: In a recent ranking of the most dangerous places to be a woman in the world, DRC had the unfortunate distinction of being ranked second, behind only Afghanistan. In one of the most recent comprehensive studies from 2006-2007, more than 420,000 women were raped in the DRC. Recent statistics show that a woman is 134 times more likely to be raped in eastern DRC than in the United States.

The SGBV Flip Chart was designed to reflect the reality of Congolese society, and was completed only after extensive consultations with local experts (lawyers, psychologists,



ProJustice Grants Manager Lyliane Ankwärpen demonstrates the Gender Violence Pictorial Flip Chart

physicians, and criminologists) involved in the fight against SGBV. The team also sought contributions from legal experts who explained the provisions of the Congolese laws on SGBV issues. Production of the Flip Chart was the result of a massive effort by ProJustice and partners to develop a strategy for greater access to justice for vulnerable populations, focusing particularly on justice for women. ProJustice and DFDC distributed the Flip Charts initially throughout Katanga Province and later to each of the ProJustice pilot provinces.

Effectiveness and Sustainability of the Initiative: The goal of the ProJustice project is to promote and strengthen justice in the DRC, and increase access to justice for vulnerable populations. The Flip Chart is an innovative initiative because it is an easy-to-use tool that raises awareness about SGBV, its causes, and the legal ramifications. Furthermore, the Flip Chart was produced by one of ProJustice’s small grantees (a local non-profit organization), meeting another objective of the project to support and build the capacity of local justice organizations.

The Flip Chart has had wide success in the pilot provinces supported by ProJustice and is now expected to do the same at the national level. In February 2012, the Ministry of Gender, Family, and Youth announced that it plans to promote the use of the Flip Chart throughout the entire DRC. The Ministry plans to provide its official endorsement of the document to ensure a large-scale distribution across the country. To date, an estimated 30,000 Congolese citizens have been trained directly on SGBV issues using the Flip Chart, while an estimated 1,000,000 Congolese people have seen or heard of the Flip Chart in the media.

Because the Flip Chart has been distributed throughout the project’s pilot provinces to CSOs, international partners, and DRC government agencies, its influence will continue even after the project ends. ProJustice is confident that the information in the Flip Chart will continue to be shared by both CSOs and individuals and will continue spreading knowledge and tools to fight the ongoing crisis of sexual violence plaguing the country.

D. Dominican Republic Justice Project: Management Models

Relevance of the Initiative: The management models for the Criminal Office, the Prosecutors’ Offices and the National Office of the Public Defender in the DR are initiatives supported by USAID and implemented since 2005 by the Tt DPK Justice Project and its predecessor projects. The initiatives began after the adoption of the Code of Criminal Procedure in 2004 which required the development of a new administrative model to manage Judicial Offices, Prosecution Offices, and Public Defenders’ Offices.

The management models, which have won several international awards, are incorporated into the strategic plans of each institution.

Significance of the Initiative: The Justice Project implemented the Management Models of the Criminal Office and the Office of the Public Defender through the following process intended to ensure long-term sustainability:

1. Promoting interagency coordination through Judicial Networks. The networks serve as a mechanism of interagency communication and decision making at the local level. These served as a coordination mechanism even prior to the implementation of the Management Models, helping individuals better understand the benefits accruing to them as justice system users
2. Disseminating the Management Models to staff of the three institutions through joint workshops
3. Training staff in processes and procedures applied in the Management Models
4. Training staff of the Criminal Office and the Public Defenders’ Office on management and service skills: specific topics included Customer Service, Change Management, Time Management, Supervision and Management, and Teamwork
5. Remodeling the courthouse with the close involvement of judicial counterparts
6. Developing an e-justice module to allow justice sector actors to electronically submit and obtain notices, summons, and court authorizations from prosecutors, public defenders, and judges during extended hours, weekends, and holidays

Effectiveness and Sustainability of the Initiative: The Justice Project, with the support of the judiciary, the Attorney General’s Office, and the National Public Defender’s Office, included a “Common Assessment

Framework” in the management models, to improve the quality of service provided to users of the criminal justice system.

On February 14, 2012, the Criminal Office and the Office of the Public Defender in Santiago received bronze and silver medals, respectively, from the President of the Republic in recognition of their work to improve the quality of services provided to the public. This Quality Award is sponsored by the Ministry of Public Administration as an incentive to institutions that are committed to providing quality service.

The Justice Project ended its support to the criminal justice sector in September 2012, but is in the process of transferring to the key institutions the ability to continue and expand the management models into all 35 judicial districts in the country.

E. Dominican Republic Justice Project: Institutional Integrity System (IIS)

Description of the Initiative: The IIS, implemented in the National Office of the Public Defender and the judiciary of the Dominican Republic, was developed and designed to improve justice services in the country.

The IIS aims to promote a change in institutional culture by stimulating understanding among staff that their individual ethical conduct within the justice system has an impact in the larger society. The Justice Project provided tools to the country’s justice institutions to design a Code of Ethics, which will strengthen commitment to compliance with the laws and regulations in the country.

The IIS strives for transparency in the administration of institutions by improving the quality of their administrative and financial processes. The initiative developed by the project involves planning, managing, and controlling staff discipline while also recognizing meritorious conduct. Through the Code of Ethics and other documents, the IIS represents the backbone of a culture of judicial services appropriate to the needs of the day, reflecting institutional values and ethical principles.

Significance of the Initiative: The IIS began in 2007 during the implementation of the former USAID-funded Justice & Governance Project operated by Tt DPK. During the life of the previous project, the project team worked with the Office of the Public Defender and the Attorney General’s Office on the IIS. The current Justice Project started in 2008, and continued implementation of the IIS.

The fact that the project’s work is significant and will have a lasting impact in the Dominican Republic is demonstrated by the Supreme Court resolution on July 30, 2009 adopting the Code of Ethics. The resolution approved the documents comprising the IIS for the judiciary, provided for the publication of the IIS for the judiciary, and mandated its delivery to all judicial officials.



Workshop on the IIS for judiciary personnel

After the issuance of this resolution, the Directorate General of the Judiciary, along with experts from the Directorate of Judicial Affairs, the National Judicial College, and the technical team of the Justice Project collaborated to promote Rules of Judicial Administration and public awareness about the IIS. Together they held 293 workshops for 7,535 judicial personnel on the IIS.

Effectiveness and Sustainability of the Initiative: Although the Justice Project is closing in September 2012, its impact will be long lasting. The project is transferring the IIS to the judiciary and preparing a final evaluation in coordination with the National Judicial College. By enabling key institutions to continue and expand the IIS through the Unit of Institutional Integrity and the judiciary (the National Judicial College and the Judicial Council), the Justice Project hopes that the institutional culture change started by the project will become the norm in the Dominican Republic.

F. Dominican Republic Transparency and Accountability Project: Improvement of Public Procurement Systems

Description of the Initiative: The Dominican Republic Transparency and Accountability Project (TAP-DR) is a USAID-funded project to incorporate transparency, accountability, and integrity and to improve organizational performance in the areas of (1) access to information, (2) procurement and public contracting, (3) internal controls, and (4) external controls. Since its inception three years ago, TAP-DR has been successful in implementing its project goals.

When TAP-DR began, there was a complete incongruity between rules established to promote accountability and transparency and low quality management and governance in key institutions. TAP-DR has helped local leaders institute sustainable reforms, based on “responsabilización,” that is, accountability and social control.

Significance of the Initiative: TAP-DR helped design specific strategies for each institution, and worked with high-level local political experts to gain access to the highest authorities and middle management at each institution. Through these efforts, TAP-DR was able to successfully execute planned activities and achieve desired results, using a holistic approach designed to ensure wide participation within the various institutions.

Effectiveness and Sustainability of the Initiative: The initiatives promoted by the project have succeeded in achieving all planned objectives. Today, the DR has more offices and mechanisms for access to public information, better disclosure and knowledge of procurement and contracting regulations, and supplementary mechanisms for control of current external and internal public resources. Within each of these project areas, staff and leadership have been trained so that the successes of the project can continue into the future.

Sustainability was one of the main goals of TAP-DR. TAP-DR helped implement self-test exercises in target institutions and subsequently converted them into concrete strategic plans. Teams within each institution have identified and prioritized various activities, and with TAP-DR’s assistance, have translated these into institutional operational plans and reallocated resources.

The project has ensured the sustainability of these initiatives in the following ways:

- Use of technology to improve the quality and number of audits. In the external control area, the project licensed software entitled “Team Mate” and provided training to a pilot team of 15 auditors to begin using the tool. The project also provided technical support for six months to ensure capacity building through implementation. At the end of the six months, auditors adopted and accepted the technology as a useful standardizing auditing tool
- Conference on the Law on Access to Public Information. The project supported a conference on the Law on Access to Public Information and helped design educational materials in appropriate formats for students. The project also helped coordinate training events promoting access to information, and facilitated further participation by deserving students. By its close, the training sessions reached 43,000 students
- Development of manuals and training. The project developed manuals and training to assist with implementation of procedures established by the National System of Procurement and Public Contracting. These efforts took place within pilot institutions in conjunction with relevant government bodies. Training sessions and technical support are intended to ensure that the improvements will be incorporated into staff members’ daily work

Although TAP-DR’s work has helped significantly to improve performance of government bodies within the country, it is important to note that changes in institutional culture are slow and require continuous and sustained efforts over a long period of time.



Documents and legislation produced with assistance of TAP-DR

G. Guatemala Program Against Violence and Impunity (PAVI): Establishing Quality Standards for Victims Assistance

Description of the Initiative: Tt DPK's USAID-funded PAVI program is working with Guatemalan authorities to define and adopt quality standards to assist victims of crime. This initiative is particularly important in Guatemala, where on average 20 individuals a day are victims of various crimes and forms of violence. Despite the existence of constitutional and legislative rules for the protection of victims' rights, victims are still ignored and often re-victimized by the same justice system that should protect them. The quality standards for the assistance to victims of crime are intended for all care providers (governmental and non-governmental), to ensure that all victims participate in criminal proceedings on equal terms with the perpetrators. Moreover, the quality standards are useful indicators for assessing the quality of service provided to the victims of crime.

Significance of the Initiative: In designing the quality standards for the assistance to victims of crime in Guatemala, PAVI brought together the victim service providers in the capital, who participated in workshops and working groups. Using the UN Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power as their starting point of analysis, they exchanged knowledge, experiences, and best practices regarding the care and assistance to victims of crime. The result of this collaboration was the adoption of agreed (1) guidelines for actions, behavior, and conduct towards the victim; (2) criteria for judicial performance that are sensitive to the victim; and (3) roles and responsibilities in the administration of justice with respect to the victim.

Effectiveness and Sustainability of the Initiative: The initiative to develop quality standards to assist victims of crime was designed to increase quality control over service providers' work by: (1) facilitating inter-agency and inter-sectoral consensus-building on approaches to and criteria for comprehensive assistance for victims of crime; (2) including quality standards on the agenda of government agencies and civil organizations providing victims services; and (3) promoting evaluation of victims' services work.

The collective effort among justice institutions and CSOs to adopt quality standards for crime victim assistance improved coordination between different service providers and facilitated comprehensive assistance to victims. It also harmonized the model of victim care used by three core institutions, the Public Prosecutor's Victims Assistance Office, the National Civil Police's Victims Assistance Office, and the Public Defender's Office for Free Legal Assistance to Victims of Violence.

This initiative can only be sustained if there is a process of gradual adoption of the standards by the various service providers. Given that the authors of the quality standards were personnel and managers of organizations and entities that provide services to victims of crime, PAVI expects that they will effectively implement and adopt these standards. Their participation and ownership of the quality standards assures the sustainability of the initiative.

PAVI has already seen positive long-term changes in Guatemalan institutions. For example, for people appearing as witnesses in criminal proceedings the Public Prosecutor adopted a Protocol of Comprehensive Assistance to Victims, which included PAVI's quality standards. The National Civil Police has also adopted the approved quality standards. Moreover, civil society organizations such as the Human Rights Ombudsman of Cobán, Alta Verapaz, based its victims service created on March 8, 2012, on the approved quality standards.

H. Guatemala PAVI: Establishment of a Positive Leadership Network

Description of the Initiative: Although there have been many attempts to transform and change the justice system entities in Guatemala, the emphasis has been on management efficiency, technical paradigms, and legal reform, with little attention to the human factor, which is the core of any institution. Furthermore, all were top-down approaches, and therefore failed to be sustainable or attain their desired goals.

To tackle these issues, PAVI established Intra- and Inter-Institutional Technical Teams (ITTs)—teams of mid-level personnel from one or more units of a single organization or from different institutions—to discuss, develop, and implement technical, functional, and organizational culture change processes within the Guatemalan justice and security sector. Through this approach, PAVI strengthened intra- and inter-institutional communication and collaboration, fostered participatory and collaborative work approaches, catalyzed the creation of groups of institutional mentors, and generated a network of institutional leaders. This approach was designed to optimize

implementation and promote institutional ownership of the initiatives. Most importantly, it empowered the institutional actors and provided them with the technical and other skills to design, implement, and advance their own initiatives.

Significance of the Initiative: Through meetings and training sessions, public servants within the justice and security sector institutions who showed leadership abilities were identified and selected to become part of the Positive Leadership Network. These leaders are people with skills and experience to act as trainers and mentors to other members of their organization. They provide an example in terms of ability, integrity, service, and institutional identity, and they possess professional and human qualities that enable them to own the process and give it momentum. Through the ITTs, PAVI was able to create a team of mentors and positive leaders working to introduce and replicate good practices and provide continuity to the institutional transformation process.

Effectiveness and Sustainability of the Initiative: Through this initiative, PAVI helped create a joint task force to work on complex cases and particular crime types. The Prosecutor’s Unit for Crimes Against Life has used this new approach and achieved significant accomplishments, including greater understanding of criminal phenomena and the modus operandi behind homicides taking place on the public transportation system; defining the organizational structure of two gangs known as the Mara 18 and the Salvatrucha; and disbanding and prosecuting seven cliques belonging to the Mara 18 that were operating in Guatemala City and neighboring municipalities. On average, each clique had eight members and one effort led to the prosecution of a total of 28 gang members.

The ITTs also helped assess the organization, workflow, staffing, and other aspects of the 24-hour courts. After a complete analysis, the 24-hour court staff was reduced from 70 to 25 individuals without affecting the quality or efficiency of the services provided.

Through this leadership initiative, PAVI saw improved coordination and collaboration between the Public Prosecutor’s Analysis Unit and the Police’s Criminal Information Analysis and Dissemination Center. Furthermore, the Public Prosecutor and the National Institute of Forensic Science have cemented their cooperation efforts through official institutional agreements that will ultimately lead to increased efficiency and systematic improvements in criminal prosecution.

The ITTs and the Positive Leadership Network have become permanent platforms for institutional change and improvement in the Guatemalan justice and security sector. The composition of these bodies with mid-level technical staff, plus training and empowerment of champions within the system, ensures the sustainability of this PAVI initiative after project closeout. This approach has already provided the institutions with the capacity to propose, design, and implement their own initiatives without PAVI’s intervention. An example of this is the ITT in place at the 24-hour court facility that meets on a regular basis to track commitments and make adjustments as necessary to improve courtroom management. The project has witnessed the process in action as the institution develops in-house skill sets and puts mentorship and leadership programs in place.

I. Haiti PROJUSTICE Project: Support for the High-Profile Trial of Haitian Police/Prison Officials

Description of the Initiative: During the past year, the USAID-funded PROJUSTICE project supported the Les Cayes prison trial. One week after the January 12, 2010 earthquake, 10 detainees were killed during an alleged prison escape attempt. In the following months, several officers from the Haitian National Police and prison guards were arrested relating to these killings. Their trial had historical significance because it was one of the few times in Haitian history that government actors were held accountable for their acts. PROJUSTICE supported the management of the trial by providing the Ministry of Justice and Public Security with necessary supplies and arranging all logistics to ensure that the trial ran smoothly. PROJUSTICE also monitored the proceedings for compliance with Haitian law and internationally accepted fair trial standards.

Significance of the Initiative: Although the support was mainly logistical, it nonetheless was essential to allowing this historic trial to go forward. The trial was significant because Haitian public officials are rarely held accountable for abusing their power. The fact that PROJUSTICE provided logistical support enabled the trial to proceed to timely completion, and the convictions were a triumph in light of the difficult working conditions (both politically and logistically) in Haiti.

Effectiveness and Sustainability of the Initiative: The trial is a significant precedent for the rule of law in Haiti and PROJUSTICE has as one of its objectives fostering the rule of law in the country. All the accused were found guilty and this is a rare victory in the fight against impunity. The case garnered international attention with the results being watched closely by the US Government and the United Nations, among others. The trial judge publicly acknowledged the support provided by PROJUSTICE.

Rule of law is an evolving and dynamic field where precedents are vital to creating the foundation for future changes. Activities like educating citizens on their rights, posting billboards with rule of law themes, and providing logistical support to key legal activities are some examples of activities that PROJUSTICE believes will have a lasting and sustainable impact. In this trial, with PROJUSTICE’s support, the Haitian judiciary was able to perform its tasks at hand. The trial was completed by local actors and local authorities and led to appropriate convictions. This case was not only successful because it upheld the rule of law but also because it set a precedent for future abuses of power and future trials judging them. The Les Cayes prison trial showed both Haitians and the international community that judging public officials is possible. In the future, officials will know that there are consequences to abusing their power; judges, prosecutors, and lawyers will be less hesitant to try high profile cases; and victims and their families will know that fair justice is possible. This is the crux of sustainability: the changes brought by the trial, which would not have been completed without PROJUSTICE support, are irrevocable. And while the Haitian judiciary still requires substantial support from donors to implement needed reforms, the fact that this trial was able to continue and be successfully completed with PROJUSTICE support should lay to rest lingering concerns regarding the ability of the Haitian justice system to address controversial cases in the future.

J. Liberia Mitigating Land Disputes Program (MLDL): Creating the Nimba County Security Council

Description of the Initiative: Tt DPK’s MLDL was launched with funding from the US Department of State Bureau of International Narcotics and Law Enforcement Affairs (INL). MLDL seeks to address local disputes before they erupt into violence, through the establishment of entities to serve as early warning and response mechanisms—County Security Councils, or CSCs. These entities were first attempted in 2010 by the Government of Liberia (GOL) but were quickly shelved due to limited engagement by both the national and local governments. MLDL adopted a multi-pronged strategy to foster local ownership and build sustainability into the CSCs before they were reestablished.

To recreate the CSCs and ensure their sustainability past the end of the MLDL program, MLDL promoted local ownership through intensive efforts to secure the individual support of highly placed community members and agency heads. MLDL staff worked individually with local stakeholders to educate them about the basic concept of the CSC and its value to them personally and to their organization. MLDL played to their

COMMENTS FROM THE EVALUATORS

Afghanistan: Increasing Female Engagement in Afghanistan’s Judiciary

“The presence of female judges will have lasting and irreversible repercussions for promoting gender equality in Afghanistan.

“There is hope for sustainability in Supreme Court acceptance and continuing interest of women law students, results skillfully cultivated by the project.”

DRC: Criminal Code Compendium

“A criminal code compendium is an important contribution to establishing a more robust justice system in the DRC...The widespread distribution of the compendium to government and non-government actors facilitates transparency in justice.

“Publication of the criminal code compendium was a valuable service to a justice system where knowledge of the law was largely unavailable.”

individual and regional pride, encouraged their personal investment in the initiative, and sought their inputs into the ideal structure of the CSC.

Significance of the Initiative: Although the CSCs were initially planned in 2010, the GOL failed to pursue the program. There was no support from the national government while the local population had neither the personal investment nor a clear understanding of what the CSCs could accomplish.

The proposal thus languished for two years, at which point MLDL began its work. To counter the lethargic response that initially greeted the CSC model, the MLDL team engaged nearly every head of the security sector one on one, discussing how establishing the CSC could make



Spectators in the gallery of the Les Cayes court on Day Two of trial proceedings

their country more secure, give them better access to resources from the government, and showcase the region as an example for the rest of Liberia. By playing on themes of pride, responsibility, and ownership, MLDL managed to secure what the government was not able to do in the two preceding years: strong and continuous community-driven interest in the creation of the CSC. The CSC went from a program foisted on the community to a program perceived as a creation of the community and essential to improved security.

In addition to creating local ownership, the MLDL approach built on a profound understanding of the local Liberian context and culture. MLDL focused intense attention on several targeted individuals who held sway within the community, including the County Superintendent, the County Commander of the National Security Agency, the County Commander of the Police, and UN Mission in Liberia (UNMIL) representatives. By working closely with high-ranking individuals, the MLDL program planted the idea with each party that his or her involvement in the program was critical, and that his or her understanding of the on-the-ground situation would be essential to the CSC’s success. MLDL played on regional pride as well, explaining how the program’s success would showcase Nimba County’s ability to solve problems faster than the rest of the nation and give the county a direct line to the government.

By making MLDL staff available to these community members throughout the months prior to the launch of the CSC, MLDL ensured that each individual could speak authoritatively about plans for the CSC. More importantly, these same individuals were invested in the project. When questions or disputes arose in the CSC launch meeting, it was these individuals that jumped in to support the program, leaving MLDL staff on

COMMENTS FROM THE EVALUATORS

DRC: Training Judicial Personnel and Trainers

“The fact that the materials are being adopted as part of the official curriculum and by others, and that the trainers remain in place, bodes well for the sustainability of the initiative.”

DRC: Gender Violence Pictorial Flip Chart

“The Gender Violence Pictorial Flip Chart is a terrific example of how a focused, targeted, locally appropriate, locally produced, and cost-effective tool can have a profound impact on combating a complex and pernicious social problem. It is also noteworthy that the tool was the product of a small grantee...”

DR Justice Project: Management Models

“The incorporation of the management model into the strategic plans of the major institutions in the criminal justice sector will contribute to its sustainability.”

the sidelines and demonstrating that the community had full ownership of the program.

Effectiveness and Sustainability of the Initiative: On March 26, 2012, less than 3 months after the in-country launch of MLDL, the inaugural meeting of the Nimba County Security Council took place, marking the first instance of a functioning CSC meeting since the GOL had outlined the structure in 2010. The CSC as established is almost entirely community-driven, while MLDL serves only a facilitating role. This is a key objective of Tt DPK in the implementation of its field projects and of INL: solutions and innovations should be nationally tailored and culturally appropriate.

The CSC has already identified issues that require immediate attention. Among them is an emerging land dispute involving a major road project



*Inaugural meeting of the Nimba County Security Council
Ganta, Nimba County, March 26, 2012*

generated by the distant national government in Monrovia. After months of discussing the types of issues that the CSC could potentially handle, the CSC members leapt at the opportunity to formulate a solution, and they have committed themselves to action. This demonstrates that MLDL’s initiative

is achieving project goals: beyond establishing the CSC, another project objective is to commence resolving disputes. Despite its fledgling status, the CSC is well on its way to achieving this goal as well.

In addition to being effective, the MLDL initiative is sustainable because it is engaging the local community and creating ownership. As outlined earlier, because of the way the CSC was re-launched (involving key local stakeholders from the outset), sustainability is almost certain. Moreover, while MLDL startup and early training costs will be significant, the CSCs will require little additional financing or support once established because they work through existing government structures.

In a nation where government funding is scarce, a project must demonstrate not simply cost-efficiencies, it must demonstrate broad support that will sustain it through the years. MLDL believes it has helped create such a program: capable of drawing a large commitment from the local community to support a minimal budget in the hopes of preventing violent conflict.

COMMENTS FROM THE EVALUATORS

DR Transparency Project: Improvement and Accountability of Public Procurement Systems

“The institutions’ latitude to manage resources in support of their internal priorities augurs well for sustainability.”

Guatemala: Establishing Quality Standards for Victims Assistance

“The approach of reliance on local knowledge and awareness of international standards was effective in making the standards the product of coordinated local efforts rather than something imported and provided by the project. That emphasis on local ownership and coordination will also be important to sustainability of the standards as an integral part of the criminal justice system.”

K. West Bank Justice Sector Assistance Program (JSAP III): Fugitive Apprehension/Warrant Execution

Description of the Initiative: The USAID-Funded JSAP III Fugitive Apprehension/Warrant Execution Initiative deals with one of the problems affecting the Palestinian justice sector, i.e., an inefficient warrant execution procedure and corresponding criminal impunity. JSAP III is applying the following six-step methodology to guarantee a sustainable solution.

1. Design and employ a comprehensive statistics collection strategy
2. Demonstrate the need for an efficient solution requiring multi-institutional involvement
3. Devise a multi-purpose solution
4. Discard plans involving unachievable high stakeholder investment
5. Direct the effort towards activities that have a high public impact
6. Draft a plan that outlines a strategy for growth of the solution adopted

Significance of the Initiative: One of the many issues facing the Palestinian justice sector is the jurisdiction of ‘Area C.’ These areas are under Israeli control although geographically located in the Palestinian territories; therefore, warrants issued for individuals located in an Area C are un-executable. Because of this multi-institutional problem, the Palestinian Civil Police’s jurisdiction is challenged in Area C.

JSAP III is working in Salfeet, a city which houses an Area C equaling almost 85 percent of the totality of its governorate. This city has become a refuge for wanted individuals from across Palestine. JSAP III proposed to the Salfeet Police an initiative whereby one police cruiser was outfitted with a computer containing a simple database with outstanding warrant information. The database is maintained and updated through the combined efforts of the Salfeet Police, Public Prosecutor’s Office, and Conciliation Court.

JSAP III intends to expand the use of this software. The project will be able to provide, where available, pictures of the subjects and information on their criminal records. JSAP III plans to expand the use of the system to existing Palestinian checkpoints. Furthermore, as more information is gleaned regarding the times, routes, and methods uses by wanted persons who are intentionally evading the police and checkpoints, random checkpoints will be proposed at high activity times and in high activity areas.

Effectiveness and Sustainability of the Initiative: Although the Fugitive Apprehension/Warrant Execution Initiative is new, it is already making a difference in the field. Within the first week of its operation in April 2012, the computerized vehicle patrol had executed five arrest warrants: four for contempt and one for assault. All were over 1 month old and one was outstanding for 18 months. Three of the five were executed on Palestinians residing in Area C. Over the same period, two other warrant units, using conventional methods, arrested a total of three persons all living in Salfeet (not Area C).

Thus, using 50 percent of the manpower, the initiative made 40 percent

COMMENTS FROM THE EVALUATORS

Guatemala: Establishment of a Positive Leadership Network

“This project fills a void in Guatemala. The effectiveness of the network has been demonstrated by its utilization in Guatemalan institutions.”

Haiti: Support for the High-Profile Trial of Haitian Police/Prison Officials:

“Dramatic solution to huge problem. Material support in this case probably made huge difference in outcome of the trial. Excellent use of logistics at a critical moment in history.”

Iraq: Securing the Rights of and Improving Services for Persons with Disabilities

“That the Council of Ministers has released a directive designed to support disabled persons so soon after having ratified the UN Convention on the Rights of Persons with Disabilities speaks volumes for the continued sustainability of the effort.”

“This initiative combined a sophisticated strategy for engaging civil society, government, and beneficiaries while keeping the role of the project in the background and fostering local ownership and capacity. It achieved impressive progress in addressing an important issue with good prospects for sustainability and positive implications for the evolution of the rule of law in Iraq.”

more arrests than the conventionally operating squad, and 60 percent involved the targeted subjects – Area C residents. In addition to being effective, this initiative is also sustainable because it is inexpensive. After the project purchased the computer and trained the police on the proper use of the database, the initiative has become self-sustaining. In short, there are virtually no added costs, simply an altered method of operation.



Salfeet Police Officers checking Palestinian ID against outstanding warrant database in police cruiser

COMMENTS FROM THE EVALUATORS

Jordan: Establishing the Technical Office of the Cassation Court

“In addition to logging impressive achievements during its first year, the Technical Office now operates without ROLP financial or material support – a noteworthy benchmark of successful development assistance.”

Liberia: Creating the Nimba County Security Council

“Does something small well.”

“This is a good example of community engagement.”

Macedonia: Automation of the Macedonian Judiciary

“This initiative consolidates court automation in a way that fosters local ownership and enhances prospects for sustainability.... This is a good illustration of a patient, long-term effort that builds on success to achieve institutional transformation”



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