



# RULE OF LAW AND PEOPLE-CENTERED JUSTICE TECHNICAL APPROACH INVENTORY

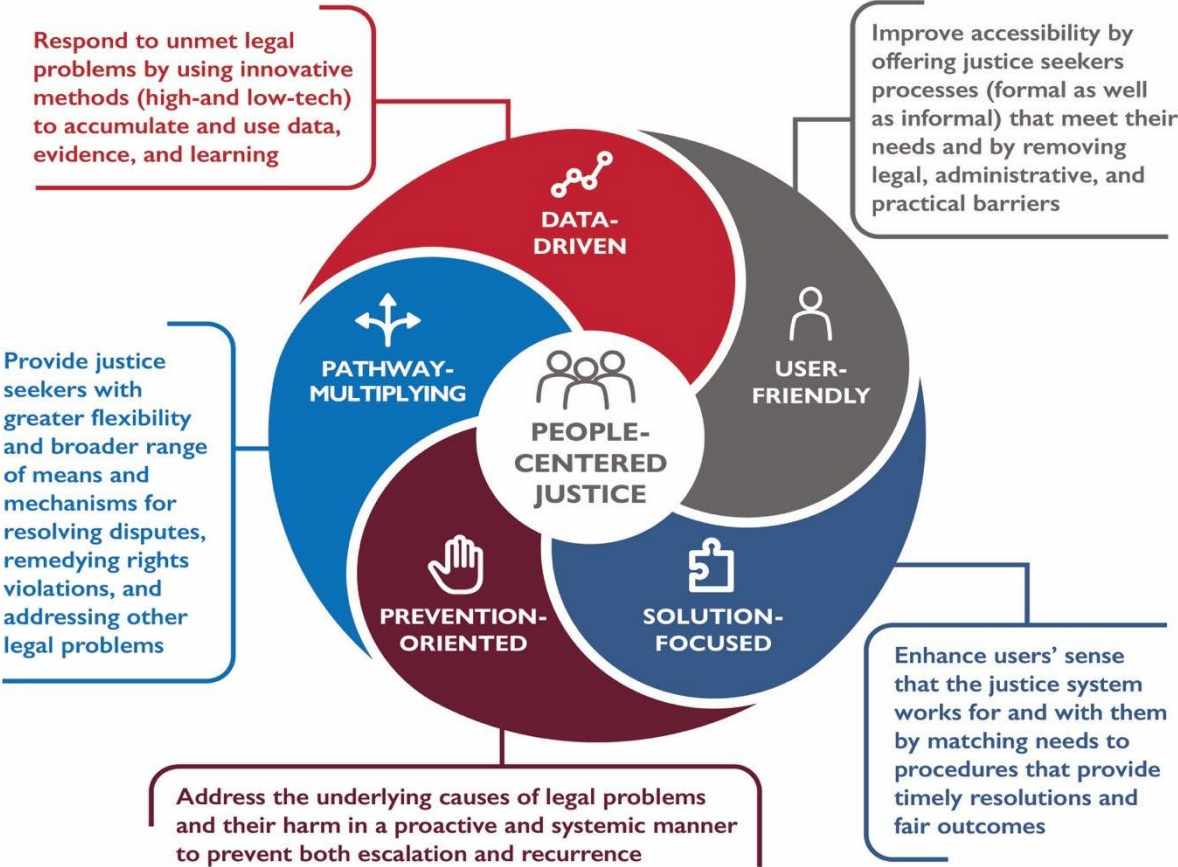
Updated: April 2024

# INTRODUCTION

With the release of the Rule of Law Policy in 2023, USAID continues to innovate the design and implementation of rule of law programs and activities intended to close the global justice gap, build public trust, and support democratic and accountable governance around the world. USAID’s pivot to integrating a People-Centered Justice approach in rule of law programs and activities starts with identifying and understanding what people want and need when they seek justice. USAID rule of law programming also works to remove the many obstacles and costs people can face when seeking justice, improve their experience, and enhance the outcomes they receive by putting their legal problems and justice needs at the center of the justice systems and services that USAID’s programs and activities seek to strengthen.

To be clear, People-Centered Justice approaches do not ignore the importance of rule of law and justice institutions. Rather, they seek to improve institutional performance and strengthen both formal and informal mechanisms to deliver justice for all. Similarly, justice seekers and their problems are diverse and therefore require multiple pathways and tools to facilitate cost-effective solutions that fit their particular needs. While it is important for individuals to “have their day in court,” the goal is actually to solve their legal problems whether they are criminal, civil, or administrative in nature and improve their experiences. People-Centered Justice approaches also seek to prevent as well as remedy legal problems and satisfy justice needs.

In short, People-Centered Justice is: 1) data-driven, 2) user-friendly, 3) solution-focused, 4) prevention-oriented, and 5) pathway-multiplying.



This Technical Approach Inventory (TAI) provides a snapshot of USAID rule of law programming worldwide that integrates a People-Centered Justice approach to closing the global justice gap, building public trust, and supporting democratic and accountable governance around the world. It distills the following main components of each PCJ-oriented program: 1) purpose, 2) theories of change, 3) objectives, 4) guiding principles, and 5) indicators and expected outcomes related to a people-centered justice approach.

The TAI is a tool that will be updated over time to inform design and implementation of additional rule of law assistance activities that integrate a People-Centered Justice approach, learning from what works and pivoting from what does not. It is not meant to be used to replicate and transplant programs and activities from one context to another.

## CURRENT ACTIVITY INVENTORY

### AFRICA

- [Democratic Republic of Congo](#)
- [Mali](#)

### ASIA

- [Kyrgyz Republic](#)
- [Nepal](#)

### EUROPE AND EURASIA

- [Georgia](#)
- [Kosovo](#)
- [Serbia](#)
- [Ukraine](#)

### LATIN AMERICA AND THE CARIBBEAN

- [Colombia](#)
- [Dominican Republic](#)
- [El Salvador](#)



# DEMOCRATIC REPUBLIC OF CONGO



## Promoting Rule of Law Activity (PROLA) 2023–2028

### PURPOSE

Strengthen the institutional independence of the judiciary and that of individual justice actors to advance efforts to fight corruption and promote equal and equitable people-centered access to justice in the Democratic Republic of the Congo (DRC) to ultimately improve public perception and trust of the judiciary.

### THEORY OF CHANGE

**IF** judicial capacities are built to promote judicial independence and demonstrate transparency, accountability, and integrity,

**AND** civil society and citizen movements collaborate with the judiciary to find agreeable solutions to justice and corruption challenges,

**AND** equal, equitable and people-centered access to justice is delivered,

**THEN** judicial independence and public trust in the judiciary will increase, allowing the judiciary to effectively deliver justice to the people of the DRC.

### TECHNICAL APPROACH

#### OBJECTIVE 1: INCREASED TRANSPARENCY, ACCOUNTABILITY, AND INTEGRITY IN THE JUDICIARY

Strengthen judicial integrity, transparency, and accountability and provide justice services aimed at improving the lives of citizens to gain public trust; may explore digital solutions that support open justice to improve data, management, access, transparency, and curb opportunities for corruption; support the judiciary in tackling corruption cases external to the judiciary.

Under this objective, PROLA will collaborate with key stakeholders—including the Ministry of Justice (MOJ), High Judicial Council (CSM) and the National Judicial Training Institute (INAFORJ)—to strengthen judicial independence, improve judicial ethics and discipline, and support e-justice solutions in case management to improve the court user experience and improve transparency. Expected Results under Objective 1 include:

- Understanding of the pathways to increase transparency and standardization in budget allocation gained by judicial counterparts
- Tools to better manage disciplinary cases of magistrates and issue quality decisions provided to judicial institutions

- Problem-solving platform for effective justice sector collaboration, which involves women leaders, provided
- GDRC interagency coordination and commitment around service delivery and integrity increased
- Gender-specific outcomes aligned to the gender mainstreaming analysis and action plan supported

## **OBJECTIVE 2: EMPOWERED CIVIL SOCIETY TO DEMAND GDRC COMMITMENT TO JUDICIAL INDEPENDENCE AND CONTRIBUTE TO JUDICIAL REFORM**

Build network of champions in the justice institutions and civil society to promote judicial independence and people-centered justice system reforms; defenders' network will work together with the judiciary to support it against attack and demand its independence, increased transparency, and adequate resourcing to maintain constitutionally-mandated checks and balances role and fight corruption internally and externally; use PEA to determine who has the incentive to counter corruption and what risks or constraints stand in their way; use strategic communications based on the social norms analysis and justice needs and satisfaction surveys to overcome misconceptions among the public; provide useful information in a targeted and effective way to engage stakeholders including improving both the quality of information and its availability to local stakeholders.

PROLA will identify and support a network of like-minded civil society organizations (CSOs) to promote sustainable action and interaction among members and enable them to challenge social norms, advance calls for judicial independence and public integrity, and improve the environment to deliver fair, impartial, effective, and equal protection under the law. Expected Results under Objective 2 include:

- Male and female rule of law champions and justice defenders identified
- Forces driving or and constraining efforts to address corruption identified
- In the anti-corruption space, the effects of mutual expectations and group dynamics on individual behavior are better understood
- Common understanding of how to address corruption in the judiciary built
- Problem-solving platforms for effective justice sector collaboration, which involves women leaders, provided
- Network activity fosters demand, learning and adaptation
- Gender-specific outcomes aligned to the gender mainstreaming analysis and action plan supported

## **OBJECTIVE 3: DEVELOPMENT AND TESTING OF PILOTS TO INCREASE EQUAL AND EQUITABLE PEOPLE CENTERED ACCESS TO JUSTICE FOR ALL**

Provide innovative user-friendly products, processes, tools, and technologies that prevent and resolve prominent legal problems; create new legal service models, improving justice sector technologies, and facilitating transparency and accountability; conduct data collection and analyses of legal problems, justice needs, and institutional performance to assess the applicability and viability of justice innovations; co-create and pilot innovations that will increase access to justice, assist people to solve everyday problems and close the justice gap including developing plans for sustainability and scalability

PROLA will use pilots to test multiple pathways to justice—including options that decrease the burden on the formal justice system—and produce data to help decision-makers understand the scope of justice

needs and the extent to which solutions are effective and valued. Expected Results under Objective 3 include:

- Feedback loops provided between justice institutions, justice seekers and the public to improve service delivery, user experience and justice outcomes
- Barriers to justice reduced
- Legal services grow more responsive over time
- Innovative processes increase locally defined responses to prominent legal problems
- Problem-solving platforms for effective justice sector collaboration, which involve women leaders, provided
- Opportunities for co-design and co-creation of people-centered approaches and reforms supported
- Gender-specific outcomes aligned to the findings of the gender mainstreaming analysis and action plan supported
- Buy-in for scaling piloted solutions increases

## GUIDING PRINCIPLES ON PCJ; INNOVATION AND CO-CREATION

**People-centered approach** that invests in data collection and analysis of people's needs and experiences; developing and implementing policies and services that meet those needs; removing barriers to access; and supporting fair processes, improved experiences, and just outcomes as part of a holistic vision for a people-centered justice ecosystem. Address differing legal problems and justice needs of individuals and communities through responsive, tailored, efficient and sufficiently **flexible approaches** to accommodate local justice realities and support meaningful justice for all including making institutions, services, and justice actors more user-friendly, solution-oriented, and data-driven, and, thus, people-centered.

Support opportunities for **co-design and co-creation** of justice services between providers and users to improve people-centered approaches and reforms; pilot innovative products, processes, tools, and technologies to increase data-driven and user-friendly services and alternative means to solving everyday legal problems; empower citizens and communities that know, use, and shape the law to solve legal problems, participate in judicial processes, contribute to reforms, and hold the justice sector institutions and actors accountable.

### APPROACHES:

Utilize an **internship program** (with a diverse group of interns) to improve anti-corruption, access to justice, and judicial reform expertise in current students studying in relevant fields at the University and/or Graduate level.

Adopt a **systems-oriented approach** to strengthening rule of law and instituting justice reform that emphasizes the development of the institutions, actors, processes, tools, systems, and incentive structures that collectively enable and empower people to strengthen the independence of the justice system and its role in ensuring justice for all and combating corruption within the justice system and society.

Use an innovative approach to **promote gender equality**, sensitivity, and ensure gender is mainstreamed throughout the activity. Will target women and youth to address each objective with gender-specific initiatives, approaches, and outcomes.

Incorporate **conflict sensitivity** into programming understanding the interaction between interventions and the conflict dynamics to minimize unintended negative impacts and maximize positive impacts.

## INDICATORS

**Goal:** Percent of surveyed respondents who report increased trust in the judicial system as a result of interaction with project supported service delivery

**Goal:** Percent change in surveyed respondents' perception of the independence of the judiciary

### OBJECTIVE 1:

- I.1.a Percent of recommendations issued by the project adopted by CSM
- I.2.a Number of trainees who demonstrate an understanding of judicial ethics and procedural fairness as a result of project's training of trainers (TOT) program
- I.2.b Number of judicial personnel trained with USG assistance (DR.1.3-1)
- I.2.c Increase in percentage of ethics complaints investigated by CSM
- I.3.a Number of platforms established as a result of USG assistance
- I.3.b Number of joint policy dialogues conducted as a result of USG assistance
- I.4.a Percent of women magistrates with a positive perception of participation in the judiciary as a result of project interventions
- I.4.b Percent of gender audit recommendations implemented by CSM
- I.5.a Number of pilot courts that utilize IFCE self-assessment tool to improve service delivery
- I.5.b Number of USG-assisted courts with improved case management systems (DR.1.5-1)

### OBJECTIVE 2:

- 2.1.a Number of justice defender organizations identified as members of the network
- 2.2.a Number of CSOs with an understanding of how to combat judicial corruption
- 2.3.a Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions. (DR.4.2-2)
- 2.3.b Number of USG-assisted campaigns and programs to enhance public understanding, and NGO support of judicial independence and accountability.
- 2.3.c Number of people reached through USG-assisted campaign activities.

### **OBJECTIVE 3:**

- 3.1.a Number of respondents to a rapid justice needs survey
- 3.2.a Number of individuals from low income or marginalized communities who received legal aid or victim's assistance with USG support (DR 6.3-1)
- 3.2.b Percent of people satisfied with legal services received through project assistance
- 3.2.c Number of groups trained in conflict mediation/resolution skills or consensus-building techniques with USG assistance. (DR 3.1-2)
- 3.3.a Number of action plan goals achieved through 100 Day Challenge initiatives
- 3.3.b Number of pilot programs with PCJ focus launched
- 3.3.c Number of pilot programs replicated

### **INTERNSHIP PROGRAM**

- Int. I.a Number of interns who successfully complete the program
- Int. I.b Percent of interns who report improved practical job skills training and positive experience

### **CONFLICT SENSITIVITY**

- CS.I.a Number of communities monitored via rapid conflict scans



# MALI

Sariya Bato  
2024–2029



## PURPOSE

To support the Government of Mali’s goal of more efficient, effective, and competent Malian justice sector institutions that are accountable and responsive to the needs of Malians.

## THEORY OF CHANGE

**IF** Malians experience more effective justice through competent, predictable, and transparent institutions, and their access to justice improves through innovative people-centric approaches, with institutions that fight corruption and ensure accountability for human rights violations,

**THEN**, the Malian people will have greater confidence in the fact that they live in a just society, thus enhancing the legitimacy of the entire governance system and people's trust in it.

## TECHNICAL APPROACH

Sariya Bato will contribute directly to the overall goal of USAID/Mali’s CDCS: “A more stable, peaceful, and resilient Mali leading its own sustainable development. This program particularly supports Development Objective I, “Improved governance for stronger democratic institutions”, and related intermediate results, most directly I.R 1.4: “Strengthened rule of law” and IR 1.2: “Strengthened communities’ human security through conflict prevention and resolution.”

The work to be completed under this contract is divided into four components, as follows:

- Component 1: Strengthened Justice Sector Institutions are Capable of Delivering Justice more Effectively, Including MOJ, Courts, and Potential New Institutions Established for Transitional Justice.
- Component 2: Enhanced Access to Justice for all by Increasing Navigability of the Justice System, Access to Legal Aid, and Public Understanding of the Judicial System and Linkages Between Formal and Informal Justice Sectors.
- Component 3: Enabled Anti-Corruption and Oversight Mechanisms Build Out Vertical and Horizontal Integrity Networks to Combat Pervasive Corruption, Illicit Enrichment, Violent Extremism, and Organized Crime.
- Component 4: Improved Protection of Human Rights and Greater Accountability for Violations, With a Focus on GBV and TIP in its Diverse Forms, including Hereditary Slavery.

## **GUIDING PRINCIPLES ON PCJ; INNOVATION AND CO-CREATION**

This program aims at building public confidence in the rule of law, making its goal in its most basic terms that: “People in Mali have increased confidence in the fact that they live in a just society.” This goal recognizes that ultimately all programs’ objectives and activities are aimed at the pursuit of a broader notion of justice, beyond the courtroom. While effective institutions are critical to achieving this goal, they are only one piece. Pursuit of the goal will require focus also on civil society and the private sector, as well as—primarily—a focus on the people as the “users” of the justice system and its attendant processes. According to this understanding, justice sector reforms contribute to building a multisectoral, horizontal and vertical, culture of rule of law, which has been shown to be a catalyst for greater social and economic inclusion and deepening the impacts of democracy and peace.

USAID/Mali will ensure greater diversity, inclusivity, equality and accessibility for women and youth in all programming with a strong focus on anti-corruption and transparency, promoting community-driven development with an emphasis on promoting the nexus between development and humanitarian aid as well as fostering more resilience to climate shocks and stresses. USAID will weave rights-based, gender-responsive, and socially inclusive approaches carefully throughout the strategy to ensure that programs and activities achieve meaningful sustainable impacts. This will also apply to the program and all of its components.

USAID activities must comply with USAID gender and inclusive development policies, including, but not limited to, the Disability Policy and the Gender Equality and Female Empowerment Policy. Gender indicators and analyses are required for USAID activities in accordance with ADS 205, Integrating Gender Equality and Female Empowerment in USAID’s Program Cycle and activities are required to report sex-disaggregated statistics. As such, this contract is central to the Mission’s effort to ensure that Mission activities identify and seek to remedy gender or inclusive development gaps.

## **INDICATORS**

### **COMPONENT I**

#### **Expected Results**

- Improved processing of justice related documents and cases in key institutions through new systems.
- Increased institutional capacity through management training, financial controls, inspection, and oversight.
- Financial and administrative reform across judicial institutions implemented.
- Strategic planning units formed.
- A highly functional Judicial Training Center that is able to identify training needs, formulate its annual budget, and execute its budget transparently.
- Upgraded automation processes in targeted institutions with modern information technology and/or streamlined paper-based procedures.
- Court administration office established to develop and enforce uniform procedures, and monitor performance standards (e.g., caseload tracking).

### **Specific Indicators:**

- Number of USG-assisted courts with improved case management systems (FA DR.1.5-1).
- Percent of judges, prosecutors, and court personnel who have participated in continuing education
- Number of judicial personnel trained with USG assistance (FA DR.1.3-1).

## **COMPONENT 2**

### **Expected Results**

- Procedures and policies are put in place to support legal framework and processes to improve access to justice by survivors of descent-based slavery and other human rights abuses.
- More communities in Mali have trained justice personnel who can mediate conflicts and/or refer cases to the formal justice sector.
- The Ministry of Justice has a clear understanding of the informal justice sector throughout Mali.
- Media and/or public relations departments in targeted justice sector institutions are more open/connected to the Malian people.
- Targeted beneficiaries demonstrate a better understanding of their options and pathways in both the formal and informal justice systems.

### **Specific Indicators:**

- Number of judicial personnel trained with USG assistance.
- Number of USG-assisted courts with improved case management systems.

## **COMPONENT 3**

### **Expected Results**

- The national anti-corruption court is operational all over the country.
- Independent and strong administration of justice respectful to human rights.
- Improved system for the management of criminal cases.
- Control and oversight of the justice system in place.

### **Specific Indicators:**

- Number of executive oversight actions taken by the legislature receiving USG assistance.
- Number of government officials receiving USG-supported anti-corruption training.
- Number of mechanisms for external oversight of public resource use supported by USG assistance.
- Number of people affiliated with non-governmental organizations receiving USG-supported anti-corruption training.

## COMPONENT 4

### Expected Results

- Procedures and policies are put in place to support legal framework and processes to improve access to justice by survivors of descent-based slavery and other human rights abuses.
- National-level awareness increased by local organizations, promoting human rights through the fight against hereditary slavery, including its diverse forms engendered by gender-based violence (GBV), trafficking in person (TIP), land and other forms.
- Leverage strengthened the capacity of institutions and organizations to counter TIP to address other human rights (HR) abuses.

### Expected results specifically from HRGP:

- Increased convictions of violators of human rights related to descent-based slavery.
- Improved institutional capacities of key justice sector institutions and courts to manage these cases.
- Procedures and policies in place to support legal frameworks and processes to improve access to justice by survivors of descent-based slavery.
- National-level awareness increased by local organizations promoting human rights through the fight against hereditary slavery, including its diverse forms of GBV, human trafficking, land tenure, and other related challenges to human dignity.
- Increased use of the justice system by empowered, supported, and protected hereditary slaves, especially survivors of GBV.

### Specific Indicators:

- Number of judicial personnel trained with USG assistance
- GNDR-I Number of legal instruments drafted, proposed or adopted with USG assistance designed to promote gender equality or non-discrimination against women or girls at the national or sub-national level
- Number of people reached by a USG funded intervention providing GBV services (e.g., health, legal, psycho-social counseling, shelters, hotlines, other)
- Number of watch groups developed
- Number of community members assisted
- Number of awareness raising events conducted
- Number of lawyers and/or paralegals trained to support TIP survivors

# KYRGYZ REPUBLIC



## Rule of Law and Anti-Corruption Activity (Ukuk Bulugy) 2021–2026

### PURPOSE

Transparency and accountability of the judiciary and other key government institutions strengthened.

### THEORY OF CHANGE

**IF** the judiciary effectively exercises its independence in self-governance,

**AND** the quality and efficiency of justice and legal services are optimized,

**AND** the judiciary and other agencies are more open and engaged with citizens,

**THEN** the judiciary and other agencies will be more transparent and accountable to society as a whole,

**AND THEN** the rule of law will increasingly be more equitably applied.

### TECHNICAL APPROACH

The Activity will expand programming beyond the judiciary and build partnerships with a broad range of justice actors (universities, civil society organizations, professional associations, and the private sector) to accelerate the pace of reform and focus on the needs of the justice seekers.

### OBJECTIVE 1: JUDICIAL INDEPENDENCE AND SELF GOVERNANCE STRENGTHENED

Engage competent judicial bodies and authorities to strengthen the independence and integrity of individual judges in hearing and deciding cases as well as strengthening the judiciary as an independent, self-governing institution. Exercising independence and self-governance in a transparent and accountable manner within the judiciary (vertical accountability), including judicial disciplinary liability and anti-corruption measures, and also between the judiciary and other branches of government (horizontal accountability) through improved oversight as well as collaboration in initiatives such as the Open Government Partnership. Link judicial bodies and authorities with inter-governmental commissions, task forces, etc. focused on integrating the judiciary and related justice system actors and processes in whole of government approaches to development challenges, including COVID-19 response and recovery.

### OBJECTIVE 2: QUALITY AND EFFICIENCY OF JUSTICE AND LEGAL SERVICES OPTIMIZED

Activities will engage formal and informal justice and legal service providers as well as relevant competent authorities to effectively respond to the needs of justice seekers and provide them with multiple pathways and means for dealing with legal problems, resolving disputes, and protecting fundamental rights. This includes raising the qualifications and professional development of judges (including mentoring), court personnel, lawyers and others in specialized areas of practice; improving case management and workflow



techniques and tools (e.g., docketing, scheduling and eDiscovery); strengthening data collection and analysis, and enhancing automation and use of digital tools and legal tech (e.g. online hearings, e-filing systems, searchable court decisions, real time chat boxes, online payment calculators, and text reminders etc.) to perform essential functions, manage and disseminate information, and make services more freely accessible and user friendly.

### **OBJECTIVE 3: COLLABORATION BETWEEN THE JUDICIARY, JUDICIAL SUPPORT ORGANIZATIONS, AND THE PUBLIC ENHANCED**

Activities will build linkages, establish feedback loops, and facilitate collaboration between the judiciary, judicial support organizations, parliament, and the public to improve court performance as well as transparency and integrity, resolve unmet legal problems, and proactively address the diverse and often changing justice needs and priorities of local communities, key populations, and the private sector. Building collaborative capacities and cultures of innovation within the judiciary, in addition to facilitating open court and community engagement activities. Support for justice data collection and analysis including court performance statistics, administrative data, and related information including strengthening tools, such as automation and digitization, and processes for making the data that it collects and analyzes available to the public.

### **OBJECTIVE 4: OPEN AND ACCOUNTABLE GOVERNANCE STRENGTHENED**

Engaging at the three levels of systems, services, and society to strengthen an accountability ecosystem in the executive and legislative branches. Support public accountability institutions and mechanisms across the government mandated to watch over government accounts, operations, and performance and integrity while also ensuring courts, the legal profession, and legal aid organizations play a role in open and accountable governance and administrative justice. Empower people and communities to participate in public affairs, advocate for legal and regulatory reforms, protect their rights against bribery and corruption, and expose corrupt practices in government action and public service delivery. Includes improving public access to data and information, supporting platforms for mediation, dispute resolution, and the exchange of ideas and priorities between the government and public to increase citizen oversight and problem-solving.

## **GUIDING PRINCIPLES ON PCJ; INNOVATION AND CO-CREATION**

This Activity includes a people-centered approach that seeks to understand what people want and need when they seek justice, how they seek to resolve their legal problems, and the obstacles and costs they face when doing so, to catalyze action to remove those obstacles and costs by establishing partnerships and facilitating collaboration amongst a broad spectrum of stakeholders, beneficiaries, and key actors to solve legal problems and prevent injustice. A similar approach will be taken with the executive branch governance and service delivery, with a focus on facilitating greater inclusiveness of executive branch governance and service delivery responsiveness.

The **approach** will include:

- A **people centered approach** that involves greater investments in data collection and analysis of people’s legal problems, the challenges they face in resolving disputes, and ultimately how they are resolved.
- **Transforming institutions and the services** they provide to address and reduce unmet legal needs from the end user’s perspective.

- Attention to the experience of the justice seeker, the extent to which justice is **user friendly**, and whether the processes and outcomes are perceived as fair.
- **Breaking down** legal, administrative, and practical **barriers** that people face to obtain documents, access public services and participate fully in society

In pursuit of PCJ, the activity will also emphasize both open justice and community-oriented justice:

### OPEN JUSTICE:

Strengthen transparency and accountability within the justice system, facilitating citizen engagement and public participation in judicial reform and policy-making processes, and supporting wider collaboration between the judiciary, civil society, and other stakeholders in the context of the Open Government Partnership (OGP) processes. Strengthening transparency of justice data through new technologies and public access to legal information and judicial decisions. Relies on the OGP framework and commitments along with civil society engagement and collaboration to ensure executive branch governance and service delivery is more transparent and accountable to citizens and the law.

### COMMUNITY ORIENTED JUSTICE:

Engage at the community level and with local populations, as well as at the national level, to ensure justice and other government services are more available and meaningful to people in their daily lives. Includes pilots to test a proof of concept before expanding nationally; empower local communities to take greater ownership over local justice issues and court management by facilitating civic engagement, coalitions, and partnerships for constructive action.

## INDICATORS

### ACTIVITY 1.1: BUILD THE REFORM CAPACITY OF KEY JUDICIAL BODIES

- Number of capacity-building initiatives implemented with judicial self-governance bodies for inclusion in NTP 3 [Output]
- Number of stakeholder groups established, actively participating in development of draft NTP 3 [Output]
- Number of judicial self-governance bodies guided by the International Framework for Court Excellence (IFCE) through tailored assistance provided by EWMI [Outcome]

### ACTIVITY 1.2: STRENGTHEN THE JUDICIAL DISCIPLINE FUNCTION

- Number of needs assessments conducted with the Disciplinary Commission to generate recommendations [Output]
- Number of training modules developed on judicial ethics and procedural fairness [Output]
- Number of trained participants [Output]
- Number of recommendations from assessment that are adopted by the judicial discipline body [Outcome]

### **ACTIVITY 1.3: ADDRESS THE UNDER-REPRESENTATION OF WOMEN AND MINORITIES IN THE JUDICIARY IN POOR PERFORMING OBLASTS**

- Number of studies conducted by a local women-led organization to review the position of women and minorities in the judiciary in the three oblasts with the lowest proportion of female judges in the Country and provide recommendations [Output]
- Number of events to publicize and discuss the results of study [Output]
- Number of informational events for members of the JC on the need to comply with the law on the Status of judges [Output]
- Number of participants in awareness raising events [Output]

### **ACTIVITY 1.4: INCREASE THE REPRESENTATION OF WOMEN IN AKSAKAL COURTS**

- Number of studies on aksakal courts [Output]
- Number of women mobilized to be trained and mentored [Output]
- Number of women who completed training themselves and conduct training for others [Output]
- Number of aksakal judges trained [Output]
- Number of public events organized to explain the role of women aksakals [Output]
- Number of capacity building and training sessions for aksakals in the target districts regarding family law issues [Output]

### **ACTIVITY 1.5: INCREASE NETWORKING AND MENTORING OPPORTUNITIES FOR WOMEN IN THE JUDICIARY**

- Number of young women judges matched with senior mentor judges [Output]
- Number of networking events for women professionals in judicial bodies [Output]
- Number of mentoring initiatives developed and activated

### **ACTIVITY 1.6: FULFILL THE JUDICIARY'S OPEN GOVERNMENT PARTNERSHIP COMMITMENTS**

- Percentage of searchable online court decisions on [www.act.sot.kg](http://www.act.sot.kg) platform for uniformity of judiciary decisions [Outcome]
- Percentage of courts where AVT is being used [Output]

### **ACTIVITY 2.1: PROMOTE ACTIVE CASE MANAGEMENT**

- Number of research reviews on the legal and regulatory framework conducted to generate recommendations [Output]
- Number of joint actions in framework of AWP performed [Output]
- Number of Courts that implement Active Case Management Plans [Outcome]

### **ACTIVITY 2.2: SUPPORT PRIORITIZED ICT INNOVATIONS**

- Number of trainings on usage of AVT transcripts generation tools [Output]

- Number of courts using AVT and issuing transcripts routinely [Output]
- Percentage of audio video transcripts of criminal cases available upon request to authorized persons [Outcome]

### **ACTIVITY 2.3: EXPLORE ROLLOUT OF SIMPLIFIED CASE FILINGS HANDBOOK**

- Number of consultations with relevant stakeholders to review the usage to date of the handbook, including the degree of commitment to the handbook and interest in using it [Output]
- Perform annual monitoring review on the use of the standardized documents in court filings [Output]
- % of stakeholders using the handbook according to annual review of standardized documents in court filings [Outcome]

### **ACTIVITY 2.4: BUILD THE CAPACITY OF THE SUPREME SCHOOL OF JUSTICE (SSOJ)**

- Number of new initiatives launched by SSOJ as a result of FJC mentorship [Output]

### **ACTIVITY 2.5: DEVELOP STRUCTURED MENTORING PROGRAM FOR YOUNG JUDGES**

- Number of trainings for mentors and mentees [Output]
- Number of mentors participating in the program and # of mentees matched [Output]

### **ACTIVITY 2.6: EXPLORE OPTIONS FOR SUSTAINABLE NON-COMMERCIAL MEDIATION**

- Number of court cases when mediation efforts have positively resulted in successful solution [Outcome]
- Number of sustainable gender sensitive mediation initiatives undertaken [Output]
- Number of cases when mediation efforts are undertaken [Output]

### **ACTIVITY 2.7: STRENGTHEN LEGAL AID CAPACITY**

- Number of FLAC lawyers trained [Output]
- % of GBV related cases handled by trained FLAC lawyers

### **ACTIVITY 2.8: SUPPORT A CADRE OF “HERO” JUDGES**

- Number of lawyers identified to participate in study trip to Georgia [Output]
- Percentage of study trip participants who carry out their action plans [Outcome]
- Number of experience-sharing activities conducted by "hero judges" [Output]

### **ACTIVITY 3.1: EXPAND COURT OUTREACH TOOLS**

- Development of a gender sensitive communications and outreach strategy and user feedback tools, at least one focused on GBV prevention [Output]
- Number of outreach tools piloted and applied [Outcome]

- Number of consultations to explore inexpensive user feedback tools, including Independent Survey of Court Users [Output]

### **ACTIVITY 3.2: LEGAL LITERACY GRANTS**

- Number of grants given to CSOs through the Legal Literacy Grants program [Output]
- Number of LLG program participants [Output]
- Legal Literacy Grants program is established [Outcome]

### **ACTIVITY 3.3: INTRODUCE COMMUNITY-CENTERED JUSTICE INNOVATIONS**

- Number of assessment recommendations implemented by target municipal court to respond to community needs aimed at promotion of people-centered justice [Outcome]
- Number of trainings and social service networks in courthouses—to help courts with limited resources address community needs and become more women-centered [Output]
- Number of initiatives aimed at promotion of greater gender responsive legal empowerment [Output]

### **ACTIVITY 3.4: STRENGTHEN CIVIL SOCIETY ROLE IN GBV PROSECUTIONS**

- Number of consultations with relevant stakeholders including GBV-related CSOs to explore relevance of Ne Molchi’s approach [Output]
- Number of public events/activities to participate in the annual 16 Days Campaign against GBV [Output]
- Number of concept notes which resulted to initiatives by civil society in regard to GBV [Output]

### **ACTIVITY 4.1 PROMOTE HIGH VISIBILITY ACCOUNTABILITY AND TRANSPARENCY CAMPAIGNS**

- Number of mechanisms established to promote collaboration between state bodies and civil society to increase accountability and transparency [Output]

### **ACTIVITY 4.2: EXPAND OPEN DATA PORTALS**

- Number of comments on the draft legal acts that are on the portal [Output]
- Number of trained CSO and business community representatives on usage of open data portals [Output]
- Strengthened open data portals [Outcome]

### **ACTIVITY 4.3: STRENGTHEN GOVERNMENT MONITORING MECHANISMS**

- Number of dialogue sessions between Ombudsman Institution, the Parliament and the executive [Output]
- Number of dialogue sessions between Ombudsman Institution, the Parliament and the executive on gender issues [Output]

### **ACTIVITY 4.4: PROMOTE STATE-CIVIL SOCIETY POLICY DIALOGUES**

- Number of engagements to develop a new strategy with government counterparts [Output]



- Number of Policy Document (with Action Plan) developed [Output]
- Number of the MOJ and FLA CSOs network initiatives [Output]

#### **ACTIVITY 4.5: IDENTIFY AND PROMOTE ADMINISTRATIVE LAW REFORMS**

- Number of administrative law recommendations pursued [Outcome]

#### **ACTIVITY 4.6: INCREASE ACCOUNTABILITY AND RESPONSIVENESS IN STATE SERVICE DELIVERY**

- Number of online platforms developed for citizens to submit requests and complaints related to municipal services online [Output]
- Number of civilian requests /complaints addressed via platform [Output]
- Number of activities implemented with national government entities with an anti-corruption goal including gender aspects [Outcome]
- Number of public policies introduced, adopted repealed, changed or implemented consistent with people-centered justice approach [Outcome]

# NEPAL

Community Justice  
2024–2029



## PURPOSE

The project will improve equitable justice sector service delivery for women, youth, and marginalized groups in targeted communities.

## THEORY OF CHANGE

**IF** justice sector service institutions have greater capacity, coordination, and awareness of discrimination facing women, youth, and marginalized groups;

**AND IF** the public is better informed to increase access to justice about fundamental legal rights and justice sector resources and accountability;

**THEN** the rule of law will be strengthened in a way that results in more equal justice sector service delivery for women, youth, and marginalized groups.

## TECHNICAL APPROACH

There are two focus areas:

### OBJECTIVE 1:

Strengthen local institutional capacity and justice sector coordination and oversight to improve access to justice and justice delivery for women, youth, and marginalized groups. This focus area aims to build the capacity and coordination of local institutions and justice sector actors to improve access, delivery, and oversight mechanisms of the justice sector to address issues of discrimination and exclusion of historically marginalized groups. This area will focus on the supply side of the justice system.

### OBJECTIVE 2:

Strengthen civil society capacity to improve community legal literacy, local justice sector accountability, and access to legal aid for women, youth, and marginalized groups. A primary focus of this activity is to empower traditionally marginalized and vulnerable individuals in Nepal to understand their rights and more effectively navigate and use justice mechanisms at the local level, especially JCs and mediation centers. To do so, this focus area will ensure the demand side CSOs are capacitated to coordinate with the justice institutions and better represent women, youth, Dalit, and other marginalized groups in Nepal.

Issues related to marginalization are comparatively high in Madhesh Province which, relative to other provinces, has a low score on the Human Development Index; a pervasive culture of *afno manche* (patronage) that weakens accountability; high numbers of GBV cases; and a pervasive social exclusion of the Madhesh community. The project will focus on inclusion through a Rule of Law lens, focusing on equal protection under the law for women, youth, and marginalized groups.

In addition, high numbers of GBV cases are not reported in the public domain. Building the capacity of justice entities to represent the needs of vulnerable and marginalized people in the face of shocks and

stress is crucial. It also mitigates discrimination-based drivers of conflict that increase fragility. The root causes of the decade of armed conflict (1996-2006) in Nepal is one key example. This activity establishes/reinforces linkages that promote resilient local justice systems.

## GUIDING PRINCIPLES ON PCJ; INNOVATION AND CO-CREATION

USAID anticipates that the targeted populations, justice sector actors, and civil society will likely seek the Recipient's engagement by applying the **people-centered approach** from among the priority services under access to justice, justice delivery, and oversight. The activities will be **co-designed** with the Recipient and key stakeholders to ensure the perspectives and justice needs of the marginalized groups are better designed and will be implemented at the federal and sub-national level, with a focus on the sub-national level in selected provinces.

Throughout the design and implementation, this activity will make informed decisions and ask for accountability from their government, elected leaders, as well as the Recipient and USAID. The project will support improving overall professionalism and encourage partnerships with respected institutions in order to uphold the Rule of Law situation in Nepal.

### GESI RESULTS WILL BE REFINED DURING THE CO-CREATION PROCESS TO ENSURE THAT:

(a) Local justice institutions remove key barriers of accessing justice by the women, youth, dalit, and other marginalized groups and key fundamental rights established ; (b) Improve CSO understanding of GESI and its implications in the federal system of governance, and embed GESI as a priority public interest agenda in CSO's actions; (c) Reduce GESI barriers for marginalized groups (for example, removing barriers for women, youth and marginalized groups, which may include Dalits, Madhesi Other Caste, Tarai Janajatis, Muslims, and other ethnic and religious minorities) on both the supply and demand sides; (d) Elevate and/or increase leadership role of women and girls, youth, Dalit, and other marginalized groups in CSO advocacy and oversight activities; and, (e) demonstrate how address the GESI intersections in other key cross-cutting themes.

The activities will require a local analysis of justice pathways at the target locations and particularly how users and justice providers identify services, access or are referred to them, and work together across different subject areas, institutions/mechanisms, and geographic locations. Reforms and development approaches should use a people-centered approach to address persistent issues of discrimination that worsen access to justice and justice sector outcomes for marginalized groups. USAID intends to provide the maximum flexibility for the implementer to take innovative approaches and adapt to the needs identified through the people-centered approach.

## INDICATORS

The activity is intended to contribute to USAID/Nepal's Country Development Cooperation Strategy I (CDCS) goal of "a more self-reliant, prosperous and inclusive Nepal that delivers improved democratic governance, health, and education outcomes". In order to achieve this goal, the CDCS emphasizes the need to address federalism, inclusion, and resilience.

# GEORGIA

Rule of Law Activity  
2021–2026



## PURPOSE

The rule of law in Georgia is enhanced by an independent, accountable, well-functioning and people-centered justice system capable of ensuring justice for all, inclusive of the poor, marginalized, and underserved communities, as well as women and girls, in a timely, impartial, and transparent manner

## THEORY OF CHANGE

**IF** safeguards for institutional and individual judicial independence and self-governance are strengthened,

**AND** the administration of justice and delivery of quality and accessible justice services are enhanced,

**AND** the justice system is more accountable to and connected to society and the citizens it is mandated to serve,

**THEN** rule of law and public trust and confidence in the justice system will be enhanced.

## TECHNICAL APPROACH

### OBJECTIVE 1: INDEPENDENCE AND EFFECTIVENESS OF JUSTICE SYSTEM INSTITUTIONS STRENGTHENED

This objective will focus primarily on the judiciary by adopting an institution strengthening and organizational capacity development approach to working with the HCOJ, HSOJ, and other judicial bodies and coordinating structures in addition to individual courts, including courts in the regions and the Constitutional Court.

#### Outcome 1.1: Judicial independence and professionalism strengthened

Strengthen the institutional independence, inclusive of self-governance, of the judiciary with an emphasis on increasing the transparency and effectiveness of the HCOJ and other bodies to defend against improper political influence and other pressures, and ensure proper social guarantees for judges, through legislative and related initiatives. Attention will also be given to ensuring that individual judges and other judicial personnel are professionally competent and free to make impartial and fair decisions based solely on fact and law.

#### Outcome 1.2: Administration of justice and court management improved

Strengthen the development and implementation of judicial administration policies, standard operating procedures, and practices for budgeting and finance, human resources, records and data management, and other aspects of judicial administration. Introduce tools and processes that courts can employ to voluntarily assess and improve the quality of justice and court performance; facilitate the use of procedural justice, problem-solving, and customer-service tools and techniques to ensure court users and justice seekers are treated with dignity and respect in all of their interactions with the court; improve case assignment and management practices, enhance specialized procedures and court automation tools.

### **Outcome 1.3: Bench-Bar-Academic consultations and resources amplified**

Strengthen consultation between the Supreme Court and representatives of the judiciary with other justice institutions and actors including lawyers, prosecutors, and law professors to facilitate a more unified interpretation of the law and common practice across courts. Strengthening the capacity of the Georgian Bar Association to engage with the judiciary and the courts and develop analytical legal resources and authoritative publications; engage law professors and other legal scholars to facilitate their contribution to improving the work of courts and the development of law and court practice through peer reviewed research and amicus curiae briefs.

### **Outcome 1.4 Legal education quality assurance and preparation to practice strengthened**

Support legal education reforms that improve the preparation of law school graduates; develop and implement national standards on legal education and law school accreditation; improve practice-oriented and skills-based instruction, experiential learning and scholarly research and resource development; and, connect Tbilisi-based and regional law schools to share expertise and innovation in curriculum development, instructional methodologies, and experiential learning throughout the country.

## **OBJECTIVE 2: EQUAL ACCESS TO JUSTICE FOR ALL ENHANCED**

### **Outcome 2.1. Normative framework for equal protection and other human rights guarantees reinforced**

Work with the Parliament and other stakeholders to improve due process guarantees in court proceedings as well as remove legal barriers that may prevent access to justice by indigent and other disadvantaged citizens; strengthen legislative guarantees for greater equality and inclusion; and, support select NGOs in undertaking strategic litigation before domestic and international courts to establish precedents and affect changes in policies and legislation,

### **Outcome 2.2: Quality and accessibility of legal services enhanced**

Work to enhance the quality of legal aid services through more effective performance appraisal standards, processes, and tools; increase awareness for women and minorities about their rights; empower citizens and communities so they better understand, use, and shape policies and practices that affect them in their daily lives.

### **Outcome 2.3: Mediation and other types of alternative dispute resolution (ADR) advanced**

Strengthen the quality, use, and awareness of alternative dispute resolution mechanisms for multiple pathways to justice and making them more available to citizens; enhancing the expertise of mediators and arbitrators as well as lawyers and judges; increasing public awareness and understanding of mediation and expanding its use throughout the country.

## **OBJECTIVE 3: CITIZEN AND INSTITUTIONAL OVERSIGHT OF JUSTICE INSTITUTIONS INCREASED**

### **Outcome 3.1: Parliament and Public Defender's Office monitoring and oversight of justice institutions strengthened**

Work with the Parliament to move to evidence-based decision-making including assisting with research and analysis of the needs in the rule of law and human rights sectors; enhance oversight of the judiciary



using Post Legislative Scrutiny and Thematic Inquiry processes; engage with the Legal Issues and Human Rights and Civil Integration Committees and the Parliament to improve the performance of the judiciary, assess human rights protection in various sectors, and inform future legislative and reform initiatives.

### **Outcome 3.2 Civil society solutions to justice challenges broadened**

Bolster civil society's engagement to monitor, analyze, and report on judicial independence, accountability, and transparency; invest in diversifying voices and actors and facilitating the development of judicial support organizations and networks that collaborate with justice institutions, including individual courts, to perform data-driven research, generate evidence-based ideas, and introduce innovative solutions to justice administration and access to justice especially for marginalized communities and women.

### **Outcome 3.3: Court-community engagement strengthened**

Expand court-community relations through "open justice initiative" that offers the community opportunities to observe proceedings, learn about the inner workings of courts and the services they provide, better understand the role of the judiciary and judges in a democratic society, and participate in interactive discussions with judges and members of local justice ecosystems to address legal problems and justice needs at the local level; improve performance through the introduction of social auditing and report cards, court user committees, and related forms of user feedback and citizen oversight that can inform decision making and reforms.

## **GUIDING PRINCIPLES ON PCJ; INNOVATION AND CO-CREATION**

The Activity shifts the paradigm of justice reform to one that is more **people centered**, transforming otherwise inwardly looking and parochial institutions and actors to be more public facing, outwardly engaged, and user-oriented and thus more adept at solving legal problems and addressing justice needs, improving the experience and outcomes of justice seekers, and providing people with various pathways and means to access justice and legal services to deal with the problems they face in their daily lives. The PCJ approach will also facilitate the means for Georgian citizens to know, use, and shape the law to participate more fully in public affairs and the economy as well as in justice reforms.

The Activity will stimulate the development of **innovative justice and rights-oriented processes and tools**, pilot their introduction, and take successful innovations to scale by convening and facilitating **co-creation and collaboration** amongst justice institutions and service providers, judicial support organizations, civil society actors and academic institutions, and the private sector and startup communities to identify solutions, both tech and non-tech, to concrete problems in both the administration of and access to justice.

### **OVERALL APPROACHES:**

The Activity will seek to harness private sector expertise, resources, and business practices to strengthen the administration of justice, enhance access to justice, and improve judicial transparency and accountability, consistent with the USAID Private Sector Engagement Policy. Promote partnerships between private enterprise and justice system institutions such as university law schools, CSOs, and ADR mechanisms; facilitate the participation of businesses in various platforms for discussing reforms in the rule of law sector with governmental and non-governmental actors.

Engage the U.S. judiciary’s International Judicial Relations Committee (IJRC) based on the current USAID-IJRC Memorandum of Understanding for further peer-to-peer engagement and exchanges and develop a strategy based on lessons learned that will feed into efforts to facilitate systemic change.

The Activity emphasizes a subnational justice approach that strengthens the ecosystem of justice institutions, service providers, and actors at the subnational level (i.e., regions, districts, municipalities) to solve legal problems and address the justice needs and challenges that are specific to each.

Strengthen gender and social inclusion in Georgian society and ensure that the justice system is both reflective of and responsive to women as well as the poor, marginalized populations, religious and ethnic minorities, and other key population groups, including youth.

## **INDICATORS**

### **OUTCOME 1.1: JUDICIAL INDEPENDENCE AND PROFESSIONALISM STRENGTHENED**

- Percentage of previously enacted judicial reforms fully implemented, per existing EWMI matrix [Outcome]
- Number of substantial legislative reforms that improve the operation of the HSOJ, disciplinary bodies, courts and court administration, and improve judicial independence [Outcome]
- Number of U.S. judges assigned to shadow courts in Georgia [Output]
- Number of judicial personnel trained with USG assistance [F Indicator]
- % of civil and administrative law judges involved in the local ROL Practice Groups and other horizontal collaboration formats [Outcome]

### **OUTCOME 1.2: ADMINISTRATION OF JUSTICE AND COURT MANAGEMENT IMPROVED**

- Number of policy recommendations and standard operating procedures adopted by the courts to improve court administration [Outcome]
- Number of USG-assisted courts with improved case management systems [F Indicator]

### **OUTCOME 1.3: BENCH-BAR ACADEMIC CONSULTATIONS AND RESOURCES AMPLIFIED**

- Number of local bar-bench coordination councils established [Outcome]
- Number of law review articles published in the local and international scholarly journals with project support [Outcome]

### **OUTCOME 1.4: LEGAL EDUCATION QUALITY**

- Number of new programs (courses, clinics, Street Law) introduced in law schools [Output]
- % of law schools that adopt practice-oriented, skills-based instruction, and experiential learning programs with USG assistance [Outcome]
- Number of academic textbooks produced with program support
- % of students trained with the new law school programs [Outcome]

## **OUTCOME 2.1: NORMATIVE FRAMEWORK FOR EQUAL PROTECTION AND OTHER HUMAN RIGHTS GUARANTEES REINFORCED**

- Number of legal precedents set that promote rights of media/journalists, women, children, other marginalized groups and freedom of expression and equality before the law [Outcome]
- Number of laws that remove legal barriers to access to justice [Outcome]
- Number of experts seconded to assist the Public Defender's Office (PDO) [Output]
- Number of policy and practice changes based on the PDO recommendations/conclusions [Outcome]
- Number of legal instruments drafted, proposed, or adopted with USG assistance designed to promote gender equality or non-discrimination

## **OUTCOME 2.2: QUALITY AND ACCESSIBILITY OF LEGAL SERVICES ENHANCED**

- Number of experts seconded to assist legal aid providers [Output]
- Number of Legal Aid Service (LAS) lawyers mentored [Output]
- % of municipalities covered by joint LAS-CSO efforts aimed at expanding access to quality legal aid (referral networks, joint training or materials, etc.) [Outcome]
- % increase in satisfaction with the quality of legal aid provided, per customer satisfaction surveys [Outcome]

## **OUTCOME 2.3: MEDIATION AND OTHER TYPES OF ADR ADVANCED**

- Number of Court-Annexed cases sent for mediation [Outcome]
- % satisfaction of Court-Annexed Mediation users [Outcome]
- % improvement in level of public awareness of mediation (in selected court-annexed mediation relevant regions) [Outcome]
- % improvement in level of awareness of arbitration by business organizations [Outcome]

## **OUTCOME 3.1: PARLIAMENT AND PDO'S MONITORING AND INSIGHT OF JUSTICE INSTITUTIONS STRENGTHENED**

- Number of initiatives undertaken with project assistance by parliamentary committees or the PDO to exercise oversight of justice institutions [Output]
- Number of policy/practice changes as a result of exercising oversight of justice institutions [Outcome]

## **OUTCOME 3.2: CIVIL SOCIETY SOLUTIONS TO JUSTICE CHALLENGES BROADENED**

- Number of legislative and other changes consistent with the NGO input [Outcome]
- Number of tech solutions developed with the program support that are used by justice institutions [Output]
- Number of CSOs receiving USG assistance engaged in advocacy interventions [F Indicator]

### OUTCOME 3.3: COURT-COMMUNITY ENGAGEMENT STRENGTHENED

- % of courts that establish and utilize citizen engagement platforms with USG assistance



## PURPOSE

A more responsive justice system capable of providing people access to quality services and multiple means to solve their justice needs and every day legal problems to generate greater public trust in the justice system and the rule of law.

## THEORY OF CHANGE

**IF** justice institutions and actors better understand the needs and problems of justice seekers and improve the quality and accessibility of the services they provide accordingly

**AND** people have multiple means to resolve their justice needs and everyday legal problems

**AND** the public is more aware of and actively engaged in how the justice system functions

**THEN** public trust and use of the justice system will improve.

## TECHNICAL APPROACH

### OBJECTIVE 1: QUALITY AND ACCESSIBILITY OF JUSTICE SERVICES IMPROVED FOR ALL

Primary focus on enhancing the performance and reach of courts and legal aid offices to provide community level justice services throughout the entire country. Activities should include:

1. Collection and use of data on justice needs and legal problems to improve the quality and accessibility of justice services.
2. Partnering of justice, legal, and social service providers to remedy justice needs and improve user experiences and outcomes more holistically.
3. Utilize problem-solving courts and specialized mechanisms to address prominent grassroots justice needs and legal problems, preventing their reoccurrence.
4. Institutionalize court administration and case management policies and practices to ensure timely practices that reduce delays.

### OBJECTIVE 2: CITIZEN UNDERSTANDING, ENGAGEMENT, AND TRUST OF THE JUSTICE SYSTEM IMPROVED

Focus assistance to improve public communication strategies, capabilities, skills, and tools of core justice institutions and service providers, proactively engaging media, civil society and civic groups, and the public on the mandates and work of their institutions, the services they provide, and how they can be engaged to address local needs and public priorities at the community level.

1. Justice institutions and service providers more effectively engage, inform, and dialogue with the public on local needs and priorities in areas of justice, rights, and security.
2. Foster greater data transparency and public understanding of the functions and inner workings of justice institutions and service providers through open justice initiatives.
3. Improve performance of justice institutions and service providers with direct citizen feedback processes, oversight mechanisms, and collaborative problem-solving.
4. Monitoring and participation by civil society organizations in justice reform processes to represent citizen needs.

### OBJECTIVE 3: EFFECTIVE INNOVATIONS IN THE JUSTICE SECTOR DEVELOPED

1. Provide effective justice system innovations that put peoples' needs and problems at the forefront.
2. Generate new ideas and introduce innovation for effective collaboration between justice institutions and service providers, judicial support organizations, civil society actors and academia, and the entrepreneurship community.
3. Ensure innovation is properly contextualized and looks at the scalability and sustainability of the innovation.
4. Emphasize the development of innovative approaches and solutions that improve the quality of justice of cases that go to the courts, increase people's ability to understand the law and navigate the justice system, address unmet legal needs, and improve transparency and accountability.

#### APPROACHES:

**Justice Ecosystem Orientation:** that emphasizes and strengthens the relationships and interactions between the institutions, actors, networks, processes, tools, and incentive structures that collectively enable and empower people to make the law work for them in their daily lives, resolve disputes, remedy rights violations, and address other justice needs and legal problems.

**Thinking and Working Politically (TWP):** conduct regular contextual analyses to identify and analyze power dynamics, economic and social forces, and other interests that influence how the justice system functions, institutions and actors perform, services are delivered, and reform is successfully undertaken.

**Gender and Youth Integration:** meaningfully engage women and youth, including removing barriers women experience as justice seekers; increase their knowledge, use, and innovation of the law and justice services to remedy their specific needs as well as affect more systemic change; address justice needs of youth in conflict with the law, improve their understanding of justice system, and facilitate their participation in community justice, transparency, and accountability initiatives.

### GUIDING PRINCIPLES ON PCJ; INNOVATION AND CO-CREATION

Interventions will shift the focus of reform and assistance from a more inward-looking institution-building and strengthening approach to a more outwardly looking service delivery improvement approach.

**People-centered approaches** will facilitate and strengthen collaboration between core justice institutions and service providers, law enforcement, government authorities, civil society organizations, and citizens in finding solutions to problems of critical concern to the public and individual justice seekers. Also focus efforts to improve the transparency and accountability of core justice institutions and service providers by increasing opportunities for public scrutiny as well as opportunities for the public to contribute to more effective justice policies and practices both nationally and at a local level.

The Activity will facilitate meaningful partnerships to undertake social auditing and citizen oversight of core justice institutions and service providers to facilitate public input and voice in shaping strategic planning, improving performance, enhancing accountability, and dealing with allegations of official misconduct and corruption within the justice system.

The Activity will also explore opportunities to leverage resources and capabilities with other justice sector key stakeholders, including the private sector, integrate the idea of **co-investment and co-design** and include key stakeholders when designing interventions.

## INDICATORS

**Overall Goal Indicator:** Percent (%) court-users expressing their trust in courts' procedural justice dispensation.

### OBJECTIVE 1: QUALITY AND ACCESSIBILITY OF JUSTICE SERVICES IMPROVED FOR ALL

- Percent (%) of population satisfied with courts
- Percent (%) satisfaction with legal aid services
- Number of individuals/groups from low income or marginalized communities who received quality legal aid services or victim's assistance with USG support
- Number of justice service providers' practices changed as a result of citizen feedback
- Number of communities participating in problem definition and feedback loops to inform ongoing justice service delivery improvements
- Number of systems, practices, policies, instructions and other relevant actions to improve justice institutions efficiency

### OBJECTIVE 2: CITIZEN UNDERSTANDING, ENGAGEMENT, AND TRUST OF THE JUSTICE SYSTEM IMPROVED

- Percent change in share of surveyed citizens who understand justice system services and access points [% over baseline]
- Number of USG-supported activities that improve collaboration of the KJC and courts with civil society and the media
- Number of USG funded activities that raise public awareness about the justice system
- Number of justice institutions and service providers self-administering procedural justice or other data collection tools
- Time-to-Disposition (case closure)
- Number of initiatives where USG-funded actions by civil society led to improvements in effectiveness and accountability of the justice service providers



- Number of USG supported CSOs that actively monitor and effectively participate in justice reform processes

### **OBJECTIVE 3: EFFECTIVE INNOVATIONS IN THE JUSTICE SECTOR DEVELOPED**

- Percent of justice innovations scaled beyond pilot stage
- Number of competitors or participants in innovation activities
- Number of users for scaled innovations
- Number of innovations introduced

### **CROSS-CUTTING**

- Number of justice sector personnel trained/mentored/coached with USG assistance

# SERBIA

Justice for All Activity  
2023–2028



## PURPOSE

The Activity's overall goal is to help solve people's legal problems and satisfy their justice needs by strengthening Serbia's justice system and service providers and guaranteeing the rule of law.

## THEORY OF CHANGE

IF people are empowered to know and use the law in their daily lives,

**AND IF** justice institutions and actors engage and partner with the legal community and public at large to innovate and problem-solve

**AND IF** the justice system is equipped to deliver quality services that are more data-driven and user-friendly,

**THEN** people's legal problems will be solved and their justice needs satisfied and the rule of law will be strengthened.

## TECHNICAL APPROACH

### OBJECTIVE 1: PEOPLE'S LEGAL LITERACY AND EMPOWERMENT INCREASED

Work at the societal level to improve people's knowledge of the law and how to use it in their daily lives while also supporting open justice initiatives that facilitate inclusive public engagement in and oversight of justice processes and reform initiatives oriented around, but not limited to, institutional performance and responsiveness to community priorities. Work with the Ministry of Justice, courts, public prosecutor offices, the Judicial Academy, law schools, municipal free legal aid offices, civil society organizations, and local communities.

### OBJECTIVE 2: PEOPLE'S EXPERIENCES AND OUTCOMES WHEN ACCESSING JUSTICE SERVICES IMPROVED

Work at the services level to improve the quality of and access to justice and related services from the perspective of the user and justice seeker and their experiences with an emphasis upon but not limited to the courts. Work with the Ministry of Justice, courts, Judicial Academy, municipal free legal aid offices, civil society, and the private sector.

### OBJECTIVE 3: JUSTICE SYSTEM STRENGTHENED TO BE MORE PEOPLE-CENTERED

Work at the systems level to facilitate greater coherence, communication, and coordination between justice institutions, actors, and processes and their effectiveness in identifying and solving people's legal problems and satisfying their justice needs, including the problems and needs of survivors of gender-based violence. In addition to improving data collection and analysis, this objective will strengthen the capacity

of justice institutions, actors, and processes to ensure they are meeting the needs of justice seekers, effectively solving people's legal problems fairly and in a timely manner. Work with the Ministry of Justice, courts, public prosecutor offices, municipal free legal aid office, and civil society.

## GUIDING PRINCIPLES ON PCJ; INNOVATION AND CO-CREATION

Employ a People-Centered Justice approach in design and implementation, demonstrating consultations with users of the justice system and services, in particular free legal aid. Elaborate a strategy for interventions to make the institutions, services, and actors that comprise the justice system and related services more user-friendly, problem-solving, and data-driven, and, thus, more people-centered, taking into account differing legal problems and justice needs of individuals and communities through responsive, tailored, efficient, and sufficiently flexible approaches to accommodate local justice realities and support meaningful justice for all.

Must address Justice Innovation solutions, both tech and non-tech, that demonstrate evidence of impact, cost-effectiveness, sustainability, and viable pathways to scale. These solutions should be developed with attention to gender and marginalized groups inclusivity. Utilize co-creation and/or collaborative approaches amongst justice institutions and service providers, the legal community, civil society actors and academic institutions, and the private sector and startup communities to identify solutions to concrete problems in both the administration of and access to justice.

### APPROACHES:

Over its five years, the Project will be refocusing justice reforms through the lens of people-Centered Justice including: (1) Empowering people to understand and navigate pathways to justice, (2) Engaging communities and courts in collective problem solving, (3) Enhancing justice services through citizen input and actionable data, and (4) Evaluating reform solutions through continuous feedback. Through this PCJ lens, the project will build people's literacy and awareness that the justice system exists to meet their needs and solve their problems; empower individuals, particularly the underserved, to navigate different justice pathways; establish platforms for facilitating collaborative dialogues, innovation, and problem-solving to improve people's experiences and outcomes with the justice system; build the capacity of justice providers to gain actionable insight into justice seekers' needs, and to use such insights to continuously improve operations and services; expand the reach of legal aid and other services for underserved communities; and enable the justice system to better meet the needs of GBV survivors.

Work in close partnership with the competent authorities and core institutions and actors across the branches of government and within the justice system that are mandated to guarantee the rule of law and ensure equal access to justice. The primary orientation to achieve goals and objectives will be **towards organizational and human capacity development, institution strengthening, and tailoring comparative and good practices to the Serbian context**. It will spark and accelerate innovation and provide other forms of technical assistance to ensure the justice system and justice services are more data-driven, user-friendly, and problem-solving. It will include a gender-equality lens across all its interventions, to ensure all results achieved benefit equally to all genders in the society.

Must utilize a Grants under Contract (GUC) mechanism (of up to 10% of budget) to support local organizations to advance the contract's objectives, in particular objective 2.

**Gender Transformative Approach** to fundamentally transform relations, structures, and systems that sustain and perpetuate gender inequality in the legal system. To achieve this, the contractor must implement activities:

- Based on a critical examination of gender roles, norms, power dynamics, and inequalities within the sector.
- Utilize positive norms that support gender equity and equality and an enabling environment, and
- Address underlying power dynamics, social structures, policies, and/or broadly held social norms that impact women and girls, men and boys, and gender diverse individuals and perpetuate gender inequalities.

## INDICATORS

### EXPECTED RESULTS AND INDICATORS:

#### Objective 1

##### **ERI.1 Public Awareness of Rights and Understanding of the Justice System and Services Increased**

- % of increase in public awareness of rights and understanding of the justice system and services
- Increased # of monthly hits on Open Doors of Judiciary portal and information kiosks
- % of increased utilization of public-facing info resources

##### **ER 1.2 Law Students and Young Professionals Mobilized to Solve Legal Problems and Advocate for Rule of Law**

- # of students (law schools and high schools) trained in Street Law
- Increased # of intake cases at legal aid clinics supported by the Project

##### **ER 1.3 Public Engagement and Oversight with Justice Institutions and Actors Expanded**

- # of recommendations resulting from interactive community dialogue developed and implemented

#### Objective 2:

##### **ER 2.1 Court User Experience and Outcomes Improved**

- % of improved citizen experience with procedural justice pillars

##### **ER 2.2 Innovative and Problem-Solving Tools for Justice Services Introduced**

- # of e-tools developed and implemented from JII solutions

##### **ER 2.3 Underserved Populations Enjoy Reasonable Accommodations to Effectively Access Justice Services**

- # of justice sector actors trained in sensitivity program(s)
- # of interventions supported by the Project designed to break down barriers that underserved communities face in accessing justice

## **Objective 3:**

### **ER 3.1 Justice Data Driven Decision Making Improved**

- # of judicial data sets published at <https://data.gov.rs/sr/> in open data format,
- # of judicial data sets on judicial statistics published at Data section of the Open Doors of Judiciary portal

### **ER 3.2 Legal Aid System Strengthened to Solve People's Everyday Problems**

- % of increase of FLA cases with the Lawyers' Committee for Human Rights (YUCOM) free legal aid services and pilot MLAOs provided with Project support

### **ER 3.3 Needs of Gender-Based Violence Survivors and Witnesses Are Effectively Addressed**

- # of judges/prosecutors/ police/social care workers trained on GBV case
- GNDR-8: Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations

# UKRAINE

Justice for All Activity  
2021–2026



## PURPOSE

To advance justice for all Ukrainians by strengthening justice systems, services, and societal engagement to deliver responsive solutions to Ukrainians' legal problems and justice needs

## THEORY OF CHANGE

**IF** justice system institutions and actors become more independent, accountable, and effective;

**AND IF** justice services become more accessible, higher quality, and more responsive;

**AND IF** civil society and active citizens hold the justice system and services accountable and drive demand for meaningful judicial reform;

**THEN** Ukraine's justice system will be better positioned to close the justice gap and deliver justice for all Ukrainians as a means to advancing the nation's self-reliance, democratic and economic development, and Euro-Atlantic integration.

## TECHNICAL APPROACH

### OBJECTIVE 1: STRENGTHEN THE INDEPENDENCE, ACCOUNTABILITY, AND EFFECTIVENESS OF JUSTICE SYSTEMS AND INSTITUTIONS

- Support justice stakeholder efforts to advance judicial reform, integrity-based judicial selection, judicial accountability and anti-corruption measures, and judicial administration and self-governance.
- Strengthen internal judicial accountability and disciplinary measures while promoting the role of the judiciary in combating corruption in society.
- Strengthen justice system financing by supporting efforts to expand and diversify the resource base, more efficiently manage and target resources to reduce the justice gap.
- Strengthen transparency and accountability in the judiciary and ensure direct citizen participation in the judicial process; support efforts to implement a jury trial system.
- Support the development and implementation of prevention strategies that tackle the root causes of injustice, promote trust, and strengthen legislative and regulatory frameworks.

### OBJECTIVE 2: ENHANCE THE ACCESSIBILITY AND QUALITY OF PEOPLE-CENTERED JUSTICE SERVICES AND MULTIPLE PATHWAYS TO JUSTICE

- Support governmental and non-governmental partners to develop and deliver a continuum of legal and justice services, including free legal aid, to ensure equal access to justice for all.
- Assist partners to assess and develop solutions to barriers in access to courts and other justice services.

- Support the expansion and sustainability of community-based justice centers.
- Support the integration of justice and legal services with other public and private services (e.g. health, employment, housing) for a more holistic approach
- Develop and deploy interventions alongside partners to increase the use of alternative legal service providers and dispute resolution mechanisms, including online dispute resolution, and Do-It-Yourself (DIY) legal tools.
- Strengthen investor/private sector confidence in commercial dispute resolution and/or international arbitration.
- Support partners to improve justice data collection systems to identify justice needs and user satisfaction to improve practices and services for more people-centered justice.
- Establish social accountability mechanisms with local partners to ensure citizen feedback loops for improved justice and legal service delivery.
- Support the development and deployment of the transformative power of innovation to bring new players into the justice sector, including through private sector partnerships, and to provide justice at scale to accelerate the narrowing of the justice gap.

### OBJECTIVE 3: EQUIP AND EMPOWER CIVIL SOCIETY AND ACTIVE CITIZENS TO HOLD THE JUSTICE SYSTEM AND JUSTICE SERVICES ACCOUNTABLE AND DRIVE DEMAND FOR MEANINGFUL JUDICIAL REFORM

- Increase public awareness of justice issues and rule of law principles to build a culture of lawfulness.
- Empower citizens to know, use, and shape the law and policy to solve legal problems, affect change, and combat corruption.
- Ensure civil society collaboration with justice institutions to facilitate compliance with open government commitments of Ukraine.
- Strengthen skills-based legal education curricula and instruction methods to prepare graduates to enter their professions.
- Strengthen legal education quality assurance frameworks, mechanisms, and oversight.

#### CROSS-CUTTING CONSIDERATIONS:

Engage **private sector representatives** both as justice service providers, to ensure cost-effective and innovative justice services, and as service users, to ensure justice service delivery is also meeting its justice needs.

Fully **address gender** considerations, ensuring that both men and women benefit from USAID support and that gender awareness is a built-in component of activity interventions.

Closely monitor developments in the political, economic, and social landscapes and be poised to support new initiatives based on new developments. Implement **thinking and working politically (TWP)** activities, including conducting Applied Political Economy Analysis.



## GUIDING PRINCIPLES ON PCJ; INNOVATION AND CO-CREATION

Facilitate and foster greater coherence, coordination, and communication among judicial self-governance and administrative bodies, the courts, justice associations, and legal professions to be effective advocates for and leaders of a **people-centered justice agenda** and to deliver the reforms most demanded and needed by society, contribute to resilience during the war, and postwar reconstruction. The Activity also supports the judiciary in developing new and adapting existing policies and procedures related to the state of war.

Taking into consideration that the war severely affected the legal education system and Ukrainian law schools, efforts pursuant to Objective 3 will include supporting the GOU and law schools in their efforts to address the current needs of legal education stakeholders, ensuring quality and accessibility of legal education in this time of war, and building the groundwork for comprehensive legal education reform going forward.

Activity also promotes the integration of justice and legal services with other public and private services including health, employment, housing, social welfare to provide more holistic and comprehensive responses to legal issues and justice needs.

Promote the systematic collection and use of data to steer justice reform, increase awareness of unmet needs, provide open data access as a platform for partnerships and accountability, and to inform judicial self-governance and administration policies, management decision-making, and innovation based on the evidence of what works.

Encourage and support national and local governments and relevant civic organizations, service providers, and professions to deliver expanded and improved people-centered justice services that guarantee fundamental rights and freedoms, resolve disputes, and meet the diverse justice needs of Ukrainian society.

Utilize local organizations either through sub-grants or sub-contracts designed to encourage innovation and creativity in advancing justice system reforms. Activities should utilize local NGOs capable of advocating for and contributing to stronger and more independent justice institutions, monitoring institutional performance and providing reform oversight, increasing public awareness of law and justice, improving justice and legal services, and facilitating citizen engagement in reform processes.

## INDICATORS

### OBJECTIVE 1:

- Ratio of Ukrainian justice system compliance with the Venice Commission Rule of Law Checklist.
- Number of USG-assisted courts with improved case management systems (FAF DR.1.5-1).
- Number of government officials receiving USG-supported anti-corruption training (FAF Standard DR.2.4-1)
- Number of judicial personnel trained with USG assistance (FAF Standard DR.1.3-1).
- Number of newly developed or improved strategies or policy papers for people-centered justice services.
- Number of USG-assisted courts with improved case management systems (FAF DR.1.5-1). Part of the indicator value that refers to courts in war affected areas

- Number of judicial personnel trained with USG assistance (FAF Standard DR.1.3-1). Part of indicator value that referred to judges and court staff trained in war crime cases consideration

## OBJECTIVE 2:

- Percent of partner Civil Society Organizations recommendations implemented by courts.
- Number of supported e-justice tools newly invented and improved.
- Number of project-supported newly adopted and improved laws, regulations, and procedures for enforcement of judgments.
- Percent of survey respondents that indicate their awareness about ADR opportunities.
- Number of individuals from low income or marginalized communities who received legal aid or victim's assistance with USG support (Standard DR.6.3-1).

## OBJECTIVE 3:

- Number of human rights organizations trained and supported (Standard DR.4.2-1).
- Percent of national public survey respondents that indicate awareness and use of multiple pathways to solve their legal issues.
- Percent of USG-assisted organizations with improved performance (Standard Indicator CBLD-9). *Part of indicator that refers to high education institutions.*
- Number of citizens providing inputs in judicial reform implementation and justice sector institutions monitoring and performance evaluation.

## CROSS-CUTTING

- Percent of USG-assisted organizations with improved performance (Standard Indicator CBLD-9).
- Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations (Standard GNDR-8).

# COLOMBIA

Inclusive Justice Activity  
2022–2027



## PURPOSE

Increase the confidence of the Colombian people in the Justice Sector through reducing levels of impunity, increasing access to quality justice, and promoting respect for the rule of law.

## THEORY OF CHANGE

**IF**, in geographies most impacted by illicit economies, access to and quality of justice is improved, dispute resolution systems are strengthened, and citizens demand respect for the rule of law,

**THEN** impunity will decrease, citizens will have more confidence in the State, and collective adherence to the rule of law will improve.

## TECHNICAL APPROACH

### OBJECTIVE 1:

Justice sector actors use **improved techniques and practices** that focus on resolving high-impact crimes, including homicides of human rights defenders and social leaders, victims of gender-based violence, and victims of the conflict; improve the number and/or quality of cases investigated and resolved in the targeted districts; improve the number of victims receiving legal representation, psychosocial support, and other related services from civil society organizations.

### OBJECTIVE 2:

Community-based and state-led **dispute resolution services**, including indigenous justice and Afro-Colombian traditional dispute resolution mechanisms, equity conciliators, Justice Houses, and restorative mechanisms are strengthened to provide greater access to quality justice, particularly in conflict-affected areas; improve the number and/or quality of cases resolved through ADR mechanisms in the targeted districts; strengthen linkages between these mechanisms and ordinary justice ones.

### OBJECTIVE 3:

Citizens, through behavior change strategies, increase their engagement in, oversight of, demand for, and trust in justice services, along with greater collective adherence to the rule of law; measure and track outcomes relating to levels of citizen awareness of, engagement in, and demand for justice services in the targeted regions, and the increase of trust in local justice sector institutions; address institutional, political culture, and attitudinal constraints that impede the sustainability of results to ensure long-lasting improvements in strengthening of key institutions (such as the Justice Houses) and reforms (such as that of Family Commissioners) and measure and track outcomes.

## GUIDING PRINCIPLES ON PCJ; INNOVATION AND CO-CREATION

Build confidence in Colombia's ability to deliver justice to its citizens and provide for peaceful resolution of disputes and overcome access to justice barriers in rural areas that have been isolated from the State for decades and controlled by illegal armed actors.

Support dispute resolution services through Justice Houses, and other Alternative Dispute Resolution mechanisms (ADRs), which can provide access to justice to rural communities including providing at least 350 justice mobile brigades across targeted municipalities (minimum 10 per year per region).

### APPROACHES:

Develop **public-private partnerships (PPPs)** based in collaboration, co-creation, co-finance and co-design; leverage and mobilizing resources from the private sector; address the potential role that the private sector can play to sustain and scale development outcomes, in terms of justice, communication, media and innovation to support the activity.

Implement activities to benefit and meet the **unique needs of marginalized populations**, including Afro-Colombian and indigenous groups, women, youth, and victims of the conflict, as these pertain to the local context and challenges.

Support local institutions and organizations through **the \$24 million Activity Fund** which will advance and use national expertise, promote sustainability and strengthen Colombian civil society organizations (CSOs).

Address **innovation** and engage private sector entities to scale innovations that are related to their core business such as private sector companies looking to further invest in GBV models; strengthening a culture of legality, including through behavior change strategies and the use of media, to promote greater accountability and trust in the justice sector both nationally and in targeted localities.

## INDICATORS

### ERI.1 OVERALL CLEARANCE RATES ACROSS INTENTIONAL HOMICIDE, SEXUAL VIOLENCE, DOMESTIC VIOLENCE, FEMICIDE, AND ASSAULTS INCREASED

- Number of cases of serious crimes (homicides and threats of social leader's and human rights defenders) that advance in the judicial process with USG support.
- Number of GBV cases that advance in the judicial or administrative process with USG support
- Number of victims participating in Special Jurisdiction for Peace (JEP, in Spanish) activities supported by Inclusive Justice Activity (IJA)
- Number of prioritized judicial cases that advance through the land restitution process, with USG support
- Number of individuals from low income or marginalized communities who received legal aid or victim's assistance with USG Support (DR6.3-1)
- Number of people reached by a USG funded intervention providing GBV services (GNDR-6)

## **ER 1.2: NUMBER OF PROTECTION MEASURES IN GBV PROCEEDINGS REQUESTED BY PROSECUTORS AND GRANTED OR DENIED BY JUDGES IN TARGETED REGIONS INCREASED**

- Number of protection measures in GBV proceedings ordered by courts and/or Family Commissioner's Offices
- Number of legal instruments drafted, proposed, or adopted with USG assistance and designed to improve prevention of, or response to, sexual and gender-based violence at the national or sub-national level (GNDR-5)

## **ER 2.1: MOBILE JUSTICE BRIGADES (MJB) IMPLEMENTED ACROSS TARGETED MUNICIPALITIES**

- Number of instances for coordination of the local justice systems, justice houses, and Citizen Coexistence Centers with improved capacities as a result of USG assistance
- Number of new MJBs implemented across targeted municipalities
- Number of people receiving services through MJB

## **ER 2.2: AFRO-COLOMBIAN AND INDIGENOUS AUTHORITIES EXERCISING JUSTICE INCREASED**

- Number of Afro-Colombian authorities applying justice using Afro-Colombian justice mechanisms, support by IJA
- Number of indigenous authorities exercising justice through the Special Indigenous Justice, Supported by IJA

## **ER 2.3: CASES HANDLED BY COMMUNITY-LED ADR MECHANISM AND CITIZEN ENGAGEMENT IN ADR INCREASED**

- Number of disputes resolved using alternative dispute resolution mechanisms with USG assistance

## **ER 2.4: USE AND RESULTS OF RESTORATIVE JUSTICE MECHANISMS INCREASED**

- Number of restorative justice agreements formalized in target regions

## **ER 2.5: PUBLIC FUNDS ALLOCATED FOR ACCESS TO JUSTICE IN MUNICIPAL BUDGETS INCREASED**

- Value of public funds allocated for strengthening access to justice activities in annual municipal budgets

## **ER: 3.1: CITIZEN SATISFACTION WITH JUSTICE INSTITUTIONS IMPROVED**

- Level of citizen satisfaction with justice institutions

## **ER3.2: CITIZEN TRUST IN JUSTICE SYSTEMS AND SERVICE IMPROVED**

- Level of citizen trust in justice systems and services

### ER3.3: FUNDS LEVERAGED AND MOBILIZED FROM PUBLIC AND PRIVATE SECTORS INCREASE

- Value of Leveraged Funds COP\$
- Value of USAID Investments linked to Leveraged Funds COP\$
- Value of mobilized funds COP\$
- Value of USAID investments linked to Mobilized Funds COP\$
- Number of public-privates partnerships formed as a result of USG assistance
- Number of USG engagements jointly undertaken with the private sector to achieve a U.S. foreign assistance objective
- Number of private sector enterprises that engaged with the USG to support U.S. Foreign Assistance objectives
- Number of partnerships created as a result of USG assistance

### CROSS-CUTTING

- Number of judicial personnel trained with USAG Assistance (DR1.3-4)
- Number of people trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations (GNDR-8)
- Number of CSOs receiving USG assistance engaged in advocacy interventions (DR4.2-2)
- Number of IJA beneficiaries

# DOMINICAN REPUBLIC

Justice and Security for All Activity  
(Justicia y seguridad para todos)

2022–2027



## PURPOSE

Strengthen the effectiveness of the Dominican justice system that increases public safety while delivering justice that is responsive to all peoples' needs and also addresses root causes of crime and violence.

## THEORY OF CHANGE

**IF** **GODR** improves the effectiveness and interconnectedness of the criminal justice system and services to better prevent, investigate and prosecute crime and violence,

**AND** more individuals are able to access justice and resolve legal problems at the local level, allowing formal justice resources to be reinvested and targeted towards serious and violent crimes,

**THEN** citizen security will be improved based on a responsive justice system that supports greater accountability and puts people and communities' justice and security needs at the center of the system.

## TECHNICAL APPROACH

### COMPONENT 1:

Improved **quality and effectiveness of criminal justice institutions** and service provision based on data-driven and evidence-based systems that support better prevention, investigation and prosecution of crime and violence

### COMPONENT 2:

Streamlined and institutionalized **coordination and collaboration between law enforcement and prosecutors** on information sharing, data, processes, operations, and tools to optimize case management, resolution, and victim support

### COMPONENT 3:

Increased **access to justice and legal solutions** through sustainable partnerships and funding for Community Justice Houses and other justice pathways that prioritize people-centered approaches

## GUIDING PRINCIPLES ON PCJ; INNOVATION AND CO-CREATION

Approach requires **innovation to create justice solutions** that demonstrate evidence of impact, cost effective, sustainable and viable pathways to scale. Could include new use or application technologies, new ways of delivering or financing services, policy changes or shifts based on insights from behavioral, social, or economic innovations.



Requires a **co-creation design process** that brings together key local stakeholders, USAID and other co-investment organizations that may be able to contribute cash and other resources; may take the form of a workshop, conference, meeting, or other method.

**Address high rates of impunity and increasing crime and violence** levels that diminish Dominicans' confidence in government institutions, as well as access to justice barriers and institutional inefficiencies. Improve effectiveness and performance of the criminal justice system to provide more forms and pathways for accessing justice and resolving everyday legal problems, particularly for vulnerable populations.

## APPROACHES

**Community Justice Houses (CJHs)** have played a leading role in helping to resolve predominant justice needs at the local level including defusing conflicts that might have escalated to become criminal. They serve as a critical justice entry point for victims of F/GBV and TIP linking them to specialized prosecutorial units and other support services but have limited geographic coverage and face sustainability challenges (have been completely funded by USAID). CJHs need sustainable partnerships and support by GODR and others to ensure long-term viability and expansion for this model.

This activity should increase the effectiveness, efficiency, and accessibility of the justice system by improving the operational performance of criminal justice institutions and inter-institutional coordination; addressing root causes of conflict by implementing strategies and **people-centered approaches** that use the law and justice system to prevent disputes in areas that account for significant legal needs; improve justice system responsiveness and accessibility for all individuals and victims of violence and crime; build sustainability of CJHs and other justice pathways to enhance access and empower individuals to know, use and shape the law.

Special consideration should be given to **include vulnerable groups**, including those of Haitian descent and Haitians, migrants, LGBTI, persons with disabilities, and women and youth, in the design and implementation of activities.

## INDICATORS

### OVERALL GOAL INDICATORS:

- Victimization rate in targeted communities
- Rule of law index-Criminal Justice, Civil Justice, Order & Security Factor
- Crime rate of targeted communities
- Percentage decrease in the unrecorded crime rate (Dark Figure) in target communities

### COMPONENT I

- Percentage increase in the number of priority cases cleared in targeted municipalities
- Percentage increase in the clearance rate in targeted municipalities
- Percentage increase in the arrest rate of offenders in Gender-Based
- Violence (GBV) cases in targeted municipalities

## COMPONENT 2

- Number of cases processed using joint protocols in targeted communities
- Percentage increase in the number of justice and legal services provided in targeted communities
- Number of youth receiving legal orientation and support services with USG assistance
- Number of people reached by a USG-funded intervention providing Violence (GBV) services (e.g., health, legal, psycho-social counseling, shelters, hotlines, other) [F indicator]

## COMPONENT 3

- Number of ADR, conciliation and mediation processes undertaken
- Number of unique human trafficking awareness materials designed or adapted through foreign assistance {F indicator}
- Number of communities with an established information sharing mechanism with criminal justice operators

## CROSS-CUTTING

- Number of records (guidelines, standard operating protocols, among others) proposed with USG assistance to improve collaboration between criminal justice system actors
- Number of judicial personnel trained with USG assistance (F indicator)
- Number of criminal justice system actors trained with USG assistance

# EL SALVADOR



## Independent and Effective Justice System Activity 2023–2028

### PURPOSE

The Activity will focus on addressing impunity and politicization by promoting the independence, integrity, capacity, and oversight of the criminal justice system

### THEORY OF CHANGE

If civil society formally engages in monitoring the criminal justice system and agencies that are part of this system adopt new strategies centered around the victim, the independence of the justice system will be protected from further backsliding and rates of resolution of crimes will improve

### TECHNICAL APPROACH

The Justice Activity aligns with the Mission’s CDCS including DOI: Security Increased for Likely Migrants,

IR 1.3: Impunity reduced through improved justice sector capacity and Sub-IRs 1.3.1: Access and delivery of justice services improved,

1.3.2: Civil society capacity enhanced to monitor and advocate for improved justice outcomes, and 1.3.3: Victim's assistance services enhanced.

#### Components include:

Component 1: Independence and Impartiality of Justice Institutions and Actors Strengthened

Component 2: Prosecution and Adjudication of Serious Crimes Strengthened in Major Urban Areas

Component 3. Public/Citizen Engagement and Oversight of Criminal Justice Institutions Strengthened

The primary goal of this activity will be to improve the independence, integrity, capacity, and oversight of the criminal justice system, as a necessary foundation to solve crimes that gravely affect citizens and to avoid criminalization of political opposition and dissent. The main expected results are:

1. Reducing impunity rates for grave violent crimes in selected geographic focus localities via improvements in performance of the criminal justice system.
2. Safeguards in place to ensure the impartiality and integrity of the justice system.
3. Systems established in selected justice agencies to transit to a **people-centered approach** in crimes such as common-type extortions, rape, injuries, robbery, forced disappearances, and forced displacement.
4. Establish mechanisms to formalize civil society engagement in effectively monitoring the performance of the criminal justice system.

In addition, at a higher level this activity will contribute to the following outcome: Increase the Rule of Law/Criminal Justice Index in selected sub-factors for El Salvador.

## GUIDING PRINCIPLES ON PCJ; INNOVATION AND CO-CREATION

The **people-centered approach** will seek to address the specific needs of victims, particularly vulnerable and marginalized groups such as women, girls, children, and LGBTQI+ persons in cases of rape, forced disappearance, trafficking in persons, or in cases of forced displacement. Improvements in the quality of attention to victims will be measured through surveys of users' experience.

Guiding principles include:

1. Work with local champions such as the Judicial Council, Public Defenders Office, and a local consortium of private universities - Consorcio de Instituciones de Educación Superior para el Crecimiento Económico (CIESCE).
2. Work with the private sector in defending the rights of the wrongly accused, such as Asociación de Periodistas. de El Salvador (APES).
3. Increase self-reliance by preparing civil society to take an active role in defending weak justice sector institutions to ensure better performance and provide judges with adequate evidence and backing to resolve cases according to laws and principles of due process.

## INDICATORS

### EXPECTED RESULTS

- Reduce impunity rates by 20 percent for grave crimes in selected localities via improvements in the performance of the criminal justice system.
- Systems established in selected Justice Agencies to transit to a people-centered approach in crimes such as extortions, rape, robbery and forced disappearances.
- Formal engagement of civil society in effectively monitoring the performance of the criminal justice system.
- Safeguards in place to ensure the impartiality and integrity of the justice system.

### ILLUSTRATIVE INDICATORS:

- DR 1.3-1 Number of judicial personnel trained with USG assistance (Standard Indicator)
- DR 4.2-2 Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions (Standard Indicator).
- Percentage change in the rate of homicide case resolution in USG supported justice institutions
- Number of Joint protocols for victim's assistance services created and implemented.
- Number of locations providing victims assistance services established with USG assistance.