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**AFGHANISTAN**

# AFGHANISTAN RULE OF LAW STABILIZATION PROGRAM (FORMAL COMPONENT)

PROJECT WORK PLAN  
JULY 2012 TO JANUARY 2014

*Contract: AID-306-C-12-00014*

*Implemented by:*

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## **DISCLAIMER**

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## **ACRONYMS**

ACAS	Afghanistan Court Administration System
ACOR	Acting Contracting Officer's Representative
ACT	Anti-Corruption Tribunal
CLE	Continuing Legal Education
CMS	Court Management System
COP	Chief of Party
COR	Contracting Officer's Representative
EUPOL	European Union Police Mission in Afghanistan
GIRoA	Government of the Islamic Republic of Afghanistan
M&E	Monitoring & Evaluation
NGO	Non-Governmental Organization
PMP	Performance Management Plan
HR	Human Resources
ICT	Information and Communications Technology
IIPeC	Institute International Pour les Etudes Comparatives
INL	United States Department of State Division of Narcotics and Law Enforcement
ISAF	International Security Assistance Force
JSSP	INL-funded Justice Sector Support Program
MOHE	Ministry of Higher Education
MOJ	Ministry of Justice
MoU	Memorandum of Understanding
NGO	Non-Governmental Organization
RC-E	Regional Command East
RC-S	Regional Command South
RFP	Request for Proposal
RLS-Formal	Rule of Law Stabilization Program-Formal Component
ROL	Rule of Law
SC	Supreme Court
TOT	Training of Trainers
TT/DPK	Tetra Tech/DPK
USAID	United States Agency for International Development
USG	United States Government

## **BACKGROUND**

The Afghanistan Rule of Law Stabilization Program- Formal Component (RLS-Formal) began in May 2010 and completed a one-year base period followed by a one-year option period ending in May 2012. USAID then provided RLS-Formal with a 56 day no-cost extension under Contract No. DFD-I-00-04-00173, Task Order 09. In July 2012, USAID granted the RLS-Formal program a continuation of the project for 90-days through a Letter Contract No. AID-306-C-12-00014. In October of 2012, USAID issued an additional 15 month extension of the 90 day period, which resulted in an integrated 18-month performance period from July 2012 through January 2014.

## **INTRODUCTION**

Afghanistan faces tremendous challenges in strengthening the rule of law and governance. Developing a justice system that is both effective and enjoys wide-spread respect among Afghan citizens is critical to stabilizing democracy and bringing peace to the country. Reform in the judicial system and enhancing the capacity of the legal education sector is clearly a long-term undertaking. Over the past two years RLS-Formal has made important strides in many critical reform areas; in particular its support of judicial and law faculty institutions has demonstrated that strengthening justice sector effectiveness and the rule of law in Afghanistan is an achievable objective. Nevertheless, much work remains to be done. A particular challenge is building local ownership and sustainability of reform initiatives so that donor support can wind down and the local institutions can carry forward the modernization movement on their own.

As RLS-Formal continues its implementation under the 18-month performance period, focus will gradually shift to ensuring that reform activities are internally driven by the program's Afghan technical experts. This local expertise will continue to be supported by the program management's individualized mentoring of key Afghan staff. In addition, within this performance period the project will continue to engage with local counterparts at the Supreme Court (SC), Ministry of Justice (MOJ), Ministry of Higher Education (MOHE) and public universities to assist them in sustaining the fundamental reforms that have gained traction in the last two years. RLS-Formal will also encourage and support Afghan institutions and individuals within those institutions to identify and launch new initiatives to continue reforms in the justice sector.

## **WORK PLAN METHODOLOGY**

This Work Plan for the project's 18-month performance period, set forth in Table 1, emphasizes sustainability and builds upon lessons learned during the base and option years working with the Government of the Islamic Republic of Afghanistan (GIROA), institutional partners and other international Rule of Law (ROL) stakeholders. RLS-Formal will submit a Memoranda of Understanding (MoU) to each counterpart institution which will confirm their interest receiving RLS-Formal assistance and committing to partner with RLS-Formal, specifically to develop the capacity of their staff, continue institutional reforms, and work towards self-sufficiency. All MOUs will be approved by USAID before RLS-Formal presents them to the institutions. RLS-Formal will promptly inform USAID of any issues or challenges in the execution of the MOUs.

Recognizing that our counterparts need to become self-sufficient in anticipation of a reduction of donor funding in the near future, RLS-Formal will engage high-level decision-makers in a dialogue regarding institutional plans for sustainability. The hallmark of these discussions will be fostering a

holistic approach toward sustainability through a variety of mechanisms such as strategic planning, capacity-building of key personnel, project-based budgeting, and resource management of multi-donor funding.

The Work Plan is organized around the tasks set out in the July 13, 2012 Request for Proposal. The Work Plan includes the list of activities, the timelines for these activities, and resources and inputs to accomplish these activities, outputs, results, and indicators.

The project’s activities focus on four main areas of development:

- Capacity building of the judiciary; and
- Capacity building of the court administrators; and
- Capacity building of the faculties of Law and *Sharia*; and
- Public legal outreach and awareness through strategic communication.

### Results Framework

Establishing a system of metrics of achievements under RLS-Formal requires an analytic tool to differentiate directions of cause and effect and levels of causation. We present the USAID Afghanistan Office of Democracy and Governance Results Framework (Figure 1) to inform the broader context of placement for the RLS-Formal program.

**Figure 1: USAID Democracy and Governance Results Framework**



**Critical Issues to the Assistance Objective 1 Results Framework from the USAID/Afghanistan PMP:**

- The Afghan government will implement its reinvigorated plans to fight corruption with measures of progress toward greater accountability.
- Justice and rule of law programs will focus on creating predictable and fair dispute resolution mechanisms to eliminate the vacuum that the Taliban have exploited.
- USG programs will successfully address local officials’ lack of education, experience and limited resources.
- GIRoA action will counter obstruction from local powerbrokers whose activities are sometimes inconsistent with Afghan constitution.

The RLS-Formal Program Results Framework (RF), shown as Figure 2, serves as an organizing tool for depicting RLS-Formal in a hierarchy of cause-and-effect linkages. The RF provides the motivation for all RLS-Formal activities and grounds the performance management of these activities. In this light, we present a RF for the RLS-Formal Program.

The Overall USAID **Assistance Objective**:

- Improved performance and accountability of governance

Furthermore, it depicts the linkages based on the following **Intermediate Result (IR 1.1)**:

- Increased public confidence in the Rule of Law system

With **Sub-Intermediate Results**:

- Formal Rule of Law system improved (Sub-IR 1.1.1); and
- Availability of quality legal education expanded (Sub-IR 1.1.2); and
- Citizen awareness of legal rights and legal processes of judicial system increased (Sub-IR 1.1.3).

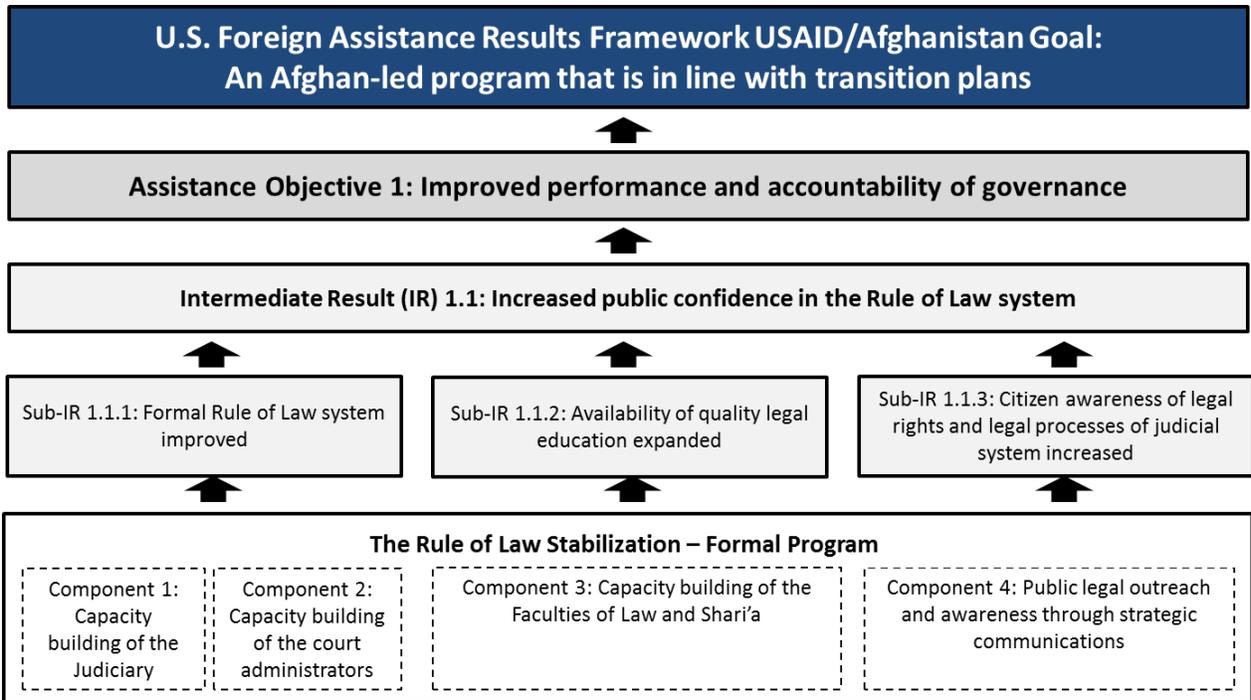
Programmatically, the **RLS-Formal Program Components** support the sub-intermediate results through:

- Capacity building of the judiciary (Component 1); and
- Capacity building of the court administrators (Component 2); and
- Capacity building of the Faculties of Law and *Shari'a* (Component 3); and
- Public legal outreach and awareness through strategic communications (Component 4).

Moving closer to the specificity of the program, the Results Framework depicts the overarching Strategic Objective of RLS-Formal, as:

*An Afghan-led program that is in line with transition plans*

## **Figure 2: RLS-Formal Program Results Framework**



**Critical Issues to the RLS-F Results Framework:**

- Lack of counterpart buy-in due to shifting local stakeholder priorities;
- Slow and bureaucratic internal processes on the part of counterparts that inhibits efficient decision-making as it relates to programmatic implementation;
- A security situation that deteriorates to the point of posing unacceptable risks to RLS-F personnel, especially in the remote, insecure regions of the RC-South and RC-East;
- Donor saturation that causes a splintering of RLS-F activities;
- US government coordination efforts between the civilian and military causes delays in the implementation of region-based programming; and
- Low absorptive institutional capacity to implement longer-term strategic goals.

**RISK MANAGEMENT STRATEGIES**

The current issues that may affect the performance of the proposed deliverables under the contract include: 1) lack of counterpart buy-in due to the shifting of local stakeholder priorities, 2) slow and bureaucratic internal processes on the part of counterparts that inhibits efficient decision-making as it relates to programmatic implementation, 3) a security situation that deteriorates to the point of posing unacceptable risks to RLS-F personnel, especially in the remote, insecure regions of the RC-South and RC-East, 4) donor saturation that causes a splintering of RLS-F activities, 5) US government coordination efforts between the civilian and military causes delays in the implementation of region-based programming, and 6) low absorptive institutional capacity to implement longer-term strategic goals.

Tetra Tech DPK (“Tt DPK”) as implementing partner, has a full appreciation of the challenges involved in implementing sustainable rule of law reform in Afghanistan including navigating difficult security conditions. In the following table, we have identified some of the key issues that we anticipate, the potential adverse effect if not addressed, and illustrative measures that we propose to bring to bear. These measures have proved successful in our prior experience and we will frequently report to and consult with USAID to determine any needed corrective action.

Illustrative Risk Management Strategies			
Issue	Potential Adverse Impact	Risk Level	Measures to Be Employed
<b>Resistance to training and reform activities</b>	Failure of judges or availability of instructors to attend training programs, especially in remote provinces	High	<ul style="list-style-type: none"> <li>■ Provide assistance through conferences, study tours on the benefits of the reforms to judiciary personnel</li> <li>■ Have Afghan experts and counterparts be “out in front” on activities with other experts working in support</li> <li>■ Create cadre of peer judge advocates within the judiciary</li> <li>■ Conduct advanced planning work to ensure participation at program trainings and other events</li> </ul>
<b>Lack of capacity to absorb program technical assistance</b>	Needed institutional strengthening, capacity, and productivity gains are not achieved	High	<ul style="list-style-type: none"> <li>■ Utilize nongovernmental institutions such as universities to offer training while the governmental institutions develop capacity</li> <li>■ Ensure team have capacity to mentor and transfer knowledge</li> <li>■ Training and mentoring programs focused on practical solutions and not theory in order to help counterparts improve performance</li> <li>■ Greater use of quantifiable data to show where progress is or is not being made and efforts can be appropriately intensified</li> </ul>
<b>Ensuring cooperation and productive relations with counterparts</b>	Afghan institutions fail to take best advantage of program as a resource	Medium-High	<ul style="list-style-type: none"> <li>■ Utilize working groups and regular meetings with counterpart liaisons to build mutual understanding and match program assistance with needs and priorities</li> <li>■ Build credibility early on through timely provision of quality experts</li> <li>■ Foster frequent and open communications among program, counterparts, and USAID</li> </ul>
<b>Security challenges</b>	Security issues restrict travel, public activities, and threaten judges, courts, and mobile courts	High	<ul style="list-style-type: none"> <li>■ Focus on building trust and winning the protection of the local community</li> <li>■ Conduct extensive research on local power dynamics and other factors bearing on security, including consultation with displaced populations</li> <li>■ Closely coordinate with US Embassy Security Officers and military to track security conditions in different locations</li> <li>■ Report any threat or event to COR immediately</li> <li>■ Plan training and other group activities in the safest locations and do not advertise the event beyond those who will attend</li> </ul>
<b>Donor and stakeholder coordination</b>	Potential of working at cross-purposes with other donors	Medium	<ul style="list-style-type: none"> <li>■ Conduct initial stakeholder meetings to align Program assistance with external efforts and achieve synergies</li> <li>■ Periodically distribute descriptions of Program planned activities to donors and stakeholders</li> </ul>

In formulating this Work Plan, we have considered the goals and challenges going forward, and strategies for implementation which will accomplish the specific tasks and meet overall objectives established for the project through January 2014. The foundation of our approach is to foster a high degree of participation and ownership by local counterparts. Donor coordination will be critical to harmonize collective efforts to diminish our counterparts’ dependence upon donor assistance as rapidly as feasible. Activities will be closely aligned with USAID policies entering into the “transformational decade” articulated by GIRoA, as well as the United States Government (USG) policies and strategic interests such as the Civil-Military Strategic Framework (March 2012). Our training and mentoring programs will continue to develop the capacity and professional identity of the rule of law and legal education professionals. We will also continue our work in public outreach to build confidence in, and utilization of, the judicial system through innovative strategies such as high appeal television and radio entertainment.

The Work Plan weaves cross-cutting themes into activities, particularly regarding empowerment and participation of women. We will focus on leadership development and ensuring there are ample opportunities for women and youth to contribute in all aspects of society, specifically those related to

the justice sector. We are cognizant of the risks associated with weak political will, lack of coordination among justice sector institutions, low level of education and technical capacity, and the impact of corruption, to name only the most prominent threats to progress. We have designed our methodologies to take these issues into account.

### **FOSTERING AN INCLUSIVE APPROACH TO RULE OF LAW**

RLS-Formal recognizes that empowering women is a main objective of the USAID and USG development policy and strategy in Afghanistan. To advance this objective and further USAID's policy towards *Advancing the Rights of Afghan Women and Girls*, we have endeavored to integrate gender programs across the entire project cycle to focus on developing professional opportunities for women, raise awareness of women's rights, and identifying and addressing challenges of women accessing the formal justice institutions. .

During the initial 90-days of the 18-month performance period, RLS-Formal conducted an analysis of women's participation in Afghanistan's justice sector as judges, lawyers, administrative staff, and members of the public. The assessment incorporated USAID's Human and Institutional Capacity Development (HICD) process for analyzing and improving performance, and identified the root causes of gaps in women's performance and participation based on six key performance factors: information, resources and tools, incentives, knowledge, skills, capacity, and motivation.

The RLS-Formal Gender Team has reviewed the recommendations contained in the recent Gender Assessment and incorporated many of those recommendations into the 18-month work plan. Some of the recommendations which will be implemented include developing the administrative capacity of the Afghan Women Judges Association (AWJA) and providing legal education courses for the AWJA members, facilitating career fairs and forums for female high school students, SC staff, and university students focusing on university and justice sector careers, conducting study tours for women law professors and judges, establishing new female computer labs, producing and broadcasting gender-focused commercials and public service announcements, and supporting exclusive housing for female *Stage* students. Other recommendations, such as establishing an internship program or developing a regional *Stage* program, will require significant buy-in from Afghan counterparts. RLS-Formal will hold discussions with the SC and the Afghan universities to develop MoUs for those programs which align with counterpart priorities and for which RLS-Formal can establish a reasonable degree of certainty for long-term cooperation and sustainability.

### **POTENTIAL CHALLENGES/OBSTACLES TO SUPREME COURT ACTIVITIES**

It should be noted that certain activities identified in the Work Plan are contingent upon SC approval and/or buy-in; these activities are identified by an asterisk (\*) in the Work Plan table below. While RLS-Formal expects to obtain the SC's cooperation so that the activities with the SC for the 18-month performance period can be implemented, the program will continue to closely monitor the pace of these activities and will apprise USAID if progress is impeded during the performance period. In the event that SC-related activities do not materialize, RLS-Formal will reallocate financial and personnel resources to enhance support to the Ministry of Higher Education (MoHE) and Ministry of Justice (MoJ) after consultation with, and agreement from, USAID.

**TABLE 1: PROJECT WORK PLAN FOR 18-MONTH PERFORMANCE PERIOD**

Project Work Plan for 18-Month Performance Period (July 2012 to January 2014)					
Tasks	Activities	Timeline	Resources/ Inputs	Outputs/Results/ Indicators	Targets
<i>Sub IR 1.1.1: Formal Rule of Law System Improved</i>					
<b>Component 1: Capacity building of the judiciary</b>					
<i>*Indicates tasks and activities which will require substantial SC approval and/or buy-in for successful implementation</i>					
<b>*Task 1: Continue support for Judicial Stage Program</b>	Review current course modules with the leadership of the Supreme Court and Judicial Education Department to assess relevance and responsiveness to day-to-day needs	Oct – Dec 2012	RLS-F project staff, Supreme Court Continuing Legal Education, Max Planck, and other Stage supporters	<b>Indicator: Number of judges and judicial personnel trained with USG assistance</b>  <i>Stage</i> curriculum adequately prepares students for judicial service  <i>Stage</i> staff trained and mentored on effective judicial training program management and implementation  Instructors are able to write course descriptions and define objectives for their courses  Instructors complete training of trainers program and use interactive teaching methodology  Barriers to increasing women participation in <i>Stage</i> are identified and solutions presented to Supreme Court; female judicial mentors identified	1,270
	Develop commentary on current courses with recommendations for adjustments, specifically ethics, anti-corruption and women's rights	Oct 2012 – Mar 2013			
	Attempt to integrate practical skills into existing and planned curriculum	Oct 2012– Jun 2013			
	Attempt to integrate ethics, anti-corruption, and women's rights issues into curriculum	Oct 2012– Mar 2013			
	Provide training workshops such as Training-of-Trainer (ToT) to build capacity of the <i>Stage</i> staff administrators and instructors	Nov 2012 - Nov 2013			
	Observe trainings and provide feedback	Oct 2012 – Nov 2013			
	Support funding for 28 <sup>th</sup> Round and the one term of the 29 <sup>th</sup> Round <i>Stage</i> program and coordinate <i>Stage</i> support with Max Planck and other donors consistent with the cost share policy and work with GIRoA to formulate a	Oct 2012 and on going			



**Project Work Plan for 18-Month Performance Period (July 2012 to January 2014)**

Tasks	Activities	Timeline	Resources/ Inputs	Outputs/Results/ Indicators	Targets
	<p>long-term strategic planning and implementation policy for sustainability</p> <p>Provide supplies, equipment, and furnishings to support the <i>Stage</i></p> <p>Support panel discussions, advocacy, and a mentorship to promote opportunities for women in the judiciary</p> <p>Address challenges to <i>Stage</i> implementation e.g., streamline application process, address travel burdens, exclusive housing for women</p> <p>Identify additional opportunities, including a study tour for the Judicial Education Committee, for capacity-building and sustainability as they arise in accordance with the overall scope of work for supporting the judicial training program</p>	<p>Oct 2012 – Oct 2013</p> <p>Oct 2012 – Nov 2013</p> <p>Oct 2012 – Nov 2013</p> <p>Oct 2012- July 2013</p>		<p><b>Indicator: Percentage of judges that complete the basic or “stage” training</b></p> <p><b>Indicator: Proportion of females who report increased self-efficacy at the conclusion of USG supported training/programming</b></p> <p><b>Indicator: Number of stage trainers employing modern teaching techniques</b></p>	<p>82%</p> <p>+15%</p> <p>15</p>
<b>*Task 2: Improve Institutional Capacity of Anti-Corruption Courts</b>	<p>Continue meeting with Supreme Court, ACT judges, MOI, ROLLE office at US Embassy, JSSP (INL), British Embassy, and UN-coordinated Anti-corruption Working Group to determine training needs of judges assigned to the ACT and corruption panels</p> <p>Assist the Supreme Court in developing and delivering courses incorporating the training needs identified for ACT judges, with consideration for Supreme Court-approved joint training with prosecutors and investigators</p> <p>Assist in implementing trainings, with practical skills focus, for judges</p>	<p>Oct 2012 and ongoing</p> <p>Oct 2012 – Oct 2013</p> <p>Oct 2012 – Oct 2013</p>	<p>RLS-F project staff, Supreme Court, JSSP, MOI, ROLLE, international community, RLS-F project staff</p>	<p>Judges trained and mentored in deciding, and sentencing criminals in corruption cases</p> <p>Anti-corruption courses, seminars, guest lectures, case review workshops, or other training or mentoring activity occurs for ACT judges every 6-8 weeks or as ACT caseload and Supreme Court permits</p> <p>Develop written training materials for ACT to enable sustainable training program delivered by Supreme Court</p>	



Project Work Plan for 18-Month Performance Period (July 2012 to January 2014)					
Tasks	Activities	Timeline	Resources/ Inputs	Outputs/Results/ Indicators	Targets
	<p>deciding cases in the primary and appellate anti-corruption courts throughout the country: Balkh, Bamiyan, Herat, Kabul, Kandahar, Kunduz, Nangarhar, and Paktia</p> <p>Work with Supreme Court to disseminate to ACT judges information on operation of anti-corruption courts (in coordination with Objective 2)</p> <p>Provide supplies, equipment, and furnishings to support the ACTs</p>	<p>Dec 2012 and ongoing</p> <p>Oct 2012 – July 2013</p>		<p><b>Indicator: Percentage of court users who agree that a court performed effectively</b></p> <p><b>Indicator: Percentage of the population who agree that state courts are fair and trusted</b></p> <p><b>Indicator: Number of judges and judicial personnel trained with USG assistance</b></p>	<p>+10%</p> <p>71%</p> <p>1,270</p>
<b>*Task 3: Continue Practical Skills Training and Continuing Legal Education for Sitting Judges</b>	<p>Use the continuing legal education (CLE) materials developed during the past 2 years to provide training on key areas such as anti-corruption, judicial ethics, and women's rights</p> <p>Work with the Judicial Education Department to develop and coordinate specialized training and standardized training materials in emerging legal areas such as adherence to financial disclosure requirements and rules for conflict of interest</p> <p>Continue to identify CLE trainers and provide Training of Trainers (ToT) workshops and individual mentoring for them in coordination with new Judicial Education Department</p> <p>Obtain buy-in of Supreme Court to develop strategic implementation plans that enhance sustainability, including workshops to assist the Judicial Education Department to independently administer judicial</p>	<p>Oct 2012 – Oct 2013</p> <p>Oct 2012 – August 2013</p> <p>Oct 2012 – Oct 2013</p> <p>Jan 2013 - Sept 2013</p>	<p>RLS-F project staff, Supreme Court, MOI, MOJ, AGO, AIBA, USG field personnel, other stakeholders, Regional platform, RLS-Infomal, and USG personnel in the field. JSSP and other implementers</p>	<p><b>Indicator: Percentage of judges that received training on women's legal rights</b></p> <p>Training materials developed and finalized by month 12</p> <p>Provide ongoing judicial training programs for 300 judges consistent with Supreme Court training strategy</p> <p>Conduct joint trainings with USG and other implementers as Supreme Court approves</p> <p>Identify, train (in ToT course or individual mentoring sessions), and mentor a minimum of 2 CLE instructors per CLE topic as Supreme Court approves</p>	<p><b>28%</b></p>



Project Work Plan for 18-Month Performance Period (July 2012 to January 2014)					
Tasks	Activities	Timeline	Resources/ Inputs	Outputs/Results/ Indicators	Targets
	<p>training programs, including the <i>Stage</i></p> <p>Identify additional opportunities for capacity-building and sustainability as they arise in accordance with the overall scope of work for supporting the continuing legal education program</p>	Jan 2013 –Nov 2013			
<b>*Task 4: Strengthen the Afghan Women Judges Association (AWJA)</b>	<p>Coordinate with INL and its grantee (IAWJ) to agree upon division of support to AWJA</p> <p>Work with the AWJA leaders to support professionalization of the AWJA and facilitate the work of the committees</p> <p>Organize activities, including a study tour for members of the AWJA to introduce them to similar organizations and generate contacts with leading female members of the judiciary around the region, with Supreme Court approval</p> <p>If there is interest, assist AWJA to conduct self-assessment using adapted version of Tt DPK Organizational Capacity Building Development Tool, and assist in developing and implementing Institutional Capacity Development Plans</p> <p>Identify additional opportunities for capacity-building and sustainability as they arise in accordance with the overall scope of work for supporting the Women Judges Association</p>	<p>Oct 2012 and ongoing</p> <p>Oct 2012 – Nov 2013</p> <p>Nov 2012– Sept 2013</p> <p>Dec 2012 – Nov 2013</p> <p>Jan 2013 and ongoing</p>	<p>RLS-F project staff, INL Grantee, AWJA Leadership, and Supreme Court</p>	<p>A peer support network to advocate to improve working conditions, training opportunities, and career development for women judges established</p> <p>Committee meetings of Women Judge Association are held, working committees are established,</p> <p>AWJA establishes contacts with supportive organizations of other women judges in the international community</p> <p><b>Indicator: Proportion of females who report increased self-efficacy at the conclusion of USG supported training/programming</b></p>	+15%



Project Work Plan for 18-Month Performance Period (July 2012 to January 2014)					
Tasks	Activities	Timeline	Resources/ Inputs	Outputs/Results/ Indicators	Targets
<i>Sub IR 1.1.1: Formal Rule of Law System Improved</i>					
<b>Component 2: Capacity building of the court administrators</b>					
<b>*Task 5: Train Court Staff to Provide Professional Court Administrative Services</b>	Seek Supreme Court approval of ACAS Management Procedures Manual (MPR) and Statistical Reporting Plan (SRP)	Oct 2012 –Mar 2013	RLS-F project staff and Supreme Court	<b>Indicator: Number of courts benefiting from improved court management and/or administrative systems or reforms</b>  Provide a fair, transparent and effective enforcement mechanism for case processing  Provide automated system for review of case statistics and case flow to improved backlog and facilitate allocation of resources based on case loads  Provide trainings for court staff to professionalize their positions and increase fairness, transparency and accountability in the formal justice sector, raising public confidence in the judiciary  Fiber-optics and generator installed at the SC  <b>Indicator: Percentage of court users who agree that a court performed effectively</b> <b>Indicator: Percentage of the population who agree that state courts are fair</b>	<b>551</b>
	Support implementation of expanded ACAS through training court staff on expanded ACAS MPR and SRP (once approved) to improve court administration transparency and efficiency	Nov 2012 – Nov 2013			
	Work with Supreme Court to improve the case statistics reporting system and develop an automated statistics evaluation database	Oct 2012– Oct 2013			
	Train staff to improve capacity to use automated systems including statistical data entry once automated system is functional (possibly starting Winter/Spring 2013)	Mar 2013 and ongoing			
	Provide the Supreme Court limited equipment and supplies (including color-coded ACAS folders and other materials) to facilitate implementation of the Supreme Court's work on case management, budget, personnel, and asset management(see also Task 5)	Oct 2012 –Sept 2013			
	Provide other necessary equipment including fiber-optics equipment and installation and a back-up auxiliary generator	Nov 2012- Feb 2013			
Organize study tours for professional					<b>+10%</b>  <b>71%</b>



Project Work Plan for 18-Month Performance Period (July 2012 to January 2014)					
Tasks	Activities	Timeline	Resources/ Inputs	Outputs/Results/ Indicators	Targets
	<p>court managers to observe case management systems</p> <p>Assist Supreme Court to develop and implement sustainable, new and continuing training program for court staff (i.e. administrative <i>Stage</i> program)</p>	Oct 2012 – Oct 2013		and trusted	
<b>*Task 6: Develop the Supreme Court’s Capacity for Budget Management, Personnel, and Asset Management</b>	<p>Provide judicial budgeting expert , with Supreme Court approval, dedicated to increasing court staff’s capacity to do program-based and performance-based budgeting and improving the court’s ability to receive and manage USG assistance directly and conduct staff training in FAR, OIG audit requirements, and AIDAR</p>	Spring 2013 and ongoing	RLS-F project staff and Supreme Court	<p>Supreme Court budgeting and finance staff have increased their capacity to receive and manage direct grants</p> <p>Staff of financial, administrative, and HR department personnel trained</p>	
	<p>Assist Supreme Court Human Resource Department to continue to develop and refine the human resources database including training for Supreme Court staff once HR database is expanded and functional</p>	Jan 2013– Sept 2013		<p>Develop and obtain functioning expanded HR database at Supreme Court</p>	
	<p>Assist Supreme Court’s Administration, Construction, and Finance Departments to develop and utilize databases to streamline court administrative functions in resource and asset allocation and management</p>	Oct 2012 and ongoing		<p>Develop and obtain functioning real and personal property database at Supreme Court</p>	

Project Work Plan for 18-Month Performance Period (July 2012 to January 2014)					
Tasks	Activities	Timeline	Resources/ Inputs	Outputs/Results/F Indicators	Targets
<i>Sub IR 1.1.2: Availability of quality legal education expanded</i>					
<b>Component 3: Capacity building of the Faculties of Law and <i>Shar’a</i></b>					

Project Work Plan for 18-Month Performance Period (July 2012 to January 2014)					
Tasks	Activities	Timeline	Resources/Inputs	Outputs/Results/F Indicators	Targets
<b>Task 1: Continue implementation of the core curriculum for law and Sharia faculties</b>	<p>Provide embedded advisors to Kabul, Al Biruni, Herat, Balkh, and Nangarhar Universities and dedicated (although not “embedded”) advisor for Paktia/Khost/Kandahar university</p> <p>Organize and facilitate conference(s) to expand and modify <i>Shari’as</i>yllabi and develop syllabus for the law faculties core courses</p> <p>Identify, publish, and distribute additional materials (such as legal glossaries and textbooks translated to Pashto) for distribution to students and faculty to help implement new core curriculum in law and <i>Sharia</i> faculties</p>	<p>Oct 2012 and ongoing</p> <p>Nov 2012 – Sept 2013</p> <p>Jan 2013 – Oct 2013</p>	<p>RLS-F project staff; professors; deans of faculties; Deputy Minister of Higher Education</p>	<p>Curricula changes implemented in law and <i>Shari’a</i> faculties</p> <p>Steering committee organized and functioning under the auspices of the Ministry of Higher Education to review and institute changes in law and <i>Shari’a</i> curricula</p> <p>At least four new core course textbooks are developed, or translated, or updated, as well as printed and distributed</p> <p><b>Indicator: Number of new legal courses or curricula developed with USG assistance</b></p>	12
<b>Task 2: Conduct Practical Training for Law and Sharia Students and Instructors</b>	<p>Continue support for advocacy skills, moot court, clinical programs and other practical skills activities, as well as legal research training for students and instructors; coordinate support with other implementers, including a Dari/Pashtu moot court competition with Annenberg School of Communications in Media Law</p> <p>Provide computer skills training, with focus on female participants in all-female computer labs</p> <p>Provide technical support to all legal clinic directors, and provide consultant fees and transportation costs (for student visits to judicial institutions) for targeted university legal clinics</p> <p>Identify university professors who can serve as advisors and clinic directors with particular</p>	<p>Spring 2013 and ongoing</p> <p>Oct 2012 and ongoing</p> <p>Nov 2012 and ongoing</p> <p>Jan 2013 – April 2013</p>	<p>RLS-F project staff, faculty deans, professors, clinical directors; Global Rights; ILF: OSA, Annenberg School of Communications</p>	<p>Clinical and other practical skills (i.e., moot court, mock trials) programs implemented</p> <p>Computer skills, legal research, and advocacy skills training for students and instructors</p> <p><b>Indicator: Percentage of students participating in practical legal course work that express increased confidence in their ability to enter the justice sector</b></p> <p><b>Indicator: Number of students involved in practical legal exercises, including legal clinic work, moot court competitions or internships</b></p>	<p>+10%</p> <p>2,525</p>

Project Work Plan for 18-Month Performance Period (July 2012 to January 2014)					
Tasks	Activities	Timeline	Resources/Inputs	Outputs/Results/F Indicators	Targets
	<p>effort to identify females</p> <p>Consult with deans, faculty, and clinical directors to plan the Legal Education Symposium and other training workshops or programs to improve capacity of undertaking legal education initiatives such as curriculum and faculty development, practical skills training and administrative responsibilities</p> <p>Explore targeted support to further strengthen law libraries e.g., provision of legal resources and training of students on new library database. If feasible, re-print and utilize any existing Arabic language materials in circulation at the SC</p>	<p>Feb 2013 – Sept 2013</p> <p>Mar 2013 and ongoing</p>		<b>Indicator: Number of new legal courses or curricula developed with USG assistance</b>	12
<b>Task 3: Support Scholarships and Study Abroad Programs</b>	<p>In collaboration with law and <i>Sharia</i> faculty deans and professors, elect, and assist deans and professors (especially women) to participate in study tours and other scholarship and learning programs, including support with visa compliance; if feasible, support participation in study tours and other scholarship opportunities</p> <p>Develop and provide English language curriculum materials and training programs, including exploring commercial product and self-study language materials</p>	<p>Oct 2012 and ongoing</p> <p>Nov 2012 – Oct 2013</p>	RLS-F project staff; USG field personnel, faculty deans, and professors	<p>Professors return study abroad programs and use their new skills to improve their teaching and scholarly publications</p> <p>Improved English skills of current students to enable their participation in future study abroad opportunities and to immediately enhance their legal research skills</p>	
<b>Task 4: Modernize Teaching Methodologies</b>	<p>Work with Kabul University law and <i>Sharia</i> deans to organize and conduct a national workshop on the successes and challenges of those that have gone through ToT workshops on interactive / critical thinking skills instruction</p> <p>Support implementation of modern teaching skills with those instructors interested and</p>	<p>Oct 2012 –Mar 2013</p> <p>Dec 2012 and ongoing</p>	RLS-F project staff, Kabul University law and <i>Sharia</i> deans	<b>Indicator: Number of new legal courses or curricula developed with USG assistance</b>	12

Project Work Plan for 18-Month Performance Period (July 2012 to January 2014)					
Tasks	Activities	Timeline	Resources/Inputs	Outputs/Results/F Indicators	Targets
	willing to move forward			university instructors  Materials distributed  Training and mentoring to those with interest in improving their skills and knowledge of advance teaching methods	
<i>Sub IR 1.1.3: Citizen Awareness of Legal Rights and Legal Processes of Judicial System Increased</i>					
<b>Component 4: Public Legal Outreach and Awareness through Strategic Communications</b>					
<b>*Task 1: Develop the Capacity of the Supreme Court and Ministry of Justice to Conduct Public Outreach</b>	Embed Public Legal Outreach Advisor(s) at the SC and MOJ	Oct 2012 and ongoing	Supreme Court and Ministry of Justice, with support provided by RLS-F project staff, and local NGOs, media outlets, and partner organizations	Embed Public Legal Outreach Advisor(s) at the SC and MOJ	Very aware  19.5%
	Conduct national and regional seminars to educate and motivate the Supreme Court and MOJ's outreach staff on the necessity and benefits of intensive outreach, including a one-week long seminar for SC public outreach staff	Dec 2012 – May 2013		Conduct national and regional public awareness seminars	
	Continue to work with MOJ to discuss initiatives that support the implementation of the MOJ's National Legal Awareness Strategy (NLAS) trainings	Dec 2012 – Aug 2013		Train SC and MOJ staff on designing, coordinating, and implementing effective public legal outreach campaigns	
	Deliver advanced training on print and graphics design, web development, social media, production and editing techniques, etc.	Oct 2012 – July 2013		Publicize important cases that improve access to justice including anti-corruption cases where public officials are prosecuted or cases that promote human rights or women's rights	
	Publicize important cases that improve access to justice including anti-corruption cases where public officials are prosecuted or cases that promote human rights or women's rights	Dec 2012 – Oct 2013		<b>Indicator: Level of awareness of legal rights expressed by targeted beneficiaries</b>  <b>Indicator: Percentage of the population reached by campaigns supported by USG to foster public awareness and respect for rule of law</b>	
<b>*Task 2: Provide Equipment and Technical Assistance to Cement Afghan Government</b>	Continue the assistance of Embedded Advisors to develop print production skills at the MOJ and SC with cooperation from the	Oct 2012 – Oct 2013	Supreme Court and Ministry of Justice; RLS-F	Training and mentoring on implementing effective print campaigns is conducted for SC	

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<b>Institutions' Capacity to Conduct Effective Print Campaigns</b>	ministries			and MOJ public outreach staff	
	Conduct intensive 30-day trainings at each institution in order to enhance the capacity of respective outreach staff to implement effective print campaigns with focus on materials for low literacy populations	Nov 2012 – Aug 2013	project staff and local NGOs, media outlets, and partner organizations; and USG field staff input	1,000,000 total legal awareness print publications are produced and distributed through public legal outreach campaigns with SC and MOJ	
	Support Supreme Court and MOJ to produce and distribute 1,000,000 legal awareness publications each, such bulletins, flyers, pamphlets, and newsletters	Oct 2012 – Oct 2013			
	Provide the MOJ with limited equipment support such as computers, printers, internet USBs, and graphics software	Oct 2012 – Aug 2013			
<b>*Task 3: Build Capacity of Afghan Institutions to Produce Popular Radio and TV Programs Positively Portraying the Justice System and Women</b>	Support Supreme Court and MOJ to carry out additional concept development for radio and television programs	Nov 2012 – May 2013	SC and MOJ , with support provided by RLS-F project staff, including the Radio/TV Entertainment Advisor,	<b>Indicator: Number of print publications, radio and television programs, and other outreach materials produced and disseminated through legal outreach campaigns</b>	<b>1,000,000 Print Publications</b>
	Provide advanced, refresher training to Supreme Court media and public outreach staff on use of studio equipment	Jan 2013 – Aug 2013	Embedded Public Legal Outreach Advisors, and local NGOs and media outlets; and USG field staff	Refresher training provided to SC media and public outreach staff on the use of the Court's studio equipment	<b>4 TV &amp; Radio Programs</b>
	Assist with planning and production of radio and TV programming, including production of engaging and entertaining programs, PSAs, mini-documentaries, etc.	Jan 2013 – Sept 2013		Two new radio programs produced and broadcast	
	Assist MOJ to broadcast new rule of law and/or assist in rebroadcasting of the MOJ's option year justice-themed radio and TV programming	Jan 2013 – Nov 2013		Two new television programs produced and broadcast	
	Conduct monitoring and evaluation mechanisms such as Q10™ surveys	Oct 2012 and ongoing		Q10™ and other monitoring and evaluation mechanisms utilized to gauge effectiveness of public outreach campaigns	<b>Very aware</b>
				<b>Indicator: Level of awareness</b>	



Project Work Plan for 18-Month Performance Period (July 2012 to January 2014)					
Tasks	Activities	Timeline	Resources/ Inputs	Outputs/Results/F Indicators	Targets
				of legal rights expressed by targeted beneficiaries	



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