USAID | AFGHANISTAN
FROM THE AMERICAN PEOPLE

RULE OF LAW STABILIZATION PROGRAM – FORMAL COMPONENT

FINAL REPORT

JULY 15, 2012 – SEPTEMBER 14, 2014

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DISCLAIMER
The author's views in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ABBREVIATIONS & ACRONYMS

ACAS	Afghanistan Court Administration System
ACT	Anti-Corruption Tribunal
AWJA	Afghan Women Judges Association
CLE	Continuing Legal Education
CMS	Case Management System
DOJ	Department of Justice
DOWA	Department of Women's Affairs
GoA	Government of Afghanistan
HR	Human Resources
INL	Bureau of International Narcotics and Law Enforcement Affairs
IT	Information Technology
JEC	Judicial Education Committee
JED	Judicial Education Department
JSSP	Justice Sector Support Program
MoHE	Ministry of Higher Education
MOJ	Ministry of Justice
MOU	Memorandum of Understanding
M&E	Monitoring and Evaluation
RLS-Formal	Afghanistan Rule of Law Stabilization Program - Formal Component
SC	Supreme Court
ToT	Training-of-trainers
USG	United States Government
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

The Afghanistan Rule of Law Stabilization Program – Formal Component (RLS-Formal) is a United States Agency for International Development (USAID) funded project designed to increase public confidence in Afghanistan's justice sector and support the improved performance and accountability of governance.

SIGNIFICANT ACHIEVEMENTS

RLS-Formal Significant Achievements from July 2012—September 2014
In close collaboration with the Supreme Court, RLS-Formal: • Transformed the Judicial Education Department into a self-sustaining institution with the capacity to implement and oversee all legal education programs for current and future judges; • Provided instructor training and curriculum development at the Judicial *Stage* program to improve teaching methodologies; • Offered targeted trainings and technical assistance for judges from all Anti-Corruption Tribunals; • Provided Continuing Legal Education trainings for sitting judges in all 34 provinces using a standardized curriculum; • Professionalized court administration through the Administrative *Stage* program; • Developed databases to report case statistics and manage Supreme Court assets and built the capacity of Supreme Court staff to lead trainings on each database, as well as the Afghanistan Court Administration System; and • Expanded the Afghan Women Judges Association and transformed the institution into a self-governing, fully functioning institution capable of administering programs.
In close coordination with the Ministry of Higher Education, RLS-Formal: • Enhanced and expanded legal education by developing the capacity of universities to administer legal clinics that use a standardized syllabus and successfully compete in national and international moot court competitions; and • Assisted the Ministry of Higher Education in implementing a unified core curriculum for all *Sharia* faculties and a credit hour system in all Law and *Sharia* faculties.
In close coordination with the Ministry of Justice, RLS-Formal: • Built the capacity of the Ministry of Justice to train regional staff on conducting public legal outreach campaigns and implementing the National Legal Awareness Strategy; and • Helped the Ministry of Justice cultivate a cadre of professionals that are able to create vibrant legal awareness campaigns that engage the public.

From July 2012 through September 2014, RLS-Formal successfully partnered with the Supreme Court, the Ministry of Justice, and the Ministry of Higher Education to achieve sustainable reforms in the formal justice sector in Afghanistan. Recognizing that education is a foundation for long-term development, RLS-Formal worked in close coordination with the Supreme Court to **transform the Judicial Education Department into a self-sustaining institution with the capacity to implement and oversee all legal education programs for current and future judges**, including the Judicial *Stage* program, the mandatory induction training program for judges. RLS-Formal provided **instructor training and curriculum development at the Judicial *Stage* program to improve teaching methodologies**, ensuring that Afghanistan's newest judges are prepared for service in the judiciary now and in the future. With RLS-Formal support, **judges from Anti-Corruption Tribunals received targeted training and technical assistance** to improve their ability to decide cases, and **sitting judges in all 34 provinces received Continuing Legal Education trainings using a standardized curriculum**.

In addition, RLS-Formal worked with the Supreme Court to **professionalize court administration through the Administrative *Stage* program**, the new training program for clerks. RLS-Formal **developed databases to report case statistics and manage Supreme Court assets**, and built the capacity of Supreme Court staff to lead trainings on each database, as well as the Afghanistan Court Administration System. These reforms effectively and sustainably increase the efficiency and transparency of the Supreme Court and all provincial courts nationwide, thereby improving the processes for resolving cases and, in turn, the public's perception of the formal justice system.

Lastly, RLS-Formal collaborated with the Supreme Court to **expand the Afghan Women Judges Association and transform the institution into a self-governing, fully functioning institution capable of administering programs** that help Afghan women take more prominent roles in the justice sector. The association now conducts gender justice trainings and women's forums and has the capacity to secure funding for future initiatives.

In partnership with the Ministry of Higher Education, RLS-Formal **enhanced and expanded legal education by developing the capacity of universities to administer legal clinics that use a standardized syllabus and successfully compete in national and international moot court competitions**. In addition, RLS-Formal **assisted the Ministry of Higher Education in implementing a unified core curriculum for all *Sharia* faculties and a credit hour system in all Law and *Sharia* faculties**.

Finally, with RLS-Formal support, the **Ministry of Justice gained the capacity to train regional staff on conducting public legal outreach campaigns and implementing the National Legal Awareness Strategy**. RLS-Formal also provided targeted technical assistance to help **the Ministry of Justice cultivate a cadre of professionals who are able to create vibrant legal awareness campaigns that engage the public** in a variety of ways, including social media, radio and television programming, mobile theater performances, posters, and billboards.

CHALLENGES

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. Reforming the judicial system and enhancing the capacity of the legal education sector is a challenging and long-term undertaking.

In particular, Afghanistan suffers from a lack of financial, infrastructure, and human resource capacity; weak political support for rule of law reforms; corruption; insecurity; and a largely illiterate and uneducated population. The most difficult barriers to overcome during project implementation, and the barriers that threaten the sustainability of project initiatives, are a lack of willingness among counterpart institutions to support and adopt reforms, and a failure to allocate sufficient funds to maintain quality trainings for current and future justice sector personnel. Leadership at counterpart institutions continues to demonstrate a lack of commitment to justice sector reforms by delaying the approval of tools and technologies that will increase the efficiency and transparency of courts.[1] In addition, counterpart institutions have failed in some instances to demonstrate a willingness to assume responsibility for training initiatives without technical and financial support from donors. Across all counterparts, there remains a shortage of funds allocated to maintaining the depth and breadth of trainings and access to resources, which will restrict improvements to the justice sector in the future.

RLS-Formal is aware that these challenges, to some extent, have created a dependency by the counterparts on donor support and has developed specific measures to promote the sustainability of reforms, including: supporting key institutions in implementing programs; engaging decision-makers to realign their thinking and program planning; and training and developing leaders to prepare key staff members for critical leadership positions.

LESSONS LEARNED: SUCCESSFUL STRATEGIES TO OVERCOME CHALLENGES

RLS-Formal made significant progress in overcoming a number of challenges to the sustainability of reforms from July 2012 through September 2014. The three strategies with the greatest impact on overcoming challenges were: the use of cost share policies; training-of-trainer programs; and support for strategic planning.

Cost Share Policies: Encouraging Counterpart Investment

In the past, counterparts lacked the ability and/or willingness to assume meaningful responsibility (financial or otherwise) for implementing USAID-supported programs. This was a major stumbling block for developing sustainable programs without significant technical or financial support from donors. In order to address this challenge, RLS-Formal developed cost share policies, shifting some of the burden of program support to the counterparts. Cost share policies were put into place with the Supreme Court, the Afghan Women Judges Association, and the universities which operate under the Ministry of Higher Education. These policies, attached as Appendix A, specified the type of support required from counterparts as a condition to receiving specified assistance from RLS-Formal. For example, RLS-Formal provided an honorarium to instructors at the Judicial *Stage* but required the Supreme Court to pay all of the salaries for the Judicial *Stage* staff. In addition, the cost share policy required *Stage* instructors to

[1] It was a common scenario during project implementation that when the Supreme Court was asked to approve new initiatives or reforms, the institution tended to make approval contingent upon future events that never happened. One example was the user manual for the expanded Human Resources database (for more details, refer to page 14.) RLS-Formal requested approval of the manual in order to train staff from the Human Resources Department on the expanded functions of the database. Initially, RLS-Formal was told that the High Council needed to approve the manual. Months later, the Supreme Court notified RLS-Formal that the High Council would not approve the manual until the Chief Judges Conference that has not yet been scheduled (as of September 2014 there is no date for this conference.) It was typical that when the Supreme Court was asked to approve new initiatives or reforms, they tended to make approval contingent upon future events that never happened. RLS-Formal has never received a strong justification for the delay of approvals, but it is indicative of a reluctance to embrace new processes and procedures that increase the efficiency, transparency, accountability, and fairness in the justice sector.

participate in training-of-trainers programs without additional compensation to develop their ability to use interactive teaching methodologies. Under RLS-Formal's cost share policies, the Supreme Court took a more active role in program implementation and assumed a greater financial burden, especially compared to two and a half years ago when donors provided funding and support for the entire *Stage* program.[2] Cost share policies proved to be a useful tool to encourage counterpart investment in USAID-funded programs, both literally and figuratively, since the policies required them to exert effort and/or expense to ensure the successful implementation of programs.

Implementation of Training-of-Trainer Programs: Leading from Behind

Another challenge to sustainable support for justice reform programs was the lack of sufficiently trained government staff to implement programs supported by USAID and other international donors. In order to overcome this challenge, RLS-Formal partnered with the Supreme Court, the Ministry of Higher Education, and the Ministry of Justice to identify and mentor a select group of highly motivated individuals to become expert trainers within their institutions. RLS-Formal deliberately assisted each institution in carefully selecting project staff to participate in training-of-trainers programs. Once the foundational skills and knowledge were developed among counterpart staff, RLS-Formal proceeded to co-teach with the new trainers, further building the capacity of counterpart staff to become expert trainers. Finally, RLS-Formal observed and mentored the newly trained counterpart staff as the lead or sole classroom instructor. The progression from training-of-trainers to observing the trainers in action allowed RLS-Formal to ultimately lead from behind the scenes as a mentor to counterpart institutions. This approach to increasing the sustainability of reform programs has worked extremely well as each institution now has a cadre of instructors with the skills and capacity to continue training staff beyond the life of this project. By September 2014, members of the Afghan Women Judges Association were providing gender justice trainings; staff from the Ministry of Justice was conducting public legal outreach training sessions; Supreme Court judges, clerks, and staff specialists were teaching every course for the new Administrative *Stage* program and providing statistics database training; and staff from the Ministry of Higher Education were administering and training students in legal clinic programs throughout the country.

Developing Strategic Planning Skills: Responsibility for Future Growth

One of the most important tasks for the RLS-Formal project was to develop the institutional capacity of its counterparts, particularly the Supreme Court's newest institutions: the Judicial Education Department and Afghan Women Judges Association. To assist these institutions in transforming from their nascent stages into fully functioning and self-governing institutions, RLS-Formal developed their capacity to create strategic plans to ensure the institutions remain viable and sustainable. The head of the Judicial Education Department and the Afghan Women Judges Association, neither of whom had previously developed or used a strategic plan, each independently determined that their strategic plans were useful in defining their specific financial and technical needs and priorities. By September 2014, both leaders had initiated donor meetings during which they presented their strategic plans and requested targeted support to sustain their institutions, demonstrating critical progress in developing a sense of responsibility for future growth.

[2] For example, some donors provide salary supplements to the Judicial *Stage* staff, including the Director, as well as instructor honorariums.

PROGRAM PURPOSE AND OBJECTIVES

SCOPE OF WORK

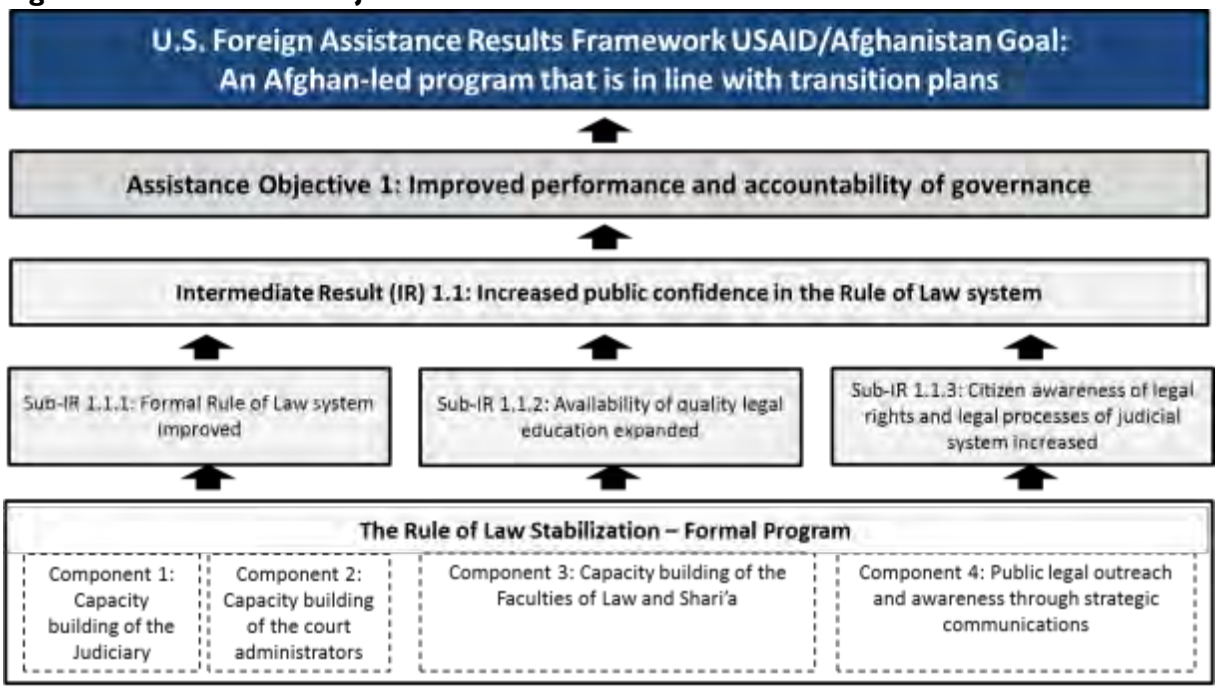
The Rule of Law Stabilization Program – Formal Component (RLS-Formal) was designed to support the following pillars of the U.S. Government Rule of Law strategy for Afghanistan: Pillar 1) building capacity and addressing corruption within the justice sector; and Pillar 4) building the leadership capacity of the Afghan government's justice sector and civil society.

Fereshta Abassi, a student from Herat University who participated as a judge in the 2014 Philip C. Jessup International Moot Court competition in Washington, DC

RLS-Formal focused on improving the justice sector and addressing corruption by developing the capacity of the judiciary, and supporting Law and *Sharia* faculties to expand the availability of quality legal education in Afghan public universities. The project also aimed to build leadership in the justice sector and civil society by raising public awareness of the formal justice system through strategic public legal outreach communications campaigns and encouraging Afghan citizens to utilize the system to resolve their disputes.

The overall goal of RLS-Formal was to strengthen the formal justice system of Afghanistan so that citizens can reliably and peacefully resolve their disputes, decisions of the courts are enforceable and in accordance with the law, and legal education prepares the next generation of judges, prosecutors, and lawyers to enforce the rule of law. RLS-Formal directly supported the U.S. Government's Rule of Law strategy with an Afghan-led program that focused on sustainable programs that (a) provided citizens meaningful access to fair, efficient, and transparent justice based on Afghan laws, and (b) helped increase the Afghan government's legitimacy and improve its perception among Afghans by promoting a formal justice system that upholds the rule of law.

Figure 1: RLS-Formal Project 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.

HISTORY OF PROJECT

The RLS-Formal project 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 unfunded 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 a period of 90 days through Letter Contract No. AID-306-C-12-00014. In October 2012, USAID issued an additional 15-month extension of the 90-day period, which resulted in an integrated 18-month performance period from July 16, 2012 through January 14, 2014. RLS-Formal then received a one-month unfunded extension to continue the program from January 15, 2014 to February 14, 2014 followed by a cost extension to cover an additional five-month period from February 15, 2014 through July 14, 2014. Lastly, RLS-Formal received a two-month unfunded extension to cover the period from July 15, 2014 to September 14, 2014.

COMPONENTS 1 & 2

FORMAL RULE OF LAW SYSTEM IMPROVED

RLS-Formal enhanced the rule of law system in Afghanistan by strengthening the capacity of the judiciary and court administrators. The project organized these activities under Component 1 and Component 2, respectively. The objective of the components was to promote fair, efficient, and transparent dispute resolution in the formal court system and to increase public confidence in the Government of Afghanistan.

COMPONENT 1: CAPACITY BUILDING OF THE JUDICIARY

The judiciary is an independent body of the Islamic Republic of Afghanistan. Judicial authority is exercised by the Supreme Court (SC), and appellate and primary courts. The objective for Component 1 of the RLS-Formal project was to build the capacity of the judiciary in order to promote fair, efficient, and transparent judicial services, and to increase public confidence in the government's commitment to the rule of law.

Snapshot of Component 1 Tasks, Implementation Strategies, and Sustainable Impacts	
Tasks	**Implementation Strategies**
Task 1: Continuing support to the Judicial *Stage* program	Capacity building of the Judicial Education Department Teaching Methodology Training for Judicial *Stage* instructors
Task 2: Improve institutional capacity of state justice institutions including anti-corruption courts	Anti-Corruption Tribunal (ACT) Trainings
Task 3: Continue practical skills training and continuing legal education for sitting judges	Continuing Legal Education (CLE) Trainings
Sustainable impacts from RLS-Formal implementation strategies[3]: **Professionalized the Judicial Education Department (JED)** **Improved training methodologies used at the Judicial *Stage*** **Targeted trainings for ACTs and Conducted ACT Assessment** **Standardized and Updated CLE curriculum**	

[3] A sustainable initiative is defined as an initiative that improves local accountability for service delivery and increases the availability of domestic financing so that local capacity can meet demands without additional support from USAID. This definition is derived from an October 2013 USAID Policy report titled, "Sustainable Service Delivery in an Increasingly Urbanized World," http://www.usaid.gov/sites/default/files/documents/1870/USAIDSustainableUrbanServicesPolicy.pdf.

TASK 1: CONTINUING SUPPORT TO THE JUDICIAL STAGE PROGRAM

Capacity building of the Judicial Education Department

The Supreme Court (SC)'s Judicial Education Department (JED) oversees all judicial trainings, including the *Stage* program, the mandatory induction training program for judges. The *Stage* program, which is modeled on the French system of judicial education, began in 1968 and has operated intermittently with 29 graduating classes to date. In 2010, the *Stage* expanded from a one-year program to a two-year program in order to provide additional training on substantive laws, and to offer a practicum in which students attend trials and meet with court staff to better understand how the formal judicial system operates in practice.

From July 2012 through September 2014, RLS-Formal worked closely with the JED to encourage the department to develop a strategic plan that identified and prioritized the needs of the department, and draft a budget that would reduce the department's dependence on donor assistance and, eventually, become self-sustaining. In 2014, the recently-appointed head of the JED held a donor meeting where he presented his strategic objectives and priorities. The Supreme Court Justice who chairs the Judicial Education Committee (JEC), which oversees the JED and is composed of high-ranking SC judges and other influential SC leaders, also met with donors in 2014. The JEC confirmed the SC's intent to continue to develop human and financial resources so that it can independently administer the programs supported in the past by USAID and other international donors.

RLS-Formal Impact on *Stage* Curriculum

RLS-Formal provided assistance to the JED to improve and standardize the *Stage* curriculum, and develop and expand courses on ethics, anti-corruption, and women's rights.

In consultation with the JED, RLS-Formal published four new textbooks for the Continuing Legal Education courses that were shared with *Stage* trainers and participants, including: *Criminal Procedure in Afghanistan*; *An Explanation on Counter Narcotics Law*; *An Explanation on Penal Code Special Parts*; and *An Explanation on Crimes against Internal and External Security*.

The *Stage* program estimates that 80 percent of sitting judges received *Stage* training. Accordingly, the *Stage* program has a direct effect on changing the face of the judiciary by ensuring that the country's newest judges have the same baseline qualifications and training. RLS-Formal also worked closely with the JED to secure a commitment (with assistance from the Afghan Women Judges Association (AWJA)) to encourage women to apply to the *Stage* program, resulting in an increase in the number of women attending the *Stage* in the past few years and in turn, greater representation of women on the bench.[4] As of September 2014, women account for 11.5% of the judiciary in Afghanistan[5], up from 3% in 2003.[6]

[4] See the "Gender Justice" section on page 34 of this report that reviews the AWJA's Women's Forums which recruit young Law and *Sharia* female students to join the judiciary.
[5] The Afghan Women Judges Association reported that there are currently 215 female judges in the country. The Supreme Court confirmed there are currently 1,865 judges in the country. Additionally, there are currently 45 women judges in the Judicial *Stage* program that will graduate this year and enter courts throughout Afghanistan.
[6] Armytage, Livingston, "Justice in Afghanistan: Rebuilding Judicial Competence After the Generation of War," p.188, http://www.zaoerv.de/67_2007/67_2007_1_b_185_210.pdf.

Stage Participants in the 28th and 29th Rounds			
Gender	**Faculty**	**28th Round (Graduated September 2013)**	**29th Round (Anticipated Graduation in 2015)**
Female	Law	5	10
	Sharia	21	32
	Madrassa	0	0
Male	Law	22	26
	Sharia	69	131
	Madrassa	9	10
TOTAL	**Law**	**27**	**36**
	Sharia	**90**	**163**
	Madrassa	**9**	**10**

RLS-Formal built the capacity of the JED to strengthen the Judicial *Stage* program in order to ensure Afghanistan's newest judges possess the training and skills to excel at judicial service. From July 2012 through September 2014, RLS-Formal worked closely with the JED to gradually accept more responsibility for supporting and professionally administering the Judicial *Stage* program.

Promoting sustainable reforms at the judiciary: RLS-Formal supports professionalization of the JED	
Beginning in July 2012	**By September 2014**
RLS-Formal provided funds for daily expenses of *Stage* students, as well as honoraria for *Stage* instructors	At the request of international donors, JED and the JEC convened a meeting to discuss strategic goals and the SC's commitment to reduce dependence on donor financial assistance, showing progress toward financial sustainability
RLS-Formal conducted a series of training-of-trainers for *Stage* instructors on modern teaching methodologies	15 of 20 *Stage* instructors are using modern teaching methods and the JED is able to monitor and evaluate their effectiveness as teachers
RLS-Formal worked with the JED to standardize training materials and the curriculum for the *Stage* program	All *Stage* instructors have access to standardized training materials to ensure consistency in foundational education
RLS-Formal supported the publication of reference materials for *Stage* students	JED provides updated reference materials and ensures access to current laws and legal resources
In response to a request from the JED, RLS-Formal trained JED staff to monitor and evaluate the quality of instruction and relevance of the curriculum by analyzing the results of evaluation forms completed by *Stage* students	JED is able to effectively monitor and evaluate the *Stage* program and instructors in order to continue making targeted changes to strengthen the program
RLS-Formal collaborated with the JED to facilitate *Stage* entrance exams, host graduation ceremonies, and print certificates for graduates	JED now operates the *Stage* program by facilitating entrance exams, hosting graduation ceremonies, and printing certificates without outside technical assistance

Training-of-trainers for *Stage* instructors
From July 2012 through September 2014, RLS-Formal, in cooperation with the JED, implemented a training-of-trainers (TOT) program focused on developing the teaching capacity of the 15 most capable and motivated instructors from the Judicial *Stage* (12 men and 3 women). The objective of the TOT initiative was to enhance the instructors' ability to rely less on the lecture method of training students and broaden their skills by using a variety of methodologies (role-play, Socratic dialogue, etc.) to encourage students to think critically, to analyze problems, and to actively participate in their education through classroom discussions, debates, and presentations.

The instructors in the TOT program were observed by the Head of the JED and the TOT trainers from RLS-Formal to examine the impact the TOTs had on the instructors in real classroom situations. The trainers assessed whether the instructors incorporated the new teaching methodologies, including open discussions, question/answer sessions, and use of PowerPoints, among other tools to improve their classroom instruction. RLS-Formal delivered follow-up trainings and individualized mentoring to the instructors on an ongoing basis as part of this capacity-building initiative.

RLS-Formal Court User Survey

RLS-Formal used a court user satisfaction survey to gauge the perceptions of Afghan citizens as they interacted with courts. The views of court users suggest whether judicial reforms result in the creation of efficient and transparent dispute resolution in the eyes of Afghan citizens. RLS-Formal conducted two phases of data collection, the first in August 2013 and the second December 2013 that solicited opinions from 1,549 Afghan court users from 42 districts in 17 provinces.

The survey measured the satisfaction of court users through ten key questions (the Q10) on their interactions with the court system. The results revealed that approximately 47% of court users agreed that their court performs effectively. Additionally, the survey results suggested that several RLS-Formal supported programs had a positive impact at the courthouse and contributed to increasing public satisfaction with the formal rule of law system in the provinces surveyed: a citizen who used a courthouse that benefitted from RLS-Formal support was 96% more likely to agree that the court performed effectively than other court users overall.

TASK 2: IMPROVE INSTITUTIONAL CAPACITY OF STATE JUSTICE INSTITUTIONS INCLUDING ANTI-CORRUPTION COURTS

Anti-Corruption Tribunal Trainings

The objective of Task 2 was to improve the efficiency, transparency, and quality of decisions rendered by Anti-Corruption Tribunals (ACTs).

The SC established Anti-Corruption Tribunals (ACTs) as dedicated courts for the adjudication of corruption cases. The ACTs were established by Presidential Decree in 2008 and are located in each of the eight SC judicial zones throughout the country (see chart below). These tribunals are located in Balkh, Bamyan, Herat, Kabul, Kandahar, Kunduz, Nangarhar, and Paktia provinces.

RLS-Formal's National ACT Assessment

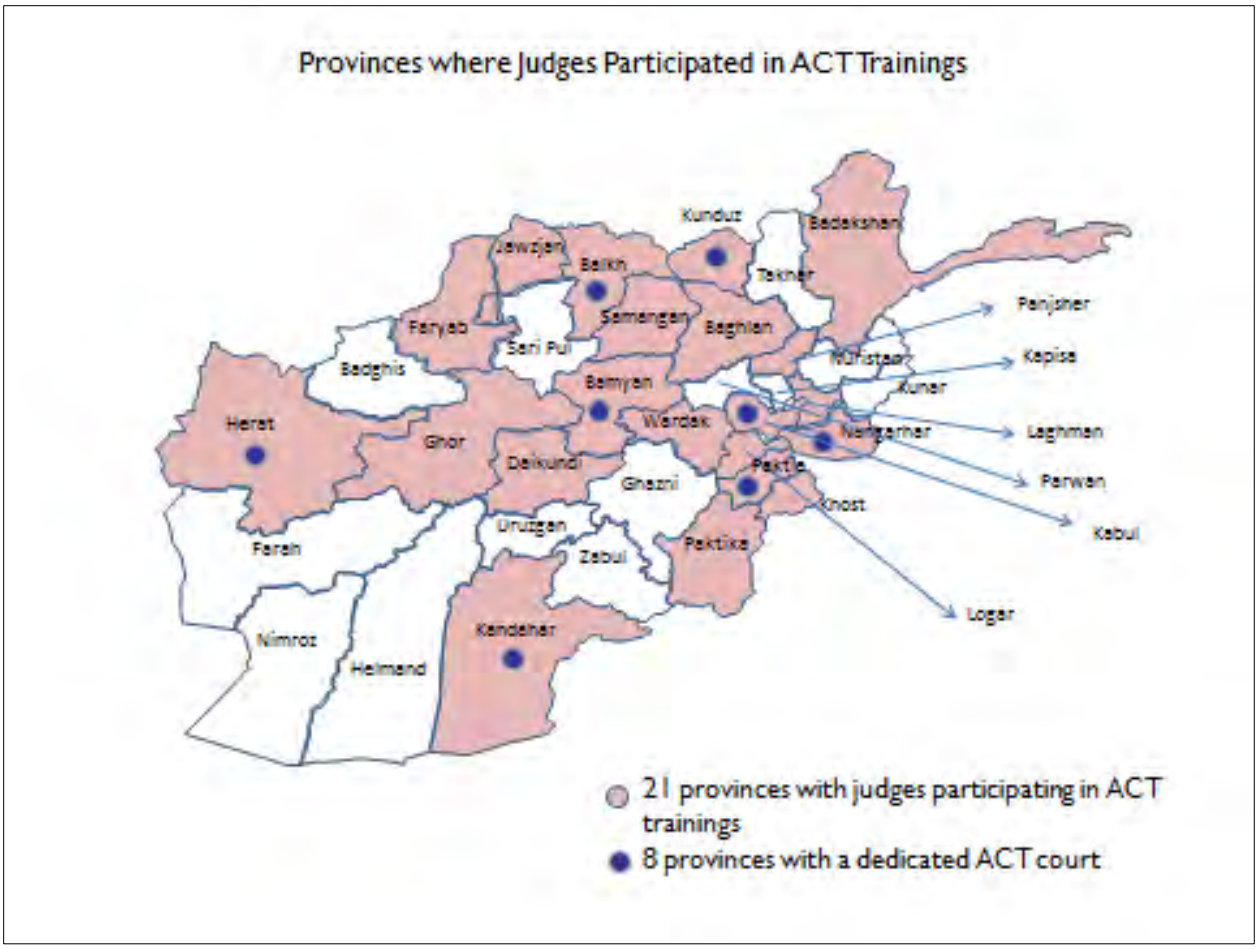
In January 2013, RLS-Formal completed an assessment of the needs and capacities of all eight Anti-Corruption Tribunals across Afghanistan. In conducting the weeks-long assessment, advisors traveled to specialized anti-corruption courts in Balkh, Bamyan, Herat, Kabul, Kandahar, Kunduz, Nangarhar, and Paktia provinces to evaluate court resources and caseloads, and to determine initiatives to improve court capacity through material, technical, and training support.

As a result of the ACT Assessment, RLS-Formal conducted a seven-day workshop in September 2014 for 29 ACT judges from all eight tribunals on processing, deciding, and sentencing corruption cases. The workshop was designed to improve the efficiency and quality of decisions rendered by the ACTs, focusing support in the areas of greatest need as revealed by the ACT Assessment.

Anti-Corruption Tribunals in Afghanistan	
Zone	**Provinces Covered**
North Balkh (Mazar)	Balkh, Faryab, Jawzjan, Samangan, and Sari Pul
Northwest	Currently inactive
West Herat	Badghis, Farah, Ghor, Herat, and Nimroz
Center Kabul	Bamyan, Daikundi, Kabul, Kapisa, Panjshir, and Parwan
Southwest Kandahar	Helmand, Kandahar, Uruzgan, and Zabul
Northeast Kunduz	Badakhshan, Baghlan, Kunduz, and Takhar
East Nangarhar (Jalalabad)	Kunar, Laghman, Nangarhar, and Nuristan
South Paktia	Ghazni, Khost, Logar, Paktia, Paktika, and Wardak

From July 2012 through September 2014, the program developed the technical knowledge of 191 (182 male and 9 female) ACT judges in the country through seven CLE trainings focused on laws relevant to corruption cases, including money-laundering, procurement, fraud, ethics, abuse of authority, and bribery, as well as the new Criminal Procedure Code. Two of these ACT trainings were co-sponsored with the INL-funded Justice Sector Support Program (JSSP) and included prosecutors, police, and defense lawyers, in addition to judges, who specialize in corruption cases. In the fall of 2013, RLS-Formal facilitated a national conference on the challenges and successes involved in combatting corruption, attended by representatives from Parliament, the Supreme Court, NGOs, defense lawyers from the Afghan Independent Bar Association (AIBA), and ACT judges. These specialized practical training sessions and conference on corruption encouraged the ACT judges and other participants to develop strategies to increase transparency and accountability to the public, and facilitated communication among justice sector institutions and other stakeholders in combating corruption in Afghanistan. Material support was also provided to the ACT including computers, filing cabinets, law books, desks and printers to help the ACTs work more efficiently.

Judges participating in a discussion during an ACT training session



TASK 3: CONTINUE PRACTICAL SKILLS TRAINING & CONTINUING LEGAL EDUCATION FOR SITTING JUDGES

Continuing Legal Education Trainings

The objective of Task 3 was to provide Continuing Legal Education (CLE) trainings for sitting judges in order to build their practical skills and knowledge of substantive legal topics and ethical rules to ensure fairness, transparency, and efficiency in decisions rendered by the courts. From July 2012 through September 2014, RLS-Formal collaborated with the JED to improve the quality of CLEs through standardized and updated CLE materials, and improved teaching methodologies used by CLE instructors. 444 judges (324 male and 120 female) from all 34 provinces participated in CLE trainings.

The development of standardized and updated training materials for use in CLEs was a major accomplishment for the JED. RLS-Formal assisted the SC in evaluating the existing training materials in order to revise obsolete materials and ensure an up-to-date and uniform curriculum for CLE courses. The JED, in collaboration with RLS-Formal developed four standardized instructional books for CLE courses covering criminal law procedures, Counter Narcotics Law, the special part of the penal code, and crimes against internal and external security. Other subjects covered in CLE trainings included civil law procedures, judicial ethics, anti-corruption, women's rights, financial disclosure requirements, conflict of interests, and laws on contracts, inheritance, families, narcotics,

Judge opens trial to the public and media after participating in a Continuing Legal Education training

Chief Judge Jamalulddin of the Primary Court in Maidan Shar, in Wardak province, set about increasing the transparency and accountability of his court by inviting media and the public to monitor proceedings in his courtroom.

The idea to raise public awareness of the court's performance first came to the judge during his participation in a Continuing Legal Education training conducted by RLS-Formal. "I felt a quick impact while there in training. It was a great chance for my fellow judges and me to refresh our knowledge and share practical experiences," the judge said of the program. The training covered substantive areas of the law, including Article 128 of the Constitution of Afghanistan which states that all trials should be open to the public, with the exception of certain types of cases as prescribed by law (i.e., to protect a victim's privacy). Judge Jamaluddin invited major Afghanistan radio and television broadcasters to cover a murder trial at the criminal division of his court.

organized crime, money laundering, and terrorism. RLS-Formal, the JED, and the AGO identified a group of respected subject matter experts, including prosecutors, legal aid and defense lawyers, and prominent judges from the specialized Counter Narcotics Court and the Internal and External Security Court to serve as editors of the newly standardized instructional materials for CLE trainings.

COMPONENT 2: CAPACITY BUILDING OF COURT ADMINISTRATORS

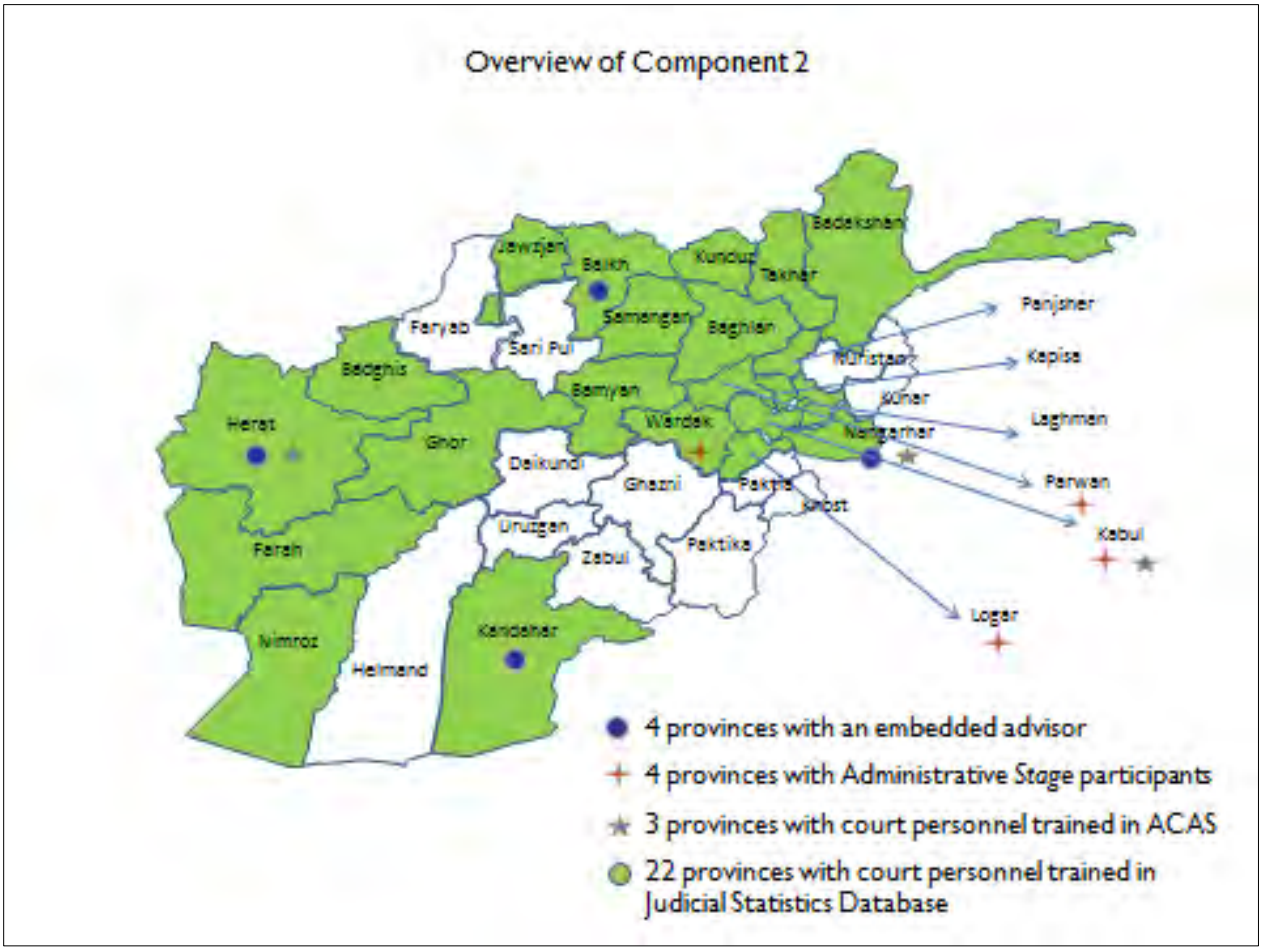
The objective for Component 2 of the RLS-Formal project was to build the capacity of court administrators to empower them to promote fair, transparent, and efficient judicial services, and to increase public confidence in the government's commitment to the rule of law.[7]

Each of Afghanistan's 34 provinces has three levels of courts handling cases: district courts, an urban primary court, and an appellate court.[8] District courts handle most types of civil and criminal cases. Urban primary and appellate courts have dedicated divisions, or *dewans*, that handle different types of cases. Every primary and appellate court has each of the following three divisions: civil, criminal, and public security. Some of the primary and appellate courts in bigger city centers (such as Herat, Jalalabad in Nangarhar, Kabul, Kandahar, and Mazar-e-Sharif in Balkh) have additional divisions dedicated to handling cases involving public rights, commercial cases, traffic cases, and crimes against internal and external security.

With the assistance of embedded advisors in Balkh, Herat, Kandahar, and Nangarhar provinces and the SC, RLS-Formal worked collaboratively with the SC to build the capacity of court administrators through trainings designed to professionalize court administrative services to enhance efficiency and transparency. In addition, RLS-Formal developed the SC's capacity to manage the overall budget, as well as personnel and infrastructure policies and practices. Ongoing support from RLS-Formal technical advisors empowered judicial personnel to utilize the Supreme Court's new judicial statistics database, as well as the Afghanistan Court Management System (ACAS), human resources, and asset management databases ensuring effective and efficient justice delivery for citizens utilizing the courts.

[7] The terms "clerks" and "court administrators" are used interchangeably in this report.
[8] Several district level courts are not currently operational due to insecurity and instability in the district.

Snapshot of Component 2 Tasks and Implementation Strategies	
Tasks	**Implementation Strategies**
Task 1: Train court staff to provide professional court administrative services	Court Administrator *Stage* Program Afghanistan Court Administration System (ACAS) Trainings Judicial Statistics Database Trainings
Task 2: Develop Supreme Court capacity to manage budget, personnel, and infrastructure	Capacity building for Budget Management Capacity building for Asset Management Capacity building for Information Technology (IT)
Sustainable impacts from RLS-Formal implementation strategies: **Professionalization of court administration through the Administrative *Stage* program** **Expanded functions of Afghanistan Court Administration System (ACAS)** **Development of the Judicial Statistics Database** **Development of the Asset Management Database**	



TASK 1: TRAIN COURT STAFF TO PROVIDE PROFESSIONAL COURT ADMINISTRATIVE SERVICES

Court Administrator *Stage* program

As the public's primary point of contact in the formal justice system, clerks are largely responsible for influencing the public's perceptions of the efficiency and effectiveness of courts. Administrators play a very important role in the functioning of the court as they interface with judges, prosecutors, defense lawyers, and litigants. Recognizing the need to professionalize the role of administrators, the Supreme Court, with RLS-Formal support, created the first-ever Court Administrator *Stage* training program in 2013 to teach management and leadership skills to court clerks. The four-month training program developed the capacity of Afghanistan's court administrators to professionally manage court cases in an efficient, fair, and transparent way in order to instill public confidence in the judiciary.

RLS-Formal Provides Embedded Court Advisors

RLS-Formal provided embedded advisors at appellate courts to assist and support the court staff and judges with computer trainings in Balkh, Herat, Kandahar, and Nangarhar provinces. The embedded advisors provided the following assistance:

- Established a computer lab equipped with computers in Herat Appellate Court and trained 42 judges and administrators (11 judges and 31 administrators) in Microsoft Office applications.
- Provided equipment and furniture for the meeting hall in Herat province.
- Provided equipment and furniture to the Balkh Appellate Court and trained 18 judges and administrators (10 judges and 8 administrators) in Microsoft Office applications.
- Conducted computer trainings for 33 judges and administrators (11 judges and 23 administrators) in Kandahar Appellate Court.

Knowledge of essential computer applications enables court staff to efficiently prepare case documents and maintain records and statistics, contributing to delivery of professional court administrative services.

Court clerks perform administrative and clerical tasks essential to the operation of the court, such as: receiving information from citizens and prosecutors to initiate civil, commercial, and criminal cases; setting trial dates; maintaining records for the Afghanistan Court Administration System (ACAS); entering judgments; and tracking statistics that courts must report to the Supreme Court. During the Administrative *Stage*, clerks engage in practical exercises and study substantive and procedural laws in order to build their capacity to perform their tasks.

From July 2012 through September 2014, RLS-Formal worked closely with the SC to support the newly-established Court Administrator *Stage*. All *Stage* classes were taught by Afghan judges and graduates of the first round of the induction training program which was completed in November 2013 for 30 (28 male and 2 female) clerks from Kabul courts. The second round was completed in June 2014 for 61 (49 male and 12 female) clerks from courts in Kabul, Logar, Parwan, and Wardak provinces. By increasing the professional capacity of court administrators, the SC hopes to improve the public's perception of the formal justice

Administrative *Stage* graduate shares his experience in the induction training program

Mohammad Hamid, a clerk from the Public Rights Division of the Kabul Appellate Court, praised the program's impact on his ability to perform his job:

"Previously, I did not know much about case management. As a result, I processed cases very slow. But now, after I graduated from the Administrative Stage course, I know a lot more. I know how and when to process a case and hand the file over to judge. I know how to inform parties of the time and location of the hearing. Prior to this program, we used to waste time finding case files, but after learning the ACAS system, it is very easy for me to locate case files."

system, and the fairness, transparency, and efficiency of resolving cases.

Afghanistan Court Administration System (ACAS) Trainings

RLS-Formal worked closely with the SC to build the capacity of court personnel to manage cases using ACAS, the country's paper-based case management system that tracks and records case data. RLS-Formal, in partnership with the SC Research and Studies Department, developed a new Procedures Manual for ACAS. The Procedures Manual described revisions to ACAS to enable the system to track cases as court administrators register, schedule, and assign cases. These new procedures aimed to increase accountability, efficiency, and transparency of case handling through ACAS at all levels of court administration to strengthen public confidence in the judiciary as a trusted institution for the resolution of legal disputes.

RLS-Formal also distributed case management materials such as case file jackets, case log-books, case index cards and case out-cards to courts to facilitate the tracking of cases through ACAS. The materials record important case data such as litigant names, case types, and dispositions, and include case file folders and index cards to help organize the data.

While RLS-Formal and the Research and Studies Department were prepared to train court personnel nationwide on the new Procedures Manual in early January 2013, the SC High Council neglected to approve the Manual preventing RLS-Formal from training court personnel on the new procedures. Nonetheless, RLS-Formal completed eight trainings for 86 judges and 34 court clerks on the fundamentals of ACAS (excluding the new procedures) and other practical skills necessary for the effective operation of a court.[9]

Calendar of ACAS Trainings Conducted from July 2012 through September 2014						
Date	**Location**	**Male Judges**	**Female Judges**	**Male Clerks**	**Female Clerks**	**Total**
October 1-3, 2012	Herat	-	-	3	-	3
January 15, 2013	Kabul	-	-	4	1	5
January 27-February 2, 2013	Nangarhar	-	-	6	-	6
January 28, 2013	Herat	-	-	9	-	9
February 19, 2013	Kabul	-	-	8	-	8
July 7, 2013	Kabul	33	3	-	-	36
July 29, 2013	Kabul	40	10	-	-	50
December 8, 2013	Nangarhar	-	-	3	-	3
TOTAL:		**73**	**13**	**33**	**1**	**120**

Judicial Statistics Database Trainings

RLS-Formal worked closely with the SC to develop administrative reforms that build human and institutional capacity, while harnessing the power of information technology to improve access to court data and case information through enhanced statistical reporting. To improve case processing time and help identify backlogs, RLS-Formal, in coordination and agreement with the SC Research and Studies Department, developed a judicial statistics database that tracks crucial court statistics such as case type, pending case status, and filing and disposition dates. The database can be used for analyzing and evaluating judicial statistics and was installed on the SC's servers. Also, in cooperation with the SC

[9] RLS-Formal conducted trainings on the fundamentals of ACAS (excluding the new procedures) for 280 judges and 542 clerks (a total of 822 people) in all 34 provinces during the 2011 calendar year.

Statistics Department, RLS-Formal developed a manual for using the statistical reporting system, and published and distributed the judicial statistics reporting forms to all 579 courts. The manual for using the statistical reporting system is awaiting SC approval.

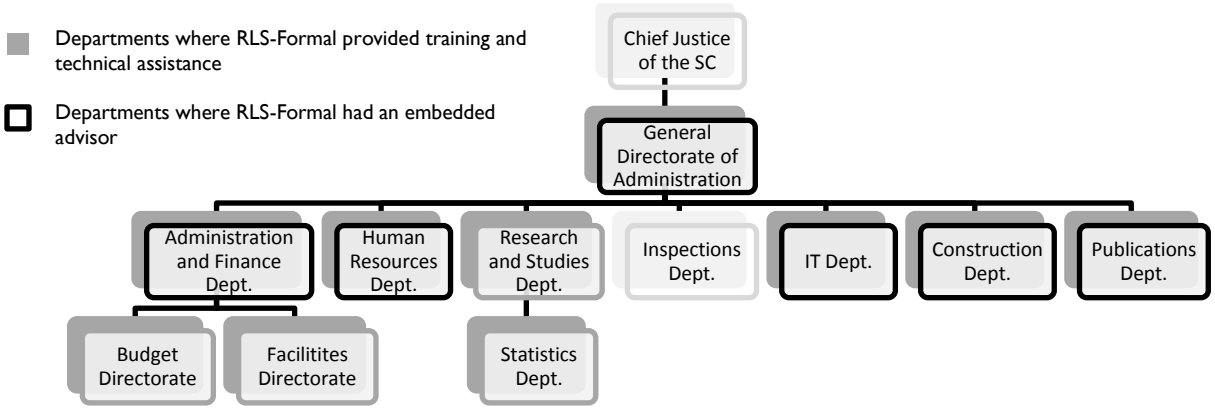
RLS-Formal conducted 20 trainings for 650 administrators (605 male and 45 female) and two male judges in 22 provinces on how to use the judicial statistics database and prepare reports. The trainings that took place in Kabul and Balkh provinces were primarily conducted by SC staff from the Statistics Department with a minimal amount of instruction from RLS-Formal advisors, promoting the sustainability of the initiative. The trainings that took place in the provinces, however, were primarily conducted by RLS-Formal staff since the SC failed to approve travel for the staff from the Statistics Department. Nonetheless, staff from the Statistics Department have the capacity to conduct future trainings on the judicial statistics database without any further instruction or mentoring from RLS-Formal.

Calendar of Judicial Statistics Database Trainings					
Date	**Location**	**Male Judges**	**Male Clerks**	**Female Clerks**	**Total**
May 18, 2014	Kabul	-	63	6	69
May 25, 2014	Parwan	-	23	-	23
May 27, 2014	Kapisa	-	22	-	22
May 27-28, 2014	Balkh	-	41	7	48
May 31, 2014	Panjsher	-	18	-	18
May 31, 2014	Samangan	-	19	1	20
May 31-June 1, 2014	Nangarhar	-	38	-	38
June 2-3, 2014	Herat	-	67	11	78
June 3, 2014	Laghman	-	14	-	14
June 11, 2014	Kunduz	-	32	-	32
June 22-23, 2014	Kandahar	1	37	-	38
July 21, 2014	Bamyan	-	18	-	18
August 3, 2014	Takhar	1	33	1	35
August 5, 2014	Badakhshan	-	40	4	44
August 18, 2014	Jawzjan	-	23	3	26
August 25, 2014	Baghlan	-	24	-	24
August 31, 2014	Supreme Court (Kabul)	-	8	12	20
September 2, 2014	Logar and Wardak	-	30	-	30
September 4, 2014	Ghor	-	20	-	20
September 6, 2014	Badghis, Farah, and Nimroz	-	35	-	35
TOTAL:		**2**	**605**	**45**	**652**

TASK 2: DEVELOP SUPREME COURT CAPACITY TO MANAGE BUDGET, PERSONNEL, AND INFRASTRUCTURE

The Supreme Court (SC) administrative offices are based in Kabul and set policies and practices for all courts with the Chief Judge of the Provincial Appellate Court acting as a primary point of contact. The following organizational chart shows the structure of the SC including the departments where RLS-Formal had an embedded advisor, as well as the departments where RLS-Formal provided capacity building trainings and technical assistance during the project:

Supreme Court Organization Chart



RLS-Formal used embedded advisors and provided targeted trainings for SC administrative staff to build the capacity of court personnel to effectively manage their departments and develop court administration policies and procedures for all courts nationwide that contributed to a modern, efficient, and transparent judicial system.

Capacity Building for Budget Management

RLS-Formal's embedded advisor provided technical assistance to the Administration and Finance Department to enhance the management of finances. RLS-Formal provided targeted technical assistance to enhance the Administration and Finance Department's ability to create a program-based budget, monitor the distribution of funds, and prepare to defend its annual budget before the Ministry of Finance.

Capacity Building for Human Resources

The Human Resources (HR) Department's embedded advisor provided technical assistance to expand the functionality of the existing HR database. The expanded HR database allows the HR Department to generate ID cards, record performance reviews and disciplinary actions, track trainings received by court personnel, and generate more complete reports. RLS-Formal also assisted the HR Department in developing a user manual for the database. The expanded user manual was never approved by the SC; RLS-Formal has been waiting for approval for approximately 2 years since it was submitted to the SC.[10]

Capacity Building for Infrastructure Management

Capacity Building for Asset Management

RLS-Formal's embedded advisor worked collaboratively with the Head of the Administration Department to develop an improved asset management database that tracks real and personal property. The database enables the court to monitor the location, age, value, and condition of its inventory of buildings, cars, fuel, equipment, office supplies, furniture and other property. The database allows Administration, Finance, Facilities, and Construction staff to streamline the acquisition, management, and distribution of these assets. A total of six SC staff (4 male and 2 female) received training on the asset management database.

[10] Refer to Footnote 1 on page 3 for further details regarding the delayed approval of this manual.

Capacity Building for Construction Department
RLS-Formal's embedded advisor trained Construction Department staff to improve the capacity of the Construction Department staff to monitor new construction and renovations and to operate construction design software (AutoCAD) to streamline the design and documentation processes for construction projects.

Court administrators from Kabul participate in a judicial statistics database training

Capacity Building for Information Technology
RLS-Formal's embedded advisor worked collaboratively with the SC Information Technology (IT) staff to design a five-year strategic plan to develop and modernize the IT and communications systems. RLS-Formal partnered with the IT Director to train IT staff to improve technical capacity. The trainings covered how to design and build technology solutions, including creating knowledge-sharing platforms and integrating multiple technology products. The trainings were designed to build specific skills among the IT staff to manage the SC's judicial statistics database, which tracks crucial court data to ensure timely case flow and identify backlogs.

RLS-Formal also provided computers, a new computer lab, and a fiber optic network to improve the efficiency and effectiveness of the SC by linking to the Afghanistan e-governance network and facilitating communication across government agencies and within the SC. In 2014, RLS-Formal used the new computer lab to conduct a two-month training program for IT staff on a variety of programming languages including SQL, PHP, MVC, HTML, CSS, and ASP.NET. The SC IT Department also uses the new computer lab for practical trainings on software that enhance the computer skills of SC staff.

COMPONENT 3

AVAILABILITY OF QUALITY LEGAL EDUCATION EXPANDED

RLS-Formal expanded the availability of legal education in Afghanistan by building the capacity of Law and *Sharia* faculties at universities under Component 3. The objective of Component 3 was to form a cadre of well-trained and motivated legal professionals who have received the education to provide meaningful access to justice for citizens.

COMPONENT 3: CAPACITY BUILDING OF THE FACULTIES OF LAW AND *SHARIA*

Afghanistan has17 universities, of which 13 have a Law department and 12 have a *Sharia* department referred to as a "faculty." From July 2012 through July 2014, RLS-Formal supported all universities to facilitate the national effort to identify courses for a unified curriculum, as well as expand the availability of legal clinics, moot court competitions, legal English programs, computer trainings, and legal research and writing workshops. In addition to working with students, RLS-Formal assisted professors to mentor students competing in moot court competitions, trained professors to employ interactive teaching methods, and assisted professors in developing legal clinics and improving their own research and writing skills.

RLS-Formal worked with universities to enhance access to career resources in order to encourage Law and *Sharia* students to seek employment in the justice sector where their skills and knowledge will improve the justice system. RLS-Formal's work with legal education focused on encouraging female students to consider a career in the judiciary by conducting Women's Forums as a means to increase the number of women in the justice sector as well as enhance access to justice for women and girls.[11]

RLS-Formal used embedded advisors at the Law and *Sharia* faculties at Al Biruni, Balkh, Herat, Kabul, and Nangarhar universities to support and implement project initiatives. In addition, RLS-Formal employed part-time English language instructors to teach at Al Biruni, Herat, Kabul, and Nangarhar Law and *Sharia* faculties, as well as interns to teach computer courses at Kabul University.

[11] For further details on Women's Forums for Law and *Sharia* students, refer to the "Gender Justice" section on page 34 of this report.

Snapshot of Component 3 Tasks, Implementation Strategies, and Sustainable Impacts	
Tasks	**Implementation Strategies**
Task 1: Continue implementation of core curriculum for Law and *Sharia* faculties	Printed and distributed syllabus to *Sharia* faculties supporting unified core curriculum Developed course materials for Legal Clinics
Task 2: Provide practical training for law students and instructors	Legal research and writing workshops Computer trainings and computer labs
Task 3: Supports hands-on training for law students	Legal Clinic programs Moot Court competitions International study tours Career fairs
Task 4: Develop advanced legal English training	Legal English classes and language labs
Task 5: Modernize teaching methodologies	Training-of-trainers for professors Establish and/or improve law libraries and resource centers
Sustainable impacts from RLS-Formal implementation strategies: **University-run legal clinics with trained administration and standardized course materials** **Syllabus for unified core curriculum at all *Sharia* faculties** **Provided guidance on implementing new credit hour system** **Expanded opportunities for students to participate in moot court competitions**	

Overview of Component 3 Services to Law and Sharia Faculties											
University	Law	Sharia	Moot Court	Legal Clinic	Legal Research and Writing Wkshop	Comp. Training	Legal English Class	Career Fair	Library	Comp. Lab and/or Research Center	Language Lab
Al Biruni	✓	✓	✓	✓			✓				✓
Badakhshan		✓									
Balkh	✓	✓	✓	✓			✓	✓		✓	
Faryab	✓										
Ghazni Institue of Higher Education		✓									
Herat	✓	✓	✓		✓		✓	✓	✓	✓	✓
Jawzjan	✓										
Kabul	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Kandahar	✓	✓	✓						✓		✓
Khost	✓	✓	✓		✓						
Kunar		✓	✓								
Kunduz	✓		✓								
Nangarhar	✓	✓	✓		✓		✓		✓	✓	
Paktia	✓		✓								
Panjsher Institute of Higher Education		✓	✓				✓		✓		✓
Parwan Institute of Higher Education	✓				✓				✓		
Takhar	✓	✓	✓		✓					✓	✓
TOTAL:	**13**	**12**	**12**	**3**	**6**	**1**	**6**	**3**	**6**	**4**	**6**

TASK 1: CONTINUE IMPLEMENTATION OF CORE CURRICULUM FOR LAW AND *SHARIA* FACULTIES

Printed and Distributed Syllabus to *Sharia* Faculties Supporting Unified Core Curriculum

RLS-Formal, in partnership with the Ministry of Higher Education (MoHE), supported the implementation of a core curriculum to standardize and improve the quality of legal education in Afghanistan. RLS-Formal focused its support on publishing and translating textbooks, preparing curriculum syllabi, and organizing national conferences on legal education and legal clinics.

In 2013, the MoHE, implemented a core curriculum for all *Sharia* faculties. RLS-Formal contributed by printing syllabi for the new curriculum, as well as printing and delivering textbooks in Dari and Pashto to support teaching of core curriculum courses.

Legal Resources Published for Law and *Sharia* Faculties		
Title of Publication	**Number of Copies Printed and Distributed**	**Description**
Inheritance Law Textbook	2,000	Describes Afghanistan's civil Inheritance Law. Teaches the practice of transferring property, titles, debts, rights, and obligations upon the death of an individual. Textbook available for use by 4th year Law students and 3rd year *Sharia* students.
Ulum ul Quran *Sharia* Textbook	2,500	The knowledge of 'Ulum al-Qu'ran, or 'The Sciences of the Qur'an.' Describes the knowledge of the sciences that have a direct bearing on the recitation, history, understanding, and implementation of the Qur'an. Textbook available for use by *Sharia* students.
Ulum ul Hadith *Sharia* Textbook	2,500	Describes social customs and Islamic ethics. Textbook available for use at the Islamic studies department of *Sharia* Faculties.
Criminalistics	6,000	Describes special procedures, methods, and means for collecting, studying, and evaluating legal evidence used in criminal proceedings in order to prevent, expose, or investigate crimes. Textbook available for use by 3rd year Law and *Sharia* students.
Forensic Medicine	5,000	Describes the science involved in the application of medical knowledge to legal questions. Textbook available for use by 4th year Law and *Sharia* students.
Civil Procedure Law	6,000	Describes how to file a civil case in the Afghan court system. Includes details of civil procedure law. Textbook available for use by 4th year Law and *Sharia* students.
Legal Clinic Course Materials	1,500	Legal Clinics use standardized materials to teach a range of subjects, including Family Law, Constitutional Rights, Prevention of Violence Against Women and Children, and Juvenile Justice. Materials available for use in Legal Clinics.
***Sharia* Journal**	1,000	*Sharia* Journal includes published articles and research papers by Kabul University *Sharia* students and professors.
Legal English Textbooks 4 Levels (1-4) and CDs	30,000	Textbooks and CDs designed to teach legal English, including vocabulary and basic grammar. Each text and CD is designed to increase the legal English skills of students at Law and *Sharia* faculties.
Practical Guidance on Research Methods	2,500	Describes practical research methods and types of research. Textbook developed after the National Education Symposium by a participant in the symposium. Textbook available for use by 4th year *Sharia* students and legal clinics.
Oratory and Presentation Skills	2,500	Describes presentation and oratory skills. Textbook included in the *Sharia* Faculty core curriculum syllabus. Textbook available for use by 4th year *Sharia* students.
Collection of Afghanistan's Laws	18,000	Complete collection of Afghanistan's laws. The set of laws is available for use in legal clinics.
TOTAL Textbooks Printed and Distributed:	**79,500**	

RLS-Formal Supports Standardized Legal Clinics

In December 2013, deans and professors from six universities gathered in Kabul at the first-ever National Legal Clinic Conference, with support from RLS-Formal and the MoHE, to draft a curriculum for all Legal Clinics across the country. Representatives from Al Biruni, Balkh, Herat, Kabul, Kunduz, and Nangarhar universities finalized a standardized curriculum for Legal Clinics on civil law, criminal law, and street law. Additionally, the universities agreed on a standardized, merit-based admission process for students applying to Legal Clinics.

These reforms to Legal Clinics continue to be sustainably implemented by universities nationwide.

Developed Course Materials for Legal Clinics

RLS-Formal supported new and existing Legal Clinic programs for future judges, prosecutors, legal aid providers, and defense lawyers. The clinics provided opportunities for students to observe trials, meet judges and court administrators, visit prosecutor offices, discuss or participate in defense lawyers' client interviews, and engage in other experiences to learn about the practice of law. Legal Clinic students had an opportunity to study a wide range of topics focused on civil (including family), criminal, and commercial law cases. In addition, Street Law clinics offered university students an opportunity to visit high school students to teach them about laws concerning human rights, women's rights, and other laws with a particular impact on their lives.

In December 2013, RLS-Formal distributed the first standardized course syllabus for Legal Clinics nationwide, giving professors access to the syllabus if they desired to use it. Professors from Al Biruni, Balkh, Herat, Kabul, Kunduz, and Nangarhar universities worked collaboratively with support from RLS-Formal and the MoHE to develop the standardized syllabus to be shared with all public university Legal Clinics to improve their programs. The standardized syllabus ensures that students in Legal Clinics nationwide receive the same education as their peers at other universities.

TASK 2: PROVIDE PRACTICAL TRAINING FOR LAW STUDENTS AND INSTRUCTORS

Legal Research and Writing Workshops

RLS-Formal developed and implemented workshops to enhance the legal research and writing skills of Law and *Sharia* students and professors. The student participants were able to apply their training to write their senior thesis and, after graduation, conduct research to prepare their arguments in court and/or to help them obtain a graduate degree. The professors enhanced their skills in order to do their own research, writing, or better mentor their students.

RLS-Formal advisors held legal research and writing workshops at six universities for students and professors at Law and *Sharia* faculties on a variety of topics including: legal research methodology, online legal resources, effective study techniques, time management skills, techniques for effective writing, and strategies for selecting thesis and dissertation topics. The following six universities hosted legal research and writing workshops: Herat (100 female Law and *Sharia* students); Kabul (70 male and 10 female students); Khost (116 male students); Nangarhar (113 female students); Parwan (26 male and 26 female students); and Takhar (50 male and 50 female students.)

Computer Trainings and Computer Labs

RLS-Formal advisors provided training on essential computer applications in order to help Law and *Sharia* students at Kabul University use computers for their coursework in their advanced degree programs, and also in their future justice sector jobs. 136 students (75 male and 61 female) from the *Sharia* Faculty

and 112 students (86 male and 26 female) from the Law Faculty completed computer trainings on Microsoft Office applications, email communications, and other software programs.

In addition, RLS-Formal supported the establishing of computer and/or language labs at Balkh, Herat, Nangarhar, and Takhar universities to provide access to computers, online research books, video-conferencing equipment, and other resources to improve their English language skills, view recorded legal education programs, and conduct individualized research related to their coursework.

TASK 3: SUPPORT HANDS-ON TRAINING FOR LAW STUDENTS

Legal Clinic Programs

RLS-Formal supported Legal Clinic programs designed to provide students with an insiders' view of the courthouse and inspire students to pursue careers in the justice sector. The programs allowed students to observe the formal justice system in action to enhance their advocacy, research, and other practical skills necessary to succeed in legal professions. Legal Clinics increased the capacity of the students to effectively practice law as they introduced students to a professional work environment, exposed them to ethical issues they will face in their careers, and educated them on the roles of all the actors in the formal justice system.

Legal Clinics prepared the next generation of prosecutors, defense attorneys, and judges through court visits and meetings with court staff to discuss administrative procedures for presenting cases, and in the Street Law clinics in which university students teach local high school students about the formal justice system, constitutional rights, human rights, criminal law, and family law. Street Law programs provided a unique opportunity for students to develop their public speaking skills while also raising awareness among high school students about basic legal rights under the Afghan Constitution and statutory law.

RLS-Formal conducted Legal Clinics at Al Biruni, Balkh, and Kabul universities for 407 Law and *Sharia* students.

Moot Court Competitions

RLS-Formal supported moot court competitions to provide practical experiences for Law and *Sharia* students to develop their research, writing, and oral advocacy skills that are essential to preparing students for work in the justice sector after they graduate. Afghanistan's Law and *Sharia* students had the opportunity to compete in two different moot court competitions with support from RLS-Formal: the National Media Law Moot Court Competition and the Philip C. Jessup International Moot Court Competition.

In 2013, 40 students from Law and Sharia faculties and 10 universities across Afghanistan competed in the Annenberg Media Law competition. The top two university teams, Khost and Kabul, traveled to India, with RLS-Formal support, to observe the regional rounds of this competition.

In 2013, USAID supported the Herat team to compete in Washington D.C. at the Philip C. Jessup International Moot Court Competition where they placed 67th out of 114 teams from more than 500 law schools and 83 different countries. Students who participate in the Jessup competition improve their public speaking ability, English proficiency, legal research, writing and analytical skills, and enhance their knowledge of public international law. In 2014, a record high number of 11 universities (Al Biruni, Balkh, Herat, Kabul, Kandahar, Khost, Kunar, Kunduz, Paktia, Panjshir, and Takhar universities) created Jessup teams that competed for a chance to visit Washington, DC in the international rounds. RLS-Formal

provided research materials, laptop computers, internet access, and other support for each team. To promote sustainability of the Jessup competition, each university provided space, research materials, assistance from professors, and administrative assistance for the program.

International Study Tours

RLS-Formal organized and conducted legal education study tours to introduce Afghanistan's professors to international best practices for organizing and sustaining practical legal education programs. RLS-Formal worked closely with the MoHE to identify and organize study tours for Law and *Sharia* deans and professors by providing technical, logistical, and financial assistance, and encouraging participants to share lessons learned abroad at the Legal Clinic Conference.

In October 2012, RLS-Formal completed a study tour for five Legal Clinic directors from universities in Afghanistan to learn how Ain Shams University in Cairo, Egypt conducts its clinical programs. The participating Legal Clinic directors served as professors with Law and *Sharia* faculties at Al Biruni, Balkh, Kabul, and Nangarhar universities. The objective of the study tour was to observe how clinical programs function at Ain Shams University, and to discover how those programs prepare students for their future careers. The participants met with students and professors involved in Legal Clinics at Ain Shams University to observe their moot courts and mock trials, and study simulations such as client interviews and negotiation exercises. In addition, the participants observed how Legal Clinics were administered, how students were selected, and how the University has achieved sustainability for their programs.

Director of Legal Clinics at Kabul University inspired by his experience with the study tour to Egypt

Professor Saeed, Director of Legal Clinics at Kabul University's *Sharia* Faculty, was inspired to develop and improve his clinical programs after participating in the study tour to Egypt's Ain Shams University in Cairo:

"Considering the important role that informal justice and alternative dispute resolutions (e.g. arbitration and mediation) play in Afghanistan, a model similar to the arbitration center at Ain Shams University is an ideal model for us, and we hope to start similar programs at Kabul University soon."

Also in October 2012, four female law professors from the Law and *Sharia* faculties at Balkh and Kabul Universities travelled to Istanbul, Turkey for a seven-day study tour. The objective of the tour was to learn about Turkish legal education programs, curriculum, teaching and research methodologies at four Turkish universities. The study tour promoted academic relationships between Balkh University, Kabul University, Bilgi Istanbul University, Dogus University, Bahçeşehir University, and Istanbul University. Participants visited with deans, vice deans, and professors at the Turkish universities, as well as with directors of the research center and Legal Clinic at Bilgi University.

In November 2013, four family law professors from Balkh, Herat, Nangarhar, and Paktia universities concluded a 10-day study tour to South Africa supported by RLS-Formal. The two male and two female professors visited the legal clinic programs offered by law schools at several major universities, including the University of Johannesburg, University of Witwaterstrand, and the University of Pretoria. In addition, the Afghan professors met with the head of the Legal Aid office in Johannesburg.

Career Fairs

RLS-Formal supported Career Fairs to assist Law and *Sharia* students with obtaining relevant employment in the justice sector.

In October 2013, Kabul University, with support from RLS-Formal, held its first ever Career Fair to introduce graduating students to potential employers in the justice sector, including government and private organizations. Over 450 students from the Law and *Sharia* faculties met with representatives from 21 Afghan and international organizations, including the AGO, various ministries, private law firms, rule of law institutions, and USAID. In preparation for the students meeting the employers, RLS-Formal conducted workshops for students on resume writing, networking, applying for scholarships, and job interviews. Zarlasht Stanikzai, a fifth year Law student, described the benefits of the Career Fair: "Previously, I knew of jobs at a few ministries, such as the Ministry of Higher Education and Ministry of Justice, and a few donor organizations. At the Career Fair, I learned about many other organizations where I might be able to find potential employment in the future." Ahmad Shekib, another fifth year Law student, appreciated the fair as a novel approach to career development, saying "A Career Fair is a new way of finding jobs in Afghanistan. Such events provide good direction for students about to graduate by helping them to match their interests with available job opportunities."

RLS-Formal's Student Surveys

In April 2014, RLS-Formal concluded the third and final phase of the Student Survey, a tool used to measure the perceptions of Law and *Sharia* students on the quality and availability of legal education in Afghanistan. The third phase of the survey revealed that over 96% of students participating in practical RLS-F supported legal coursework express increased confidence in their ability to enter the justice sector. This rate surpassed the target rate of 93% which was set based on the results of the first and second phases of the survey.

Similar events were held at Balkh University in December 2013 for approximately 450 Law and *Sharia* students in their 4th year, and Herat University in May 2014 for approximately 400 Law and *Sharia* students. Anosh, a fourth year female law student at Balkh University, described the benefits of the Career Fair: "Previously, I knew of jobs at government agencies and had biases about how someone can get a job there but now I have met face to face with several of the government organizations. I am so much more hopeful and informed about how I can find a job and this event really helps to bring transparency to the process."

TASK 4: DEVELOP ADVANCED LEGAL ENGLISH TRAINING

Legal English Classes and Language Labs

Legal English classes build the capacity of Law and *Sharia* students to practice their legal knowledge in English, engage in mock trials in English, excel in international moot court competitions, conduct internet research in English, apply for Fulbright and other scholarships, work with international law firms, and participate in overseas study tours. RLS-Formal embedded advisors provided technical assistance to plan, organize, administer, monitor, and evaluate the effectiveness of RLS-Formal supported English language courses for 1,807 students at the Law and *Sharia* faculties of Al Biruni, Balkh, Herat, Kabul, Nangarhar, and Panjsher universities.

To support and promote the sustainability of the legal English classes, RLS-Formal established six language labs (at Al Biruni, Herat, Kabul, Kandahar, Panjsher, and Takhar universities) with new computers and state of the art English language software that students used to advance their skills and education. Language labs allowed students to individualize their English lessons and improve their vocabulary, grammar, listening skills, pronunciation, and reading comprehension at their own pace.

TASK 5: MODERNIZE TEACHING METHODOLOGIES

RLS-Formal Supports Credit Hour System

In November 2013, RLS-Formal began a series of training-of-trainers courses introducing Law and *Sharia* instructors to the new credit hour system which the MoHE implemented at all Law and *Sharia* faculties in the 2014 academic year. The participants learned how to allocate credit hours to core and elective courses and how to advise students on selecting courses in line with their career ambitions. RLS-Formal supports improvements in legal education to enhance the quality of instruction for those studying to become justice sector professionals.

Training-of-Trainers for Professors

RLS-Formal conducted individual and group trainings for professors on modern teaching methods to build the capacity of Law and *Sharia* faculties to effectively educate Afghanistan's future lawyers and judges. Professors received training on interactive, student-centered teaching methodologies, as well as an introduction to the new credit hour system that the MoHE implemented at all Law and *Sharia* faculties. A total of 182 professors (179 male and 3 female) were trained from Al Biruni, Kandahar, Nangarhar, Paktia, and Takhar universities.

Establish and/or Improve Law Libraries and Resource Centers

RLS-Formal supported the development of libraries and resource centers in Law and *Sharia* faculties in Herat, Kabul, Kandahar, Nangarhar, Panjsher, and Parwan universities in order to provide students with access to legal resources over the internet. Well-equipped libraries and resource centers provide students with access to computers, research books, video-conferencing equipment, and other resources to improve their research skills, view recorded legal education programs, and conduct individualized research related to their coursework.

COMPONENT 4

CITIZEN AWARENESS OF LEGAL RIGHTS AND LEGAL PROCESSES OF JUDICIAL SYSTEM INCREASED

RLS-Formal raised citizen awareness of legal rights and processes through public legal outreach campaigns under Component 4. The objective of Component 4 is to transfer knowledge and skills to government counterparts to develop a core of professionals with the expertise and experience to sustainably continue increasing public trust in the justice system.

COMPONENT 4: PUBLIC LEGAL OUTREACH AND AWARENESS THROUGH STRATEGIC COMMUNICATIONS

RLS-Formal supported counterparts at the Supreme Court and Ministry of Justice (MOJ) to strengthen public legal outreach and awareness. The MOJ has a public legal outreach office in each of the 34 provinces that is responsible for educating a target population with a high degree of illiteracy[12] on their legal rights and how to secure those rights through the formal justice system.

A member of the Supreme Court Publications Department learns to record the voice of an actor during a radio production

RLS-Formal advisors encouraged and facilitated the development of justice-themed rule of law public outreach campaigns that educated and motivated citizens through entertaining, informative, and culturally appropriate messages, including those that promote and advocate for the cause of Afghan women.

[12] The illiteracy rate in Afghanistan in 2013 was one of the highest in the world with 9 million illiterate adults, representing nearly 30% of the overall population. United Nations Assistance Mission in Afghanistan, "Afghan authorities tackle country's high illiteracy rate," September 2013, http://unama.unmissions.org/Default.aspx?ctl=Details&tabid=12254&mid=15756&ItemID=37242. According to World Population Statistics, the total population of Afghanistan in 2013 was approximately 31.11 million people: http://www.worldpopulationstatistics.com/afghanistan-population-2013/.

Snapshot of Component 4 Tasks, Implementation Strategies, and Sustainable Impacts	
Tasks	**Implementation Strategies**
Task 1: Provide equipment and technical assistance to develop public legal outreach capacity	National Legal Awareness Strategy (NLAS) trainings
Task 2: Develop capacity of the Supreme Court and the Ministry of Justice to conduct effective print campaigns	Print and graphics trainings and print campaigns
Task 3: Develop capacity of the Supreme Court and the Ministry of Justice to produce radio and television programs	Radio and TV studio equipment trainings TV and Radio legal awareness campaigns Awareness events and programs
Sustainable impacts from RLS-Formal implementation strategies: **MOJ has capacity to train regional MOJ staff on conducting public legal outreach campaigns** **Provided information to educate the public on their legal rights and how to use courts to resolve disputes**	

TASK 1: PROVIDE EQUIPMENT AND TECHNICAL ASSISTANCE TO DEVELOP PUBLIC LEGAL OUTREACH CAPACITY

RLS-Formal Completes NLAS Trainings-of-Trainers for MOJ Staff

In March 2014, RLS-Formal completed a National Legal Awareness Strategy (NLAS) training-of-trainers (ToT) program for 12 male MOJ legal aid providers and public legal outreach officers. The five-day training covered techniques of effective instruction, methods for overcoming barriers to legal awareness with an illiterate population, and the importance of public legal outreach. The trainers then conducted NLAS trainings for provincial MOJ staff in Herat and Balkh with limited support from RLS-Formal.

With RLS-Formal assistance, the MOJ now has the capacity to train and support provincial staff on public legal outreach and awareness.

National Legal Awareness Strategy Trainings

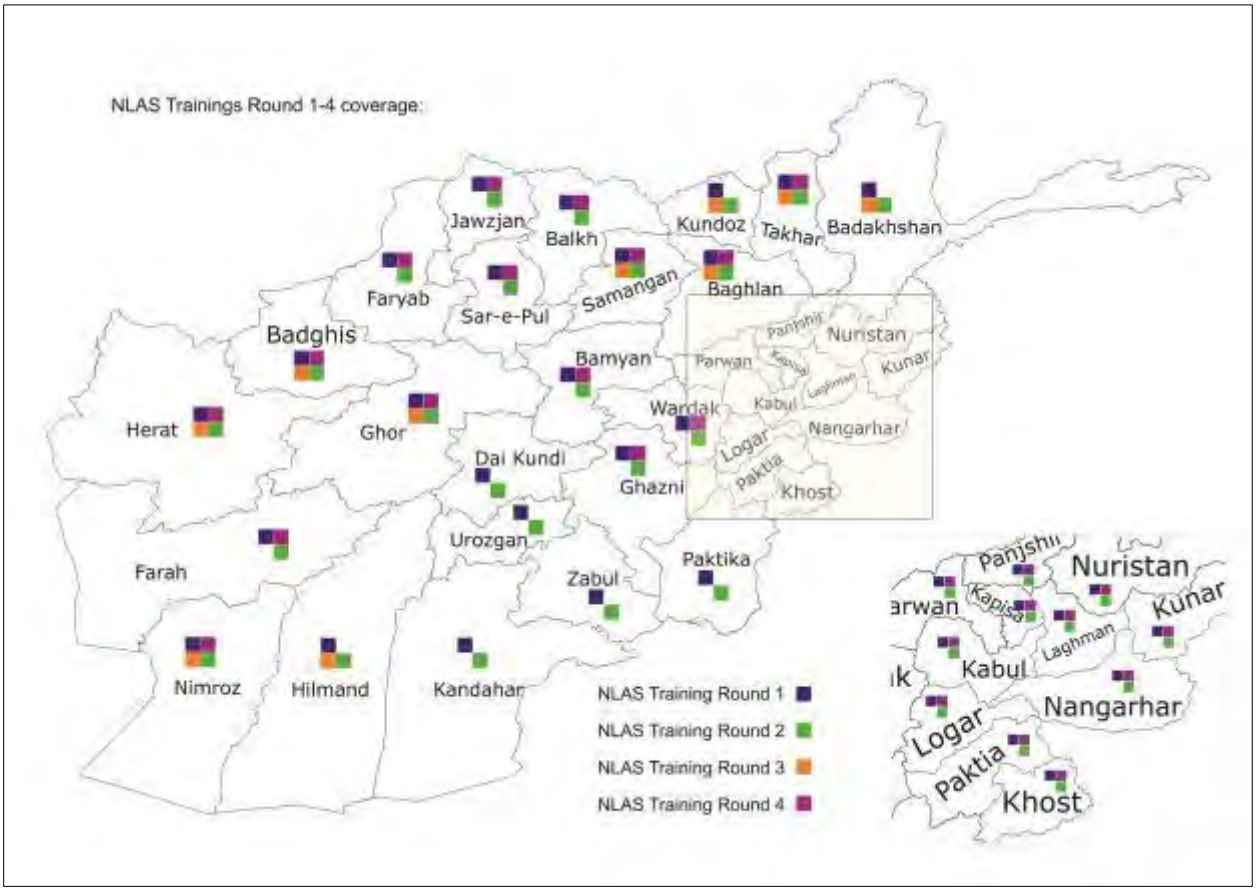
In 2011, the Ministry of Justice developed a National Legal Awareness Strategy (NLAS) designed to provide Afghan citizens with knowledge of rights guaranteed by statutory laws and the Afghan Constitution.[13] From July 2012 through September 2014, RLS-Formal supported the MOJ and the NLAS by conducting 12 regional trainings for 80 MOJ staff to improve their technical capacity to implement NLAS campaigns. The NLAS trainings built the capacity of MOJ staff to effectively engage in intensive public outreach campaigns using mass communication to reach targeted audiences to foster awareness of, and promote confidence in, Afghanistan's formal justice system.

The trainings provided technical information on court procedures, substantive laws, and constitutional

[13] National Legal Awareness Strategy, Ministry of Justice, 2011, http://moj.gov.af/Content/files/legal_awareness_strategy/National%20Legal%20Awareness%20Strategy-%20final%20_E.pdf.

protections such as the rights of an accused person, and the rights of women and children. The technical information focused on gender justice and laws preventing forced marriage, women's financial and inheritance rights, laws regarding divorce and child custody, and the law on the Elimination of Violence Against Women.

As a result of the trainings, MOJ staff nationwide have the capacity to inform the public about their rights using print campaigns, photos, media releases, and social networking sites such as Facebook, YouTube, and Twitter. Given the growing popularity of social media in Afghanistan observed by the communications experts at RLS-Formal, especially in urban areas of the country, modern methods of communication such as Facebook, YouTube, and Twitter emerged as effective resources for conducting public legal outreach and building confidence in the court system as a means for resolving disputes.



TASK 2: DEVELOP CAPACITY OF THE SUPREME COURT AND THE MINISTRY OF JUSTICE TO CONDUCT EFFECTIVE PRINT CAMPAIGNS

Print and Graphics Trainings and Print Campaigns

RLS-Formal developed a month-long training for MOJ and SC staff to learn to increase awareness of legal rights and legal processes amongst low-literacy populations. The trainings were designed to improve the technical capacity of MOJ and SC staff in print and graphics design, print media production and editing techniques, and social media. RLS-Formal conducted print and graphics software trainings in two sessions for a total of 32 staff (31 male and 1 female).

As a result, MOJ and SC were able to design effective and attractive print campaigns. With RLS-Formal support, MOJ and SC staff developed the capacity to design and disseminate billboards, brochures, posters, and magazines, including the SC Special Bulletins, to inform the public about their legal rights. These print campaigns contained messages explaining case processing and the procedures for getting child custody, debt, public rights, and marriage cases before the courts using graphics rather than relying heavily on text. RLS-Formal also delivered trainings on how to conduct professional photography to assist staff in acquiring practical skills with lighting, camera settings and picture composition. RLS-Formal worked collaboratively with the MOJ and SC to develop a core of professionals with the expertise to design and produce professional quality materials and to sustainably implement print campaigns that increase citizen's knowledge of, and trust in, the formal justice system.

TASK 3: DEVELOP CAPACITY OF SUPREME COURT AND MINISTRY OF JUSTICE TO PRODUCE RADIO AND TELEVISION PROGRAMS

Radio and TV Studio Equipment Training

RLS-Formal developed the capacity of the SC to produce legal awareness campaigns using broadcast media. In collaboration with the SC, RLS-Formal developed trainings on radio and television production. The trainings focused on professional skills development in effectively utilizing studio equipment, lighting setup, camera interviewing techniques, and working with production editing software tools for video and audio. This training helped build the capacity of counterpart staff to produce high-quality radio and television campaigns using studio equipment.

TV and Radio Legal Awareness Campaigns

Through specialized training and technical assistance, RLS-Formal worked collaboratively with the MOJ to plan, develop, produce, and broadcast (or re-broadcast) radio and TV programs to inform citizens of their legal rights and to increase the public's confidence that those rights will be enforced through the formal justice system. RLS-Formal provided a dedicated special technical advisor for the MOJ to assist and support the Legal Awareness Department in content development, pre-production, and post-production of radio and television programs.

Radio Broadcasts				
Date	**Topic**	**Radio Network**	**No. of provinces reached**	**Estimated number of people reached[14]**
October 2013	Elimination of violence against women	Salam Watandar	34	3,750,884 or 12% of the total population
December 2013	Women's inheritance rights Elimination of violence against women	NAWA	15	2,406,264 or 8% of the total population
February 2014	Women's education rights Children's rights Elimination of violence against women (Qanoon Qanoon ast)			
April 2014	Anti-corruption (Episode 1) Anti-corruption (Episode 2)			
August 2014	Anti-corruption (Episode 1) Anti-corruption (Episode 2) Children's rights Women's education rights Women's inheritance rights Elimination of violence against women			

[14] Figures are reported by each radio station based on total population estimates living within range of radio transmitters in each province. Stations conducted surveys to estimate the number of men and women over the age of 12 listening to the radio and tuning in to their respective stations. As of July 2013 (the most recent data available), radio NAWA reported that approximately 51% of its listeners are male and 49% are female.

Television Broadcasts				
Date	**Topic**	**Television Network**	**No. of provinces reached**	**Estimated number of people reached[15]**
October 2012	Elimination of violence against women Inheritance rights	Sabah	13	4,867,188 or 16% of the total population
December 2013	Women's inheritance rights	Ariana	34	19,772,953 or 65% of the total population
December 2013	Elimination of violence against women Prevention of forced marriage Women's inheritance rights MOJ hotline	Tolo TV	15	13,384,768 or 44% of the total population
January 2014	Elimination of violence against women	Ariana	34	19,772,953 or 65% of the total population
July 2014	Civil case procedure (Debt) Civil case procedure (Marriage) Civil case procedure (Public Rights) Civil case procedure (Child Custody)			
August 2014	Civil case procedure (Debt) Civil case procedure (Marriage) Civil case procedure (Public Rights) Civil case procedure (Child Custody)	1TV (Yak TV)	14	11,863,771 or 39% of the total population
September 2014	Civil case procedure (Debt) Civil case procedure (Marriage) Civil case procedure (Public Rights) Civil case procedure (Child Custody)			

Awareness Events and Programs

With support from the MOJ, RLS-Formal organized 24 mobile theater performances for over 22,950 participants at high schools, universities, and other public forums in 10 provinces throughout Afghanistan. The performances served as an entertaining and informative way to teach young citizens about their legal rights.

[15] Figures are reported by BBC Global News in December 2013 based on total population estimates living within broadcasting coverage areas. BBC Global News conducted a survey of television channels to estimate the number of men and women over the age of 15 with televisions that tune in to the various stations on a weekly basis.

Component 4 Geographic Outreach								
Province	Print Campaigns	Radio Broadcast	Television Broadcast	Mobile Theater Performances	NLAS Trainings			
					Round 1	Round 2	Round 3	Round 4
Badakhshan	✓	✓	✓	✓	✓	✓	✓	
Badghis	✓	✓	✓		✓	✓	✓	✓
Baghlan	✓	✓	✓		✓	✓	✓	✓
Balkh	✓	✓	✓	✓	✓	✓		✓
Bamyan	✓	✓	✓	✓	✓	✓		✓
Daikundi	✓	✓	✓		✓	✓		✓
Farah	✓	✓	✓		✓	✓		✓
Faryab	✓	✓	✓		✓	✓		✓
Ghazni	✓	✓	✓		✓	✓		✓
Ghor	✓	✓	✓		✓	✓	✓	✓
Helmand	✓	✓	✓	✓	✓	✓	✓	
Herat	✓	✓	✓	✓	✓	✓	✓	✓
Jawzjan	✓	✓	✓		✓	✓		✓
Kabul	✓	✓	✓	✓	✓	✓		✓
Kandahar	✓	✓	✓		✓	✓		
Kapisa	✓	✓	✓		✓	✓		✓
Khost	✓	✓	✓	✓	✓	✓		✓
Kunar	✓	✓	✓		✓	✓		✓
Kunduz	✓	✓	✓	✓	✓	✓	✓	✓
Laghman	✓	✓	✓		✓	✓		✓
Logar	✓	✓	✓		✓	✓		✓
Nangarhar	✓	✓	✓	✓	✓	✓		✓
Nimroz	✓	✓	✓		✓	✓	✓	✓
Nuristan	✓	✓	✓		✓	✓		✓
Uruzgan	✓	✓	✓	✓	✓	✓		
Parwan	✓	✓	✓		✓	✓		✓
Paktia	✓	✓	✓		✓	✓		✓
Paktika	✓	✓	✓		✓	✓		
Panjsher	✓	✓	✓		✓	✓		✓
Samangan	✓	✓	✓		✓	✓	✓	✓
Sari Pul	✓	✓	✓		✓	✓		✓
Takhar	✓	✓	✓		✓	✓	✓	
Wardak	✓	✓	✓		✓	✓		✓
Zabul	✓	✓	✓		✓	✓		
Total	34	34	34	10	34	34	10	27

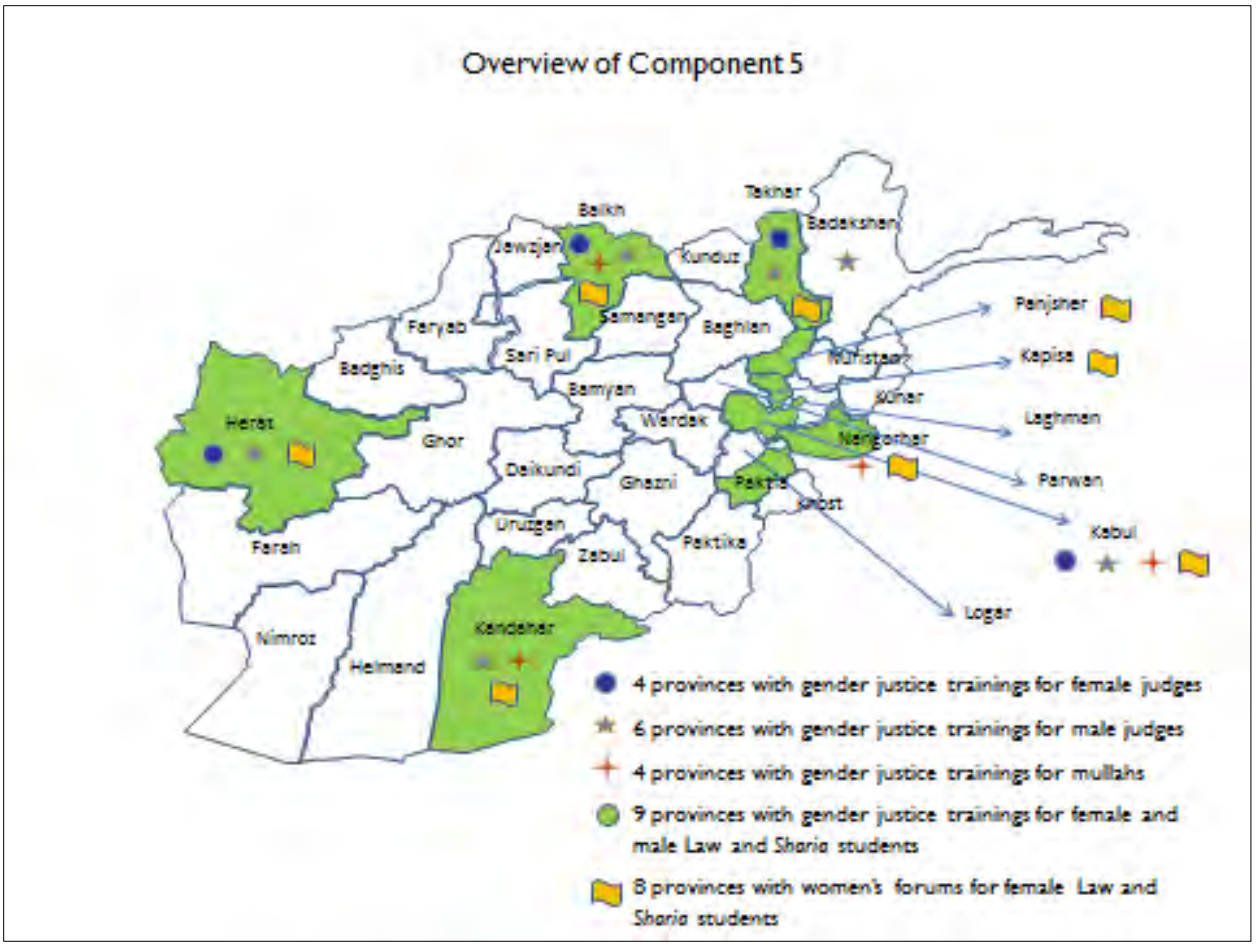
GENDER JUSTICE

RLS-Formal advanced the rights of Afghan women and girls by building their capacity to participate in the justice sector and raising awareness of women's rights and gender equality. The objective of Component 5, the Gender Justice Component, is to promote women's access to formal justice mechanisms, improve access to legal education for women, and foster a justice sector willing and capable of enforcing existing law and Constitutional rights of women.

RLS-FORMAL GENDER INTEGRATION & AWARENESS

RLS-Formal worked closely with the Afghan Women Judges Association (AWJA) to support and advocate for women working in the judiciary, especially in leadership positions; to improve women's working conditions; to expand professional development opportunities for women in the judiciary; and to help inspire young women to become judges. RLS-Formal also advocated for the inclusion of female students in a wide range of educational opportunities (i.e., English, computer, and legal research courses; legal clinics; and moot court competitions). Lastly, to support educating legal professionals and citizens on women's rights, RLS-Formal conducted gender justice trainings with judges, law students, judicial personnel, and maintained widespread public outreach campaigns. By promoting women's rights and gender equality, RLS-Formal aimed to improve the status of women judges, expand the availability of educational opportunities for young female students, and encourage Afghan citizens to enforce existing laws protecting the rights of women and ensuring their meaningful participation in all aspects of society.

Snapshot of Component 5 Implementation Strategies and Sustainable Impacts
Implementation Strategies
Trainings for Afghan Women Judges Association (AWJA)
Gender justice trainings for judges, mullahs, and Law and *Sharia* students
Women's forums for Law and *Sharia* students
Sustainable impacts from RLS-Formal implementation strategies: **AWJA is a self-governing, fully functioning institution** **AWJA administers programs including gender justice trainings and women's forums**



Afghan Women Judges Association Trainings

RLS-Formal worked closely with the SC to strengthen the organizational capacity of the AWJA to advocate for the enhanced role and presence of females in the judiciary and to inspire more young women to consider careers in the judiciary. As AWJA was a nascent organization in July 2012, RLS-Formal provided technical assistance to AWJA Board of Directors in developing and implementing a strategic work plan that outlined activities and training initiatives designed to serve the members of the association.

The AWJA Board of Directors received specialized, intensive training in office management; communications strategies and activities including press releases and newsletters; financial policies and procedures including a short review of QuickBooks; monitoring and evaluation principles and procedures; and advocacy planning for gender equality in the justice sector. As a result of RLS-Formal support, the AWJA organized for the first time advanced legal trainings and observational learning activities (such as visits to forensic laboratories, women's shelters, and prisons, as well as participation in a regional conference for women judges sponsored by the International Association of Women Judges and an international study tour) for members. In addition, RLS-Formal provided technical assistance for AWJA members to develop the first finance manual for the organization, establish a membership database, and develop the first fundraising and performance management plans.

In 2013, AWJA members organized their second annual national conference with RLS-Formal support during which the members participated in elections for the Board of Directors. The conference included presentations of AWJA's mission and work plan, member benefits, fundraising plan, and panel discussions on the law on the Elimination of Violence Against Women. Then, in 2014, AWJA members hosted a ceremony to commemorate the opening of the AWJA office in Kabul. RLS-Formal provided furniture and equipment for the library, training and conference room, and offices for AWJA Board members. In the new office space, AWJA hosted its first donor's meeting in 2014 to introduce members of the international community to the goals of the AWJA and request their support for capacity development programs, library resources, and office equipment. Both UN Women and Max Planck expressed an interest in supporting the AWJA, and with support from RLS-Formal, AWJA submitted proposals for funding to both organizations showing AWJA's progress toward becoming a sustainable, self-governing institution.

RLS-Formal Completes Gender Assessment

In 2012, RLS-Formal completed a gender assessment to analyze the enabling and disabling factors to women's participation in Afghanistan's justice sector. The assessment evaluated the effectiveness of RLS-Formal's assistance in facilitating the participation of women in the judiciary according to USAID's Gender Equality and Female Empowerment Policy, and the Afghanistan National Development Strategy's Gender Equity Strategy.

RLS-Formal conducted focus group discussions with:

- 12 women judges in Herat province;
- 25 female Law and *Sharia* students at Balkh and Herat Universities, and 12 female students at Nangarhar University;
- 14 female professors at Balkh, Herat, and Kabul Universities; and
- 65 women at courthouses in Balkh, Herat, Jalalabad, and Kandahar

The discussions aimed to examine why there are so few female judges and law faculty professors. The analysis also identified the barriers preventing women from joining and remaining in careers related to the formal justice sector.

Gender Justice Trainings

RLS-Formal promoted women's rights and gender equality as a means to enhance women's access to formal justice mechanisms and foster a society more willing and capable of enforcing the Constitutional rights of women. One of the goals of gender justice training programs was to stimulate growth in women's confidence in their ability to advocate for women's legal rights and access to justice. RLS-Formal solicited feedback through questionnaires from female participants in gender justice trainings and found that 98% of women reported an increase in their self-efficacy after participating in a training program.

RLS-Formal incorporated gender justice components in the Judicial *Stage* and Continuing Legal Education judicial training programs to ensure judges understand and are willing and capable of applying Afghanistan's constitutional laws guaranteeing the rights of women. These trainings covered laws on a woman's right to own property, marriage and divorce, running away from home, and the Law on the Elimination of Violence Against Women, which protects women against domestic violence, forced marriage, and child marriage, and guarantees property and inheritance rights for women.

In addition, RLS-Formal facilitated gender justice trainings in 11 provinces for AWJA members, ACT judges, court administrators, and male and female Law and *Sharia* students that covered a woman's right to freedom and human dignity, to marriage and family, to equal treatment under the law, to protection against violence and forced marriage, to receive an education, to work, to vote and have access to courts, to own property, and to exercise their right of free speech. Participants also learned about

"sextorsion" and the source of women's rights in Afghanistan and referenced various declarations that proclaim these rights worldwide such as the United Nations Universal Declaration of Human Rights, the Islamic Declaration of Human Rights, the International Covenant on Civil and Political Rights, the International Covenant on Economic, Social and Cultural Rights, the Convention on the Elimination of All Forms of Discrimination against Women, the Afghanistan Constitution, and the Afghan Law on the Elimination of Violence against Women.

Lastly, RLS-Formal worked to raise awareness of gender equality through culturally appropriate mediums that reflect local realities ensuring that rule of law messages on gender equity reached a wide and diverse audience. RLS-Formal conducted gender justice trainings for mullahs on topics including women's legal rights such as the right to divorce, education, and inheritance, enabling religious leaders to incorporate these topics into Friday sermons which are attended by large numbers of men.

Gender Justice Trainings		
Province	**Type of Participant**	**Number of Participants**
Badakhshan	Male Judges	27
Balkh	Female Judges	12
	Male Judges	30
	Female Clerks	14
	Mullahs	30
	Female Law and *Sharia* Students from Balkh University	135
	Male Law and *Sharia* Students from Balkh University	36
Herat	Female Judges	9
	Male Judges	20
	Female Clerks	7
	Female Law and *Sharia* Students from Herat University	99
	Male Law and *Sharia* Students from Herat University	38
Kabul	Female Judges	149
	Male Judges	78
	Mullahs	95
	Female and Male ACT Judges	47
	Female Law and *Sharia* Students from Kabul University	106
	Male Law and *Sharia* Students from Kabul University	45
	Female students in the Judicial *Stage* program	14
Kandahar	Male Judges	35
	Mullahs	22
	Female Law and *Sharia* Students from Kandahar University	12
Kapisa	Female Law and *Sharia* Students from Al Biruni University	86
	Female students in the Judicial *Stage* program	51
Nangarhar	Mullahs	30
	Female Law and *Sharia* Students from Nangarhar University	89
Paktia	Female Law and *Sharia* Students from Paktia University	18
	Male Law and *Sharia* Students from Paktia University	12

Panjsher	Female Law and *Sharia* Students from Panjsher University	34
	Male Law and *Sharia* Students from Panjsher University	36
Parwan	Female students in the Judicial *Stage* program	49
Takhar	Female Judges	1
	Male Judges	21
	Female Law and *Sharia* Students from Takhar University	64
TOTAL:		**1,551**

Women's Forums for Law and *Sharia* Students

With more women entering the Judicial *Stage* program and participating in moot court teams at Law and *Sharia* faculties each year, RLS-Formal recognized the growing importance of supporting programs to educate female Law and *Sharia* students about career options in the justice sector. To encourage more women to apply for the Judicial *Stage* and significantly increase the number of women in the judiciary, RLS-Formal worked closely with AWJA members to build their capacity to conduct 13 women's forums in eight universities for 656 female Law and *Sharia* students. Women's forums were specifically designed to encourage female students to pursue careers in the justice sector by providing details on the requirements for becoming a judge, and how to apply to the Judicial *Stage* program. In addition, women's forums include round table discussions with AWJA members about the personal and professional advantages and challenges of being a female judge in Afghanistan. AWJA members now plan and implement women's forums independent of RLS-Formal technical support.

Women's Forums		
Date	**University (Law and *Sharia* Faculties)**	**Number of Female Students**
September 30, 2013	Kapisa	39
October 2, 2013	Kabul	73
October 7, 2013	Takhar	66
October 28, 2013	Kandahar	12
November 6, 2013	Panjsher	40
November 10, 2013	Herat	52
November 10, 2013	Balkh	70
November 25, 2013	Nangarhar	32
April 12, 2014	Nangarhar	65
April 26, 2014	Kabul	55
May 3, 2014	Balkh	50
May 20, 2014	Kapisa	50
May 24, 2014	Herat	52
TOTAL:	**8 Universities**	**656**

GRANTS PROGRAM

RLS-Formal's grants program aims to build local ownership and sustainability of justice sector reform initiatives. Developing a legal and justice system that is both effective and enjoys widespread respect among Afghan citizens is critical to stabilizing democracy and requires an active and thriving civil society.

RLS-FORMAL SMALL GRANTS PROGRAM

USAID approved five Fixed Obligation Grant (FOG) agreements for implementation from April through June 2014. One was terminated (Medica Afghanistan) after the payment of Milestone A, with USAID concurrence, because the Supreme Court did not give approval for the grantee's proposed training curriculum. The remaining four grantees were: Assistance to Defend Women Rights Organization (ADWRO), Da Qanoon Ghushtonky (DQG), The Liaison Office (TLO), and Women for Afghan Women (WAW).

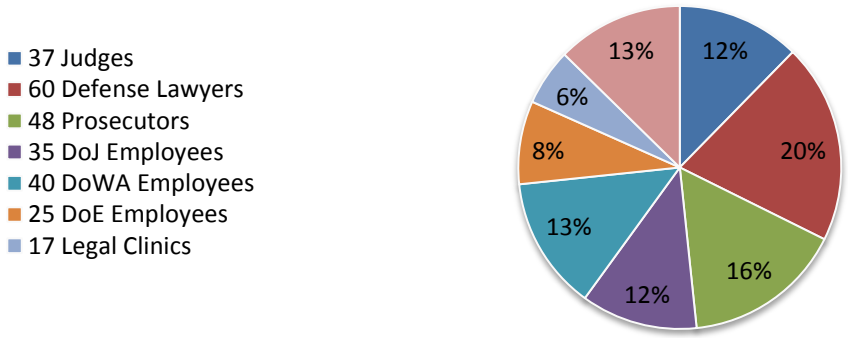
ASSISTANCE TO DEFEND WOMEN RIGHTS ORGANIZATION

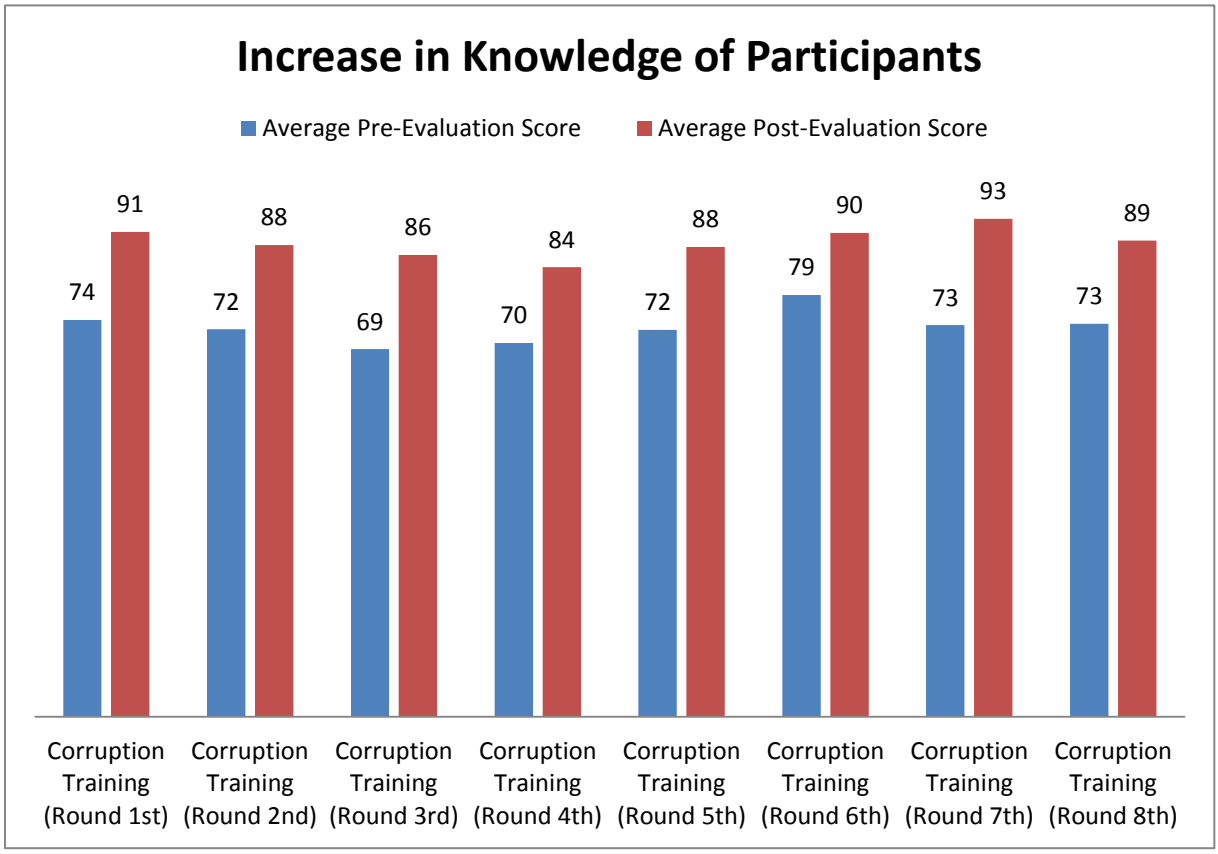
Project Title: Initiative to Strengthen Justice Sector's Development on Anti-Corruption

Project Goal: To raise awareness in the justice sector of the negative consequences of corruption and ways to combat and/or eliminate corruption.

Project Results: ADWRO conducted eight rounds of three-day capacity building trainings for 300 representatives (173 men and 127 women) of the justice sector in Jawzjan and Sari Pul. The trainings focused on strengthening and developing the capacity of participants to understand and prevent the detrimental impact of corruption in the justice sector.

Breakdown of Participants





DA QANOON GHUSHONKY

Project Title: Legal Awareness and Training Project

Project Goals: To raise legal awareness and provide access to justice through 18 legal mobile clinics, and to enhance the legal capacity of 40 defense lawyers from Balkh, Herat, Kabul, and Nangarhar provinces.

Project Results: Da Qanoon Ghushtonky (DQG) conducted 18 Legal Mobile Clinics (LMC) in Herat, Ghor, and Nangarhar provinces (6 LMCs in each of the three provinces). LMCs are succinct legal workshops facilitated by a defense lawyer in a large van that can travel to locations that typically have limited access to legal services. During LMCs, participants receive information on their rights according to the law on issues including forced marriage, child custogy, and inheritance. A total number of 900 women, children, and men from the community participated in the LMCs. At the end of each LMC, DQG conducted individual interviews with participants (who were mostly illiterate) to evaluate their experiences with the LMCs and their knowledge gained. The evaluation results revealed that 76.11% of participants were able to describe at least one new piece of legal information gained during the clinics, and 99.55% of participants said they will share the new information with their family and friends.

DQG also conducted a five-day workshop in Kabul on the new Criminal Procedure Code (CPC) and how it compares with the interim CPC for 40 defense lawyers from Balkh, Herat, Kabul, and Nangarhar. There were a total of 24 defense lawyers at the workshop with 6 from Balkh, 10 from Herat, 16 from

Kabul, and 8 from Nangarhar. During the training, Article 382, among others, of the new CPC and the interim CPC were analyzed and compared. Both the strengths and weaknesses of the new CPC were reviewed in practical discussions, and the rights of suspects, accusers, and victims, as well as the role of defense lawyers in enacting the CPC were discussed.

DQG conducted both a pre and post knowledge test to evaluate the knowledge gained during the training. The pre-test showed that about 20% of the participants had little knowledge of the new CPC. The post-test revealed that 80% of the participants had an increase in knowledge about the new CPC.

THE LIAISON OFFICE

Project Title: Engagement of Community Leaders to Promote Legal Awareness

Project Goasls: To increase knowledge of the Afghan constitution and statutory rights and to improve the ability of community leaders to educate their community members about statutory and constitutional legal sources.

Project Results: The Liaison Office (TLO) conducted a series of 12 workshops in Surkh Rod district of Nangarhar province, and Baghlani Jadid district of Baghlan province. In Surkh Rod, beneficiaries included 25 men's community leaders and 25 women's community leaders. In Baghlani Jadid, TLO chose to focus on 25 men's leaders best positioned (chosen based on prior work with each of the leaders identified) to spread the messages of project workshops to their communities, as a strategy to maximize overall impact of TLO's activities in the district.

Table 1: Knowledge Gain of Nangarhar Women

Nangarhar - Women - Pre-Workshop Knowledge		Post-Workshop Knowledge	Knowledge Gain
Constitutional Law*	59%	81%	23%
Inheritance Law	18%	73%	55%
Family Law	16%	41%	25%
Citizens' Rights	26%	61%	35%
Avg. Knowledge Pre-Workshop - NGH Women	**29.6%**	**63.9%**	**34.3%**

Table 2: Knowledge Gain of Nangarhar Men

Nangarhar - Men - Pre-Workshop Knowledge		Post-Workshop Knowledge	Knowledge Gain
Constitutional Law*	59%	81%	23%
Inheritance Law	49%	71%	22%
Family Law	31%	38%	7%
Citizens' Rights	40%	70%	30%
Avg. Knowledge Pre-Workshop - NGH Men	**44.6%**	**65.0%**	**20.4%**

By contrast, Baghlan beneficiaries demonstrated a lower level of knowledge before project trainings than did Nangarhar men's leaders, and the least knowledge gain of all beneficiary groups (though still positive at an average of 16.3%).

Table 3: Knowledge Gain of Baghlan Beneficiaries

Baghlan - Pre-Workshop Knowledge		Post-Workshop Knowledge	Knowledge Gain
Constitutional Law	50%	72%	22%
Inheritance Law	18%	50%	32%
Family Law	18%	21%	3%
Citizens' Rights	34%	42%	8%
Avg. Knowledge Pre-Workshop - Baghlan:	**29.8%**	**46.1%**	**16.3%**

No clear pattern emerged on what workshop topic yielded the most significant short-term knowledge gain, except that constitutional law training produced the most consistent knowledge gain, at 21-22% for all groups. Nangarhar beneficiaries witnessed the greatest knowledge gain from inheritance law training, while Baghlan beneficiaries witnessed the greatest knowledge gain from constitutional law.

Table 4: Beneficiary Knowledge Gain by Topic

Knowledge Gain by Topic				
	All Beneficiaries	**NGH Women**	**NGH Men**	**BGH**
Constitutional Law*	22%	21%	21%	22%
Inheritance Law	27%	45%	27%	8%
Family Law	12%	25%	7%	3%
Citizens' Rights	21%	27%	27%	8%
Avg. Knowledge Gain	**20%**	**30%**	**21%**	**10%**

WOMEN FOR AFGHAN WOMEN

Project Title: Capacity Development for Jirgas and Shiras on Women's Rights According to Domestic Law and Ways to Help Women Access Formal Justice Sector Institutions

Project Goal: To enhance the knowledge of Jirgas and Shuras about women's rights according to domestic law and ways to help women access formal justice sector institutions. To increase the awareness of the importance of referring cases to formal legal system among household decision-makers.

Project Results: Trainers used posters, banners, and articles to explain women rights and processes for referring cases to legal agencies. A total of 900 participants (430 men and 470 women) attended group sessions to learn about women's rights under domestic law and accessing formal justice sector institutions. Based on pre- and post-activity knowledge evaluations, the knowledge of women's rights among participants increased in every district in Kabul and Balkh provinces.

Balkh

S.No	District	Village	Pre Test Awareness level	Post Test Awareness level
01	Deh Dadee	Naw Abad	55%	70%
02		Pule Babo	60%	85%
03		Shir Abad	45%	60%
04		Center of Dehdadee	35%	50%
05	Balkh	Deh Qazi	35-40%	60-80%
06		Center Balkh	40%	75%
07		Samar Qandiyan	35%	65%
08		Hussain Abad	40%	65%
09		Center Balkh (2nd Round)	55%	65%
10	Khulm	Tangee Village	35%	40%
11		Chahr Darya	45%	55%
12		Center of Khulm	50%	65%

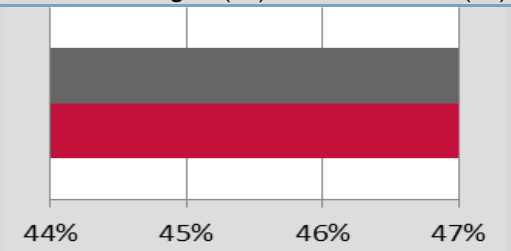
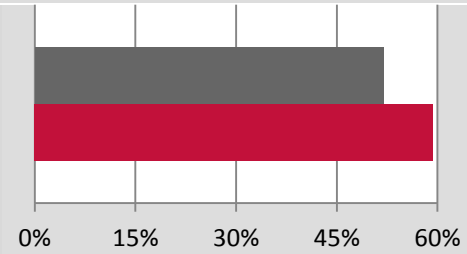
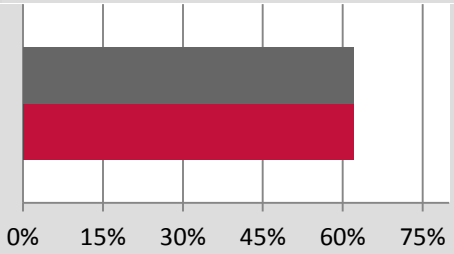
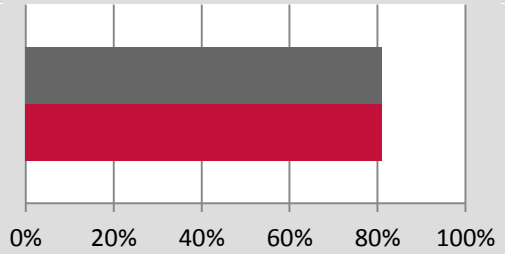
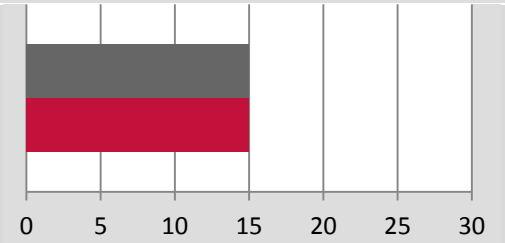
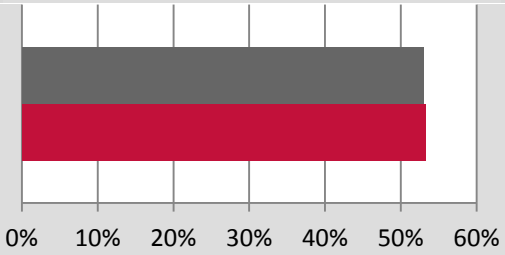
Kabul

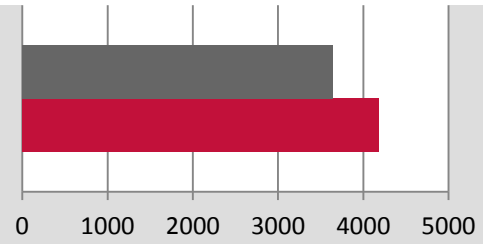
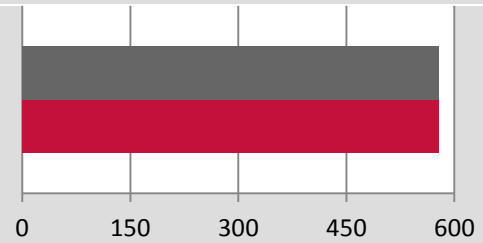
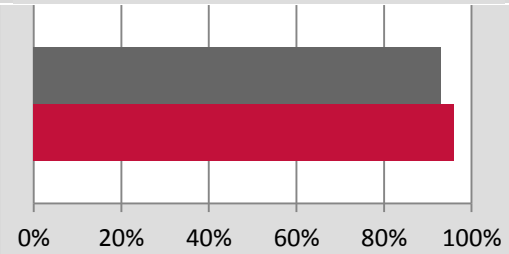
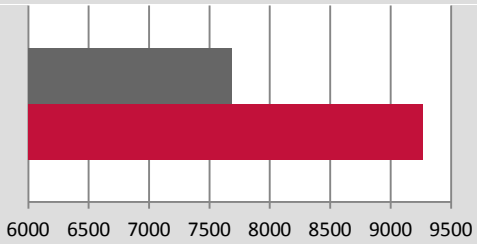
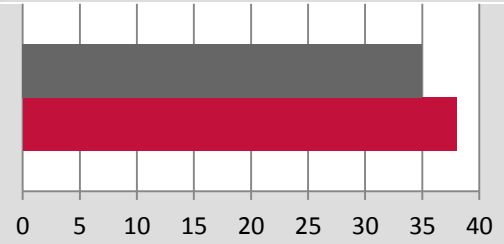
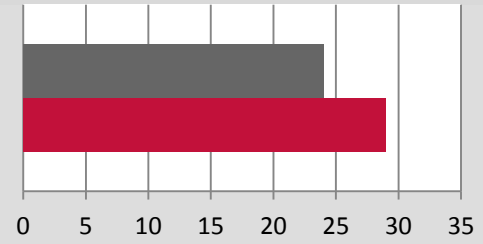
S.No	District	Village	Pre Test Awareness level	Post Test Awareness level
01	Meerbacha Kot	Shaikhan	25%	40%
02		Baba Qushqar Wali	25%	35%
03		Laghmani	45%	50%
05	Bagrami	Damana Kamari	35%	40%
06		Kamari	25%	35%
07		Bagrami Center	25%	40%
10	Paghman	Muhammad Kahil	25%	30%
11		Behtoot	45%	50%
12		Pashaee	20%	25%
13		Khaldare	25%	30%
14		Khowaja Lakan	20%	45%

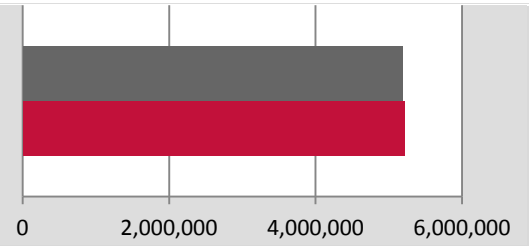
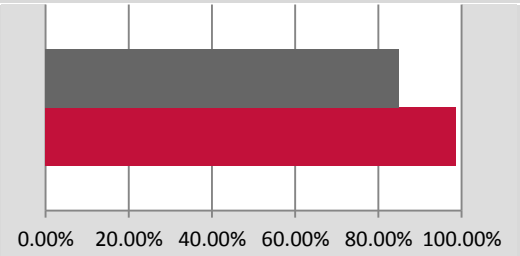
MONITORING & EVALUATION

RLS-Formal measures its program performance through 14 performance indicators as defined in its Performance Management Plan (PMP).

Rule of Law Stabilization Program - Formal Component		
Performance Indicator Data		
Indicator	Life of Project	
	Achievement To Date	Cumulative Target
1. Percentage of court users who agree that a court performed effectively	47.10%	47.10%
2. Percentage of the population reached by campaigns supported by USG to foster public awareness and respect for rule of law	59.33%	52.70%
3. Percentage of the population who agree that state courts are fair and trusted	62%	62%
4. Percentage of judges that complete the basic or "stage" training	81%	81%
5. Number of stage trainers employing modern teaching techniques	15	15
6. Percentage of judges that received training on women's legal rights	53.2%	53.05%
7. Number of judges and judicial personnel trained with USG assistance	4201	3640
8. Number of courts benefitting from improved court management and/or administrative systems or reforms	579	579
9. Percentage of students participating in practical legal course work that express increased confidence in their ability to enter the justice sector	96%	93%
10. Number of students involved in practical legal exercises, including legal clinic work, moot court competitions or internships	9269	7689
11. Number of new legal courses or curricula developed with USG assistance	38	35
12. Level of awareness of legal rights expressed by targeted beneficiaries	Very Aware	Very Aware
13. Number of print publications, radio and television programs, and other outreach materials produced and disseminated through legal outreach campaigns	5,212,002 Print, 14 TV & 15 Radio	5,189,065 Print, 24 TV & Radio
14. Proportion of females who report increased self-efficacy at the conclusion of USG-supported training/programming	98%	85%

Performance Indicators: Achievements Thru September 14, 2014 vs. Cumulative Project Targets		
Indicator	Cumulative Targets ( ) vs. Achievements( )	Notes
1. Percentage of court users who agree that a court performed effectively		The project submitted a Court User Survey report in January 2014 with findings from the court surveys.
2. Percentage of the population reached by campaigns supported by USG to foster public awareness and respect for rule of law		The project has reached 59.33% of the population with public awareness campaigns, exceeding the cumulative target of 52.70%.
3. Percentage of the population who agree that state courts are fair and trusted		This indicator is from The Asia Foundation Survey 2013 and is outside of the direct control of RLS-Formal. The results of the survey for fiscal year 2014 will not be released until the first quarter of fiscal year 2015, so the project will not report an update on this indicator.
4. Percentage of judges that complete the basic or *Stage* training		The project reported 81% of judges have completed the Judicial *Stage* against its target of 81%. The next *Stage* class will graduate after the end of the project, so the data for this indicator will not be updated.
5. Number of *Stage* trainers employing modern teaching techniques		The project achieved its target of 15 stage trainers employing modern teaching techniques.
6. Percentage of judges that received training on women's legal rights		The project trained 53.2% of judges on women's legal rights, exceeding its cumulative target of 53.05%.

7. Number of judges and judicial personnel trained with USG assistance		The project trained 4,201 judges and judicial personnel and has surpassed its cumulative target of 3,640.
8. Number of courts benefitting from improved court management and/or administrative systems or reforms		The project helped 579 courts benefit from improved court management systems, successfully meeting its cumulative target of 579 courts.
9. Percentage of students participating in practical legal course work that express increased confidence in their ability to enter the justice sector		The project conducted the third and final round of the Student Survey and revealed that 96% of students participating in practical legal course work express increased confidence in their ability to enter the justice sector, exceeding the target of 93%.
10. Number of students involved in practical legal exercises, including legal clinic work, moot court competitions or internships		The project involved 9,269 students in practical legal exercises and has surpassed its cumulative target of 7,689.
11. Number of new legal courses or curricula developed with USG assistance		The project has developed 38 new legal courses, exceeding the cumulative target of 35 legal courses.
12. Level of awareness of legal rights expressed by targeted beneficiaries	**"Very Aware"**	The project achieved its cumulative target of "Very Aware."
13. Number of print publications, radio and television programs, and other outreach materials produced and disseminated through legal outreach campaigns		The project produced 14 new TV and 15 new radio programs, exceeding its cumulative target of 24 new programs.

		Overall, the project has printed over 5,212,002 publications, exceeding its cumulative target of 5,189,065 publications.
14. Proportion of females who report increased self-efficacy at the conclusion of USG-supported training/programming		Overall, the project has achieved 98% of women judges who report increased self-efficacy, exceeding the cumulative target of 85%.

Indicator 1: Percentage of court users who agree that a court performed effectively
RLS-Formal used a court user satisfaction survey, or Q10 survey, to gage the perceptions of Afghan citizens who interact with courts. The views of court users suggest whether judicial reforms result in the creation of efficient and transparent dispute resolution in the eyes of Afghan citizens.

Indicator 2: Percentage of the population reached by campaigns supported by USG to foster public awareness and respect for rule of law
RLS-Formal works with its implementing partners to collect data on the number of people reached by its public legal outreach campaigns. Exposure to such a campaign increases the likelihood that a citizen will increase his or her awareness of their legal rights and how to access the justice system. RLS-Formal reports this data quarterly. Indicator 2 is the USAID/Afghanistan Mission Indicator 1.1b.

Indicator 3: Percentage of the population who agree that state courts are fair and trusted
RLS-Formal employs The Asia Foundation's Survey of the Afghan People, Question 79b to measure the public confidence in courts in Afghanistan. The percentage of the population who agree state courts are fair and trusted speaks to the overall public confidence in the rule of law system. The Asia Foundation publishes the survey results annually in November.

Indicator 4: Percentage of judges that complete the basic or "stage" training
RLS-Formal tracks the judges who graduation from the judicial *Stage*, the induction training to prepare a judge to serve in the judiciary. The *Stage* builds the capacity of judges by improving their legal knowledge and professional skills in areas, such as the constitution, civil and criminal code, and the *Qur'an* and *Hadiths*. RLS-Formal reports this indicator annually when the *Stage* graduates or when the number judges changings significantly. Indicator 4 is the USAID/Afghanistan Mission Indicator 1.11.b.

Indicator 5: Number of stage trainers employing modern teaching techniques
RLS-Formal evaluates the teaching techniques of instructors at the judicial *Stage*, including their use of visual aids, learning exercises, student-led debates and classroom discussions. Modern teaching techniques increase the likelihood judges will build the practical legal knowledge and professional skills necessary to serve in the judiciary. RLS-Formal reports the results of its evaluations quarterly.

Indicator 6: Percentage of judges that received training on women's legal rights
RLS-Formal tracks which judges receive training on gender equality and gender justice. The training programs aim to improve judges' knowledge of women's rights and enable them to secure these rights through court proceedings. RLS-Formal reports these results quarterly.

Indicator 7: Number of judges and judicial personnel trained with USG assistance
RLS-formal tabulates the number of justice sector personnel that receive training through program activities through attendance sheets. The project's training programs aim to assist judges and judicial staff to effectively carry out their duties and instill a sense of the necessity for judicial independence, transparency and accountability. RLS-Formal reports its training data quarterly. Indicator 7 is the US Foreign Assistance Framework Indicator 2.1.2-7. Indicator 7 represents the project's reported number of personnel trained to USAID. Training numbers mentioned previously in the report represent estimates that may be unsubstantiated by attendance sheets.

Indicator 8: Number of courts benefitting from improved court management and/or administrative systems or reforms
RLS-Formal tracks the courts which benefit from its initiatives to improve court administration and management. Professional management systems enhance the capacity of the Supreme Court to manage its budget, personnel and assets. RLS-Formal reports this indicator quarterly.

Indicator 9: Percentage of students participating in practical legal course work that express increased confidence in their ability to enter the justice sector
RLS-Formal surveys students to measure their perception of the quality of legal education at their university's Law and *Sharia* faculties. Practical legal coursework intends to training and motivating students become legal professionals who can offer meaningful access to justice to more citizens. RLS-Formal reports the survey results in the third quarter of FY 2013 and the first quarter of FY 2014.

Indicator 10: Number of students involved in practical legal exercises, including legal clinic work, moot court competitions or internships
RLS-Formal gages the number of students involved in practical legal activities, including legal clinics, moot courts, mock trials or other competitions designed to hone students' advocacy and research skills, through attendance sheets. Practical legal exercises complement the theoretical legal education commonly found in Afghanistan. RLS-Formal reports this data quarterly. Indicator 10 is the USAID/Afghanistan Mission Indicator 1.1.2b. Indicator 10 represents the project's reported number of student participants to USAID. Student numbers mentioned previously in the report represent estimates that may be unsubstantiated by attendance sheets.

Indicator 11: Number of new legal courses or curricula developed with USG assistance
RLS-Formal tracks the number of new legal courses developed as a result of its assistance to the Ministry of Higher Education. Such courses complement the newly unified core curriculum for Law and *Sharia* faculties by providing the coursework, textbooks, and reference materials for professors to teach their classes. RLS-Formal reports the new legal courses developed quarterly. Indicator 11 is the USAID/Afghanistan Mission Indicator 1.1.2e.

Indicator 12: Level of awareness of legal rights expressed by targeted beneficiaries
RLS-Formal conducts listening groups of beneficiaries to gage the effectiveness of its public legal outreach activities. Public legal outreach activities aim to increase citizens' awareness of legal rights and process through strategic communications. RLS-Formal analyzes and reports the result of the listening groups quarterly.

Indicator 13: Number of print publications, radio and television programs, and other outreach materials produced and disseminated through legal outreach campaigns

RLS-Formal tracks the public outreach materials produced and disseminated through the Ministry of Justice and Supreme Court as the result of its assistance. Effective legal outreach campaigns require leveraging popular media channels and mechanisms to ensure rule of Law message reach the public. RLS-Formal reports these numbers quarterly.

Indicator 14: Proportion of females who report increased self-efficacy at the conclusion of USG-supported training/programming

RLS-Formal solicits feedback from participants through questionnaires to measure the efficacy of its training programs. Training programs aim to stimulate growth in women's confidence and ability to advocate for women's legal status and access justice. RLS-Formal reports this indicator quarterly. Indicator 14 is the USAID Gender strategy Indicator #3

APPENDIX A:

RLS-FORMAL COST SHARE POLICIES

AFGHANISTAN – RLS-FORMAL PROGRAM
JUDICIAL STAGE AND CONTINUING LEGAL EDUCATION
COST SHARE POLICY
UNDER CONTRACT NO. AID 306-C-12-00014

The purpose of this document is to outline the elements of the Afghanistan RLS-Formal Program's cost sharing policy for shared implementation of the Judicial *Stage* and Continuing Legal Education programs with the Government of the Islamic Republic of Afghanistan.

A. Background

The Afghanistan Rule of Law Stabilization Program – Formal Component (RLS-Formal) supports implementation of the Judicial Stage and Continuing Legal Education (CLE) programs in coordination with the Government of the Islamic Republic of Afghanistan (GIRoA). The Contract mandates RLS-Formal support for the Judicial *Stage* and CLE programs, and the USAID-approved workplan also calls for the project to support the Judicial *Stage* and CLE. To facilitate implementation of the Judicial *Stage* and CLE, RLS-Formal and the Supreme Court share the operational costs associated with the Judicial *Stage* and CLE implementation as outlined below.

B. Policy Elements

This document sets out the elements of the cost sharing policy to be rolled out under the Afghanistan RLS-Formal in shared implementation of the Judicial *Stage* and CLE:

1. Cost Share Arrangement
2. GIRoA's Contribution
3. RLS-Formal's Contribution
4. RLS-Formal's Cost Share Policies and Procedures
5. Documentation

1. Cost Sharing Arrangement

Table 1 below outline the illustrative cost share contributions to be provided by GIRoA and the RLS-Formal for implementation of the Judicial *Stage:*

Table 1 – Organizational Cost Share Contributions for *Stage* (Illustrative)

GIRoA's Contributions	RLS-Formal's Contributions
– *Stage* Student Salaries/Stipends – Supreme Court *Stage* Staff Salaries – *Stage* Equipment and Supplies – *Stage* Instructors Salaries – Administrative Staff Salaries – Cleaning and Tea Service	– *Stage* Student Transport – *Stage* Staff Transport – *Stage* Equipment, Supplies, and Services – Providing honorariums for *Stage* instructors – Per diem for Students – Lodging reimbursement for female *Stage* Students who meet criteria

Table 2 below outline the illustrative cost share contributions to be provided by GIRoA and the RLS-Formal for implementation of the Judicial CLE:

Table 2 – Organizational Cost Share Contributions for CLE Standardization (Illustrative)	
GIRoA's Contributions	**RLS-Formal's Contributions**
– Research on Practical Legal Cases – Participation on a Weekly Committee to Review CLE topics – Introducing experts	– Honorarium or Ex-Gratia Payment – Space and Office Supplies to host the Weekly Committees – Financial Support to Publish the Commentary on CLE Standardization

2. GIROA's Contribution

GIRoA's cost share contribution for implementation of the Judicial *Stage* and CLE include:

- Judicial *Stage* Student Payments for Attendance at the Judicial *Stage* Program
- Instructors (Judge and Professors) Salaries
- Administrative Salaries for Judicial *Stage* Program
- Guard Salaries for Judicial *Stage* and CLE Programs
- Cleaning and Tea Serving Staff Salaries for Judicial *Stage* and CLE Programs
- Training Facilities for Judicial *Stage* and CLE Programs in most locations
- Student desks, chairs and other furnishings for Judicial *Stage* and CLE Programs
- Basic office equipment for Judicial *Stage* Program
- Utilities (electricity and water) for Judicial *Stage* and CLE Programs
- Research Conducted on Laws and Legal Cases for CLE Programs*
- Scholarly Articles Produced on Laws and Legal Cases for CLE Programs*
- Participation by Legal Professionals in Weekly Committees to Discuss Scholarly Articles

**GIRoA staff will work part-time at home and not during the normal University working hours.*

3. RLS-Formal's Contribution

RLS-Formal's cost share contribution for implementation of the Judicial *Stage* and CLE include:

- Per diem for judicial *Stage* students, judges, and non-judicial staff
- Honorarium for instructors and Legal Professionals in CLEs
- In-Kind contributions such as office equipment, classroom audio-visual aids (PowerPoint projectors/computers), text books, and legal resource materials
- Lodging reimbursement for female judicial *Stage* students in Kabul whose permanent residences are outside of Kabul and do not have relatives or friends with whom they can temporarily reside during the course of the judicial *Stage* program
- Space and Office Supplies to host the Weekly Committees
- Financial Support to Publish the Commentary on CLE Standardization in Print and CD

4. RLS-Formal's Cost Share Policies and Procedures

Below follows the policies and procedures for each of the RLS-Formal's cost share contributions.

4.1 Per Diem for Judicial Stage and CLE Students, Judges and Instructors, and Non-Judicial Staff and Lodging Reimbursement for Female Judicial Stage Students in Kabul

RLS-Formal will provide per diem and lodging reimbursement to Judicial *Stage* students, judges, and non-judicial staff and instructors to compensate for miscellaneous costs (such as travel costs, meals, photocopies, materials, supplies, equipment, etc.) associated with participation in the Judicial *Stage*. Each category of person will receive a set amount of per diem or lodging reimbursement on a set frequency as outlined in Table 3 below.

Table 3 – RLS-Formal Program's Judicial *Stage* and CLE Per Diem and Lodging Rates			
Person	**Amount**	**Frequency***	**Basis**
Judicial *Stage* Student	$5	Per Day*	Sign-In Sheet
Supreme Court Judges for *Stage* and Kabul CLEs (practicing or retired judges serving as instructors in specialized fields)	$50	Per Class Session Taught	Sign-In Sheet
Instructors for Non-Kabul CLEs	Honorarium: $100	Per Day	Sign-In Sheet
Judicial *Stage* Non-Judicial Staff	$2- $13	Per Day	Sign-In Sheet
CLE Student (Current Judges)	$5	Per Day	Sign-In Sheet

**Per diem and honorarium payments are made only when class is held; not on holidays or other days off; lodging reimbursement is provided on a monthly basis since students need lodging on off-days as well. Students voluntarily leaving the program prior to the month end may be required to repay a prorated portion in accordance with the terms of the lodging agreement.*

The per diem rates outlined above are based upon what is deemed reasonable and typically paid by various other international donors to the Supreme Court training programs. The reasonableness of the lodging reimbursement rate was determined by a market survey and vendor bids received for comparable, appropriate lodging in Kabul.

4.2 In-Kind Contributions of Equipment, Texts, Legal Resources, etc.
RLS-Formal will provide in-kind contributions directly to facilities were the trainings take place and are discussed prior to acquisition to ensure the contributions will be utilized by the students and/or trainers to further the Judicial Stage and CLE training programs. In-kind contributions are documented and accounted for as required by USAID and Tetra Tech DPK policies regarding in-kind contributions.

4.3 Honorariums for Legal Professionals Participating in CLE Standardization.
RLS-Formal will provide an honorarium to legal professionals participating in the development of a Commentary on CLE Standardization. The project will provide honorarium ex-gratia payments per hour to selected GIRoA legal professionals participating in the committee meetings, and will offer payments based on the completion of scholarly articles for inclusion in the Commentary on CLE Standardization. The committee meetings shall be held weekly, and the participants shall work on their scholarly articles offsite and on a part-time basis. No work is to be done during their official GIRoA working hours or at their GIRoA offices. RLS-Formal anticipates limiting the committees to three legal professionals in order to encourage meaningful participation. Honorariums will not be paid for attendance at committee meetings; however, refreshments include tea and food will be provided as an incentive for attendance. The Component Leader for work with the *Stage* and CLE programs will evaluate the scholarly articles. RLS-Formal only provides honorariums for articles which adequately address the agreed upon topic and include at a minimum definitions of expressions, explanation, legal hypothesis, case examples, etc. This policy limits the number of scholarly articles and honorariums paid to six per month.

Table 4 – RLS-Formal Program's CLE Standardization Honorariums			
GIRoA Person	**Amount**	**Frequency***	**Basis**
Legal Professional	$50	Per Article Delivered to RLS-Formal	Scholarly Article contributing the Commentary on CLE Standardization
Legal Professional	No payment	Per Weekly	Sign-In Sheet

	except for refreshments including tea and food.	Committee Attended*	

5. Documentation

Cost share documentation will be implemented in accordance with each organization's internal policies and procedures for financial and cost share documentation.

AFGHANISTAN – RLS-FORMAL PROGRAM
AFGHAN WOMEN JUDGES ASSOCIATION TRAINING
COST SHARE POLICY
UNDER CONTRACT NO. AID 306-C-12-00014

The purpose of this document is to outline the elements of Afghanistan RLS-Formal Program (RLF-Formal)'s cost sharing policy for shared implementation of trainings and other capacity-building activities with the Government of the Islamic Republic of Afghanistan, specifically the Afghan Women Judges Association (AWJA).

C. Background

RLS-Formal supports the Government of the Islamic Republic of Afghanistan (GIRoA) through conducting trainings in coordination with AWJA. The Contract, referenced above, and the USAID-approved Work Plan call for RLS-Formal to support the AWJA in trainings and other capacity-building activities. To facilitate implementation of the trainings, RLS-Formal and the Supreme Court, specifically the AWJA, share the operational costs, as described in this document.

D. Policy Elements

The elements of the cost sharing policy under the Afghanistan RLS-Formal in shared implementation of the trainings and other capacity-building activities include:

6. Cost Sharing Arrangement
7. GIRoA's Contribution
8. RLS-Formal's Contribution
9. RLS-Formal's Cost Share Policies and Procedures
10. Documentation

5. Cost Sharing Arrangement

Table 1 below outlines the cost sharing arrangement between GIRoA and RLS-Formal for implementation of the trainings and other capacity-building activities:

Table 1 – Organizational Cost Share Arrangement for Administrative *Stage* (Illustrative)

GIRoA's Contributions	RLS-Formal's Contributions
– Judges' salaries – Afghan Women Judges Association secure office space, equipment and supplies – Cleaning and security service at AWJA office for trainings and other capacity-building activities – Research, develop, and distribute curriculum and training materials for use in trainings and capacity-building program – Participation in periodic trainings and meetings on teaching methodology and curriculum	– Participating judges' transportation allowance – AWJA instructor honorariums – Teaching materials and legal resources for classroom instruction – Support to print/publish the training materials – Provide lunch and refreshment, as needed – Provide expert trainers to co-teach or hold seminars to develop the capacity of the trainees on legal topics, court administration, developing the AWJA, etc.

6. GIROA's Contribution

GIRoA's cost share contributions for implementation of the trainings and other capacity-building activities include:

- salaries for participating judges during attendance at trainings and capacity-building activities
- developing and distributing training materials
- office space, furniture, electricity, heat, and equipment at the AWJA for use during trainings and other capacity-building activities
- salaries for guards protecting the AWJA office during trainings and other capacity-building activities
- cleaning and tea service at the AWJA during trainings and other capacity-building activities
- research and development of curriculum and other materials for capacity-building activities*
- participation in on-going trainings and meetings on teaching methodology and curriculum*

**GIRoA staff will work on these tasks outside of working hours.*

7. RLS-Formal's Contribution

RLS-Formal's cost share contribution for implementation of the trainings and other capacity-building activities include:

- Transportation cost for the judges participating in the trainings and other capacity-building activities
- Honorarium for judge providing instruction
- In-kind contributions to support the trainings and capacity-building activities, such as law books and training materials such as note books, flip charts, markers, etc.
- Lunch and refreshments during the trainings and capacity-building activities

8. RLS-Formal's Cost Share Policies and Procedures

Outlined below are the policies and procedures for each of the RLS-Formal's cost share contributions.

5.1 Transportation costs and honorarium

RLS-Formal will provide transportation cost to participating judges, and honorarium to the instructors/advisors in the trainings and other capacity-building activities. Each category of person will receive a set amount of money on a set frequency as outlined in Table 2 below.

Table 2 – RLS-Formal Program's Participants and Instructor Rates

Person	Amount	Frequency*	Basis
Transportation cost for training participants	$10	Per Day*	Sign-In Sheets
Honorarium for instructors of the trainings and other capacity-building activities **Requires instructor to provide instruction and participate in curriculum development, and ToT meetings*	$50	Per 3 hours of training (half a day)	Sign-In Sheets

**Transportation and honorarium payments are made only when class is held; not on holidays or other days off.*

The payment rates outlined above are based upon what is deemed reasonable and typically paid by various other international donors for Supreme Court training programs.

5.2 In-Kind Contributions of Textbooks, Teaching Materials & Other Material Resources

RLS-Formal will provide in-kind contributions directly to facilities where the trainings take place and which are discussed prior to acquisition to ensure the contributions will be utilized by the participants and instructors to facilitate the trainings and other capacity-building activities. In-kind contributions are documented and accounted for as required by USAID and Tetra Tech DPK policies regarding in-kind contributions.

5.3 Curriculum Development and Training Methodology Meetings

As part of the $50 per three hours of training (half a day) honorarium, instructors are expected to participate in teaching methodology and curriculum development meetings. Instructors shall work on development and refinement of their course materials offsite and on a part-time basis. No work is to be done during their official GIRoA working hours or in their judicial offices. No additional payments will be paid for attendance at methodology or curriculum development meetings; however, refreshments include tea and food may be provided during the meetings. The Gender Justice Component Lead, Gender Justice Advisor, and AWJA instructor will review and evaluate the each instructor's teaching materials, lesson plans, agenda, and other materials used at the trainings and capacity-building activities and provide commentary and feedback in an effort to ensure the highest quality programs for the AWJA.

6. Documentation

Cost share documentation will be implemented in accordance with each organization's internal policies and procedures for financial and cost share documentation.