



IRAQ ACCESS TO JUSTICE PROGRAM

2ND QUARTERLY REPORT

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Implemented by:

**DPK Consulting, a Division of ARD, Inc.
605 Market Street, Suite 800
San Francisco, CA 94105**

**Project Address:
Sallyport Mansour Compound
Al Mansour District
Baghdad, Iraq
info@ia2j.com**

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ACRONYMS

CoMSEC	General Secretariat of the Council of Ministers
CSO	Civil Society Organization
EU	European Union
ERO	Erbil Regional Office of Access to Justice
GOI	Government of Iraq
IADO	Iraqi Alliance for Disability Organizations
IBA	Iraqi Bar Association
IJU	Iraqi Jurists Union
KBA	Kurdistan Bar Association
MoHR	Ministry of Human Rights
NGO	Nongovernmental Organization
PMP	Performance Management Plan
PRT	Provincial Reconstruction Team
SOW	Statement of Work
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

The Iraq Access to Justice Program (Access to Justice) is USAID/Iraq’s three-year program designed to improve access to justice for vulnerable and disadvantaged peoples in Iraq. The program is currently working with counterparts and the Government of Iraq (GOI) to develop a better understanding of which groups fall into the categories of “vulnerable” or “disadvantaged” populations. As a preliminary matter, it is widely accepted that these groups include women, war widows, orphans, detainees and the incarcerated, minorities (both ethnic and religious), internally displaced persons, and returnees. Access to Justice focuses on the following three components:

- Component 1: Improve the practical knowledge of vulnerable and disadvantaged Iraqis of their responsibilities, rights, and remedies under Iraqi law;
- Component 2: Increase the competence and availability of legal professionals and civil society partners who can assist vulnerable and disadvantaged Iraqis;
- Component 3: Improve government processes that facilitate access of vulnerable populations to government services and legal remedies.

Activities in these components will be supported by a small grants program which will be continuously revisited to ensure that grants are well targeted to advance the program’s core objectives.

Access to Justice launched activities in November 2010. This is the first quarterly report to cover a full three-month period. The program is beginning in a turbulent period as many of the Provincial Reconstruction Teams (PRTs) —foundational elements of the U.S. presence in Iraq—are planning for closure in the context of increasing popular pressure on governments around the region. Nevertheless, Iraq’s own recently released National Development Plan includes a short but meaningful section on governance, and during the current reporting period popular opinion in Iraq has shown the potential for positively contributing to the national debate about policy priorities.

In light of these factors, Access to Justice has been well received by most GOI partners, non-governmental organizations (NGOs), professional organizations, academic institutions, and international actors. At the same time, the heightened awareness of accountability has led many partners to stress the need to remain engaged in the design and implementation of activities to a degree much higher than normally reported in Iraq. Some assessments originally planned as stand-alone products to be completed this quarter have therefore been shifted to the next quarter so that they can be designed and implemented in coordination with relevant partners, in order to produce more sustainable outcomes.

During this quarter, Access to Justice focused on establishing the administrative, staffing, and programmatic frameworks necessary for the three year program. This quarter, the Grants Manual, First-Year Work Plan, and Assessment of Legal Education in Iraq were all finalized. The Performance Management Plan (PMP) and Program Implementation Plan are also with USAID for review. Access to Justice also began forming strategic relationships with institutions identified in the Statement of Work (SOW), including NGOs across the country, several ministries, the Higher

Judicial Council, the Iraqi Bar Association, the Iraq Jurists Union, the Iraqi Alliance for Disability Organizations (IADO), the Law School Council of Deans, the Kurdistan Ministry of Higher Education, the Kurdistan Bar Association, and the Kurdistan Jurists Union.

Access to justice programs affect many populations and sub-populations and span many service delivery lines, including civil society, governmental, and international actors. As a practical matter, this quarter Access to Justice narrowed its focus to activities where resources could best contribute to larger rule of law efforts in Iraq. After discussion with the Mission, PRTs, NGOs, law schools, GOI actors, and international partners, Access to Justice identified three key areas for initial programming:

- People with disabilities;
- Barriers to obtaining formal identity (*jinsiya*); and
- Women's issues.

In each of these areas there are strong civil society partners available and GOI support for at least initial programming.

As the first USAID rule of law project funded in Iraq, Access to Justice receives considerable attention and support. As a small team with a narrow focus, Access to Justice relies on regular reporting and periodic engagement to remain well connected to the activities of other partners.

HIGHLIGHTS—KEY ACCOMPLISHMENTS

GENERAL

- Drafted Grants Manual. Developed grants training materials and piloted training through internal sessions within the Program staff and external sessions with beneficiaries.
- Drafted request for applications for an indefinite quantity contract for survey work outlined in the SOW, the PMP, and the first quarterly report.
- Drafted request for applications for an indefinite quantity contract for training work.
- Made major strides in forming partnerships with beneficiaries. Creating partnerships for activities, including assessments and surveys, remains fundamental to Access to Justice’s goals for sustainability of project activities.
- Opened and fully staffed the Erbil Regional Office (ERO), which facilitated the inclusion of the Kurdistan Region in the NGO surveys and legal curriculum review field work. The ERO will be hosting several workshops and supporting key conferences next quarter. The Basra Field Office will also be opening next quarter.
- Coordination efforts with other partners continued, including meeting with the European Union (EU) JUSTLEX Program, the World Bank, the U.S. Office of Provincial Affairs, the Baghdad PRT, and the Basra PRT Rule of Law Advisor.

COMPONENT 1

- Established working partnership with IADO and lined up a short-term technical advisor for next quarter.
- Held first official activity of the Access to Justice Program- a needs assessment workshop for strategic planning- at the Al-Mansour compound.
- Collaborated with IADO on the first external event of the Access to Justice Program to confirm the partnership and introduce all components of Access to Justice to IADO.

COMPONENT 2

- Solicited and received commitments on stakeholder participation, particularly from key government partners such as the Ministry of Human Rights (MoHR) and the NGO Directorate at the General Secretariat of the Council of Ministers (CoMSEC).
- Developed relationships with representatives of legal professional associations and law faculties. Completed a law faculty change readiness assessment.
- Identified a key partner for work with issues facing people with disabilities, IADO. Conducted a preliminary organizational assessment of this population to inform the design of a pilot project.

COMPONENT 3

- Confirmed with IADO priorities for the next year, which include passage of a law related to the Rights of Persons with Disabilities and gaining Iraq’s accession to the U.N. Convention on the Rights of People with Disabilities.
- Carried out extensive discussions with partners on planned activities, including support for law journals and advocacy-oriented moot court events.

SUMMARY OF ACTIVITIES UNDER EACH TARGET RESULT

PILOT PROJECT ACTIVITIES

Based on national assessments of NGOs and reviews of existing documentation during the previous quarter as well as this quarter, Access to Justice identified IADO as the best option for a pilot project partner. Established in 2003, IADO is a narrowly focused alliance of NGOs working on disability issues. Access to Justice selected this organization for several reasons.

First, as a network of smaller organizations, IADO provides Access to Justice with an opportunity to work with an umbrella group while also having access to each of the smaller organizations. This will facilitate experimentation with programming to truly achieve the goals of a pilot project. Second, IADO's headquarters and critical staff are located in Baghdad, which facilitates access and ongoing collaboration and capacity building. Third, partners interviewed in the first months of the project gave prominence to disability issues. Due to recent wars and terrorist acts, Iraq has a growing population of disabled people, yet social and rehabilitative services for this group have declined. Given high unemployment rates and poor access to community services in many areas, becoming disabled puts an individual's entire family at risk of falling into poverty.

Fourth, the issues facing the disabled cut neatly across all three components of Access to Justice: the disabled lack practical knowledge of their responsibilities, rights, and remedies under Iraqi law; they will greatly benefit from the increased availability and competence of legal professionals and civil society partners; and government processes currently hinder their access to government services and legal remedies. The Access to Justice technical team and relevant partners consulted are confident that the systems and approaches developed for this population with IADO will be replicable and transferable to other populations. There also seems little likelihood of overlap with other partners during the life of the project.

Access to Justice hosted three pilot project meetings with IADO this quarter to build a shared vision of priorities and commitment. IADO has committed its staff time to supporting joint program activities. The partnership between IADO and Access to Justice will be supported through regular management meetings to ensure that efforts and grants properly focused on priorities. Component 2 and IADO also completed the field work for an on-site institutional capacity assessment that will inform future programming with IADO.



Access to Justice Component 2 Staff Facilitate a Planning Session with IADO



IADO Members Discuss Priorities

As a starting point, IADO requested assistance from Access to Justice in developing a better framework for advocacy, specifically by improving data on the demographics and needs of people with disabilities in Iraq. In the next quarter, Access to Justice will work with IADO to develop and launch a survey with the support of interested GOI actors. Close collaboration with the GOI is expected as the government identified such a survey as a priority in both the National Development Plan of Iraq (2010–2014) and the Poverty Reduction Task Force at the Ministry of Planning. The survey results will provide a basis for the activities of Access to Justice and other partners working with people with disabilities, and will also support IADO’s advocacy work with the government at the national, regional, and local levels.

COMPONENT 1: IMPROVE KNOWLEDGE OF LEGAL REMEDIES

This quarter Component 1 took the lead in working with Access to Justice training and media specialists to begin developing a curriculum for strategic communications training. In the next quarter, training programs will be implemented, and a model strategic communication plan will be developed with IADO using short- term technical advice.

Result 1.1: Partner civil society organizations (CSOs), professional organizations, and government partners launch strategic communication plans that effectively deliver priority messages to targeted vulnerable populations

On March 7, Access to Justice conducted the first of four planned workshops on needs assessment for strategic communication planning. More than 25 participants from the civil society and government sectors attended this workshop and discussed how to develop communication initiatives with clear target populations, objectives, and monitoring plans. At the March 7 workshop, partners from all sectors confirmed the need for additional training on how to develop communication strategies that can be focused and monitored. Three additional workshops in Baghdad and Erbil are planned for April 2011 to confirm the core topics and methodology for further training.

Result 1.2: Tools for accessing government, civil society, and professional services available to and known by target populations
During this quarter, Component 1 worked with the grants team to incorporate targeted communication initiatives into the initial request for applications to be released next quarter.



COMPONENT 2: IMPROVE LEGAL EDUCATION AND SERVICES

In coordination with USAID/Iraq, the program met with the Minister of Civil Society Affairs and the Minister of Women’s Affairs to introduce the work of USAID and initiate a partnership with the ministries for several Access to Justice efforts. Both ministries indicated a strong interest in the work of the program and requested a cooperative agreement to capture shared priorities. The Minister of Women’s Affairs reported that the ministry is in the final stages of completing a national plan to address domestic violence. Both ministers requested that their staff also be included in training programs to build their capacity.



Chief of Party and Component 2 Meet with NGO Directorate of CoMSEC

The National Institute for Human Rights of the MoHR and the NGO Directorate at CoMSEC have expressed an interest in becoming key partners for the project as well, and have committed to developing a shared action plan in coordination with civil society and other government partners. In the next quarter, the NGO Directorate, MoHR, and the Higher Judicial Council have all agreed to participate in a conference to build shared priorities on how to improve access to justice for vulnerable populations.

Result 2.1: Support Iraqi NGOs working in priority Access to Justice areas to improve their substantive capacity to support vulnerable populations

Rapid assessment of NGOs and vulnerable groups was conducted first in the Baghdad area and Kurdistan Region of Iraq, to identify needs to improve their substantive capacity. Approximately 40 NGOs were assessed using an interview/questionnaire, and the first year work plan was updated based on the feedback from the NGOs. In addition, this quarter the team prepared requests for proposals for two indefinite quantity contracts- one for surveys and one for training, which will be implemented in the first and second years of the project. The initial assessments also assisted in clarifying initial focal areas for Access to Justice, as noted above, and assisted in identifying a partner for the initial pilot project.

Result 2.2: Support Iraqi NGOs working in priority Access to Justice areas to improve their administrative capacity to support increased substantive assistance programs to vulnerable populations

Since Access to Justice is not primarily an NGO capacity-building effort, the program will be targeting higher-functioning NGOs that are able to deliver services to vulnerable groups with some support and mentoring. For this reason, Access to Justice included considerations of the administrative capacity of NGOs in the initial assessment. Interviews with international partners, government, and civil society actors indicate that some NGOs have had repeated exposure to capacity building programs and grant resources, while others report feelings of isolation from opportunities.



Chief of Party and Component 2 Meet with NGO Directorate of CoMSEC

Upcoming formal surveys by Access to Justice will better capture patterns next quarter, but meanwhile Access to Justice has already committed to implement recommendations from the GOI and NGOs on standardizing capacity building efforts and improving NGO accountability for managing resources they are entrusted with for the benefit of vulnerable populations. In line with this, CoMSEC requested that Access to Justice:

- Develop a standardized training package for NGOs registering with the NGO Directorate to ensure that they meet all the requirements under the law, and
- Develop a standardized manual of policies and procedures to ensure that NGOs meet the administrative and accountability requirements under the law.

Result 2.3: Work with Iraqi professional organizations (primarily the Iraqi Bar Association (IBA) and Iraqi Jurists Union (IJU) and their subsidiaries) to increase substantive capacity, including continuing legal education for lawyers, pre-service and orientation training for new lawyers, and support for modernizing service delivery centers in courts and other locations

This quarter Access to Justice made headway building relationships with the IBA, the IJU, and the Young Lawyers Association. Following an initial presentation by the Access to Justice team, the IBA said they would consider what type of engagement they would like to have with the program, noting however, that the IBA “did not want any more training.” During subsequent engagements, the IBA expressed interest in working with Access to Justice on strengthening legal aid provided to vulnerable groups. This assistance will ultimately depend on the availability of grants and the IBA’s own commitment to fulfilling its obligations under any grant processes. For its part, the IJU membership is wider than that of the IBA as it includes government lawyers, judges, and prosecutors. The IJU is open to broad engagement across several Access to Justice components, including substantive reviews of laws and capacity building efforts for its own staff. The IJU noted that many aspects of the lawyer’s role in access to justice areas are related to the Iraqi Law on Lawyers, which is currently being reviewed.

Result 2.4: Assist organizational (regulatory and administrative) capacity-building of the IBA and other legal associations to “increase the supply” of lawyers assisting vulnerable or disadvantage populations

The IJU sought technical assistance from the program to help it review the Law for Lawyers, including facilitating academic and comparative review. The IJU considers the current legal framework insufficient to sustainably support legal actors, so reform of the law is fundamental for establishing long term solutions to regulatory and administrative considerations that are limiting the supply of lawyers engaged in issues important to vulnerable populations.

Result 2.5: Support modernization of academic and practical curricula related to extending access to justice to vulnerable populations



To create partnerships with Iraqi counterparts and capitalize on efforts by some donors in Iraq in recent years, Access to Justice completed field work for an assessment of the current status of law curricula reform this quarter.



Component 2 Legal Curriculum Assessment Team Meets with Al Nahrain University College of Law

The team met with nine law faculties from Baghdad, the Kurdistan Region, and Basra. Other meetings with the deans of Najaf, Hill, and Kufa had to be cancelled due to security issues. Access to Justice confirmed that law schools nationally, both public and private, are committed to implementing the curriculum endorsed by the Ministry of Higher Education or Kurdistan Ministry of Higher Education. As with other professional fields, both of these institutions have legislatively established Dean’s Councils that are entrusted with making curriculum reform recommendations to the ministries. The Access to Justice final report assessing the

curriculum will be presented to and discussed with the Dean’s Council in the next quarter.

Many law schools in the Kurdistan Region and in Baghdad have experimented with changes to the curriculum, including the format, course content, use of moot court, and, to some extent, clinical education. The Dean’s Council has expressed frustration that these ad hoc efforts have not yet resulted in systemic change in spite of large investments on all sides. This will therefore be an area of close focus during the life of Access to Justice.

In January, the Dean’s Council invited team members to present the Access to Justice Program at a formal meeting. The Council reported that it has been considering the issue of reform for several years, especially the possibility of introducing legal clinics, but previous efforts have not been integrated into the formal GOI system that dictates a national curriculum. The council recommended that a conference scheduled for late April be shifted to early May to allow for the support of specialist technical advice. Access to Justice is working closely with the U.S. Embassy, the EU JUSTLEX program, and other partners to coordinate support for the efforts of the council, including the conference scheduled for May.



Component 2 Legal Curriculum Assessment Team Meets with Al Nahrain University College of Law

COMPONENT 3: IMPROVE GOVERNMENT PROCESSES

Consultations with IADO and other partners this quarter have informed Access to Justice that many training programs available to NGOs since 2003 were not focused on beneficiary priorities and resources. This was mainly due to the political and social environment at the time. Recent events in the Middle East suggest that there is a growing awareness of the power of social media, gatherings, and protests as part of core advocacy approaches so many partners are motivated to find positive ways to use these tools to advocate for improved government processes.

Result 3.1: Current procedures mapped and clarified with relevant partners through law journals, symposia, moot court efforts, and government engagement to create a foundation for dialogue

Partners confirmed in interviews this quarter that disability issues, gender concerns, and the question of access to formal identification are complex and implicate formal, informal, and religious authorities. They also require close coordination between governmental and civil society actors. In light of this, Component 3 has worked to build support for symposia on core topics that will assist in framing issues and identifying priority activity areas.

A symposium on formal identity will be the first one held next quarter. People across the spectrum of ethnic and social groups face challenges obtaining formal identity under Iraqi law, although paradoxically efforts to solve the problem for one sub-group have not tended to assist others. The groups without identification are highly marginalized and lack access to education, health care, or social support networks such as food rations. This includes particularly vulnerable populations such as children. The symposium will bring together government actors, experts, and civil society members engaged in the issue to discuss causes and potential interventions for improving access to government identification and building bridges across vulnerable groups.

Result 3.2: Coalitions, hotlines, and other positive linkages established and supported to contribute positively to government efforts to improve legal frameworks for vulnerable populations

This quarter the program refined plans to develop hotlines that would allow members of vulnerable groups to contact a partner for information or guidance. IADO and IBA report that they are both receiving a large volume of queries from people with disabilities related to improving access to entitlements and services. Surveys planned for the next quarter will collect more detailed information on these issues to assist with targeting activities. The challenge with hotlines may be less how to set up the link to vulnerable populations, which are increasingly vocal, and more what to do with the calls, emails, and other sources of communication once the organization receives them. This will be explored with other component teams and beneficiaries in the next quarter.

IADO has identified wounded veterans from the Iran/Iraq war and others injured through terrorism as a primary target group for initial programming. Component 3 and IADO are discussing options for linking to a “wounded warrior” network in the U.S. with experience in advocating for policy, regulatory, and legal reform. This organization could serve as a mentor for IADO. Access to Justice is discussing the possibility of a conference for next quarter if grant mechanisms are in place. Several other international and GOI partners are active in this programming area, with whom Access to Justice is already laying the groundwork for close coordination.

Gender

Access to Justice has incorporated gender issues in its program design and implementation and is ensuring that tools developed for monitoring and evaluation incorporate gender considerations. This quarter the team identified a specialist to explore the use of a value chain framework in the context of access to justice programming, reviewed draft indicators to ensure gender considerations were incorporated in the Performance Management Plan, incorporated gender elements into grant documents, and created gender programming tools to assist Component Leads in reviewing options for addressing gender elements in their programming.

Erbil Regional Office

This quarter, the Access to Justice Program ERO initiated programming by establishing an office and administrative systems, employing staff, and building linkages with partners in the Kurdistan Region. The ERO held meetings for the curriculum review mission of Component 2, and created a matrix of NGOs, CSOs, and universities within the Kurdistan Region, including the three governorates of Erbil, Sulaimaniyah, and Dahuk. By March 10, 2011, the Erbil office had interviewed 45 NGOs from three governorates, and contributed to lessons learned that will guide more comprehensive reviews in the future. The ERO also established relationships with functional levels of government, legal professional organizations, NGOs, and international actors this quarter.

Administration and Grants

During this quarter, Access to Justice made a final recommendation for the vacant Component 1 Lead position. The candidate will be joining Access to Justice in May 2011. The delay is due to the fact that several candidates that had accepted initial offers later backed out for personal reasons.

USAID approved the Grants Manual this quarter, and, as already noted, Access to Justice submitted its first request for applications targeting priority program elements identified by Components during the first several months of implementation. USAID has provided comments from both the Contracting Officer's Technical Representative and the Contracting Specialist.

This quarter, the project researched and identified potential database systems to be used in the overall management of grants. A system will be put in place in the next quarter.

In addition:

- Five trainings were held for NGOs, legal professional organizations, academic institutions, and Access to Justice staff in Baghdad and Erbil;
- Internal training for grants team members was completed on the PMP, the annual work plan, and how both relate to the grant applications and planning of program activities with components;
- The grants team was trained on using risk assessment worksheets;
- The grants team made a presentation at the Component 1 strategic communication planning workshop on March 9, 2011;
- Pilot Project: The grants administration team worked with the management team to develop a draft resource plan for the Pilot Project.

PERFORMANCE MANAGEMENT PLAN

In the second quarter, Access to Justice engaged systematically with the key partners and beneficiaries outlined in the Request for Proposal and Statement of Work. Due to the realities of programming in Iraq, there was a significant time period between initial RFP formulation and project implementation. Access to Justice worked to link partners in government, academia, civil society, and professional organizations with draft plans and Performance Management Plan (PMP) elements at the start of the second quarter.

Key outputs of PMP related work during this period were:

- Guidance and inputs on the M&E responsibilities of key members of the Program team and the addition of an Monitoring and Evaluation national staff member to coordinate data collection;
- An updated version of the PMP that incorporated USAID feedback on the initial draft;
- An updated activity-based workplan that incorporated USAID feedback on the approved 1st Year Workplan, partner priorities, and contract deliverables; and
- Draft data collection frameworks (see Annex 2).

The Program team received comments on the draft PMP from the Contracting Officer's Technical Representative (COTR) and the Performance Management Specialist on January 14, 2011. The Program submitted a revised PMP on March 26, 2011 after additional meetings with the COTR and Performance Management Specialist. Additional tools requested by USAID, such as Indicator Reference Sheets, are in draft form and will be submitted in May.

PLANS AND PRIORITIES FOR THE NEXT QUARTER

General

- Open regional office in Basra.
- Focus on program branding compliance issues, including publications and program website.
- Formalize engagement with partners to ensure management systems promote sustainable efforts. An Access to Justice conference has been suggested by key government and professional partners.
- Finalize PMP.
- Launch grants program.
- Initiate several surveys in partnership with key stakeholders and beneficiaries.
- Grants training planned for:
 - NGOs, law schools, and professional organizations in the Kurdistan Region in April.
 - Law school deans in April.
 - NGOs, law schools, and professional organizations in other parts of Iraq.

Component 1

- Deliver training in strategic communication planning to NGOs, professional organizations, and government actors.
- Support IADO's development of a strategic communication plan. After the successful completion of the strategic plan, work on the development of media outreach activities and monitoring plan to ensure campaigns are properly targeted to the intended audiences.
- Working with the grants team and partners, generate grant applications for strategic communication initiatives based on communication plans.

Component 2

- Working with grants team and partners, generate grant applications for NGOs engaged in supporting vulnerable populations for both administrative and substantive areas, with a special focus on clinical elements of the Component 2 workplan.
- Support the development of grant applications from academic institutions focused on improving practical education and student contributions to vulnerable populations.
- Facilitate surveys and assessments related to administrative and substantive capacity of partners to steer future programming.

Component 3

- Hold a symposium on barriers to formal identity (“*jinsiya*”) issues.
- Work with partners to generate journals or other publications on issues facing vulnerable populations in order to improve the informational foundation for advocacy work.
- Support Access to Justice Conference to strengthen links between governmental and non-governmental actors for positive reform.



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FROM THE AMERICAN PEOPLE

برنامج العدالة في متناول الجميع العراق
ACCESS TO JUSTICE PROGRAM

- Form advocacy program with IADO, its constituent members, and partners to support accession to UN Convention on Rights of People with Disabilities and passage of draft Iraqi and provincial laws on disabilities.
- Make organizational progress toward arranging moot court event(s) with IBA.

SUMMARY OF RISK ANALYSIS

Risk Analysis	Category/Type	Action Taken to Date	Action Planned for Next 6 Months	Significance
Partnerships with key beneficiaries required for systemic impact. Due to the break between design and implementation, partnerships were not in place at start-up	Organizational/ Strategic	Multiple meetings with beneficiaries; strong engagement with formal legal curriculum reform body; tentative engagement established with other sectors	Formal meeting with Dean's Council, May 1-3 and joint Access to Justice Conference with key stakeholders in June	High
Some critical partners may not be properly registered under a complicated legal framework dealing with NGOs	Legal and Regulatory	Discussions with partners and the NGO Directorate Unit of CoMSEC	Clarifying the registration process and building government and NGO capacity to process applications	High
Relationships between international actors and some Iraqi partners identified in the SOW have become strained over the past years	Political	Numerous meetings with partners, and cautious agreement to move forward strategically on narrow platforms	Developing a more robust strategic framework for transparent partner engagement in program implementation	High
Legal status of contractors in Iraq is not stable	Legal and Regulatory	Law firm hired to address registration issues, and security teams engaged with U.S. Mission for transition planning	Continued engagement with transition planning	High
Organizational charts and linkages to implementing partners require periodic review	Organizational	Contractual requirements submitted as required	Anticipate review of organizational structure	Moderate
Lines of authority and processes are evolving through project initiation	Organizational	New positions and new program lines will create new pressures on systems	Regular monitoring and team review of structures	Moderate
The transition of the U.S. security footprint creates a great deal of uncertainty in light of the latest political developments and regional unrest	Technical	Ad hoc reviews of parts of the security framework requested from security advisors	Review of security environment and profile by security experts for discussion by the end of the first year of programming	High
Grants management system not in place	Technical	Request for purchase submitted and options identified	Purchase, install, and train staff	High
Grant processing not possible until Request for Applications approved	Technical	Multiple reviews by USAID and Access to Justice	Ensure compliance with both Contract and Technical Representatives	Moderate



ANNEX 1: PROJECT SNAPSHOTS

PILOT PROJECT PARTNERSHIP CONFIRMED



IADO Confirms Partnership with Access to Justice Chief of Party on March 31, 2011

Even in the best of times, People with Disabilities have unique challenges that make access to opportunities and resources a challenge. In Iraq, acts and tools of war and terrorism have also been swelling the ranks of PWD for decades. War also stretched resources that created a social safety net, leaving people and families particularly vulnerable in times of crisis.

In light of increasing government revenue and stability, however, the U.S. Agency for International Development (USAID) found that many current challenges for PWD in Iraq can be traced to a lack of information or knowledge about services that are

available. Other issues may only be addressed through reform of Iraqi legislative frameworks or Iraqi accession to international conventions, both opportunities that seem to be within reach if the many disparate points of support can be brought together.

The Iraqi Alliance of Disability Organizations (IADO) has been working with partners to consolidate the individual voices of many organizations around the country. With USAID support, IADO will generate communication and advocacy initiatives in partnerships with other NGOs and supportive government entities to create practical linkages between the vulnerable and government services.

Component 1: Improve the practical knowledge of vulnerable and disadvantaged Iraqis of their responsibilities, rights and remedies under Iraqi law (Public Outreach)																				
IR: Practical knowledge of vulnerable and disadvantaged Iraqis of their responsibilities, rights and remedies under the law improved IR1.1: Awareness improved among targeted vulnerable populations of their legal rights and entitlements and legal assistance support systems IR1.2: Demand increased on the part of vulnerable populations for assistance from legal professionals and organizations providing legal advice																				
Related	Baseline Indicators	Type of Indicator	Unit of Measure	Definition of Indicator	Disaggregation (Gender; province; type of vulnerable population)			Data Source	Responsibility (data collection)	Baseline value	Baseline Year									
					Gender (Male, Female)	Province	Vulnerable Group													
Potential Baseline Study Topics/Indicators																				
IR1.1	A	Critical areas of access to justice needs and gaps of vulnerable target groups	Baseline, Custom, Qualitative	#																
IR1.1	B	Percentage of vulnerable group populations who meet identified milestones for knowledge on rights, responsibilities and remedies.	Baseline, Custom, Qualitative	%																
IR 1.2	C	Needs of vulnerable populations that have a practical remedy through government or courts in law or in practice	Baseline, Custom, Qualitative	#																
Performance Indicator		Type of Indicator	Unit of Measure	Definition of Indicator	Disaggregation (Gender province; type of vulnerable population)			Data Source	Responsibility (data collection)	Baseline value	2011 target	2011 actual	2012 target	2012 actual	2013 target	2013 actual	Qualitative data 2011 - location	Qualitative data 2012 - location	Qualitative data 2013 - location	
Public Outreach and Communication					Gender (male, female)	Province	Vulnerable Group													
IR1.1	1.1	Number and type of targeted outreach (awareness and information) campaigns conducted with partners	Standard, output, Quantitative	#																
	1.2	Number of new media spots (radio, TV and newspaper) sponsored by partner NGOs and dedicated to access to justice information to vulnerable people	Custom, output, Qualitative	#																
	1.3	Number and type of partner government offices, partner CSOs and legal associations who initiate, plan and independently conduct new targeted information campaigns	Standard, output, Quantitative	#																
	1.4	Level of awareness of target groups of rights, responsibilities and available remedies/recourses	Custom, outcome, Qualitative	%																
IR1.2	1.5	Number of vulnerable group individuals who seek legal advice from partner CSOs, law associations, legal clinics or government organizations	Standard, outcome	#																



Component 2: Increase capacity of legal assistance organizations and other civil society partners to assist vulnerable and disadvantaged people (Legal Assistance Supply and Quality)																			
IR2: Competency and availability of legal professionals and civil society partners to assist vulnerable and disadvantaged Iraqis increased IR 2.1: Capacity of legal assistance organizations and other civil society partners to assist vulnerable and disadvantaged people strengthened IR 2.2: Supply and ability of lawyers to assist Iraq's vulnerable and disadvantaged people increased IR 2.3 Law students trained in practical skills and engaged in providing legal assistance to Iraq's vulnerable and disadvantaged people																			
Related		Baseline Indicators	Type of Indicator	Unit of Measure	Definition of Indicator	Disaggregation (Gender; province; type)			Data Source	Responsibility (data collection)	Baseline value	Baseline Year							
						Gender (male, female)	Province	Vulnerable Group											
Potential Baseline Study Topics/Indicators																			
IR2.1	A	Number and type of project-identified NGO partners that have the basic capacity to serve the needs of vulnerable and disadvantaged people	Custom, Baseline, Quantitative and Qualitative																
IR2.2	B	Supply and Quality of Existing Legal Support Services to assist vulnerable and disadvantaged people	Custom, Baseline, Quantitative and Qualitative																
IR2.3	C	Practical skills competencies taught at law schools incl. skills to advocate on behalf of vulnerable and disadvantaged	Custom, Baseline, Quantitative and Qualitative																
Performance Indicator		Type of Indicator	Unit of Measure	Definition of Indicator	Disaggregation (Gender province; type of vulnerable population)			Data Source	Responsibility (data collection)	Baseline value	2011 target	2011 actual	2012 target	2012 actual	2013 target	2013 actual	Qualitative data 2011 - location	Qualitative data 2012 - location	Qualitative data 2013 - location
Supply and Quality of Legal Services Component #2 overall					Gender (male, female)	Province	Vulnerable Group												
IR2.1	2.1	Number of legal aid groups, law clinics and CSOs assisted by the program	Standard, output, Quantitative																
Legal Service Capacity of Civil Society Partners																			
IR2.1	2.2	Number of program-assisted CSOs which focus on providing priority legal services to target populations	Custom, output, Quantitative																
	2.3	Number of program-assisted CSO staff, legal aid group staff, law clinic staff and government officials that are both trained in and using skills in providing legal services	Custom, output, Quantitative & Qualitative																
	2.4	Number of assisted organizations who meet key milestones on a standard assessment scale: internal governance, advocacy, general management, financial management; legal services provided	Custom, outcome, Quantitative																
	2.5	Level of client satisfaction with services provided by project-assisted organizations	Custom, outcome, Quantitative																



Component 3: Create mechanisms for dialogue between NGOs/CSOs and government on improved processes and procedures to facilitate access to justice for vulnerable and disadvantaged populations																		
<i>IR3: Government processes and procedures to facilitate access of vulnerable populations to government services and legal remedies improved</i> <i>IR 3.1: Amended laws, regulations, and procedures clarify or modify practice under existing law so as to expand access to justice support and services for vulnerable and disadvantaged populations</i> <i>IR 3.2: Mechanisms created for dialogue between government and NGOs/CSOs on improved processes and procedures for facilitating access to justice for vulnerable and disadvantaged populations</i>																		
Performance Indicator	Type of Indicator	Unit of Measure	Definition of Indicator	Disaggregation (Gender province; type of vulnerable population)			Data Source	Responsibility (data collection)	Baseline value	2011 target	2011 actual	2012 target	2012 actual	2013 target	2013 actual	Qualitative data 2011 - location	Qualitative data 2012 - location	Qualitative data 2013 - location
				Gender (male, female)	Province	Vulnerable Group												
Supply and Quality of Legal Services Component #2 overall																		
IR3.1	3.1	Specific recommendations made by CSOs that are adopted	Custom, Qualitative, Outcome															
IR3.2	3.2	Number (and topic) of advocacy campaigns carried out by program-assisted CSOs to represent the needs of vulnerable groups	Standard, Output, Quantitative															
	3.3	Number of (formal) consultations conducted with government officials to discuss specific access to justice needs of vulnerable groups	Standard, Output															
	3.4	Number, and type of recommendations made by CSOs for amendments to laws, regulations and procedures and mechanisms for access to justice by vulnerable and disadvantaged populations	Custom, Outcome, Qualitative															

ANNEX 3: STATUS UPDATE TO PROGRAM'S PROCUREMENT PLAN

The following life-of-project Procurement Plan has been submitted to USAID for approval as part of the Program Implementation Plan. The below provides an update on the status of procurement of each item as of March 31, 2011.

ITEM	SPECIFICATIONS*	PURPOSE- INTENDED USE	QTY	STATUS
Satellite and Network Equipment	Comtech (CDM-570L) L-Band Satellite modem Modulation/Demodulation support 8-PSK, turbo, maximum bandwidth, and IP-Modular interface. Transmit BUC - Extended or standard as per ISP satellite need Ku Band 4W. DC input: +15--+30V. Antenna size 1.8 M or 2.4 M as per ISP need. Cisco Router 2600 or 2800 with Mikrotic RB 1100 and RJ-45 dual point Ethernet Keystones inside server room & 70 meter Cat6 outdoor connection between two buildings. Network Rack 42 unit. 2200 AV APC Rack mount UPS	Support Baghdad and Field Office Operations	1	Completed
Server	1 Quad Core Intel®Xeon®E5410 (16 GB Memory) or equivalent; (6) 146 GB 15K RPM serial-Attach SCSI HotPlug Hard or equivalent with Microsoft Windows Server 2008 64 bit R2 Standard Edition license and Media (includes 5 CALs)	Support Baghdad and Field Office Operations	1	Completed
Computers – Desktop	With processor: 3.0GHz, 2M, 800MHz FSB; Memory: 3GB or 4GB DDR3; Boot Hard drivs: 250GB, 7200RPM 3.5" SATA; Monitor 19in; with speaker, USB Optical Mouse, OS Genuine Windows 7 Professional and MS	Support Baghdad and Field Office Operations	8	Completed



ITEM	SPECIFICATIONS*	PURPOSE- INTENDED USE	QTY	STATUS
	Office Professional 2010			
UPS	APC 650AV	Support Baghdad and Field Office Operations	8	Completed
Laptops	Hewlett Packard Intel I5 Processer, 3 GB Memory, 380 GB Hard Drive, 2.5 GH Processor	For use by Project Start-Up Staff	32	Completed
Network Printer (Laser colored)/Photocopier	Network printer. Prints black text at speeds of up to 17 pages per minute and text with colored graphics at speeds of up to 12 pages per minute in the "FastDraft" mode. Duplexing: Standard Automatic Trayless Duplexing. Support all paper size (A3, A4, B4, and B5). Number of Trays: 2 Trays.	Support Baghdad and Field Office Operations	1	Completed

ITEM	SPECIFICATIONS*	PURPOSE- INTENDED USE	QTY	STATUS
Network Printer (Black and White) / Photocopier	Network Scan Gear utility. Systems' standard 10/100Base-TX Ethernet interface support the fastest possible data transfer speeds in shared environments. Image Server Memory: Standard 1024MB RAM/20GB HDD. Copy/Print Speed: at least 50 cpm/ppm (Letter). Duplexing: Standard Automatic Trayless Duplexing. Multiple Copies: 1 to 999. Number of Trays: 4 Trays. Dry Mono printer Component Developing System. Support all paper size (A3, A4, B4, and B5). Support sorting and pressing paper	Support Baghdad and Field Office Operations	1	Completed
Digital Camera	Compact DLSR	Document project's progress	3	Partially complete
Shredder	Light compact 10pc	Support Baghdad and Field Office Operations	3	Completed
Binder Machine	AS 1610 SB, 220 mm width, strip cut 6 mm, 16 sheets, 23 liters	Support Baghdad and Field Office Operations	3	Completed
Photo copier	DC 1055 DC Speed 15ppm, 1 tray, 99 set, light text mode, sharpness, image quality, transparency, reduce enlarge, auto rotate, FCOT less than 7.4 sec, warm up time 25 sec, A3+, max 200%, min 50%, 600dpi/256 tones, desktop	Support Field Office Operations	2	May 30, 2011
Paper cutter	180 Guillotine Trimmers, A3, 455 mm length, 10 sheets capacity, manual clamp	Support Baghdad and Field Office Operations	3	May 30, 2011
LCD Projector	With dedicated projector screen and portable. Minimum ANSI 2000 Lumens	Support Baghdad and Field Office Operations	2	Completed

ITEM	SPECIFICATIONS*	PURPOSE- INTENDED USE	QTY	STATUS
Cell phone	Standard/Regular Mobile Phones (basic set up)	Support Baghdad and Field Office Operations	45	Completed
Safe	4 digit code setting, master code/key, date & time setting, audit trail record for safe opening & closing, large storage capacity, LED display, 2 large motorized locking bolt	Secure Cash and valuables in Baghdad and Basra offices	2	May 30, 2011
Cash count machine	Counterfeit checking multi currency	Finance use	2	Completed
Desk Chair	Leather High back, Ergonomic seat height with knee, Gas spring column	Support Baghdad and Field Office Operations	3	Completed
Desk	Partition/Pre-fab Single occupancy	Support Baghdad and Field Office Operations	32	Completed
Desk	Partition/Pre-fab Double occupancy	Support Baghdad and Field Office Operations	3	Completed
File Cabinet	4 drawers filing cabinet, Full extension drawer, Anti-Tipping Mechanism	Support Baghdad and Field Office Operations	20	Completed
File Cabinet	2 drawers filing cabinet, Full extension drawer, Anti-Tipping Mechanism	Support Baghdad and Field Office Operations	20	Completed
Office Side Chair	Executive Synthetic leather upholstery, fixed aluminum arm-rest, aluminum chair-base, knee tilt mechanism , with caster	Support Baghdad and Field Office Operations	10	Completed
Office Side Chair	Regular Synthetic leather upholstery, aluminum chair-base, knee tilt mechanism, with caster	Support Baghdad and Field Office Operations	33	Completed



ITEM	SPECIFICATIONS*	PURPOSE- INTENDED USE	QTY	STATUS
Conference Chairs	Regular Synthetic leather upholstery, aluminum chair-base, knee tilt mechanism	Support Baghdad and Field Office Operations	62	Partially completed
Conference Table	Classroom type Square Tables with casters	Support Baghdad and Field Office Operations	10	Partially completed