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# MALI JUSTICE PROJECT

QUARTERLY REPORT

YEAR ONE – QUARTER TWO

APRIL 1, 2016 THROUGH JUNE 30, 2016

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# MALI JUSTICE PROJECT

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Quarterly Report

Year One, Quarter Two

(April 1 – June 30, 2016)

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## **DISCLAIMER**

The authors' views expressed 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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# LIST OF ACRONYMS

AJM	Association des Juristes Maliennes
AEG	Accelerated Economic Growth
APDF	Association pour le Progrès et la Défense des Droits des Femmes
CAFO	Coordination des Associations et ONG Féminines
CAO	Citizen Advocacy Office
CSO	Civil Society Organization
CPS	Planning and Statistics Cell
DEMESO	Clinique Juridique Deme-so
DFM	Finances and Equipment Directorate
DNAJ	National Direction for Justice Administration
ECOWAS	Economic Community of West African States
ETLS	ECOWAS Trade Liberalization Scheme
GARDL	Groupe Action et Recherche pour le Développement Rural
GARI	Groupement des Artisans Ruraux de l'Intadene
GESI	Gender and Social Inclusion
GOM	Government of Mali
INFJ	National Institute for Judiciary Training
ISJ	Inspectorate of Judiciary Services
JCAP	Joint Country Action Plan
LRG	Local Reference Group to Accompany the Informal Justice Mapping
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MJP	Mali Justice Project
MOJ	Ministry of Justice
NGO	Non-Governmental Organization
PDG	Peace Democracy and Governance
PROMODEF	Organization for the Promotion of Women's Rights
SGI	Security Governance Initiative
STTA	Short-Term Technical Assistant
TDR	Traditional Dispute Resolution
USAID	United States Agency for International Development
USG	United States Government
WILDAF	Women in Law and Development in Africa

# EXECUTIVE SUMMARY

The USAID Mali Justice (MJP), executed by Checchi and Company Consulting, Inc. (Checchi) began on December 8, 2015. This quarterly report covers the period from April through June 2016. In the reporting period, MJP submitted its Work Plan along with the Performance and Management Plan, which were respectively approved by USAID on May 12 and May 20. In collaboration with the Ministry of Justice, MJP organized its official launch on April 28, attended by the US Ambassador, the Security Governance Initiative Ambassador, the Minister of Justice, international actors working on rule of law and justice matters, civil society organizations and other senior representatives of the Ministry of Justice, including the Secretary General and Directors of the MOJ central services (DNAJ, INFJ, CPS).

MJP began implementation of the approved Work Plan, including a number of assessment and mapping activities to collect baseline information, notably with courts, the DNAJ and CSOs facilitating access to justice. In the purview of the implementation of the SGI also continued to consolidate its institutional relationships with a wide range of actors, including the Minister of Justice, the Secretary General of the MOJ, the DNAJ's director and the director of the CPS.

In the background of the courts' needs assessment, MJP began planning Quick Impact Activities (QIA) aiming at immediate improvements to the experience of users with the court system, while long term changes and reform were initiated.

MJP staff and consultants undertook a number of field missions in the framework of the courts' assessment (in the regions of Bamako, Koulikoro, Segou, Kayes, Sikasso, Koutiala and Bougouni), the informal justice mapping (Menaka and Kidal) and the anti-corruption initiative (Sikasso).

MJP continues to establish positive working relations with GOM and CSO counterparts, signaling that the execution of the project will unfold smoothly. The pace of the execution of activities, however, decreased during the holly period of Ramadan (June 15 to July 5). MJP faced additional challenges pertaining to the general insecurity in Northern Mali. Under the reporting period, a number of political uncertainties obstructed the execution of activities, including rumors of a Cabinet reshuffle and tensions in the implementation of the Algiers Peace Agreement.

# I.0 PROJECT DESCRIPTION

The purpose of the USAID Justice Program in Mali is to support the Government of Mali's goal of more efficient, effective, and competent Malian justice sector institutions that are accountable and responsive to the needs of Malians. The project aims to work with the formal and informal justice sector to 1) improve the institutional capacities of key justice sector institutions, especially the National Direction of Justice Administration (DNAJ) and courts; 2) improve the framework and processes of access to justice by supporting the work of organizations facilitating access to justice through expanding paralegal and legal aid clinics, but also through working to connecting the informal justice to the formal justice sector, and 3) provide targeted legal services, advocacy, and public information campaigns along a key trade route to reduce the level of corruption.

This is a project with a broad mandate that spans justice, security, trade (economic growth) and anti-corruption sectors with the overarching goal to show measurable improvement in the effectiveness, efficiency and operational capacity of GOM institutions to meet the needs of Malian citizens. To affect the change required for institutional reform, the project plans to develop initiatives – in partnership with the GOM and other local counterparts, who will often take a leading role – that are data driven with decisions based on verifiable information. This will be a major change to the way policy and operational decisions are currently made within the Malian judicial sector.

## 2.0 OFFICIAL LAUNCH CEREMONY

On April 28, the official launch ceremony of MJP took place at the National Institute for Judiciary Training (INFJ). A joint effort of the Ministry of Justice and MJP, the launch was attended by about 200 people representing the international community working on justice sector matters (the European Union, the Dutch Embassy, the French Embassy, the Canadian Embassy, MINUSMA), MOJ central services and directorates, CSOs, and the media. Key notes addresses were delivered by the US Ambassador Paul Folsmbee, the Minister of Justice Aminata Malle Sanogo and MJP Chief of Party, Jean H. Lavoie. The Security Governance Initiative (SGI) representative, Ambassador Lawrence Wohlers, was in attendance as well as USAID Acting Mission Director Erin Pacific. Members of the USAID bureau for Peace Democracy and Governance (PDG) and the Accelerated Economic Growth (AEG) also attended. A local public comedy group, NYONGOLON, performed an act portraying the need for access to justice at the grass roots level.

The timing of the launch and implementation of MJP coincided with multilateral initiatives to bring an end to the Northern Mali conflict, under the framework of the Algiers Agreement. This agreement recognizes the important role justice sector institutions must play to combat impunity and bring justice close to the users, taking into consideration the need to render justice relevant to the local systems and contexts.



Photo: USAID/Mali

**USAID Ambassador (Paul Folsmbee) and Minister of Justice (Aminata Malle Sanogo) arriving at the National Institute for Judiciary Training for the official launch of the Mali Justice Project.**

## 3.0 COMPONENT ONE

Component I has a significant Security Governance Initiative (SGI) focus. Its activities are aligned to the Mali Joint Country Action Plan (JCAP) which seeks to support the Ministry of Justice's Urgent Plan, notably through improving human resource management. In so doing, MJP will assist the Ministry of Justice – through a number of central services, including DNAJ and others such as CPS - to develop and implement a system that allows an accurate forecast of the human, material, and financial resources needed at the central services and court level.

Under the reporting period, Component I started the courts needs assessment of 10 sampled courts, conducted a Business Process Analysis of the DNAJ and performed an initial assessment of the INFJ. Together with the DNAJ leadership, Component I started the planning of the Quick Impact Activities.

### 3.1 COURTS NEEDS ASSESSMENT

In the aim to identify, implement and institutionalize the use of quantitative and qualitative methodologies to develop improved decision making in the management of the justice sector's human resources and to increase the performance of courts in delivering justice, MJP initiated a courts needs and processes assessment. Together with the leadership of the DNAJ, MJP developed a court's needs assessment methodology, which entailed collecting quantitative data pertaining to the management of courts. Collected data will serve as baseline information that will profile ten sampled courts located in Bamako and in the regions of Sikasso, Koulikoro, Segou, Kayes, Koutiala, and Bougouni. Mopti (covering the geographic jurisdiction of the Mopti Appeals Court, including local level courts located in the regions of Timbuktu and Gao) and the Bamako Court of Appeals assessments are planned for the next quarter.

**(a) Purpose:** In order to provide the DNAJ with technical solutions to collect and manage numerical data for the management of its judicial administration and improve the performance of courts, the courts needs assessment provided a snapshot of salient problems impeding courts' performance and diminishing DNAJ's relevance in justice administration; in doing so, the courts' assessment elicited a number of priority areas of intervention for the improvement of the administration of justice, including the management of human resources. In the long term, it is expected that DNAJ will possess a data collection methodology that will allow a systematic and institutionalized management of courts, including human resource management and court administration. In the short term, the courts assessments provided considerable information that will shape and accompany the execution of Quick Impact Activities.

**(b) Sampling:** Ten courts representing the broader features of over 78 courts in Mali were selected for the needs assessment. Following the February 5 meeting with Appeal Courts (of Bamako, Mopti and Kayes) Presidents (*Premiers Presidents*) and Regional Prosecutors (*Procureurs Generaux*), DNAJ received a list of regional locations where court needs assessment were necessary. In conjunction with the DNAJ leadership, MJP selected the follow courts for the first round of needs assessments:

1. Appeals Court of Bamako
2. Court of 1st Instance of Commune 3 in Bamako
3. Court of 1st Instance of Commune 4 in Bamako
4. Court of 1st Instance of Commune 6 in Bamako
5. Court of 1st Instance of Kayes

6. Court of 1st Instance of Kati
7. Court of 1st Instance of Koulikoro
8. Court of 1st Instance of Koutiala
9. Court of 1st Instance of Mopti
10. Court of 1st Instance of Bougouni

**(c) Data collection steps:**

*i. Data collection questionnaire:* Component I developed a questionnaire designed to capture salient elements pertaining to (a) the physical description of the courts (building) (b) the organization of the court (c) the human resource (staffing, workloads registries) and (d) processes and procedures of the courts (case flow, caseload, registries). The process of developing data collection questionnaire benefited from the inputs of the STTA André Clement who assisted the Component I team from March 9 to 15.

*ii. Data collection team:* The main principle was to ensure and display DNAJ leadership in the process of data collection. MJP also secured the implication of other central services in charge of



**Main entrance of the Court of 1st instance of Kayes, visited by the Component I court assessment team.**

statistics and planning (CPS), and in charge of finance and equipment (DFM); Component I team members, including Team Leader Marie Breda, were also part of the data collection team. For the first regional data collection mission (the Court of 1st instance of Kayes) MJP hired an STTA, Judge Francis Saudubray, to lead the team.

*iii. Preparations of the data collection:* Component I organized a number of

activities ahead of the data collection, including strategic planning meetings with DNAJ and CPS, trainings on the utilization of data collection tools and the tests of data collection tools.

### 3.2 DNAJ BUSINESS PROCESS ANALYSIS

Under the reporting period, Component I completed the DNAJ's Business Process Analysis (BPA). The BPA covered the current state of DNAJ's organization and an initial prognosis for improvement.

The DNAJ indicates that the institution possesses 34 staff members (15 of which are women), ranging from the Director to clerks. Its staff is spread across four operational directorates, including the courts' administration, human resources, public outreach, and documentation and IT. There is also a fifth directorate, the regional justice directorate, that has never functioned. The business processes of DNAJ revolve around (1) human resource management, including the management of magistrate and non-magistrate personnel (2) the management, coordination and quality control of courts' administration (3) public outreach and orientation of users and (4) documentation and archiving of files pertaining to the career of magistrate and non-magistrate personnel.

Next steps in the process include deciphering information gathered by the BPA in order to ensure that DNAJ delivers its business processes in a manner that demonstrates the improvement of the justice sector as contained in the MOJ Urgent Plan. Component will use the analysis to assist DNAJ to (1) articulate the tasks, conditions, and standards necessary to perform each role and position in the justice sector, including the requisite competencies and experience necessary to hold the position and (2) incorporate these standards into career path planning for all justice sector personnel.

Since June 51, 2016, DNAJ is endowed with a sublegal act (No. 2016 – 2125/MJDH – SG) detailing DNAJ operational structures, necessary to exert its powers in terms of human resources and judicial management

### 3.3 INITIAL ASSESSMENT OF THE INFJ

The National Institute for Judiciary Training (INFJ) is the main institution in Mali tasked with training magistrate and non-magistrate justice sector personnel. It plays an important role in the human resource management of the justice sector as all justice sector careers are affected by the quality of the training obtained. Its role is therefore important in various chain management of the career of magistrate and non-magistrate personnel.

MJP also began an initial assessment of the INFJ, focusing on the mapping of personnel as well as the identification of priority training needs. This initial assessment will be completed throughout the next reporting period.

### 3.4 QUICK IMPACT ACTIVITIES

In order to improve the experience of users of the justice system, MJP started to plan the execution of Quick Impact Activities. To make this exercise coherent with the above mentioned courts' needs assessments, MJP worked with the DNAJ leadership and with the Presidents and Chief Prosecutors of Courts of 1st instance of Commune 3, 4 and 6 in Bamako to make a priority list of activities that could have an immediate impact. The renovation of court rooms featured on top of expressed needs; all three courts' actors were in favor of the improvement of the sound system in the court rooms as well as fitting the court with benches. Together with DNAJ, and the Finances and Equipment Directorate (DFM), MJP is conducting feasibility studies for the quick impact activities in the identified courts in Bamako. MJP is also contemplating replicating the success of quick impact activities in courts outside Bamako.

## 4.0 COMPONENT TWO

Under the reporting period, Component 2 made considerable headway in the informal justice mapping activity and completed the Business Process Analysis of Bamako-based organizations facilitating access to justice. Component 2 initiated contacts with the Young Advocates of Mali Organization in order to establish a roster of lawyers to provide pro bono legal assistance and started the process of establishing a Women and Disadvantaged Groups Rights Advocacy Network.

### 4.1 INFORMAL JUSTICE MAPPING

Component 2 launched the informal justice mapping activity which collects quantitative data related to informal justice practices to resolve conflicts occurring throughout Mali. The rationale behind the informal justice mapping is to improve the knowledge of stakeholders (such as the MOJ) on the scope and importance of the informal justice sector to everyday Malians in their plight to access justice, mostly in difficult environments where formal justice mechanisms are either ineffective or inexistent. The mapping will also reveal the interconnectedness and overlap between the formal and informal justice mechanisms.



Photo: MJP

*MJP Component 2 staff and the chair of NGO GARI meet with stakeholders from Menaka, Alata, Inekar, Anderamboukane and Tidermene in Menaka, June 8, 2016*

**(a) Informal justice data collection tools and partnership**

i. *Local Reference Group to Accompany the Informal Justice Mapping (LRG):* A Local Reference Group to accompany the informal justice mapping was established to develop the informal justice methodology and tools. Staffed with academics, CSOs representatives and representatives of cultural and religious associations, the LRG provide contributions on (1) the geographical and demographical sampling, identifying areas where informal justice practices are predominant, matching them with the demographic ethnical concentration to facilitate data collection. The sampling covered all nine regions of Mali (Kayes, Sikasso, Koulikoro, Segou, Mopti, Gao, Timbuktu, Menaka and Kidal) and the District of Bamako, and (2) the questionnaires to be administered to informal justice actors and users. Two sets of questionnaires were validated after LRG provided their inputs

ii. *The tools:* A guide containing various scenarios of issues pertaining to informal justice discourse was drafted and made available to the LRG to assist them in the process of drafting and adopting questionnaires. Two questionnaires pertaining to the experiences of informal justice with users and actors were drafted and validated throughout the interactions within the LRG. The questionnaires encompass an approach that starts interactions with interviewees as well as thematic questions pertaining to demographic information of interviewees, the typology of conflicts and issues for which informal justice recourses were sought, powers and processes of informal justice, the experience of women, children and disadvantaged people with informal justice, as well as interrelations between the informal justice with the formal justice system and administrative means of settling conflicts. The informal justice users' questionnaire – a combination of open and closed ended questions - totals 52 questions, while the informal justice actors' questionnaire has 51 questions. The questionnaires were converted into an open computer application, KoboCollect, which allows data to be collected electronically, permitting the synchronization of data collected in different locations and ensuring the reliability of data with GPS authentication.

iii. *Informal justice data collection actors:* To ensure successful data collection, Component 2 opted for the establishment of partnership with local CSOs and group operating in the geographic and demographic locations where informal justice data collection will take place. In the region of Kidal and Menaka, Component 2 respectively established partnership with the NGOs GARDEL (*Groupe Action Recherche pour le Developpement Local*) and GARI (*Groupement des Artisans Ruraux de l'Intadene*). Based on the scope of work for researchers and supervisors of the informal justice data collection validated by the LRG, Component 2 recruited 20 researchers and one supervisor for the region of Kidal, and 10 researchers and one supervisor for the region of Menaka. The supervisors and researchers were recommended by Component 2 local partners. The supervisors received a training on how to administer the questionnaire and how to utilize the KoboCollect application in the tablet.

**(b) Testing the challenges pertaining to collecting informal justice data in hostile environments:** The informal justice data collection will cover all nine regions of Mali and the District of Bamako. Given the insecurity persisting in Northern Mali and the ineffectiveness as well as the absence of justice sector mechanisms, informal justice practices have taken central stage in the process of adjudicating conflicts in Northern Mali. Component 2 opted for starting the informal justice data collection in northern regions of Mali to ensure that data collected is processed swiftly and contributes to (1) the establishment of interconnectedness between the formal and informal justice systems and (2) the inclusion of rule of law

parameters in the functioning of informal justice practices in regions escaping the control of the central government, and therefore contributes to the implementation of the Algiers Agreement. Component 2 staff travel to Menaka (a new region created in January 2016) to grapple first hand with the realities of running the informal justice mapping in environments escaping the control of the Malian central government and where the recourse to informal justice is predominant. From June 7 to 13, MJP staff including DCOP Olivier Kambala wa Kambala, traveled to Menaka and met with identified researchers, local elected representatives from the circles of Menaka, Anderamboukane, Tidermene and Inekar, as well as representatives of armed groups (such as Plate-forme) exerting effective control in the said territories. During exchanges, the team introduced MJP and the informal justice mapping modus operandi, seeking the audience buy-in. The team also took the opportunity to test the mapping questionnaire and to train the identified researchers to use the data collection tools.

- i. On June 8, MJP Component 2 staff and counterparts met with 45 people, including five mayors (Menaka, Tidermene, Alata, Anderamboukane and Inekar), first deputy of the Inekar Mayor, chief of village of Menaka, chiefs of fractions, imams/marabouts, a representative of the high council of local territories, local counselors, the counselor of the circle of Menaka, youth representatives and other dignitaries. The meeting served as a brainstorming and focus group discussion around informal justice in the region of Menaka, premised on the looming quantitative data collection exercise to take place in the region of Menaka
- ii. On June 10, NGO GARI and the team conveyed a meeting with a targeted group of ten people including the mayors of Menaka and Inekar, the *cadi* of Menaka, youth representatives, delegates from selected fractions, and dignitaries from the region of Menaka. The meeting revolved around means and actions to establish the rule of law in the nascent region of Menaka and to contribute to peace, stability and social cohesion. The gathering committed to maintain this innovative space for consultation on rule of law issues.

#### **(c) Data collection in Kidal and Menaka**

- i. *Kidal*: Informal justice data collection in the region of Kidal took place from June 25 to July 4, 2016 and covered six of eleven communes in the region of Kidal and four administrative circles. The six communes included Kidal, Anefis (administrative circle of Kidal), Abeibara (administrative circle of Abeibara), Tinessako (administrative circle of Tinessako), Adieloc and Tessalit (administrative circle of Tessalit). The demographic sample targeted in the data collection covers 80% of the entire population of the region of Kidal, an estimated 67,638 people. The mapping collected 89 questionnaires for the informal justice actors and 1203 questionnaire for the informal justice users. Substantive analysis of the data collected will be available during the next reporting period.
- ii. *Menaka*: Preparations are underway for the informal justice data collection to take place in Menaka the last week of July.

## **4.2 BUSINESS PROCESS ANALYSIS OF CSOS FACILITATING ACCESS TO JUSTICE**

MJP conducted the Business Process Analysis of CSOs facilitating access to justice in semi-urban areas and local communities, including members of the paralegal network (DEMESO, AJM, CAFO, WILDAF) and a non-member of the legal network, the Organization for the Promotion of Women's Rights (PROMODEF).

**(a) Business Process Analysis tool**

The BPA was conducted using an Organizational Capacity Assessment (OCA) tool synthesizing classic USAID OCA with tools utilized by the Component 2 Organizational Capacity Building Specialist and the Financial Capacity Building Specialist. The resulting BPA tool focuses on CSO's processes pertaining to organizational configuration, governance structures, administrative and procurement, human resource, financial management, internal oversight, assets' management, strategic planning, project management, project performance management and capacity building needs.

**(b) Business Process Analysis outcome**

The diagnosis of the identified organizations highlighted the strengths, weaknesses, threats and opportunities (SWOT) of the CSO's organizational and financial structures in order to establish a capacity building plan, a pre-requisite to the issuance of block grants to eligible organizations. Component 2 specialists established reports and synoptic sheets for each organization processed.

The methodology of the BPA - including the review of key documents pertaining to organizational and financial management, individual interviews with management and financial staff, as well as the running of an all staff SWOT focus group – achieved more than just the diagnosis of the organizations examined; it permitted spontaneous capacity building and soul searching effects for members of the organizations, especially the ones that have not had the opportunity to run OCA.

**(c) Next steps**

Component 2 will continue with the BPA of CSOs facilitating access to justice and based in the regions of Timbuktu, Gao and Menaka. At the same time, Component 2 will establish an eligibility guideline through a scorecard system.

### 4.3 ESTABLISHMENT OF A ROSTER OF PRO BONO LAWYERS

Component 2 maintained contacts with the Association of Young Malian Advocates (AJAM) through its leader Halifa Habib Kone. Exchanges with AJAM revolved around the review of means of collaboration, particularly in ensuring access to justice through the deployment of Young advocates into legal clinics held by organization facilitating access to justice. A first step of collaboration with AJAM is the establishment of a pro bono lawyers roster willing to be deployed in legal aid clinics run by CSO facilitating access to justice in semi urban areas and local communities. The establishment of the roster of pro bono lawyers implied a collaboration with CSOs facilitating access to justice, notably through working with paralegals, so as to identify the geographical locations where such an assistance would be the most useful. The roster will be finalized before the end of fiscal year one and deployment of pro bono lawyers is expected to take place soon after.

### 4.4 WOMEN AND DISADVANTAGED GROUPS' RIGHTS ADVOCACY NETWORK

Preparations for the establishment of the women's right network to advocate and lobby for gender sensitiveness and streamlining in the justice sector were underway. The last preparatory events included:

**(a) Meetings with women leaders at MJP Office:** During the reporting period, a meeting took place on June 29, gathering women leaders of CSO such as AJM, CAFO, PROMODEF and WILDAF. The gender focal point of the Ministry of Justice also attended the meeting. Participants to the meeting furthered the concept note of the network and initiated discussions on the format of the network.

**(b) Stocktaking on the format of the network through a questionnaire:** prospective members of the network filled in a questionnaire which contained questions pertaining to strategic and operational modalities of the network.

#### 4.5 COUNTERING TRAFFICKING IN PERSONS

Component 2 established contacts with NGO Temedt, which is a champion of various anti trafficking issues in Mali, notably antislavery. The contacts are aimed at brainstorming on countering trafficking activities to implement in order to maintain Mali in the U.S. State Department's Tier 2 Watch List, therefore avoiding Mali being downgraded to Tier 3 status, which could have detrimental consequences for bilateral US- Mali relations.

## 5.0 COMPONENT THREE

During the reporting period, Component 3 Team Leader, Nick Kulibaba, was on medical leave and is still undergoing a number of surgical operations. The essential activities of Component 3 revolve around (1) administration (2) preparations of the elaboration of the white paper on the impact of rent seeking and predation of women and (3) completion of a media inventory.

### 5.1 ADMINISTRATION – MSI-CHECCHI STRATEGIC PLANNING

The Checchi home office and subcontractor MSI took were involved in a number of exchanges to tie up interrelations around Component 3 operational points, including administrative support staffing in Mali, recruitment of additional Component 3 staff members, budget review, as well as the opening of a MJP sub-office in Sikasso.

### 5.2 STAKEHOLDER IDENTIFICATION STUDY

During the course of two visits to Sikasso, the Component 3 Team Leader, the Gender and Social Inclusion Specialist, and (in March) USAID COR Erik Pacific met with a variety of governmental and private sector actors to identify key participants to be included in the Sikasso Regional Anti-Corruption Forum. It was also concluded that MJP Regional Anti-Corruption Forum would be integrated into a similar, but moribund, forum sponsored by the Sikasso Regional Assembly and partially-funded by Cooperation Suisse.

### 5.3 IDENTIFICATION OF PROSPECTIVE CAO PARTNERS

During the course of two visits to Sikasso and ongoing discussions, prospective NGO partners for implementation of the Component 3 Citizen Advocacy Offices were identified. Candidates include CAFO and the *Association des Jeunes Juristes et Sympathisants*. Collaborative assessments of organizational capacity were carried out by a team comprised of MJP Component 2 staff.

### 5.4 PREPARATIONS OF THE ELABORATION THE WHITE PAPER ON THE IMPACT OF ROADSIDE CORRUPTION

MJP Component 3 Team Leader and the Gender and Social Inclusion Specialist conducted multiple visits to Sikasso to lay the groundwork for future collaborations for a range of Component 3 activities. The initial launch activity will be a study to identify the economic and social impacts of roadside corruption on the population of the region. Particular attention will be devoted to impacts on women, to prepare the way for a media campaign to highlight the vulnerabilities of that population to rent-seeking. The research will also inform development of a “White Paper” on the impact of roadside corruption, serving as the focus for dialogue within the Regional Anti-Corruption Forum. The study will also identify the modalities of roadside corruption to addressed in the design of MJP-sponsored Citizen Advocacy Offices.

### 5.5 MEDIA INVENTORY

A media resource inventory was designed and implemented by the Component 3 Communications and Outreach Coordinator. The resource inventory provides a comprehensive description of resources and contacts for radio, television, print and digital media that may be mobilized by the Mali Justice Project. Emphasis was initially placed on the Third Region (Sikasso), where Component 3 will be most active. The media inventory is, however, intended to be a resource for all project components and will include consultation with Component 1 and 2 Team Leaders. The work was completed in June.

# SECTION 6: LOOKING AHEAD

## COMPONENT ONE

- The completion of needs' assessment of the ten courts and presentation of findings of the assessment to a justice sector multi-stakeholder group
- The establishment and functioning of the Working Group for the betterment of justice sector practices, including the adoption of court's administration procedure improvements
- The development of individual judicial staff evaluation and methods
- Beginning of activities related to the development and adoption of the DNAJ operating procedure manual
- The implementation of quick impact activities at selected/identified courts
- The development of a strategic plan document for the INFJ
- The completion of the INFJ training assessment
- The development of the MOJ media materials, including a web portal and selected outreach materials

## COMPONENT TWO

- The continuation of informal justice data collection
- The analysis of available informal justice data
- The organization of dialogs around available informal justice data and development of recommendations for an integrated approach for the operationalization of informal justice practices in the purview of rule of law provisions
- The completion of business process analysis of CSOs facilitating access to justice in semi urban areas and local communities and the development of a capacity building action plan
- The development of access to justice media campaign and broadcast on national television and regional community radios
- The elaboration of a pro bono lawyer roster and deployment in legal aid clinics
- The issuance of MJP block grants to CSOs facilitating access to justice in semi urban areas and local communities

## COMPONENT THREE

- An update of the 2011 Gap Analysis of the ECOWAS Free Trade Area and a diagnostic of Mali's implementation of trade protocols (including the ECOWAS Trade Liberalization Scheme, or ETLT will be carried out.
- Monthly "Seances de reflexion" hosted by the Sikasso Regional Assembly will be informally convened as precursors to a launch meeting of Regional Anticorruption Forum. The "séances" will serve to establish the membership and guidelines for the conduct and organization of the Forum.

- Completion of the Impact Assessment of Roadside Corruption in collaboration with regional NGO partners
- A White Paper on the impact of roadside corruption will be produced and presented to the nascent Regional Anti-Corruption Forum
- A White Paper on the impact of rent-seeking and predation on women as economic actors will be drafted and circulated
- Guidelines for media reports on women as targets of corruption will be developed
- Economic assessment of mechanisms and impacts of rent-seeking will be launched

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