

PN ARX-525

**THUNDER**

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**USAID Global Bureau  
Center for Democracy**

**Rule of Law  
Inventory of Program Elements and  
Sources of Expertise**

**Final Report**

**Prepared for G/DG  
Contract AEP 5451-I-2050-00  
Delivery Order 12**

January, 1995

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**Thunder & Associates, Inc.  
719 Prince Street  
Alexandria, Va. 22314  
U.S.A.**

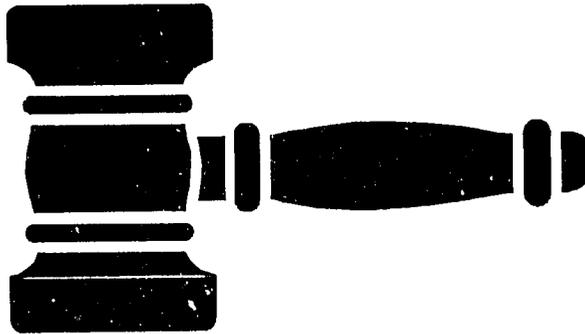
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GLOBAL BUREAU  
CENTER FOR DEMOCRACY  
RULE OF LAW PROGRAM

INVENTORY OF PROGRAM ELEMENTS  
AND  
SOURCES OF EXPERTISE

January 1995



Contract AEP 5451-I-00-2050-00  
Delivery Order 12

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Alexandria, VA 22314

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American Association for the Advancement of Science	AMASSOCI.FAD
American Bar Association	AMBARASS.OCI
American Institute for Free Labor Development	AMINSFOR.FRE
American Judicature Society	AMJUDICA.TUR
American Law Institute	AMLAWINS.TIT
American Legislative Exchange Council	AMLEGISL.ATI
American Mideast Education and Training Services	AMMIDEAS.TED
American Prosecutors Research Institute	AMPROSEC.CUT
America's Development Foundation	AMSDEVEL.OPM
Asia Foundation	ASIAFOUN.ATI
Asian American Free Labor Institute	A.SIANAMF.REE
en Institute (Justice and Society Project)	ASPENINS
Associates in Rural Development	ASSOCEIN.RUR
Association of Family and Conciliation Courts	ASSOCIOF.FAM
Center for Democracy	CENFRAC.EEQ
Center for Intercultural Education and Development	CENTEFEDE.MOC
Center for Race Equality and Democratic Opportunity	CENTEFIN.TER



Checchi & Company Consulting, Inc. . . . . . CHECCIAN.DCO  
 Chemonics . . . . . CHEMONIC.S  
 Community Board Program . . . . . COMUBOAR.DPR  
 Conflict Resolution Center International . . . . . CONFLICT.RES  
 Congressional Human Rights Foundation . . . . . CONGRHUM.ANR  
 Congressional Research Service . . . . . CONGRRES.EAR  
 Creative Associates . . . . . CREATIVE.ASS  
 Crime and Justice Research Institute . . . . . CRIMEAND.JUS  
 Delphi International, Inc. . . . . . DELPHIIN.TER  
 Democracy Development Initiative of the Fed. Bar Assoc . . . . . DEMOCRAC.DEV  
 Development Associates, Inc. . . . . . DEVELOPM.ENT  
 Endispute/Judicial Arbitration & Mediation Services . . . . . ENDISPUT.JAM  
 Environmental Law Institute . . . . . ENVIRONM.ENT  
 Florida International University . . . . . FLORIDA.I.NTL  
 Foundation for a Civil Society . . . . . FOUNDATI.ONF  
 Hispanic National Bar Association . . . . . HISPANIC.NAT  
 Institute for Development Research . . . . . INSFORDE.VEL  
 Institute for Social Analysis . . . . . INSFORSO.CIA  
 Institute of Public Affairs- Office of Int'l Programs . . . . . INSTEOF.PUBL  
 Institutional Reform & the Informal Sector . . . . . INSTLREF.ORM  
 Inter-American Bar Foundation . . . . . INTAMBAR.FOU  
 Interamerican Dialogue . . . . . INTAMDIA.LOG  
 International Association of Women Judges . . . . . INTLASSO.CIO



International Center for Law in Development . . . . . INTLCENT.EFO

International Human Rights Clinic . . . . . INTLHUMA.NRI

International Human Rights Law Group . . . . . INTLHUMA.NRL

International Law Institute . . . . . INTLLAWI.NST

International Republican Institute . . . . . INTLREPU.BLI

Iowa Peace Institute . . . . . IOWAPEAC.EIN

Justice Management Institute . . . . . JUMANAGE.MEN

Charles F. Kettering Foundation . . . . . KETTERIN.GFO

Lambda Legal Defense Fund . . . . . LAMBDAL.E.GAL

Lawyer's Committee for Human Rights . . . . . LAWCOMMI.TTE

Management Systems International . . . . . MANAGEME.NTS

National Association of Attorneys General . . . . . NATASSOC.IA

National Center for Juvenile Justice . . . . . NATCENTE.JJ

National Center for State Courts . . . . . NATCENTE.ONF

National Center on Women and Family Law, Inc. . . . . NATDEMOC.RAT

National Democratic Institute for International Affairs . . . . . NATENDOW.MEN

National Endowment for Democracy . . . . . NATINSFO.RCI

National Institute for Citizen Education and the Law . . . . . NATINSFO.RDI

National Institute of Dispute Resolution . . . . . NATLEGAL.AID

National Legal Aid and Defenders Association . . . . . NATOWMNL.AWC

National Women's Law Center . . . . . NCSC.INT

Office of International Training . . . . . OFFICEO.INT

Parliamentarians for Global Action . . . . . PARLIAME.NTA

Partners of the Americas ..... PARTOFTH.EAM  
Pretrial Services Resource Center ..... PRETRIAL.SER  
Private Agencies Collaborating Together ..... PRIVATEA.GEN  
Rural Justice Center ..... RURALJUS.TIC  
The Soros Foundation ..... SOROSFOU.NDA  
State Justice Institute ..... STATEJUS.TIC  
United States Institute of Peace ..... UNISIASO.FPE  
US South African Leader Exchange Program ..... UNISSOUT.HAF  
Washington Office on Latin America ..... WASHOFFO.NLA  
Women Judges Fund for Justice ..... WOMNJUDG.ESF



Print File List  
1/27/95 9:19AM  
c:\temp\rol\sur

al Files: 78  
al Bytes: 984,917

faminst.itu  
famlabo.rce  
fgovern.anc  
narbitr.ati  
nassoci.fad  
nbarass.oci  
ninsfor.fre  
njudica.tur  
nlawins.tit  
nlegisl.ati  
nmideas.ted  
nprosec.cut  
nmsdevel.opm  
nsiafoun.ati  
nsiananf.ree  
nspenins  
nsocein.rur  
nassociof.fam  
nrenfrac.eeq  
nentefde.moc  
nentefin.ter  
nheccian.dco  
nchemonic.s  
ncomuboar.dpr  
nconflict.res  
ncongrhum.anr  
ncongrres.ear  
ncreative.ass  
ncrimeand.jus  
ndelphiin.ter  
ndemocrac.dev  
ndevelopm.ent  
ndendisput.jam  
nenvironm.ent  
nfloridai.ntl  
nfoundati.onf  
nhispanic.nat  
ninsforde.vel  
ninsforso.cia  
ninsteofp.ubl  
ninstlref.orm  
nintambar.fou  
nintamdia.log  
nintllasso.cio  
nintlcent.efo  
nintlhumana.nri  
nintlhumana.nrl  
nintlrawi.nst  
nintlrepu.bli  
niowapeac.ein  
njumanage.men  
nketterin.gfo  
nlambdale.gal  
nlawcommi.tte  
nmanageme.nts  
natassoc.ia  
natcente.jj  
natcente.onf  
natdemoc.rat  
natendow.men  
natinsfo.rci

h

**I. CONTACT INFORMATION**

Organization: The African American Institute

Acronym: AAI

Address: 1625 Massachusetts Ave., NW  
Suite 210  
Washington, DC 20036

833 United Nations Plaza  
New York, NY 10017

Tel: 202-667-5636(DC) 212-949-5666 (NY)

Fax: 202-667-6224(DC) 212-682-6174 (NY)

E-Mail:

Contact/Title: Stoney Cooks, Dir. AREAF

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x				
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						1
a. Const. Dev.		x				
b. Civ/Military Relations		x				

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA 8. W. Europe/Canada

## **II. EXPERTISE**

Area(s):

Type:

Description: Most of AAI's work dealing with rule of law is elections work. They also work with electoral commissions, etc. At times, they are asked to help with constitutional development. This usually stems out of other work they are involved with. The work in this area is all TA.

Out of the New York office, AAI has coordinated a conference addressing civil/military relations in West Africa. They plan to host more of these.

Language Skills:

Knowledge of other justice systems:

## **PROJECT(S) DESCRIPTION**

Total to date:

Current number:

Description and source(s) of funding:

Most creative:

Most impact:

Future plans:

### III. CAPACITY

Mobilization time between award & start up:

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: various consultants with election administration, political, trainers, computers and technological experience.

-Information bank:

Network with other organizations:

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries:

If NO, why?

Registered PVO? yes

### IV. PROFILE

Created in: 1952

Organization type: 501(c) 3

Began international work in:

Staff no.:

FT

@HQ

Field

PT

@HQ

Field

Field location(s):

Ratio staff HQ/field:

### V. FINANCIAL

Annual budget:

Sources of funding/ratio:

Last independent audit:  
By whom:

## **VI. RECORDS**

Evaluation of Projects:

Publications (list):

Can they be made available?

Available on file?

Numerous publications.

Three volume ref. ence library from an election Administrators' Colloquium

Electoral Codes

Africa Reports - not nec. rol, but bimonthly publication with information about politics in Africa.

\*LRTA\*

\*OTH\*

\*I\*

## I. CONTACT INFORMATION

Organization: African American Labor Center  
 Acronym:AALC

Address:(new)1925 K Street NW, Suite  
 300, Washington DC 20005

Tel:202/778 4600 Fax:202/778 4601 E-Mail:n/a

Contact/Title:David Brombart, Deputy Executive Director

Auxiliary/Title: Patrick O'Farrell, Executive Director

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x				1
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice		x				1
F. ADR		x	x			1
G. Crim/Civ Prosecut						
H. PD/Legal AID		x				1
I. Other (List) a.human rights b.labor		x	x			1
		x	x			1

Region:

1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS  
 6. Middle East 7. USA 8. W. Europe/Canada

## II. EXPERTISE

Area(s): legal reform, access to justice, ADR, Legal Aid(assistance), human rights - as long as involve labor related issues

Type: technical assistance, training

Description: AALC is one of four institutes within the international division of the AFL-CIO. Each institute specializes in a particular region (see also...- spell out), and has separate staff and budget/operations.

AALC focus is on Africa through its Washington offices, and 3 in- country and 6 regional offices in Africa. Its purpose is to foster the development of civil societies and trade organizations, and of fair labor practices (through constitution, laws and their implementation, and through unions). Activities include helping draft labor legislation, vocational training (in US at Meany center, and in Africa through labor colleges), economic research, and organizing. AALC also funds in country legal assistance efforts to defend organizers and unions.

Broadly speaking, AALC activities then have impact on access to justice, legal aid, human rights. In relation to specific ROL activities, AALC's priority and expertise are in labor related areas. Also note that much of their work must exist "outside the law".

Language Skills: French, Arabic, Portuguese

Knowledge of other justice systems: all those of African continent

## PROJECT(S) DESCRIPTION

Total to ate/a

Current number: 25 at any given time (in areas of technical assistance and training)

Description and source(s) of funding: USAID, NED, AFL-CIO funds

Most creative: n/a

Most impact: the very nature of the organization (and its sister institutes), by having staying power over decades in promoting a) civil society and b) the development of trade unions. Notes that the 4 institutes all are "mass representatives" (?), backed up by 14.5 million members - rather than "retail" organizations such as "study groups", "technical assistant providers" or academics; indicates that waiver of: 20% match rule illustrates their uniqueness.

Future plans: increase efforts a) in developing explicit labor codes in Africa, and b) in use of mediation/arbitration in labor related disputes and in developing civil societies in general. In general, "very interested to see what's happening in the Global Affairs bureau"

### III. CAPACITY

Mobilization time between award & start up:n/a

Mode of operation -- Short Term/Long Term/Intermediaries:n/a

Data base/type:in process of developing better internet links among sister institutes; not clear internet will work with partners in country

-Consultants/who: 10 or so used as faculty for training at George Meany or in country

-Information bank: informal, such as notes, project materials, cases, all available but not necessarily useful; much of information held in country (new codes, etc)

Network with other organizations: given mission, do not collaborate with others, except with in-country partners and sister organizations - prefer to keep "other organizations at a distance"; collaboration might be possible in specific instances, but doesn't appear to be part of organization's MO

Interest in working with USAID  
Directly:n/a  
Indirectly/Through intermediaries:n/a  
If NO, why?

Registered PVO? yes

### IV. PROFILE

Created in: 1964

Organization type: 501(c)3 but note "special status" -see above  
Began international work in: 1964

Staff no.: 38	FT 38	@HQ 27	Field 11*
	PT	@HQ	Field

Field location(s):3 in-country (Egypt, South Africa, Nigeria); 6 regional (Dakar; Abidjan; Kenya; Ethiopia/Erithrea;Zimbabwe; Botswana)

Ratio staff HQ/field: \*not possible to estimate - 11 in field are supplemented by non available number of local staff

## V. FINANCIAL

Annual budget: do not disclose total budget or ratios (see below); core annual grant from USAID is \$4M

Sources of funding/ratio: do not disclose

Last independent audit: n/a  
By whom:

## VI. RECORDS

Evaluation of Projects: n/a

Publications (list): annual report, occasional papers on some topics; newsletter "Reporter" 6/year

Can they be made available? yes - check with Peter Accola who has all pubs and reports

Available on file? see above

\*LRTA\*

\*ACTR\*

\*DRTA\*

\*DRTR\*

\*PDTA\*

\*OTH\*

\*1\*

**I. CONTACT INFORMATION**

Organization: African Governance Working Group

Acronym: AGWG

Address: Dept. of Political Science

University of Florida

Gainesville, FL 32611

Tel: 904-392-2183

Fax: 904-392-2435

E-Mail:

Contact/Title: Goran Heiden

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice				x		1
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List) a. education exchange program b. Human Rights		x	x	x	x	1

Region:

1. Africa

## II. EXPERTISE

Area(s): Education exchange programs, human rights, access to justice  
Type: TA, Training, Research, Implementation

Description: Work is conducted in three key areas. First, research in Eastern and Southern Africa. Fund African scholars to study in Africa. Second, sponsored research in Nigeria. 12 sponsored, three come to Univ. of FI. to study

Established a Human Rights program at the University of Makere (Uganda). There is a Journal of E. African Human Rights and Peace which is issued. Also they are part of a sister law school program with Univ. of Dar Es Salaam (Tanzania). To establish the center: give technical assistance, equipment, training with the faculty of law at Makere.

Language Skills: Swahili

Knowledge of other justice systems: African

## PROJECT(S) DESCRIPTION

Total to date: 4

Current number: 4

Description and source(s) of funding:

USAID 90%

NED 10%

Most creative: Funding of training of African Scholars in their own countries.

Most impact: Establishment of the human rights center

Future plans: Possibly work with USIP to study the historical dimensions of civil society.

## III. CAPACITY

Mobilization time between award & start up:

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: only 7 or 8 people in this group. Don't work with consultants.

-Information bank: UF library

Network with other organizations:

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries:

If NO, why?

Registered PVO?

#### IV. PROFILE

Created in: 1990

Organization type: University

Began international work in: 1990

Staff no.: FT PT @HQ @HQ Field Field

Field location(s):

Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget: no budget

Sources of funding/ratio:

Last independent audit:

By whom:

## VI. RECORDS

Evaluation of Projects:

Publications (list): journals

Can they be made available? 13/22 scholars supported in E. Africa have issued reports.

\*1\*

\*ACRE\*

\*OTH\*

**I. CONTACT INFORMATION**

Organization: American Arbitration Association

Acronym: AAA

Address: 140 West 51st Street, New York, NY 10020-1203

Tel: 202/484 4000

Fax: 202/765 4874

E-Mail: check

Contact/Title: Michael F. Hoellering, GC

Ext: 4110

(NOTE re: recent appointment of new president, William Slate)

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x				7
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice						
F. ADR		x	x			7
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						

note: while not specific in discussion, TA and training in ADR has been provided abroad and, presumably, would be available worldwide.

Region:

1. Africa
2. Asia
3. Eastern Europe
4. LAC
5. NIS
6. Middle East
7. USA
8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Legal Reform (upon request), ADR

Type: TA, Training, research, implementation

Description: AAA is the oldest and largest provider of dispute resolution (DR) services in the US. Historically, its principal focus has been on the use of arbitration in private cases (commercial, labor, international claims). It also oversees elections, establishes cooperative agreements with institutions re: arbitration cases, offers comments on legislation upon request, and conducts education programs in a wide variety of areas. Its library (recently retitled "Library and Information Center on the Resolution of Disputes") is one of the most comprehensive in the country (contact: Laura Brown, Chief Librarian - info services are now for a fee.)

In the past 30 years, it has expanded its interests into other areas of DR (mediation, settlement services) and subject matter (such as community disputes, large corporate disputes); and built a worldwide network to provide services; develop arbitral institutions (procedures and institution building); modernize arbitration laws. It draws upon 35 AAA offices in the US, including one (San Francisco) that oversees Pacific Rim activities.

It is active in various national and international ADR organizations, and is called upon by US government (including USAID) and international organizations (such as UN) for advice or consultations.

Language Skills: n/a - exists through individual staff, not institutionalized

Knowledge of other justice systems: civil/common law re: convergences in arbitration related issues; "have inside track on what's going on re: procedures/systems"

## PROJECT(S) DESCRIPTION

Total to date: n/a

Current number: n/a

Description and source(s) of funding: fees for services, membership, special projects funding (grants)

Most creative: work with international organizations re: making arbitration rules acceptable worldwide; helping develop model laws and positive case law.

Most impact: n/a

Future plans: "time will come when we will have a presence in all regions of the world (sooner rather than later"; also work in relation to NAFTA

### III. CAPACITY

Mobilization time between award & start up: n/a

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: 20-30,000 service providers certified by  
AAA (number recently downsized from 57,000)

-Information bank: library contains approx. 16,000 items; materials and bibliographies are available (see brochure for details and fees).

Network with other organizations: yes

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries:

If NO, why?

( Noted that "given this competitive world and, while much consultation and advice has been provide for free in the past, professional assistance may now require compensation").

Registered PVO? no

### IV. PROFILE

Created in: 1926

Organization type: 501(c)3

Began international work in: in the 30s

Staff no.: 500

FT 500  
PT

@HQ 200  
@HQ

Field 300  
Field

Field location(s): across US

Ratio staff HQ/field: n/a

### V. FINANCIAL

Annual budget: \$45M

Sources of funding/ratio: service fees (80%); membership (15%); remainder through grants/contracts for special projects

Last independent audit: 1993  
By whom: Touche Ross

## VI. RECORDS

Evaluation of Projects:n/a  
Publications (list):

Can they be made available? yes (see-brochure)  
Available on file?

\*LRTA\*  
\*DRTA\*  
\*7\*  
\*DRTR\*

**I. CONTACT INFORMATION**

Organization: American Association for the Advancement of Science  
 Acronym: AAAS Address: 1333 H Street, NW  
 Washington, DC 20005

Tel: 202-326-6400  
 Fax: 202-289-4950

E-Mail: mfrankel@aaas.org

Contact/Title: Mark Frankel, Dir. Scientific Freedom, Responsibility & Law Program

Extension: 326-6793

Auxiliary/Title: Alex Fowler Extension:

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice						
F. ADR		x		x		
G. Crim/Civ Prosecut		x				
H. PD/Legal AID						
I. Other (List)						7,4
a. human rights		x	x			
b. ethics dev.		x	x	x		
c.						
d.						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS  
 6. Middle East 7. USA 8. W. Europe/Canada

## II. EXPERTISE

Area(s):

Type:

Description: AAAS conducts training of local anthropologists to conduct exhumations. By teaching about forensics methodology and genetics, deaths from human rights abuses can be determined during autopsies. This also helps doctors document human rights abuses. AAAS also uses computer analysis to determine hr abuses

The section of Scientific Freedom, Responsibility and Law help institutions develop ethic guidelines and provide TA to groups which attempt to promote integrity in research.

AAAS has also become involved with ethical and legal implications surrounding genetic testing, insurance discrimination, computer use and abuse (in relation to patents)

AAAS is currently developing a program for judges to obtain impartial court appointed experts in the medical/science field to offer opinions to the courts. The appointed experts would not be connected with either plaintiff nor defendant.

Language Skills:

Knowledge of other justice systems:

### PROJECT(S) DESCRIPTION

Total to date: 20-25 hr; 25-30 rol

Current number: 5-6

Description and source(s) of funding:

National Science Foundation

National Institute for Health

HHS

Carnegie Commission

NATO

Most creative: Project which is curenly in its planning stages dealing with court appointed experts

Most impact: Projects working with government policy on using humans in research

Future plans: Court appointed Expert program work in FSU and E.Europe

### III. CAPACITY

Mobilization time between award & start up: as soon as know about award.

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

- Consultants/who: AAAS works with the Amer. Bar Assoc. Small data base, except there are 140-150,000 members in the AAAS

- Information bank:

Network with other organizations: about 260 organizations

Interest in working with USAID

Directly:yes

Indirectly/Through intermediaries:

If NO, why?

Registered PVO?

### IV. PROFILE

Created in: 1848

Organization type: 501(c)(3)

Began international work in:Law, science and ethics,

1991 HR - earlier

Staff no.: 240-260

FT

@HQ

Field

Field location(s): UK, Science Magazine. offices around the US and Europe for Science Magazine. Regional offices in Alaska, CA, CO the Carribbean.  
Ratio staff HQ/field:

## V. FINANCIAL

Annual budget: \$58 mil

Sources of funding/ratio: 45-50% of their work is membership funded. of the nonmembership funding, 80-85% is public

Last independent audit: 1993  
By whom: Coopers and Lybron

## VI. RECORDS

Evaluation of Projects: no formal evaluation, but building one into the ct appointed expert project.

Publications (list): Science Magazine; Quarterly Newsletter, Books.

Can they be made available?  
Available on file?

\*DRTA\*  
\*DRRE\*  
\*CPTA\*  
\*CPRE\*  
\*OTH\*  
\*7\*  
\*4\*

**I. CONTACT INFORMATION**

Organization: American Bar Association

Acronym: ABA

Address: 750 North Lake Shore Drive, Chicago, IL  
60611, and  
1800 M St. NW, Washington DC 20036

Tel: 312/988 5000

Fax: 312/988 6281

E-Mail: check w/individ.

Contact/Title: Virginia Russell, Dir. Intl Programs Ext:5345

Auxiliary/Title: see below

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x	x	x		all
B. Judicial Independence		x	x	x		all
C. Improved AOJ		x	x	x		all
D. Structural Reform		x	x	x		all
E. Access to Justice		x	x	x		all
F. ADR		x	x	x		all
G. Crim/Civ Prosecut		x	x	x		all
H. PD/Legal AID		x	x	x		all
I. Other (List)		x	x	x		all
a. dev. of bar						
b. law schools accred.						
c. all aspects of law						
(subst./proced)						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS  
6. Middle East 7. USA 8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Legal Reform, Improved AOJ, Judicial Independence, Structural Reform, Access to Justice, ADR, Crim/Civ Prosecut, PD/Legal Aid, Other (support to bar associations, accreditation of law schools, all areas of substantive law)

Type: TA, Training, Research

Description: The ABA, with a worldwide membership of almost 400,000 members, sponsors a wide variety of activities in all aspects of the law. It conducts its activities through 2,000+ sections, divisions and committees that are supported by membership fees and other revenues (grants, contracts, fees, etc.). Given the breadth and complexity of the organization, up-to date information on ABA international activities or capacity should be sought from Virginia Russell in Chicago (cf above).

Four separate projects merit special mention; they are:

- The ABA Cambodia Democracy and Law Project (contact: Molly Miller, Director - 202/331 2249). The project, begun in 1992 with support from the Asia Foundation, is sponsored by the ABA International Law Section. Through the project, long term and short term advisors provide technical assistance in legal reform, training to the national assembly in the drafting of legislation, translation of and commentary on new laws. The project has also provided 4,000+ materials (publications, video and audio tapes, training curriculum) to the Ministry of Justice. It is likely that the project's scope will expand with additional support from USAID. In the past, the Intl Law Section conducted a multi year program in LAC (commercial and labor law); legal assistance to Ethiopia re: war crimes; law school linkages via USIA.
- The Central and Eastern European Law Initiative (CEELI - contact: Mark Ellis, Director - 202/331 2619) was launched by the ABA Intl Law Division, then spun off as a separate entity when its funding came through the National Endowment for Democracy. CEELI provides technical assistance in Central and Eastern Europe and, since 1992, to all newly independent states. Most activities are conducted through workshops and on site short and long term technical assistance (to include legal reform, structural reform, in such areas as criminal, commercial, and constitutional laws). It sponsors also exchanges between law schools in the region and the US.
- Lawyer Internship Project (contact: Stephen R. Raikin, Director - 202/331 2280). The internship brings lawyers, judges, law professors and students from former Soviet republics to the US (for appr. 6 months).

- International Visitors Program (contact Virginia Russell) - the ABA coordinates activities for foreign visitors and dignitaries.

Language Skills: depending on project(s)

Knowledge of other justice systems: yes

## PROJECT(S) DESCRIPTION

Total to date: n/a

Current number: n/a - cf description

Description and source(s) of funding: varies across projects -some with USAID funds (ex: CEELI, Cambodia project)

Most creative: n/a

Most impact: n/a

Future plans: likely expansions in ROL areas - depends upon decisions of individual committees and sections

## III. CAPACITY

Mobilization time between award & start up: depends on project

Mode of operation -- Short Term/Long Term/Intermediaries: short/long term

Data base/type:

-Consultants/who: for each section or committee, can draw upon members and other experts

-Information bank: extensive ABA libraries

Network with other organizations: yes, with US and intl law related organizations

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries: yes

If NO, why?

Registered PVO? no

## IV. PROFILE

Created in: 1878

Organization type: membership organization

Began international work in: depends re: committees or sections

Staff no.: n/a      FT      @HQ      Field  
PT      @HQ      Field

Field location(s): n/a

Ratio staff HQ/field: n/a

**V. FINANCIAL**

Annual budget: n/a

Sources of funding/ratio: membership dues, grants, contracts (private, governmental), publications and other revenues

Last independent audit:  
By whom:

**VI. RECORDS**

Evaluation of Projects: n/a

Publications (list): extensive list in all law related topics (includes publications and video/audio tapes)

Can they be made available? yes

- \*LRTA\*      \*DRRE\*
- \*LRTR\*      \*CPTA\*
- \*LRRE\*      \*CPTR\*
- \*JITA\*      \*CPRE\*
- \*JITR\*      \*PDTA\*
- \*JIRE\*      \*PDTR\*
- \*AJTA\*      \*PDRE\*
- \*AJTR\*      \*OTH\*
- \*AJRE\*      \*1\*
- \*SRTA\*      \*2\*
- \*SRTR\*      \*3\*
- \*SRRE\*      \*4\*
- \*ACTA\*      \*5\*
- \*ACTR\*      \*6\*

\*ACRE\*      \*7\*  
\*DRTA\*      \*8\*  
\*DRTR\*

**I. CONTACT INFORMATION**

Organization: American Institute for Free Labor Development

Acronym: AIFLD

Address: 1925 K St.NW, Suite 400,  
Washington DC 20006

Tel: 202/778 6357  
Fax: 202/778 6352  
E-Mail:n/a

Contact/Title:David Jessup

Auxiliary/Title:n/a

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x	x			4
B. Judicial Independence		x	x			4
C. Improved AOJ		x	x			4
D. Structural Reform		x	x			4
E. Access to Justice		x	x			4
F. ADR		x	x			4
G. Crim/Civ Prosecut						
H. PD/Legal AID		x	x			4
I. Other (List) a.Labor b.Advocacy		x	x			4

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA 8. W. Europe/Canada

**II. EXPERTISE**

Area(s): legal reform, judicial independence, improved AOJ, structural reform, access to justice, ADR, Legal Aid - all through work to promote or assist labor (advocacy role)

Type: TA, training (emphasis on education) - also provision of grants to local partners

Description: AIFLD is one of four institutes within the international division of the AFL-CIO. Each institute specializes in a particular region and has separate staff and budget/operations.

AIFLD specializes in Latin America and the Carribeans, and conducts its work through 5 main field offices and 10-11 country offices in the region. It describes its purpose as that of promoting democracy through partnership with, or support to, trade unions in these countries. Among its many programs, some relate to ROL including: help reform labor codes; assist in implementation of same (fighting corruption and non implementation of laws); provide resources for legal assistance; harmonize labor laws across the region. These activities involve knowledge about and have impact on most aspects of USAID ROL programs.

Language Skills: that of the region

Knowledge of other justice systems:see above

### PROJECT(S) DESCRIPTION

Total to date:n/a

Current number:n/a

Description and source(s) of funding:AID, NED, AFL-CIO

Most creative: n/a

Most impact: keeping democracy alive in Chile and Nicaragua, land reform in El Salvador, historic success in keeping trade unions and democracy alive throughout the region

Future plans: increase respect for workers' rights (trade pacts); improve union-management cooperation; increase number of unions and members under collective bargaining contracts - also, with AID support, participate in democracy building.

### III. CAPACITY

Mobilization time between award & start up:n/a

Mode of operation -- Short Term/Long Term/Intermediaries:n/a

Data base/type:n/a- work generally through staff (from US or in country); a few consultants (" trade union experts, not lawyers")

Information bank: n/a

Network with other organizations:n/a

Interest in working with USAID

Directly: Q not relevant, since most of work is funded by USAID under special agreement

Indirectly/Through intermediaries: n/a

If NO, why?

Registered PVO? yes - with United Nations

#### IV. PROFILE

Created in: 1962

Organization type: 501 (c) 3

Began international work in: 1962

Staff no.:70-80*	FT	@HQ	Field
	PT	@HQ	Field

\*not able to determine during interview whether figure (40 professionals and 30-40 clerical) applies to headquarters only, or includes also field offices

Field location(s): 5 main field offices (Chile, Brazil, Venezuela, El Salvador, Dominican Republic) plus in-country offices (Haiti, Columbia, Bolivia, Peru, Ecuador, Argentina, Mexico, Guatemala, Honduras, Costa Rica, Nicaragua)

Ratio staff HQ/field:n/a

#### V. FINANCIAL

Annual budget:\$14M (changes from one year to next)

Sources of funding/ratio:USAID (80%); NED (15%); AFL-CIO (5%)

Last independent audit: 1993

By whom:Touche Ross

## VI. RECORDS

Evaluation of Projects: by AID

Publications (list): "Outlook" 4 times/year; occasional papers

Can they be made available? "Outlook"

\*4\*

\*LRTA\*

\*LRTR\*

\*JITA\*

\*JITR\*

\*AJTA\*

\*AJTR\*

\*SRTA\*

\*SRTR\*

\*ACTA\*

\*ACTR\*

\*DRTA\*

\*DRTR\*

\*PDTA\*

\*PDTR\*

\*OTH\*

## I. CONTACT INFORMATION

Organization: American Judicature Society

Acronym: AJS

Address: 25 East Washington Street  
Suite 1600  
Chicago, IL 60602

Tel: 312/558 9175 Fax: 312/558 9175 E-Mail: N/A

Contact/Title: Frances Ziemans, Exec.VP and Director

Auxiliary/Title: Kate Sampson or Jona Goldschmidt

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence		x	x			7
C. Improved AOJ		x	x	x		7
D. Structural Reform		x				7
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						

Also, some info sharing work with CEELI/ABA (NIS) and NCSC (LAC)

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS  
6. Middle East 7. USA 8. W. Europe/Canada

## II. EXPERTISE

Area(s): Judicial Independence/strengthening the judiciary; improved administration of justice (only when court related); structural reform; note: also legal reform only if deals with judicial selection or ethics

Type: Technical assistance (principally, info sharing and publications); training; research (empirical)

Description: AJS is principal clearinghouse in US on issues of judicial ethics and selection. As such, it carries out legal research and analysis, testifies, assists and educates state commissions that handle these matters.

AJS also bridges the judicial/legal and academic communities throughout its program activities, including "Judicature", a peer review journal of national prominence.

AJS conducts empirical research on a number of administration of justice related topics, and uses that information for training and education programs. Noteworthy: a number of videos and training guides that enable other, court-related groups to conduct training (US justice systems for recent immigrants - translated in 11 languages; ethical issues for court employees, etc)

Language Skills: N/A

Knowledge of other justice systems: no - only US; but are in regular contact with "stream of foreign visitors" who seek AJS info in areas of expertise

## PROJECT(S) DESCRIPTION

Total to date: not available

Current number: varies ; several projects, some long term, are handled at same time, this aside from on-going publications and responses to info requests

Description and source(s) of funding: 50% from membership, rest through grants (from State Justice Institute or foundations), and a few contracts or corporate contributions

Most creative: "The Future and the Courts Conference", funded by S.JI - which AJS coordinated and developed (over 2 years period); conference was designed to help judicial leadership understand and assess how justice will be handled in year 2010

Most impact: 1) Journal "Judicature" for its depth and quality; considered as most cited and most scholarly journal on judicial issues; translated into books used in college classrooms. 2) Videos on judicial ethics, for fostering understanding of, and changing practices in, justice system related ethics

Future plans: continue to expand programmatic activities, as long as fall within mission and organizational capacity

### III. CAPACITY

Mobilization time between award & start up: N/A

Mode of operation -- Short Term/Long Term/Intermediaries:

Combination of short term, long term and on-going activities (such as publications and clearinghouse capacity)

Data base/type:

-Consultants/who: have access to vast network of justice systempractioners and academics - tailor use of same to specific, substantive are of project-Information bank: own files/materials in area(s) of expertise - not computerized; as clearinghouse, often refer request to other organisation(s) where appropriate

Network with other organizations: most principal justice system related organizations in US, and academic institutions involved in same

Interest in working with USAID

Directly:yes

Indirectly/Through intermediaries:yes

If NO, why?

Note: reluctant to get involved directly, because do not have staff/resources to handle complexity of requirements

Registered PVO?no - interested but not sure what is involved (see above)

### IV. PROFILE

Created in: 1913

Organization type: 501(c)3 and membership organization

Began international work in: late 80s - through collaboration with NCSC program in LAC, and CEELI/ABA - minimal work to date

Staff no.:18 FT 16

PT 2

@HQ 16

@HQ 2

Field

Field

Field location(s):N/A

Ratio staff HQ/field:N/A

## V. FINANCIAL

Annual budget:\$ 1.5M

Sources of funding/ratio: see

Last independent audit: 199

By whom: Touche Ross

## VI. RECORDS

Evaluation of Projects: yes - available from funders

Publications (list): Judicature; periodical monographs; list and further info on file.

Can they be made available? yes

\*JITA\*

\*JITR\*

\*AJTA\*

\*AJTR\*

\*AJRE\*

\*SRTA\*

\*7\*

**I. CONTACT INFORMATION**

Organization: American Law Institute

Acronym: ALI

Address: 4025 Chestnut St.  
Philadelphia, PA 19104

Tel: 215-243-1600

Fax: 215-243-1664

E-Mail: 62479210@attmail.com attn: \_\_\_\_\_

Contact/Title: Michael Greenwald, Deputy Director  
Extension: 243-1626

Auxiliary/Title: Elena Cappella, Deputy Director -  
Extension: 243-1672

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x		x		78
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						
a.						
b.						
c.						
d.						

Region:

1. Africa
2. Asia
3. Eastern Europe
4. LAC
5. NIS
6. Middle East

- 7. USA
- 8. W. Europe/Canada

## II. EXPERTISE

Area(s): Legal Reform  
Type: ta and research

Description: Works with the ABA on Continuing Legal Education projects. Has issued the Restatement of the Law (torts, contracts, etc.) Helped develop the Uniform Commercial Code, Model Penal Code, Federal Securities Code

ALI is currently working on an international insolvency project with international advisors linked to NAFTA. They are also attempting to define the insolvency laws in each country and harmonize them. ALI will also attempt to develop model rules for international judicial cooperation in similar situations.

ALI hosts visitors from international community who want to learn about the work of their organization.

Language Skills:

Knowledge of other justice systems:

## PROJECT(S) DESCRIPTION

Total to date: 12 @ one time, 5-10 in exploration  
Current number: 12  
Description and source(s) of funding:  
Carnegie Corporation  
Mellen Endowment  
Govt. Funding

Most creative: model penal code development. 35 states have developed similar laws

Most impact: Federal income tax projects which examine tax laws and suggest changes. Also, civil procedure work and jurisdiction issues between state and federal courts.

Future plans: further work on the UCC, to add commentary dealing with international issues. Further develop restatement of laws.

### III. CAPACITY

Mobilization time between award & start up: start prior to funding  
Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

- Consultants/who: reporters and law school professors, experts in the field review draft legislation, council of 60 judicial advisors.
- Information bank

Network with other organizations: ABA, UNIDROIT

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries: yes

If NO, why?

Registered PVO? no

### IV. PROFILE

Created in: 1923

Organization type: 501(c) 3

Began international work in: Foreign Relations Law 1994

Staff no.:	90	FT	@HQ	Field
		PT	@HQ	Field

Field location(s):

Ratio staff HQ/field:

### V. FINANCIAL

Annual budget: \$3 million

Sources of funding/ratio:

Last independent audit:

By whom: Coopers and Lybrand

### VI. RECORDS

Evaluation of Projects: Law magazines review

Publications (list): Restatements, annual reports

Can they be made available?  
Available on file?

\*LRTA\*

\*LRRE\*

\*7\*

\*8\*

**I. CONTACT INFORMATION**

Organization: American Legislative Exchange Council

Acronym: ALEC

Address: 910 17th St., NW  
5th Floor  
Washington, DC 20006

Tel: 202-466-3800

Fax: 202-466-3801

E-Mail:

Contact/Title: Noel Card, Director of Public Relations

Auxiliary/Title: Bob Bennett, Chief of Staff

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform				x		7
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)				x		
a. policy development				x		
b. info share						
c. Commercial Law				x		
				x		

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

**II. EXPERTISE**

Area(s): policy development, information sharing, legal reform

Type: research

Description: ALEC has 15 task forces which work on legislative and private sector issues. Its foundation is a free market system and free market policies. Its focus is on research and policy development for new state legislation. They have issued more than 250 model bills.

Most recently, they have issued "research Report Cards" on crime and education in the US. These describe the current situation through research and statistics.

Their international work consists of Project Freedom, a program where the Board of Directors holds a series of meetings with international legislators to discuss the US system and how the federal and state systems relate. Issues covered include commercial law, and criminal issues. They also have hosted a legislative exchange. The last one was in 1992 with Czechoslovakia.

Language Skills: N/A

Knowledge of other justice systems: none. Almost all work is national.

### PROJECT(S) DESCRIPTION

Total to date:

Current number: 15-20

Description and source(s) of funding: 100% private foundation

Most creative: Report Cards

Most impact: Report cards. Also, a Study on America's Protected Class, State and local government employees and compensation issues.

Future plans: continue as is with Report cards. Add additional policy papers.

### III. CAPACITY

Mobilization time between award & start up: few months

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

- Consultants/who: Occasional Consultant hired to help with projects such as the report card.
- Information bank: In house library - Lexus

Network with other organizations: National Taxpayer's Union, Federal Balanced Budget Amendment

Interest in working with USAID

Directly: Depends on the project

Indirectly/Through intermediaries:

If NO, why? possible on project by project basis and is willing to provide info sharing capacity.

Registered PVO? no

#### IV. PROFILE

Created in: 1973

Organization type: 501(c) 3

Began international work in: 1987

Staff no.:	25	FT	@HQ	Field
	8-10	PT	@HQ	Field

Field location(s): Each state has its own Private Sector Chair  
Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget: 4 million

Sources of funding/ratio:

Last independent audit: for fiscal year 1993

By whom:

#### VI. RECORDS

Evaluation of Projects: No

Publications (list): yes several

Can they be made available? for purchase  
Available on file?

\*LRRE\*

\*OTH\*

\*7\*

\*3\*

## I. CONTACT INFORMATION

Organization: American Mideast Education and Training Services

Acronym: AMIDEAST

Address: 1100 17th St. NW

Washington, DC 20036

Tel: 202-785-0022

Fax: 202-822-6563

E-Mail: 62760767@eln.attmail.com

Contact/Title: Nagla Albassioni, Coordinator, Democratic Development Project

Auxiliary/Title: Arah Erickson, Program Officer

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence		x	x			6
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice		x	x			6
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List) a. women		x	x			6

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS  
6. Middle East 7. USA 8. W. Europe/Canada

## II. EXPERTISE

Area(s): Judicial Independence, Access to Justice, WID

Type: TA, Training

Description: Amideast has conducted assessments of the judiciary in Egypt and developed a legal rights project. They are currently working with a cooperative agreement with USAID to facilitate institution strengthening.

They have acted as hosts to judges and work with the Supreme Court. Amideast conducts short term training seminars in legal english as well as sponsors research on land rights, works with bar associations to establish laws for the association's coordination.

With respect to issues affecting women, Amideast works to increase women's participation in public affairs by emphasizing the importance of bringing issues to a national agenda.

Amideast has worked in Gaza, Tunisia, Egypt, Lebanon.

Language Skills: most are fluent in arabic

Knowledge of other justice systems: have knowledge about different codes, work with the NCSC and uses their resoures.

### PROJECT(S) DESCRIPTION

Total to date:

Current number:4-5

Description and source(s) of funding: 100% USAID, also working with SUNY-Albany as intermediary.

Most creative: Legal English courses offered at Strasbourg. Have developed their own materials for this work.

Most impact: West Bank activities. Assisted women's NGOs to write leaflets

Future plans: continue with ROL work. Additional legal English training, and women's training projects.

### III. CAPACITY

Mobilization time between award & start up: little, offices are established

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

- Consultants/who: Data base with professionals who have about 15 years of experience. Use either americans or local hires.

- Information bank: Network with other organizations: NCSC, Chemonics, IFES, NDI, IRI, TAF

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries: yes

If NO, why?

Registered PVO? yes

#### IV. PROFILE

Created in: 1951

Organization type: 501(c) 3

Began international work in: 1951

Staff no.:	210	FT	90	@HQ	120	Field
		PT	5	@HQ	5	Field

Field location(s): 10 countries. Morocco, Tunisia, Egypt, Lebanon, Jordan, W Bank/Gaza, Yemen, Kuwait, Israel, Baharim (?)

Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget: \$30 million

Sources of funding/ratio: 70% US govt., 30% private

Last independent audit:

By whom:

#### VI. RECORDS

Evaluation of Projects: scheduled for 1/95, evaluation of legal training project.

Publications (list): The Advising Quarterly, Arab World Almanac

Can they be made available?

Available on file?

\*JITA\*  
\*JITR\*  
\*ACTA\*  
\*ACTR\*  
\*OTH\*  
\*6\*

## I. CONTACT INFORMATION

Organization: American Prosecutors Research Institute

Acronym: APRI

Address: 99 Canal Center Plaza, Suite 510, Alexandria, VA  
22314

Tel: 703/549 4253 Fax: 703/549 6259 E-Mail: Internet (wcb re: address)

Contact/Title: Cabell Cropper, Adm. Officer

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x	x	x		7
B. Judicial Independence			x			7
C. Improved AOJ		x	x	x		7
D. Structural Reform		x	x	x		7
E. Access to Justice		x				7
F. ADR		x				7
G. Crim/Civ Prosecut		x	x	x		246 78
H. PD/Legal AID						
I. Other (List) a.drugs b.victims rights c.child abuse d.environmental crime						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS  
6. Middle East 7. USA 8. W. Europe/Canada

## II. EXPERTISE

Area(s): Legal Reform, Judicial Independence (strengthening the judiciary), Improved AOJ, Structural Reform, Access to Justice (re: victims' rights), ADR, Crim/Civ Prosecution

Type: TA, Training, Research (legal and empirical)

Description: APRI is the non profit, research arm of the National District Attorneys Association (NDAA - 501(c) 6). As such, its activities take a more neutral and broader view of justice system related issues, rather than more immediate professional association concerns or advocacy

[- NOTE however -get access to NDAA network through APRI; NDAA is the parent organization, and NDAA/APRI, while separate, shares some board members and staff (NDAA Exec. Dir. is also APRI president; APRI collaborates with NDAA committees). NDAA membership includes 2,800 chief prosecutors within US (state level), sponsors a variety of committees, and deals with issues such as ethics and standards of performance.]

APRI principal programs include: the National Center for Prosecution of Child Abuse; the National Drug Prosecution Center; the National Environmental Crime Prevention Center; the National Traffic Law Center (DWI etc.); the APRI Research Center (re: research on prosecutorial functions including tracking systems, speedy trial, narcotics task forces etc).

Through these projects, APRI provides technical assistance, training and conducts research (legal and empirical); it also publishes a number of newsletters and reports.

APRI has helped conduct prosecutors' related training or seminars in a number of countries (Costa Rica, England, Australia, Turkey, Japan, Germany, Canada), and has provided TA in English speaking countries (New Zealand, Australia)

Language Skills: Spanish

Knowledge of other justice systems: yes (cf above)

## PROJECT(S) DESCRIPTION

Total to date: n/a (changes over time)

Current number: 5 major projects (cf above)

Description and source(s) of funding: grants/contracts from federal and state gvt, sales of publications, foundations, contract fees

Most creative: n/a

Most impact: n/a

Future plans: n/a

### III. CAPACITY

Mobilization time between award & start up: "fast"

Mode of operation -- Short Term/Long Term/Intermediaries: short term and long term

Data base/type: through members of NDAA - nationwide

-Consultants/who: note: when draw upon NDAA membership, issue re availability - as practitioners, must work schedule around caseload/trials etc.

- Data base: online bulletin board; rely on info on-site from NDAA members (case law, transcripts, etc.) - vast network of info

Network with other organizations: within US most involved in law/justice related activities; also with peer organizations abroad

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries: rather not

If NO, why?

Registered PVO? no

### IV. PROFILE

Created in: 1983

Organization type: 501(c)3

Began international work in: 1989

Staff no.: 35      FT 35      @HQ 35      Field n/a  
PT some law clerks\*      @HQ      Field  
\* number varies

Field location(s): n/a  
Ratio staff HQ/field: n/a

## V. FINANCIAL

Annual budget: \$2.5M

Sources of funding/ratio: grants/contracts from fed and state gvt (90%);  
remainder: sales of publications and foundation grants

Last independent audit: 1993  
By whom: ?

## VI. RECORDS

Evaluation of Projects: n/a

Publications (list): newsletters, periodicals (call for list)

Can they be made available? yes

\*LRTA\*  
\*LRTR\*  
\*LRRE\*  
\*JITR\*  
\*AJTA\*  
\*AJTR\*  
\*AJRE\*  
\*SRTA\*  
\*SRTR\*  
\*SRRE\*  
\*AJTA\*  
\*DRTA\*  
\*CPTA\*

\*CPTR\*  
\*CPRE\*  
\*OTH\*  
\*2\*  
\*4\*  
\*6\*  
\*7\*  
\*8\*

## I. CONTACT INFORMATION

Organization: America's Development Foundation

Acronym: ADF

Address: 101 N Union St. Suite 200  
Alexandria, VA 22314

Tel: 703-836-2717

Fax: 703-836-3379

E-Mail: adf@igc.org

Contact/Title: Michael Miller, President

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x		x	x	145
B. Judicial Independence						
C. Improved AOJ		x	x		x	145
D. Structural Reform						
E. Access to Justice		x	x		x	145
F. ADR		x	x		x	145
G. Crim/Civ Prosecut						
H. PD/Legal AID		x	x		x	145
I. Other (List)						
a. Human Rights		x	x		x	4
b. Women		x		x	x	1

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS  
6. Middle East 7. USA 8. W. Europe/Canada

## II. EXPERTISE

Area(s): Legal Reform, Improved AOJ, Access to Justice, ADR, Legal Aid, Human Rights, Women

Type: Technical Assistance, Training, Research, Implementation

Description: ADF works as both a grant making organization and an organization which offers t/a and training. In the NIS, ADF has an interlegal program which includes research, education, legal services to voluntary organizations. It also facilitates an information clearinghouse network to foster relationships among organizations at the local, national and international levels. ADF is also providing

assistance with establishing a human rights center in Moscow. ADF has actively facilitated similar clearinghouse and training activities in Eastern Europe.

ADF has issued subgrants to human rights organizations and other local NGOs to facilitate the development of these organizations. They offer legal reform advocacy training, and have offered technical assistance in the writing of the Constitution of Burkina Faso. Other training programs include human rights and ADR programming in Ethiopia. ADF also helped establish a human rights center in the law school in Addis Ababa.

In Haiti, ADF has actively worked with basic legal education. They have also conducted several training of trainer courses with independent nonpartisan organizations. In other LAC countries, ADF is offering technical assistance to human rights organizations and other NGOs.

Language Skills: French, Creole, Spanish, Russian, Croatian

Knowledge of other justice systems: work with respective bar associations which have full knowledge

#### PROJECT(S) DESCRIPTION

Total to date:n/a

Current number:13

Description and source(s) of funding:

NED 10%

USAID 70%

Other 20%

Most creative: Each project is innovative in its own country

Most impact: Haiti work. The NGO sector work here led to the first elections.

Future plans: Additional work with democratic initiatives and human rights. Also, rights of refugees and displaced persons

### III. CAPACITY

Mobilization time between award & start up: max 2 months

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type: own staff

- Consultants/who: use their own staff, but have a database with about 160 people, attorneys, human rights advocates, specialists, local government officials
- Information bank: in-house library

Network with other organizations: InterAction, also several from the independent sector.

Interest in working with USAID

Directly:yes

Indirectly/Through intermediaries:

If NO, why?

Registered PVO? yes

#### IV. PROFILE

Created in: 1980

Organization type: 501(c)(3)

Began international work in:1980

Staff no.: 28 FT 8 @HQ 20 Field

Field location(s):Haiti, Croatia, Guatemala (although currently working in 17 countries)

Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget:\$3.5 million

#### VI. RECORDS

Evaluation of Projects: Independent and self evaluations

Publications (list):limited; research or project descriptions

Can they be made available?not for general distribution

Available on file?

\*1\*  
\*4\*  
\*5\*  
\*LRTA\*  
\*LRRE\*  
\*LRIM\*  
\*AJTA\*  
\*AJTR\*  
\*AJIM\*  
\*ACTA\*  
\*ACTR\*  
\*ACIM\*  
\*DRTA\*  
\*DRTR\*  
\*DRIM\*  
\*PDTA\*  
\*PDTR\*  
\*PDIM\*  
\*OTH\*

**I. CONTACT INFORMATION**

Organization: The Asia Foundation

Acronym:TAF

Address: 465 California St. 14th floor  
San Francisco, CA 94104

Tel: 415-982-4640

Fax: 415-392-8863

E-Mail:n/a

Contact/Title: Gordon Hine, Vice President, Region.Director of North East Asia

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x			x	2
B. Judicial Independence		x	x		x	2
C. Improved AOJ		x	x		x	2
D. Structural Reform		x	x		x	2
E. Access to Justice		x	x		x	2
F. ADR		x	x			2
G. Crim/Civ Prosecut		x	x		x	2
H. PD/Legal AID		x	x		x	2
I. Other (List) a.Funding of Scholars b.Comparative Asian Law						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS  
6. Middle East 7. USA 8. W. Europe/Canada

## II. EXPERTISE

Area(s): All areas of Rule of Law

Type: Training, workshops, conferences, long-term and short-term programs. Their ROL programs are almost equally divided between work with Governmental Organizations and NGO's.

Description: Work with GO's consists principally of programs with national parliaments and the judiciary. Programs include:

Training & education: training of Supreme Court judges, judicial training programs, setting up systems to formally and informally educate the public and raise legal awareness through various media means (radio, TV, cartoons);

Institutional development: institutional development of training institutes,

Legislative drafting: working with Ministry of Justice officials to develop substantive laws such as economic reform laws, investment codes, NGO legal operative framework, laws on freedom of the press; providing technical assistance to help draft new constitutions,

Improved administration of justice: Computerization of court administration, creation of court reporting mechanisms such as gazettes/CD Roms, compilation and dissemination of laws,

Access to justice: set up conferences to allow public participation in the constitutional drafting process,

Language Skills: as required

Knowledge of other justice systems: YES

## PROJECT(S) DESCRIPTION

Total to date: Hundreds

Current number:

Description and source(s) of funding: Congressional appropriation, USAID, some private

Most creative: One of the more creative and effective projects is the support of NGO's that monitor the justice system to ensure that it works as it should; this is the "Court-Watch" program of the Philippines; "Gender Watch" in Thailand.

Most impact/program strengths: The TAF network of field offices is their strength. All projects are tailor-made to the setting. Likewise, this system enables them to focus on regional -- Asia-Asia -- exchanges rather than USA-Asia. This formula is far more cost effective and programmatically effective.

Future plans: Pursue development of mediation/ADR project in Sri Lanka where TAF is implementing a community mediation program. There is high interest throughout Asia for this -- high priority in the access to justice field. Continue to push for the development of Asia-Asia links particularly in the area of human rights. TAF will be sponsoring the 6th conference of Supreme Court Justices in Beijing in Spring 95.

### **III. CAPACITY**

Mobilization time between award & start up: Quick, particularly because they have regional field offices to assist and support

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type: TAF has a sectoral database, as well as a listing of institutions that will host visitors for short-term or medium term internships. They are in the process of developing a tracking system with qualitative assessments.

Network with other organizations: State Department is their cognizant agency.

Interest in working with USAID

Directly: Yes, already work with USAID

Indirectly/Through intermediaries:

If NO, why?

Registered PVO? Yes.

### **IV. PROFILE**

Created in: 1954

Organization type: Set up by Congress

Began international work in:

Staff no.: FT 110 @HQ 110

Field: Anywhere between 2-15 people in each of 15 field offices.  
PT 0 @HQ Field

Field location(s): Asia

Ratio staff HQ/field:

## V. FINANCIAL

Annual budget: FY 94: \$23 million from USAID  
\$15 million Congressional allotment

Sources of funding/ratio: USGovernment

Last independent audit:  
By whom:

## VI. RECORDS

Evaluation of Projects: Yes

Publications (list):

Can they be made available? Yes  
Available on file? Yes

\*LRTA\*  
\*LRIM\*  
\*2\*  
\*OTH\*  
\*JITA\*  
\*JITR\*  
\*JIIM\*  
\*AJTA\*  
\*AJTR\*  
\*AJIM\*  
\*SRTA\*  
\*SRTR\*

\*SRIM\*  
\*ACTA\*  
\*ACTR\*  
\*ACIM\*  
\*DRTA\*  
\*DRTR\*  
\*DRIM\*  
\*CPTA\*  
\*CPTR\*  
\*CPIM\*  
\*PDTA\*  
\*PDTR\*  
\*PDIM\*

**I. CONTACT INFORMATION**

Organization: Asian American Free Labor Institute  
 Acronym: AAFLI Address: 1925 K Street, NW Suite 301  
 Washington, DC 20006

Tel: 202-778-4500

Fax: 202-778-4525

E-Mail: compuserve 73353.1552@compuserv.com

Contact/Title: Ken Hutcheson, Executive Director

Auxiliary/Title: Garlane Howell, Deputy Executive Director

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x		x		2,6
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice		x	x		x	2,6
F. ADR		x	x	x	x	2,6
G. Crim/Civ Prosecut						
H. PD/Legal AID		x	x			2,6
I. Other (List)						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS  
 6. Middle East 7. USA 8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Legal Reform, Access, Legal Aid  
 Type: TA, Training, Research, Implementation

Description: AAFLI works with labor unions. Primarily on ADR activities. It offers technical assistance and training to officers on how to settle disputes and how grievances should be handled. It helped establish a voluntary arbitration system in the Phillipines which trained people to become arbitrators. They also developed manuals

for the training. In Korea, AAFLI helped establish the Federal mediation and conciliation association.

AAFLI has hosted meetings between governments and unions to promote resolution of problems and locate compromise.

AAFLI has reviewed labor codes in Nepal and Bangladesh, and Cambodia. Other AAFLI activities include working with legal aid programs to help with enforcement of existing legislation and facilitating the establishment of counseling centers. AAFLI has also worked in the environmental field, facilitating the establishment of safety standards.

Language Skills: hire local program officer, also will pay for classes for employees who wish to study.

Knowledge of other justice systems:

### PROJECT(S) DESCRIPTION

Total to date:

Current number: 15-20

Description and source(s) of funding:

40% USAID,

40% NED

20% AFL-CIO

Most creative: Phillipines - helped the government write an arbitration clause in the labor code. helped with training and establishing the committee for deciding arbitrators. Also brought people to the US to study mediation, and training.

Most impact: 1. Phillipines : radio drama. Prepared radio tapes which dramatized work related issues and let workers know where to get help. 2. Indonesia: worked with unions to help workers receive minimum wage.

Future plans: additional projects. develop further sustainability of trade unions.

### III. CAPACITY

Mobilization time between award & start up: usually waiting for a contract

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who:

1. In the field consultants, lawyers, university professors, etc.

-Information bank:

Network with other organizations: AFL-CIO, International Trade Secretariat,  
International Confederation of Free Trade Unions

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries:

If NO, why?

Registered PVO? yes

#### IV. PROFILE

Created in: 1968

Organization type: PVO, corporation

Began international work in: 1968

Staff no.: 21 FT 16 @HQ                      5      Field

one contractor

Field location(s): Manila, Bangkok, Nepal, Bangladesh, Indonesia, Sri Lanka, Turkey,  
Cambodia

Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget: 4.3 million

Sources of funding/ratio:

Last independent audit:

By whom:

#### VI. RECORDS

Evaluation of Projects: AID team evaluations

Publications (list): AAFLI news sheet (quarterly); China Labor notes (monthly);  
SE Asia notes - discusses hr probs. in SE Asia.

Can they be made available?  
Available on file?

\*LRTA\*  
\*LRRE\*  
\*ACTA\*  
\*ACTR\*  
\*ACIM\*  
\*DRTA\*  
\*DRTR\*  
\*DRRE\*  
\*DRIM\*  
\*PDTA\*  
\*2\*  
\*6\*

**I. CONTACT INFORMATION**

Organization: Aspen Institute (Justice and Society Project)  
 Acronym:none Address:787 7th Ave., 36th Floor  
 New York, NY 10019

Tel: 212-554-1311  
 Fax:212-554-3745/4826

E-Mail:

Contact/Title: Alice H. Henkin

Auxiliary/Title: Fred Starr, President  
 Extension: 202-333-7445

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence			x			7
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List) a.philosophy			x			

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS  
 6. Middle East 7. USA 8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Judicial Independence, philosophy of the definitin of justice  
 Type: training, research

Description: The Justice and Society Program is a series of 2 1/2 day seminars for judges on international human rights issues. Approximately 250 judges attend, most from the US, but a few from abroad. The Aspen Institute has

produced a resource guide, and an update publication on International Human Rights Law.

The Institute also conducts 1 and 2 week summer seminars dealing with the philosophy of justice. Approximately 24 participants attend this seminar.

The Aspen Institute has also conducted one seminar in South Africa, in 1986, and a Conference with the Counsel of European Economic & Social Rights in Strasbourg (also in the 1980's). They are linked with Aspen-Berlin which concentrates on North/South issues. All Aspen offices are independently coordinated, so the office in New York has no impact on offices in Berlin, Paris.

Language Skills:n/a

Knowledge of other justice systems:n/a

### PROJECT(S) DESCRIPTION

Total to date: Since 1979, conduct 3 each summer

Current number:

Description and source(s) of funding:

Seminar attendees pay a fee

Human Rights Seminars are Foundation Funded

Most creative:n/a

Most impact:n/a

Future plans: continue with the same work

### III. CAPACITY

Mobilization time between award & start up:

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: Work with professionals in the field

-Information bank:

Network with other organizations: Lawyer's Committee for Human Rights  
Interest in working with USAID

Directly: possibly. It depends on the project  
Indirectly/Through intermediaries:  
If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in:1950

Organization type:501(c) 3

Began international work in: 1980's

Staff no.:	FT	@HQ	Field
	PT	@HQ	Field

Field location(s): DC, NY, MD, CO, Italy, France, Japan, Berlin  
Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget: n/a

Sources of funding/ratio:

Last independent audit:  
By whom:

#### VI. RECORDS

Evaluation of Projects: only internal documents

Publications (list): International Human Rights Law Update, Seminar Materials.

\*JITA\*

\*OTH\*

\*7\*

## I. CONTACT INFORMATION

Organization: Associates in Rural Development

Acronym: ARD

Address: 110 Main Street, 4th Floor, P.O. Box 1397,  
Burlington, VT 05402

Tel:802/658 3890

Fax:802/658 4247

E-Mail:ardinc@moose.uvm.edu

Contact/Title: Louis Siegel, Snr Assoc.

Auxiliary/Title:George Burrill, Psdt

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x	x	x	x	152
B. Judicial Independence		x	x	x	x	5
C. Improved AOJ		x	x	x	x	5
D. Structural Reform		x	x	x	x	152
E. Access to Justice						
F. ADR		x	x	x	x	5
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS  
6. Middle East 7. USA 8. W. Europe/Canada

## II. EXPERTISE

Area(s):Legal Reform, Judicial Independence, Improved AOJ, Structural Reform, ADR

Type:TA, Training, Research, Implementation

Description: ARD's expertise generally is in institutional development; over the past 8 years, it has conducted projects more specifically related to "strengthening public sector institutions at the local level". Amongst programs that relate directly or indirectly to ROL (note: overlap at times between civil society/governance and ROL issues)

1) Global Democracy Center (core research component + "buy in" components in Africa/Asia - 16 countries): development of analytical framework for policy analysis re: government; includes legal and legislative analyses re: decentralization [in the process of winding down after 7 years].

2) Philippines: local assistance following passage of decentralization law in Philippines (legal analysis, TA re implementation/trouble shooting)[1991-1994]

3) Africa: TA for initial strategic and conceptual framework in democratic development, followed by 25 DSOs to date (12 countries) - some including multiple assignments - note: relatively little ROL at this point, though assignments often involve analysis of legal institutions (how viewed, how used)

4) ROL in NIS (consortium with Checci), through 3 separate contracts: a) regional operation, looking at trans-NIS issues; b) Russia federation (office in Moscow); c) Slavic countries (offices in Kiev, Moldova, Byelorussia) - broad range of ROL related activities, including intermediary functions.

Most programs include a combination of 1) ARD staff, experts in various disciplines or knowledgeable re: USAID processes, or both, and 2) experts in project related issues, brought on for specific projects. Collaboration or consortia involve also partnerships with other organizations or academic institutions as needed (ex: MIS, Checci, DePaul College of Law, U of Iowa, etc.)

Language Skills: as required

Knowledge of other justice systems: yes

## PROJECT(S) DESCRIPTION

Total to date: numerous

Current number: n/a - cf above

Description and source(s) of funding: USAID, other (not specified)

Most creative: generally, ARD "holistic" approach - ie capacity to bridge a) cause and effect (relationship between economic development, decentralization, political institutions), b) theory and "hands on" applications, c) substantive knowledge and that of USAID policies/requirements.

Most impact:cf above

Future plans: n/a

### III. CAPACITY

Mobilization time between award & start up: depends on scope/complexity of project; have shown capacity for rapid response; institutional development, on the other hand, is a long term process, requires building of trust, etc.

Mode of operation -- Short Term/Long Term/Intermediaries: all

Data base/type:

-Consultants/who: 10,200 consultants on data base, catalogued by regions, expertise - broken down into 18 major categories; most relevant to ROL

1. legal systems (631)
2. education/training (3,599)
3. public administration/policy (1,773)
4. general administration/design/gran management (4,275)

-Information bank: library/hard copies in house ("practical library"); CD-ROM capacity/tap into data bases.

Network with other organizations: cf above

Interest in working with USAID

Directly: not relevant, since most of work funded by AID

Indirectly/Through intermediaries:n/a

If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in: 1977

Organization type: for profit

Began international work in: 1977

Staff no.: 142

FT 142

PT

@HQ 60\*

@HQ

Field 82

Field

Field location(s): Philippines, Africa, NIS (for ROL related activities)

Ratio staff HQ/field: 40/60 - \*imprecise figure=15 of 60 @"headquarters" are based in DC (some for NIS program)

#### V. FINANCIAL

Annual budget: \$14,955,467 (revenue for FY'94 - note that budget amount is calculated differently for 501(c)3 and for profits)

Sources of funding/ratio: USAID 90%

Last independent audit: FY'94

By whom: Urbach Kan and Werlin PC, Burlington, VT

## VI. RECORDS

Evaluation of Projects: cf CDIE

Publications (list): program related reports (partial list on file)

Can they be made available? yes

\*1\*

\*2\*

\*5\*

\*LRTA\*

\*LRTR\*

\*LRRE\*

\*LRIM\*

\*JITA\*

\*JITR\*

\*JIRE\*

\*JIIM\*

\*AJTA\*

\*AJTR\*

\*AJRE\*

\*AJIM\*

\*SRTA\*

\*SRTR\*

\*SRRE\*

\*SRIM\*

\*DRTA\*

\*DRTR\*

\*DRRE\*

\*DRIM\*

**I. CONTACT INFORMATION**

Organization: Association of Family and Conciliation Courts  
 Acronym:AFCC Address:329 W.Wilson Street, Madison, WI 53703-3612

Tel:608/251 4001 Fax:608/251 2231 E-Mail:n/a

Contact/Title: Anne Milne, Exec.Director  
 Auxiliary/Title: Peter Salem, Assoc.Director

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ		x	x			7
D. Structural Reform		x				7
E. Access to Justice		x				7
F. ADR		x	x	x		7
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List) a.family		x	x	x		7

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS  
 6. Middle East 7. USA 8. W. Europe/Canada

**II. EXPERTISE**

Area(s): improved AOJ, structural reform, access to justice, ADR, with emphasis on family/children

Type: TA, training, research

Description: AFCC is an international association that focusses on all aspects of domestic relations and role of courts in this area. Its 1,500 members include judges,

lawyers, mediators, custody evaluators, parent educators, academics and advocates. They are from US/Canada (85%), with the remainder from New Zealand, Australia, West Europe and So Africa. A 30+ year old association, the AFCC expanded its programs and capacity in 1988.

Among its principal areas of activities in the recent years: child custody programs, mandatory parenting training, role of mediation in divorce/child custody or in cases of violence/abuse (a controversial issue).

It conducts its activities through an annual international conference, regional or issue specific conferences, training sessions upon requests from the states (courts/others), development of course and how-to materials, training manuals and research projects in these topics. AFCC has been asked to host the 1977 Second Intl Congress on Family Law and Children's Rights (San Francisco)

-

Language Skills: Spanish, French, German (through members and experts used in their program activities)

Knowledge of other justice systems: yes, through its membership

## PROJECT(S) DESCRIPTION

Total to date:250 (rough estimate)

Current number:4-5/year (conferences), plus TA, research, publications, and training services

Description and source(s) of funding: membership dues, conference revenues, sales of publications, foundation grants

Most creative: 1) organized emerging field of mandatory parenting education (helped define goals and standards, and methodology to evaluate outcomes) - this leading to first international congress on topic

2) helped reassess traditional methods of child custody program evaluations (purpose, outcomes), this away from adversarial and toward settlement procedures - "changing mindsets"

Most impact: providing a forum that has brought together mediators and advocates in area of domestic violence, to lessen antagonism and create common strategies

Future plans:expand number of activities within/outside US

### III. CAPACITY

Mobilization time between award & start up: 3-6 weeks for TA or training, up to six months for larger projects (ex: conferences)

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type: computerized data banks (cf below)

-Consultants/who: use a core group of 100 experts, many from their membership base, mainly for training (emphasis on training of trainers), and TA

-Information bank: 1) computerized data bank of members and experts, and 2) materials on data base, available to others (biblios etc); process of expanding their clearinghouse functions, including gathering materials from each state

Network with other organizations: with all US principal organizations in courts/law; also with International Union of Family Organizations (IUFO); International Family Law Group; and sister organization/counterpart in Australia (handles Asia and Pacific)

Interest in working with USAID

Directly: yes - but not clear what means

Indirectly/Through intermediaries: yes, same as above

If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in: 1963

Organization type: 501 (c)3

Began international work in: 1975

Staff no.: 4	FT 4	@HQ	Field
	PT	@HQ	Field

Field location(s): n/a

Ratio staff HQ/field:n/a

#### V. FINANCIAL

Annual budget: \$600K

Sources of funding/ratio: dues (50%) - balance from conference revenues, sales of pubs and videos, foundation grants (in that order)

Last independent audit: 1993

By whom: (did not have info at time of call)

#### VI. RECORDS

Evaluation of Projects: through focus groups and conference participant evaluations

Publications (list): is sending

Can they be made available? yes

\*7\*

\*AJTA\*

\*AJTR\*

\*SRTA\*

\*ACTA\*

\*ORTA\*

\*DRTR\*

\*DRRE\*

\*OTH\*

**I. CONTACT INFORMATION**

Organization: Center for Democracy  
 Acronym:CFD

Address: 1101 15th St. NW Suite 505  
 Washington, DC 20005

Tel:202-429-9141  
 Fax:202-293-1768

E-Mail:cfd@netcom.com

Contact/Title:Alan Weinstein, President  
 Auxiliary/Title: Susan Orton, Program Director Eastern Europe and FSU

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x				2345
B. Judicial Independence		x	x			2345
C. Improved AOJ			x			4
D. Structural Reform		x				4
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA 8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Legal Reform, Judicial Independence, Structural Reform  
 Type: Technical Assistance, Training

Description: The majority of CFD work is in LAC, Eastern Europe and the NIS. They have a rule of law program in the NIS and Central Asia. They are conducting judicial training seminars. They are also reviewing the legal environment, including legislation, for ngos in Russia. They recently hosted a dinner for President Yeltsin, and

were key players in obtaining information from the White House (Russia) during the attempted coup.

CFD hosts an annual meeting of judges in which the primary discussion has been independence of the judiciary. They are working on a program addressing legislation development issues in LAC.

Language Skills: all employees are bi-lingual

Knowledge of other justice systems: they bring people in if their knowledge is limited.

### PROJECT(S) DESCRIPTION

Total to date:n/a

Current number: about 10 major projects (not all rol)

Description and source(s) of funding:

USAID

Private Foundations (especially in Eastern Europe)

Most creative: Dinner for Yeltsin

Most impact: Helping obtain informatin from the White House during the attempted coup in 1991.

Future plans: continue with rol work, as well as legal reform issues.

### III. CAPACITY

Mobilization time between award & start up: 1 month

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type: none specifically

-Consultants/who: Usually find consultants through word of mouth and from previous CFD projects.

-Information bank: none

Network with other organizations: yes. Natural Resources Defense Counsel, International law Institute, Federal Bar Association

Interest in working with USAID

Directly:yes  
Indirectly/Through intermediaries:  
If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in: 1985

Organization type: 501(c)(3)

Began international work in: 1985

Staff no.: 22 FT 14 @HQ 8 Field

Field location(s):Costa Rica, Strasbourg, Moscow

Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget: \$2.3 million

Sources of funding/ratio:

Last independent audit: 1993

By whom:

#### VI. RECORDS

Evaluation of Projects: some from USAID

Publications (list): transcripts from conferences

Can they be made available?

Available on file?

\*LRTA\*

\*JITA\*

\*JITR\*

\*AJTR\*

\*SRTA\*

**I. CONTACT INFORMATION**

**Organization:** Center for Intercultural Education and Development (formerly Center for Immigration Policy & Refugee Assistance - CIPRA; and Academy for Intercultural Training - AIT)

**Acronym:** CIED **Address:** Georgetown University, 3520 Prospect Street, NW, Washington DC 20007 (may change)

**Tel:** 202/298 0219  
**Fax:** 202/338 0568

**E-Mail:** Internet (indiv.)

**Contact/Title:** Irwin Levy, Advisor for democracy & governance  
**Auxiliary/Title:** Chantal Santelices, Associate Director

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x				4
B. Judicial Independence		x	x			4
C. Improved AOJ		x	x		x	4
D. Structural Reform		x				4
E. Access to Justice		x				4
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID		x				4
I. Other (List) a.scholarships b.public schools c.juvenile justice		x	x			5,4, 7

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
 8. W. Europe/Canada

## II. EXPERTISE

Area(s): Legal Reform (indirectly), Judicial Independence, Improved AOJ, Structural Reform, Access to Justice, PD/Legal Aid, other (juvenile justice, public schools, scholarships programs for foreign students)

Type: TA, Training, Implementation

Description: CIED results from a merger of two Georgetown University (GU) programs that began in the early 80s. Its purpose is to help develop and implement programs to build "peace based on justice and (GU) views that a society is just when it provides its members the opportunity to meet their human needs".

Programs include: a major effort (USAID/Honduras) that addressed most aspects of ROL program areas and functions (including serving as intermediary/commodities -- note: the project involved also work with Congress and elections); Central American Peace Scholarships (Panama); Cooperative Association of States for Scholarships (to provide training in the US for 17 countries in LAC); Nicaragua Peace Scholarship Program; East Central European Scholarship Program; Georgetown Business training Program in Vietnam, Laos and Cambodia; and some programs in DC public schools and for youth involved in the juvenile justice system.

CIED, as part of GU, draws upon the many resources of the university (including the law school), a variety of partners and experts when bidding on projects, and other organizations (such as NICEL) - all depending upon the project. As such, it is difficult to distinguish or isolate CIED from the context within which it operates.

Language Skills: available through university and partners

Knowledge of other justice systems: yes

## PROJECT(S) DESCRIPTION

Total to date: n/a

Current number: n/a

Description and source(s) of funding: USAID contracts, federal and private funds, and other funding (as part of Georgetown University)

Most creative: MIS system developed for Honduras; being replicated in other countries \*

Most impact: public defenders system, set up on fast track to help implement existing law (also in Honduras)\*

\*note: indicated that many accomplishments are result of work of partner or consultant within particular project - institution should not take credit for these, other than having brought the right expertise to the project

Future plans: expand activities to other countries/regions in response to USAID/ROL programs

### III. CAPACITY

Mobilization time between award & start up: depends upon projects  
Mode of operation -- Short Term/Long Term/Intermediaries: all

Data base/type:

- Consultants/who: vast network and affiliations with other contractors, depending upon contract; also draws upon university resources (such as law school, school of foreign service etc.)
- Information Bank: draws upon university resources

Network with other organizations: yes, see above

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries: yes

If NO, why?

Registered PVO? n/a

### IV. PROFILE

Created in: 1988 (merger of CIPRA and AIT created earlier)

Organization type: university

Began international work in: n/a

Staff no.: n/a - depends upon projects

Field location(s): n/a

Ratio staff HQ/field: n/a

## V. FINANCIAL

Annual budget: n/a - organization is part of university  
Sources of funding/ratio: n/a - see above  
Last independent audit: n/a - see above  
By whom: n/a

## VI. RECORDS

Evaluation of Projects: n/a  
Publications (list): n/a  
Can they be made available? n/a

\*LTRA\*  
\*JITA\*  
\*JITR\*  
\*AJTA\*  
\*AJTR\*  
\*AJIM\*  
\*ACTA\*  
\*PDTA\*  
\*OTH\*  
\*4\*  
\*5\*  
\*7\*

**I. CONTACT INFORMATION**

Organization: Center for Race Equality and Democratic Opportunity

Acronym: CREDO

Address: Freedman, Levy, Kroll, Simonds  
 1050 Connecticut Ave., NW Suite 825  
 Washington, DC 20036

Tel: 202-457-5115

Fax: 202-457-5151

E-Mail:

Contact/Title: John Chettle, General Counsel

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)				x		
a. US Policy toward Africa				x		1
b. crisis prevention				x		1

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS  
 6. Middle East 7. USA 8. W. Europe/Canada

## II. EXPERTISE

Area(s): Research for US policy toward Africa, Crisis Prevention  
Type: Research

Description: CREDO focuses on US policy toward Africa. They look at potential and current crisis situations in Africa and attempt to issue policy papers to offer suggestions for US overnment action prior to the eruption of a crisis. They commission experts in the area to write policy papers. They have issued a policy paper on the Sudan and are currently working on papers dealing with Kenya, Zaire, Angola, Liberia and economic issues in Southern Africa.

Language Skills:n/a

Knowledge of other justice systems: full knowledge of area

## PROJECT(S) DESCRIPTION

Total to date: 1

Current number: 4 commissioned

Description and source(s) of funding:  
Corporations

Most creative: n/a

Most impact: n/a

Future plans: additional innovative thinking. Looking at what can be done to improve the economic crisis in Africa

## III. CAPACITY

Mobilization time between award & start up:

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: already have significant field experience

-Information bank:

Network with other organizations: not yet, but willing to

Interest in working with USAID  
Directly:yes  
Indirectly/Through intermediaries: yes  
If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in:1991

Organization type: 501(c) 3

Began international work in:1991

Staff no.:	FT	@HQ	Field
	PT	@HQ	Field

Have an active board of 12 members

Field location(s):

Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget: \$20K

Sources of funding/ratio:

Last independent audit: none

By whom:

#### VI. RECORDS

Evaluation of Projects:

Publications (list): Sudan Paper

Can they be made available? yes

Available on file?

\*1\*

\*OTH\*

**I. CONTACT INFORMATION**

Organization: Checchi & Company Consulting, Inc.

Acronym: Checchi Address: 1730 Rhodes Island Ave., NW  
Suite 910  
Washington, DC 20036

Tel:202-452-9700  
Fax:202-452-9070

E-Mail:

Contact/Title: John Olson, Sr. Associate

Auxiliary/Title: Patricia McPhelim, Vice President

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x		x		1,45,2
B. Judicial Independence		x	x			4,5
C. Improved AOJ		x	x	x		4,5 1
D. Structural Reform		x				2,4
E. Access to Justice		x	x			5
F. ADR		x				2
G. Crim/Civ Prosecut		x				4
H. PD/Legal AID		x				4
I. Other (List)						214
a.Commercial Law		x				4
b.WID		x		x		

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS  
6. Middle East 7. USA 8. W. Europe/Canada

## II. EXPERTISE

Area(s): Legal Reform, Judicial Independence, AOJ, Structural Reform, Access to Justice, ADR, Crim/Civ Prosecution, Legal Aid, Commercial Law, WID

Type: TA, Training, Research, Implementation

Description: Checci is a consulting firm involved in numerous activities in several regions. They have conducted assessment, design, research, implementation, and evaluation with court systems, and court administrations. They have also worked on legal reform and institution building, judicial training, law school curriculum development, codification of statutes and reform of field laws. They are involved with strategy design for justice system improvement in the NIS and LAC.

They have conducted training of prosecutors and judges in El Salvador and computerized the process. They have given technical assistance to design programs dealing with public defense. In Indonesia, Checci facilitated the reformation of laws dealing with commercial issues and offered technical assistance to alter the way law is taught in law schools. They have also conducted workshops on arbitration.

Research includes that conducted for assessments, and the status of cases. They have conducted research on the role of women in LAC.

Language Skills: Spanish, French, Russian, extensive consultant background

Knowledge of other justice systems: civil and common law systems, Islamic Law, customary law

### PROJECT(S) DESCRIPTION

Total to date: 10 large contracts, each with several components

Current number: 5

Description and source(s) of funding:

USAID 90%

World Bank 10%

Most creative: NIS projects which include the Democracy Institutional Development and justice system improvement.

Most impact: El Salvador programs which include judicial reform.

Future plans: Try to develop programs in the Near East through Egypt. Also looking to conduct more business with multilateral agencies such as the World Bank and the InterAmerican Development Bank.

### III. CAPACITY

Mobilization time between award & start up: 1 month

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type: 4000 files ..

-Consultants/who: 75-100 active, but 500 rol consultants with knowledge in areas such as training, evaluation, institution development, privatization, capital markets, policy analysis, international institutions, law faculties, aoj, court administration and computerization.

-Information bank: Library

Network with other organizations:ARD, National Judicial Colleege, US Law Schools

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries:

If NO, why?

Registered PVO? no

### IV. PROFILE

Created in: 1950's

Organization type: private business

Began international work in: 1950's; rol 1988

Staff no.: 20 FT

@HQ

Field

PT

@HQ

Field

20 full time long term contract employees

Field location(s): Moscow, Kiev, Salvador, Indonesia, Panama, Jakarta, Sudan

Ratio staff HQ/field:

## V. FINANCIAL

Annual budget: 8.1 million

Sources of funding/ratio: 85% USAID; World Bank Finance, Asia Development Bank

Last independent audit: 1991

By whom: no annual independent audit

## VI. RECORDS

Evaluation of Projects: Not been evaluated. Some of portions of work done.  
Publications (list): information of projects, Bulletins

Can they be made available? yes

Available on file? yes

\*LRTA\*

\*LRRE\*

\*JITA\*

\*JITR\*

\*AJTA\*

\*AJTR\*

\*AJRE\*

\*SRTA\*

\*ACTA\*

\*ACTR\*

\*DRTA\*

\*CPTA\*

\*OTH\*

\*1\*

\*2\*

\*4\*

\*5\*

**I. CONTACT INFORMATION**

Organization: Chemonics

Acronym:none

Address: 2000 M St., NW Suite 200  
Washington, DC 20036

Tel:202-466-5340

Fax:202-955-3400

E-Mail:mre%ho%5020861@mcimail.com

Contact/Title: Malcolm Russell Einhorn  
Extension: 955-3347

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x	x	x		123 456
B. Judicial Independence		x	x			123 465
C. Improved AOJ		x	x			123 456
D. Structural Reform		x	x			123 456
E. Access to Justice		x				123 456
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

## II. EXPERTISE

Area(s): Legal Reform, Judicial Independence, AOJ, Structural Reform, Access to Justice

Type: Technical Assistance, Training, Research

Description: Chemonics is a consulting firm which has worked with several rule of law type projects. In the NIS, they have conducted judicial training seminars and offered technical assistance for the creation of a bulletin board which will reprint laws and regulations. As part of this project, they are developing a strategic capability and establishing linkages between courts. They are also offering t/a in the establishment of a legal resource center.

Also in the NIS, Chemonics is compiling legal and policy frameworks dealing with laws such as associations and tax laws which may affect ngos. In Central and Eastern Europe, Chemonics offers technical assistance to local, regional and national governments on policy development and administrative reorganization.

Chemonics has an IQC with USAID to offer rapid response technical assistance for the development of legal frameworks in countries with emerging private markets. They are also working with areas such as land privatization, property rights, and land titling. Chemonics is also collaborating with the Center for Legislative Development at SUNY, Albany on a parliamentary training and legislative reform project in the LAC.

Language Skills: Russian, Khazak, consultants often know several

Knowledge of other justice systems: work with other systems

## PROJECT(S) DESCRIPTION

Total to date: n/a

Current number: 3 large rol projects with several components

Description and source(s) of funding:

USAID 90%

the World Bank

the InterAmerican Development Bank

Most creative: Central Asia and Russia projects. Also, the projects dealing with NGO formation.

Most impact: Linkage programs in Estonia as well as the institutional development and strategic planning

Future plans: additional projects, and further developing their technical capability.

### III. CAPACITY

Mobilization time between award & start up:

Mode of operation -- Short Term/Long Term/Intermediaries

Data base/type:

-Consultants/who: consultant database of thousands, hundreds of consultants in the rule of law area specifically.

-Information bank:

Network with other organizations:

International Law Institute, Center for Legislative Development

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries:

If NO, why?

Registered PVO? no

### IV. PROFILE

Created in: 1975

Organization type: for profit

Began international work in: 1975

Staff no.: n/a FT 130 @HQ 200-300 Field

Field location(s): Throughout Eastern Europe. Have the capacity to open field offices wherever they are conducting projects.

Ratio staff HQ/field:

## V. FINANCIAL

Annual budget: n/a

Sources of funding/ratio:

Last independent audit: 1994

By whom:

## VI. RECORDS

Evaluation of Projects:USAID and other evaluations

Publications (list):numerous; newsbriefs, reports, and subcontract reports.

Can they be made available?yes

Available on file?

\*1\*

\*2\*

\*3\*

\*4\*

\*5\*

\*6\*

\*LRTA\*

\*LRTR\*

\*LRRE\*

\*JITA\*

\*JITR\*

\*AJTA\*

\*AJTR\*

\*SRTA\*

\*ACTA\*

**I. CONTACT INFORMATION**

Organization: Community Board Program

Acronym: n/a

Address: 1540 Market Street, # 490, San Francisco, CA 94102

Tel: 415/552 1250

Fax:415/626 0595

E-Mail: yes (call)

Contact/Title: Terry Amsler, Exec. Director

Auxiliary/Title: Rebecca Araiz Iverson, Progr.-Coord.

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x				7
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice		x	x			7,8
F. ADR		x	x	x		7,8,4
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List) a.demo enhan b.cement		x	x			7,8,4

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

note: above as long as part of community-based conflict resolution

## II. EXPERTISE

Area(s): Legal Reform, access to justice, ADR (broadly - ie conflict resolution, not just court connected)

Type: TA, training, research (limited to program evaluations, or compilation/analysis of existing materials and research)

Description: Within the ADR/Conflict Resolution "family", community board programs emphasize social reconciliation and democracy enhancement. They are community based and, while they inter-act with public institutions (courts, social service agencies, planning, schools, public health), they function at the grassroots level and draw heavily from community based groups and resources.

The Community Board program was a pioneer in collaborative problem solving/conciliation methods, with an initial focus on various San Francisco communities. Throughout the 70s and 80s, their approach and philosophy was replicated widely in the US and abroad. In the 80s, the Community Board program launched a number of ground breaking initiatives, including some of the first programs in school based mediation, and collaborative strategies within and between public agencies (cf "most creative" and "most impact" below). Community Board also has particular expertise in multi cultural issues, tailoring its programmatic strategies and materials to differing cultures and beliefs.

Language Skills: Spanish

Knowledge of other justice systems: LAC

## PROJECT(S) DESCRIPTION

Total to date: n/a - many

Current number: 15-25 at any given time (note: work in 100+ schools re: peer mediation and conflict resolution curriculum - counts as one "project")

Description and source(s) of funding: government (at all levels), foundation grants, earned income

Most creative:

1) city wide approach (Annapolis, MD) pulling together youth agencies, schools and community mediation programs re: growth, management, shared resources - through collaborative strategic planning and problem solving

2) Department of Justice (DOJ) project re: Americans with Disabilities Act (ADA) related disputes/implementation

3) New approach involving youths and their disputes (in Chinatown, SF) - building upon existing youth structures and culture - to deal with violence, disputes with adults (schools, authorities, etc.)

Most impact: mediation programs in hundreds of schools - huge growth

Future plans: expand with caution re: international opportunities - particularly in grassroots, conflict resolution (links between civic society and access to justice); want to maintain excellence and quality control and make difference (not fly in/out)

### III. CAPACITY

Mobilization time between award & start up: "2 days" - if apply, ready to start immediately

Mode of operation -- Short Term/Long Term/Intermediaries: short and long term

Data base/type:

- Consultants/who: have core 5-6 consultants re: CR, schools mediation etc. - with different ethnic/language/culture profiles

- Information bank: own publications (heavy dissemination effort); but do not keep data bank for external/ clearinghouse purposes

Network with other organizations: all basic ADR and CR organizations within US, and ties with some abroad (note: heavy flow of visitors from around the world to discuss, or receive training toward, starting own community or school mediation programs)

Interest in working with USAID

- Directly: yes - but depends on size of project \*

- Indirectly/Through intermediaries: yes

- If NO, why?

\* note: do not want to take on huge programs (\$200K is sizable contract for them) - to retain capacity for quality control

Registered PVO? no

#### IV. PROFILE

Created in: 1976

Organization type: 501(c)3

Began international work in: late 80s (principally, training and TA for foreign visitors or delegations); on-site work abroad for last two years

Staff no.: 17	FT 13	@HQ 13	Field n/a
	PT 4	@HQ 4	Field n/a

Field location(s): n/a

Ratio staff HQ/field: n/a

#### V. FINANCIAL

Annual budget: \$1M

Sources of funding/ratio: government, foundations, earned income (each 1/3)

Last independent audit: 1993

By whom: Nini McCone, CPA

#### VI. RECORDS

Evaluation of Projects: yes, at various times; can get from funders

Publications (list): in the mail

Can they be made available? yes

\*LRTA\*

\*ACTA\*

\*ACTR\*

\*DRTA\*

\*DRTR\*

\*DRRE\*

\*OTH\*

\*4\*

\*7\*

\*8\*

**I. CONTACT INFORMATION**

Organization: Conflict Resolution Center International

Acronym: CRCI

Address: 2205 E. Carson St. Pittsburgh, PA 15203-2107

Tel: 412/481 5559

Fax: 412/481 5601

E-Mail: [crcii@igc.apc.org](mailto:crcii@igc.apc.org) (ace/internet)

Contact/Title: Paul Wahrhaftig, Pres.

Auxiliary/Title: n/a

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x				ww
B. Judicial Independence		x				ww
C. Improved AOJ		x				ww
D. Structural Reform						
E. Access to Justice		x				ww
F. ADR		x				ww
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List) a.ethnic/ culture b.		x				ww

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

**II. EXPERTISE**

Area(s): ADR (broadly, including conflict resolution, peace efforts, second track diplomacy; emphasis on minorities, ethnic/religious/cultural conflicts);  
secondary: Legal Reform, Judicial Independence, Improved AOJ

Type: TA (with special focus on info sharing/clearinghouse)

**Description:** CRCI developed as the first, worldwide network linking organizations and individuals (practitioners, trainers, academics) spread across the spectrum of conflict resolution (CR). These links were achieved through the creation of an electronic bulletin board (to foster queries and information exchanges re: written materials, new developments, lists of resources and calendar of events); publication of "Conflict Resolution Notes", directories, and annotated bibliographies.

As a clearinghouse, it draws on its data bank and bulletin board to: 1) provide tailored bibliographies or packages of materials; 2) match requests for TA, training or intervention with individuals/organizations (re: type of conflict, issues, skills needed, country)- this helped in large part by personal knowledge of most individuals/organizations and their capacities.

It also helps develop conferences (for example the bi-annual National Conference on Peace and Conflict Resolution - NCPCR), and national and local programs (including conflict resolution projects in Pittsburgh, in partnership with the religious, and with the education communities).

**Language Skills:** capacity available through network

**Knowledge of other justice systems:** yes (self, and through network)

## PROJECT(S) DESCRIPTION

**Total to date:** n/a - "feed in/feed out" on going clearinghouse function

**Current number:** n/a

**Description and source(s) of funding:** fees for service, contributions (individuals, grants), some indirect (NATO, UNICEF etc.)

**Most creative:**

**Most impact:** 1) ID and bring people from North Ireland to National Conference on Peace and Conflict Resolution (NCPCR); as follow up, these participants have formed mediation network in country.

2) helped bring people/government from Basque country to US - "plugged into George Mason University network"; have formed partnership and behind scene brokering role to defuse conflicts.

Future plans: develop similar network/partners in Europe and LAC; bring info on line through scanner (pending availability of funds); expand networking and clearinghouse capacities.

### III. CAPACITY

Mobilization time between award & start up: immediate re: response to info requests (including search for consultants/intervenors/trainers); if asked to provide service personally, limited only by availability.

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: data base includes 500-600 organizations and individuals worldwide

-Information bank: annotated biblio of appr. 600 entries; access to other data banks (via E mail/fax)

Network with other organizations: most ADR/CR organizations within US and abroad

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries: yes

If NO, why?

note: would need to know more re: amount of work/resources needed to do same

Registered PVO? no

### IV. PROFILE

Created in: 1981

Organization type: 501 (c) 3

Began international work in: 1981

Staff no.: 1 1/2

FT 1

@HQ

Field

PT 1

@HQ

Field

Field location(s): n/a

Ratio staff HQ/field: n/a

note: CRCI International Council (ie primary partners for day to day info/TA exchanges etc.) are currently in: Kenya, Australia, Philippines, Turkey, GB, France, Spain, Germany, South Africa, Canada

## V. FINANCIAL

Annual budget: \$100K

Sources of funding/ratio: Fees for services, contributions (individuals, grants), and pass through support

Last independent audit: 1994

By whom: CPA volunteer from Pittsburgh

## VI. RECORDS

Evaluation of Projects: not formal; feedback from various funders

Publications (list): "Conflict Resolution Notes" (quarterly); directories

Can they be made available? yes

\*1\*

\*2\*

\*3\*

\*4\*

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\*6\*

\*7\*

\*8\*

\*LRTA\*

\*JITA\*

\*AJTA\*

\*ACTA\*

\*DRTA\*

\*OTH\*

## I. CONTACT INFORMATION

Organization: Congressional Human Rights Foundation

Acronym: CHRf

Address: 1056 Thomas Jefferson Street, NW, Washington  
DC 20007

Tel: 202/333 1407

Fax: 202/333 1275

E-Mail: pmeek@chr3.gdn.org

Contact/Title: Paul Meek, VP Programs

Auxiliary/Title: David Phillips, President

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x	x	x		ww
B. Judicial Independence		x	x			ww
C. Improved AOJ		x	x			ww
D. Structural Reform		x	x			ww
E. Access to Justice		x	x			ww
F. ADR		x	x			ww
G. Crim/Civ Prosecut		x	x			ww
H. PD/Legal AID		x	x			ww
I. Other (List) a.human rights		x	x			ww

Region:

(WW). Worldwide

## II. EXPERTISE

Area(s): Legal (legislative) reform, judicial independence, improved AOJ, Structural reform, access to justice, ADR, Prosecution, Legal Aid, Human Rights -- all ROL related activities from perspective of human rights issues

Type: TA, training, research

Description: CHRГ is a non partisan organization that promotes the understanding and development of human rights - principally through its work with legislators and parliamentarians, worldwide. It was set up, initially, by the US congressional human rights caucus, and became an independent organization, with a separate board of directors, in 1990. (note: there are plans to retitlе the organization as "Parliamentary Human Rights Foundation" in the near future)

Its "niche is to focus on solutions, not just on problems related to human rights violations". CHRГ's network includes 1,000 MPs in 118 countries, and an information service capacity (Global Democracy Network) via internet that is also worldwide (bulletin board, documents, info exchanges, response to requests, etc.)

CHRF briefs members of the US Congress on human rights conditions; offers a multi faceted training programs (constitution, ROL, democracy and human rights principle) to parliamentarians from emerging democracies; and provides technical assistance follow up to the training. It describes its purpose as that of "empowering MPs to become managers of change" who will affect the mechanisms of government in their country.

In addition to some research projects, in collaboration with the American University, it recently launched a new effort under the AID/ROL program, including projects in Haiti, Mexico, former Soviet Union, Georgia; projects in Asia under consideration ("we are new to the ROL family").

Language Skills: Spanish, Arabic, French, Russian

Knowledge of other justice systems: yes - in part, through access to members of its network.

## PROJECT(S) DESCRIPTION

Total to date: on-going - difficult to answer  
Current number: 4-5 w/AID; for rest, see above

Description and source(s) of funding: foundation grants, individual donations, AID, USIA, NED (note: per by-laws, cannot accept more than 10% of its funding from any particular government)

Most creative: the Global Democracy Network - has never been done before, and has "tremendous impact on the next generation of leaders because it is easy to access, is cheap, and helps inculcate the importance of human rights; 20 years ago, the human rights literature was minimal; now, HR are an accepted part of international affairs".

Most impact: see above

Future plans: increase participation in ROL program from human rights perspective; open offices in Europe, LAC ("perhaps in the next two years")

### III. CAPACITY

Mobilization time between award & start up: immediate

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: via members

-Information bank: see above re: internet

Network with other organizations: yes, 100s (all major HR and parliamentary organizations, NGOs and universities).

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries: yes

If NO, why?

Registered PVO? yes

### IV. PROFILE

Created in: 1985

Organization type: 501 (c) 3

Began international work in: 1990

Staff no.: 9            FT: 7            @HQ: 7            Field  
                         PT: 2            @HQ: 2            Field

Field location(s): none at present  
Ratio staff HQ/field: n/a

**V. FINANCIAL**

Annual budget: \$750K

Sources of funding/ratio: foundations grants (50-60%); individual contributions (20-30%); government funding (10%)

Last independent audit: 1993  
By whom: n/a

**VI. RECORDS**

Evaluation of Projects: n/a  
Publications (list): monthly  
Can they be made available? yes

- \*1\*
- \*2\*
- \*3\*
- \*4\*
- \*5\*
- \*6\*
- \*7\*
- \*8\*
- \*LRTA\*
- \*LRTR\*
- \*LRRE\*
- \*JITA\*
- \*JITR\*
- \*AJTA\*
- \*AJTR\*
- \*SRTA\*
- \*SRTR\*
- \*ACTA\*
- \*ACTR\*

\*DRTA\*  
\*DRTR\*  
\*CPTA\*  
\*CPTR\*  
\*PDTA\*  
\*PDTR\*  
\*OTH\*

**I. CONTACT INFORMATION**

Organization: Congressional Research Service

Acronym: CRS Address: Library of Congress, Room 227, Madison Bldg, 1st and Independence Av. SE, Washington DC 20540

Tel:202/707 2092  
Fax:202/ 707 2615

Contact/Title: William H. Robinson, Associate Director wrob@loc.gov

Aux/Title: Aletta Waterhouse, Parliament.Dev.Spec awat@loc.gov

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x				7
B. Judicial Independence		x				7
C. Improved AOJ		x				7
D. Structural Reform		x				7
E. Access to Justice		x				7
F. ADR		x				7
G. Crim/Civ Prosecut		x				7
H. PD/Legal AID		x				7
I. Other (List)						

Region:

1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA 8. W. Europe/Canada

## II. EXPERTISE

Area(s): All, re: legislation related subject matters in US federal and state laws/regulations; some foreign policy and cooperative analyses

Type: TA (Information sharing)

Description: CRS serves the US Congress as informational and analytical resource on all matters pertaining to legislation. Members priorities and requests drive priorities within CRS activities.

**Important Note:** Given its mandate, CRS cannot respond formally to requests from USAID; nor should requests be forwarded via members of Congress. On an informal basis, however, Robinson will provide assistance as long as requests 1) directly relate to AID/ROL activities and is specific ("no fishing expeditions"), 2) are initiated by AID staff (cannot respond to AID grantees/contractors), and 3) are relatively infrequent.

Language Skills: n/a

Knowledge of other justice systems: some re: constitutional analyses

## PROJECT(S) DESCRIPTION

Total to date: n/a

Current number: n/a

Description and source(s) of funding: Congressional authorization

Most creative: n/a

Most impact: n/a

Future plans: n/a - note however that priorities and activities will change, as driven by Republican majority (topics will be different)

## II. CAPACITY

Mobilization time between award & start up: n/a

Mode of operation -- Short Term/Long Term/Intermediaries:n/a

Data base/type: n/a

Network with other organizations: note = CRS US system based activities are complemented by Library of Congress re: foreign systems of law

Interest in working with USAID - unofficial

Directly:

Indirectly/Through intermediaries:

If NO, why? Outside mandate

Registered PVO? no

#### IV. PROFILE

Created in: 1917

Organization type: governmental

Began international work in:

Staff no.: 800

FT 800

@HQ 800

Field N/A

PT

@HQ

Field

Field location(s): n/a

Ratio staff HQ/field: n/a

#### V. FINANCIAL

Annual budget: \$60M

Sources of funding/ratio: US Congress

Last independent audit: n/a

By whom:

#### VI. RECORDS

Evaluation of Projects: n/a

Publications (list): note re: "Constitution of the US of America - revised and annotated" - seminal reference document - revised each decade

Can they be made available? yes

\*7\*

\*LRTA\*

\*JITA\*

\*AJTA\*

\*SRTA\*

\*ACTA\*

\*DRTA\*

\*CPTA\*

\*PDTA\*

**I. CONTACT INFORMATION**

Organization: Creative Associates

Acronym: CREA; CAII

Address: 5301 Wisconsin Ave. NW  
Suite 700 Washington, D.C. 20015

Tel: (202) 966-5804

Fax: (202) 363-4771

E-Mail:

Contact/Title: Danuta Lockett, VP

Auxiliary/Title: Charito Kruvant, President, Brenda Bryant, VP

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x	x		x	14
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice		x	x		x	124
F. ADR		x	x		x	14
G. Crim/Civ Prosecut						
H. PD/Legal AID			x		x	14
I. Other (List)						
a.						
b.						
c.						
d.						

Region:

1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA 8. W. Europe/Canada

## II. EXPERTISE

Area(s): In ROL, CAII's main contribution is in Human Rights programs, and development of advocacy for citizen's groups in post-war situations. Their strength is in working with local NGO's to develop their advocacy capacity.

Type: CAII spans the gamut of activities: design, implementation, monitoring, and policy implementation -- both USAID policy development/implementation and host country policy development/implementation

Description: CAII does both short and long-term projects. Its NGO/non-profit arm has done extensive work with USAID.

- CAII implements all types of projects as contractor or grantee. Projects run from less than one month, short-term projects, to multi-year (5-7 years) programs.
- Short-term programs are generally in training/education, and human resource development.
- CAII has worked with USAID on IQC designs and evaluations.
- Although the majority of CAII's work is in Africa and LAC regions, it has implemented two short-term projects in Indonesia and the Philippines. It is interested in bringing its ex-combatant training program to Cambodia

Language Skills: as required

Knowledge of other justice systems: Yes

## PROJECT(S) DESCRIPTION

Total to date: over 200

Current number:

Description and source(s) of funding: CAII has a very diverse portfolio of funding agencies, including OAS, UN, UNICEF, Peace Corps, other NGOs, GTZ (German AID), World Bank.

Most creative: CAII's program for demobilization and training of ex-combatants. The program has innovative strategies because it squarely faces heavy political agendas, deals with them and makes the program work notwithstanding often tense

situations. It emphasizes transparency, openness, and competence. The program has been implemented in Honduras, Nicaragua, Mozambique, Angola. The program focuses on applying certain principles and lessons learned; emphasizing the conceptual understanding of the process of transition rather than applying a pre-determined model.

Most impact:

Future plans: Continue and expand programs

### III. CAPACITY

Mobilization time between award & start up: 2 weeks-1 month depending on the nature of the project.

Mode of operation -- Short Term/Long Term/Intermediaries: All

Data base/type: Consultants

-Consultants/who:

-Information bank: Yes

Network with other organizations: Yes

Interest in working with USAID

Directly: Yes

Indirectly/Through intermediaries: Yes

If NO, why?

Registered PVO? Yes

### IV. PROFILE

Created in: 1978

Organization type: For Profit and Not for Profit 501(c)3

Began international work in:

Staff no.: FT 250

@HQ60

Field190

PT NA

@HQ

Field

Field location(s): El Salvador\*, Nicaragua, Mozambique, S.Africa\*, Malawi, Angola --  
\*=Regional Office  
Ratio staff HQ/field:

## V. FINANCIAL

Annual budget: Approximately \$20 million  
Sources of funding/ratio: Not Available  
Last independent audit: Yearly  
By whom:

## VI. RECORDS

Evaluation of Projects: Yes

Publications (list) :

Can they be made available?  
Available on file?

*1*	*LRTA*
*2*	*LRTR*
*4*	*LRIM*
	*ACTA*
	*ACTR*
	*ACIM*
	*DRTR*
	*DRIM*
	*PDTA*
	*PDTR*
	*PDIM*

## I. CONTACT INFORMATION

Organization: Crime and Justice Research Institute  
 Acronym: CJRI Address: 520 North Delaware Avenue, Suite 600,  
 Philadelphia, PA 19123

Tel: 215/627 3766  
 Fax: 215/ 627 7810

E-Mail: [cjri@ix.netcom.com](mailto:cjri@ix.netcom.com)

Contact/Title: Professor John S. Goldkamp, President  
 Auxiliary/Title: Professor M. Kay Harris, Secretary

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ		x		x		7
D. Structural Reform		x		x		7
E. Access to Justice		x		x		7
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						
a.criminal justice		x		x		7
b.juvenile justice		x		x		7
c.altern to incarceration		x		x		7
d.pretrial		x		x		7

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East  
 7. USA 8. W. Europe/Canada

## II. EXPERTISE

Area(s): Improved AOJ, Structural Reform, Access to justice, other (criminal courts, juvenile justice, community based corrections, pretrial)

Type: TA, research

Description: CJRI was created and is staffed by a consortium of university professors from Temple University. They are known nationally for their work in criminal justice related issues (with special focus on alternatives to incarceration, pretrial release, and juvenile justice).

Many of their activities have taken place in Philadelphia where, through a combination of research and technical assistance, they have had an impact on the city's criminal justice strategies and policies. Other sites include Florida, New York; and they have been involved in national programs as well.

Their teaching responsibilities are a priority, so that most of their CJRI work takes place during breaks and in the summer. For this reason, they are not likely to apply for grants involving work abroad - although they have provided some consultations to the Home Office (GB) re: pretrial release issues. They can be drawn upon as informational resources however.

Language Skills: French, Spanish

Knowledge of other justice systems: yes (China, France, GB)

### PROJECT(S) DESCRIPTION

Total to date: cf list in folder - 30+

Current number: 7-10 (average at any given time)

Description and source(s) of funding: municipal (Philadelphia), federal (Bureau of Justice Assistance & National Institute of Justice /DOJ), foundations

Most creative: pretrial release re: juveniles (comparison of different systems in US)

Most impact: alternatives to incarceration in Philadelphia

Future plans: n/a

### III. CAPACITY

Mobilization time between award & start up: most work undertaken during teaching breaks and summer

Mode of operation -- Short Term/Long Term/Intermediaries:  
Data base/type: can draw upon university resources/faculty

- Consultants/who: can draw upon university resources/faculty, and colleagues involved in similar issues within US

-Information bank: through Temple University

Network with other organizations: yes

Interest in working with USAID - unlikely

Directly:

Indirectly/Through intermediaries:-

If NO, why? question of schedule (cf description above)

Registered PVO? no

### IV. PROFILE

Created in: 1988

Organization type: 501 (c) 3

Began international work in: n/a

Staff no.: 3            FT 3    @HQ 3            Field n/a  
                         PT 12            @HQ 12            Field n/a

Field location(s): n/a

Ratio staff HQ/field: n/a

### V. FINANCIAL

Annual budget: \$1M

Sources of funding/ratio: municipal, federal, foundations (similar amounts)

Last independent audit: 1993

By whom: n/a

### VI. RECORDS

Evaluation of Projects: no

Publications (list): list in folder

Can they be made available? yes

\*7\*

\*8\*  
\*AJTA\*  
\*AJRE\*  
\*SRTA\*  
\*SRRE\*  
\*ACTA\*  
\*ACRE\*  
\*OTH\*

## I. CONTACT INFORMATION

Organization: Delphi International, Inc.

Acronym: Delphi

Address: 1090 Vermont Ave, NW

7th floor

Washington, DC 20005

Tel: 202-898-0950

Fax: 202-842-0885

E-Mail: postmaster@delphi-int-org.

Contact/Title: David Luria, Executive Vice President

Auxiliary/Title: Peter Simpson

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice						
F. ADR		x	x		x	3
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						
a. linkages		x	x	x	x	123
b. women		x	x			456
c. Clearinghouse		x	x	x	x	7

Region:

1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA

8. W. Europe/Canada

## II. EXPERTISE

Area(s): Linkages, women in development, conflict resolution  
Type: technical assistance, training, research, implementation

Description: Delphi organizes tours for official foreign visitors, such as judges, attorneys, etc. Delphi is connected to an international visitors network which they work with as they design field visits for the international guest. Once Delphi receives the area of specialization, it locates organizations throughout the country which are involved with this type of work.

Delphi is beginning to also offer technical services in Macedonia and Croatia. They have a Conflict Resolution Services program which trains women with conflict resolution skills. They are offering training to indigenous organizations to help with conflict resolution. This training will allow the local ngos to work with women, refugees, trauma survivors, and establishing inter-ethnic dialogue.

Language Skills:

Knowledge of other justice systems:

## PROJECT(S) DESCRIPTION

Total to date:

Current number: 5 a year

Description and source(s) of funding:

USIA

USAID

Most creative: The Conflict Resolution Program is the first field program taken on by Delphi.

Most impact: They began in late 1994, so no evaluation is available.

Future plans: Continue with similar work. Delphi hopes to move into diverse areas and work more with bar associations and lawyers from other countries.

## III. CAPACITY

Mobilization time between award & start up: 1 month

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: National network, and consultant involved with ADR.

-Information bank: Library of Directories and reference books

Network with other organizations: National Center for State Courts,  
Congressional Human Rights Foundation, American Bar Association, International  
Republican Institute, National Democratic Institute

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries:

If NO, why?

Registered PVO? yes

#### **IV. PROFILE**

Created in: 1978

Organization type: 501(c) 3

Began international work in: 1978

Staff no.: 38 FT

Field location(s):Macedonia, Croatia

Ratio staff HQ/field:

#### **V. FINANCIAL**

Annual budget: \$7.5 million

Sources of funding/ratio:

Last independent audit: 1993

By whom:

#### **VI. RECORDS**

Evaluation of Projects:

Publications (list): annual report

Can they be made available?

Available on file?

\*3\*

\*7\*

\*OTH\*

\*DRTA\*

\*DRTR\*

\*DRIM\*

**I. CONTACT INFORMATION**

Organization: Democracy Development Initiative of the Federal Bar Association

Acronym: DDI Address: 1615 New Hampshire Ave, NW  
Washington, DC 20009

Tel: 202-483-3036

Fax: 202-483-3029

E-Mail:

Contact/Title: Ken Nankin, former Chair

Extension: 202-973-7918

Auxiliary/Title: Brian C. Murphy, Chair

Extension: 301-652-3075

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x	x			3
B. Judicial Independence						
C. Improved AOJ		x	x			4
D. Structural Reform		x				1,5
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						
a. Constitution		x				
b. Law Book Collection		x				5

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

## II. EXPERTISE

Area(s): Legal Reform, Judicial Independence, Improved AOJ, Structural Reform, Other  
Type: Technical Assistance, Training

Description: DDI specializes in the development of laws and public institutions and offers advice on legal reform through use of its extensive consultant database.

DDI sponsors training for effective local governance. They have trained judges in Guatemala and worked to strengthen bar associations in Africa. They have drafted sample statutes in areas such as tax law and banking law.

In Russia, DDI conducted a video exchange during the writing of the Constitution. They also support efforts to strengthen the Union of Defense lawyers.

Language Skills: Swahili, Creole

Knowledge of other justice systems: Continue to work with international bodies and their database consists of people with diversified knowledge and experience.

## PROJECT(S) DESCRIPTION

Total to date: 60-70

Current number: 10-12

Description and source(s) of funding: FBA Budget. Currently this is the only source, although they may provide services for Chemonics East Asia project.

Most creative: Video link up to discuss Constitution.

Most impact: same

Future plans: additional work in judicial systems and judicial reform. Additional work in Haiti and more long term projects.

## III. CAPACITY

Mobilization time between award & start up: rapid

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type: 200 members from government agencies, courts, ngos, law schools, and private firms.

-Information bank: Network with other organizations: Soros, International Law Institute, Center for Democracy, CEELI, ABA, Chemonics,

Interest in working with USAID

Directly:yes

Indirectly/Through intermediaries:yes

If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in:1990

Organization type:501(c) 3

Began international work in:1990

Staff no.:	1	FT	@HQ	Field
	1	PT	@HQ	Field

Field location(s):

Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget:

Sources of funding/ratio:

Last independent audit: Audit of the Federal Bar Association

By whom:

#### VI. RECORDS

Evaluation of Projects: none

Publications (list):

Can they be made available? a few articles

Available on file? yes

\*LRTA\*

\*LRTR\*

\*AJTA\*

\*AJTR\*

\*OTH\*

\*1\*

\*3\*

\*4\*

\*5\*

**I. CONTACT INFORMATION**

Organization: Development Associates, Inc.

Acronym: DA

Address: 1730 N. Lynn Street, Arlington, VA 22209-2004

Tel: 703/276 0677

Fax: 703/276 0432

E-Mail: devassoc@cpcug.org

& devassoc./mci mail

Contact/Title: Jack Sullivan, VP, Intl Programs

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x			x	4,2
B. Judicial Independence			x		x	4
C. Improved AOJ		x	x	x	x	4
D. Structural Reform		x			x	4
E. Access to Justice				x	x	4
F. ADR				x		1
G. Crim/Civ Prosecut			x		x	4
H. PD/Legal AID			x			4
I. Other (List)						

Region:

1. Africa    2. Asia    3. Eastern Europe    4. LAC    5. NIS    6. Middle East  
7. USA    8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Legal Reform (peripheral), Judicial Independence, Improved AOJ, Structural Reform, Access to Justice ("human rights side"), Crim/civil Prosecution, Legal Aid

Type: TA, training, research (evaluations), implementation

Description: DA is a "government consulting firm", with domestic and international activities (25% and 75% respectively). It covers a wide range of specialties (public administration, family planning, health, anti drug campaigns, etc. in addition to Rule of Law and Governance/Democracy projects).

It was on the "ground floor of the AOJ programs in LAC", and has an "institutional memory" of the program and its developments. Among many projects, DA was the principal contractor for the CDIE AOJ evaluation (scope - worldwide), and is now undertaking same in Governance; has evaluated human rights/democracy initiatives in the middle East and Asia; conducted pre-assessment studies/project design activities (Ecuador, Peru, Panama, Honduras, Jamaica); functioned as intermediary (IQC) in Panama, during the AOJ project implementation, provided AOJ related training (Guatemala, El Salvador).

Language Skills: Spanish, Portuguese, Chinese, Indonesian, Arabic

Knowledge of other justice systems: through consultants - LAC, Asia, middle East (i.e. Islamic Law)

### PROJECT(S) DESCRIPTION

Total to date:

Current number: mentioned 3 - AOJ/CDIE wrapping up; Panama; Columbia

Description and source(s) of funding: AID, federal government (HHS, HUD, HEW), local government, IDB, WB

Most creative: Peru, Ecuador ("very proud of design work")

Most impact: Panama, re impact, within context of project already designed

Future plans: will continue to bid on ROL projects as ROL expands - even though lost one contract to Checci; also very interested in developments re: governance

### III. CAPACITY

Mobilization time between award & start up: 1-3 months - depending upon complexity/type of project

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type: "everything in computer"

-Consultants/who:

1. judges, prosecutors, lawyers, PDs (retired),
  2. academics\*
  3. current practitioners \*
- \* availability depends upon schedule

-Information bank: draw upon data banks (ex: Library of Congress), interlibrary loans, E-mail (access to AID)

Network with other organizations: yes, "wide access", can provide immediate response

Interest in working with USAID - yes

Directly:

Indirectly/Through intermediaries:

If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in: 1973

Organization type: for profit ( minority owned, privately held stock)

Began international work in:

Staff no.: 275

FT 275

@HQ 135\*

Field 140\*\*

PT

@HQ

Field

\* 25 in San Francisco

\*\* plus local nationals

Field location(s): LAC, Turkey, Prague, Philippines

Ratio staff HQ/field: 50/50 (more in field, if count local ntl)

## V. FINANCIAL

Annual budget: \$ 9.6M

Sources of funding/ratio: USAID (90%), federal (HHS, HEW, HUD) and some local government, IDB, World Bank

Last independent audit: 1993

By whom: have own auditors

## VI. RECORDS

Evaluation of Projects: "get evaluated all the-time"

Publications (list): sporadic reports

Can they be made available? yes

\*2\*

\*4\*

\*LRTA\*

\*LRIM\*

\*JITR\*

\*JIIM\*

\*AJTA\*

\*AJTR\*

\*AJRE\*

\*AJIM\*

\*SRTA\*

\*SRIM\*

\*ACRE\*

\*ACIM\*

\*DRRE\*

\*CPTR\*

\*CPIM\*

\*PDTR\*

**I. CONTACT INFORMATION**

Organization: Endispute/Judicial Arbitration & Mediation Services

Acronym: Endispute/JAMS      Address: 1201 Connecticut Ave, NW  
Suite 501  
Washington, DC 20036

Tel: 202-467-9452  
Fax: 202-728-2920

E-Mail:

Contact/Title: Jim Smyth, Vice President of Sales Marketing  
Auxiliary/Title: Roberta Bartow, Asst. to Jim Smyth

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice						
F. ADR		x	x			7
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						

Region:

1. Africa    2. Asia    3. Eastern Europe    4. LAC    5. NIS  
6. Middle East    7. USA    8. W. Europe/Canada

**II. EXPERTISE**

Area(s): ADR  
Type: Technical Assistance, Training

Description: JAMS is a private corporation which has established arbitration and dispute resolution panels nationally. Their panel consists of 29 retired judges. They contact insurance companies and other businesses which may seem right for

arbitration. They also conduct training to businesses, insurance companies, government entities and private attorneys on arbitration and ADR methods. They have also established dispute resolution models for businesses.

Language Skills:n/a

Knowledge of other justice systems:n/a

### PROJECT(S) DESCRIPTION

Total to date: over 240,000

Current number:

Description and source(s) of funding:  
private corporation

Most creative: mini trial. Combined ADR with a minitrial. Lawyers presented summary arguments and a neutral advisor and decision maker facilitates the negotiation.

Most impact:

Future plans: Educate lawyers and community at large about ADR. Continue with current projects.

### III. CAPACITY

Mobilization time between award & start up: depends on case

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: hired attorneys only

-Information bank:

Network with other organizations:

Interest in working with USAID

Directly:yes

Indirectly/Through intermediaries:

If NO, why?

Registered PVO?no

#### **IV. PROFILE**

Created in: endispute 1981, jams 1979

Organization type: private corporation

Began international work in:

Staff no.: 300 judges and mediators

200 administrative employees

Field location(s):

Ratio staff HQ/field:

#### **V. FINANCIAL**

Annual budget: \$40 million

Sources of funding/ratio:

Last independent audit: n/a

By whom:

#### **VI. RECORDS**

Evaluation of Projects: no

Publications (list): only marketing materials

Can they be made available? yes

Available on file?

\*DRTA\*

\*DRTR\*

\*7\*

## I. CONTACT INFORMATION

Organization: Environmental Law Institute  
 Acronym: ELI Address: 1616 P St. NW, Washington, DC 20036

Tel: 202/328 5150  
 Fax: 202/328 5002

E-Mail: eli.@igc.apc.org

Contact/Title: Susan Bass, Co-Director, InterAmerican Program  
 Auxiliary/Title: Margaret Bowman, Co-Director, Program for Central and Eastern Europe;  
 Auxiliary/Title: Philip Warburg, Director, Middle East Program

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x	x	x		3,4,5,6,7,8
B. Judicial Independence			x			4
C. Improved AOJ						
D. Structural Reform		x				3,4,5,7,8
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut			enforcement x			4
H. PD/Legal AID						
I. Other (List) a. NGOs/ citizen participation		x	x			3,4,5,7,8

Region:

1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
 8. W. Europe/Canada

## II. EXPERTISE

Area(s): Legal Reform, Judicial Independence, Structural Reform, Crim/Civ Prosecution (Enforcement) - all as related to environmental legal/regulatory issues, Other (work with NGOs & citizen partnerships)

Type: TA, training, research (re: policy development and legal research)

Description: ELI describes its mission as "enhancing the expertise of the environment profession". In addition to activities within the US, it sponsors programs in three regions: the Americas (linking countries, and to create a legal and institutional framework for environmental protection), Central and Eastern Europe (helping draft laws and convening round tables/info exchanges) and the Middle East (currently to bring together regional officials and experts to "examine prospects for Gulf wide environmental cooperation").

The projects are "fairly independent of one another", but all share the common characteristics of strong partnerships with local organizations and government officials, and building citizens' participation.

Each is headed by a director, who draws on the ELI staff (and occasionally some consultants) to conduct training, help in drafting laws, convene conferences or information exchanges.

Language Skills: Spanish, Portuguese, other through visiting scholars and partners

Knowledge of other justice systems: through consultants and local partners

## PROJECT(S) DESCRIPTION

Total to date: n/a

Current number: n/a

Description and source(s) of funding: foundations and federal (USAID, EPA), publications income, contributions and associates program.

Most creative: training of local community leaders ("non lawyers") re: environmental issues - how to use laws re: protection of community (Mexico)

Most impact: judicial training re: environmental issues (Brazil); training programs re: environmental impact assessments

Future plans: strengthen partnerships in areas where currently working; note: no current plans to work in Africa or Asia - need strong local partners before launch program

### III. CAPACITY

Mobilization time between award & start up: depends on project; but identify local partners before program is developed, so can start quickly on the ground

Mode of operation -- short term and long term

Data base/type:

-Consultants/who: "large pool", including practitioners (attorneys, private law firms), government types, NGOs and academics, all with knowledge re: environmental issues

-Information bank: library open to public, and some documents available on CD-ROM

Network with other organizations: principally in-country partners (NGOs and governmental entities)

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries: yes

If NO, why?

Registered PVO? yes

### IV. PROFILE

Created in: 1969

Organization type: 501(c) 3

Began international work in: 1989

Staff no.: 60-70

FT 60-70

@HQ 60-70 Field\*

PT

@HQ

Field

\* note: not a "field office per se", but director of Middle East program is in country ("needed by nature of project at this time"); no plans to open "field offices" - given local partnerships

Field location(s): n/a

Ratio staff HQ/field: n/a

## V. FINANCIAL

Annual budget: \$5M

Sources of funding/ratio: foundation grants (20%); governmental grants/contracts (40%); subscriptions and fees, associates programs/contributions (40%)

Last independent audit: 1993

By whom: Johnson Lambert and Capron

## VI. RECORDS

Evaluation of Projects: yes (e.g. "Environmental Law institute Activities under the Global Climate Change Program in Brazil -by MSI, 9/94)

Publications (list): Environmental Law Reporter, National Wetlands Newsletter; various reports; for more, call Adam Babich, Director of Publications

Can they be made available? yes

\*LRTA\*

\*LRTR\*

\*LRRE\*

\*JITR\*

\*SRTA\*

\*CPTR\*

\*OTH\*

\*3\*

\*4\*

\*5\*

\*6\*

\*7\*

\*8\*

## I. CONTACT INFORMATION

Organization: Florida International University  
 Acronym: FIU Address: College of Urban & Public Affairs  
 North Miami Campus  
 North Miami, FL 33181

Tel: 305-940-5840  
 Fax: 305-940-5980

E-Mail: rosenber@cervax.fiu.edu

Contact/Title: Mark Rosenberg, Dean  
 Auxiliary/Title: Louis Salas, Director of the Center for Administration of Justice

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ		x	x	x	x	4
D. Structural Reform		x	x	x	x	4
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						
a. civil/military		x				4
b. clearinghouse		x				4

Region:

1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
 8. W. Europe/Canada

## II. EXPERTISE

Area(s): Improved Administration of Justice, Structural Reform, Civil/Military Relations, Clearinghouse Activity

Type: Technical Assistance, Training, Research, Implementation

Description: Since the early 1980's, FIU has been involved with a series of Administration of justice activities in LAC. They have offered research, technical assistance and training in areas such as strengthening the judiciary, organization and management of justice systems in several countries in LAC. These include Paraguay, Venezuela, Bolivia, Brazil, Ecuador and Panama.

Independently, members of the faculty at FIU have offered technical assistance with such projects as developing a Strategic Assessment and evaluation mechanisms under contracts with Development Associates, Inc. and Management Systems International.

The Latin American Center at FIU, collaborating with the Center for Democracy and SUNY initiated a Legislative Development Project. This project assessed legislative needs, and offered technical assistance in developing the legislature in several countries in LAC. This has developed into a project working with municipal governments.

FIU is currently working with civil military relations. They have paired retired military officers and senior academics from several LAC countries to determine problems hindering democracy.

Language Skills: Spanish, Portuguese

Knowledge of other justice systems: highly knowledgeable

## PROJECT(S) DESCRIPTION

Total to date: 100

Current number: 4-5

Description and source(s) of funding: USAID- 60%, Foundations, InterAmerican Development Bank- 40%

Most creative: Civil/military relations project

Most impact: Justice sector assessments

Future plans: Continue in LAC, seeking additional resources. Commercial and environmental areas. Also continue with civil/military relations.

## III. CAPACITY

Mobilization time between award & start up: 3 months

Mode of operation -- Short Term/Long Term/Intermediaries:  
Data base/type: yes

-Consultants/who: When use people outside FIU, they have PhDs,  
language capability, technical knowledge and are excellent writers.

-Information bank:FIU library

Network with other organizations: governments, ngos, other universities

Interest in working with USAID

Directly:yes

Indirectly/Through intermediaries:

If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in:1972

Organization type: University

Began international work in: 1983-4 (aoj)

Staff no.: 108 FT who work in LAC

Field location(s):Costa Rica

Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget:\$150m, FIU; 1-2mil, AOJ

Sources of funding/ratio:

Last independent audit:university audit

By whom:

#### VI. RECORDS

Evaluation of Projects: internal evaluations

Publications (list):several

Can they be made available? yes

\*4\*

\*AJTA\*

\*AJTR\*

\*AJRE\*

\*AJIM\*  
\*SRTA\*  
\*SRTR\*  
\*SRRE\*  
\*SRIM\*  
\*OTH\*

**I. CONTACT INFORMATION**

Organization: Foundation for a Civil Society  
(formerly Charter 77)

Acronym:FCS

Address: 1270 Avenue of the Americas  
Suite 609  
New York, NY 10020

Tel: 212-332-2890

Fax:212-332-2898

E-Mail:73303.3024@compuserve.com

Contact/Title: Eric Nonacs, Project Director of the Project on Justice in Times of Transition

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x	x			3
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice						
F. ADR		x	x		x	3
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						3
a. Linkages		x				
b. Reconciliation		x				
c. Human Rights		x				

Region:

1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Legal Reform, Linkages, Reconciliation, Human Rights

Type: Technical Assistance, Training

Description: FCS was established to help with the transition in Eastern Europe. It acts as a facilitation unit, linking people who need resources with those who can offer them. They have a Constitutional Advisory Project, where they offer technical services and consultation on Constitutions. They coordinated a conference which linked individual policy makers in Eastern Europe with similar types of policy makers in EC Countries.

The Project on Justice in times of Transition was established to assist countries in Eastern Europe with social and legal issues to better deal with the past. Issues include the prosecution of former communist regimes, amnesties, and the role of international law. This project also addresses the issue of how someone who suffered under the previous regime now lives with the former oppressors.

In their project on Justice, the FCS sent a group of experts to speak about the role of the President in democracy, and issued a series of model principles. Over all, they hope to empower the new leadership in development and transition.

I language Skills: field reps have language skills

Knowledge of other justice systems: International Advisory Board

### PROJECT(S) DESCRIPTION

Total to date: 2 ROL; 15 others

Current number: 1 ROL

Description and source(s) of funding: 100% Private

Most creative: Project on Justice in Times of Transition

Most impact: Expert Advisors Program. Placed long term advisors in Czech and the Slovak Republics.

Future plans: Only see selves operating for five or so more years and continue what they are doing

### III. CAPACITY

Mobilization time between award & start up: quick

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: Use their advisory board as consultants and to obtain names of consultants. Have an informal database of 200-300 names. They will advertise, when there is need.

-Information bank:

Network with other organizations: 100 ngos, Institute for East-West Studies, Central American Studies, Project for Public Spaces

Interest in working with USAID

Directly:yes

Indirectly/Through intermediaries:yes

If NO, why?

Registered PVO? in the process

#### IV. PROFILE

Created in: 1990

Organization type:501(c)(3)

Began international work in: 1990

Staff no.: 12 FT 7 @HQ 5 Field, 2 interns

Field location(s): Prague, Bratislava

#### V. FINANCIAL

Annual budget:\$ 1.46 million

Sources of funding/ratio: all private

Last independent audit: 1994

#### VI. RECORDS

Evaluation of Projects:too new

Publications (list): nothing specific

Can they be made available? generally available

Available on file?

\*LRTA\*

\*LRTR\*

\*OTH\*

\*3\*

\*DRTA\*

\*DRTR\*

\*DRIM\*

**I. CONTACT INFORMATION**

Organization: Hispanic National Bar Association

Acronym: HNBA

Address: PO Box 66105  
Washington, DC 20035

Tel: 202-887-3560

Fax: 202-467-0539

E-Mail: gdcelanlgdcsf01mhernan@gdcus.attmail.com

Contact/Title: Mary Hernandez, President

Extension: 415-393-8293

Auxiliary/Title: Loretta Gutierrez Nestor, Executive Director

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ			x	x	x	7
D. Structural Reform				x		7
E. Access to Justice		x			x	7
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID					x	7
I. Other (List)						
a.info share		x				4,7
b.network		x				4,7
c.human rights		x				7

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Improved AOJ, Structural Reform, Legal Representation, Information Sharing, Networking, Human Rights

Type: Technical Assistance, Training, Research, Implementation

Description: HNBA sees itself as the legal voice for the Hispanic community in the United States. It is one of four members of the National Minority Bar Association. HNBA conducts several activities. It collects statistics on judges at the federal and state level to compare the percentage of Hispanics in the population, the number of attorneys, and number of judges. The HNBA also offers lists of qualified candidates and lobbies for those candidates as Supreme Court appointments. They also target other presidential appointment positions.

HNBA offers several education and networking seminars. Topics include how to be a law professor, NAFTA, bias in courts, and criminal law. They also work on outreach to other organizations and try to provide access to justice to the non-legal hispanic community. they have eveloped a video on the history of Latino's in the law.

HNBA is actively participating in the Proposition 187 debate in California, and will offer amicus briefs for court proceedings as they arise. Their focus is the protection of children.

Internationally, the HNBA has contacts with several other bar associations. It have formed a cooperative relationship with two bar associations in Mexico.

Language Skills: Spanish

Knowledge of other justice systems: Puerto Rican law

### PROJECT(S) DESCRIPTION

Total to date: 100's

Current number: a few large projects, but numerous regional

Description and source(s) of funding: Dues, conventions profits, board members, video sales, all private.

Most creative: Video

Most impact: Committee to present judicial nominees for the supreme court.

Future plans: Keep structure and base strong and active. Increase membership, continue to build coalitions. Would like to work with USAID LAC Bureau and program

### III. CAPACITY

Mobilization time between award & start up:

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: judges, attorneys, professors, students. They have a mailing list of about 15,000 plus 8,000 in Puerto Rico.

-Information bank: Network with other organizations: Hispanic National Bar Fund, Coalition of Bars of Color, American Bar Association, National Hispanic Leadership Agenda

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries:yes

If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in: 1972

Organization type:membership organization

Began international work in: 1991

Staff no.: 1 FT most work done by volunteers.

#### V. FINANCIAL

Annual budget: 105 - 110K

Sources of funding/ratio:

Last independent audit: 1993

By whom:

#### VI. RECORDS

Evaluation of Projects: no

Publications (list):newsletter

Can they be made available? yes

Available on file?

\*4\*

\*7\*

\*AJTR\*

\*AJRE\*

\*SRRE\*

\*ACIM\*

\*OTH\*

\*AJIM\*

\*ACTA\*

\*PDIM\*

**I. CONTACT INFORMATION**

Organization: Institute for Development Research  
 Acronym: IDR Address: 210 Lincoln Street, Boston, MA 02111

Tel: 617/422 0422  
 Fax: 617/422 0494

E-Mail: c/o JSIDC@MCIemail.com\*

Contact/Title: Jane Covey, Ex. Dir Extension:411  
 Auxiliary/Title: David Brown, Pres. Extension:489

\* currently sharing w/other organization = jcovey@seven

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform		x	x	x		1,2,6
E. Access to Justice		x	x	x		1,2,6
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List) a.ngos		x	x	x		1,2,6

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
 8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Structural Reform, Access to Justice, Other (NGOs)  
 Type: TA, training, research

Description: IDR's priority -- institutional development of NGOs in developing countries -- takes place through: 1) direct support to NGOs abroad; 2) evaluation/TA to help US based organizations in their work with LDCs; 3) research and participation in the development of policy/practices of organizations such as the World Bank.

Most of its work takes place in Africa, Asia, the Middle East, and potentially in NIS - none at this point in LAC. IDR does not undertake new projects unless it has the capacity to make a long term commitment, recruit people with the skills needed, and establish in-country partnerships (grass-root organizations) required by the project.

ROL related work includes: strategic planning and training re: legal aid and access to justice (Philippines, SE Asia); organizational development ( FODEP in Zambia, following elections); strengthening of NGOs involved in ROL related work (participatory education, training of trainers, skill building re: research and evaluations). Emphasis on collaborative learning processes, and on constituency building.

Language Skills: through associates

Knowledge of other justice systems: alternative systems of justice (customary, local)

## PROJECT(S) DESCRIPTION

Total to date: n/a (see profile)

Current number: 6-10 at any given time

Description and source(s) of funding: Foundations grants, USAID, fees for services

Most creative: Asian Fellows program - bring NGO reps for sabbatical/ 1 mo in US

Most impact: FODEP - fact that program stressed "institutional transformation", opportunity to see "big picture" and re-assess impact that its leadership can have in region.

Future plans: expand projects, but within constraints of organizational mission and priorities

## III. CAPACITY

Mobilization time between award & start up: depends on project; but have capacity of rapid response ("in country within 6 weeks)

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

- Consultants/who: 1. Organizational development
- 2. Participatory/action research
- 3. Adult Education
- 4. Political Science and Bus. Mgmt

(draw upon network of 30+)

-Information bank: through EcoNet (Internet soon); maintain own library, and have access to Boston based libraries

Network with other organizations: US based NGOs, including Rural Resources, Synergos - member of CIVICUS (Intl branch of Independent Sector); universities; private consulting groups; NGOs abroad -

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries: yes

If NO, why?

Registered PVO? yes

#### IV. PROFILE

Created in: 60s (note: "organization fallow in 70s; restarted in 80s)

Organization type: 501 (c) 3

Began international work in: since started

Staff no.: 5\*            FT 5            @HQ 5            Field  
                                 PT            @HQ                            Field

\* plus 8-10 associates for individual projects (DC, Tennessee, Michigan, India, Indonesia)

Field location(s): n/a

Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget: \$700K (goes up/down)

Sources of funding/ratio: Foundations (Ford, McArthur, Mott, etc. 70%); USAID (25%); remainder : fee for services

Last independent audit: 1993  
By whom: CPA (local/Boston based firm)

## VI. RECORDS

Evaluation of Projects: no  
Publications (list): in house - working papers from projects (research, case studies, etc.) and journal articles by associates (academic colleagues)

Can they be made available? yes ..

\*1\*

\*2\*

\*6\*

\*SRTA\*

\*SRTR\*

\*SRRE\*

\*ACTA\*

\*ACRE\*

\*OTH\*

**I. CONTACT INFORMATION**

Organization: Institute for Social Analysis

Acronym: ISA

Address: 510 Lighthouse Avenue, Suite 7A, Pacific Grove, CA 93950

Tel: (408) 655-1513

Fax:(408) 655-2983

E-Mail: pending

Contact/Title: Janice A. Roehl, VP

Auxiliary/Title: Royer A. Cook, Pres.(703) 734-0880.

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ				x		7
D. Structural Reform				x		7
E. Access to Justice						
F. ADR		x		x		7
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						
a.policing				x		7
b.crime prevention				x		7

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Administration of Justice, Structural Reform, ADR, Other (community crime prevention, anti drug programs, community policing)

Type: research (some TA re research/evaluation design)

Description: ISA is a research organization, with three offices (2 in VA, 1 in CA), that concentrates on program evaluations mostly. Areas include ADR (court ordered, private judging, community mediation centers, including evaluation of some 50 ADR programs), crime prevention and community policing ("weed and seed" federal program, for example). It also does research re: anti drug campaigns, although much of this work is handled by ISA's for profit branch (ISA Associates).

It specializes in developing programmatic indices of success and outcome evaluations; and, while it does not conduct formal technical assistance assignments, it provides TA when called upon by various programs in its area of expertise.

Language Skills: Spanish

Knowledge of other justice systems: no

### PROJECT(S) DESCRIPTION

Total to date: 20-30

Current number: 8

Description and source(s) of funding: federal (DOJ); Administrative Office of the Courts (AOC); State Justice Institute (SJI); state government; some private contracts (eg ABA)

Most creative: "good fortune of being involved at ground level in ADR" re: initial evaluation of neighborhood justice centers (in 1978) - design /impact (has had an influence on direction and rapid growth of ADR community centers)

Most impact: see above

Future plans: more work at state level; set up more monitoring and evaluation systems within ADR programs; review of private ADR (for fees) and impact on public programs and system of justice

### III. CAPACITY

Mobilization time between award & start up: 1 -3 months

Mode of operation -- Short Term/Long Term/Intermediaries: a few short term, mostly long term (most programs at minimum 18 months)

Data base/type:

-Consultants/who: occasional use; no data bank; most work by in house staff

-Information bank: no - not a clearinghouse

Network with other organizations: with colleagues in same areas of criminal justice, ADR etc.

Interest in working with USAID

Directly: yes but depends on amount of red tape - if much, could be a problem

Indirectly/Through intermediaries: yes  
If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in: 1978

Organization type: 501(c)3

Began international work in: n/a

Staff no.:	FT 12*	@HQ	Field
	PT	@HQ	Field

\* no field offices, but operate through 3 offices (1 West Coast, 2 East Coast - Alexandria and Leesburg)

Field location(s): n/a

Ratio staff HQ/field: n/a

#### V. FINANCIAL

Annual budget: \$ 1M

Sources of funding/ratio: federal (DOJ, HHS, SJI) = 90%; remainder, state and small private contracts

Last independent audit: 1993

By whom: private auditors (review by DOJ)

## VI. RECORDS

Evaluation of Projects: no independent review; work critiqued in professional journals

Publications (list): reports - being sent

Can they be made available? yes

\*7\*

\*OTH\*

\*DRTA\*

\*DRRE\*

\*AJRE\*

\*SRRE\*

**I. CONTACT INFORMATION**

Organization: Institute of Public Affairs- Office of International Programs

Acronym: IOPA

Address: Carolina Plaza, Room 1416  
 University of South Carolina  
 Columbia, South Carolina 29208

Tel: 803-777-8157

Fax: 803-777-4575

E-Mail: bunce@iopa.sc Carolina.edu

Contact/Title: Glenda Bunce, Director of Intl Programs

Auxiliary/Title: Debbie Johnson-Ross, Intl Programs Assistant

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x		x		3
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform		x	x	x		3,5,8
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List) a. exchanges			x			7

Region:

1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
 8. W. Europe/Canada

**II. EXPERTISE**

Area(s): legal reform, structural reform, exchanges

Type: technical assistance, training, research

Description: The IOPA is directly linked to the University of South Carolina. They are currently offering technical assistance in Bulgaria, training government officials and public administrators. The training offers assistance with managing offices. Consultants and specialists travel to Bulgaria to review the functioning of the city. They work with mayors, local officials, and municipalities. They have offered technical assistance in the drafting of laws and public initiatives.

IOPA also offers exchanges. Russian entrepreneurs are placed in internships within the US. IOPA links these business people with similar businesses to give the Russian visitors training on finance management and other areas. These usually last five weeks.

Language Skills: Bulgarian students help with translation

Knowledge of other justice systems: -

### PROJECT(S) DESCRIPTION

Total to date: 20

Current number: 2 current, 1 begins Jan '95

Description and source(s) of funding:

USAID 60%

USIA 40%

Most creative: Bulgaria project. Trying to be creative to appropriately meet the clients' needs.

Most impact: same

Future plans: expand current program and also expand into Africa

### III. CAPACITY

Mobilization time between award & start up: usually set prior to money

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: city managers, county administrators, accountants, computer specialists

-Information bank: University library

Network with other organizations: National League of Cities, North Carolina League of Municipalities,

Interest in working with USAID  
Directly:yes  
Indirectly/Through intermediaries:yes  
If NO, why?  
Registered PVO?no

#### IV. PROFILE

Created in: n/a  
Organization type:University Affiliate  
Began international work in:1987  
Staff no.: 2 FT @HQ - Field

Field location(s):  
Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget:\$750K  
Sources of funding/ratio: Money goes through the university to the program. The university must approve all proposals.  
Last independent audit:through University  
By whom:

#### VI. RECORDS

Evaluation of Projects: no  
Publications (list):none  
Can they be made available?  
Available on file?

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\*3\*

\*5\*

\*7\*

\*8\*

\*LRTA\*

\*LRRE\*

\*SRTA\*

\*SRTR\*

\*SRRE\*

\*OTH\*

**I. CONTACT INFORMATION**

Organization: Institutional Reform & the Informal Sector (Within the University of Maryland)

Acronym: IRIS

Address: 2105 Morrill Hall  
College Park, MD 20742

Tel: 301-405-3110

Fax: 301-405-3020

E-Mail: info@iris.econ.umd.edu

Contact/Title: David Fagelson, Associate Director

Extension: 301-405-3021

Auxiliary/Title: Charles Caldwell, Director

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x	x	x	x	1,2,3,4,5
B. Judicial Independence		x	x	x		1,2,3,4,5
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice						
F. ADR				x		1,2,3,4,5
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List) a. Commercial Law		x	x	x		1,2,3,4,5

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

## II. EXPERTISE

Area(s): Legal Reform, Judicial Independence, ADR  
Type: Technical Assistance, Training, Research, Implementation

Description: IRIS has several projects currently running. These include offering technical assistance to the drafting of commercial laws, working with law faculty and offering assistance in establishing a supreme arbitration court in Russia.

They have conducted research on ADR issues and the establishment of ADR mechanisms in systems which do not have a strong judiciary. IRIS commercial work in the NIS and Eastern Europe include deregulation, privatization, and anti-trust issues.

In Africa, IRIS has worked with the judiciary to promote its independence. In Mongolia, IRIS has offered technical assistance on issues related to the economy and the law. They also have legal reform projects in India, Nepal, and Chad. One section of IRIS is organizing a conference on good governance and promoting legal transparency, which will be held mid-1995.

Language Skills: fluent in local languages

Knowledge of other justice systems: extensive

## PROJECT(S) DESCRIPTION

Total to date: 25  
Current number: 12  
Description and source(s) of funding:  
USAID 85-90%

Most creative: Russia commercial law  
Most impact: Russia Commercial Law

Future plans: Work on balancing private and public law, free speech issues and transparency.

## III. CAPACITY

Mobilization time between award & start up: 30 - 45 days  
Mode of operation -- Short Term/Long Term/Intermediaries:  
Data base/type:

-Consultants/who: Often work in-house or work with the same people.  
Have connection with academics internationally.

-Information bank:

Network with other organizations: Local NGOs, ARD, Checci

Interest in working with USAID

Directly:yes

Indirectly/Through intermediaries:

If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in: 1990

Organization type:501(c) 3

Began international work in:1990

Staff no.: 40 FT 25 @HQ 15 Field

Field location(s):Russia, Ukraine, Armenia, Georgia, Mongolia, India, Nepal, Chad, Poland

Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget: approx. \$10 mil

Sources of funding/ratio:

Last independent audit: n/a

By whom:

#### VI. RECORDS

Evaluation of Projects conducted

Publications (list): several working papers and other documents

Can they be made available?yes

Available on file?yes

*LRTA*	*LRTR*	*LRRE*	*LRIM*
*JITA*	*JITR*	*DRRE*	*OTH*
*1*	*2*	*3*	*4*
*5*			

## I. CONTACT INFORMATION

Organization: Inter-American Bar Foundation

Acronym: IABF

Address: 1819 H St. NW, Office 320A, Washington, DC 20006

Tel: 202/293-1455

Fax: 202/828-0157

E-Mail: no

Contact/Title: Andres Barreto, AOJ Program Director

Auxiliary/Title: Judd Kessler, President

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice		x				4
F. ADR		x	x			4
G. Crim/Civ Prosecut						
H. PD/Legal AID		x				4
I. Other (List)						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

## II. EXPERTISE

Area(s): Access to Justice, ADR, Legal Aid, Other (human rights, women, minorities)

Type: TA, training, research (legal research)

Description: IABF principal activity, at this time, concerns ADR in LAC. In collaboration with the host country chamber of commerce, bar associations, and law

schools, IABF is helping set up ADR programs (program design, training, constituency building) in the region (Bolivia, Columbia, Ecuador, Venezuela, Dominican Republic, Costa Rica, El Salvador, Honduras, Guatemala). The programs are not court-annexed at this point, although there are efforts in that direction.

Other projects include law related education: a) citizens education re: rights and obligations, and b) continuing legal education. Such projects exist in Columbia and Ed Salvador.

IABF is also preparing a conference on conflict resolution and rights of native Americans (Bolivia, Guatemala, possibly Ecuador), and provides TA to AID missions in the region.

Language Skills: LAC region

Knowledge of other justice systems: LAC region

### PROJECT(S) DESCRIPTION

Total to date: n/a

Current number: on-going

Description and source(s) of funding: AID, foundations, private contributions

Most creative: n/a

Most impact: n/a

Future plans: "proceed in variety of directions where have expertise", particularly re: ADR (set up, train, educate business community and others re: ADR)

### III. CAPACITY

Mobilization time between award & start up: n/a

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: no lists, volunteers

-Information bank: have library of legal materials that " has helped quite a few people"

Network with other organizations: yes

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries: "only if appropriate"

If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in: 1957

Organization type: 501(c)3

Began international work in: ?

Staff no.: 3	FT 3	@HQ 3*	Field
	PT	@HQ	-Field

\*plus network through Bar Associations and academia in LAC region

Field location(s): n/a

Ratio staff HQ/field: n/a

#### V. FINANCIAL

Annual budget: \$265K

Sources of funding/ratio: AID (80%); foundations/contributions

Last independent audit: n/a

By whom: n/a

#### VI. RECORDS

Evaluation of Projects: no

Publications (list): proceedings of conferences; newsletter (depending on \$ available - currently on hold)

Can they be made available? yes

\*4\*

\*ACTA\*

\*DRTA\*

\*DRTR\*

\*PDTA\*

**I. CONTACT INFORMATION**

Organization: Inter-American Dialogue

Acronym: n/a

Address: 1211 Connecticut Avenue, NW, Suite 510,  
Washington DC 20036

Tel: 202/822 9000

Fax: 202/822 9553

E-Mail: pending

Contact/Title: Michael Shifter

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform		x		x		4,7,8
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List) a.human rights b.governance						4,7,8 4,7,8

Region:

- 1. Africa
- 2. Asia
- 3. Eastern Europe
- 4. LAC
- 5. NIS
- 6. Middle East
- 7. USA
- 8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Structural Reform, Other (links between ROL and governance/policy development, human rights)

Type: TA (info exchanges), Research (policy analysis)

Description: The Inter-American Dialogue is a "forum for sustained exchange among opinion leaders of the Western Hemisphere, and an independent, non partisan center for policy analysis on economic and political relations in the Americas".

Over the past two years, a series of seminars and discussions have concentrated on 1) democratic governance in LAC, in ROL related issues (such as links between constitutional provisions and transition); 2) the role and evolution of OAS and multi lateral organizations; 3) emphasis on issues of human rights and role of NGOs involved in governance and rule of law.

Language Skills: region (LAC)

Knowledge of other justice systems: yes

### PROJECT(S) DESCRIPTION

Total to date: n/a - on going projects/fora

Current number: n/a

Description and source(s) of funding: foundations, government (policy: cannot receive more than 5% funding from any country); corporate and individual contributions; sales of publications

Most creative: n/a

Most impact: n/a

Future plans: broaden look at institutions in hemisphere re: multi-lateralism impact of economic development and ROL related issues; develop case studies (practical), including assessment of preventative diplomacy (conflict resolution)

### III. CAPACITY

Mobilization time between award & start up: n/a

Mode of operation -- Short Term/Long Term/Intermediaries: n/a

Data base/type:

-Consultants/who: through 100 members, including former presidents, academics, diplomats, officials of international organizations, etc.

-Information bank: internal

Network with other organizations: yes, think tanks, links through members

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries: no

If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in: 1982

Organization type: 501(c) 3

Began international work in: 1982

Staff no.: 15

FT 15  
PT

@HQ-15  
@HQ

Field n/a  
Field

Field location(s): n/a

Ratio staff HQ/field: n/a

#### V. FINANCIAL

Annual budget: \$1.2M

Sources of funding/ratio: foundations (60%); remainder: governmental contribution (see note above re cap), corporate and individual contributions, sales of publications

Last independent audit: 1993

By whom:

#### VI. RECORDS

Evaluation of Projects: n/a

Publications (list): policy briefs, reports on forums and conferences

Can they be made available? yes

\*SRTA\*

\*SRRE\*

\*OTH\*

\*4\*

\*7\*

\*8\*

**I. CONTACT INFORMATION**

Organization: International Association of Women Judges

Acronym: IAWJ

Address: c/o Justice Programs Office, American University,  
Brandywine Bldg, 4400 Mass. Ave, NW, Suite 6C,  
Washington, DC 20016-8159\*

\* moving in early'95, pending new foundation grant for 1 f/t staff

Tel: 202/885-2873

Fax: 202/885-2885

E-Mail: pending

Contact/Title: Arlene Pacht, President

Tel:703/235 2058

Auxiliary/Title: 1 staff if new foundation grant approved

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x				all
B. Judicial Independence		x	x			"
C. Improved AOJ		x	x			"
D. Structural Reform						
E. Access to Justice		x				
F. ADR		x				
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List) a.human rights b.domestic violence						

Region: They work in all regions. 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA 8. W. Europe/Canada

## II. EXPERTISE

Area(s): Legal Reform, Judicial Independence, Improved AOJ, Access to Justice, ADR, Other (human rights, gender related issues, violence against women)  
Type: TA, training

Description: IAWJ is a membership organization that includes national associations of women judges (from around the world) and individual members. Its roster is 2,000 (including 1,000 women judges in the US). Its governing body builds upon directors elected/appointed as liaison with their national membership.

The association grew from the interest of women judges brought from around the world to attend conferences held by the National Association of Women Judges (NAWJ). Its membership draws principally from LSDs, principally LAC and to a lesser extent Africa and Asia (note: few members from Europe). Its priority program, voted by the membership, focuses on domestic violence (conferences, legislation, training, seminars, publications). The association however, can participate through its membership, in a number of justice reform related activities.

IAWJ is expecting a foundation grant that will allow for the hiring of a director - f/t staff member to coordinate and help expand upon activities and fund raising. American University is donating office space (cf address/phone above). Alternately, its president, Judge Arlene Pacht, should be contacted.

Language Skills: through members

Knowledge of other justice systems: through members

## PROJECT(S) DESCRIPTION

Total to date: n/a

Current number: emphasis on domestic violence related activities

Description and source(s) of funding: membership dues, foundation grants

Most creative: n/a

Most impact: n/a

Future plans: expand into issues (such as ethics); programs (such as scholarly research center, data bank)

## III. CAPACITY

Mobilization time between award & start up: n/a  
Mode of operation -- Short Term/Long Term/Intermediaries: long term - with expansion, short term

Data base/type: through members  
-Information bank: newsletter  
Network with other organizations: w/most organizations re: human rights, women's projects, women and development

Interest in working with USAID  
Directly: yes  
Indirectly/Through intermediaries: perhaps (depends)  
If NO, why?  
Registered PVO? no

#### IV. PROFILE

Created in: 1991 (as membership organization - 1993 as non profit)  
Organization type: membership  
Began international work in: 1991  
Staff no.: pending  
Field location(s): n/a

#### V. FINANCIAL

Annual budget: n/a - likely \$100K in 1995  
Sources of funding/ratio: membership dues, foundations  
Last independent audit: n/a  
By whom: n/a

#### VI. RECORDS

Evaluation of Projects: n/a  
Publications (list): newsletter  
Can they be made available? yes

\*LRTA\*

\*JITA\*

\*JITR\*

\*ACTA\*

\*DRTA\*

\*OTH\*

\*1\*

\*2\*

\*3\*

\*4\*

\*5\*

\*6\*

\*7\*

\*8\*

## I. CONTACT INFORMATION

Organization: International Center for Law in Development

Acronym: ICLD

Address: 777 United Nations Plaza  
Suite 7E  
New York, NY 10017

Tel: 212-687-0036

Fax: 212-370-9844

212-972-9872

E-Mail:

Contact/Title: Dr. Clarence Dias, President

Auxiliary/Title: Professor James C.N. Paul

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence		x	x	x		2,4
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice		x	x	x		2,4
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						

Region:

1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

## II. EXPERTISE

Area(s): Judicial Independence, Access to Justice

Type: Technical Assistance, Training, Implementation

Description: ICLD is a network of third world lawyers who are concerned with human rights and development issues, as well as environment and development issues. In Asia, they have conducted seminars for the judiciary to introduce the judiciary to ways to incorporate international environmental law and international human rights standards into the court. They also offer legal education to lawyers, such as environmental aspects of laws.

ICLD is willing to research all areas of interest to develop materials dealing with international human rights and international environmental law issues. ICLD has brought Asians to LAC to conduct a South/South dialogue, and develop a common network.

Language Skills: local languages  
Knowledge of other justice systems: several

### PROJECT(S) DESCRIPTION

Total to date: 15-20 in Asia  
Current number:  
Description and source(s) of funding:  
    SIDA, CIDA, DANIDA, FINIDA,  
    Ford Foundation

Most creative: Working with lawyers to enable them to interact with the community

Most impact:

Future plans: Strengthen community capacity. Increase the capacity building within the profession.

### III. CAPACITY

Mobilization time between award & start up: quick  
Mode of operation -- Short Term/Long Term/Intermediaries:  
Data base/type:  
    -Consultants/who: Have a list of consultants  
    -Information bank:

Network with other organizations: yes

Interest in working with USAID

Directly: maybe

Indirectly/Through intermediaries:

If NO, why?

The Center is non-bureaucratic and not used to dealing with the set structures. Not seeking USAID funding, but would be interested in new program directions.

Registered PVO? no

#### IV. PROFILE

Created in: 1977

Organization type: 501(c) 3

Began international work in: 1977

Staff no.: 3 FT

Field location(s):

Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget: 300 - 500K

Sources of funding/ratio:

Last independent audit: annual

By whom:

#### VI. RECORDS

Evaluation of Projects: try to continually evaluate the organization and process.

Publications (list): no regular publications

\*2\*

\*4\*

\*JITA\*

\*JITR\*

\*JIRE\*

\*ACTA\*

\*ACTR\*

\*ACRE\*

## I. CONTACT INFORMATION

Organization: International Human Rights Clinic

Acronym: IHRC      Address: The American University, Washington College of Law,  
Practicing Law Center, IHRC, 4400 Massachusetts Avenue, NW,  
Washington DC 20016-8086

Tel: 202/885-1520

Fax: 202/885-1598

E-Mail: n/a

Contact/Title:      Rick Wilson, Director

Auxiliary/Title:     Nancy Kirn, AA

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x				5
B. Judicial Independence		x				5
C. Improved AOJ		x				4,5
D. Structural Reform		x				4,5
E. Access to Justice		x				4,5
F. ADR		x				
G. Crim/Civ Prosecut		x				all
H. PD/Legal AID		x				4
I. Other (List) a. human rights		x				all

Region:

1. Africa      2. Asia    3. Eastern Europe    4. LAC    5. NIS    6. Middle East    7. USA  
8. W. Europe/Canada

## II. EXPERTISE

Area(s): Legal Reform, Judicial Independence, Improved AOJ, Structural Reform, Access to Justice, PD/Legal Aid, Human Rights

Type: TA, Training, Research

Description: IHRC is a clinical study program within American University Law School (note: other clinics are the Women in Law Clinic, Tax Clinic, Criminal Justice Clinic, etc). As such, it does not conduct programs or seek grants for activities abroad. Its faculty, on the other hand, is involved in numerous activities that include consultations for development agencies such as USAID, or international organizations. Faculty members bring specific expertise to consulting assignments which they undertake as individuals.

A partial list includes: Rick Wilson, IHRC director (PD/Legal Aid related issues, mainly in LAC); Herman Schwartz (constitutional/separation of power issues, NIS via CEELI); Claudio Grossman (w/ Inter-American Human Rights Commission); Robert Goldman (human rights and humanitarian laws); Diane Orontlicher (intl human rights issues, war crimes/UN), etc.

Most of their consultations are short term technical assignments. Some are also involved in training/curriculum design, or research ("when it catches our fancy").

An effort is underway to coordinate ("pull together") activities of the AU faculty involved and interested in human rights issues. In the meantime, Rick Wilson is the best point of contact to tap this pool of resources and expertise.

Language Skills: yes - depends upon faculty (Professor Wilson is fluent in Spanish)

Knowledge of other justice systems: yes

### PROJECT(S) DESCRIPTION

Total to date:n/a

Current number:n/a - cf above description

Description and source(s) of funding:n/a

Most creative:n/a

Most impact:n/a

Future plans: hope to structure loose consortium of faculty into more formal mechanism (see above)

### III. CAPACITY

Mobilization time between award & start up: must fit around teaching schedule (best times: winter and summer breaks; some faculty more flexible or available than others)

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: can draw upon 150 adjunct professors (include policy makers, practioners, etc.)

-Information bank: through university library and own materials

Network with other organizations: not formal

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries:yes

If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in: n/a

Organization type: n/a

Began international work in: n/a

Staff no.:no formal employees

#### V. FINANCIAL

Annual budget:n/a

Sources of funding/ratio:n/a

Last independent audit: part of university

By whom: n/a

## VI. RECORDS

Evaluation of Projects: n/a

Publications (list): newsletter for students

Can they be made available? n/a

\*1\*

\*2\*

\*3\*

\*4\*

\*5\*

\*6\*

\*7\*

\*8\*

\*OTH\*

\*LRTA\*

\*JITA\*

\*AJTI\*

\*STTA\*

\*ACTA\*

\*CPTA\*

\*PDTA\*

**I. CONTACT INFORMATION**

Organization: International Human Rights Law Group

Acronym: IHRLG

Address: 1601 Connecticut Ave., NW  
Suite 700  
Washington, DC 20036

Tel: 202-232-8500

Fax: 202-232-6731

E-Mail: lawgroup@igc.apc.org

Contact/Title: Peter Rosenblum, Program Officer  
Extension: 23

Auxiliary/Title: Janet Wise, Executive Officer  
Extension: 11

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x		x		1,2
B. Judicial Independence		x				2
C. Improved AOJ		x	x	x	x	1,2
D. Structural Reform						
E. Access to Justice		x	x			3,2
F. ADR						
G. Crim/Civ Prosecut		x	x			4
H. PD/Legal AID		x	x			2
I. Other (List) a. Human Rights b. Women		x	x	x x	x	1,2, 3

Region:

1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

## II. EXPERTISE

Area(s): Legal Reform, Judicial Independence, AOJ, Access, Crim/Civ Prosecution, PD, Human Rights, Women

Type: TA, Training, Research, Implementation

Description: In Africa, the IHRLG has conducted assessment of the court system and training needs in several countries. It also looked at legal system development in Ethiopia. Local NGO training programs will also begin in Zaire.

In Cambodia, the IHRLG is about to begin several programs. A Human Rights Task Force has been established to work with local groups, including women's organizations and NGOs. This task force will help establish human rights organizations with technical assistance such as management training.

The Law Group is also working on a large court reform project in Cambodia. Resident legal experts will be placed around Cambodia to offer guidance to the courts. This is primarily short-term technical assistance.

The IHRLG has conducted constitutional review of the new constitutions of Nepal, Mongolia, Ethiopia and Malawi. It has NGO building as well as legislative functioning and transparency programs throughout Eastern Europe. It trained prosecutors in Guatemala, and defenders in East Asia.

The Women in Law Project analyzes international law application in domestic situations. It attempts to link women's organizations which conduct legal education of women.

Language Skills: French, Spanish, as needed in the field

Knowledge of other justice systems: in house expertise on legal systems and comparative law. Civil systems, francophone and anglophone systems.

### PROJECT(S) DESCRIPTION

Total to date: hundreds

Current number: about 30

Description and source(s) of funding:

The Cambodia Project will be USAID funded.

Other donors: SIDA, DANIDA, Private Foundations, NOVIB

Most creative: NGO training projects which are open to change and development following local needs.

Most impact: training of public defenders

Future plans: Expand in civil society area and conduct additional ngo training. Also, connecting further with UN work, particularly dealing with women's issues.

### III. CAPACITY

Mobilization time between award & start up: often prior to contract

Mode of operation -- Short Term/Long Term/Intermediaries:  
Data base/type:

-Consultants/who: Often go through contacts such as the International Commission of Jurists, international contacts and affiliates in other organizations.

-Information bank: in office and library

Network with other organizations: Carter Center, Human Rights Watch, Article XIX, Human Rights Internship Program

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries:

If NO, why?

Registered PVO? yes

### IV. PROFILE

Created in: 1977

Organization type: 501(c) 3

Began international work in: 1977

Staff no.: 37      FT 16      @HQ 21      Field  
plus three legal fellows, four interns.

Field location(s): Chile, Cambodia, Bucharest, Zaire

Ratio staff HQ/field:

## V. FINANCIAL

Annual budget: 1.77 (1993) 3.1 (1994)

Sources of funding/ratio:

Last independent audit: October, 1994

By whom:

## VI. RECORDS

Evaluation of Projects: conduct own evaluations

Publications (list): newsletter, internal letter, periodic reports on human rights issues in various countries.

Can they be made available? yes

Available on file?yes -

\*LRTA\*

\*LRRE\*

\*JITA\*

\*AJTA\*

\*AJTR\*

\*AJRE\*

\*AJIM\*

\*ACTA\*

\*ACTR\*

\*CPTA\*

\*CPTR\*

\*PDTA\*

\*PDTR\*

\*OTH\*

\*1\*

\*2\*

\*3\*

\*4\*

## I. CONTACT INFORMATION

Organization: International Law Institute

Acronym: ILI

Address: 1615 New Hampshire Ave, NW  
Washington, DC 20009

Tel: 202-483-3036

Fax: 202-483-3029

E-Mail: kerr@ili.org

Contact/Title: Stuart Kerr, Executive Director

Auxiliary/Title: Danielle DePaul, Assistant to the Executive Director

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform			x			1,2,3,4,5,6
B. Judicial Independence						
C. Improved AOJ		x	x			"
D. Structural Reform						
E. Access to Justice						
F. ADR			x			"
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						
a. Commercial			x	x		"
b. US Law			x			"

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

## II. EXPERTISE

Area(s): Legal Reform, Improved Administration of Justice, ADR, Commercial issues, US law

Type: Technical Assistance, Training, Research

Description: Initially part of Georgetown, ILI offers training courses for lawyers in areas of private international law. The Institute holds 20 + courses a year which last between two and four weeks. These include foreign investment and loan negotiation, and international commercial dispute resolution.

ILI has conducted seminars in over 140 countries, mostly dealing with different aspects of commercial law. They also offer orientation to groups on the USIA program, and other visitors from the international community.

Language Skills: French, Spanish, Mongolian, Portuguese. In house, about 12 languages.

Knowledge of other justice systems: know several systems

### PROJECT(S) DESCRIPTION

Total to date:

Current number: 20-30 year

Description and source(s) of funding:

USAID 30% World Bank 20% UNDP 15-20% Foundations

Most creative: Procurement, loan negotiation, and privatization training. ILI held the first joint US-Soviet legal project which used mixed faculty.

Most impact: same

Future plans: Continue working with local institutions to help them develop training programs in their own countries.

### III. CAPACITY

Mobilization time between award & start up: short

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: Practitioners and 400 people on faculty to consult.

-Information bank: Georgetown Library

Network with other organizations: Federal Bar Association, National Center for State Courts, about 100 different organizations

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries:

If NO, why?

Registered PVO? yes

#### IV. PROFILE

Created in: 1954, course in early 1970's  
Organization type: 501(c) 3  
Began international work in: 1972-73

Staff no.: 14 FT

Field location(s): none

Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget: \$2.5 million

Sources of funding/ratio:

Last independent audit: annual

By whom:

#### VI. RECORDS

Evaluation of Projects: Continuous evaluation. At the end of each program.

Publications (list): over 40 titles.

Can they be made available? yes

Available on file? yes

Include books written in english by foreign lawyers, about their systems.

\*1\*

\*2\*

\*3\*

\*4\*

\*5\*

\*6\*

\*OTH\*

\*LRTR\*

\*AJTA\*

\*AJTR\*

\*DRTR\*

**I. CONTACT INFORMATION**

Organization: International Republican Institute

Acronym: IRI

Address: 1212 New York Ave. Suite 900  
Washington, DC 20005

Tel: 202-408-9450

Fax: 202-408-9462

E-Mail: iri@access.digex.net

Contact/Title: Lorne Craner, Vice President for Programs

Auxiliary/Title: Grace Moe, Vice President for Program Support

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x	x			4,2
B. Judicial Independence						
C. Improved AOJ		x	x			2,3,4,5,6
D. Structural Reform						
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						
a. anticorruption		x				
b. WID		x				

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East  
7. USA 8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Legal Reform, AOJ, Anticorruption, WID

Type: Technical Assistance, Training

Description: IRI conducts some rol programs, although the majority of their work is with political parties and elections. They are currently facilitating two conferences

dealing with good governance and anticorruption in Guatemala. The first conference was with government officials. The next conference, at the beginning of 1995, will be with NGOs. The conference addresses issues such as the role of government in the private sector and vice versa. They are working with model laws which may be used to prevent corruption. IRI has also conducted training of newly elected government officials.

In Hong Kong, IRI is looking at the status of ROL during, up to and following the reversion of 1997. They are studying provisions of the agreement and their affect on the legal system.

IRI's largest ROL programs deal with legislative training. These include training newly elected legislators, working to strengthen the link between legislators and constituents. Legislative training has occurred in Asia, the Middle East, Eastern Europe, and NIS.

Language Skills: will fund language training

Knowledge of other justice systems: all employees have campaign background

### PROJECT(S) DESCRIPTION

Total to date: 10

Current number: 1 Guatemala

Description and source(s) of funding:

NED - 25%

USAID - 75%

contributions - nominal

Most creative: China. A difficult political climate to operate within and were able to conduct electoral reform program to hold local village elections.

Most impact: Cambodia. Conducted a civic education project.  
Mozambique. Conducted poll watcher training

Future plans: Will probably not further their ROL programs. Believe there are other organizations which are more qualified to coordinate such projects.

### III. CAPACITY

Mobilization time between award & start up: 2 weeks

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type: over 1000 people

- Consultants/who: nonpaid. At times, they will hire long term consultants. Consultant backgrounds vary.

-Information bank: In house library. Network with other organizations: AREAF, AAT, Westminster Foundation, CIDA, Center for International Enterprise, Legislative Studies Institute.

Interest in working with USAID

Directly:yes

Indirectly/Through intermediaries:

If NO, why?

Registered PVO? No

#### IV. PROFILE

Created in: 1984

Organization type:501(c) 3

Began international work in:1984

Staff no.:               84 FT   69 @HQ   13 Field  
                              1 PT   1 @HQ    Field

Field location(s):    Cambodia, Moscow, Ukraine, Latvia, Romania, Bulgaria, Albania, South Africa

#### V. FINANCIAL

Annual budget: \$ 9 million

Sources of funding/ratio:

Last independent audit: GAO annual

By whom: Arthur Andersen

#### VI. RECORDS

Evaluation of Projects: evaluations from local organizations. not formal

Publications (list): no formal, reviews of projects.

Can they be made available? yes

Available on file? yes

\*LRTA\*

\*LRTR\*  
\*AJTA\*  
\*AJTR\*  
\*OTH\*  
\*2\*  
\*3\*  
\*4\*  
\*5\*  
\*6\*

**I. CONTACT INFORMATION**

Organization:Iowa Peace Institute

Acronym:IPI

Address:PO Box 480

Grinnell, IA 50112

Tel: 515-236-4880

Fax: 515-236-6905

E-Mail: iapeace@ac.grin.edu

Contact/Title:Katherine Otting, Dir. Confl. Resolution Program

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice						
F. ADR		x	x	x	x	7,5
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

**II. EXPERTISE**

Area(s): ADR

Type:TA, training, research, implementation

Description: Conduct training in ADR for teachers, administrators, students, civic leaders and legal professionals. Work with the Farmer Creditor Mediation. FCM and IPI have merged. IPI has also created a community wide youth ADR center in the Quad Cities.

The Iowa Peace Institute helped establish a cultural center in Ukraine and has created a sister city with many cities in Ukraine. Exchanges with the Peace Institute are conducted. Established a library for journalists.

The former heads of the program held training programs for Tibetan monks on conflict resolution to enhance negotiations with Chinese leaders. They also held a similar meeting with the leaders of N. Ireland.

Language Skills: work with translators and interpreters  
Knowledge of other justice systems:

### PROJECT(S) DESCRIPTION

Total to date:

Current number: always running training programs, but 7 longer term projects are currently going

Description and source(s) of funding: 25% state 25% board (personal contributions), 15% donations, 10% USIA, 25% matching. Also have \$1million endowment

Most creative: Training of Tibetan monks  
Most impact: Work with Ukraine

Future plans: international training. Arbitration and mediation training for church//religious disputes in W. Ukraine

### III. CAPACITY

Mobilization time between award & start up: depends on project

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: 1. Staff, 2. Iowa mediation Service, 3. Trainers who they have trained

-Information bank: Library

Network with other organizations: other mediation centers

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries: yes

If NO, why?

Registered PVO? at one time, but has not been renewed due to bureaucracy involved.

#### IV. PROFILE

Created in: 1987

Organization type: 501(c) 3

Began international work in: 1987

Staff no.:	8	FT	@HQ	Field
		PT	@HQ	Field
		2 interns		

Field location(s) Work closely with Iowa Mediation Services which has 4 field offices

#### V. FINANCIAL

Annual budget: \$400K

Sources of funding/ratio:

Last independent audit: recent

By whom:

#### VI. RECORDS

Evaluation of Projects: each project is evaluated and training is evaluated

Publications (list): Two publications:

Fostering Peace a CR training program for schools

Beyond Mediation a case study about a multi-cultural group of High School students and resolving conflict.

\*DRTA\*

\*DRTR\*

\*DRRE\*

\*DRIM\*

\*7\*

\*5\*

**I. CONTACT INFORMATION**

Organization: Justice Management Institute

Acronym: JMI

Address: 1900 Grant Street, Suite 815, Denver, CO  
80203

Tel: 303/831 -7564

Fax: 303/831-4564

E-Mail: pending

Contact/Title: Barry Mahoney, President

Auxiliary/Title: Joan Greene, Principal

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ		x	x	x		7,8
D. Structural Reform		x	x	x		7,8
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut						
H. PD/legal AID						
I. Other (List)						
a.						
b.						
c.						
d.						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East  
7. USA 8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Improved AOJ, Structural Reform

Type: TA, Training, Research

**Description:** JMI began operations in January 1993. It is a small non profit organization with broad expertise in administration of justice, particularly in areas of court administration and management ( delay reduction and caseflow management). It provides technical assistance, develops and conducts training seminars, and evaluates projects in the United States and Canada, at the request of state courts, the federal government, and various non profit organizations.

Its principals and major consultants helped found the Institute for Court Management (ICM) in the early 70s, and left ICM in 1992 (ICM is now part of the National Center for State Courts and based in Williamsburg). Their expertise, reputation and access to a broad network within the field of court administration are the result of their long affiliation with ICM.

**Note:** Mahoney participated in USAID /ROL programs while serving at ICM.

**Language Skills:** n/a

**Knowledge of other justice systems:** yes (GB, Canada)

## PROJECT(S) DESCRIPTION

**Total to date:** 40

**Current number:** 15-20

**Description and source(s) of funding:** federal, fixed priced contracts, donations, registration fees

**Most creative:**

- innovative caseflow management for trial courts (under State Justice Institute grant)
- training seminars for judges on how to organize systems for cases prior to trial - using role play and adult education techniques used in other fields (pilot tested in 4 states, with expectation of replication nationwide)

**Most impact:** see above re: training seminar

**Future plans:** consolidate reputation and client base in US - looking into opening branch offices in 3-4 cities around US; consider international work in 1995, at first through intermediaries (or directly, depending on amount of work involved)

### III. CAPACITY

Mobilization time between award & start up: 1 week - 1 month depending on scope of project

Mode of operation -- Short Term/Long Term/Intermediaries: short term contracts, with capacity for follow up

Data base/type:

-Consultants/who: list of 20 expanding; all have practical background in court management and in various aspects of court systems; most also have long experience in training and curriculum development, and in evaluations

-Information bank: no in house info data base at this point (other than personal library)

Network with other organizations: Vera Institute of Justice, Federal Judicial Center, National Association of Court Management, National Judicial College, Pretrial Services Resource Center, American Bar Association, and others

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries: yes

If NO, why?

Registered PVO? no, but interested in finding out more

### IV. PROFILE

Created in: 1993

Organization type: 501(c)3

Began international work in: since inception (Canada, GB); have been approached by large USAID contractors, but to date have deferred being part of applications (see future plans, above)

Staff no.: 3	FT 2	@HQ 2	Field n/a
	PT 1	@HQ 1	Field n/a

Field location(s): n/a

Ratio staff HQ/field: n/a

## V. FINANCIAL

Annual budget: \$500K

Sources of funding/ratio: equal amount of federal grants and fixed fee contracts;  
also some small contributions and revenues through conferences

Last independent audit: 1993

By whom: Taylor Co, PC

## VI. RECORDS

Evaluation of Projects: evaluations from participants available; no independent  
evaluation yet

Publications (list): annual report, newsletter -

Can they be made available? yes

\*AJTA\*

\*AJTR\*

\*AJRE\*

\*SRTA\*

\*SRTR\*

\*SRRE\*

\*7\*

\*8\*

**I. CONTACT INFORMATION**

Organization: Charles F. Kettering Foundation

Acronym: n/a      Address: 444 North Capitol Street, NW, Suite 434, Washington, DC 20001-1512

Tel: 202/393 4478  
 Fax: 202/393 7644

E-Mail: pending

Contact/Title: Harold H. Saunders, Dir. Intl Affairs

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform		x	x			3,5,6,7,8
E. Access to Justice						
F. ADR		x	x			"
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List) a.governance b.community building						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
 8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Structural Reform, ADR (non traditional - ie collaborative problem solving), Other (governance, constituency building)

Type: TA(info sharing), training

Description: in 1981, the Kettering Foundation launched a new international program to a) provide citizens in deliberative democracy; b) enable them to develop those from initial experiences with dealing with their own community problems; and c) strengthen civil society as they create their own associations to accomplish their purposes.

The program is based in Washington DC, headed by former State Department officials Harold Saunders. Fellows come from around the world to acquaint themselves with the program concept (participation and training), identify when back in country those issues of importance to their region, assemble and bring a group to the US to review an issue (of whatever nature) critical to their society and, use the process of collaborative problem solving/citizen participation to agree upon resolution. (The program is echoed within the US).

The program relates to ROL in areas of constituency building for Rule of Law, democracy building and participation. A network of fellows is building, to exchange information and experiences across regions, and deal with underlying causes that contravene support for democracy and ROL. The program involves special attention to differing definitions of democracy and ROL according to culture, values, and principles guiding the political process. The priority is the citizen as primary agent of change.

Language Skills: through fellows

Knowledge of other justice systems: through fellows

## PROJECT(S) DESCRIPTION

Total to date: n/a

Current number: 10-12

Description and source(s) of funding: n/a - though note: fellows when back in country are seeking self sustaining sources of funding for own work; also discussing ways to support own network/exchange of information

Most creative: "project itself" - approach is unique

Most impact: ripple effect of program through countries/individuals that have participated

Future plans: increase impact abroad; increase attention to political resolution of conflicts

### III. CAPACITY

Mobilization time between award & start up: n/a  
Mode of operation -- Short Term/Long Term/Intermediaries: n/a  
Data base/type: n/a  
Network with other organizations: n/a

Interest in working with USAID

Directly: Kettering has own portfolio - through Saunders, has participated in discussions re: ROL/democracy/civil society with USAID/Attwood; will participate when called upon

Indirectly/Through intermediaries: n/a

If NO, why?

Registered PVO? no

### IV. PROFILE

Created in: intl program - 1981  
Organization type: 501(c)3  
Began international work in: 1981

Staff no.: 45*	FT 2**	@HQ	Field
	PT	@HQ	Field

\* in Ohio \*\* in DC office

Field location(s):n/a

Ratio staff HQ/field: n/a

V. FINANCIAL : no information released.

### VI. RECORDS

Evaluation of Projects: n/a

Publications (list): Kettering Review (3 times a year); program instruments (guides re: government policies); project materials/diagnostic guides re community development

Can they be made available? yes

\*SRTA\*      \*SRTR\*

\*DRTA\*      \*SRTR\*

\*OTH\*      \*3\*

\*5\*      \*6\*

\*7\*      \*8\*

**I. CONTACT INFORMATION**

Organization: Lambda Legal Defense Fund

Acronym:LDEF

Address:666 Broadway  
Suite 1200  
New York, NY 10012

Tel:212-995-8585

Fax:212-995-2306

Contact/Title: Deirdre Reznik, Education Coordinator

Auxiliary/Title: Beatrice Dohrn, Legal Director

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x		x		7
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List) a. Gay and Lesbian Advocacy		x		x	x	7

Region:

1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Legal Reform, Gay and Lesbian Advocacy

Type: Technical Assistance, Research, Implementation

Description: Lambda is a "law firm" type organization which works with the legal system to promote the rights of gays, lesbians, and people who are HIV positive. They bring cases to court which may set precedent, offer amicus curae briefs and assist attorneys working on such cases.

Lambda has resources available such as publications for both public and legal use. It works on the drafting of legislation such as ENDA, the Employment Non-discriminatory Act, which is currently before Congress. Employees of Lambda attend legal conferences to discuss gay and lesbian issues with attorneys and offer advice on specific cases.

Areas covered include employment discrimination, HIV, parenting and children, right to marry, anti-gay initiatives.

Language Skills: n/a

Knowledge of other justice systems:n/a

### PROJECT(S) DESCRIPTION

Total to date: in the thousands -

Current number:more than 50

Description and source(s) of funding: Foundations and individual contributions

Most impact: AIDS sensitivity cases which have been successful. Successfully challenging the Constitutionality of an anti-gay ballot initiative in Cincinnati .

Future plans: Further pursue litigation as they are currently.

### III. CAPACITY

Mobilization time between award & start up: n/a

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: Have a group of attorneys around the country who assist lawyers involved with cases affecting gays, lesbians and people who are HIV positive. They also have a directory of references.

-Information bank: lexis

Network with other organizations: ACLU, Human Rights Campaign Fund

Interest in working with USAID

Directly: Depends on the type of project USAID would like to involve them in.

Indirectly/Through intermediaries:

If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in: 1973

Organization type: 501(c)(3)

Began international work in: do not have intl program

Staff no.: 24, 8attys	FT	16, 4 @HQ	7	Field
1	PT	@HQ	1	Field

Field location(s): New York, Chicago, Los Angeles

Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget: \$1.8 million

Sources of funding/ratio:

Last independent audit: FY 1993, currently one going on

By whom: Loeb & Troper

#### VI. RECORDS

Evaluation of Projects: look at the outcome

Publications (list): Life Planning, anti-gay initiatives, post election constitutional challenges, HIV, AIDS, and Immigration, ...

Can they be made available? yes

Available on file? yes for lawyers and lay people.

\*LRTA\*

\*LRRE\*

\*7\*

\*OTH\*

**I. CONTACT INFORMATION**

Organization: Lawyer's Committee for Human Rights

Acronym: LCHR

Address:330 7th Avenue, 10th floor  
New York, NY 10001

Tel:212-629-6170  
Fax:212-967-0916

E-Mail:lchr@igc.apc.org

Contact/Title: Tish Armstrong, Coordinator, International Financial Institutions Program  
Extension: 151

Auxiliary/Title:George Black, Research and Editorial Director  
Extension: 153

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform				x		6
B. Judicial Independence						
C. Improved AOJ				x		3,4,5
D. Structural Reform						
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID		x		x		7,8
I. Other (List)						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East  
7. USA 8. W. Europe/Canada

**II. EXPERTISE**

Area(s):Legal Reform, Improved Administration of Justice, Legal Aid  
Type: Technical Assistance, Research

Description: The LCHR is a monitoring organization which assesses systems of justice. They issue reports on a series of issues. They monitor judicial reform, and work with local ngos to assess the human rights situation in numerous regions. They currently work in LAC, NIS, Eastern Europe, and the Middle East. In the past, they have worked in Africa and Asia, but are not doing so currently.

In the NIS, they have issued a report on reform in Russia, analyzing the Constitutional Court, and looking at Presidential Powers and their connection to judicial reform. In the Middle East, they have issued reports and attempted to link donor organizations with ngos involved with judicial and legal reform. In LAC, the LCHR has issued reports on violations of criminal defendant rights, lack of Due Process and criticized the funding USAID gives for judicial reform.

In Northern Ireland, LCHR has worked on the security of defense attorneys who represent people charged with security offenses. They issued a report looking at the murder of a defense lawyer, and the lack of adequate investigation. In the US, LCHR offers legal assistance for people seeking political asylum. They have represented over 100 cases.

As a non-governmental organization, LCHR accepts no funding from any government or government entity. It seeks to maintain its independence and will not accept funding from organizations which receive their funding from governments.

Language Skills: Arabic, French, Spanish, Russian

Knowledge of other justice systems: That which is gained in the field

## PROJECT(S) DESCRIPTION

Total to date:

Current number:

Description and source(s) of funding: Foundations 40-50%, Corporations 50%

Most creative: n/a

Most impact: can't tell with reports, although with political asylum cases easy to tell if there is an impact.

Future plans: Focus narrowly on legal systems, and freedom of association. Support local groups.

### III. CAPACITY

Mobilization time between award & start up: contingent upon receipt of funding

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type: at times, they will use consultants

-Consultants/who: varied backgrounds. Usually find consultants through word of mouth

-Information bank: Ad-hoc in-house library, also use internet

Network with other organizations: often rely on other organizations for information

Interest in working with USAID

Directly: no

Indirectly/Through intermediaries: no

If NO, why? want to maintain their independence, so do not take any government funding.

Registered PVO? no

### IV. PROFILE

Created in: 1978

Organization type:501(c) 3

Began international work in:1978

Staff no.:	35	FT	32	@HQ	3	Field
	5	PT		@HQ		Field

Field location(s):Washington, DC

Ratio staff HQ/field:

### V. FINANCIAL

Annual budget:\$ 2.8 - 3 mil

Sources of funding/ratio:

Last independent audit:annual

By whom:

## VI. RECORDS

Evaluation of Projects: continuously analyze their programs. Six month analysis and annually.

Publications (list): Many

Can they be made available? all are available.

Available on file?yes

\*3\*

\*4\*

\*5\*

\*6\*

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\*8\*

\*LRRE\*

\*AJRE\*

\*PDTA\*

\*PDRE\*

\*OTH\*

**I. CONTACT INFORMATION**

Organization: Management Systems International

Acronym: MSI

Address: 600 Water St., SW  
Washington, DC 20024

Tel: 202-484-7170

Fax: 202-488-0754

E-Mail:

Contact/Title: Lynne Carter

Extension: 364-5719

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence		x		x		1,5
C. Improved AOJ		x	x	x	x	1,2,4,5
D. Structural Reform		x	x	x		4,5
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Judicial Independence, Improved AOJ, Structural Reform  
Type: Technical Assistance, Training, Research

Description: MSI is a consulting firm involved in a series of activities internationally. Their current African Governance Project analyzes rule of law and justice issues. They have worked on court capacity issues and developed an agenda for court reform. They have helped draft legislation. This project also includes implementation of reform.

MSI is also active in other regions. In LAC, MSI offered technical assistance to a justice sector reform project. This included design, implementation, monitoring and evaluation. They offered technical assistance in establishing an automated management system. In the NIS, MSI has offered democracy support for ROL project, especially related to the role of women. They have also evaluated 9 NIS grants. In the Middle East, MSI helped develop performance measures and worked with the PRISM project. In the Near East, MSI is involved with legal system strengthening projects. They are a subcontractor on the GENESYS project.

Language Skills: French and Spanish

Knowledge of other justice systems: Strong in Africa and LAC

### PROJECT(S) DESCRIPTION

Total to date: 6

Current number: 3

Description and source(s) of funding:  
100 % USAID

Most creative: Guinea-Bissau - judicial working group  
Bolivia - completed design, evaluation and implementation of a justice sector project

Most impact: same

Future plans: Work with the World Bank & USAID funded work

### III. CAPACITY

Mobilization time between award & start up: about 1 month

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: Don't know the size of the database. Use same people for numerous projects.

-Information bank:

Network with other organizations: ARD, DAI, LaBot Anderson

Interest in working with USAID

Directly:yes

Indirectly/Through intermediaries:  
If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in: 1981

Organization type: Grey Amendment Firm

Began international work in:1981

Staff no.: 74 FT 68 @HQ 6 Field

Field location(s):LAC, Andean Region, Windhoek, Indonesia

Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget:n/a

Sources of funding/ratio:

Last independent audit:

By whom:

#### VI. RECORDS

Evaluation of Projects: yes, some

Publications (list): corporate capability statement

Can they be made available?yes

Available on file?

\*1\*

\*2\*

\*4\*

\*5\*

\*JITA\*

\*JIRE\*

\*AJTA\*

\*AJTR\*

\*AJRE\*

\*AJIM\*

\*SRTA\*

\*SRTR\*

\*SRRE\*

**I. CONTACT INFORMATION**

Organization: National Association of Attorneys General

Acronym: NAAG

Address: 444 N. Capitol St. Suite 339  
Washington, DC 20001

Tel: 202-434-8000

Fax: 202-434-8056

E-Mail:

Contact/Title: Paul Beaulieu, Deputy Director  
Extension: 434-8054

Auxiliary/Title: John Schacter, Communications Director  
Extension: 434-8022

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut		x	x	x	x	7
H. PD/Legal AID						
I. Other (List)						
a. clearinghouse		x			x	7
b. Exchange program		x			x	3

Region:

1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Criminal and Civil Prosecution, Clearinghouse, Exchange Program  
Type: Technical Assistance, Research and Implementation

Description: NAAG works in five key areas, four national and the fifth international. First, it offers information to attorney generals on office operations and acts as an information resource. Second, it is an environmental Council, involved with consumer protection issues and offers technical expertise in areas such as anti-trust, and money laundering. Third, NAAG acts as a lobbying group in Washington, to facilitate the views of individual Attorney Generals. NAAG has established an electronic network bulletin board. Fourth, NAAG offers services, such as a moot court prior to an AG presenting a case before the Supreme Court. They also help with amicus briefs.

Finally, NAAG has offered exchange programs with Korea and China. This includes mutual exchanges about how the individual systems work. Less than 5% of their work is international.

Language Skills:

Knowledge of other justice systems:

### PROJECT(S) DESCRIPTION

Total to date:

Current number: 2 international

Description and source(s) of funding: membership dues, federal grants, Department of Justice, EPA, Dept. of Energy

Most creative: n/a

Most impact: n/a

Future plans: continue to serve its members by providing them with the opportunity to learn from each other.

### III. CAPACITY

Mobilization time between award & start up: short

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:none

-Consultants/who:

-Information bank:

Network with other organizations: National Conference of State Legislators, National Organization of Governors

Interest in working with USAID  
Directly: yes  
Indirectly/Through intermediaries:  
If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in: 1907

Organization type: membership organization, instrumentality

Began international work in: n/a

Staff no.:	35	FT	@HQ	Field
	2	PT	@HQ	Field

Field location(s):

Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget:n/a

Sources of funding/ratio:

Last independent audit: last year

By whom:

#### VI. RECORDS

Evaluation of Projects: certified CLE, evaluate seminars

Publications (list): have lists of publications

Can they be made available?yes

Available on file?

\*3\*

\*7\*

\*CPTA\*

\*CPTR\*

\*CPRE\*

\*CPIM\*

\*OTH\*

**I. CONTACT INFORMATION**

Organization: National Center for Juvenile Justice

Acronym: NCJJ

Address: 701 Forbes Ave.  
Pittsburgh, PA 15219

Tel:412-227-6950  
Fax:412-227-6955

E-Mail:

Contact/Title: Hunter Hurst, Exec. Director  
Auxiliary/Title: Richard Gable, Director of Applied Research,  
Howard Schneider, Systems Research

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x				7
B. Judicial Independence						
C. Improved AOJ		x	x	x	x	7
D. Structural Reform						
E. Access to Justice		x	x	x	x	7
F. ADR						
G. Crim/Civ Prosecut		x				7
H. PD/Legal AID						
I. Other (List)						
a. juvenile justice		x	x	x	x	7
b. family law		x	x	x	x	7

Region:

1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Legal Reform, Improved Aoj, Access to Justice, Crim/Civ Prosecution,  
Juvenile Justice, Family Law  
Type: Technical Assistance, Training, Research, Implementation

**Description:** The NCJJ works in conjunction with the National Council of Juvenile and Family Court Judges. The National office is located in Reno, NV and conducts training of the judiciary and people associated with juvenile and family law. It hosts the National College of Juvenile and Family Law, between 15 and 20 programs which cover several areas, including court administration. It also hosts a national conference annually.

NCJJ focuses on three types of practice, systems research, legal research, and applied research. Its systems research program keeps track of national juvenile court statistics and has created a database of these statistics provided from the states. The legal research conducted monitors federal and state law dealing with juvenile justice issues. 1/3 of current laws change annually and the NCJJ monitors the changes. This information is automated.

The applied research is primarily technical expertise which the NCJJ offers to different courts. It develops programs in court administration, as well as developing information systems, facility design, and programs for juvenile sex offenders.

The NCJJ has developed programs for courts at the county, state, and federal government levels as well as for judges, governors, and the Department of Justice. They also offer technical skills to design programs to manage abused and neglected kids cases.

Language Skills: n/a

Knowledge of other justice systems: n/a

## **PROJECT(S) DESCRIPTION**

Total to date:

Current number: 20

Description and source(s) of funding:

50% Federal (DOJ)

25% State and Local Governments (Applied)

25% Private Foundation

**Most creative:** National Juvenile Court Statistical Series. The second oldest criminal justice series in the country (1923). Keeps track of delinquency cases through a data base

**Most impact:** Family Violence Project. Improves the practice for neglected children in courts, allowing the judge to become more closely involved with the cases

---

Future plans: Inviting policy people to use their resources. Further apply their efforts to policy issues.

### III. CAPACITY

Mobilization time between award & start up: 2 weeks

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type: large.

-Consultants/who: External Consultants who are juvenile practitioners.

Often use own people, although their database consists of 200 to 300 consultants. The Reno office has a similar facility.

-Information bank: see above

Network with other organizations: most organizations involved with juvenile justice issues, American Probation & Parole, NDAA, National Center for State Courts

Interest in working with USAID

Directly:yes

Indirectly/Through intermediaries:

If NO, why?

Registered PVO? no

### IV. PROFILE

Created in: 1973

Organization type: 501(c) 3

Began international work in:

Staff no.: 28 FT, 41 FT in the Reno office, 1 FT in Harrisburg

### V. FINANCIAL

Annual budget: \$ 6 million/ 3.5 Reno, 2.5 Pitts.

Sources of funding/ratio:

Last independent audit: annual

By whom:

### VI. RECORDS

Evaluation of Projects: a few evaluations

Publications (list): Monthly publications, Quarterly Publications, Annual publication, Index to Legal Periodicals  
Can they be made available?yes  
Available on file?

- \*LRTA\*
- \*AJTA\*
- \*AJTR\*
- \*AJRE\*
- \*AJIM\*
- \*ACTA\*
- \*ACTR\*
- \*ACRE\*
- \*ACIM\*
- \*CPTA\*
- \*OTH\*
- \*7\*

## I. CONTACT INFORMATION

Organization: National Center for State Courts

Acronym: NCSC

Address: 1700 Moore St.  
Suite 1710  
Arlington, VA 22209

Tel: 703-841-0200

Fax: 703-841-0206

E-Mail:

Contact/Title: Mark Visnic, Project Director      Extension: 841-0205

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x	x	x	x	7,4
B. Judicial Independence		x	x		x	7,4
C. Improved AOJ		x		x	x	7,4
D. Structural Reform						
E. Access to Justice		x	x	x	x	7,4
F. ADR		x	x	x	x	7,4
G. Crim/Civ Prosecut						
H. PD/Legal AiD						
I. Other (List)						

Region:

1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

## II. EXPERTISE

Area(s): Improved administration of justice, judicial independence, conflict resolution, judicial administration, access to justice, USAID staff training

Type: Training, implementation

**Description:** The overarching objective of NCSC is to encourage and facilitate innovations in the courts that will improve effectiveness, increase public access, maintain high levels of accountability, and thereby preserve judicial independence.

**Language Skills:** NA but NCSC has the capacity to design and implement and bi-cultural training programs

**Knowledge of other justice systems:** Yes

## PROJECT(S) DESCRIPTION

**Total to date:** Many

**Current number:** --

**Description and source(s) of funding:** --

**Most creative:** The current project to develop a system to catalog and disseminate information through Internet. One of the goals would be to systematize information on Democratic Institution Building.

**Most impact:** Currently, regional conferences, bringing together AID, foreign government officials and NGO's on various democracy building efforts, followed by 5 day workshops have high impact mostly on account of cross-fertilization potential, use of lessons-learned from regionally.

**Future plans:** Expand regional conferences and expand training and education programs. Planning a seminar on ADR/conflict resolution techniques in Latin America. The 2.5 day seminar would be followed up by a training program for government officials. The program will be offered by the Community Development Board in San Francisco and the Fundacion Libra in Argentina. The program will offer techniques for developing community based conciliation centers.

### III. CAPACITY

**Mobilization time between award & start up:** Almost immediate , although depends on the project.

**Mode of operation -- Short Term/Long Term/Intermediaries:**

**Data base/type:** Yes they have a data-base -- and in-house library on ROL related topics, multi-country. NCSC is in the process if computerizing their database and making it available on-line.

Network with other organizations: Yes, particularly those organizations involved in justice system reform.

Interest in working with USAID: Already do.

Directly:

Indirectly/Through intermediaries:

If NO, why?

Registered PVO? No.

#### IV. PROFILE

Created in: 1971 although formal ROL program started in 1992

Organization type: 501(c)(3)

Began international work in:

Staff no.: FT- 4 in ROL @HQ

Field: NA

PT

@HQ

Field

Field location(s): None.

Ratio staff HQ/field: NA

#### V. FINANCIAL

Annual budget: for ROL is \$800,000-900,000 yearly

Sources of funding/ratio: for ROL, exclusively USAID

Last independent audit: yes, 1993

By whom:

#### VI. RECORDS

Evaluation of Projects: Yes.

Publications (list): Yes, it exists.

Can they be made available? Yes.

Available on file? Yes.

\*LRTA\*      \*LRTR\*      \*LRRE\*      \*LRIM\*      \*JITA\*      \*JITR\*  
\*JIIM\* \*AJTA\*      \*AJTR\*      \*AJRE\*      \*AJIM\*      \*ACTA\*  
\*ACTR\*      \*ACRE\*      \*ACIM\*      \*DRTA\*  
\*DRTR\*      \*DRRE\*      \*DRIM\*  
\*7\*      \*4\*

**I. CONTACT INFORMATION**

Organization: National Center on Women and Family Law, Inc.

Acronym: NCOWFL

Address: 799 Broadway Suite 402  
New York, NY 10003

Tel: 212-674-8200

Fax: 212-533-5104

E-Mail:

Contact/Title: Nechama Masliansky, Director

Auxiliary/Title: Sharon Dial, Officer Manager ..

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice		x				
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID		x	x	x		7
I. Other (List)						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Access to Justice, Legal Aid

Type: Technical Assistance, Training, Research

Description: The NCFWOFL is a national support center for legal aid attorneys. They offer training in child custody and child support issues, assist pro bono attorneys with research and offer amicus briefs on issues affecting women and family law. They are working on a National Battered Women's Law Project, offering information sharing

expertise, as well as research and publications. Public officials often also use them for advice.

Essentially, a legal aid or pro bono attorney will call the center and the center will offer research available to the attorney in legal areas affecting women and families.

Language Skills: n/a

Knowledge of other justice systems: n/a

## PROJECT(S) DESCRIPTION

Total to date:

Current number: hundreds of intakes a month

Description and source(s) of funding:

80% Public, Legal Services Corp, and NY State

20% Private Foundation

Most creative: National Battered Women's Law Project

Most impact: Publications, as well as their work to overturn Marital Rape Statutes and challenge lack of police arrests with battering situations.

Future plans: Expand their subject matter to more fully represent the needs of women nationally.

## III. CAPACITY

Mobilization time between award & start up: depends upon request

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: staff and volunteer attorneys, law students with a background in this area.

-Information bank: Extensive library; trying to access Lexis. Also use the local law libraries and local bar association

Network with other organizations: National Coalition Against Domestic Violence, State Coalitions Against Domestic Violence

Interest in working with USAID

Directly:yes

Indirectly/Through intermediaries:yes

If NO, why?

Registered PVO? no

#### **IV. PROFILE**

Created in: 1979

Organization type: 501(c) 3

Began international work in: none

Staff no.: 5 FT 1 PT

#### **V. FINANCIAL**

Annual budget: n/a

Sources of funding/ratio:

Last independent audit: annual

By whom:

#### **VI. RECORDS**

Evaluation of Projects:

Publications (list): bi-monthly newsletter, Battered Women's Bulletin, NY Family Law Bulletin.

Can they be made available? yes

Available on file?

\*ACTA\*

\*PDTA\*

\*PDTR\*

\*PDRE\*

\*7\*

**I. CONTACT INFORMATION**

Organization: National Democratic Institute  
 Acronym: NDI Address: 1717 Massachusetts Ave  
 Fifth Floor  
 Washington, DC 20036

Tel: 202-328-3136  
 Fax: 202-939-3166

E-Mail: 5979039@mcimail.com

Contact/Title: Tom Melia, Senior Associate for Programs in Democratic Governance  
 Auxiliary/Title: Susan Benda, Senior Program Officer

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x	X			1,2,3,4,5
B. Judicial Independence						
C. Improved AOJ		x	x			"
D. Structural Reform						
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
 8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Legal Reform, Improved AOJ  
 Type: Technical Assistance, Training

Description: NDI primarily works with political parties. They are beginning to work with Parliaments, coordinating programs for incoming parliamentarians on what it means to be a parliamentarian. These training seminars also deal with issues such as the role of the opposition, and the role of parliament as it relates to the Constitution.

NDI also works with local governments, mayors and counselors, offering new member orientation, and offers technical assistance in the development of structures for local governments. NDI has also offered technical assistance for a Constitutional Conference, and reviewed different Constitutions. NDI is beginning to work with civil/military relations. In Nicaragua, NDI is working with government and military officials to discuss the link between the government and military.

Language Skills: participants fluent in several areas, and fund language classes.

Knowledge of other justice systems: bring in other parliamentarians to work with those they are training

## PROJECT(S) DESCRIPTION

Total to date: 15-20 Parliaments; 5-6 local government

Current number: 8 parliament; 3 local government

Description and source(s) of funding:

NED 21%

USAID 75%

Private 4%

Most creative: In Hungary, NDI worked on new rules of procedure for the Parliament, which have since been implemented and are in use.

Most impact: In Cambodia, educated Parliament. The Parliament decided to give itself a separate budget for its own legislation.

Future plans: Growth of governance programs. Date specific. Provide additional information about structural reform, making it more responsive to the public. Promote further Parliamentary training, especially with the link between Parliaments and their constituents.

## III. CAPACITY

Mobilization time between award & start up: days

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type: Large Database

-Consultants/who: Database includes members of parliaments, and volunteers from legislative bodies around the world. Database includes 75-100 elected officials, 75-100 advisors

-Information bank: in office library

Network with other organizations: yes International Republican Institute, National Counsel of State Legislators, South Africa- Joint Center for Political and Economic Studies.

Interest in working with USAID

Directly:yes

Indirectly/Through intermediaries:

If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in: 1983

Organization type: 501(c) 3

Began international work in:1983

Staff no.: 165 FT 145 @HQ 50 Field

Field location(s): 25 offices abroad Africa, E Europe, NIS, LAC, Asia

Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget: \$15-17 million

Sources of funding/ratio:

Last independent audit: Annual

By whom:

#### VI. RECORDS

Evaluation of Projects: Evaluations are conducted

Publications (list): Annual Report, Quarterly Newsletter

Can they be made available? yes

Available on file?

\*LRTA\*

\*AJTA\*

\*AJTR\*

\*LRTR\*

\*1\*

\*2\*

\*3\*

\*4\*

\*5\*



**I. CONTACT INFORMATION**

Organization: National Endowment for Democracy

Acronym: NED

Address: 1101 15th St., NW Suite 700  
Washington, DC 20005

Tel: 202-293-9072

Fax: 202-223-6042

E-Mail: <"pete@nedmail"%5932346@mcimail.com>

Contact/Title: Peter Koschiwicz, Executive Assistant to the Director of Programs

Auxiliary/Title: Will Pomeranz, Program Officer for Russia, Ukraine & Belarus

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List) a. Info share		x				1,2, 3,4, 5,6

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Information Sharing

Type: Technical Assistance

Description: NED is a grant making institution, 75% of whose appropriation is divided among four core grantees. These include the Free Trade Union, the Center for

International Private Enterprise, the International Republican Institute and the National Democratic Institute for International Affairs. The other 25% is in discretionary funds, dealing with issues such as judiciary reform, civic education, and evaluation.

NED has divided its mission into several categories, including Democratic Governance. It often issues grants to groups abroad, rather than nationally.

NED is currently creating a database which will track all its past and future grants with information and summary of projects and the types of resources available from those projects. They hope to complete the database by the middle of 1995. It will be publicly accessible.

Language Skills:n/a  
Knowledge of other justice systems:n/a

#### PROJECT(S) DESCRIPTION

Total to date:n/a  
Current number:n/a  
Description and source(s) of funding: Congress and USAID  
Data base/type: See above

#### IV. PROFILE

Created in: 1983  
Organization type: Grantmaking Institution  
Began international work in:1983  
Staff no.:50-60 FT @HQ

Field location(s): Have a representative in Nicaragua  
Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget: \$34 million  
Sources of funding/ratio:  
Last independent audit: Nov 1994  
By whom:

#### VI. RECORDS

Evaluation of Projects: Grantees offer self evaluations at the beginning, and end of each product. An evaluation coordinator independently evaluates each project.

Publications (list): Publish conference reports after conferences, annual report.

\*OTH\*

\*1\*

\*2\*

\*3\*

\*4\*

\*5\*

\*6\*

## I. CONTACT INFORMATION

Organization: National Institute for Citizen Education in the Law

Acronym: NICEL

Address: 711 G Street, NW, Washington DC, 20003-2861

Tel: 202/ 546 6644

Fax: 202/ 546 6649

E-Mail:

Contact/Title: Ed O'Brien, Dir. Intl Programs

Auxiliary/Title: Meg Satterthwaite, Assistant

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ		x	x			all
D. Structural Reform						
E. Access to Justice						
F. ADR		x	x			
G. Crim/Civ Prosecut		x	x			
H. PD/Legal AID		x	x			
I. Other (List) a.legal principles b.democracy c.human rights						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

## II. EXPERTISE

Area(s): ADR, Other (human rights, democracy, legal principles)

Type: TA, Training

Description: NICEL developed from an early experiment (1972) when Georgetown University law students introduced a practical course in law ("Street Law") to high school students in Washington, DC. Initially, NICEL drew upon and adapted the course for a variety of "clients" (youth and adults, with NGOs, Juvenile Justice

programs, high schools, people with disability, etc.) within the US. It also expanded its course materials to include "Human Rights for all", "Democracy for all", and materials on conflict resolution -- "We can Work it out"; and is now working worldwide.

NICEL places emphasis on pragmatic, practical methods and teaching methodology - to broaden citizens' understanding of and participation in their countries' system of law. It adapts course materials to the culture and legal systems of the country seeking involvement in the program. It also builds a cadre of trainers worldwide ("training of trainers" approach, to encourage self sufficiency worldwide.

Increasingly, it is asked to function as a clearinghouse and helps support the development of networks, amongst people who have been involved in and replicate the project in other sites or countries.

Language Skills: yes

Knowledge of other justice systems: "integral part of program is "differences"; through lawyers and law professors affiliated with programs"

## PROJECT(S) DESCRIPTION

Total to date: n/a

Current number: multiple, on going

Description and source(s) of funding: federal (USAID, USIA, NED), foundations, other US gov agencies, DC govt, individual and corporate contributions

Most creative: the "street law" practical approach in various subject matters

Most impact: number of people involved in the project - hundreds of thousands

Future plans: expand its capacity for clearinghouse/networking in more systematic way, this contingent upon availability of funding to do same

## III. CAPACITY

Mobilization time between award & start up: n/a

Mode of operation -- Short Term/Long Term/Intermediaries: short and long term

Data base/type:

-Consultants/who: 50-100 evolving; draw increasingly on people involved in projects abroad - use peer to peer concept; expertise in variety of areas (related to projects. cf above)

-Information bank: NICELE materials; also draw upon intl network, people who have been affiliated with project

Network with other organizations: yes

Interest in working with USAID

Directly: yes - preferably directly with missions

Indirectly/Through intermediaries: see above

If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in: 1975 (grew from 1972 Georgetown project -- cf above))

Organization type: 501(c)3

Began international work in: same

Staff no.: 25

FT 8+or international programs @HQ

Field

PT: none

Field location(s): n/a

Ratio staff HQ/field: n/a

#### V. FINANCIAL

Annual budget: \$2M (600K intl)

Sources of funding/ratio: federal, foundations, US govt agencies, DC govt, individual/corporate contributions (Intl = 50% USAID, 30% USIA, 20% NED)

Last independent audit: 1993

By whom: Peat Marwick

#### VI. RECORDS

Evaluation of Projects: Impact evaluations from Dpt of Justice

Publications (list): yes - manuals, training curricula materials

Can they be made available? yes

**I. CONTACT INFORMATION**

Organization: National Institute for Dispute Resolution

Acronym: NIDR

Address: 1726 M Street NW Suite 500  
Washington, DC 20036

Tel:202-466-4764

Fax:202-466-4769

E-Mail:nidr@igc.apc.org

Contact/Title:Marge Baker, President

Extension: 306

Auxiliary/Title:Doug Harbit, Director of External Affairs

Extension: 321

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice						
F. ADR		x	x	x		7,2, 3,4
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East  
7. USA 8. W. Europe/Canada

**II. EXPERTISE**

Area(s): ADR

Type:T/A, Training, Research

Description: NIDR began as an intermediary organizations which funded seed money to develop organizations working with ADR. As the number of organizations involved with ADR increased, the need for NIDR's funding role diminished and the role of NIDR as a funding institution also reduced. They have continued to fund areas such as youth and school training. They funded the development of a manual on how to establish Community Justice Centers.

NIDR is currently a think tank and a clearinghouse. They work with other national non-profits, and conduct needs assessments. They have held regional technical assistance conferences to train organizations how to put together effective ADR organizations. They also have the capability to facilitate design. As a clearing house, if services are requested, NIDR will design a program, and then offer names of organizations which can work to implement. As a think tank, NIDR identifies gaps in the field and tries to devise solutions. This includes topics such as when mandatory arbitration is appropriate.

Internationally, NIDR has worked on a few projects and actively receives visitors from the USIA program. With the international programs, NIDR attempts to establish similar information bases/institutes abroad which will link indigenous organizations with the institutes. They have worked in LAC, Asia and Eastern Europe.

Language Skills: n/a

Knowledge of other justice systems:n/a

## PROJECT(S) DESCRIPTION

Total to date:

Current number: 20

Description and source(s) of funding: no percentages available:

Foundations, Federal Contracts, non-profits

Most creative: Beginning a community safety program which links community justice centers, police departments, and community oriented policing.

Most impact: Pilot projects. Working with a consortium of policing organizations to add conflict resolution training to current projects.

Future Plans: Train teachers in conflict resolution so that they can build appropriate programs and model the appropriate skills into the school system.

### III. CAPACITY

Mobilization time between award & start up: Clearing house activity is quick.  
Consulting 2-3 weeks

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type: Not formal. Knowledge from years of expertise.

-Consultants/who: Depends on the need and topic

-Information bank: Library: electronic database and hard copy.  
Open to the public.

Network with other organizations: Several. ABA, National Association of  
Community Mediation

Interest in working with USAID

Directly:yes

Indirectly/Through intermediaries:yes

If NO, why?

Registered PVO? yes

### IV. PROFILE

Created in: 1983

Organization type: 501(c) 3

Began international work in: 1983

Staff no.:	10 FT	10 @HQ	Field
	3 PT	3 @HQ	Field

Field location(s): n/a

Ratio staff HQ/field:n/a

### V. FINANCIAL

Annual budget: \$1.2 million

Sources of funding/ratio:

Last independent audit: just completed

By whom:Coopers & Lybrand

### VI. RECORDS

Evaluation of Projects: few. Most deal with community justice centers.  
Publications (list): series of publications

Can they be made available? yes  
Available on file? yes

\*DRTA\*

\*DRTR\*

\*DRRE\*

\*7\*

\*2\*

\*3\*

\*4\*

## I. CONTACT INFORMATION

Organization: National Legal Aid and Defenders Association

Acronym: NLADA

Address: 1625 K Street, NW, Suite 800,  
Washington DC 20006

Tel: 202/452 0620

Fax: 202/872 1031

E-Mail: Handsnet(wcb)

Contact/Title: Melanie Herman, Director of Development, Membership and  
Communications

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x	x	x		1,7,8
B. Judicial Independence						
C. Improved AOJ		x	x	x		"
D. Structural Reform						
E. Access to Justice		x	x			"
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID		x	x	x		"
I. Other (List) a.advocacy						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

## II. EXPERTISE

Area(s): Legal Reform, Improved AOJ, Access to Justice, ADR, PD/Legal Aid

Type: TA, Training, Research

Description: NLADA is the national association in the PD/Legal Aid in the US.  
Its membership includes most state and local legal aid programs in the US, and a

number of grassroots organizations that work with the poor. NLADA advocates equal justice and promotes excellence in the delivery of criminal and civil legal services for poor people.

On going activities include those of a clearinghouse (see below, III. Capacity); provider of technical assistance and training - including new areas of the law and management, financing, and fund raising related topics; and research, including legal research and PD program evaluations (outside the US).

Two new, priority projects include a campaign, involving the business community, to expand support for access to justice for the poor; and new fund raising mechanisms for community based advocacy projects (see below - "project description").

NLADA has maintained over the years networks with peer organizations abroad. More recently, some of its staff and board members have participated in technical assistance programs in Africa (including Nigeria and So Africa) to help update criminal codes, and develop public defender mechanisms/programs.

Language Skills: Spanish (internal and through member organizations, such as Puerto Rico Legal Aid); other (through individual members)

Knowledge of other justice systems: yes (Africa - internal); other through members.

## PROJECT(S) DESCRIPTION

Total to date: n/a -

Current number: n/a - multiple projects (some on-going, others short or long term) at any given time

Description and source(s) of funding: membership dues, foundation grants, corporate/individual contributions, government contracts/grants.

Most creative: two recent initiatives

"A Business Commitment" - joint effort with Business Law Section of ABA - links business lawyers (who provide pro bono services) and non profits or community organizations for legal assistance in business matters

"Advocacy funding project" - to help members (legal aid society and non profits) raise funds to support community based advocacy, including for projects re: fair housing, HIV related advocacy, homeless prevention, etc.

Most impact: see above

Future plans: interested in expanding activities abroad, as long as this does not detract from services and resources owed to membership

### III. CAPACITY

Mobilization time between award & start up: within weeks; have track record (w/ foundations or w/ Department of Justice funded projects) of "being able to start very quickly"

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: through their 1,200 individual members and 1,200 organizational members (organizations range from a few staff to 1,000+ attorneys); cover broad range of legal assistance related expertise (all types of civil and criminal justice matters) and advocacy

-Information bank: a) on line materials re: defense services for criminal justice matters (laws, opinions, briefs, etc.) - provide clearinghouse services nationwide in this area; b) part of handsnet re: civil legal services - bulletin board, sharing of materials/ information

Network with other organizations: "have one of the largest networks in US legal community, including other legal defense, justice and law organizations"; NLADA is part of some 30 coalitions; also links with legal services type organizations in Canada, Europe

Interest in working with USAID

Directly: yes (have developed internal capacity to respond to Federal RFPs and solicitations)

Indirectly/Through intermediaries: yes  
If NO, why?

Registered PVO? no

### IV. PROFILE

Created in: 1911

Organization type: 501(c)3

Began international work in: last 3-4 years (Europe/Canada; more recently Africa)

Staff no.: 25

FT 25

@HQ 25

Field n/a

Field location(s): n/a

## V. FINANCIAL

Annual budget: \$2.4M

Sources of funding/ratio: memberships (50%); remainder: foundations grants, government grants/contracts, corporate/ individual contributions

Last independent audit: 1993

By whom: Mitchell Titus and Co.

## VI. RECORDS

Evaluation of Projects: available through funders/foundations

Publications (list): quarterly newsletter; periodicals (on specific topics); bi-annual directory of all members

Can they be made available? yes

\*1\*

\*7\*

\*8\*

\*OTH\*

\*LRTA\*

\*LRTR\*

\*LRRE\*

\*AJTA\*

\*AJTR\*

\*AJRE\*

\*ACTA\*

\*ACTR\*

\*PDTA\*

\*PDTR\*

\*PDRE\*

**I. CONTACT INFORMATION**

Organization: National Women's Law Center

Acronym: NWLC

Address: 1616 P Street, NW Suite 100  
Washington, DC 20036

Tel:202-328-5160

Fax:202-328-5137

E-Mail:

Contact/Title: Linda Cooper, Communications Director

Extension: 328-5176

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x		x		7
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice		x		x		7
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List) a. Women		x		x		7

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Legal Reform, Access to Justice, Issues Affecting Women  
Type: Technnical Assistance, Research

Description: The NWLC works in three key areas, advocacy, litigation and public education. As advocates, they advise policy makers and provide information and testimony with respect to the needs of women. They also conduct research to gather the material necessary to carry out the advocacy.

In litigation, the NCWL files amicus briefs with courts and works on issues such as gender bias in jury selection and the living conditions and rights of women in prisons. They do not take on clients, but rather offer technical assistance and services to attorneys, etc. involved with these issues.

Their program in education includes discussions and research dealing with reproductive rights, women in poverty, teen rights, teenage pregnancy and sexual harassment. They attempt to educate and influence policy makers.

Language Skills: n/a

Knowledge of other justice systems: n/a

### PROJECT(S) DESCRIPTION

Total to date: n/a

Current number: 18

Description and source(s) of funding: Foundation 100%: Ford, and some corporations

Most creative: Worked on the Passage of the Family Medical Leave Act

Most impact: Contributed to the work on Women's Athletics and Title IX litigation.

Future plans: Work on reproductive health issues.

### III. CAPACITY

Mobilization time between award & start up: very short

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Information bank: Room with many publications

Network with other organizations: Many, including The Children's Defense Fund, Women's Legal Defense Fund, National Council of Negro Women

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries: yes

If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in: 1972

Organization type:501(c) 3

Began international work in:

Staff no.: 25 FT

Field location(s):none

#### V. FINANCIAL

Annual budget: \$2 million

Sources of funding/ratio:

Last independent audit:n/a

By whom:

#### VI. RECORDS

Evaluation of Projects: at times have evaluations, but outcome of work often speaks for itself.

Publications (list): Bulletin and documents which have been researched are available.

Can they be made available?

Available on file?

\*LRTA\*

\*LRRE\*

\*ACTA\*

\*ACRE\*

\*OTH\*

\*7\*

## I. CONTACT INFORMATION

Organization: Office of International Training

Acronym: OIT

Address: OIT, Clark Atlanta University,  
223 JP Brawley Drive, SW, Atlanta, GA 30314

Tel: 404/880 8612

Fax: 404/880 8625

E-Mail:

Contact/Title: Dr. Earl Picard, Dir.

Ext: 8614

Auxiliary/Title: Justine Nzeba, Marketing Specialist

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform			x			all
B. Judicial Independence			x			all
C. Improved AOJ			x			all
D. Structural Reform			x			all
E. Access to Justice			x			all
F. ADR			x			all
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List) a.gvt strengthening					x	2

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

## II. EXPERTISE

Area(s): TA\*, training (ROL related TA not clearly defined), intermediaries.

Type: legal reform, judicial independence, improved AOJ, structural reform,  
access to justice, ADR, other

Description: OTI operates in a number of development related areas such as private sector development, policy reform, election design and administration.

In ROL, one of its more significant activities is a yearly, one month seminar, held in Atlanta (3 weeks) and Washington, DC (1 week), to cover: 1) democracy, constitution and ROL; 2) models and functions of democratic systems; 3) separation of powers; 4) popular participation; 5) decentralization and democracy; 6) ethics; 7) civil rights/liberties; 8) bureaucracy and society; 9) third sector. The 15 participants (average) are recruited through marketing program to AID missions and include predominantly jurists and journalists (also NGOs, parliamentarians, etc)

It conducts also training of trainers in a variety of regions, provides technical assistance, and functions as an intermediary (recently completed such project in Guinea; only "operational" project right now is in Nepal).

It does not conduct research, this the domain of the university faculty.

Language Skills: French, Spanish, Arabic, & other via faculty

Knowledge of other justice systems: yes

### PROJECT(S) DESCRIPTION

Total to date: 300 +

Current number: 3 (aside from the Nepal project)

Description and source(s) of funding: USAID (some minor contributions from World Bank, corporations)

Most creative:

Most impact: Nepal project (three year contract - just started); "other projects are more episodic"

Future plans: hoping to expand/get access to NIS and Eastern Europe program possibilities

### III. CAPACITY

Mobilization time between award & start up: depends (for example, Nepal project followed 1 year baseline study); capable of "gearing up on fast track"

Mode of operation -- Short Term/Long Term/Intermediaries: all

Data base/type:

- Consultants/who: draw upon faculty, or local NGOs
- Information bank: internal (documents on shelves); also use university data bank

Network with other organizations: partnerships with other organizations involved in development (ex: subcontract with BASICS, Metametrics, etc))

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries: yes

If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in: 1987

Organization type: University affiliated (HBCU)

Began international work in: 1987

Staff no.: 10	FT 10	@HQ 10	Field
	PT	@HQ	Field

Field location(s): Nepal (separate count since through local NGOs)

Ratio staff HQ/field: n/a

#### V. FINANCIAL

Annual budget: \$1.5M (includes TA project)

Sources of funding/ratio: 99.3% USAID (rest, occasional contributions)

Last independent audit: through university

By whom: cf above

#### VI. RECORDS

Evaluation of Projects: yes. Evaluation of efforts in Zambia (will come out in 1995)

Publications (list): do not publish

Can they be made available? n/a

\*LRTR\*

\*JITR\*

\*AJTR\*

\*SRTR\*

\*ACTR\*

\*DRTR\*

\*OTH\*

\*1\*

\*2\*

\*4\*

\*6\*

**I. CONTACT INFORMATION**

Organization: Parliamentarians for Global Action

Acronym: Global Action

Address: 211 E 43rd St.  
Suite 1604  
New York, NY 10017

Tel: 212-687-7755

Fax: 212-687-8409

E-Mail:

Contact/Title: Paul Nuti, Program Officer, International Law and Human Rights and Administration Director

Auxiliary/Title: Aaron Tovish, Deputy Secretary General

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform			x			1
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut				x		1,3
H. PD/Legal AID						
I. Other (List) a. Linkages		x		x		1,2, 3,4, 7,8

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Criminal Prosecution, Linkages, Network Development

Type: Technical Assistance, Research

Description: Global Action is a network of Parliamentarians working with international law issues. Global Action works to secure political commitments from

parliaments. They are working on the establishment of an international criminal court which will hold individuals responsible for international crimes such as terrorist activities, drug trafficking, and war crimes.

Global Action is also working on the War Crimes Tribunals in Yugoslavia and Rwanda. In Africa, Global Action offers technical support for political leaders of developing countries. This includes disbursing information and offer training to members of parliament. This has been done in Burundi, South Africa, and Namibia.

Language Skills: n/a

Knowledge of other justice systems: n/a

### PROJECT(S) DESCRIPTION

Total to date: n/a

Current number: 5 projects

Description and source(s) of funding:

Private foundations 90%

government and individual contributions 10%

Most creative: n/a

Most impact: n/a

Future plans: continue on the same path

### III. CAPACITY

Mobilization time between award & start up: n/a

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: Parliamentarians find out about the organization and choose to join.

-Information bank:none. Conduct research through the UN.

Network with other organizations: some

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries:

If NO, why?

Registered PVO? yes

#### IV. PROFILE

Created in: 1979

Organization type:501(c) 3

Began international work in:1979

Staff no.:	12	FT	@HQ	Field
		PT	@HQ	Field

Field location(s):

Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget: \$1.2 million

Sources of funding/ratio:

Last independent audit:n/a

By whom:

#### VI. RECORDS

Evaluation of Projects:n/a

Publications (list): annual report, delegation report

\*1\*

\*3\*

\*2\*

\*4\*

\*7\*

\*8\*

\*CPRE\*

\*SRTR\*

\*OTH\*

**I. CONTACT INFORMATION**

Organization: Partners of the Americas

Acronym: none

Address: Suite 700, 1425 K St. NW, Washington DC 20005

Tel: 202/628 3300

Fax: same

E-Mail: WR@partners.poa.com (online with ACDI pending)

Contact/Title: William S. Reese, President

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x				4
B. Judicial Independence		x				4
C. Improved AOJ		x				4
D. Structural Reform		x				4
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List) a. democracy building b. leadership c. d.		x	x	x		4

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

**II. EXPERTISE**

Area(s): legal reform, judicial independence, improved AOJ, structural reform, other (civic education and institution building)

Type: TA (info sharing), training, intermediaries (no commodities)

Description: Created in 1963 by USAID, Partners became a non profit organization in 1964. It works exclusively in the LAC area, linking and coordinating activities of partner volunteers in the US with various countries throughout the region. The partnerships are one on one (volunteers in a state in the US link with a country in LAC). Subject matters range from agriculture to health, education or economic development. Emphasis is on support of self help projects, and on work through NGOs in the region (some through regrating of financial support - where Partners of the Americas act as intermediaries). The level of activities within any country reflects the strength (or lack thereof) of a particular partnership.

Partners of the Americas help sponsor significant initiatives that relate to democracy building (such as training of mayors and public administrators; civic education and institutional development). They link, for example, the judiciary, bar associations and legislators in the region with their US peers; foster information exchanges, visits, and provision of technical assistance.

Building capacity is an important element of Partners' strategy, including an on-going, intensive program aimed at the development of leadership (training, seminars, visits and exchanges).

Language Skills: LAC region (also through partners)

Knowledge of other justice systems: LAC region (also through partners)

## PROJECT(S) DESCRIPTION

Total to date: seebelow

Current number: difficult to determine, given number of projects/sub projects (through regrants to local NGOs)

Description and source(s) of funding: AID, USIA, NED, Kellog Foundation, other

Most creative: (also relevant to "most impact") - on-going training strategy to help identify/educate leadership in variety of areas (intensive program with periodic follow up/seminars) - measured by the results of what these leaders do (for example write a new constitution)

Most impact: see above

Future plans: major civic education program (5 years, with USAID support; will start shortly)

### III. CAPACITY

Mobilization time between award & start up: depends upon complexity of program; if bid on RFP, generally 2-3 mos max.

Mode of operation -- Short Term/Long Term/Intermediaries: all (NOTE: as intermediaries, do not get involved in commodities)

Data base/type: n/a - through partners, thus variety of resources, people, info

Information bank: yes (note links via internet)

Network with other organizations: via partners

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries: yes (?)

If NO, why?

Registered PVO? yes - so are partners

### IV. PROFILE

Created in: 1964

Organization type: 501(c)3

Began international work in: 1963

Staff no.: 35

FT 35

PT

@HQ 35

@HQ

Field

Field

Field location(s): none

Ratio staff HQ/field: n/a

### V. FINANCIAL

Annual budget: \$1.5M

Sources of funding/ratio: AID (75%); Kellogg Foundation (20%); USIA, NED, corporate contributions, other foundations (remainder)

Last independent audit: 1993

By whom: Arthur Anderson

## VI. RECORDS

Evaluation of Projects: numerous - done by AID

Publications (list): quarterly newsletter; annual report; directories; occasional papers

Can they be made available? yes

\*LRTA\*

\*JITA\*

\*AJTA\*

\*SRTA\*

\*OTH\*

\*4\*

## I. CONTACT INFORMATION

Organization: Pretrial Services Resource Center

Acronym: PSRC                      Address: 1325 G St. NW, Suite 1020\* Washington, DC 20005  
 \*will be moving 2/95, probably within building, but will keep same phone #

Tel: (202) 638 3030

Fax: (202) 347 0493

E-Mail: HN3538@connecting.com

Contact/Title: D. Alan Henry, Dir.

Auxiliary/Title: Walter Smith, Dep. Dir.

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x				7,8
B. Judicial Independence		x				7,8
C. Improved AOJ		x	x	x		7,8
D. Structural Reform		x				7,8
E. Access to Justice		x	x			7,8
F. ADR						
G. Crim/Civ Prosecut		x*cf note				7
H. PD/Legal AID		x*cf note				7
I. Other (List)						
a. Juvenile Justice		x				x
b. Drug Courts		x				x

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
 8. W. Europe/Canada

Some assistance to Russia by phone/correspondance - not on site.

## II. EXPERTISE

Area(s): Legal Reform, Judicial Independence, Improved AOJ, Structural Reform,  
 Access to Justice - to an extent, Criminal Prosecution and PD/Legal Aid  
 (in PT related areas - see below)

Type: Technical Assistance, Training, Research

Description: PSRC expertise is in pre-trial stage of criminal justice (release/alternatives to detention; alternatives to prosecution). It collects, summarizes and analyzes information on pretrial program practices, caselaw/statutory changes & research in the US and, to a lesser extent, abroad (Canada, New Zealand, GB).

The Center responds to requests for technical information and provides TA on site. It conducts training on PT related issues (judges, prosecutors, PD, program administrators, legislators, etc.) at the request of national organizations, and conducts research.

Language Skills: N/A - note: have capacity to ID consultants w/foreign language skills depending on type of request

Knowledge of other justice systems: N/A

## PROJECT(S) DESCRIPTION

Total to date:1-2,000 - more if include response to all requests for information and phone TA

Current number:20 - not including routine responses to TA requests

Description and source(s) of funding:federal grants (65%); direct contracts with state/local gvt (15%); private foundations (20%)

Most creative:"Enhanced pretrial services program" - PSRC developed evaluation instruments that allow P/T programs to measure their practices/outcomes against those of comparable model programs. Under the project, teams (judges, prosecutors, PDs, PT program administrators, jailer, etc) visit peers in model jurisdiction, and obtain practical/tested information on how to improve their own PT system.

Most impact:"National Pretrial Reports Program" - through a bi-annual survey, PSRC collects information on PT decision outcomes in the 40 most populous cities/counties in the US. Data helps assess the "temperature" of PT in the US, improvements re: detention rates/re-arrests etc. and problem spots. Info. helps individual jurisdictions "calm some hysteria concerning crime" and "slow down negative changes", as well as reveal "hidden warts".

Future plans:expand work and capacity in juvenile justice system ("a foreign land"); incorporate current US plans re: drug courts in PT system

### III. CAPACITY

Mobilization time between award & start up:immediate ("when submit proposal, have developed capacity to begin upon award")

Mode of operation -- Short Term/Long Term/Intermediaries: most of the work is on short term projects; a few are longer term (research, surveys)

Data base/type:

-Consultants/who: 20 + - have access to many more; indicated that are very selective re: using outside consultants

- Information bank:library on pretrial related materials; most information now on line and obtainable via internet

Network with other organizations: long list, including American Jail Association, National Center for State Courts, State Justice Institute, US Department of Justice, etc.

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries: yes

If NO, why?

Registered PVO? no - interested, but not sure what is involved

### IV. PROFILE

Created in:1977

Organization type:non profit (501(c)3)

Began international work in:Canada (1983); Russia (1992)

Staff no.:8

FT:8

@HQ:8

Field:N/A

Field location(s):N/A

Ratio staff HQ/field:N/A

### V. FINANCIAL

Annual budget: \$800K

Sources of funding/ratio: (see above)

Last independent audit:1993  
By whom:Raffa & Associates, DC

## VI. RECORDS

Evaluation of Projects: financial evaluations by DC government; no independent evaluations of programs - can contacts, however, funding sources/clients

Publications (list): newsletter, periodicals (4-5/year)

Can they be made available? yes

\*7\*

\*8\*

\*LRTA\*

\*JITA\*

\*AJTA\*

\*AJTR\*

\*AJRE\*

\*SRTA\*

\*ACTA\*

\*ACTR\*

\*CPTA\*

\*PDTA\*

\*OTH\*

**I. CONTACT INFORMATION**

Organization: Private Agencies Collaborating Together

Acronym: PACT

Address: 1901 Pennsylvania Ave, NW  
#501  
Washington, DC 20006

Tel: 202-466-5666

Fax: 202-466-5669

E-Mail: robertrichards@pact-dc.smtcn.langate.sprint.com

Contact/Title: Robert Richards, Africa Program Officer

Auxiliary/Title: Sarah Newhall, Deputy Director for Programs

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform		x	x			1,4
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						
a. Info share		x				1,2,
b. NGOs		x				3,4

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Structural Reform, Information Sharing, NGO training and linkages  
Type: Technical Assistance, Training

Description: PACT was established in the early 1970's to channel USAID funding to NGOs. Even though they still act as grants managers, that role has become secondary to programming efforts now being taken on by PACT.

PACT has the capacity to act as an information sharing organization because it has funded NGO development programs internationally. It has also provided training and workshops dealing with institutional development and education. In the ROL area, PACT has worked with indigenous NGOs to review legal and tax structures which affect NGOs. They have also conducted seminars about how a country's laws affect NGOs.

PACT has facilitated conferences and workshops for NGOs to provide technical assistance in their organizations development. They also conduct training of trainer seminars. Their goal is to offer technical assistance to NGOs to help them develop sustainability.

Language Skills: several

Knowledge of other justice systems: don't work with justice systems

### PROJECT(S) DESCRIPTION

Total to date:n/a

Current number:16-17

Description and source(s) of funding:

USAID 95%

Foundations 5%

Most creative: NGO project in South Africa which is flexible depending on the needs of the NGOs.

Most impact: Bangladesh grants given to NGOs to focus on the development of an NGO network and support a consortia of NGOs involved with raising government awareness.

Future plans: Additional NGO strengthening. May look into business sector, and international trade.

### III. CAPACITY

Mobilization time between award & start up: depends on project

Mode of operation -- Short Term/Long Term/Intermediaries:

**Data base/type:**

-Consultants/who: Use local people with their expertise. They also have some consultants which they use regularly.

-Information bank: Internal library; there is a publishing house in NY which they work with.

Network with other organizations: local NGOs

**Interest in working with USAID**

Directly: yes

Indirectly/Through intermediaries:

If NO, why?

Registered PVO? yes

**IV. PROFILE**

Created in: 1972

Organization type: 501(c) 3

Began international work in: 1972

Staff no.: 155 FT 25 @HQ 130 Field

Field location(s): 13 offices in Asia, LAC, Africa

Ratio staff HQ/field:

**V. FINANCIAL**

Annual budget: \$15 million

Sources of funding/ratio:

Last independent audit: annual

By whom:

**VI. RECORDS**

Evaluation of Projects: USAID sponsored evaluations

Publications (list): annual report, fact sheets on each project, corporate capability statement.

Can they be made available: yes

\*1\* \*4\* \*2\* \*3\*

\*SRTA\* \*SRTR\* \*OTH\*

**I. CONTACT INFORMATION**

Organization: Rural Justice Center

Acronym:RJC

Address: PO Box 675  
Montpelier, VT 05601

Tel:802-223-0166

Fax:802-223-0366

E-Mail:

Contact/Title:Katie Fahnestock, Co-Director

Auxiliary/Title:Maurice Geiger, Co-Director

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ		x	x	x		7
D. Structural Reform		x				7
E. Access to Justice		x	x	x		7
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)						7
a. Advocacy		x	x			
b. Info share		x				
c. Women		x	x			

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East  
7. USA 8. W. Europe/Canada

**II. EXPERTISE**

Area(s): AOJ, Structural Reform, Access to Justice, Advocacy, Information sharing, Women

Type: Technical Assistance, Training, Research

Description: RJC focuses on the needs of court systems in small rural communities, although they have worked in some cities such as Houston and Philadelphia. They work with either courts or community leaders to help increase community access to the courts. This includes working with churches and with judges.

They often observe and monitor the court process, and have established meetings between judges and clerks to increase information sharing between the two.

Their work with women's issues includes advocacy work, for women who have been raped in prison, and with domestic violence groups, to help develop and maintain court access for victims.

Language Skills: n/a

Knowledge of other justice systems:n/a

### PROJECT(S) DESCRIPTION

Total to date:

Current number:always numerous projects running

Description and source(s) of funding:

Foundations

Individual donors

Contracts from State Court Systems

State Justice Institute

Most creative: Reservation Border towns project - looked at the treatment of Native Americans in courts surrounding reservations

Most impact: 1. Domestic Violence Project, 2. Judicial Administration: helped develop a rural judge caucus which included looking at language issues.

Future plans: Help try to reframe rights as human rights. Looking particularly at the treatment of Native Americans in State Courts and the Latinization of rural America.

### III. CAPACITY

Mobilization time between award & start up: depends on schedule. As little as a few days to a few weeks

Mode of operation -- Short Term/Long Term/Intermediaries:

S/T with long term benefits

Data base/type:

-Consultants/who: usually hire from within the community. Or, have own contacts.

-Information bank: Network with other organizations: American Bar Association, National Judicial College, Domestic Violence Resources Center, Native American Organizations

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries: yes

If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in: 1982

Organization type: 501(c) 3

Began international work in: have not done, but are very interested in getting involved.

Staff no.: 2 FT @HQ Field

Field location(s): none

Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget: \$250 - 300,000

Sources of funding/ratio:

Last independent audit: audited as part of the Center for Community change with a budget of \$2.6 million.

#### VI. RECORDS

Evaluation of Projects: not really, through SJI

Publications (list): a few monographs and articles.

Can they be made available?

Available on file?

\*AJTA\* \*AJTR\* \*AJRE\* \*SRTA\* \*ACTA\* \*ACTR\*  
\*ACRE\* \*OTH\*  
\*7\*

## I. CONTACT INFORMATION

Organization: The Soros Foundation

Acronym: Soros

Address: 888 7th Ave  
31st floor  
NYC, NY 10106

Tel: 212-887-0677

Fax: 212-397-3944

E-Mail:

Contact/Title: Ken Anderson, General Counsel

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x				3,5
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform						
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List)		x				
a.intermediary		x				
b.info sharing		x				

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East  
7. USA 8. W. Europe/Canada

## II. EXPERTISE

Area(s): Rule of Law, Human Rights, Legal Reform,

Type: Clearinghouse for local organizations in EE and NIS, also coordinate their own programs in legal reform, offering technical assistance.

Description: Soros issues grants and runs projects in several areas, including legal reform. It works with several independent Soros foundation offices in E.Euope and NIS. The main office coordinates regional programs and responds to requests from the field. Key areas include promotion of human rights in armed conflicts,

(through grantmaking) and educating the West about E. Europe (their own initiative. Their own program COPLI is a regional program which promotes constitutional reform, civil rights and liberties.

The local foundation offices all have legal reform projects, some which they coordinate and others through grant making. Grants issued by the foundation are closely monitored and often Soros employees are actively involved.

Language Skills: Local foundations work in local dialect. US offices, all employees have knowledge of language of the region which they work.

Knowledge of other justice systems: Broad. Especially in the local offices.

### PROJECT(S) DESCRIPTION

Total to date:

Current number: about 5 nongrantmaking rule of law programs

Description and source(s) of funding:

George Soros - essentially issues checks as needed

Most creative: Transformation of the humanities program. Soros is funding the rewriting of several texts from Communist "propaganda" pieces.

Most impact: Didn't have one. Not satisfied with current ROL activities. They may try to move into legal education issues.

Future plans: Legal education programs. Possible movement into sub-saharan Africa.

### III. CAPACITY

Mobilization time between award & start up:

As a clearinghouse, it is quick.

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: Ideas come from local foundations, and most funding is for indigenous organizations. Rarely use US organizations.

-Information bank: Network with other organizations: not US groups

Interest in working with USAID

Directly:

Indirectly/Through intermediaries:

If NO, why? Not administratively equipped to deal with the extensive paperwork. They may hire a federal grants person and work more with USAID. USAID is too bureaucratic. They don't like the idea of filling out timesheets, etc.

They are more than willing to act as a clearinghouse and provide USAID with info.

Registered PVO? No

#### IV. PROFILE

Created in: 1980

Organization type: Grantmaking

Began international work in: 1980

Staff no.: 1000 FT 100 @HQ 900 Field

Field location(s): 35 local... about 5 branch offices, Washington office

Ratio staff HQ/field:

#### V. FINANCIAL

Annual budget: \$350 mil

Sources of funding/ratio: Soros

Last independent audit: 11/1/94

By whom:

#### VI. RECORDS

Evaluation of Projects: Internal evaluations

Publications (list): newsletters, bulletins.

Can they be made available?

Available on file?

\*OTH\*

\*LRTA\*

\*LRTR\*

\*3\*

\*5\*

**I. CONTACT INFORMATION**

Organization: State Justice Institute

Acronym: SJI

Address: 1650 King St.  
Alexandria, VA 22314

Tel: 703-684-6100

Fax: 703-684-7618

E-Mail:

Contact/Title: David Tevelin, Director Extension: 214

Auxiliary/Title: Richard VanDuizend, Deputy Dir.

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x				7
B. Judicial Independence		x				7
C. Improved AOJ		x				7
D. Structural Reform		x				7
E. Access to Justice		x				7
F. ADR		x				7
G. Crim/Civ Prosecut		x				7
H. PD/Legal AID		x				7
I. Other (List) a.info share						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East  
7. USA 8. W. Europe/Canada

**II. EXPERTISE**

Area(s): SJI funds projects in all areas related to improving justice in State Courts. Key areas include Judicial education, demonstration technology, research and technical assistance.

Type: SJI is an information sharing organization.

Description: In the international field, SJI often receives visiting judges and lawyers who are interested in all areas of rule of law. ie. Family law, ADR, case

management, long range planning. SJI then puts these visitors in touch with national organizations involved with the specialization requested. Nationally, they monitor their grantees with on site visits, and require quarterly evaluations and financial reports.

Language Skills: N/A

Knowledge of other justice systems:N/A

## PROJECT(S) DESCRIPTION

As a grant maker, they do not have specific projects from SJI. Instead, below are a description of grantees.

Total to date: 800

Current number: Funding 250-300 (1-2 year grants with option for renewal)

Description and source(s) of funding: Congressional Order

Most creative: Funded the "Quick Court Kiosk" - a computerized method for citizens to file small claims, and write other legal documents.

Most impact: Futures Court Projects (often requested by intl. visitors) Grant was given for conferences and judicial education to plan for the future of the judicial system. This also includes adult education in leadership principles in judicial education.

Future plans: "Survival" Due to Congressional funding, amount changes annually.

## III. CAPACITY

Mobilization time between award & start up: For info share, 1 hour - 3 days.

Mode of operation -- Short Term/ Intermediaries

Data base/type: Internal library of all grant products

-Consultants/who:

-Information bank:

Network with other organizations: Health and Human Services, Dept. of Justice, Dept. of Energy

Interest in working with USAID

Directly:

Indirectly/Through intermediaries:

If NO, why?

SJI is willing to share with foreign judges and provide information about and to service providers

Registered PVO? N/A

#### IV. PROFILE

Created in: 1987

Organization type: 501(c) 3, grant maker

Began international work in:

Staff no.: 25 FT @HQ Field

Field location(s): None

#### V. FINANCIAL

Annual budget: 13.55 mil.

Sources of funding/ratio:

Last independent audit: last year

By whom: KPMG

#### VI. RECORDS

Evaluation of Projects:

Publications (list): Quarterly newsletter, fact sheet

Can they be made available? yes

\*LRTA\*

\*JITA\*

\*AJTA\*

\*SRTA\*

\*ACTA\*

\*DRTA\*

\*CPTA\*

\*PDTA\*

\*OTH\*

\*7\*

## I. CONTACT INFORMATION

Organization: United States Institute of Peace

Acronym: USIP

Address: Suite 700, 1550 M Street NW, Washington  
DC 20005

Tel: 202/457 1700

Fax: 202/429 6063

E-Mail: yes - individual

Contact/Title: Neil Kritz, Asst. Gen. Counsel for Rule of Law

Extension: (direct number) 202/429 3888

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x	x	x		1,2,3,5,6
B. Judicial Independence						
C. Improved AOJ		x	x	x		"
D. Structural Reform		x		x		1,3,5
E. Access to Justice						
F. ADR *		x	x	x		all
G. Crim/Civ Prosecut				x		all
H. PD/Legal AID				x		all
I. Other (List)						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

\* note: ADR not limited to court/justice related activities; also, USIP activities worldwide, while ROL principally in NIS, Eastern Europe and Africa - some in Mid East and Asia

## II. EXPERTISE

Area(s): Legal Reform

**Type:**

**Description:** USIP, created by the US Congress, "promotes education and training, research, and public information programs on means to promote international peace and manage or resolve international conflicts without resort to violence". It does so through a competitive program of grants, research, studies and international fellowships and scholarships. It also supports or conducts educational and training activities (such as conflict resolution training seminars for foreign government and international organization officials).

USIP also sponsors "special initiatives", including one in Rule of Law (ROL) that focuses in particular on difficult transitions (from repressive regimes to democracy), and provides assistance in the development of new domestic legal systems and their relationship with international law and organizations.

USIP/ROL activities to date include a number of studies (for example on "transitional justice"), resource directories, seminars and roundtables. USIP/ROL has also conducted training seminars (on rule of law in Russia), and provided expert commentary (for example, on the Russian constitution).

Language Skills: yes, varies (through staff and fellows/scholars)

Knowledge of other justice systems: yes

**PROJECT(S) DESCRIPTION**

Total to date: not possible to define (note: in part, many projects through USIP grants)

Current number: see above

Description and source(s) of funding: congressional appropriation

Most creative: upcoming series on transitional justice

Most impact: 1) anticipate that above series will have major impact; 2) work on intl tribunal in Rwanda (impact on National Security Commission policy decision)

Future plans: expand to or in regions (Mid East, Asia)

### III. CAPACITY

Mobilization time between award & start up: n/a

Mode of operation -- Short Term/Long Term/Intermediaries: n/a - on going projects

Data base/type:

-Consultants/who: large data of consultants, grantees, USIP fellows, academics - who have been involved in variety of USIP and ROL related activities

-Information bank: large library, open to public, about to go on line

Network with other organizations: large network; note- USIP has collaborated on several projects with USIA and USAID, and is part of an Inter-Agency Group on the Rule of Law ("currently somewhat dormant")

Interest in working with USAID  
Directly: yes

**NOTE: as colleague, not potential grantee or contractor; precluded from same by charter**

Indirectly/Through intermediaries: n/a  
If NO, why?

Registered PVO? no

### IV. PROFILE

Created in: 1984 (USIP); 1991 (ROL)

Organization type: independent federal institution

Began international work in: 1984

Staff no.: 53/USIP

for ROL	FT 1	@HQ 1	Field 0
	PT 2	@HQ 2	Field 0

Field location(s): no

Ratio staff HQ/field: n/a

**V. FINANCIAL**

Annual budget: \$11.5M (USIP - 1995 appropriation)  
\$250K for ROL

Sources of funding/ratio: congress

Last independent audit: 1993

By whom: Ernest & Young

**VI. RECORDS**

Evaluation of Projects: n/a

Publications (list): *Readings on Transitional Justice: How Emerging Democracies Reckon with Former Regimes* (3 volumes, 1994); *Democracy's Dawn: A Directory of American Initiatives on Constitutionalism, Democracy and the Rule of Law in Central and Eastern Europe* (1991); *A Directory of US Resources on the Rule of Law for the Independent States of the Former Soviet Union* (1992); *A Directory of US Resources on the Rule of Law for Africa* (forthcoming); country reports (Bulgaria, Ethiopia); monographs

Can they be made available? yes (note - several distributed via USIA)

*LRTA*	*LRTR*	*LRRE*	*AJTA*	*AJTR*	*AJRE*			
*SRTA*	*SRRE*	*DRTA*	*DRTR	*DRRE*	*CPRE*			
*LARE*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*

**I. CONTACT INFORMATION**

Organization: US South African Leader Exchange Program

Acronym:USSALEP

Address: 1730 M St., NW Suite 701  
Washington, DC 20036

Tel:202-293-5410

Fax:202-293-5413

E-Mail:

Contact/Title: Kitty Hempstone, Trial Advocacy Program

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence						
C. Improved AOJ						
D. Structural Reform		x	x			1
E. Access to Justice						
F. ADR						
G. Crim/Civ Prosecut		x	x			1
H. PD/Legal AID		x	x			1
I. Other (List)						

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

**II. EXPERTISE**

Area(s): Criminal/Civil Prosecution, Legal Aid, Public Defense  
Type: Technical Assistance, Training

Description:USSALEP offers trial advocacy seminars in South Africa. It sends american trainers to run a series of workshops in conjunction with the Black Lawyer's Association in South Africa. The two work as coordinated teams with South African lawyers and judges. Large seminars are conducted in August and September. The remainder of the year, USSALEP conducts a training of trainers who then run classes.

USSALEP also works with a community leader training program, working with leaders of community based organizations to develop administrative skills and financial adjudication. They also conduct entrepreneurial training or the business sector.

Language Skills: n/a

Knowledge of other justice systems:n/a

### PROJECT(S) DESCRIPTION

Total to date: 9 years @ 9-14/year

Current number:

Description and source(s) of funding:

100% Private (Airlines, law firms, foundations)

Most creative:n/a

Most impact:n/a

Future plans: continue. Locate lawyers willing to donate time to work with institute.

### III. CAPACITY

Mobilization time between award & start up:

Mode of operation -- Short Term/Long Term/Intermediaries:

Data base/type:

-Consultants/who: judges, work with the ABA's litigation section.

-Information bank:

Network with other organizations: National Institute of Trial Advocacy, American Bar Association

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries: yes

If NO, why?

Registered PVO? yes

### IV. PROFILE

Created in: 1958

Organization type: 501(c) 3

Began international work in: trial advocacy 1985

Staff no.:	4 FT	@HQ	Field
	3 PT	@HQ	Field

Field location(s): office in South Africa with 10 FT

Ratio staff HQ/field:

## V. FINANCIAL

Annual budget: depends on programs 1992 \$3.6 million, 1993: \$600,000

Sources of funding/ratio:

Last independent audit: n/a

By whom:

## VI. RECORDS

Evaluation of Projects: reports that participants issue

Publications (list): reports

Can they be made available? yes

Available on file?

\*1\*

\*SRTA\*

\*SRTR\*

\*CPTA\*

\*CPTR\*

\*PDTA\*

\*PDTR\*

**I. CONTACT INFORMATION**

Organization: Washington Office on Latin America

Acronym: WOLA Address: 110 Maryland Avenue NE, Suite 404, Washington DC 20002

Tel: 202/544 8045  
 Fax: 202/546 5288

E-Mail: wola@lga.apc.org

Contact/Title: Coletta Youngers, Sr Associate  
 Auxiliary/Title: Rachel Neild, Sr Associate

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform						
B. Judicial Independence		x				4
C. Improved AOJ		x		x		4
D. Structural Reform		x		x		4
E. Access to Justice		x				4
F. ADR		x*				4
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List) a.human rights b.policy		x		x		4

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
 8. W. Europe/Canada

\* peace process at national level; not alternatives to courts

**II. EXPERTISE**

Area(s): Judicial Independence, Improved AOJ, Structural Reform, Access to Justice, ADR, Other (Human Rights, Public Policy)

Type: TA, Research

Description: A coalition of civic and religious leaders helped establish WOLA in the early 70s, to further these objectives: 1) document the impact of US policies in the region (with particular attention to issues of human rights); 2) promote US policies when they foster human rights; and 3) provide people and NGOs in the region with access to US policy makers.

WOLA's focus is on policy development, and its role is that of an advocate and broker. Many of its projects acknowledge the importance of rule of law (access to justice, independence of the judiciary, role of police, etc) on human rights and democracy building. Through conferences, seminars, publications, and visitors programs, WOLA monitors developments in the region closely ("we know the region exceptionally well"). WOLA also conducts empirical research and issues reports on specific aspects of justice system related issues (ex: AOJ in Guatemala, development of new criminal codes, etc.)

Its principal partners are LAC NGOs, whom they attempt to empower (by providing access to US policy makers), and amongst whom they provide networking and information exchanges capabilities. WOLA is also in regular contacts with US organizations involved in LAC (InterAmerican Dialogue, Amnesty Intl, etc.)

Language Skills: LAC region  
Knowledge of other justice systems: yes

## PROJECT(S) DESCRIPTION

Total to date: 100s  
Current number: 50 grants at any given time

Description and source(s) of funding: private foundations, contributions from regional organizations and individual donors

Most creative: 1989 conference, in which brought together officials from State Department and USAID, and NGOs from LAC region. "First time such dialogue took place"; helped foster issue and importance of human rights, and incorporate these in "new thinking" re: policy for the region.

Most impact: see above

Future plans: increase and make more systematic efforts in region (gather information, transfer knowledge across region, convene/listen to each other)

### III. CAPACITY

Mobilization time between award & start up: on-going efforts

Mode of operation -- Short Term/Long Term/Intermediaries: short and long term (on-going)

Data base/type:

-Consultants/who: wide range of contacts through regional NGOs and academic community

-Information bank: internal resource materials; not open to the public

Network with other organizations: yes - see above

Interest in working with USAID

Directly: no

Indirectly/Through intermediaries: no

If NO, why? at present, do not accept governmental monies directly; sometimes do indirectly ( through US Institute for Peace); situation could change in future

Registered PVO? no

### IV. PROFILE

Created in: 1974

Organization type: 501(c)3

Began international work in: same

Staff no.: 12-14\*    FT 12-14                    @HQ 12-14                    Field

\*includes 5 senior associates, each responsible for specific topic (ex: drug policy, human rights, security, economy and trade), and countries within region (ex: Youngers is responsible for Peru/Bolivia)

Field location(s): no

Ratio staff HQ/field: n/a

## V. FINANCIAL

Annual budget: \$500-600K

Sources of funding/ratio: private foundations (75%), regional organizations (25%), individual contributions (5%)

Last independent audit: 1993

By whom: not given

## VI. RECORDS

Evaluation of Projects: yes; most recently, by Ford Foundation

Publications (list): quarterly newsletter, and reports (on issues and various developments in LAC countries)

Can they be made available? yes

Available on file?

\*JITA\*

\*AJTA\*

\*AJRE\*

\*SRTA\*

\*SRRE\*

\*ACTA\*

\*DRTA\*

\*OTH\*

\*4\*

## I. CONTACT INFORMATION

Organization: Women Judges Fund for Justice

Acronym: WJFJ

Address: 733 15th Street NW, Suite 700 Washington, DC 20005

Tel: 202/783 2073

Fax: 202/783 0930

E-Mail: no

Contact/Title: Esther Ochsman, Exec. Director

AREA	TYPE	Technical Assistance	Training	Research	Implementation	Reg
A. Legal Reform		x*				7,8
B. Judicial Independence		x	x			7,8
C. Improved AOJ		x	x			7,8
D. Structural Reform		x				7,8
E. Access to Justice		x	x			7,8
F. ADR						
G. Crim/Civ Prosecut						
H. PD/Legal AID						
I. Other (List) a.women issues b.race/ethnic		x	x	x		7,8

Region: 1. Africa 2. Asia 3. Eastern Europe 4. LAC 5. NIS 6. Middle East 7. USA  
8. W. Europe/Canada

\* respond to requests

## II. EXPERTISE

Area(s): Legal Reform, Judicial Independence, Improved AOJ, Structural Reform, Access to Justice, Other (women related issues re: bias/access and fair treatment; race/ethnicity)

Type: TA, training, research (legal and data gathering)

Description: WJFJ is a membership organization that provides a forum for women judges to "be global thinkers and brainstorm/respond to emerging issues". Its principal objective is to improve the administration of justice in the US, with emphasis on gender fairness in the courts (how women are treated as attorneys, court staff, and defendants or victims). For example, WJFJ coordinated studies in state courts to assess the handling of such matters (in 40 of 50 state courts), and now provides technical assistance in implementing reforms.

WJFJ also hold national conferences (involving information exchanges amongst teams from each state), publishes reports and analyses of current issues (reproductive freedom, bio-ethics), develops judicial training curricula in a wide variety of topics, and provides expert testimony.

It is linked with the National Association of Women Judges (501(c)6) and the International Association of Women Judges. In the international arena, WJFJ would probably draw on these connections. Although international work has not been a major focus to date, WJFJ would be prepared to draw on its expertise and members in future projects would benefit from its participation.

Language Skills: through members

Knowledge of other justice systems: through members and through Intl Association of Women Judges (see separate write up).

## PROJECT(S) DESCRIPTION

Total to date: n/a

Current number: n/a - several on-going projects at any given time

Description and source(s) of funding: membership dues, State Justice Institute, other funders

Most creative: methodology for curriculum development (judicial training), using adult learning concepts - successful test that "good judging" can be taught

Most impact: see above

Future plans: build upon/expand current activities and outreach

## III. CAPACITY

Mobilization time between award & start up: n/a

Mode of operation -- Short Term/Long Term/Intermediaries: on-going (some short term, such as conferences/seminars)

Data base/type:

-Consultants/who: network of women judges in US (many are member of Intl Association of Women Judges) - membership very active ("can do" people); also use a number of consultants, and are partners with U. of Memphis

-Information bank: have access to various data banks

Network with other organizations: yes, all law/courts organizations dealing with women's issues, both non profits and academic based institutions; also, links with National Judicial College (where hold "training of trainers" re" judicial education in race/ethnic and gender issues), National Association of State Judicial Educators, etc.

Interest in working with USAID

Directly: yes

Indirectly/Through intermediaries: yes

If NO, why?

Registered PVO? no

#### IV. PROFILE

Created in: 1980

Organization type: 501(c)3

Began international work in: n/a - note: have made curricula available in Canada, Australia and Russia

Staff no.: 3*	FT 2	@HQ 2	Field
	PT 1	@HQ 1	Field

\*Note: staff is supplemented by members; a member is appointed to head each significant new project

Field location(s): n/a

Ratio staff HQ/field: n/a

## V. FINANCIAL

Annual budget: \$300K

Sources of funding/ratio: membership dues (30%), SJI grants (50%), other funders (20%)

Last independent audit: 1993

By whom: Mike Weiser, PC/CPA

## VI. RECORDS

Evaluation of Projects: yes, by SJI

Publications (list): numerous reports (eg: "how to conduct/evaluate gender projects"; curriculum re: child custody/support; conference report on bio-ethics; curriculum re: sentencing pregnant drug user; etc.)

Can they be made available? yes

\*LRTA\*

\*JITA\*

\*JITR\*

\*AJTA\*

\*AJTR\*

\*STRA\*

\*ACTA\*

\*ACTR\*

\*OTH\*

\*7\*

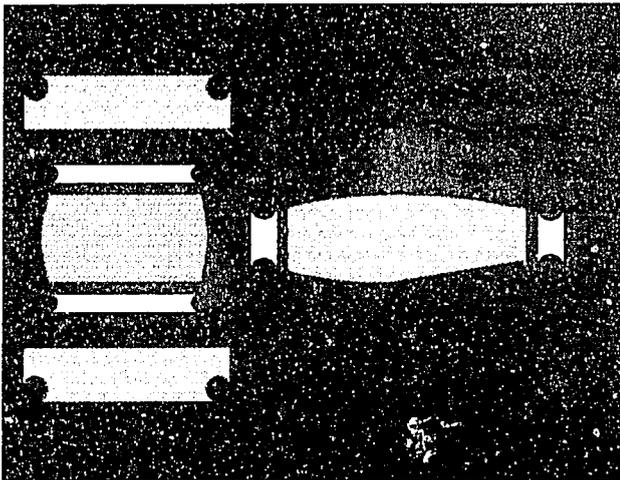
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# Rule of Law Inventory

Volume Two  
**Introduction**  
and  
**Analysis of Findings**

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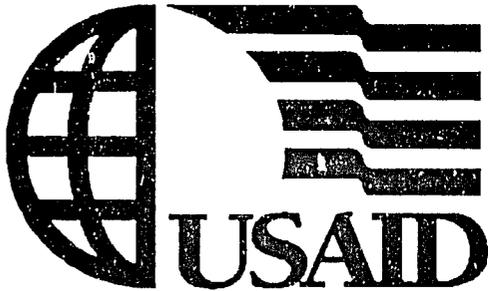
Contract AEP 5451-00-I-2050-00  
Delivery Order 12

**Inventory Team:**  
Ms. Madeleine Crohn  
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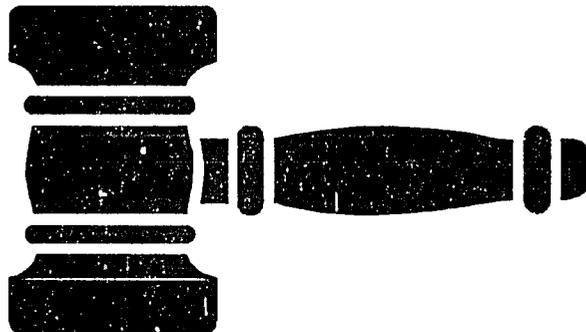
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GLOBAL BUREAU  
CENTER FOR DEMOCRACY  
RULE OF LAW PROGRAM

INVENTORY OF PROGRAM ELEMENTS  
AND  
SOURCES OF EXPERTISE  
VOLUME ONE

January 1995



Contract AEP 5451-I-00-2050-00  
Delivery Order 12

INVENTORY TEAM:  
Ms Madeleine Crohn  
Ms. Anne Huvos  
Ms. Jill Rhodes

PREPARED BY:  
Thunder & Associates, Inc.  
719 Prince Street  
Alexandria, VA 22314

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**RULE OF LAW INVENTORY  
VOLUME TWO**

**ANALYSIS OF INVENTORY**

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- III CROSS REFERENCE OF ORGANIZATIONS BY GEOGRAPHICAL EXPERIENCE
  
- VI CROSS REFERENCE BY FUNDING AND INTEREST
  
- V ROL INVENTORY RESOURCE MATERIALS
  - List of Directories Used
  - List of Potential Service Providers
  
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# THUNDER

January 24, 1995

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TO: Debra McFarland

FROM: Inventory team

RE: Inventory of Program Elements and Sources of Expertise - Rule of Law Program Development

The Rule of Law (ROL) Program Development project combines separate tasks<sup>1</sup>; which were undertaken by consultants in collaboration with USAID ROL staff. Together, the products and reports generated under these assignments will provide guidance to the USAID Global Bureau/Democracy Center as it ponders some redefinitions of ROL (to include human rights for example), and the role which the Democracy Center can play to "provide the field support and leadership that missions, bureaus, and offices need in order to develop and advance democracy and governance..." (Democracy Dialogue, Fall 1994).

The Inventory component was conceived to:

- I. Help develop definitions of ROL program components, and
- II. Identify and provide information on non profit and other organizations that can help inform and assist the ROL program (development and implementation).

The purpose of this memorandum is to summarize observations/ analysis derived from the Inventory assignment.

## I. DEFINITIONS

The "Inventory Team" developed definitions of ROL terms for Substantive Elements of the ROL programs<sup>2</sup>, and Types of Service Delivery. These definitions were necessary to ensure consistency in interviews and information gathering. They are displayed in the tables below. In a number of Substantive Elements, definitions overlap categories. For example, 'Access to Justice' includes elements of

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<sup>1</sup> 1) Inventory of Program Elements and Sources of Expertise; 2) Human Rights Options Paper; 3) Survey of Field Missions; 4) New Activity Description; 5) Assistance Proposal.

<sup>2</sup> The CDIE evaluation, Weighing in on the Scales of Justice, was used to inform these definitions

'Alternative Dispute Resolution'(ADR) or involves "Legal Aid/Public Defender" services. The nine substantive definitions (A. through I.) correspond to those in the matrix provided for each of the listings down the left side of the matrix. The services correspond to those listed along the top edge of the matrix. The Regions (Reg) are listed at the bottom of each matrix and the numbers correspond to this listing.

SUBSTANTIVE ELEMENTS

	A. Legal Reform	B. Judicial Independence
Definition	<ul style="list-style-type: none"> <li>• Draft new or reform existing Constitution, laws, codes, regulations</li> </ul>	<p>( Implies an understanding of varying definitions of independence of the judiciary)</p> <ul style="list-style-type: none"> <li>• Strengthen and ensure independence of judicial branch of government, such as guaranteed enforcement of judicial rulings</li> </ul>
Examples of related activities	<ul style="list-style-type: none"> <li>• Drafting of Constitutions, codes, laws, decrees, and regulations</li> <li>• Compilation and organization of sets of laws</li> <li>• May work with legislative and executive in the reform of these laws</li> <li>• Includes development of procedures for reform, such as public hearings</li> </ul>	<ul style="list-style-type: none"> <li>• Organizing the judiciary</li> <li>• Judiciary Budgeting Process</li> <li>• Challenging Corruption</li> <li>• Access to information and education for judges</li> <li>• judicial processes and procedures which affects judge career (screening, appointments, career growth, tenuring)</li> <li>• Personal Safety</li> </ul>

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	C. Improved Administration of Justice (AOJ)	D. Structural Reform
Definition	<ul style="list-style-type: none"> <li>• Improve efficiency and effectiveness of justice systems</li> </ul>	<ul style="list-style-type: none"> <li>• Develop mechanisms and means to implement reforms</li> </ul>
Examples of related activities	<ul style="list-style-type: none"> <li>• Structures for and accountability of the administration of courts and other aspects of judicial procedures, case processing</li> <li>• Screening, recruitment, training, compensation, ethics, corruption</li> <li>• More efficient and effective performance in all aspects/ components of justice system (courts, police, corrections, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Commodity assistance</li> <li>• Modification of procedures to conform with changes in constitutions and laws</li> <li>• Establishment of institutions to implement reform</li> <li>• Coordination among government groups to implement reform</li> <li>• Coalition and constituency building to support reforms</li> </ul>

	E. Access to Justice	F. Alternative Dispute Resolution (ADR)
Definition	<ul style="list-style-type: none"> <li>• Develop mechanisms to promote equal access for all to formal and informal systems of justice, including building infrastructures and capacity for advocacy</li> </ul>	<ul style="list-style-type: none"> <li>• Complement court systems and increase access to justice through procedures which work outside the formal justice system</li> </ul>

<p>Examples of related activities</p>	<ul style="list-style-type: none"> <li>• Access to legal education and training</li> <li>• Public access to information</li> <li>• Constituency building</li> <li>• Capacity to advocate for individual rights (labor, women, human rights, minorities)</li> <li>• Develop infrastructure, legislation, regulations, budget, for provisions of legal defense</li> </ul>	<ul style="list-style-type: none"> <li>• Supplementary programs such as mediation, and conflict resolution</li> <li>• Arbitration, effective/fair resolution of cases</li> <li>• Building on customary procedures and informal systems, harmonizing with formal systems of justice</li> </ul>
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	<p>G.Criminal/Civil Prosecution</p>	<p>H. Public Defense (PD) &amp; Legal Aid</p>
<p>Definition</p>	<ul style="list-style-type: none"> <li>• Create/improve mechanisms to provide for fair, impartial and competent prosecution of criminal/civil cases</li> </ul>	<ul style="list-style-type: none"> <li>• Create/improve mechanisms to provide and guarantee legal representation regardless of financial means, political affiliations, etc.</li> </ul>
<p>Examples of related activities</p>	<ul style="list-style-type: none"> <li>• Relationships between justice officials</li> <li>• Role of police/corrections</li> <li>• Criminal/civil justice process</li> <li>• Structure (budget, record keeping)</li> <li>• Public accountability</li> <li>• Training and professional development</li> </ul>	<ul style="list-style-type: none"> <li>• Training of pro bono attorneys</li> <li>• Public Defenders (formal and informal)</li> <li>• Structure of legal aid office (budget, ethics, accountability)</li> <li>• Constituency building</li> </ul>

	I. Other
Definition	<ul style="list-style-type: none"><li>• Used to identify and capture special areas of expertise within or in addition to components of other categories</li></ul>
Examples	<ul style="list-style-type: none"><li>• family law</li><li>• commercial</li><li>• rights of women</li><li>• human rights</li><li>• juvenile justice</li><li>• environmental law</li></ul>



## TYPES OF SERVICE DELIVERY

	Technical Assistance	Training
Definition	<ul style="list-style-type: none"> <li>• Delivery of services which assist the "doer" of any particular project</li> </ul> <p>Subsets include:</p> <ul style="list-style-type: none"> <li>• Assessment: development of needs statement, linking with ROL components</li> <li>• Design: Program design for specific country or region. Includes goals, strategies, objectives, budget</li> <li>• Evaluation: methodology, definition of outcomes and measurements to evaluate project</li> <li>• Implementation: Ability to implement program through principal contractor, grantee, subcontractor, USAID personnel</li> <li>• Information sharing: clearinghouse functions</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity to develop and deliver training programs</li> <li>• Curriculum, methodology, access to faculty, development of training materials</li> </ul>

	Research	Implementation
Definition	<ul style="list-style-type: none"> <li>• Capacity to examine and assess a project at mid term, end</li> <li>• applied research/ outcome evaluations</li> <li>• Theoretical research, including development of methodology</li> <li>• establishing research expertise in the subject matter</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity to execute the project and be accountable for project results</li> <li>• Capacity to function as an intermediary</li> </ul>

### DISCUSSION OF INVENTORY FINDINGS

a) Most interviewees, including those with no experience with USAID ROL programs, appeared to be familiar and in agreement with these substantive definitions. It was acknowledged also that such definitions can be somewhat arbitrary, and that components often overlap. One might conclude, then, that the program components and their definitions are on target and generally understood by the US based justice reform-ROL community. If this conclusion is correct, it is probably not purposeful to invest at this point in further cataloguing and analyzing definitions, this with some caveats:

- The ROL program is part of a continuum of efforts to help establish democracy in any given country. Elections do not guarantee the existence of democracy per se. Governance/civil society building cannot be separated from basic principles of rule of law. As a result, Democracy Center staff should verify that shared definitions and terms guide their work <sup>3</sup>.
- The Center staff might also discuss what alternate definitions of "democracy" exist (i.e. outside the US/Western model, this to determine whether or how such variations might affect democracy building/rule of law program strategies. ROL examples, among several, are: the importance or technical implementation of an

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<sup>3</sup> for example: what is a representative government; what does an independent judiciary/legal profession mean; how open should the legislative/regulatory process be to the public; what are the other, essential components of a democratic process [such as separation of power, of the civilian police/army; protection of human rights and freedom, etc.]

"Independent" judiciary in different systems of law; the role and interpretation of constitutions; the impact of customary or alternative systems of justice on formal systems of law.

- Discussions with field missions were outside the scope of this assignment. It is not possible to determine, then, whether missions agree with and use substantive ROL definitions in consistent ways.

b) Definitions of "type of expertise" required clarification - particularly for those organizations not familiar with USAID, for example, the role of "intermediaries", descriptions of what constitutes technical assistance versus implementation, etc. Organizations new to USAID programs will need help and orientation.

c) The SOW/Inventory also asks for responses to such questions as " what has been the USAID experience to date (re: judicial independence)", or "what are the principal ways in which individuals and/or groups are denied access to justice in a developing country context?". Answers require a rigorous and thorough canvassing of USAID mission staff, major contractors familiar with USAID programs, and non profits/ grassroots organizations throughout the regions - this beyond the time frame and resources allocated to this part of the project. If such documentation and analysis are considered essential, they will require a separate effort.

## **II. INFORMATION ON ORGANIZATIONS (SEE DIRECTORY)**

Interviews with 76 organizations have been compiled in a Directory - a preliminary and informal document which describes the "supply" side of services to the ROL programs. The Directory should not be viewed or used as a "stand alone" product (or, if it is, it will require some further verification, expansion, and editing). More important, as the Global Bureau develops priorities and strategies to guide its future efforts, its decisions will be informed also by questionnaires sent to ROL field missions ("demand" side), a review of options to assist the field in purposeful ways (needs analysis and methodology), and conclusions regarding the type of expertise most helpful to the ROL program.

The discussion, below, includes a brief review of "supply" and "demand", and echoes questions raised by the consultants involved in the "Inventory" part of the project.

### **1. Supply**

USAID has the opportunity to work with a variety of organizations with diverse backgrounds and capabilities. The organizations listed in the inventory almost all have strong programs which may be of great service to

USAID/G/ROL at some time in the future. The needs of USAID/G/ROL will guide choices amongst those organizations best suited to help inform or implement rule of law programs.

There are a number of organizations and consulting firms which are often used by USAID to coordinate projects internationally. These "umbrella" organizations can provide a broad range of technical expertise and services, often through affiliates or consultants. Many have the capacity to establish offices internationally and "take over" the responsibilities of USAID field officers (procurement, intermediaries, multi faceted service providers). Consulting firms with high level capabilities include, but are not limited to: Abt Associates, Associates in Rural Development, Center for Intercultural Education and Development, Checchi & Co. Consulting, Inc., Chemonics, Creative Associates, Development Associates, Inc. Management Systems International, and Office of International Development. These organizations will remain important to G/ROL because they are familiar with AID procedures, methods and lingo, and provide multi faceted expertise and types of services.

Some groups interviewed have had at least a minimal amount of exposure to USAID and have the administrative capacity to establish offices overseas and dispense subcontracts. This will reduce delays due to lack of understanding of USAID policy and procedure. They include: America's Development Foundation, The Asia Foundation, Asian American Free Labor Institute, the International Human Rights Law Group, the National Endowment for Democracy and Partners of the Americas.

Other organizations located could be considered "hubs", or organizations which have a particular expertise in rule of law related program areas and are able to either provide direct service to USAID, or to link USAID with organizations that specialize in the area.

- Most of these organizations are very interested in working with USAID, but there are a few that must limit their work with USAID for various reasons (policy, mission, guidelines). They are: American Legislative Exchange Council, Charles F. Kettering Foundation, Lambda Legal Defense Fund, The Soros Foundation, State Justice Institute, US Institute of Peace, and the Washington Office on Latin America.
- Some of the "hubs" are small with limited administrative capacity, and may need additional administrative assistance and guidance (ie. Conflict Resolution Center International, Foundation for a Civil Society, Hispanic National Bar Association, International Association of Women Judges, International Center for Law in Development,

Justice Management Institute, National Center on Women and Family Law, Parliamentarians for Global Action, Pretrial Services Resource Center, Rural Justice Center, and Women Judges Fund for Justice).

- Others have the administrative capacity, but have not worked with USAID, and may need additional training (American Arbitration Association, American Prosecutors Research Institute, National Association of Attorneys General, National Center for Juvenile Justice, National Institute for Dispute Resolution, National Legal Aid and Defenders Association).
- At the same time, there are "hubs" which have at least a minimal amount of USAID experience, and are interested in furthering their work in this area. These include: Asian American Free Labor Institute, American Bar Association, Community Board Program, Congressional Human Rights Foundation, International Human Rights Law Group, National Endowment for Democracy, and Private Agencies Collaborating Together.

USAID/G/ROL will need to determine the comparative advantages of work with organizations that have had little or no previous USAID experience. Giving them access to a special grants program, or providing them with training/manuals on AID procedures, or aiding their applications through an intermediary organization would be alternative ways to increase participation by these new players.

Almost all of the "hubs" are able to offer technical assistance as well as information sharing activities. There are some organizations which have diverse technical capabilities, but have had no direct USAID experience, and cannot offer the information sharing and networking capabilities above. Most are US based and include organizations with nationally recognized expertise in various aspects of ROL related activities. Many are interested in working with USAID, but have reservations about their ability to do so. They tend to be, but are not limited to, small organizations which do not have the institutional capacity to respond to USAID requirements and procedures. A few have submitted proposals to AID, and concluded that they were unlikely to break through the traditional network. Most do not know how to proceed, and -- when prodded -- indicate that they don't have staff or resources to be involved in a time consuming process of application. A small number (6 organizations or so) said that they did not want to participate in USAID ROL efforts, because of "red tape" involved, lack of time/availability, or organizational mission or policies. USAID/G/ROL may need to offer some type of special recruiting or training seminar to promote these organizations.

Some of these organizations include: American Association for the Advancement of Science, American Law Institute, Association of Family and Reconciliation Courts, Center for Race Equality and Democratic Opportunity, Democracy Development Initiative of the Federal Bar Association, Endispute/Judicial Arbitration & Mediation Services, Inter-American Dialogue, International Center for Law in Development, International Human Rights Clinic, Iowa Peace Institute, National Women's Law Center, and US South African Leader Exchange.

Besides the organizations listed above, there are groups that have spent a significant amount of time working with USAID and are able to offer technical assistance in the field. These organizations may not necessarily be able to open offices abroad, but have the capacity and expertise to perform short term technical projects in various areas.

These organizations include, but are not limited to : The African American Institute, African American Labor Center, African Governance Working Group, American Institute for Free Labor Development, American Mideast Education and Training Services, Center for Democracy, Florida International University, Institute for Development Research, Institute of Public Affairs- Office of International Programs, Institutional Reform and the Informal Sector, InterAmerican Bar Foundation, International Law Institute, International Republican Institute, National Democratic Institute for International Affairs, and the National Institute for Citizen Education in the Law. USAID may consider continuing or expanding its current work with these organizations.

## **2. Demand**

Responses from the field (assessment of needs, experience to date with various providers, etc.) fall under another component of this project. As the Global Bureau reviews and analyses the data, it may want to consider these questions:

- Do missions tend to rely upon a network of contractors whose work and capacity is familiar to them? If the answer is yes, changing the "familiar" will be an arduous process. The Global Bureau will need to be creative (marketing) if it wishes for field missions to reach out to new organizations. This will be complicated by questions of territoriality and the "central" versus "field" offices question - typical of any large organization or bureaucracy.
- Who, amongst the ROL program officers, have a professional background in law, justice system reform, and rule of law? If the answer is "few", tentative conclusions are: a) most officers, while

familiar with development related issues, must rely on outside contractors to provide them with substantive knowledge and, to an extent, design, develop and implement programs for them; b) they will be hesitant to alter their current methods of operation, particularly if this requires identifying and contracting with a large number of separate entities.

- Besides contractors, what are the other sources of information and expertise most commonly used by field missions? does this include regional bureaus, local/regional NGOs or other experts? And, are these sources of complementary assistance adequate (if not, for what reason)? A related question is the systematic use of in-country /regional experts (to what extent are these resources capable of providing the assistance needed, and what support might help them provide such a capacity)

### **3. Discussion**

This project is guided by the assumption that, through the creation of the Global Bureau, additional or alternate mechanisms will be developed to inform and enhance the ROL programs worldwide. There is an opportunity, also, to link conceptually and programmatically various components of "democracy building".

There are a few steps which could be taken to expand USAID ROL. While it appears that there is significant interest in expanding the current rol program, concerns remain that after the completion of this project, different, smaller organizations will not be utilized in the field.

This may be due to several constraints. The first, of course, is lack of time and resources within the Global Bureau. If the Global Bureau is serious about its desire to expand the current rol programs, it will need to offer brief seminars to smaller organizations to walk them through the bureaucracy of USAID. Even if only a couple workshops are offered, with materials demystifying USAID methodology, additional organizations may be willing to work within their own institutions to bid on contracts and expand their services to include USAID.

As part of this growth, there must be a willingness for USAID to either start an intermediary, or use its own resources so that smaller organizations may collaborate on bids, etc. In addition to a "basic training", Global should offer a contact person whose only task is to work with these organizations and to expand the Global Bureau's base.

As Global continues to define this rol program, it may need to limit the number of organizations which it can call on to perform services. It should consider developing a bidding process, similar to 8a, Grey Amendment and other set asides for organizations which have not received USAID funding in the past. This will allow USAID/G to expand its resource base by creating another level of competition for organizations which are not part of the group of large consulting firms. While there may be dissent about the lack of competition this creates, this will only increase the level of competition in the future, by expanding the base of competitors.

Along these same lines, USAID can require collaboration with different types of organizations. It is not known to what limit USAID can require organizations, such as consulting firms, to work with small ngos that haven't worked with USAID in the past, but this should be considered.

Despite attempts to expand its resource base, after the RFP is written and answered, the likelihood remains that the most well written answers will come from those organizations that have worked with USAID in the past. Unless a conscious effort is taken to expand, it will not occur.

A tremendous amount of work has been completed on defining rule of law terms. The CDIE report is the most extensive and should be used, rather than reinventing the wheel in an attempt to establish definitions. The close link between rol, governance, civil society should allow for overlap of programming, to reach several areas. When there is too much concern for the specific type of rol activity, people become caught up in definitions and lose sight of the ultimate goal of USAID, to facilitate the development of nations in need.

Given the concerns listed above, the Global Bureau/ROL is then faced with tough choices; should it:

- play a minimal role, limited to responses, if any, to field requests?
- educate the missions and its officers ("inform the consumer") in substantive aspects of Rule of Law - through seminars, conferences, information packets -, if it wishes for the demand to be substantive rather than administrative (such as requesting model SOWs, or assistance in contracting procedures)?
- maintain and update information on a wide variety of service providers, to ensure quality control of these providers, match demand and supply in an informed fashion, and keep track of or anticipate needs of the field?

- encourage the development of in-country or regional experts, to build local capacities and self sufficiency in flexible and cost efficient ways?
- bring new US (and foreign) NGOs and other organizations into the USAID family, through streamlined procedures (such as 8a, Gray Amendment or other set aside processes), training seminars, links with existing contractors, etc.

This is a tall order, by any measure. The Global Bureau may not have the staff capacity or resources to handle such a significant change in USAID programs and operations. But it can provide leadership for such an effort, through delegation/contracting some of the tasks, while retaining quality control; encouraging existing contractors to broaden their own outreach; providing field missions with guidance in recruiting less traditional service providers.

The Inventory project, however brief and limited, shows the potential and richness of expertise to enhance the ROL program. The challenge is now to build upon this first effort, and infuse the ROL program with excellence.

## CROSS REFERENCE LISTS OF ORGANIZATIONS BY TECHNICAL EXPERTISE

### EXPLANATION OF CODING SYSTEM USED

<b><u>ORGANIZATIONS INTERVIEWED</u></b> .....	1
<b><u>ACCESS TO JUSTICE</u></b> .....	4
TECHNICAL ASSISTANCE .....	5
TRAINING .....	6
RESEARCH .....	7
IMPLEMENTATION .....	8
<b><u>ADMINISTRATION OF JUSTICE</u></b> .....	9
TECHNICAL ASSISTANCE .....	10
TRAINING .....	11
RESEARCH .....	12
IMPLEMENTATION .....	13
<b><u>ALTERNATIVE DISPUTE RESOLUTION</u></b> .....	14
TECHNICAL ASSISTANCE .....	15
TRAINING .....	16
RESEARCH .....	17
IMPLEMENTATION .....	18
<b><u>CIVIL/CRIMINAL PROSECUTION</u></b> .....	19
TECHNICAL ASSISTANCE .....	20
TRAINING .....	21
RESEARCH .....	22
IMPLEMENTATION .....	23
<b><u>JUDICIAL INDEPENDENCE</u></b> .....	24
TECHNICAL ASSISTANCE .....	25
TRAINING .....	26
RESEARCH .....	27
IMPLEMENTATION .....	28
<b><u>LEGAL REFORM</u></b> .....	29
TECHNICAL ASSISTANCE .....	30
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<b><u>PUBLIC DEFENSE, LEGAL AID</u></b> .....	34
TECHNICAL ASSISTANCE .....	35
TRAINING .....	36
RESEARCH .....	37
IMPLEMENTATION .....	38
<b><u>STRUCTURAL REFORM</u></b> .....	39
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IMPLEMENTATION .....	43

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Readers will note that each entry in the inventory ends with a list of codes. These codes correspond to the areas of expertise and services rendered for each. As follows:

- AC: Access to Justice
- AJ: Administration of Justice
- DR: Alternative dispute Resolution
- CP: Civil/Criminal Prosecution
- Jl: Judicial Independence
- LR: Legal Reform
- PD: Public Defense, Legal Aid
- SR: Structural Reform

#### **SERVICES**

- TA: Technical Assistance
- TR: Training
- RE: Research
- IM: Implementation

So the code \*DRTA\* means that the organisation can provide dispute resolution technical assistance. Use Wordperfect list function to call up the directory of organisations and use the search function to identify those with the required code. Remember to include the asterisk (\*) at the both ends.

## ORGANIZATIONS INTERVIEWED

### \*Abt Associates

The African American Institute  
African American Labor Center  
African Governance Working Group  
American Arbitration Association  
American Association for the Advancement of Science  
\*American Bar Association  
American Institute for Free Labor Development  
American Judicature Society  
American Law Institute  
American Legislative Exchange Council  
American Mideast Education and Training Services  
\*American Prosecutors Research Institute  
America's Development Foundation  
\*The Asia Foundation  
Asian American Free Labor Institute  
Aspen Institute (Justice and Society Project)  
Associates In Rural Development  
Association of Family and Conciliation Courts  
Center for Race Equality and Democratic Opportunity  
Center for Democracy  
\*Center for Intercultural Education and Development  
\*Centro Latinoamericano de para Desarrollo (CLD)  
Checci & Company Consulting, Inc.  
Chemonics  
\*Community Board Program  
Conflict Resolution Center International  
Congressional Human Rights Foundation  
Congressional Research Services  
\*Creative Associates  
Crime and Justice Research Institute  
Delphi International, Inc.  
Democracy Development Initiative of the Federal Bar Association  
Development Associates, Inc.  
Endispute/Judicial Arbitration & Mediation Services  
\*Environmental Law Institute  
Florida International University  
Foundation for a Civil Society (formerly Charter 77)  
Hispanic National Bar Association  
Institute for Development Research

Institute for Social Analysis  
 Institute of Public Affairs- Office of International Programs  
 Institutional Reform & the Informal Sector  
 Inter-American Bar Foundation  
 \*Inter-American Dialogue  
 \*International Association of Women Judges  
 International Center for Law in Development  
 International Human Rights Clinic  
 International Human Rights Law Group  
 International Law Institute  
 International Republican Institute  
 Iowa Peace Institute  
 \*Justice Management Institute  
 \*Kettering Foundation  
 Lambda Legal Defense Fund  
 Lawyer's Committee for Human Rights  
 Management Systems International  
 National Association of Attorney Generals  
 National Center for Juvenile Justice  
 \*National Center for State Courts  
 National Center on Women and Family Law, Inc.  
 \*National Council on Crime and Delinquency  
 National Democratic Institute for International Affairs  
 National Endowment  
 for Democracy  
 \*National Institute for Citizen Education in the Law  
 National Institute for Dispute Resolution  
 \*National Legal Aid and Defenders Association  
 National Women's Law Center  
 \*Office of International Development/University of Atlanta  
 Parliamentarians for Global Action  
 \*Partners of the America's  
 Pretrial Services Resource Center  
 Private Agencies Collaborating Together  
 Rural Justice Center  
 The Soros Foundation  
 State Justice Institute  
 \*United States Institute for Peace  
 US South African Leader Exchange Program  
 \*Washington Office on Latin America  
 \*Women Judges Fund for Justice

- \* These organizations have been interviewed, but their write ups are not complete. They will be listed in all the final document.

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## ACCESS TO JUSTICE

African American Labor Center  
African Governance Working Group  
American Institute for Free Labor Development  
American Mideast Education and Training Services  
America's Development Foundation  
Asian American Free Labor Institute  
Association of Family and Conciliation Courts  
Checci and Co.  
Chemonics  
Conflict Resolution Center International  
Congressional Human Rights Foundation  
Congressional Research Institute  
Crime and Justice Research Institute  
Development Associates, Inc.  
Hispanic National Bar Association  
Institute for Development Research  
Inter-American Bar Foundation  
International Center for Law in Development  
International Human Rights Clinic  
International Human Rights Law Group  
National Center for Juvenile Justice  
National Center on Women and Family Law, Inc.  
National Women's Law Center  
Pretrial Services Resource Center  
Rural Justice Center  
State Justice Institute

**ACCESS TO JUSTICE/ TECHNICAL ASSISTANCE**

American Institute for Free Labor Development  
American Mideast Education and Training Services  
America's Development Foundation  
Asian American Free Labor Institute  
Association of Family and Conciliation Courts  
Checci and Co.  
Chemonics  
Conflict Resolution Center International  
Congressional Human Rights Foundation  
Congressional Research Institute  
Crime and Justice Research Institute  
Hispanic National Bar Association  
Institute for Development Research  
Inter-American Bar Foundation  
International Center for Law in Development  
International Human Rights Clinic  
International Human Rights Law Group  
National Center for Juvenile Justice  
National Center on Women and Family Law, Inc.  
National Women's Law Center  
Pretrial Services Resource Center  
Rural Justice Center  
State Justice Institute

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## ACCESS TO JUSTICE/ TRAINING

African American Labor Center  
American Institute for Free Labor Development  
American Mideast Education and Training Services  
America's Development Foundation  
Asian American Free Labor Institute  
Checci and Co.  
Congressional Human Rights Foundation  
International Center for Law in Development  
International Human Rights Law Group  
National Center for Juvenile Justice  
Pretrial Services Resource Center  
Rural Justice Center

**ACCESS TO JUSTICE/RESEARCH**

African Governance Working Group  
Crime and Justice Research Institute  
Development Associates, Inc.  
Institute for Development Research  
International Center for Law in Development  
National Center for Juvenile Justice  
National Women's Law Center  
Rural Justice Center

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**ACCESS TO JUSTICE/IMPLEMENTATION**

America's Development Foundation  
Asian American Free Labor Institute  
Development Associates, Inc.  
Hispanic National Bar Association  
National Center for Juvenile Justice

## ADMINISTRATION OF JUSTICE

American Institute for Free Labor Development  
American Judicature Society  
America's Development Foundation  
Associates in Rural Development  
Association of Family and Conciliation Courts  
Center for Democracy  
Checci and Co.  
Chemonics  
Conflict Resolution Center International  
Congressional Human Rights Foundation  
Congressional Research Institute  
Crime and Justice Research Institute  
Democracy Development Initiative of the Federal Bar Association  
Development Associates, Inc.  
Florida International University  
Hispanic National Bar Association  
Institute for Social Analysis  
International Human Rights Law Group  
International Law Institute  
International Republican Institute  
Lawyer's Committee for Human Rights  
Management Systems International  
National Center for Juvenile Justice  
National Democratic Institute for International Affairs  
Pretrial Services Resource Center  
Rural Justice Center  
State Justice Institute

**ADMINISTRATION OF JUSTICE/TECHNICAL ASSISTANCE**

American Institute for Free Labor Development  
American Judicature Society  
America's Development Foundation  
Associates in Rural Development  
Association of Family and Conciliation Courts  
Checci and Co.  
Chemonics  
Conflict Resolution Center International  
Congressional Human Rights Foundation  
Congressional Research Institute  
Crime and Justice Research Institute  
Democracy Development Initiative of the Federal Bar Association  
Development Associates, Inc.  
Florida International University  
International Human Rights Law Group  
International Law Institute  
International Republican Institute  
Management Systems International  
National Center for Juvenile Justice  
National Democratic Institute for International Affairs  
Pretrial Services Resource Center  
Rural Justice Center  
State Justice Institute

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## ADMINISTRATION OF JUSTICE/TRAINING

American Institute for Free Labor Development  
American Judicature Society  
America's Development Foundation  
Associates in Rural Development  
Association of Family and Conciliation Courts  
Center for Democracy  
Checcl and Co.  
Chemonics  
Congressional Human Rights Foundation  
Democracy Development Initiative of the Federal Bar Association  
Development Associates, Inc.  
Florida International University  
Hispanic National Bar Association  
International Human Rights Law Group  
International Law Institute  
International Republican Institute  
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National Center for Juvenile Justice  
National Democratic Institute for International Affairs  
Pretrial Services Resource Center  
Rural Justice Center

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American Judicature Society  
Associates In Rural Development  
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Crime and Justice Research Institute  
Development Associates, Inc.  
Florida International University  
Hispanic National Bar Association  
Institute for Social Analysis  
International Human Rights Law Group  
Lawyer's Committee for Human Rights  
Management Systems International  
National Center for Juvenile Justice  
Pretrial Services Resource Center  
Rural Justice Center

**ADMINISTRATION OF JUSTICE/IMPLEMENTATION**

America's Development Foundation  
Associates in Rural Development  
Development Associates, Inc.  
Florida International University  
Hispanic National Bar Association  
International Human Rights Law Group  
Management Systems International  
National Center for Juvenile Justice

## ALTERNATIVE DISPUTE RESOLUTION

African American Labor Center  
American Arbitration Association  
American Association for the Advancement of Science  
American Institute for Free Labor Development  
America's Development Foundation  
Asian American Free Labor Institute  
Associates in Rural Development  
Association of Family and Conciliation Courts  
Checci & Company Consulting, Inc.  
Conflict Resolution Center International  
Congressional Human Rights Foundation  
Congressional Research Services  
Delphi International, Inc.  
Development Associates, Inc.  
Endispute/Judicial Arbitration & Mediation Services  
Foundation for a Civil Society (formerly Charter 77)  
Institute for Social Analysis  
Institutional Reform & the Informal Sector  
Inter-American Bar Foundation  
Iowa Peace Institute  
National Institute for Dispute Resolution  
State Justice Institute

## ALTERNATIVE DISPUTE RESOLUTION/TECHNICAL ASSISTANCE

African American Labor Center  
American Arbitration Association  
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American Institute for Free Labor Development  
America's Development Foundation  
Asian American Free Labor Institute  
Associates In Rural Development  
Association of Family and Conciliation Courts  
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Conflict Resolution Center International  
Congressional Human Rights Foundation  
Congressional Research Services  
Delphi International, Inc.  
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Foundation for a Civil Society (formerly Charter 77)  
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Iowa Peace Institute  
National Institute for Dispute Resolution  
State Justice Institute

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Congressional Human Rights Foundation  
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International Law Institute  
Iowa Peace Institute  
National Institute for Dispute Resolution

**ALTERNATIVE DISPUTE RESOLUTION/RESEARCH**

American Association for the Advancement of Science  
Asian American Free Labor Institute  
Associates In Rural Development  
Association of Family and Conciliation Courts  
Development Associates, Inc.  
Institute for Social Analysis  
Institutional Reform & the Informal Sector  
Iowa Peace Institute  
National Institute for Dispute Resolution

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## ALTERNATIVE DISPUTE RESOLUTION/IMPLEMENTATION

America's Development Foundation  
Asian American Free Labor Institute  
Associates in Rural Development  
Delphi International, Inc.  
Foundation for a Civil Society (formerly Charter 77)  
Iowa Peace Institute  
National Institute for Dispute Resolution

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**CIVIL/CRIMINAL PROSECUTION**

American Association for the Advancement of Science  
Checcl & Company Consulting, Inc.  
Congressional Human Rights Foundation  
Congressional Research Services  
Development Associates, Inc.  
International Human Rights Clinic  
International Human Rights Law Group  
National Association of Attorney Generals  
National Center for Juvenile Justice  
Parliamentarians for Global Action  
Pretrial Services Resource Center  
State Justice Institute  
US South African Leader Exchange Program

**CIVIL/CRIMINAL PROSECUTION/TECHNICAL ASSISTANCE**

American Association for the Advancement of Science  
Checci & Company Consulting, Inc.  
Congressional Human Rights Foundation  
Congressional Research Services  
International Human Rights Clinic  
International Human Rights Law Group  
National Association of Attorney Generals  
National Center for Juvenile Justice  
Pretrial Services Resource Center  
State Justice Institute  
US South African Leader Exchange Program

**CIVIL/CRIMINAL PROSECUTION/TRAINING**

Congressional Human Rights Foundation  
Development Associates, Inc.  
International Human Rights Law Group  
National Association of Attorney Generals  
US South African Leader Exchange Program

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**CIVIL/CRIMINAL PROSECUTION/RESEARCH**

American Association for the Advancement of Science  
National Association of Attorney Generals  
Parliamentarians for Global Action

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**CIVIL/CRIMINAL PROSECUTION/IMPLEMENTATION**

Development Associates, Inc.  
National Association of Attorney Generals

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## JUDICIAL INDEPENDENCE

American Institute for Free Labor Development  
American Judicature Society  
American Mideast Education and Training Services  
Aspen Institute (Justice and Society Project)  
Associates in Rural Development  
Center for Democracy  
Checci and Company, Inc.  
Chemonics  
Conflict Resolution Center International  
Congressional Human Rights Foundation  
Congressional Research Services  
Development Associates, Inc.  
Institutional Reform & the Informal Sector  
International Center for Law in Development  
International Human Rights Clinic  
International Human Rights Law Group  
Management Systems International  
Pretrial Services Resource Center  
State Justice Institute

## JUDICIAL INDEPENDENCE/TECHNICAL ASSISTANCE

American Institute for Free Labor Development  
American Judicature Society  
American Mideast Education and Training Services  
Aspen Institute (Justice and Society Project)  
Associates in Rural Development  
Center for Democracy  
Checci and Company, Inc.  
Chemonics  
Conflict Resolution Center International  
Congressional Human Rights Foundation  
Congressional Research Services  
Institutional Reform & the Informal Sector  
International Human Rights Clinic  
International Human Rights Law Group  
Management Systems International  
Pretrial Services Resource Center  
State Justice Institute

## JUDICIAL INDEPENDENCE/TRAINING

American Institute for Free Labor Development  
American Judicature Society  
American Mideast Education and Training Services  
Associates in Rural Development  
Center for Democracy  
Checci and Company, Inc.  
Chemonics  
Congressional Human Rights Foundation  
Development Associates, Inc.  
Institutional Reform & the Informal Sector  
International Center for Law in Development

**JUDICIAL INDEPENDENCE/RESEARCH**

Associates in Rural Development  
International Center for Law in Development  
Management Systems International

**JUDICIAL INDEPENDENCE/IMPLEMENTATION**

Associates In Rural Development  
Development Associates, Inc.

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## LEGAL REFORM

The African American Institute  
African American Labor Center  
American Arbitration Association  
American Institute for Free Labor Development  
American Law Institute  
American Legislative Exchange Council  
America's Development Foundation  
Asian American Free Labor Institute  
Associates in Rural Development  
Center for Democracy  
Checci & Company Consulting, Inc.  
Chemonics  
Conflict Resolution Center International  
Congressional Human Rights Foundation  
Congressional Research Services  
Democracy Development Initiative of the Federal Bar Association  
Development Associates, Inc.  
Foundation for a Civil Society (formerly Charter 77) Institute of  
Public Affairs- Office of International Programs  
Institutional Reform & the Informal Sector  
International Human Rights Clinic  
International Human Rights Law Group  
International Law Institute  
International Republican Institute  
Lambda Legal Defense Fund  
Lawyer's Committee for Human Rights  
National Center for Juvenile Justice  
National Democratic Institute for International Affairs  
National Women's Law Center  
Pretrial Services Resource Center  
The Soros Foundation  
State Justice Institute



## LEGAL REFORM/TRAINING

American Institute for Free Labor Development  
Associates in Rural Development  
Chemonics  
Congressional Human Rights Foundation  
Democracy Development Initiative of the Federal Bar Association  
Foundation for a Civil Society (formerly Charter 77)  
Institutional Reform & the Informal Sector  
International Law Institute  
International Republican Institute  
National Democratic Institute for International Affairs  
The Soros Foundation

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## LEGAL REFORM/RESEARCH

American Law Institute  
American Legislative Exchange Council  
America's Development Foundation  
Asian American Free Labor Institute  
Associates in Rural Development  
Checci & Company Consulting, Inc.  
Chemonics  
Congressional Human Rights Foundation  
Institute of Public Affairs- Office of International Programs  
Institutional Reform & the Informal Sector  
International Human Rights Law Group  
Lambda Legal Defense Fund  
Lawyer's Committee for Human Rights  
National Women's Law Center

**LEGAL REFORM/IMPLEMENTATION**

America's Development Foundation  
Associates In Rural Development  
Development Associates, Inc.  
Institutional Reform and the Informal Sector

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**PUBLIC DEFENSE, LEGAL AID**

African American Labor Center  
American Institute for Free Labor Development  
America's Development Foundation  
Asian American Free Labor Institute  
Congressional Human Rights Foundation  
Congressional Research Services  
Development Associates, Inc.  
Hispanic National Bar Association  
Inter-American Bar Foundation  
International Human Rights Clinic  
International Human Rights Law Group  
Lawyer's Committee for Human Rights  
National Center on Women and Family Law, Inc.  
Pretrial Services Resource Center  
State Justice Institute  
US South African Leader Exchange Program

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**PUBLIC DEFENSE, LEGAL AID/TECHNICAL ASSISTANCE**

African American Labor Center  
American Institute for Free Labor Development  
America's Development Foundation  
Asian American Free Labor Institute  
Congressional Human Rights Foundation  
Congressional Research Services  
Inter-American Bar Foundation  
International Human Rights Clinic  
International Human Rights Law Group  
Lawyer's Committee for Human Rights  
National Center on Women and Family Law, Inc.  
Pretrial Services Resource Center  
State Justice Institute  
US South African Leader Exchange Program

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**PUBLIC DEFENSE, LEGAL AID/TRAINING**

American Institute for Free Labor Development  
America's Development Foundation  
Congressional Human Rights Foundation  
Development Associates, Inc.  
International Human Rights Law Group  
National Center on Women and Family Law, Inc.  
US South African Leader Exchange Program



**PUBLIC DEFENSE, LEGAL AID/RESEARCH**

Lawyer's Committee for Human Rights  
National Center on Women and Family Law, Inc.

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**PUBLIC DEFENSE, LEGAL AID/IMPLEMENTATION**

America's Development Foundation  
Hispanic National Bar Association



## STRUCTURAL REFORM

American Institute for Free Labor Development  
American Judicature Society  
Associates in Rural Development  
Association of Family and Conciliation Courts  
Center for Democracy  
Checci & Company Consulting, Inc.  
Chemonics  
Congressional Human Rights Foundation  
Congressional Research Services  
Crime and Justice Research Institute  
Development Associates, Inc.  
Florida International University  
Hispanic National Bar Association  
Institute for Development Research  
Institute for Social Analysis  
Institute of Public Affairs- Office of International Programs  
Management Systems International  
Parliamentarians for Global Action  
Pretrial Services Resource Center  
Private Agencies Collaborating Together  
Rural Justice Center  
State Justice Institute  
US South African Leader Exchange Program

## STRUCTURAL REFORM/TECHNICAL ASSISTANCE

American Institute for Free Labor Development  
American Judicature Society  
Associates In Rural Development  
Association of Family and Conciliation Courts  
Center for Democracy  
Checci & Company Consulting, Inc.  
Chemonics  
Congressional Human Rights Foundation  
Congressional Research Services  
Crime and Justice Research Institute  
Development Associates, Inc.  
Florida International University  
Institute for Development Research  
Institute of Public Affairs- Office of International Programs  
Management Systems International  
Pretrial Services Resource Center  
Private Agencies Collaborating Together  
Rural Justice Center  
State Justice Institute  
US South African Leader Exchange Program

## STRUCTURAL REFORM/TRAINING

American Institute for Free Labor Development  
Associates in Rural Development  
Congressional Human Rights Foundation  
Florida International University  
Institute for Development Research  
Institute of Public Affairs- Office of International Programs  
Management Systems International  
Parliamentarians for Global Action  
Private Agencies Collaborating Together  
US South African Leader Exchange Program

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**STRUCTURAL REFORM/RESEARCH**

Associates in Rural Development  
Crime and Justice Research Institute  
Florida International University  
Hispanic National Bar Association  
Institute for Development Research  
Institute for Social Analysis  
Institute of Public Affairs- Office of International Programs  
Management Systems International

**STRUCTURAL REFORM/IMPLEMENTATION**

Associates in Rural Development  
Development Associates, Inc.  
Florida International University

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CROSS REFERENCE LISTS OF ORGANIZATIONS BY GEOGRAPHICAL EXPERTISE

AFRICA ..... 1

ASIA ..... 2

EASTERN EUROPE ..... 3

LATIN AMERICA/ CARIBBEAN ..... 4

NEWLY INDEPENDENT STATES ..... 5

MIDDLE EAST..... 6

USA ..... 7

W. EUROPE, CANADA, AUSTRALIA ..... 8

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## AFRICA

The African American Institute  
African American Labor Center  
African Governance Working Group  
America's Development Foundation  
Associates in Rural Development  
Center for Race Equality and Democratic Opportunity  
Checci & Co.  
Chemonics  
Conflict Resolution Center International  
Congressional Human Rights Foundation  
Creative Associates  
Democracy Development Initiative of the Federal Bar Association  
Institute for Development Research  
Institute of Public Affairs - Office of International Programs  
Institutional Reform & the Informal Sector  
International Association of Women Judges  
International Human Rights Law Clinic  
International Human Rights Law Group  
International Law Institute  
Management Systems International  
National Democratic Institute for International Affairs  
National Endowment for Democracy  
National Institute for Citizen Education in the Law  
National Legal and Defender Association  
Parliamentarians for Global Action  
Private Agencies Collaborating Together  
United States South African Leader Exchange Program

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ASIA

American Prosecutors Research Institute  
The Asia Foundation  
Asian American Free Labor Institute  
Associates in Rural Development  
Center for Democracy  
Checci & Co.  
Chemonics  
Conflict Resolution Center International  
Congressional Human Rights Foundation  
Creative Associates  
Development Associates, Inc.  
Institute for Development Research  
International Association of Women Judges  
Institutional Reform & the Informal Sector  
International Center for Law in Development  
International Human Rights Law Clinic  
International Human Rights Law Group  
International Law Institute  
International Republican Institute  
Management Systems International  
National Democratic Institute for International Affairs  
National Endowment for Democracy  
National Institute for Citizen Education in the Law  
National Institute for Dispute Resolution  
Parliamentarians for Global Action  
Private Agencies Collaborating Together

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## EASTERN EUROPE

American Legislative Exchange Council  
Center for Democracy  
Charles F. Kettering Foundation  
Chemonics  
Conflict Resolution Center International  
Congressional Human Rights Foundation  
Delphi International, Inc.  
Democracy Development Initiative of the Federal Bar Association  
Environmental Law Institute  
Foundation for a Civil Society (formerly Charter 77)  
Institute of Public Affairs - Office of International Programs  
Institutional Reform & the Informal Sector  
International Association of Women Judges  
International Human Rights Law Clinic  
International Human Rights Law Group  
International Law Institute  
International Republican Institute  
Lawyer's Committee for Human Rights  
National Association of Attorney Generals  
National Democratic Institute for International Affairs  
National Endowment for Democracy  
National Institute for Citizen Education in the Law  
National Institute for Dispute Resolution  
Parliamentarians for Global Action  
Private Agencies Collaborating Together  
The Soros Foundation

## LATIN AMERICA/ CARIBBEAN

American Association for the Advancement of Science  
American Institute for Free Labor Development  
American Prosecutors Research Institute  
America's Development Foundation  
Center for Democracy  
Checci & Co.  
Chemonics  
Conflict Resolution Center International  
Congressional Human Rights Foundation  
Creative Associates  
Democracy Development Initiative of the Federal-Bar Association  
Development Associates, Inc.  
Environmental Law Institute  
Florida International University  
Hispanic National Bar Association  
Institutional Reform & the Informal Sector  
Inter-American Bar Foundation  
Inter-American Dialogue  
International Association of Women Judges  
International Center for Law in Development  
International Human Rights Law Clinic  
International Human Rights Law Group  
International Law Institute  
International Republican Institute  
Lawyer's Committee for Human Rights  
Management Systems International  
National Center for State Courts  
National Democratic Institute for International Affairs  
National Endowment for Democracy  
National Institute for Citizen Education in the Law  
National Institute for Dispute Resolution  
Parliamentarians for Global Action  
Private Agencies Collaborating Together

## NEWLY INDEPENDENT STATES

Abt Associates  
America's Development Foundation  
Associates in Rural Development  
Charles F. Kettering Foundation  
Checci & Co.  
Chemonics  
Conflict Resolution Center International  
Congressional Human Rights Foundation  
Democracy Development Initiative of the Federal Bar Association  
Environmental Law Institute  
Institute of Public Affairs - Office of International Programs  
Institutional Reform & the Informal Sector  
International Association of Women Judges  
International Human Rights Law Clinic  
International Law Institute  
International Republican Institute  
Iowa Peace Institute  
Lawyer's Committee for Human Rights  
Management Systems International  
National Democratic Institute for International Affairs  
National Endowment for Democracy  
National Institute for Citizen Education in the Law  
Parliamentarians for Global Action  
The Soros Foundation

**MIDDLE EAST**

American Mideast Education and Training Services  
American Prosecutors Research Institute  
Asian American Free Labor Institute  
Charles F. Kettering Foundation  
Chemonics  
Conflict Resolution Center International  
Congressional Human Rights Foundation  
Environmental Law Institute  
Institute for Development Research  
International Association of Women Judges  
International Human Rights Law Clinic  
International Law Institute  
International Republican Institute  
Lawyer's Committee for Human Rights  
National Endowment for Democracy  
National Institute for Citizen Education in the Law  
Parliamentarians for Global Action

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USA

Abt Associates  
American Arbitration Association  
American Association for the Advancement of Science  
American Judicature Society  
American Law Institute  
American Legislative Exchange Council  
American Prosecutors Research Institute  
Aspen Institute (Justice and Society Project)  
Association of Family and Conciliation Courts  
Center for Race Equality and Democratic Opportunity  
Charles F. Kettering Foundation  
Conflict Resolution Center International  
Congressional Human Rights Foundation  
Congressional Research Services  
Crime & Justice Research Institute  
Delphi International, Inc.  
Endispute/Judicial Arbitration & Mediation Services  
Environmental Law Institute  
Institute for Social Analysis  
Institute of Public Affairs - Office of International Programs  
Inter-American Dialogue  
International Association of Women Judges  
International Human Rights Law Clinic  
Iowa Peace Institute  
Justice Management Institute  
Lambda Legal Defense Fund  
Lawyer's Committee for Human Rights  
National Association of Attorney Generals  
National Center for Juvenile Justice  
National Center for State Courts  
National Center on Women and Family Law, Inc.  
National Institute for Citizen Education in the Law  
National Institute for Dispute Resolution  
National Legal and Defender Association  
National Women's Law Center  
Parliamentarians for Global Action  
Pretrial Services Resource Center  
Rural Justice Center  
State Justice Institute

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**W. EUROPE, CANADA, AUSTRALIA**

American Law Institute  
American Prosecutors Research Institute  
Charles F. Kettering Foundation  
Conflict Resolution Center International  
Congressional Human Rights Foundation  
Crime & Justice Research Institute  
Environmental Law Institute  
Institute of Public Affairs - Office of International Programs  
Inter-American Dialogue  
International Association of Women Judges  
International Human Rights Law Clinic  
Justice Management Institute  
Lawyer's Committee for Human Rights  
National Institute for Citizen Education in the Law  
National Legal and Defender Association  
Parliamentarians for Global Action  
Pretrial Services Resource Center

## USAID FUNDING LEVELS

Use USAID Funding	How much?
Abt Associates	n/a
African American Institute	n/a
African American Labor Center	n/a
African Governance Working Group	90 %
American Institute for Free Labor Development	80%
American Mideast Education and Training Services	100%
America's Development Foundation	70%
The Asia Foundation	60%
Asian American Free Labor Institute	40%
Associates in Rural Development	90%
Center for Democracy	n/a
Checchi & Company Consulting, Inc.	90%
Chemonics	90%
Congressional Human Rights Foundation	20%
Creative Associates	n/a
Delphi International, Inc.	n/a
Development Associates, Inc.	90%
Florida International University	60%
Institute for Development Research	25%
Institute of Public Affairs - Office of Intl. Programs	60%
Institutional Reform and the Informal Sector	85-90%
InterAmerican Bar Foundation	80%
International Human Rights Law Group (about to receive AID funds)	
International Law Institute	30%
International Republican Institute	75%
Management Systems International	100%
National Center for State Courts	100% rol work
National Democratic Institute for International Affairs	75%
National Endowment for Democracy	nominal
National Institute for Citizen Education in the Law	50%
Private Agencies Collaborating Together	95%

Use no USAID Funding

American Arbitration Association  
American Association for the Advancement of Science  
American Judicature Society  
American Law Institute  
American Legislative Exchange Council  
American Prosecutors Research Institute  
Association of Family and Reconciliation Courts  
Center for Race Equality and Democratic Opportunity  
Charles F. Kettering Foundation  
Conflict Resolution Center International  
Congressional Research Service  
Crime and Justice Research Institute  
Democracy Development Initiative of the Federal Bar Association  
Endispute/Judicial Arbitration & Mediation Services  
Environmental Law Institute  
Foundation for A Civil Society (formerly Charter 77)  
Hispanic National Bar Association  
Institute for Social Analysis  
Inter-American Dialogue  
International Association of Women Judges  
International Center for Law in Development  
International Human Rights Law Clinic  
Iowa Peace Institute  
Justice Management Institute  
Lambda Legal Defense Fund  
Lawyer's Committee for Human Rights  
National Association of Attorneys General  
National Center for Juvenile Justice  
National Center on Women and Family Law, Inc.  
National Institute for Dispute Resolution  
National Legal Aid and Defenders Association  
National Women's Law Center  
Parliamentarians for Global Action  
Pretrial Services Resource Center  
Rural Justice Center  
The Soros Foundation  
State Justice Institute  
US South African Leader Exchange

Hubs: Organizations with a defined area of expertise in rule of law related program areas. It has the capacity to either respond directly or provide linkages with organizations and resources in that specialty area

American Arbitration Association (Conflict Resolution)  
American Judicature Society (ethics)  
American Legislative Exchange Council (commercial and criminal)  
American Prosecutors Research Institute (prosecutorial)  
Asian American Free Labor Institute (Labor)  
Charles F. Kettering Foundation (foundation listing)  
Conflict Resolution Center International (conflict resolution)  
Congressional Human Rights Foundation (Global Democracy Network)  
Crime and Justice Research Institute (criminal justice)  
Delphi International, Inc. (US ngo network)  
Environmental Law Institute (environmental)  
Foundation for a Civil Society (resource linkages)  
Hispanic National Bar Association (Bar Associations, LAC Attorneys)  
International Association of Women Judges (Women judges)  
International Human Rights Law Group (human rights)  
Justice Management Institute (court reform/ court administration)  
Lambda Legal Defense Fund (gay and lesbian issues)  
National Association of Attorneys General (prosecution)  
National Center for Juvenile Justice (youth issues)  
National Center for State Courts (judicial, court reform)  
National Center on Women and Family Law (women, legal aid)  
National Endowment for Democracy (diverse)  
National Institute for Dispute Resolution (dispute resolution)  
National Legal Aid and Defenders Association (public defense)  
Parliamentarians for Global Action (parliamentary)  
Pretrial Services Resource Center (criminal law)  
Private Agencies Collaborating Together (ngo linkage, development)  
Rural Justice Center (judges in rural communities)  
The Soros Foundation (foundation list)  
State Justice Institute (court systems, court reform)

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Consulting firms which have the capacity to locate a variety of consultants, conduct extensive activities, often in several regions.

Abt Associates  
The Asla Foundation  
Associates in Rural Development  
Cecchi & Co. Consulting, Inc.  
Chemonics  
Creative Associates  
Development Associates, Inc.  
Management Systems International

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T/A Implementation- able to set up offices overseas and act as a grant making institution. (\*Besides this list, most of the intermediaries have the capacity to open field offices, and dispense subcontracts.)

America's Development Foundation  
The Asia Foundation  
Asian American Free Labor Institute  
International Human Rights Law Group  
National Endowment for Democracy  
National Institute for Citizen Education in the Law

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## **ROL Inventory Resource Materials**

This resource lists organizations which could potentially be used by USAID/Global/ROL at some future time. The consultants located these organizations through a review of the fifteen documents listed below. The \* represents organizations which were contacted, but, due to other factors, not interviewed.

The consultants contacted only a limited number of universities and non-US based organizations. This resource list includes several names of both types of organizations which the Global Bureau/ROL Program may want to consider contacting.

## RESOURCE LISTS OF ORGANIZATIONS

- \*1. Consulting firm list available through Democracy Center.
- \*2. Invitation List for CDIE ROL Strategy Conference, February 3, 1994.
- \*3. AOJ Active Projects.
4. State Justice Institute, Final Grant Guideline, Fiscal Year, 1993. (Appendix 1: Lists of State Contacts Regarding Administration of Institute Grants to State and Local Courts.)
5. State Justice Institute, Final Grant Guidelin, Fiscal Year, 1994. (Appendix VI: State Justice Institute Grants Fiscal Year 1990 through 1993.)
6. Interaction Member Profiles 1993.
7. USAID US PVO Executive Contact List. US Private & Voluntary Organizations Registered with USAID. October 1993. (Semi-Annual Report.)
8. Citizens Democracy Corps, Compendium, Assistance to CEE/CIS Sector.pp 40-44.
9. Doss, Martha Merrill. Women's Organizations: A National Directory.
10. Yearbook of International Organizations Vol 3, 1994/5. Edited by Union of International Associations. Published by KG Saur, Munchen, New Providence, London, Paris.
11. International Foundation Directory...
12. Patterson, Rachel. People and Organizations in Alternative Dispute Resolution. Research and Reference Service. May, 1994.
13. Directory of Central America Organizations. Third Edition, 1987. Central America Resource Center. Austin, Texas.
14. A Directory of US Resources on the Rule of Law for the Independent States of the Former Soviet Union. United States Institute of Peace. United States Institute of Peace Press, Washington, DC, 1992.

15. A Study of USAID's Capacity for Rapid Response in Support of Improved Governance In African State Sector Institutions. Study Annexes. January 14, 1994. Associates in Rural Development/ Management Systems International, Under Africa Bureau's Democracy and Governance Project. Submitted to ONI of USAID.
16. United States Organizations Promoting International Democracy. (United States Information Services).

## A

A Call to Serve  
Access  
Action Consulting Association  
African Christian Relief  
Africare  
AFSCME  
Albany Law School (Government Law Center)  
Alcorn State University  
American Academy of Judicial Administration  
American Bankruptcy Institute  
American Center for International Leadership  
American Committee  
American Committee on East-West Relations  
American Enterprise Institute for Public Policy Research  
\*American Society of Comparative Law  
American Society of International Law (ASIL)  
American Trial Lawyers Association  
America's Watch  
Amnesty International  
Antioch University - SAEL  
Appalachian State University (Dept. of Leadership and Higher Educ.) Article XIX  
Asian Pacific American Women's Center  
Assoc. pour la diffusion de l'information juridique (ADIJ) (Belg)  
Association of American Law Schools  
Association of Concerned African Scholars  
Assoc. of Intergovernmental Organ. of W. Africa.  
Atlantic Council of the US

## B

\*Berger International Legal Studies Program  
Bloustein School of Planning and Public Policy  
Brandeis University  
\*Brookings Institute

## C

Capacitas Internacional  
Carnegie Corp.  
Carnegie Council on Ethics and International Affairs  
Catholic University of Valparaiso

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Cato Institute for Constitutional Studies  
 \* CEJURA (Fundacion la ley)  
 \*Center for Constitutional Rights  
 Center for Creative Leadership  
 Center for Dispute Settlement  
 Center for Health and Policy Research  
 Center for InterGroup Studies (So Afr.)  
 Center for International Governance  
 Center for International Management Education  
 Center for Law and Social Policy  
 Center for Not for Profit Law  
 Center for Policy Research  
 \*Center for Public Policy & Diplomacy  
 Center for Public Policy Studies  
 Center for Public Resources, Inc.  
 Center for PVO/University Collaboration In Devel.  
 Center for Research on Law and Society (CIDES)(Ecuador)  
 Center for the Study of Human Rights, Columbia Univ.  
 Center for Women in Government  
 Centre d'etude juridiques et politiques du monde African (Paris)  
 Centre for Applied Studies in Intl. Negotiations (CASIN) (Geneva)  
 Centre for Development and Population Activities CEDPA  
 Centre for the Europe of the Citizens Under Human Rights (ECDH)(Strasbourg)  
 Centro de Estudios y Asistencia Legislativa (CEAL)(?) Chile  
 Children's Creative Response to Conflict Program  
 Christian Legal Society  
 \* Citizen's Democracy Corps  
 Citizen's Exchange Council  
 Citizen's Network for Foreign Affairs  
 Citizen's Network for Sustainable Development  
 Clearinghouse on Women's Issues  
 Close-up Foundation  
 College of Democracy  
 MC Comrccion Andina de juristas (Peru)  
 Commlcion permanente de derechos humanos (CPDH) Nicaragua  
 Community Systems Foundation  
 Conference of State Court Administrators  
 Consortium for Legislative Development  
 Coordination In Development, Inc.  
 Corporacion de Promocion Universitaria  
 CSLA Inc.(Jamaica)  
 \* Cultural Survival

D

DC Bar Public Service Activities Corporation

Drake University Law School Legal Clinic (Dispute Resolution Resources Center)

Duke University School of Law - Private Adjudication Center (PAC)

Duo Associates

E

East-West Educational Development Foundation

Education Development Center, Inc.

European Commission for Democracies Through Law (Strasbourg)

European Network of Training Centres (Strasbourg)

F

Family Violence Prevention Fund  
Federal Institute for Russian, E. European and Intl Studies (Germany)  
Fellowship of Reconciliation (FOR)  
\*Fisk University  
Florida Assoc of Voluntary Agencies for Carribean Action, Inc.  
Foundation of World Academy for Local Govt. and Democracy (Turkey)  
\*Fourth World Centre for the Study of Indigenous Law and Politics.  
Foreign Affairs Assistance Corp.  
Freedom House, Inc.  
Fund for Democracy and Development  
Fundacion de Educacion Superior (FES) (?) (Colombia)  
\*Fundacion de la Ley  
\*Fundacion DIG  
Fundacion Instucionalidad y justicia (Dominican Republic)  
Fundacion Libra (Argentina)

G

\*George Mason University  
    Consortium on Peace Research, Education and Development  
    (COPRED)  
    Institute for Conflict Analysis and Resolution  
George Washington University (Center for Health and Policy Research)  
Georgetown University - Center for Latin American Studies  
\*German Marshall Fund of the US  
Global Coalition for Africa  
Grassroots, Intl.

## H

- \*Harvard University
  - Center for Criminal Justice
  - Program on Negotiations (PON)
  - Negotiations Network
  - Human Rights Institute
- Hawaii Bar Foundation
- \*Henry M. Jackson Foundation
- Hofstra University (School of Law and Education)
- Howard University International Affairs Center
- Human Rights Advocates International
- Human Rights Project Group
- \*Human Rights Watch

## I

- Ilanud Costa Rica
- Institute for Administrative Advancement
- \*Institute of Judicial Administration, Inc. (NYU School of Law)
- Institute for Leadership Development
- Institute of Public Affairs, Univ SC
- Institute for Social Justice
- \*Institute for Women, Law and Development
- Instituto di Ricerca Sui Sitemi Giudiziari Consiglio - Nazionale delle Ricere (Research Institute on Judicial Systems - Ntl Research Council) Bologna, It.
- Inter-American Institute of Human Rights - Costa Rica
- Interlegal
- International Aid, Inc.
- International Association for the Intl Commission of Jurists
- \*International Bar Association
- The International Center
- Intl. Centre for self-governance (San Fran)
- \*International Commission of Jurists
- International Development Law Institute IDLI
- Intl. Exchanges and Research Board
- International Executive Service Corps
- International Gay and Lesbian Human Rights Commission
- International Human Rights Center
- International Human Rights Information and Documentation Systems (HURIDOCs) Norway

International Institute of Buffalo  
International Institute for Democracy (Strasbourg)  
\*Intl. Institute for Ethnic Group Rights and Regionalism (Munich)  
International Institute of Rural Reconstruction  
Intl Juridical Institute (den Hague)  
International League for Human Rights (ILHR)  
International Progress Organization (IPO) (Austria)  
\*International Women's Rights Action Watch

J

Jamaican Bar Assoc.  
John Hopkins University Institute for Policy Studies  
Joint Center for Political and Economic Studies  
Justice Research Institute  
Justec Research  
Justice Services, Inc.

K

L

Latin-American Human Rights Assoc. (ALDHU)  
Latin-American School of Social Sciences (FLASCO)  
Latina Political Assembly  
Lawyer's Alliance for World Security (LAWS)  
\*Lawyer's Committee for Civil Rights Under Law  
\*League of Women Voters of the United States

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## M

Management Sciences for Development  
\*Martin Luther King Jr. Center for Non-Violent Social Change  
Mediation and Arbitration Services (IMISSA) - So Afr.  
META Metrics  
Michigan State University (JERITT Project)  
Midwestern University Consortium  
Mississippi Consort. for International Dev.

## N

Narcotics and Drug Research  
\*National Academy of Public Administration  
National Association of State Development Agencies  
National Conference on Peacemaking and Conflict Resolution  
National Conference of State Legislators  
\*National Council for Research on Women  
National Council of Juvenile and Family Court Judges  
National Council of Negro Women/ International Division (NCNW/ID)  
National Crime Prevention Council  
National Development and Research Institutes, inc.  
National Governor's Association  
\*National Judicial College  
National Law Institute  
National Order of Women Legislators  
\*National Organization for Women- New York City  
National Peace Foundation

## O

OBOR, Inc.  
OEF, International  
Office of the Human Rights Ombudsman in Guatemala  
Ohio State University (Dispute Resolution)  
Ohio University  
Organization of Women for Legal Awareness  
Outreach International  
Overseas Development Council (ODC)  
Overseas Education Fund of the League of Women Voters  
Oxfam America

## P

PanAmerican Development Foundation (PADF)  
PANOS Institute  
Partners in Economic Reform, Inc.  
Participa (Chile)  
Planning Assistance  
Policy Alternatives for the Caribbean and Central America  
Prison Fellowship International

Q

R

Resolute Systems

S

St. Louis University  
San Carlos University Law Facility (Guatemala)  
San Diego State U. Foundation  
Search for Common Ground  
The Sentencing Project  
SER (Colombia)  
South Africa Legal Services and Legal Educ. Project, Inc. (SALSLEP) Southern  
University System Stanford Research Institute  
SUNY, Center for Legislative Development  
SYNERGOS Institute

T

TransAfrica

U

US Baltic Foundation  
United States Arbitration and Mediation Inc  
US Conference of Mayors  
United Way International  
Union of Councils for Soviet Jewry  
University of Alabama (School of Law)  
University of Georgia (Georgia Center for Continuing Education)?  
University of Maryland  
University of New Mexico (Institute of Public Law)  
University of New Mexico Center for Environmental Law and Policy

University of Puerto Rico (Women's Studies Project)  
University of Virginia  
\*University of the West Indies  
University of Wisconsin Law School -Institute for Legal Studies  
The URSA Institute

V

\*Vera Institute of Justice  
Victim Services Agency  
Volunteers in Prevention, Probations, Prisons, Inc.

W

\*Washington Office on Africa  
Winrock International  
\*Women's Justice Center  
\*Women's Legal Defense Fund  
World Conference of Mayors  
World Education, Inc.  
World Relief Corporation  
World Resources Institute  
World Without War Council  
World Vision

X,Y,Z

Yirawa International  
Youth Law Center  
Zonta International

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In general, for an organization which does not have a title similar to others, write as many letters as possible. Feel free to use the final couple of characters. For example, ACalltos.erv. While it's not pretty, it will simplify things when we are alphabetizing.

With most similarly named organizations, it is important to use a few letters from each word of the title, so the computer is able to adequately alphabetize. After you use the code provided below for the first word of the title, use 2 letters from the words that follow. Do not use The at the beginning of the title name. (The Asia Foundation should be Asiafoun.dat, not TheAsiaF.oun.)

The List:

African	Af
American	Am
America's	Ams
Association	Assoca
Associates	Assoce
Association	Associ
Center	Cente
Center for	Centef
Centre	Cenr
Centre for	Cenrf
Centro	Centro
Citizen's	Cit + first 2 letters of next 2 words
Community	Comu
Congress	congr
European	euro
Florida	fl
fundacion	fundz
george	geo.
georgetown	geot
Institute	ins
instituto	insto
institutional	instl
Inter-American	Intam
International	Intl
Justice	Ju

3/12

Justec	Justec
Latin-America	Latam
Latina	latina
Lawyer's	law
National	Nat
National Assoc	Natas
Juvenile	Juv
National Center	Natcen
National Council	Ntlcou
Natl. Institute	Ntlins
Overseas	Ovs
Partners	Part
United States	Unis
University	Univ
Washington	Wash
Wash Office	Washoff.afr (Washington office on Africa)
Women	Womn
Women's	Womns
World	Wor

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Centro	Centro
Citizen's	Cit + first 2 letters of next 2 words
Community	Comu
Congress	congr
European	euro
Florida	fl
fundacion	fundz
george	geo.
georgetown	geot
institute	ins
instituto	insto
Institutional	instl
Inter-American	Intam
International	Intl
Justice	Ju

Justec	Justec
Latin-America	Latam
Latina	latina
Lawyer's	law
National	Nat
National Assoc	Natas
Juvenile	Juv
National Center	Natcen
National Council	Ntlcou
Natl. Institute	Ntlins
Overseas	Ovs
Partners	Part
United States	Unis
University	Univ
Washington	Wash
Wash Office	Washoff.afr (Washington office on Africa)
Women	Womn
Women's	Womns
World	Wor

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*USAID Global Bureau, Center for Democracy*

## **RULE OF LAW TECHNICAL ANNEX**

December 1994

PREPARED BY Thunder & Associates, Inc.,  
under Contract AEP-5451-I-00-2050-00,  
Delivery Order #25712.

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Ms. Anne Huvos  
Ms. Jill Rhodes

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## **DG PROPOSED ACTIVITIES FOR RULE OF LAW CAPACITY BUILDING**

### **I. STATEMENT OF OPPORTUNITY**

The current United States Agency for International Development (USAID) strategic priorities emphasize democracy and governance as cornerstones to sustainable development. More specifically, fostering the transition to and consolidation of democratic societies throughout the world has been identified as a critical element in the advancement of sustainable development. This dual focus on transition and consolidation presumes the existence and observance of general principles of law, absent which the attainment of sustainable economic development within the context of open, pluralistic societies is compromised. The activities proposed herein recognize and seize on the opportunity that USAID, through its Center for Democracy and Governance (G/DG) and its field missions, has to contribute to societies working to develop and strengthen the Rule of Law and hence good governance, in their countries.

### **II. STRATEGIC FRAMEWORK FOR ROL ACTIVITIES**

#### **A. Background**

As evidenced by the substantial level of resources committed to Rule of Law programs by USAID since 1980, the sector has been a priority focus of the Agency. The activities developed under the Rule of Law initiative have recently been the subject of several studies and analyses including a detailed review of six programs by

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the Center for Development Information and Evaluation (CDIE)<sup>1</sup>. As a direct result of this analysis and the findings of a five-person Rule of Law Working Group that was convened in October 1993, USAID's Democracy and Governance Center issued a Policy and Implementation Options Paper for Rule of Law Programs in USAID. These two works constitute the policy and operational foundations for the ROL program activities proposed herein by the Center for Democracy and Governance (G/DG).

Briefly, these works provide Missions with a basis on which to begin an analysis of whether a given country possesses the appropriate level of political support to justify a USAID ROL program, and if so, where this country lies on a broad continuum of democratic development. Although the analytical criteria provided are by no means exclusive, they are basic tools for use by Missions and may assist them in the pre-design, ROL assessment phase.

## B. Goals and Purpose

The overarching goal of the present component is to contribute to the sustainable development of democratic, pluralistic societies by providing support to implementation of USAID funded Rule of Law Capacity Building projects. The **goal** of this component is to encourage and promote the transition to and consolidation of democratic societies throughout the world. The **purpose** of this component is three-fold:

1. To work with field missions and provide them with access to analytic tools, service delivery mechanisms and information services in the area of Rule of Law (ROL);
2. To test new approaches and methodologies in building and strengthening the rule of law and respect for human rights.
3. To create a resource center for USAID to keep abreast of new developments in the field of Rule of Law and develop a competitive advantage in the delivery of services to Missions.

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<sup>1</sup>"Weighing in on the Scales of Justice -- Strategic Approaches for Donor-Supported Rule of Law Programs", Office of Evaluation, Center for Development Information and Evaluation; February 1994.

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The activities proposed hereunder directly contribute to the achievement of the Strategic Objectives presented in G/DG's FY 1996 Action Plan. More specifically, they will fully advance achievement of:

- a. Improved democracy programs in the USAID priority area of Rule of Law
- b. Increased Mission capacity to carry out programs that will foster the creation and strengthening of sustainable democracies
- c. Improved USAID response to opportunities for emerging and consolidating democracies.

C. Expected Results and Indicators

G/DG anticipates that implementation of the activities proposed herein will result in the following:

- 1. Efficient, high quality, and timely responses to Mission requests for technical assistance in ROL;
- 2. Expansion of USAID's portfolio of ROL cooperating entities;
- 3. Increase the basic Democracy and Governance, and ROL knowledge and skills of Mission and DG democracy staff and host country counterparts;
- 4. Development and active use of a communication system to promote and inform all interested parties about ROL of program successes and challenges;
- 5. Increased development and testing of ROL pilot projects;
- 6. Increased visibility of G/DG as leader and innovator in the field of ROL;
- 7. Development of a ROL database within G/DG's overall management information system.

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Indicators directly related to the foregoing include:

- a. Development of a system to receive, process and answer Mission requests for assistance;
- b. Successful response to Mission requests for technical assistance;
- c. Increased communication, exchange and use of information on successful projects among and between Missions, NGOs and other stakeholders in the field of ROL;
- d. Progressive integration of new actors in the USAID portfolio of cooperating entities;
- e. Input of ROL specific NGO programs into G/DG's database.

#### D. Guiding Principles

As stated above, ROL has been the subject of several studies and writings. The framework under which all programs are currently implemented is contained in an Information Memorandum for USAID Senior Staff entitled "Policy and Implementation Options for the Rule of Law Programs in USAID". Drawing heavily on the CDIE ROL program review, it outlines general principles for setting priorities in the design of ROL programs. As such, it contains guidelines for both G/DG and Missions to assess whether a particular country meets minimal criteria to warrant investment in ROL activities. The Policy Paper specifically states that the guidelines are indicative and that the ultimate appropriateness of ROL activities in a designated country must be assessed in conjunction with other factors unique to the setting in question.

Additional principles for the design of Rule of Law activities include:

*1. Innovation:* In order to enhance the quality of services provided, G/DG is determined to facilitate access to smaller NGOs, that although unfamiliar with USAID, have valuable experiences and activities to propose in the field of ROL.

*2. Flexibility and Efficiency:* Notwithstanding established principles, G/DG recognizes the specificity of each individual country program. Thus, activities proposed in response to a particular Mission request will be tailor-made to answer the need identified and likewise further Mission D&G goals and purposes.

**3. Apply Lessons Learned:** To the extent possible, services provided will increasingly draw on the vast fund of lessons and conclusions gleaned over the course of past project implementation.

**4. Increase coordination with other US Government Agencies:** In answer to the concerns raised by the House Foreign Affairs Committee (HFAC) in their September 1993 hearings on US Government rule of law/administration of justice programs, DG will increasingly coordinate its rule of law activities with other USG Agencies operating in the field.

Buttressing these guiding principles are several factors which, when observed, will directly contribute to the achievement of the project goal and strategic objectives defined in Section II.B. above. Although not unique to Rule of Law, implementation of activities that do not address these factors will necessarily fail to achieve their full potential. Thus, all solicitation(s) issuing from the present design will require responders to address the following as they pertain to the implementation of Rule of Law activities proposed:

**1. Participatory development processes:** How will the particular activity, notably in legal/constitutional reform, encourage broad citizen participation resulting in public ownership and respect for the legislation?

**2. Sustainability:** Which project component(s) or activity(ies) will continue to produce benefits after initial donor funding ceases; how does this sustainable benefit advance to transition or consolidation of the democratic process?

**3. Regional Coordination:** How will the program or activity foster regional exchanges or build democratic bridges between neighboring states; in all fields of Rule of Law, how can the activity -- be it training, judicial or legal reform, improved administration of justice or other -- increase the learning curve of neighboring states and raise the overall stability of the region?

**4. Capacity Building & Human Resource Development:** How will the activity increase the capacity of the host country to achieve good governance?

**5. Institutional Development:** How will the activity assist stakeholders in the democratic process -- for example, the judiciary and the NGO sector -- achieve and/or maintain an independent voice and status?

**6. Attention to Human, Minority and Women's Rights:** How will the activity address constraints placed on the freedoms of disadvantaged groups; how will the

activity integrate the rights of disadvantaged groups and foster a broader understanding and acceptance of minorities?

### III. G/DG ROL PROGRAM OF ACTIVITIES

#### A. Management Considerations

##### 1. G/DG Management

The activities detailed in section B, below, are those that G/DG has identified as priorities. In reviewing the options for implementing them, G/DG will need to bear in mind its priority objective which is to develop a system to receive, process and answer Mission requests for assistance. As this section will evidence, however, all of the ROL activities planned will require G/DG management and staff availability, particularly if G/DG is to succeed in providing field Missions with efficient, high quality and timely responses to their assistance requests. The intensity of G/DG staff involvement and their time allocation will be a function of the overall mechanism chosen for the management of the individual activities. In reaching the decision about the best mix of mechanisms, G/DG will rely on the "Guiding Principles" outlined in Section II.D. above. In particular, G/DG will need to assess the level of its commitment to broaden its portfolio of cooperating agencies. If G/DG is indeed committed to working with smaller NGO's that have little or no USAID experience, the mechanism chosen may require reallocation of staff time, or alternatively, an additional full or part-time G/DG staff member.

##### 2. Mechanism Options

As a general rule, all awards for the implementation of the activities will be made through a full and open competitive process. The particular instrument through which services will be procured will depend on the nature of the activity. Factors of efficiency, cost and expediency will largely inform the mechanism selected. Although it is anticipated that assistance instruments will comprise a mix of mechanisms -- specific support grants, cooperative agreements, indefinite quantity contracts, purchase orders, etc. -- the framework under which they are organized and managed will require careful review of the options available and ramifications of the selection of one over others.

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There are basically two generic types of mechanism options:

1. A "super" RFP/IFA detailing a menu of activities allowing responders to select the activities for which they wish to bid. In essence, this might be described as a "supermarket" approach, which will consist of contracting out to one or more of the democracy and governance giants all of the activities G/DG contemplates implementing. The RFP/IFA may, however, be used to achieve a number of the guiding principles developed by G/DG. Indeed, the RFP/IFA may include all or most of G/DG's guiding principles as selection criteria. Thus, if for instance, the overarching goals of the activities are:

- to foster the development of local NGO's in the field, and
- to educate USAID field officers about ROL substance and available resources to achieve the preceding goal, and
- to expand G/DG's portfolio of cooperating entities to include new organizations that have expertise in a specific ROL sector

then the RFP/IFA would at least look for the responders ability to attract and involve smaller NGO's that have never worked with USAID in evaluating proposals. To ensure that proposals addressed the issue of cooperating with smaller or new organizations, the RFP/IFA might even instruct organizations to set up sub-contract or sub-grant umbrella mechanisms to achieve the best combination of cost effective and innovative assistance.

2. The "boutique" approach which, as its name indicates, would consist of an individual RFP/IFA for each of the activities and targeting a specific groups of responders. Thus, an RFP could be published seeking proposals only from small organizations for a small grant program. Or, it could target consortia of small organizations with little or no USAID prior experience. This option would necessarily entail more intensive, hands-on USAID management and might not reach the economies of scale of Option 1. However, it would put G/DG in the forefront of a new wave of expansion and integration of smaller organizations into the international development forum.

A third option would consist of a combination of Options 1 & 2.

The drafting of scopes of work, particularly for "technical assistance", but more generally for all of the activities described in section B, below, will first require resolution of the management issue.

## B. Activities

As a service center, G/DG's first priority is to work with Missions to answer their requests for assistance. More specifically, this entails providing field missions with access to analytic tools, service delivery mechanisms and information services to support implementation of their ROL programs.

In order to define and forecast Mission needs and concomitantly increase G/DG's capacity to respond, the DG ROL design process involved two information gathering activities: 1) a questionnaire sent to a selection of Missions; and 2) a survey and inventory of non-governmental organizations (NGOs) that regularly implement or provide technical assistance for Rule of Law programs.

The combination of the Mission questionnaire and the NGO survey provided G/DG with the basis for identifying and prioritizing the program of activities proposed in this section. In addition, the NGO survey yielded some valuable recommendations that are contained in Attachment 1.

The questionnaire was sent to 20 Missions: 6 in Africa, 2 in Asia, 6 in Latin America/Caribbean, 2 in the Near East, and 4 in the Newly Independent States/Eastern Europe. The purpose was two-fold: 1) enable G/DG to prioritize ROL activities according to anticipated Missions needs and 2) determine in which areas G/DG can best assist Missions carry out ROL programs that advance the achievement of USAID strategic goals in the field of Democracy.

"Rule of Law" was defined to cover a broad range of activities that include legal reform, judicial independence, improved administration of justice, structural reform, access to justice, alternative dispute resolution, criminal and civil prosecution, public defense and legal aid, and the rights of disadvantaged groups. These sub-categories were identified as those most generally associated with Rule of Law programs. Attachment 2 describes the elements of each of these sub-categories.

Table 1, below, summarizes the results of the Mission questionnaire as they pertain to Missions needs. The primary area of need is technical assistance starting at the assessment and design stage through to project evaluations. Missions were guarded in their requests, however, insofar as acceptance of assistance was contingent on its relevance, its timeliness and its quality. Surprisingly, cost issues were not the highest concern and several indicated that sharing of costs with G/DG would be possible.

Table I -- Mission Questionnaire Results -- Requests for DG Assistance in ROL

MAJOR MANAGEMENT CONSTRAINT	TYPE OF ASSISTANCE REQUESTED	MISSION EXPECTATIONS	COST ALLOCATIONS
1. Staffing 2. Budget	<b>1. Technical Assistance for:</b> a. ROL Assessment b. ROL Strategy Development c. ROL Design d. ROL Evaluation e. ROL Impact Indicators f. Other areas as needed	Timely Response  Responsive Action  Competent Experts  Easy Procurement Mechanisms  Easy Access to Services	Shared with G/DG  Option to Fund from Project Funds (ie. not OE)  PD&S
	<b>2. Information on Lessons Learned/ Replicable Programs</b>  a. ROL Bulletin b. G/DG Database /MIS/Research		

Bearing in mind the preceding discussion on management decisions, the following section details the menu of activities that will be implemented and the criteria that the responder will have to meet in seeking an award.

#### General Comments on Technical Assistance

The primary focus of Mission requests is technical assistance for a variety of pre-, post and implementation related activities. This is consistent with the leading management constraint -- lack of staff -- that was overwhelmingly identified by

Missions in the questionnaire. In order to properly address this issue, G/DG will sign indefinite quantity contracts with up to XX organizations -- both from the private and non-profit sectors -- on the basis of their capacity to provide short and medium term technical assistance in the areas listed in Table I. Given the procurement integrity restrictions on a bidder's right to participate in design, evaluation and implementation of activities, those interested will have the choice on bidding on each of the separate areas of technical assistance. For each area of technical assistance, particular attention will be given to the following criteria.

1. ROL Country Assessment, Strategy and Project Indicator Development

The organization selected will demonstrate that it has a firm grasp of the basic criteria for assessing the appropriateness of a country or regional ROL program. This assessment of appropriateness will link the Mission ROL strategy with country context and the indicators which are best for assessing progress in each particular situation. The organization must be able to provide teams who can help missions develop a strategy, and/or indicators for measuring results as well as conduct a broader ROL assessment. The difficulty of establishing quantifiable means of assessing the success of a particular project or program appears to be common to many Missions. The necessity of defining these indicators is crucial both to monitoring and tracking accomplishments of the project as well as to account for outputs to project stakeholders.

In conducting the research and then developing a set of recommendations, including a rationale and justification for the start up of ROL activities, the organization(s) selected will at a minimum use the CDIE report framework and USAID Policy and Implementation Guidelines discussed above. The organization selected will work closely with the requesting Missions to conduct assessments to assure a good fit. However, final reports and recommendations will be submitted both to the Mission and G/DG so that lessons learned may be accumulated. Selection will be based both on the organization's experience in conducting ROL assessments, including strategy development and design of indicators, and on the experience of the consultants proposed.

The contractor will also develop a streamlined method to assist Mission Democracy Officers begin the process of collecting data to enable her/him to define activity/project impact indicators. The guidance will especially assist Officers who lack a technical background in ROL to define the types of data which will assist in measuring impact of planned ROL activities. The product could be a short manual or computerized macro (like the existing PIO/T macro) that, through a series of questions, leads the Project Officer through the steps of gathering the appropriate data that will be necessary to ultimately defining impact indicators for the project or activity

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in question. In developing the manual or macro, the contractor will refer to relevant information available on the subject. This activity will lay the foundation for, and be a component of a broader request for technical assistance by an individual Mission.

Depending on the success of the product, G/DG may elect to commission a short workshop on the use of the macro for the benefit of host country counterparts.

Verifiable indicators for this activity include:

- (1) Effective, efficient, and relevant responses to Mission requests for technical assistance in ROL country assessments, strategy and project indicator development;
- (2) Consistent assessment criteria based on approved USAID policy;
- (3) Improved quality of verifiable indicators for all ROL projects;
- (4) Increased efficiency in tracking and monitoring of Agency funded ROL projects;
- (5) Better understanding of sustainability as a factor in the development of ROL strategic plans;
- (6) Increased capacity to provide results oriented accounting to Agency stakeholders.

## 2. ROL Design

The organization selected will demonstrate that it has a firm grasp of the basic ROL activity design framework contained in the CDIE report and USAID Policy and Implementation Guidelines discussed above. In designing a ROL program or advising a Mission on appropriate program activities, the contractor will develop a set of recommendations, including a rationale and justification for the start up of ROL activities. The organization selected will work closely with the requesting Mission and will submit its final design paper both to the Mission and G/DG. Selection will be based both on the organization's project design experience and on the experience of the consultants proposed.

Verifiable indicators for this activity include:

- (1) Effective, efficient, and relevant responses to Mission requests for technical assistance to design ROL programs or activities;
- (2) Consistent use of design guidelines and criteria based on available and approved USAID policy and documents;
- (3) Improved quality and appropriateness of ROL activities in a given country setting;

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- (4) Integration of tracking and monitoring considerations in the design;
- (5) Integration of sustainability as a factor in the design of ROL activities;

### 3. ROL Evaluation

Technical assistance for evaluation will require the contractor to assess the achievements to date and provide the Mission and associated project stakeholders with an analysis of the success or failure in meeting objectives, be they at the activity/indicator level or at the Mission strategic objective/sustainability level. Where relevant, recommendations will address how to correct implementation to better achieve the different objective levels. In addition, where relevant, the evaluation report will identify activities that are replicable as pilot activities. The report will be addressed both to the host Mission and to G/DG. Selection will be based both on the organization's experience in conducting assessments and on the experience of the consultants proposed.

Verifiable indicators for this activity include:

- (1) Effective, efficient, and relevant responses to Mission requests for technical assistance to evaluate ROL programs or activities;
- (2) On-going improvement of the quality and appropriateness of ROL activities in a given country setting;
- (3) Improved ability to track and monitor general progress toward achievement of country strategic objectives in ROL;
- (4) Improved capacity to evaluate replicability potential of specific ROL programs.

### 4. ROL Implementation

Technical assistance or implementation will require the contractor to provide services as they become identified and requested by Missions. Such services may be short, medium or long-term and involve a variety of ROL related fields. The contractor(s) will be selected on the basis of its:

- Capacity to mobilize resources rapidly (consultants and/or other commodities);
- Breadth of relevant sectoral or geographic experience (domestic or international, regional or local, etc.)
- Track record in these areas

Verifiable indicators for this activity include:

- (1) Effective, efficient, and relevant responses to Mission requests for technical assistance to evaluate ROL programs or activities;
- (2) Efficient and timely mobilization of assistance resources
- (3) Effective and efficient implementation of Mission ROL programs or activities.

#### 5. Inter-Mission Exchange

The second general request of Missions is for G/DG to provide a forum for the exchange of lessons learned in the implementation of ROL projects. The request is both to exchange information on projects or individual activities within projects that have had impact -- or alternatively that have failed -- as well as those that have the potential for replicability.

To this end, G/DG will hire the services of a contractor to publish, on a quarterly basis, a Rule of Law Bulletin, attached to the Democracy Dialogue Newsletter that will, over time:

- (1) Inform Missions about G/DG ROL services (e.g. training, database/MIS, inventory) and programs or activities during the following period. Information will, to the extent possible be provided on factors such as cost, procurement methods, and time;
- (2) Account for G/DG's ROL activities during the previous semester and create a transparent record of its achievements;
- (3) Provide a forum for the exchange of ideas and lessons learned in ROL among and between Missions, G/DG, other USAID Bureaus and perhaps other U.S. Government Agencies;
- (4) Record significant advances or challenges in meeting USAID's strategic objectives in ROL as they pertain to the overall strategic objectives of USAID in the field of Democracy and Governance;
- (5) Highlight the programs of small, non-USAID affiliated NGO's working in the field of ROL. This section will enable Missions to learn about innovative programs implemented by organizations that would not otherwise have the capacity to inform G/DG about their ROL activities. The ROL Bulletin will give an organizational

profile summary as well as relevant data to enable interested Missions to contact them.

The contractor will be selected on its ability to demonstrate the following:

- (1) Firm grasp of ROL and the ability to compile, synthesize and analyze developments in the sector;
- (2) Resources to collect and present USAID achievements to date and lessons learned. This section will report USAID DG ROL on activities completed and will constitute a critical section of the publication as it will establish G/DG's track record and contribution to the achievement of USAID's and Missions' sustainable development objectives.
- (3) Extensive knowledge of the actors in the field of ROL so as to be able to highlight innovative developments or programs of particular noteworthiness;

Verifiable indicators for this activity include:

- (1) Quarterly ROL specific bulletin
- (2) Increased circulation and exchange of information between and among the Field and G/DG
- (3) Increased cross-fertilization of programs as evidence through individual ROL activity designs and outputs
- (4) Expansion of G/DG's portfolio of cooperating entities, namely in the NGO sector
- (5) Transparent record of G/DG achievements in the field of ROL

#### 6. ROL Database/MIS/Research

As stated above, G/DG's first priority is to provide Missions with efficient, relevant and timely technical assistance that supports implementation of their ROL programs. A key to furnishing high quality services is the availability of current, pertinent and useable information. G/DG thus requires the services of a contractor that demonstrates the capacity to develop and maintain a database/management information system that has at least the following ROL specific information:

- All USAID funded ROL activities -- past and present -- with cross-referencing of similar projects according to:
  - . region
  - . ROL sector (e.g. legal reform, improved AOJ, etc.).
  - . nature of assistance (training, workshop, etc.)
  - . contractors/grantees used
  - . activity budget including cost sharing, if applicable
  - . date of the activity (start and completion)
  - . success or failure/project impact/sustainability
- NGO's working in ROL with details on:
  - . ROL sector of expertise;
  - . geographic area of expertise
  - . nature of expertise (training, workshops, TA, etc.)
  - . USAID experience -- directly or indirectly
  - . ROL materials, teaching aids, manuals available
  - . information management system

The inventory of non-governmental organizations compiled during the G/DG ROL design will be the base of the ROL Database/MIS. Missions will be requested to provide quantitative and qualitative data, as it emerges from the assessment, design, evaluation or implementation of ROL activities.

Verifiable indicators for the success of the database/MIS include:

- (1) Over 250 ROL specialized organizations indexed and cross-referenced according to pre-defined criteria;
- (2) Bi-annual up-dates to add or delete organizations;
- (3) Timely responses to Mission requests for technical assistance in design, assessment, implementation or evaluation of ROL activities;
- (4) Increase in the number of requests for assistance or support for ROL related activities from field missions;
- (5) Decreased time between publication of solicitations and award of funds as a result of more targeted RFP/IFA's;
- (6) Constitution of a "lessons learned" database derived from field evaluations.

## 7. Pilot Programs

One of the guiding principles of the G/DG ROL project is to expand the portfolio of traditional cooperating entities so that new, and perhaps creative or innovative organizations may share their ROL experiences with Missions and G/DG. The inventory process revealed a plethora of small organizations, specialized in ROL,

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that have little or no USAID experience but are eager to collaborate with it. Creating the demand for such services is a challenge that confronts G/DG insofar as the Missions' lack of knowledge and information about these organizations makes them reluctant to invest in them. In an effort to educate Missions, G/DG proposes to fund several ROL activities as pilot projects for implementation by either individual or regional Missions. The objective of this activity will be two-fold:

1. To field test innovative ROL activities in selected Missions, and
2. To introduce new organizations to field Missions.

In an era of increasingly limited resources, pre-testing programs or activities to determine their potential for regional or global replicability constitutes sound and prudent stewardship of public funds. Proposals will be reviewed for their:

- 1) Consonance with G/DG strategic objectives;
- 2) Rationale and justification as ROL activities for a particular region(s);
- 3) capacity to address and integrate the guiding principles contained in Section II.D., above;
- 4) Demonstrated replicable and sustainable elements;
- 5) Innovation in the particular field of ROL.

Verifiable indicators include:

- (1) One ROL pilot activity field tested each year
- (2) Increased regional integration and exchanges in ROL;
- (3) Expansion of USAID portfolio of ROL specific cooperating entities;
- (4) Increased attention to replicability as an element of ROL program or activity design;
- (5) Increased control over implementation of results-oriented ROL activities.

#### 8. ROL Training Workshops and Conferences for USAID Staff

To improve the effectiveness of DG/ROL staff both in Missions and at USAID/Washington, G/DG proposes a training program designed to teach basic knowledge in DG/ROL. This program will incorporate workshops and conferences to bring in the broadest possible range of participation. A significant criticism of Democracy and Governance projects as a whole is the lack of consistency in the educational background and training of the various staff persons entrusted with management, monitoring, or implementation of the projects. Some have very solid legal backgrounds while others have little or none. G/DG will work with a contractor to

develop a multi-year, multi-phase training program for Democracy staff in Missions, including USDH, PSC and FSN/TCN staff, as well as G/DG staff based in Washington. The proposed training will focus on:

- Basic elements of the US legal system
- Basic elements of comparative law
- Introduction to democratic principles and practices
- Introduction to basic elements of Rule of Law: what it is; how it relates to democracy building; target beneficiaries for RCL programs;
- Advanced ROL theory and practice: model projects, theoretical trends and developments; linkages between ROL and other topics subsumed under the global term "good governance", for instance, civil society, economic development, human rights, environmental protection, education and population control/planning.

The goal of the training program is to give all staff involved in Democracy and Governance Rule of Law projects, a basic course that efficiently and effectively addresses the field of ROL from a basic introduction to an advanced level. The training program will be open to all G/DG officers (USDH, USPSC, FSN and TCN) and will be conducted once a year either in Washington or in the field. Where necessary, a simplified or abridged version, for FSN staff may be developed. In such case, the training program would be conducted either in a Regional Mission or alternatively in a large Mission that could accommodate FSN staff from surrounding countries.

Development of the program will be entrusted to a contractor that will present G/DG with up to three options for programs that address at least the following factors:

- a. Length of each training component;
- b. Type of curriculum/training materials to be developed for each component: introductory courses, mid-level and advanced;
- c. Type of curriculum/training materials to be developed for a separate FSN program if such is deemed necessary;
- d. Training site(s);
- e. Development of a training of trainers (TOT) program for possible in-house course implementation;
- f. Refresher course;
- g. Timetable for course offerings.

Expressions of interest in the program, and the specific options, will be requested from both Mission and G/DG staff.

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Verifiable indicators of success include:

- (1) ROL knowledgeable and competent USAID DG staff;
- (2) Improved quality of ROL activity design;
- (3) Improved tracking and monitoring of ROL activities.

## 9. Training Workshops and Conferences for Host Country Counterparts

Closely linked to the foregoing is the development of a ROL training program for host country counterparts in government and non-government organizations involved in the country's ROL Capacity Building effort. The primary purpose of the program will be to foster inter- and intra-regional exchanges designed to educate and inform recipients of developments, innovations, successful programs in ROL. Where programmatically feasible and advantageous, the contractor will arrange for study tours (short, medium or long term) within the region or in the United States. The contractor will work closely with G/DG to develop a training program that emphasizes at least the following:

- Introduction to basic elements of Rule of Law: what it is; how it relates to democracy building; target beneficiaries for ROL programs.
- Regional experiences -- successes and failures

Verifiable indicators of success include:

- (1) Increased synergy between Mission-driven and Host country-driven ROL programs;
- (2) Increased impact and sustainability of ROL activities;
- (3) Increased learning curve of host country counterparts;
- (4) Increased cross-fertilization of regional ROL programs and activities;
- (5) Increased regional integration and stability.

## 10. Networking

### *a. Expanding the USAID ROL portfolio of cooperating entities*

As stated throughout the present paper, one of G/DG's chief objectives is to introduce new organizations to USAID's traditional portfolio of ROL cooperating entities. To the extent that these many of these target organizations are unfamiliar with USAID and its operating procedures, G/DG proposes to conduct a series of

workshops to introduce them to USAID and acquaint them with rules and regulations governing USAID grants or contracts. The workshops will emphasize building linkages between USAID and this new community, sharing information on ROL activities, guiding these organizations through the processes of applying for USAID grants or contracts, and explaining rules governing the awards of small grants for solicited or unsolicited proposals.

In order to test this approach, G/DG will begin with a small workshop for Washington D.C. area based organizations that work in the field of ROL and will invite them to participate in such a workshop. Based on feed-back received, G/DG will then expand the target audience to the whole country.

G/DG will work closely with other USAID Bureau's -- namely the Procurement and Contracting Offices -- to ensure that they participate in the workshops and provide participants with a clear understanding of their requirements.

#### *b. Network Strengthening Workshops and Conferences*

In addition to the workshops geared specifically to small organizations unfamiliar with USAID, G/DG will institute regular conferences and workshops. The purpose of these conferences will be two-fold:

- 1) To foster and maintain an open channel of communication between G/DG and the NGO sector in the field of ROL;
- 2) To provide a forum for the introduction of materials and new actors -- namely small NGOs unfamiliar with USAID/G/DG -- to Missions and G/DG.

The conferences will be both: a) Topic specific: Inform Missions and AID/W staff of developments and innovations in the different ROL fields (ie. legal reform, judicial independence, improved administration of justice, structural reform, access to justice, alternative dispute resolution, criminal and civil prosecution, public defense and legal aid, the rights of disadvantaged groups, etc.) and b) Practical: Provide a forum to introduce new and innovative, ROL-specific materials.

G/DG will encourage Missions to invite host country counterparts, where programmatically advantageous.

To best implement these workshops and conferences, USAID seeks to draw on the experience and knowledge of organizations that have a firm grasp of the actors in the ROL field and can serve as "hubs" either to provide information on potential

participants or as contractors to provide services themselves under an umbrella grant. The RFP/IFA for this activity will therefore emphasize collaboration with large organizations that have extensive information and/or databases on one or more sectors in ROL and the capacity to advise USAID on actors in their field of expertise.

For the small NGO workshop, the contractor will work closely with G/DG to:

- Develop a program of materials that present and explain USAID to US based organizations that work in the ROL;
- Assist G/DG with developing a contact list of participants to test the workshop;
- Coordinate with Missions and other USG Agencies to reach as broad an audience as possible;
- Inform all interested parties of the workshop;
- Organize the logistics for the workshop;

For the conferences, the contractor will work closely with G/DG to:

- Develop programs that address ROL-relevant issues and promote interaction and exchange among participants;
- Assist G/DG with developing a contact list of participants to test the workshop;
- Coordinate with Missions and other USG Agencies to reach as broad an audience as possible;
- Inform all interested parties of the conferences;
- Organize the logistics for the conferences;

Verifiable indicators of success include:

- (1) An expanded portfolio of ROL specialized cooperating entities;
- (2) Efficient and informative workshops and conferences on ROL and USAID related topics;
- (3) Increased linkages with and within the USAID/ROL NGO community;
- (4) Increased cross-fertilization of field programs;

### C. Summary of Activities

Prior to making any decisions on activities, the management issue discussed above in Section III.B. must be resolved. Depending on the conclusion, the following table may be used to establish priority procurement actions.

ACTIVITY	PROCUREMENT MECHANISM
1. ROL Country Assessment, Strategy and Project Indicator Development	<ul style="list-style-type: none"> <li>- Select mechanisms most               <ul style="list-style-type: none"> <li>. effective</li> <li>. efficient</li> <li>. appropriate for achieving the purpose: IQC's, grants, cooperative agreements, etc.</li> </ul> </li> <li>- RFP/IFA for each activity OR one global RFP/IFA with each activity as a distinct element to be bid.</li> <li>- Evaluate proposals</li> <li>- Award contract/grant/etc.</li> </ul>
2. ROL Design	
3. ROL Evaluation	
4. ROL Implementation	
5. Inter-Mission Exchange	
6. ROL Database/MIS/Research	
7. Pilot Programs	
8. ROL Training Program for USAID Staff	
9. Training Workshops and Conferences for Host Country Counterparts	
10. Networking <ul style="list-style-type: none"> <li>a. Expanding the USAID ROL portfolio of cooperating entities</li> <li>b. Network Strengthening Conferences and Workshops</li> </ul>	

**1. Substantive elements:**

. Legal Reform:

Draft and revision of constitutions, codes, laws, decrees and regulations; compilation and organization (indexing) of sets of laws, codes, etc.

Assistance to principals involved in tasks listed above, including legislative and executive branches of government (@ national and local levels); participatory groups such as law schools, bar associations, interest groups and grassroots organizations; can involve technical assistance and training, and the development of procedures/processes such as public hearings.

. Judicial Independence:

(note: implies an understanding that the notion of judicial independence is interpreted in differing ways in other systems of laws; may mean "strengthening" of judiciary, rather than rigorous - US like model of independence from other branches of government).

Assistance re: organization of an independent judicial branch including budgetary process; locus, policies/procedures ( for screening, appointments/selection, compensation, career ladder, tenure); mechanisms for discipline. ethics, weeding out corruption; access to information and education; development of support structures (staff, equipment).

Training and continuing education; executive enforcement of judicial rulings; personal safety.

. Improved Administration of Justice

(note: broadly, to improve efficiency and effectiveness of justice system - not limited to courts)

Assistance re: developing structure(s) and accountability of administration of courts and other components of justice system including procedures, capacity for gathering and analyzing data, case processing (strategies for delay reduction), expertise in administration of and coordination amongst all justice system components.

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Screening, recruitment, training, compensation, career ladders, standards of performance, ethics, process to ensure against corruption and provide for public scrutiny.

. Structural Reform

Development of mechanisms and means, such as commodities assistance, to implement reforms -ex: how structures or procedures need to be modified to conform with changes in constitution or law (such as transfer of police function to civilian authority); which new ones must be created and how (such as new public defenders office).

Coordination among governmental groups, between branches of government, between government and private or independent sectors. Coalition and constituency building to support reforms.

. Access to Justice

Development of mechanisms to promote equal access for all to formal and informal systems of justice - including tasks such as constituency building/support for same, access to legal education and training (professional and civic), and public access to information re: justice system.

Development of infrastructures (legislation, regulation, budget etc) for provision of legal defence for all, availability of alternate mechanisms for resolving disputes (ADR or informal justice).

Capacity for advocacy (labor rights, human rights, rights of women and ethnic/religious minorities and oppressed groups).

. Alternative Dispute Resolution (ADR)

(note: broadly, to complement court systems and increase access to justice, effective/fair resolution of cases, improved governance and participation in civil society)

Development of systems and options, drawing on processes such as mediation, arbitration and hybrids; familiarity with/ability to build upon existing customary procedures and informal systems that need to be harmonized with formal systems of justice; accountability, research and evaluation; standards of performance/accreditation; application in differing substantive contexts (civil, criminal, administrative, regulatory, community,etc).

Development of supplementary programs such as mediation in schools, collaborative problem solving in communities, constituency building for non violent handling of conflicts.

. Criminal/Civil Prosecution

Development of mechanisms to provide for fair, impartial and competent prosecution of criminal/civil cases; definition of relationship with judiciary, police/corrections, and other components of criminal/civil justice processes (ex: administrative law); structure (budget, locus, ethics, performance standards, record keeping) and systems for public accountability.

Training and professional development.

. Public Defense & Legal Aid

Development of mechanisms to provide legal representation regardless of financial means, political affiliations, etc.; process/regulation to guarantee availability of same; structure (budget, locus, ethics, accountability, performance standards, record keeping), constituency building.

Training of public defenders (formal and informal) and pro bono lawyers.

. Other

(note: used to identify and capture special areas of expertise within or in addition to components listed above, such as: family law, women's rights and access to justice, juvenile justice, environmental law, etc.)

## 2. Types of expertise

. Technical Assistance

(note: broadly, the delivery of services which assist the "doer" in a particular project)

Provide technical know-how, to assist:

. Development of needs assessment (problem/needs statement, link with ROL components/stages of development)

- . Program design (for specific country or region) including programmatic definitions (goals, objectives, strategies, budget)
- . Development of evaluation project (methodology, definition of outcomes and measurements)
- . Implementation of program (by principal contractor or grantee, or subcontractor, or AID personnel)
- . Gathering/exchanges of information that will enhance development or implementation of project (materials, networks); includes clearinghouse functions
- . Training

Capacity to develop and deliver training program (including curriculum, methodology, access to faculty, development of training materials, etc.)

- . Research

Capacity to examine and assess a project at mid term or at end (applied research/outcome evaluations), or explore (theoretical, basic research) - including development of methodology, expertise in subject matter, etc.

- . Implementation

Capacity to execute the project and be accountable for project results (can include capacity to function as intermediary)