



CHEMONICS INTERNATIONAL INC.



Women in Development IQC

WOMEN'S LEGAL RIGHTS INITIATIVE

Year Two Work Plan: October 2003 – September 2004

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EXECUTIVE SUMMARY

In September 2002, the U.S. Agency for International Development (USAID), through the Office of Women in Development (EGAT/WID), awarded the Women's Legal Rights Initiative under the Women in Development (WID) indefinite quantity contract (IQC) to Chemonics International Inc. Chemonics and its partners – the Center for Development and Population Activities (CEDPA), Partners of the Americas (POA), MetaMetrics, Inc., Edelman Communications, Inc. (ECI), and Development and Training Services, Inc. (DTS) – provide technical services in the area of women's legal rights through the USAID Women's Legal Rights Initiative (WLR). The WLR project is designed to contribute to the goals and intermediate results of EGAT/WID's Strategic Objective 3 (SO3), "Women's Legal Rights Increasingly Protected," and to strengthen USAID mission strategic objectives, particularly with regard to democracy and governance.

During the first work plan period, October 1, 2002 to September 30, 2003, the WLR team identified six focus missions in collaboration with EGAT/WID and USAID/Washington regional bureaus. These include USAID/Guatemala, USAID/Albania, USAID/Regional Center for Southern Africa (RCSA), USAID/Madagascar, USAID/Benin, and USAID/Rwanda. The team conducted extensive preliminary research in women's legal rights issues worldwide and established ties with organizations active in this realm. In furtherance of WLR activities with the selected focus missions, WLR conducted site visits to Guatemala, Albania, and Southern Africa to introduce the project and identify the constraints to women's legal rights and discern gaps that remain in both knowledge and practice. As a result of these visits, WLR drafted assessment and analysis reports that included specific findings and recommendations for activities that USAID/Guatemala, USAID/Albania, and USAID/RCSA could implement with assistance from the WLR team.

In launching WLR during year one, care was taken to ensure that strategies to promote and strengthen women's legal rights would be responsive to focus missions, regional bureaus, and EGAT/WID. WLR's approach to implementing this project also stems from the team's years of service in democracy and governance and in supporting and implementing WID goals, and a profound commitment to women's legal rights.

All of these elements have formed the preparation of the Year Two Work Plan, which includes project start-up activities in Guatemala, Albania, and Southern Africa as well as project design and implementation in Madagascar, Benin, and Rwanda. Section A introduces the WLR task order and reviews the lessons learned during year one. It also provides an overview of the project's goals and objectives.

Section B describes the role of the WLR project within the overall structure of EGAT/WID activities. This includes a discussion of the refined WLR results framework. This section also introduces updated guiding principles for implementation and efforts to link with other projects.

WLR's detailed approach to the work is presented in Section C. This section presents the WLR project's implementation strategy by focus country and introduces the team members who will be responsible for activities and results.

The project management plan is set forth in Section D. Here, the administrative and management systems that will ensure effective project implementation are addressed. This includes implementation of WLR's communications strategy and performance monitoring system.

Annex A contains a chart of the work plan with timelines for specific tasks and parties responsible for their completion. Annex B illustrates the proposed format for WLR country action plans. The detailed WLR communications strategy is presented in Annex C, and Annex D includes WLR's complete monitoring and evaluation system.

WOMEN'S LEGAL RIGHTS INITIATIVE: YEAR TWO WORK PLAN: OCTOBER 2003 – SEPTEMBER 2004

A. Introduction

A1. Contract Background

On September 30, 2002, the USAID Office of Women in Development (EGAT/WID) awarded the Women's Legal Rights Initiative (WLR) task order under the Women in Development (WID) indefinite quantity contract (IQC) to Chemonics International, Inc. and its subcontractors, the Center for Development and Population Activities (CEDPA), MetaMetrics Inc., Partners of the Americas (POA), Edelman Communications, Inc. (ECI), and Development and Training Services, Inc. (DTS). The Women's Legal Rights Initiative is designed to contribute to the goals and intermediate results of EGAT/WID's Strategic Objective 3 (SO3), "Women's Legal Rights Increasingly Protected," and to strengthen USAID mission strategic objectives, particularly with regard to democracy and governance. WLR is an initial three-year project with a possible two-year extension. The project is worldwide in scope and covers a variety of different technical areas to support and promote women's legal rights.

During its first year, the Chemonics team made significant progress toward achieving results, as reported in the *Fourth Quarterly Report* and the *First Annual Report on Best Practices, Lessons Learned and Success Stories*. One of the most important achievements was the selection of focus missions for WLR activities with EGAT/WID, USAID/Washington regional bureaus, and key mission staff around the world. Selected focus missions include Guatemala, Albania, Regional Center for Southern Africa (RCSA), Madagascar, Benin, and Rwanda. By the end of September 2003, the WLR team completed assessment and analysis visits to Albania, Guatemala, and Southern Africa (Botswana, Mozambique and South Africa). Through these site visits WLR team members gained a better understanding of the situation for women in these countries and the most critical areas for intervention. The social, political, and economic environment for women varies from region to region. The WLR team documented these differences and developed a better appreciation of the status of women's legal rights and activities necessary for improvements. Meeting with key stakeholders on substantive problems also generated insights into, among other things, local concerns and constraints.

At the same time, field visits provided a critical linkage between project goals and the groups and individuals targeted for specific interventions. Those planning visits have improved comprehension of in-country conditions and aided in the identification of approaches most likely to be feasible and effective. During the first year, WLR, working with missions, government officials, and civil society organizations (CSOs), has gained a better grasp of the technical and socioeconomic issues involved in women's legal rights worldwide.

Based on lessons learned during year one, WLR must address three main issues to be effective. Those issues are as follows:

- Development of impact indicators that take into consideration how tools are developed, when they are used, and how they will contribute to strategic results.

- Institution of effective strategies for in-country coordination with partners and other stakeholders to leverage and pool resources with donors and donor projects.
- Promotion of sustainable project activities that build capacity and expeditiously transfer responsibility to partners and stakeholders to continue the work.

The issues above were the focus of combined policy-technical discussions at the Second Work Planning Workshop of November 3 to 5, 2003. Key members of the WLR team participated in the workshop. Members of the WLR team now have a shared vision of the types of impacts the project aims to accomplish, and the WLR team has moved toward implementation of core activities.

The overall result is a Year Two Work Plan drawing on both the lessons learned and extensive input from development partners via the Work Planning Workshop and field visits. The WLR team believes that as a result of this process, activities in year two will be more focused and expeditiously implemented than was possible during the first year.

A2. Project Overview

The objective of the WLR project is to strengthen and promote women's legal rights by enhancing opportunities for women to meaningfully participate in the economic, social and political dimensions of society. To achieve this goal, the project will coordinate with donors and stakeholders to provide strategies that identify the obstacles and constraints that block women's exercise of internationally-mandated human rights, discern gaps in knowledge and practice that exist in order to address and rectify inequities, and document and widely disseminate best practices in strengthening and promoting women's legal rights.

The task order scope of work identifies preliminary focus missions that have expressed strong interest in the project. During year one, Guatemala, Albania, Regional Center for Southern Africa (RCSA), Madagascar, Benin, and Rwanda were selected as initial focus missions with EGAT/WID, USAID/Washington regional bureaus, and key staff from prospective missions. Following this collaborative selection process, the WLR team began assessment and analysis visits to focus missions to stimulate discussion in missions and identify priority issues related to women's legal rights. Following the assessment and analysis phase, the WLR team will develop action plans targeting women's legal rights issues in coordination with the focus missions and will guide the implementation of those action plans. The action plans will reinforce the mission's relevant strategic objectives and dovetail with other mission activities while ensuring that ongoing initiatives do not duplicate local efforts being implemented by other donors and partners.

Technical services provided under the WLR project will address the legal and judicial framework as well as promote advocacy and awareness through community-based efforts and civil society organization (CSO) strengthening. Given the fact that the implementation of this project will require tailoring project efforts to address country-specific legal and societal factors, WLR activities will vary from country to country.

In addition to implementing activities with focus missions, the WLR project will function as a centralized clearinghouse for information, tools, documents, and best practices regarding women's legal rights and serve as a resource for EGAT/WID and operating units at USAID/Washington.

B. Role of the WLR Initiative

B1. The EGAT/WID Strategic Objective 3 Framework and Links to Missions

As noted in the Year One Work Plan, development is an imprecise science with many variables outside the control of the WLR team. The results framework exercise conducted in the first year provided a functional point of departure, based on existing conditions and perceptions. Results frameworks are not meant to be static, however, and should change as conditions, such as country-specific priorities and funding availability, change. During the first year of implementation, the WLR team identified several modifications to the wording of the original SO3 intermediate results (IRs); they were as follows:

- **IR 1 – Improved Legislation to Protect Women's Legal Rights.** WLR added the word “legal” to highlight WLR's focus on women's legal rights. Under this IR, WLR will facilitate development of legislation supportive of women's legal rights by providing legal drafting assistance and training on international human rights standards.
- **IR 2 – Enhanced Justice Sector Capacity to Interpret and Enforce Legislation that Protects Women's Legal Rights.** WLR replaced “judicial sector” with “justice sector” to more accurately reflect implementing partners, which will include judges and prosecutors. WLR also deleted “in a gender-equitable manner” and added “that protects women's legal rights.” This better captures WLR's focus on women's legal rights. WLR will contribute significantly to this IR through high-impact assistance to justice sector officials in areas such as violence against women and property rights.
- **IR 3 – Strengthened Civil Society Organization Ability to Advocate for Women's Legal Rights.** WLR added “ability” and replaced “concerns” with “legal rights” to emphasize WLR's focus on CSO capacity building and legal rights. WLR will contribute to this IR by introducing innovative and sustainable advocacy training projects and approaches to the provision of legal assistance.
- **IR 4 – Increased Public Awareness of Women's Legal Rights.** Here, “knowledge of and societal receptivity to” is replaced with “public awareness” to underline WLR's focus on raising awareness of women's legal rights among women and the general public. WLR will contribute to this IR through legal literacy campaigns that inform women and the public about women's legal rights and mechanisms for redress.

Impact indicators for these intermediate results are presented in Annex D. These indicators will ensure that the WLR project will support achievement of IRs and meaningful project reporting.

B2. The WLR Initiative Results Framework

The results framework is presented below.

<p style="text-align: center;">Results Framework: Women's Legal Rights Increasingly Protected (SO 3)</p> <p>IR 1. Improved Legislation to Protect Women's Legal Rights</p> <p>IR 2. Enhanced Justice Sector Capacity to Interpret and Enforce Legislation that Protects Women's Legal Rights</p> <p>IR 3. Strengthened Civil Society Organization Ability to Advocate for Women's Legal Rights</p> <p>IR 4. Increased Public Awareness of Women's Legal Rights</p>

B3. Guiding Principles for Implementation

The WLR project will focus on *strengthening and promoting women's legal rights* worldwide. While many of the activities designed and implemented by the WLR team will be specific to a given country, they will be guided by four key principles:

Support coordination and leverage resources. WLR will seek to build onto existing projects and initiatives that address local needs and do not reinvent the wheel. Cooperation with other donors, international organizations, and CSOs will be essential to building partnerships, establishing networks, as well as leveraging resources necessary to ensure sustainability.

Provide high impact, results-oriented technical assistance that promotes participation and transparency. WLR will design tools for decision makers and advocates, as well as tailored technical assistance packages for EGAT/WID, regional bureaus and missions. WLR-designed and/or -supported interventions will be linked to well-defined opportunities based on the total in-country picture, involve local partners, be responsive to local needs, and provide the opportunity for the introduction of new approaches and methodologies to women's legal rights. WLR will incorporate lessons learned locally and globally, constructing new models, as appropriate.

Foster sustainability through strengthening capacity of local partners. WLR is a short-term effort, and as such, it is imperative that project activities strengthen local institutional and partner capacity, as well as identify and foster capacity, leadership and ownership at every level possible, in each focus country. Building public-private partnerships is imperative to ensure funding sources that will allow local institutions to become sustainable.

Stimulate discussion and action on women's legal rights and economic empowerment. WLR will help stimulate discussion with missions, project partners, and host-country institutions on the value and critical linkages of strengthened women's legal rights. WLR will emphasize that economic empowerment is the basis for women being able to pursue and achieve their legal rights. WLR will demonstrate the importance of women's legal rights and act as a resource for USAID, local and international partners and the donor community.

B4. Linkages with Other Projects

The WLR project was designed to work in tandem with other projects. In addition to participating as an active member of the WID IQC community, the WLR team will coordinate with other WID IQC efforts and Task Orders, such as “Gender Integration” and “Support to USAID Anti-Trafficking Activities.” WLR will also support existing mission programs related to women’s legal rights and ensure that the team’s efforts do not duplicate work of other donors within a given country. These activities will reinforce the mission’s relevant strategic objectives, particularly with regard to democracy and governance, and seek to embrace other mission sectors and activities.

During the assessment and analysis phase, numerous linkages with other projects have been established, with potential areas of collaboration identified. Some of these include:

- Collaborating with the Leadership and Advocacy for Women in Africa (LAWA) Program of the Georgetown University Law Center.
- Identifying opportunities for cooperation on anti-trafficking issues with Development Alternatives, Inc. (DAI) and Creative Associates.
- Coordinating CEDAW related efforts with the American Bar Association’s (ABA) Central European and Eurasian Law Initiative (CEELI) as well as the ABA’s councils for Africa, Asia, and Latin America.
- Cooperating with the International Association of Women Judges and their worldwide network of women judges.

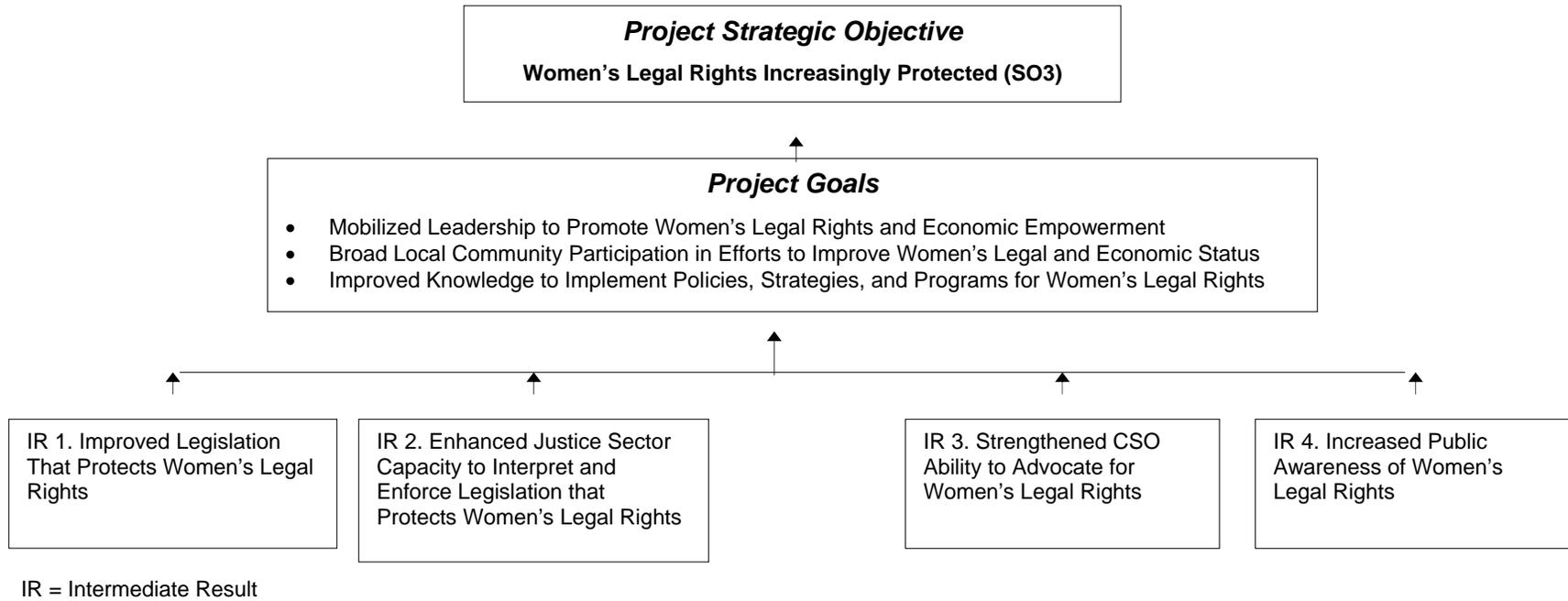
Potential opportunities for collaboration across project activities abound. It is a WLR priority to establish mechanisms for coordination with partners and other stakeholders, as well as collegial, open relationships with other WID projects, always on the alert for synergies and joint efforts, both with USAID and other partners and donors.

The Year Two Work Plan that follows is presented in two sections. The approaches that WLR will take to ensure its ability to reach proposed technical benchmarks and indicators are outlined in Section C. Section D details WLR’s approach to program management and sets forth the steps that WLR will take to ensure the provision of appropriate management and coordination that fully supports project implementation. This includes implementing the WLR communications strategy and performance monitoring system.

C. Detailed Work Plan

WLR’s technical strategy for the second year is illustrated in the results framework chart on the following page. Various local and international WLR team members will assist each country manager in implementing activities and tasks. These supporting professional staff members are designated in the resources section of each country activity and are noted in the timelines as well.

Women’s Legal Rights Initiative Results Framework



The text that follows introduces WLR's overall implementation approach and provides details on each country activity, their strategies, associated activities and tasks, resource requirements, and illustrative benchmarks. More detailed information regarding country activities will be included in country action plans.

C1. Design and Implementation Approach

Introduction. During year one, in direct consultation with USAID/Washington regional bureaus and EGAT/WID, the WLR project selected USAID/Albania, USAID/Guatemala, USAID/Regional Center for Southern Africa (RCSA), USAID/Madagascar, USAID/Benin, and USAID/Rwanda as the initial six focus missions for the project. After the collaborative selection process, key staff in the initial focus missions were consulted to begin the design and development of programs that specifically address their programming needs. In launching the WLR project with selected missions; the team will undertake the following methodology in implementing activities.

Conduct assessment and analysis visits. Based on initial discussions, the WLR team will visit selected focus missions. During this initial trip, the WLR team will work closely with USAID democracy and governance strategic objective teams and WID or gender officers (where present) to identify constraints to women's legal rights, current programs in place; discern gaps that remain in both knowledge and practice and issues in need of redress; and document "best practices" that may serve as models.

As a training tool to help stimulate discussion in each focus mission, the WLR team developed a Power Point presentation that focuses on the issues of concern related to women's legal rights in that country, as well as the region overall. The presentation highlights women's achievements during the past five years in policy-based advocacy, legal and judicial reform, legal literacy, and elsewhere where the human rights agenda has been advanced in relation to women's legal rights.

During year one, the WLR team completed assessment and analysis visits to Albania, Guatemala, and RCSA (which included site visits to Botswana, Mozambique, and South Africa). In October 2003, an assessment and analysis visit was conducted to Madagascar. Visits to Benin and Rwanda are planned for 2004.

Develop country action plans. These initial assessment and analysis visits will result in the drafting of specific country action plans, which will be approved by the missions in draft and concurred with by the Cognizant Technical Officer (CTO). The action plans will form the basis of the work plan and will be implemented in coordination with USAID. They will reinforce the mission's relevant strategic objectives and dovetail with other mission activities. The WLR team will ensure that these work plans do not duplicate the work of other donors, and uphold the goals and objectives of women's groups and civil society organizations within the given country. Action plans will make reference to the coordination of work with existing mission and Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)/DG programs in the democracy and governance realm and other relevant sectors.

During the first quarter of year two, draft country action plans for Albania and Guatemala have been submitted to the CTO for review. An illustrative country action plan outline is included as Annex B of this document.

Implement country action plans. Following the initial visits to missions, collaborative design of action plans, and CTO approval of the annual work plan, the WLR team will begin implementation of the project. Implementation may continue through the first three-year base period of the WLR task order. Implementation will be guided by the CTO and SO3 team (goal, intermediate results, and indicators) and by mission strategic objectives. In all cases, the WLR team will ensure maximum collaboration and coordination with USAID programs and partners.

WLR core team members will travel to the activity countries regularly to check on the status and provide programmatic troubleshooting as required. In addition, they will be in regular communication—by email, phone and fax—from Washington, DC with the field. The core team may identify technical experts on a specific topic who will be fielded for technical assistance and/or training of mission staff or implementation partners.

Evaluate country programs. An important ongoing task will be monitoring and evaluation (M&E). M&E will include the collection of gender-specific statistics and data, and effectiveness measures will be designed with input from local women’s civil society organizations and other interested and involved local partners. International human rights standards can also be an effective overarching framework and measure. The M&E plan is discussed further in Section D below.

Annual Best Practices, Lessons Learned, and Success Stories Report. Best practices and lessons learned does not mean transplanting a program or strategy wholesale from one country to another, but rather identifying transferable principles that can be adapted to different contexts. Some examples include identification and dissemination of model legislation (both national and international), and education and awareness-raising on women’s legal rights (e.g., creation of legal rights education on women’s rights for women, men, youth and other disenfranchised populations). As a knowledge-sharing mechanism, the WLR team will prepare an annual report at the end of each year on best practices, lessons learned, and success stories. During the first quarter of year two, the WLR team submitted the *First Annual Best Practices, Lessons Learned, and Success Stories Report* to EGAT/WID for review. At the end of year three, WLR will submit a comprehensive *Best Practices in Women’s Legal Rights* report that will be translated into French, Spanish, Portuguese and Russian and disseminated widely to international partners and the donor community.

Resources. The Project Director David Vaughn will have oversight and responsibility for the overall implementation approach. He will work closely with WLR Legal Specialists Teresa Cannady, Lelia Mooney, and Susan Bazilli to ensure that the implementation methodology is followed and proper technical focus is maintained.

Benchmarks. The benchmarks for the overall implementation approach in year two are:

- Key missions in Madagascar, Benin and Rwanda visited and project introduced.
- Assessment and analysis reports for Madagascar, Benin and Rwanda drafted.
- Country action plans for Albania, Guatemala, RCSA, Madagascar, Benin and Rwanda developed.
- Country action plans implemented and evaluated.

- Second annual best practices, lessons learned, and success stories report prepared.

The following sections discuss country-specific activities. More detailed information will be presented in each country action plan. An illustrative country action plan outline is presented in Annex B.

C2. Albania

Following the completion of an assessment and analysis visit in early July 2003, a series of recommendations for activities in Albania was approved. Those activities are incorporated into the draft country action plan which provides for their implementation including the necessary resources, benchmarks, and expected results. The activities were designed based on the current legal situation and priorities in Albania with a focus on combating trafficking of women as well as domestic violence and family law issues. The completion of these activities will result in improved justice sector capacity to enforce women's legal rights and increased access to justice for women with a corresponding decrease in the number of women who become victims of trafficking.

C2a. Component 1: Anti-Trafficking

Overview and strategy. The U.S. Department of Justice's International Criminal Investigative Training Assistance Program (ICITAP) and Overseas Prosecutorial Development Assistance and Training (OPDAT) are training and assisting police and prosecutors on police-prosecutor relations, human trafficking, organized crime, and ethics. The missing link in the equation is training and technical assistance for the judiciary. WLR will add value by focusing on the judicial response to human trafficking.

Key activities. WLR will provide two training sessions for judges who handle trafficking cases and develop and distribute a "bench book" on human trafficking. The bench book will serve as a procedural manual for judges because such cases do not regularly come before the court. The bench book will provide a reference resource for judges containing the law and international protocols, commentaries on the law, step-by-step checklists, and additional information about shelters, counseling, job training, and related services.

Resources. Legal Specialist Teresa Cannady will have primary responsibility for these activities and is supported in Albania by Women's Legal Rights Advisor Emira Shkurti and Administrative Assistant Flacelia Celsula. Local and international short-term technical experts will be used as necessary for training on anti-trafficking and preparation of the bench books.

Benchmarks. The two benchmarks for this work plan period are:

- Two-day interactive training course completed.
- Anti-trafficking bench book published.

These benchmarks fall under Intermediate Result 2: Enhanced Justice Sector Capacity to Interpret and Enforce Legislation that Protects Women's Legal Rights and associated indicators (2) number of legal professionals trained in women's legal rights and international human rights law, (3) number of judicial decisions that cite international human rights law, and (5) number of

legal professionals utilizing project-sponsored publications on women's legal rights.

C2b. Component 2: Domestic Violence

Overview and strategy. Domestic violence is one of the most serious threats to the well-being of women in Albania. Women often escape an abusive home only to become victims of trafficking, where violence is even more pervasive. To combat this problem, the WLR team will provide training sessions for judges and lawyers on the utilization of current national and international law to protect women. WLR will also provide technical assistance for the drafting of a domestic violence law. In addition, the WLR team will support NGOs in raising awareness about domestic violence and conducting research on its occurrence and community responses.

Key activities. WLR assistance will include two training sessions for legal professionals on how to use current national law as well as international law, including Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and other human rights instruments, as tools to protect women. WLR will also support the CSO community and government in their efforts to draft and adopt a domestic violence law by providing sample codes, reviewing proposed drafts, and supporting research, roundtables, and awareness campaigns on domestic violence.

Resources. Legal Specialist Teresa Cannady will have primary responsibility for these activities and is supported in Albania by Women's Legal Rights Advisor Emira Shkurti and Administrative Assistant Flacelia Celsula. Ms. Cannady will coordinate closely with the CSO sector to develop a community coordinating council to ensure the full participation of partners and maximize resources to combat violence. Short-term technical assistance and training will be used as necessary to design and implement advocacy program and public awareness campaign.

Benchmarks. The benchmarks for these activities are as follows:

- One-day interactive training course for legal professionals completed.
- Draft domestic violence law completed and reviewed.
- Community coordinating council created.
- Advocacy and public awareness training program for CSOs completed.

These benchmarks fall under the following intermediate results and indicators: IR 1: Improved Legislation to Protect Women's Legal Rights and associated indicator (2) number of legislative actions taken to embody women's rights in law; IR 2: Enhanced Justice Sector Capacity to Interpret and Enforce Legislation that Protects Women's Legal Rights and associated indicator (2) number of legal professionals trained in women's legal rights and international human rights law; IR 3: Strengthened CSO Ability to Advocate for Women's Legal Rights and associated indicator (4) number of legislative and/or policy actions taken as a result of civic advocacy; and IR 4: Increased Public Awareness of Women's Legal Rights and associated indicators (1) number of media stories that reference women's legal rights and (2) number of publications or campaigns developed to educate women and the public on women's legal rights.

C2c. Component 3: Family Law

Overview and strategy. A new Family Code was recently adopted in Albania to become effective

in late December 2003. This new law provides an excellent and timely opportunity for WLR to promote women's legal rights. It contains significant changes regarding the ownership of property. Parties may now specify, through a marriage contract, who will hold title of the property. Failure to do so results in a default provision as to how the property is held. This system could be ripe for manipulation and may result in women's rights being severely diminished. It is imperative that the public be aware of their new rights and obligations under the Family Code. It is also essential that judges and lawyers be properly trained to effectively implement the Code and ensure that those rights are protected. Proper utilization of this law can lead to empowerment of women and improve their economic and social status thereby decreasing the likelihood that they might fall prey to traffickers.

Key activities. WLR will conduct three training sessions for legal professionals on the provisions of the code. The team will also develop a bench book for all judges who handle family law cases. WLR will also provide technical assistance to NGOs to promote public awareness of citizen's rights and obligations under the law.

Resources. Legal Specialist Teresa Cannady will have primary responsibility for these activities and is supported in Albania by Women's Legal Rights Advisor Emira Shkurti and Administrative Assistant Flacelia Celsula. Short-term technical assistance will be brought in as needed and will be teamed with local consultants whenever possible.

Benchmarks. The benchmarks for the twelve-month work plan period are:

- Three training sessions for legal professionals completed.
- Family Code bench book published.
- Advocacy and public awareness training program for CSOs completed.

These benchmarks fall under the following intermediate results and indicators: IR 2: Enhanced Justice Sector Capacity to Interpret and Enforce Legislation that Protects Women's Legal Rights and associated indicators (2) number of legal professionals trained in women's legal rights and international human rights law and (5) number of legal professionals utilizing project-sponsored publications on women's legal rights; IR 3: Strengthened CSO Ability to Advocate for Women's Legal Rights and associated indicator (1) percent of CSOs utilizing training on women's legal rights and international human rights to advocate for women's legal rights; and IR 4: Increased Public Awareness of Women's Legal Rights and associated indicator (2) number of publications or campaigns developed to educate women and the public on women's legal rights.

C3. Guatemala

Following an assessment and analysis of the status of women's legal rights in Guatemala, conducted between June and August 2003, USAID/Guatemala approved WLR recommended activities related to developing a curriculum on gender and the law, designing a graduate-level diploma program on gender and the law, and supporting women's legal rights advocacy and awareness campaigns. These activities address the lack of understanding of women's legal rights and the absence of their protection and will lead to women's increased access to justice and enforcement of legislation.

C3a. Component 1: Curriculum Development

Overview and strategy. Guatemala has no up-to-date curriculum that deals with gender and the law within the formal and accredited university system. The WLR project will address this gap by preparing a series of courses in collaboration with the University of San Carlos Law School designed to teach a postgraduate diploma program for lawyers, justice sector professionals, and civil society advocates who are immersed in women’s legal rights issues and cases. WLR will provide the technical assistance to develop the gender and the law curriculum in three major areas: legal analysis from a gender perspective; modern pedagogy and techniques for teaching gender and the law; and advocacy in women’s legal rights. WLR will further enhance the curriculum by working with the University of Landivar Legal Research Institute to conduct research on the enforcement of indigenous women’s rights in Guatemalan courts. This will reinforce training activities for government officials, including the Women’s Prosecutor’s Office (*Fiscalia de la Mujer*), and non-governmental organizations on how to best foster access to justice for vulnerable women.

Key activities. WLR activities related to curriculum development will include: (1) select local short-term experts to work on designing gender and the law curriculum; (2) prepare and coordinate review of curriculum by CSOs and government officials; (3) prepare and implement study on the enforcement of indigenous women’s rights in Guatemalan courts; (4) design a training program for the Women’s Prosecutor’s Office on managing cases related to violence against women and indigenous women’s rights.

Resources. Legal Specialist Lelia Mooney will have primary responsibility for these activities and is supported in Guatemala by Women’s Legal Rights Advisor Edna Rodriguez and a local administrative assistant. Local and expatriate short-term technical expertise will be required to implement this component.

Benchmarks. The benchmarks for the work plan period are as follows:

- Curriculum on gender and the law prepared.
- Research on the enforcement of indigenous women’s rights completed.
- Training program for Women’s Prosecutor’s Office developed.

These benchmarks fall under Intermediate Result 2: Enhanced Justice Sector Capacity to Interpret and Enforce Legislation that Protects Women’s Legal Rights and associated indicators (1) number of violations of women’s legal rights reported to police or prosecutors that are presented in court and (2) number of legal professionals trained in women’s legal rights and international human rights law.

C3b. Component 2: Training in Gender and the Law

Overview and strategy. A major weakness in Guatemala is a lack of judges, prosecutors, and lawyers, as well as civil society advocates, who fully understand the legal framework from a gender perspective. To address this weakness, the WLR team will develop and implement a postgraduate diploma program on gender and the law to prepare professionals — advocates for women and indigenous rights, civil society leaders, legal experts and judges — on gender and the law, advocacy, and modern pedagogical techniques. This will increase the number of trainers

and advocates in Guatemala who are fully equipped to teach from a gender perspective within law schools, the judiciary, and government bodies, such as the Indigenous Women's Ombudsman's Office and the Public Ministry Training Unit (UNICAP). Training in gender and the law will also strengthen the capacity of civil society organizations to implement their own training programs to advance women's legal rights. WLR expects to create a cadre of judges, prosecutors, police, and policymakers who are knowledgeable about making gender-equitable decisions and interpreting and applying the law in an unbiased manner.

Key activities. WLR activities will concentrate on developing sustainable training programs at the university, civil society, and government levels. At the University of San Carlos (USAC) Law School, WLR will implement a postgraduate diploma program in gender and the law. The diploma program will prepare professionals (advocates for women and indigenous rights, civil society leaders, and justice sector professionals) through training that builds on the curriculum developed on gender and the law and focuses on three areas: legal analysis from a gender perspective, advocacy and awareness, and modern pedagogical techniques. The diploma will increase the number of skilled trainers, legal and judicial professionals, and advocates in Guatemala who are equipped to better advocate for women's legal rights and teach from a gender perspective at law schools, judicial bodies, government institutions, and civil society organizations. The diploma program will also enhance the capacity of justice sector institutions to efficiently enforce legislation as well as strengthen the capacity of civil society organizations to advocate for women's legal rights. Under this component, WLR will conduct a train-the-trainer program in gender and the law for a cadre of professors selected in collaboration with partner organizations. Through this activity, the University of San Carlos will expand and institutionalize its commitment to teaching gender and the law and the preparation of legal professionals specialized in this area. The key activities for the postgraduate gender and the law program are:

- Identify professors who will teach courses for the diploma program.
- Design and implement train-the-trainer program in gender and the law faculty.
- Recruit diploma program participants in consultation with partner organizations and justice sector institutions with a particular emphasis on indigenous women law graduates and civil society leaders.
- Implement and monitor diploma program.
- Implement series of training programs designed for the Women's Prosecutor's Office on how to provide more effective access to justice for women and indigenous women victims of domestic violence.

Resources. Legal Specialist Lelia Mooney will have primary responsibility for these activities and is supported in Guatemala by Women's Legal Rights Advisor Edna Rodriguez and a local administrative assistant. Short-term technical assistance will be used as needed and appropriate.

Benchmarks. The benchmarks for the work plan period are as follows:

- Faculty for diploma program selected.
- Train-the-trainer program designed and implemented.
- Program participants selected.
- Diploma program initiated.

- Training for Women’s Prosecutor’s Office completed.

These benchmarks fall under the following intermediate results and indicators: IR 2: Enhanced Justice Sector Capacity to Interpret and Enforce Legislation that Protects Women’s Legal Rights and associated indicators (1) number of violations of women’s legal rights reported to police or prosecutors that are presented in court and (2) number of legal professionals trained in women’s legal rights and international human rights law; and IR 3: Strengthened CSO Ability to Advocate for Women’s Legal Rights and associated indicator (1) percent of CSOs utilizing training on women’s legal rights and international human rights to advocate for women’s legal rights.

C3c. Component 3: Advocacy and Awareness

Overview and strategy. In Guatemala, women’s civil society organizations lack the capacity to effectively advocate for women’s legal rights, particularly those who work in the different linguistic areas and who try to respond to the diversity among indigenous communities. Government training agencies and bodies, such as the Judicial School, the Public Ministry Training Unit (UNICAP), and other key public institutions, including the Indigenous Women’s Ombudsman Office, lack enough skilled professionals to support their own training programs on women’s legal rights. WLR will assist participants from these institutions and organizations who will be attending the diploma program in designing and implementing their own follow-up advocacy and training strategies within their own institutions and communities. Dissemination of the results from the research conducted by the University of Landivar Legal Research Institute with justice sector professionals, CSOs, and the media, will lead to a critical understanding of the gaps in judicial rulings and handling of cases involving indigenous women victims of domestic violence. The public awareness campaign for women’s legal rights implemented with the Women’s Prosecutor’s Office and CSOs will raise awareness and introduce innovative and sustainable advocacy efforts that will have impact at the institutional level.

Key activities. WLR activities under this component will include assisting key partner organizations and institutions in designing and implementing advocacy and awareness campaigns that result from participation in the gender and the law diploma program. In addition, WLR will conduct a series of three roundtable discussions between the Women’s Prosecutor’s Office and CSOs on women’s legal rights. WLR will also disseminate the results of the research on the enforcement of indigenous women’s rights by Guatemalan courts to justice sector institutions, CSOs, and the media.

Resources. Legal Specialist Lelia Mooney will have primary responsibility for these activities and is supported in Guatemala by Women’s Legal Rights Advisor Edna Rodriguez and Administrative Assistant Lilian Rodas. Local and expatriate short-term technical experts will be brought in as needed.

Benchmarks. The benchmarks for the twelve-month work plan period are:

- Follow-up advocacy and awareness campaigns designed and implemented.
- Results of research on indigenous women’s rights disseminated.
- Three roundtables with the Women’s Prosecutor’s Office and CSOs conducted.

These benchmarks fall under the following intermediate results and indicators: IR 2: Enhanced Justice Sector Capacity to Interpret and Enforce Legislation that Protects Women's Legal Rights and associated indicators (3) number of judicial decisions that cite international human rights law, (4) number of mechanisms available for improving access to legal redress, and (5) number of legal professionals utilizing project-sponsored publications on women's legal rights; IR 3: Strengthened CSO Ability to Advocate for Women's Legal Rights and associated indicators (1) percent of CSOs utilizing training on women's legal rights and international human rights to advocate for women's legal rights and (4) number of legislative and/or policy actions taken as a result of civic advocacy; and IR 4: Increased Public Awareness of Women's Legal Rights and associated indicators (1) number of media stories that reference women's legal rights and (2) number of publications or campaigns developed to educate women and the public on women's legal rights.

C4. Southern Africa

Overview and strategy. The WLR team conducted a four-week assessment and analysis trip to Southern Africa from August 19 to September 12, 2003, including visits to Botswana, Mozambique, and South Africa, to design activities for USAID to implement in Southern Africa with WLR. The team met with USAID/Regional Center for Southern Africa (RCSA), USAID/Mozambique, USAID/South Africa, international donors, government representatives, and civil society organizations. The meetings made it readily apparent that issues related to violence against women, discriminatory marriage and family laws, denial of property and inheritance rights to women, HIV/AIDS, lack of economic empowerment, and poverty have a wide-reaching negative impact throughout Southern Africa. Not only are the lives of women adversely affected, but social, legal and economic institutions are greatly challenged and diminished by these factors. A number of elements converge to create an environment where violence and the denial of women's rights continue to flourish. The lack of legal systems to effectively deal with the problem, particularly the lack of implementation of laws, is a key factor. Poor economic conditions and weak civil society capacity also contribute to these problems. Moreover, the scourge of HIV/AIDS directly affects women's legal rights and is a cross-cutting issue in the region. In order to combat these problems, WLR will design a regional program that focuses primarily on training on gender budgeting; civil society networking and the use of CEDAW; violence against women; legal aid and legal literacy; advocacy and litigation strategies; and customary law with regard to succession, marriage, property and inheritance rights.

Key activities. During the work plan period, WLR will draft a country action plan for USAID/RCSA to implement with assistance from the WLR team. The country action plan will consist of six key component activities designed to benefit the entire Southern Africa region, including bilateral missions and non-presence countries.

- **Southern African Development Community Parliamentary Forum (SADC PF).** WLR will work with the SADC PF and its Engendering Parliaments Plan of Action to eliminate laws and policies that continue to discriminate against women. This will include training parliamentarians about women's legal rights in the context of international human rights law and on the process of gender budgeting, in an effort to increase their capacity to demand accountability in terms of implementation of related laws and policies.

- **Civil Society Organization (CSO) Networking.** WLR activities will focus on working to strengthen regional networks of CSOs and NGOs, including Women in Law and Development in Africa (WiLDAF), Gender Links, Women and Law in Southern Africa (WLSA), the International Association of Women Judges' Southern African regional network, and other stakeholders to advance the women's legal rights agenda in the region. This cooperation with regional networks will provide the impetus for greater demand for implementation of established norms and standards, including holding governments accountable for the implementation of regional declarations and other international treaties, such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).
- **Violence Against Women.** WLR will work on the issue of violence against women and the impact of HIV/AIDS, CEDAW compliance, justice sector training, and implementation and capacity building for NGOs/CSOs. The impact of HIV/AIDS on these issues creates an opportune time for WLR to ensure that the HIV/AIDS issue is mainstreamed into all initiatives. A recent report by Emang Basadi, a leading women's rights organization in Botswana, emphasized the need for local, national, and regional training on domestic violence. Resources for capacity building and leadership are necessary for the NGOs and CSOs in the Women's NGO Coalition to improve and sustain their capacity to advocate for and promote women's rights. As CEDAW reports have been prepared in the region, WLR will build on this process by providing training about the implementation of CEDAW and other international human's rights treaties for the judiciary and the NGO sector. WLR proposes partnering with anti-violence organizations to undertake a regional research project on best practices and lessons learned in confronting domestic violence with regard to the specialized courts. This will provide a useful tool for addressing domestic violence in the region, and assist those countries in the region that are currently preparing draft domestic violence laws.
- **Legal Aid and Legal Literacy.** WLR will focus on legal literacy and legal aid in support of women's legal rights. This may include a legal literacy campaign in partnership with existing CSOs/NGOs. WLR proposed activities related to legal aid will focus on enhancing the institutional capacity of CSOs/NGOs that provide legal services to women, particularly in rural areas. WLR legal literacy and legal aid activities that may be country-specific, for example in Mozambique, will be linked to regional initiatives.
- **Advocacy and Litigation Program.** The WLR will work with the Georgetown University's International Women's Human Rights Clinic Program to provide access to resources in the region on best practices and lessons learned in their African advocacy program. Success stories on impact litigation, legislative drafting, the passing of laws, and test cases will be shared at a regional conference to be held in Botswana in July 2004. Advocacy strategies will be discussed for the coming year, and all participants will reconvene in July 2005 to report on their progress. These lessons and practices will be widely shared throughout the region in a publication, an email list serve, and a web site.
- **Customary Law.** Customary law is an issue that impacts on women's legal rights throughout the region. Successful test case impact legislation that has resulted in a

significant change to the domestic law will be reviewed and researched. A manual on how to conduct impact litigation on the issues of customary law will be developed in collaboration with the Women's Law Centre and the Legal Assistance Centre and disseminated widely in the region.

Resources. Legal Specialist Susan Bazilli will have primary responsibility for these activities and will be supported by a regional women's legal rights advisor who will be based in the region. Local and expatriate short-term technical expertise will be utilized as needed.

Benchmarks. The benchmarks for the work plan period are:

- County action plan drafted and approved.
- SADC PF program designed and implemented.
- CSO networking activities designed and implemented.
- Violence against women program designed and implemented.
- Legal aid and legal literacy activities designed and implemented.
- Advocacy and litigation program designed and implemented.
- Customary law program designed and implemented.

These benchmarks fall under IR 1: Improved Legislation to Protect Women's Legal Rights; IR 2: Enhanced Justice Sector Capacity to Interpret and Enforce Legislation that Protects Women's Legal Rights; IR 3: Strengthened CSO Ability to Advocate for Women's Legal Rights; and IR 4: Increased Public Awareness of Women's Legal Rights. Associated impact indicators will be noted in the country action plan.

C5. Madagascar

Overview and strategy. To begin designing activities for USAID/Madagascar to implement with WLR, a two-week assessment and analysis trip to Madagascar was conducted from October 12 to October 25, 2003. It included visits to the capital city, Antananarivo, and the second largest city, Fianarantsoa. The team met with individuals, USAID/Madagascar staff, other international donors, government officials, and representatives of civil society.

Women and those working on women's issues in Madagascar face many challenges in their struggle to establish a viable role for women in the country's political, economic, and social arenas. Some of these issues, such as corruption and political stability, are being addressed as a result of the government's efforts, after the recent political crisis, to create opportunities to improve the situation for the Malagasy population, particularly women and girls. There have also been improvements recently in the process for changing the legal framework to support women's legal rights, including efforts underway at the Ministry of Population and the Ministry of Justice. However, deficiencies remain including a lack of a separate domestic violence law, lack of compliance with international standards and norms for women's rights, and a weak judicial capacity to enforce women's legal rights.

Key activities. During the twelve-month work plan period, WLR will draft a country action plan for USAID/Madagascar to implement with assistance from the WLR team. The country action plan will consist of three key component activities.

- **Violence Against Women.** Violence against women (VAW) and girls is one of the issues least understood or discussed in Malagasy culture. Given the time and fiscal resource constraints of WLR, it is necessary for the project to concentrate on leveraging existing resources, build on work already in progress by grassroots organizations, and set the direction of the project within the framework of country-specific objectives. The WLR team identified violence as a key area for cooperation and assistance based on the fact that VAW has the least resources to draw on and a comprehensive national action plan on VAW could form a core on which many other initiatives could be integrally linked. While there are no formal shelters for women escaping violence, informal sheltering takes place in the community. There is a lack of coordination and sharing of information on VAW initiatives. A consultation held in 2001 and a paper prepared in 2003 provide guidance to Madagascar on the way forward. WLR will add value to this process by facilitating funding, resources, training, development, and research. WLR will build on recommendations already made in the national report on VAW which include: (1) Ratify and apply international instruments to protect against all forms of violence against women; (2) Eliminate traditional and customary practices that are prejudicial to the health of women; (3) Eliminate discrimination against women in national legislation; (4) Adopt legislation targeting domestic and family violence; and (5) Create services to help women experiencing violence.
- **Civil Society Capacity Building.** A critical issue often raised in Madagascar is the lack of capacity within civil society stemming from a range of historical reasons. All activities undertaken by WLR on women's legal rights will build capacity and train civil society to improve the ability of their organizations to advocate for women's legal rights; address the pervasive issue of violence against women; and achieve greater sustainability.
- **Public Awareness and Education.** WLR will support NGOs in raising awareness of women's legal rights through a range of activities utilizing information and communication technologies (ICTs), rural radio, literacy training, and other media. Regard for the rural/urban divide as well as for linguistic and cultural differences is an extremely important consideration when working in locations selected for WLR activities.

Resources. Legal Specialist Susan Bazilli will have primary responsibility for these activities and will be supported by a local women's legal rights advisor who will be based in Madagascar. Local and expatriate short-term technical expertise will be utilized as needed.

Benchmarks. The benchmarks for the work plan period are:

- Country action plan drafted and approved.
- Violence against women program designed and implemented.
- Civil society capacity building activities designed and implemented.
- Public awareness and education program designed and implemented.

These benchmarks fall under IR 1: Improved Legislation to Protect Women's Legal Rights; IR 2: Enhanced Justice Sector Capacity to Interpret and Enforce Legislation that Protects Women's

Legal Rights; IR 3: Strengthened CSO Ability to Advocate for Women’s Legal Rights; and IR 4: Increased Public Awareness of Women’s Legal Rights. Associated impact indicators will be listed in the country action plan.

C6. Benin

Overview and strategy. During the work plan period, the WLR team will visit USAID/Benin to introduce the project and begin the design of activities for USAID to implement in Benin with WLR assistance. The team will meet with key staff from USAID/Benin, relevant USAID contractors and grantees, international donors, government representatives, and civil society organizations to identify the constraints to women’s legal rights.

Key activities. There are two critical activities for WLR. The team will conduct a site visit to Benin and prepare an assessment and analysis report. WLR will also draft a country action plan based on the findings and recommendations contained in the assessment and analysis report and begin the process of implementing the country action plan.

Resources. A legal specialist from MetaMetrics will have primary responsibility for these activities and will be supported by a short-term local women’s legal rights advisor who will be based in Benin. Expatriate short-term technical expertise will be utilized as needed.

Benchmarks. The benchmarks for the work plan period are:

- USAID/Benin visited and project introduced.
- Assessment and analysis report drafted.
- Country action plan drafted and approved.
- Country action plan implemented and evaluated.

Relevant intermediate results and project-related benchmarks and associated indicators will be identified during the country action planning process.

C7. Rwanda

Overview and strategy. During the work plan period, the WLR team will visit USAID/Rwanda to introduce the project and begin the design of activities for USAID to implement in Rwanda with WLR assistance. The team will meet with key staff from USAID/Rwanda, relevant USAID contractors and grantees, international donors, government representatives, and civil society organizations to identify the constraints to women’s legal rights.

Key activities. There are two critical activities for WLR. The team will conduct a site visit to Rwanda and prepare an assessment and analysis report. WLR will also draft a country action plan based on the findings and recommendations contained in the assessment and analysis report and begin the process of implementing the country action plan.

Resources. A legal specialist from MetaMetrics will have primary responsibility for these activities and will be supported by a short-term local women’s legal rights advisor who will be based in Rwanda. Expatriate short-term technical expertise will be utilized as needed.

Benchmarks. The benchmarks of the work plan period are:

- USAID/Rwanda visited and project introduced.
- Assessment and analysis report drafted.
- Country action plan drafted and approved.
- Country action plan implemented and evaluated.

Relevant intermediate results and project-related benchmarks and associated indicators will be identified during the country action planning process.

D. Program Management and Monitoring and Evaluation

Overview and Strategy. The Women’s Legal Rights Initiative is an ambitious global project, with inter-related activities and far-reaching goals. To achieve project goals, the WLR project must have effective financial and administrative systems, communications plans, and monitoring and reporting mechanisms in place. The activities established within the program management work plan will result in a streamlined program management component that will create a service-oriented and transparent process to support the technical activities and goals of the project. The revised organizational plan for WLR is detailed on the next page.

Key activities. WLR’s program management strategy for year two is illustrated in the Gantt chart in Annex A with each activity and key tasks discussed in detail below. The program management work plan for year two consists of the following three key activities:

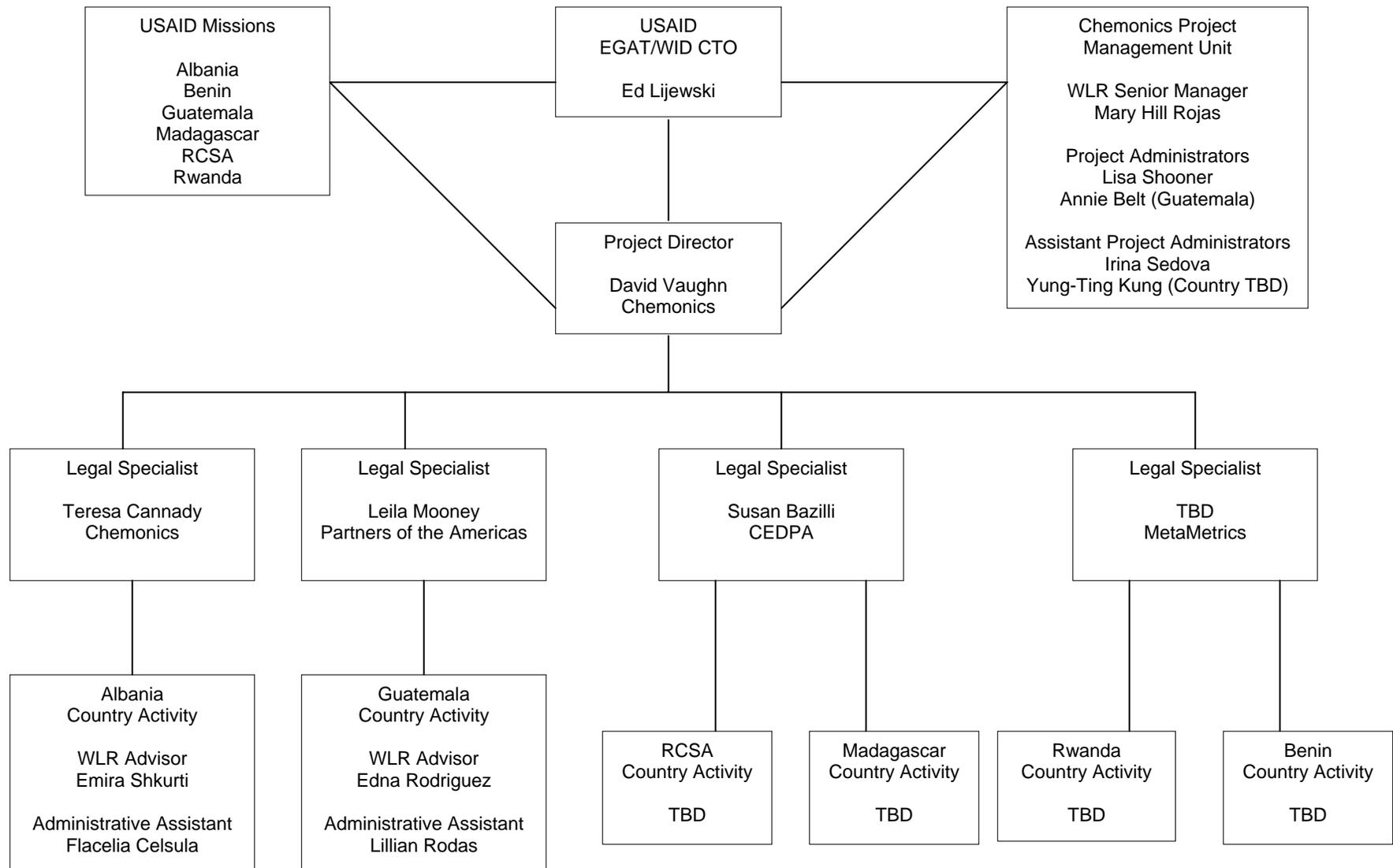
- Financial Management and Administrative Systems
- Project Communications Strategy
- Performance Monitoring and Reporting Requirements

D1. Financial Management and Administrative Systems

Chemonics’ administrative and financial management systems ensure maximum efficiency of available resources, accurate reporting and accountability, strict compliance with USAID regulations, up-to-date budget monitoring, and cost-effective commodity procurement. Throughout implementation the project management unit (PMU) will ensure that WLR financial and administrative systems are adhered to and maintained. The PMU includes Senior Manager Mary Hill Rojas, Project Administrator Lisa Shooner, and Assistant Project Administrator Irina Sedova. Primary tasks during this work plan period will include:

- **Financial and Administrative Compliance.** In order to ensure compliance with USAID financial regulations and Chemonics Home Office accounting procedures, the PMU will monitor and track project and subcontract funds, review project expenditures, prepare monthly invoices, and update policies and procedures as needed.

Women's Legal Rights Initiative Organizational Plan



- **Subcontractors.** The PMU will continue to prepare and manage all subcontracts issued throughout the life of the project and ensure that subcontracting entities abide by USAID regulations and provide the expert technical assistance required by the project.
- **Technical Support.** Weekly core staff meetings will be held to ensure that the project is on target and resource needs are met. The PMU will monitor personnel and technical assistance needs and hire short-term technical assistance as necessary
- **Information Systems.** The PMU will continue to ensure that the contact and document databases, resource library, and project files are updated and maintained regularly.

D2. Project Communications Strategy

A key activity within program management will be the sharing of information with the WID office, USAID missions, regional bureaus, partner organizations, and project recipients. Developing systems that provide clear, regular, and informative communication will ensure that project activities match USAID and stakeholder goals and needs. During year one, the WLR team prepared a communications strategy which is presented in Annex C. The following tasks for year two include:

1. **Implement communications strategy.** Communication is an integral activity for achieving desired results. At the beginning of year two, WLR will implement the communications strategy, which draws upon a wide range of communications methods to strengthen and promote the implementation of women's legal rights activities. The communication strategy provides a road map for making the project an effective agent of change by building mission, organization, and civil society commitment to women's legal rights and disseminating key information and tools to stakeholders.

Working with a Chemonics communications specialist, the project team will identify appropriate communication methods for supporting EGAT/WID, Regional Bureau, mission, stakeholder, and public needs and will take the following steps to implement the project's communication strategy:

- A. *Determine the role of communication in the project.* The WLR team, in collaboration with EGAT/WID, will clearly determine the communication needs for the project and agree on a strategy for achieving necessary results. This includes analyzing WID office and project objectives, target mission program goals, and regional opportunities for strengthening women's legal rights.
- B. *Develop a communication road map.* The WLR team will identify key audience groups, their roles and interactions with other groups, and their information needs. The following audience groups will be included in the analysis:
 - *USAID missions.* The WLR project depends on USAID mission interest in improving the status of women's legal rights. In order to generate and support this interest the project will serve as an educator on the relevance

of improving women's legal rights, identify opportunities for creating change that fits with mission goals, and provide necessary information, tools, and support.

- *Key organizations.* These are intermediaries who can serve as a two-way channel of communication and can include NGOs, mass media representatives, the legal community, government staff, business associations, community leaders, and others.
- *Legal professionals, government officials, and the public at large.* Creating individual behavior change and commitment to women's legal rights is essential for long-term success.

C. *Detail Implementation plans.* The communications strategy action plans will provide the framework necessary for implementation and achieving results. Action plans will detail:

- Task description.
- Target audience.
- Determine the needs for each target audience group.
- Identify the key messages.
- Select the channels of communication.
- Prepare timetable.

2. **Maintain communication with EGAT/WID personnel and missions.** Chemonics strives to maintain excellent business relations with USAID and host-country partners, and to be responsive to client needs. Regular communication, a flexible outlook, and creativity are essential components of a productive relationship. In order to launch the project in key missions, the WLR project team will work closely with the EGAT/WID CTO to determine the focus countries, develop action plans, and implement activities. As target regions are identified the WLR project team will communicate directly with missions to:

- Share information about the project .
- Introduce mission personnel to the importance of strengthening women's legal rights.
- Work closely with mission personnel to identify program needs.
- Following USAID approval, develop strategies for achieving desired results.

3. **Network with key domestic and international organizations with similar focus.** The WLR initiative plays a very important niche role within the international development community. Through a dedicated focus on women's legal rights the project can collect domestic and international experiences in the field and serve as an expert resource to new and ongoing programs. In order to stay at the forefront of the field, the project team will network with organizations working in international development, the legal field, and women's empowerment.

4. **Gather and disseminate project success stories.** The project administrator will gather success stories to be shared with USAID and key stakeholders on a monthly basis. Success stories will be presented in a style that attracts readers with exciting information, human interest stories, and complimentary graphics. They will be presented in a format that easily enables recipients to reproduce and redistribute stories.

D3. Performance Monitoring and Reporting Requirements

Chemonics' approach to project design and implementation is guided by the goal of obtaining meaningful and measurable results. This approach is clear and results driven, presenting USAID with a total results package.

In addition, reporting will be a core effort throughout the life of this project. This includes regular periodic reports, such as annual reports and work plans, and quarterly reports. Others will result from specific requests and/or specifications of individual activities (e.g., data collection instruments, training manuals, focus group findings, interviews, reports and materials). Key tasks include:

- **Implement monitoring and evaluation review system.** Working with a Chemonics' M&E specialist, the WLR team designed an M&E review system in year one that provides critical information to guide implementation of project activities towards attainment of project objectives. The M&E system is located in Annex D. The WLR M&E plan provides the foundation for tracking the project's delivery of expected outputs and quantitative impacts to measure progress, as well as supporting USAID's M&E needs.
- **Train staff to use M&E system.** The M&E specialist will work with WLR staff to implement the various databases and spreadsheets for M&E data collection. The project team will be trained to maintain and utilize the system for project monitoring and reporting needs.
- **Review program implementation progress against work plan.** On a monthly basis, the WLR team will evaluate project progress against the work plan to ensure that tasks are being achieved effectively and in a timely manner.
- **Submit reports.** The work plan and M&E system will be the basis for submitting to USAID quarterly, annual, best practice, trip, and all other reports required by the contract. By combining proven methods, processes, and tools, Chemonics will achieve a high level of oversight and performance while working towards the achievement of project goals.
- **Report to Chemonics' IQC team.** The project team will update the Chemonics' IQC team quarterly on progress and successes.

Resources. The primary individual responsible for program management is the Project Director, who will be supported by the Senior Manager, Project Administrator, and Assistant Project

Administrator. Home-office database, monitoring and evaluation, and communications specialists will assist with the design and implementation of individual tasks.

Benchmarks. The four benchmarks for the program management component include:

- Work plan submitted to USAID.
- Subcontract, administrative, and financial compliance with USAID regulations achieved.
- Communications strategy implemented.
- M&E systems implemented.

ANNEX A – WORK PLAN GANTT CHART

Women's Legal Rights Initiative Year 2 Work Plan

Albania														
Activities	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Responsible Parties	Benchmarks
1. Develop country action plan	■												PD, LS	Country action plan submitted to USAID
2. Implement country action plan		■	■	■	■	■	■	■	■	■	■	■	PD, LS	Implementation report submitted to USAID
3. Evaluate country programs		■	■	■	■	■	■	■	■	■	■	■	PD, LS, PA, APA	Quarterly and best practices reports submitted to USAID

Legend PD: Project Director. LS: Legal Specialists. PA: Project Administrator. APA: Assistant Project Administrator

Women's Legal Rights Initiative Year 2 Work Plan

Guatemala														
Activities	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Responsible Parties	Benchmarks
1. Develop country action plan	■												PD, LS	Country action plan submitted to USAID
2. Implement country action plan		■	■	■	■	■	■	■	■	■	■	■	PD, LS	Implementation report submitted to USAID
3. Evaluate country programs		■	■	■	■	■	■	■	■	■	■	■	PD, LS, PA, APA	Quarterly and best practices reports submitted to USAID

Legend PD: Project Director. LS: Legal Specialists. PA: Project Administrator. APA: Assistant Project Administrator

**Women's Legal Rights Initiative
Year 2 Work Plan**

RCSA														
Activities	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Responsible Parties	Benchmarks
1. Develop country action plan	■	■	■	■	■								PD, LS	Country action plan submitted to USAID
2. Implement country action plan						■	■	■	■	■	■	■	PD, LS	Implementation report submitted to USAID
3. Evaluate country programs				■	■	■	■	■	■	■	■	■	PD, LS, PA, APA	Quarterly and best practices reports submitted to USAID

Legend PD: Project Director. LS: Legal Specialists. PA: Project Administrator. APA: Assistant Project Administrator

**Women's Legal Rights Initiative
Year 2 Work Plan**

Madagascar														
Activities	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Responsible Parties	Benchmarks
1. Conduct assessment and analysis	■												PD, LS, PA	Assessment and analysis report submitted to USAID
2. Develop country action plan		■	■	■									PD, LS	Country action plan submitted to USAID
3. Implement country action plan					■	■	■	■	■	■	■	■	PD, LS	Implementation report submitted to USAID
4. Evaluate country programs					■	■	■	■	■	■	■	■	PD, LS, PA, APA	Quarterly and best practices reports submitted to USAID

Legend PD: Project Director. LS: Legal Specialists. PA: Project Administrator. APA: Assistant Project Administrator

Women's Legal Rights Initiative

Year 2 Work Plan

Benin														
Activities	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Responsible Parties	Benchmarks
1. Conduct assessment and analysis					■	■							PD, LS	Assessment and analysis report submitted to USAID
2. Develop country action plan							■	■	■				PD, LS	Country action plan submitted to USAID
3. Implement country action plan										■	■	■	PD, LS	Implementation report submitted to USAID
4. Evaluate country programs										■	■	■	PD, LS, PA, APA	Quarterly and best practices reports submitted to USAID

Legend PD: Project Director. LS: Legal Specialists. PA: Project Administrator. APA: Assistant Project Administrator

Women's Legal Rights Initiative

Year 2 Work Plan

Rwanda														
Activities	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Responsible Parties	Benchmarks
1. Conduct assessment and analysis								■	■				PD, LS	Assessment and analysis report submitted to USAID
2. Develop country action plan										■	■		PD, LS	Country action plan submitted to USAID
3. Implement country action plan												■	PD, LS	Implementation report submitted to USAID
4. Evaluate country programs												■	PD, LS, PA, APA	Quarterly and best practices reports submitted to USAID

Legend PD: Project Director. LS: Legal Specialists. PA: Project Administrator. APA: Assistant Project Administrator

**Women's Legal Rights Initiative
Year 2 Work Plan**

Program Management														
Activities	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Responsible Parties	Benchmarks
1. Financial and administrative systems	■	■	■	■	■	■	■	■	■	■	■	■	PA, APA	Subcontract, administrative, and financial compliance with USAID regulations achieved
2. Project Communications Strategy	■	■	■	■	■	■	■	■	■	■	■	■	PD, LS, PA, APA	Communications strategy in place and implemented
3. Performance Monitoring	■	■	■	■	■	■	■	■	■	■	■	■	PD, LS, PA, APA	M&E system in place and implemented
4. Annual Best Practices Report												■	PD, LS, PA, APA	Best practices report submitted to USAID
5. Quarterly reports	■			■			■					■	PD, LS, PA, APA	Quarterly reports submitted to USAID

Legend PD: Project Director. LS: Legal Specialists. PA: Project Administrator. APA: Assistant Project Administrator.

ANNEX B – COUNTRY ACTION PLAN OUTLINE

Acronyms

Executive Summary

- Section I. Introduction
- A. Women’s Legal Rights Initiative Objectives
 - B. Country Selection Process
- Section II. Key Assessment and Analysis Findings
- A. Women’s Legal Rights Status and Constraints
 - A1. Legislative Framework
 - A2. Justice Sector
 - A3. Civil Society
 - A4. Public Awareness
 - B. USAID Programs and Partners
 - C. Donors and International Organizations
 - D. Government Agencies
- Section III. General Approach to Country Action Plan Implementation
- A. Approach to Action Planning
 - B. EGAT/WID, USAID mission, and/or Regional Mission, and/or Regional Bureau Strategic Objectives
 - C. Guiding Principles
- Section IV. Detailed Approach to Country Action Plan Implementation
- A. Goals, Objectives, and Results Framework
 - B. Coordination with USAID
 - C. Collaborating Partners, Leveraging of Resources, and Plans for Sustainability
 - D. Staff and Management
 - E. Key Country Action Plan Components
 - E1. Component 1: XYZ
 - Overview and strategy*
 - Resources*
 - Key activities*
 - Component benchmarks*
 - Benchmark 1
 - Benchmark 2
 - E2. Component 2: XYZ
 - Overview and strategy*
 - Resources*
 - Key activities*
 - Component benchmarks*

- Benchmark 1
 - Benchmark 2
- F. Expected Subproject Results and Indicators

Annexes

- A Local Staff Scope of Work
- B Action Plan Gantt Chart
- C Other annexes as needed (e.g., agendas, training plans, etc.)

ANNEX C – COMMUNICATIONS STRATEGY

This report presents a communication strategy for the Women’s Legal Rights (WLR) Initiative (Year 1 Work Plan, Activity 3). It examines the communication challenges and goals of a program that will undertake a broad range of activities to strengthen and promote the legal rights of women over a three-year period (possible five-year period with extension). The analysis and recommendations in this document are based on USAID’s strategic framework for the WLR Initiative, the WLR work plan, and communication needs in the area of women’s legal rights.

A. Background

The WLR task order was awarded to Chemonics and its partners in September 2002 under the Women in Development indefinite quantity contract (IQC). The WLR team works with USAID missions worldwide to advance the legal, civil, property, and human rights of women by providing technical services to achieve four key goals: 1) improved legislation to protect women’s rights; 2) enhanced justice sector capacity to interpret and enforce legislation that protects women’s legal rights; 3) strengthened civil society organization (CSO) ability to advocate for women’s legal rights; and 4) increased public awareness of women’s legal rights. The initial contract period is three years, with an option for two additional years. The team will work in a number of countries in four regions of the world: Latin America and the Caribbean (LAC), Europe and Eurasia (E&E), Africa, and Asia/Near East (ANE).

B. Results Framework

The WLR Initiative supports the goals and intermediate results (IRs) of USAID Office of Women in Development (EGAT/WID) Strategic Objective (SO) 3, “Women’s Legal Rights Increasingly Protected.” It also strengthens USAID mission SOs related to democracy and governance. The results framework is presented below.

Results Framework: Women’s Legal Rights Increasingly Protected (SO3)

IR 1. Improved Legislation to Protect Women’s Legal Rights

IR 2. Enhanced Justice Sector Capacity to Interpret and Enforce Legislation that Protects Women’s Legal Rights

IR 3. Strengthened Civil Society Organization Ability to Advocate for Women’s Legal Rights

IR 4. Increased Public Awareness of Women’s Legal Rights

C. Communication Goals

The WLR Initiative provides assistance to USAID missions in integrating women's legal rights activities into their portfolios via new or existing projects. The WLR communication strategy thus has three primary target groups, with corresponding goals for each:

- *USAID.* Increase awareness of women's legal rights challenges and commitment to action among USAID missions worldwide.
- *Local stakeholders.* Strengthen stakeholder understanding of and support for women's legal rights through communication activities within WLR country programs.
- *International stakeholders.* Share international best practices and lessons learned with relevant groups worldwide.

D. Communication Strategy

The WLR communication strategy aims to make the WLR Initiative an effective agent of change. Project communications must reinforce a set of agreed key messages while accommodating cultural differences and disseminating information on multiple topics through a wide array of implementing partners. Each country action plan will differ, but in every case the WLR team will work with USAID and country partners to gather information about the existing situation and specify how behavior must change to improve women's legal rights. As country projects are implemented, unforeseen challenges will arise, as well as opportunities for new activities. The WLR team will be alert to changing conditions and communicate frequently with participating missions and EGAT/WID so that work plan adjustments can be made to meet communication needs.

The WLR communication strategy involves first introducing WLR services to USAID missions worldwide and subsequently planning, implementing, and monitoring multiple communication campaigns to support country action plans. The plan will culminate in the preparation and distribution of annual and end-of-project reports on best practices and lessons learned.

Communication plays three key roles in the WLR Initiative:

- Establishing program identity
- Supporting implementation
- Sharing results

Establishing program identity. An early task is to introduce the project to missions throughout Africa, ANE, LAC, and E&E. The WLR team will schedule meetings with USAID bureaus and desk officers, send introductory cables to missions, and share informational materials with interested parties. This process includes:

- *Developing informational materials.* These will include a brochure detailing project goals, suggested activities, how to access project services, and contact information. An important early communication product is a country-specific PowerPoint presentation to serve as an information tool and discussion focus for mission staff. The WLR team may

also prepare written briefing materials as necessary.

- *Selecting focus countries.* During annual work planning, the WLR team consults with EGAT/WID and USAID bureaus, regional offices, and country offices to select focus countries. This two-way communication process, along with information provided by the contractor and EGAT/WID, acquaints USAID staff worldwide with the WLR Initiative and seeks mission input on strategic plans and women's legal rights priorities.

Supporting implementation. Communication supports implementation by helping projects achieve results. The WLR Initiative communication strategy aims to achieve two main results: integration of women's rights activities into the portfolios of participating missions, and successful implementation of projects utilizing the communication opportunities available in that country. This process includes:

- *Utilizing communication opportunities in sub-projects.* Following country selection and an assessment and analysis trip, the WLR team will develop country action plans that will consider opportunities to utilize local media to promote the implementation of activities and highlight successes of the project.
- *Sharing success stories.* As action plans are implemented, the WLR team will share success stories via the local and international media, meetings and conferences, and presentations to USAID missions and country counterparts in the relevant region.
- *Identifying best practices.* As projects near completion, the WLR team will analyze data, reports, research results, and other feedback for integration into the best practices report.

Sharing results. Specific activities completed in individual countries will be highlighted through various media outlets to focus on the success of the activity including the process and the changes achieved. Dissemination of this information may include press releases, presentations to USAID missions, and one-page e-mail reports sent to stakeholders, missions, and other interested parties. Over the life of the project, the WLR team will create an information clearinghouse and share success stories through activities and via the media. The process includes:

- Preparing an annual best practices and lessons learned report.
- Launching the *Best Practices in Women's Legal Rights* report at the end of Year 3 and disseminating it in English, French, Spanish, and Russian via public events and peer-reviewed journals.
- Maintaining a contact and document database, electronic and hard-copy files, and a library to house technical materials and information on country-specific best practices. This will create a clearinghouse on women's legal rights and serve as a resource for EGAT/WID and operating units in USAID/Washington.

E. Implementation Plan

This section describes the actions that will be taken to achieve the communication goals identified in section C.

E1. Increase Women's Legal Rights Awareness among USAID Missions

The WLR Initiative provides an opportunity for increasing women's legal rights awareness among USAID staff directly and indirectly involved in democracy and governance (D&G) and gender programming. Greater awareness is essential to enable EGAT/WID to fulfill its role as a catalyst for building mission capacity to identify and address gender issues in general, and women's legal rights in particular. To build awareness of women's legal rights, and to solicit input from USAID mission staff on opportunities and challenges to communications on gender issues, the WLR team will take the following steps with missions selected to participate:

- Create a country-specific PowerPoint presentation to familiarize mission staff with EGAT/WID's goals, services available through the WLR program, recent successes and setbacks for women's legal rights in the country and region, and country-specific opportunities for action.
- Assess mission interest, personnel expertise, current programs, and communication activities and materials related to women's legal rights, D&G, and gender.
- Assess current communication capabilities and identify gaps, if any. The WLR team will consider capabilities in audience research, strategy development, campaign planning, execution, and evaluation.

E2. Strengthen Local Stakeholder Commitment and Understanding

The WLR team will provide technical assistance in developing country communication strategies to support USAID and stakeholder needs. Depending on project activities undertaken in each country, communications may target the public, politicians, legal professionals, law enforcement personnel, administrators, or civil society organizations to promote behavior change that strengthens women's legal rights. The WLR team will take the following steps:

- *Analyze the communication environment.* Social, cultural, and legal factors can influence the choice of messages and communication channels. The WLR team will review the communication environment and identify possible challenges to communicating women's legal rights information and messages.
- *Determine behavior change goals.* Based on the country action plan, the WLR team will determine the role of communication in the project and agree on a strategy for achieving results.
- *Identify target audience groups.* The team will identify key audience groups, their roles and interactions with other groups, and their information needs. The team will identify intermediaries who can communicate the project's key messages to a larger constituency, such as government, civil society organizations, community leaders, and the media.
- *Develop communication methods to support activities.* Once the country action plan is in place, the WLR team will determine communication methods that will assist in the implementation of a specific activity including identifying key messages, target audiences, and communication channels. This process is described in detail below.

- *Develop key messages.* Key messages embody the central information one aims to communicate and the residual impression one hopes to impart. Clarity and repetition of key messages are essential for a successful communication campaign. In participating countries, the WLR team will work with USAID mission staff, a Chemonics communication specialist, as needed, and implementing partners to develop key messages based on principles embodied in international human rights instruments such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). Key messages will be further refined based on issues addressed, USAID and partner input, and the knowledge, attitudes, and practices (KAPs) of target audiences. The table below presents some illustrative issues likely to be addressed by the WLR Initiative and core principles drawn from CEDAW.

Illustrative Issues and CEDAW Principles	
Issues	Principles
Fundamental legal rights	<ul style="list-style-type: none"> • Women have the right to fundamental freedoms in the political, economic, social, cultural, and civil fields.
Access to justice	<ul style="list-style-type: none"> • Women have the right to equal access to justice and protection from discrimination.
Inheritance rights and property ownership	<ul style="list-style-type: none"> • Women have the right to inherit, own, administer, and dispose of property. • Women have the right to control their earnings from property ownership.
Investment, banking, credit, and business opportunities	<ul style="list-style-type: none"> • Women have the right to work, conclude contracts, conduct business, and borrow and repay loans. • Women have the right to control their earnings from employment and business activities.
Domestic violence and human trafficking	<ul style="list-style-type: none"> • Women have the right to protection from domestic violence and abuse. • Women have the right to protection from sexual exploitation and abuse.
Legal literacy	<ul style="list-style-type: none"> • Women have the right to information about their legal status and rights.

- *Develop communication methods and oversee implementation.* In relevant countries the WLR team will develop communication methods for a specific activity that will identify the target audience, key messages, channels of communication, and timing. Local WLR staff or local partners will implement this communication plan, with oversight by the WLR team. Considerations influencing the choice of communication channels include which channels are accessible to the target audience, which channels are most influential, and how far the target audience has progressed toward adopting the promoted behavior. For instance, research shows that while the mass media are effective in promoting awareness, face-to-face communication from an influential or trusted source is more effective in promoting adoption of a new behavior. The WLR team will select communication channels that will be effective in eliciting the desired response. Examples of communication methods include press releases on upcoming training, the development and distribution of materials, or other project-related events. Where public awareness is a specific project activity, a more detailed program will need to be developed and monitored to achieve that goal.
- *Monitor and evaluate the communication methods.* Methods to measure the effectiveness of a communication program may include follow-up KAP surveys to measure impact; enumeration of communication activities carried out (e.g., news releases, media events, legislator briefings); or enumeration of media placements (e.g., viewers or readers reached, monetary value of air time).

E3. Disseminate Information to International Stakeholders

Over the life of this project, WLR staff will identify success stories to be shared with USAID and other stakeholders. In addition, the WLR team will compile best practices and lessons learned by organizations worldwide for dissemination to interested parties. A key task is collecting relevant information that can be shared as a resource to other groups. It is important not to reinvent the wheel in the promotion of women's legal rights. Providing specific examples of laws, public awareness campaigns, and activities as models will ensure that other organizations have resources they can easily utilize to achieve their goals. Specific activities will include:

- *Disseminating success stories.* The WLR team will gather success stories to be shared with USAID and key stakeholders on a regular basis, as they become available. Success stories will be engaging, attractive, and easy to reproduce and redistribute. Where practical, the WLR team will disseminate success stories via briefings for USAID staff, public events, the mass media, and the Web.
- *Annual best practices, lessons learned, and success stories report.* At the end of each year, the WLR team will prepare and distribute a report detailing best practices and lessons learned during implementation of country programs worldwide. This report will provide specific examples from a number of countries that may be used as models for other organizations.
- *Final best practices, lessons learned, and success stories report.* At the end of Year 3, the WLR team will launch the *Best Practices in Women's Legal Rights Report* and disseminate it in English, French, Spanish, and Russian via public events and peer-reviewed journals.
- *Women's Legal Rights CD-ROM.* The WLR team will develop a CD-ROM to be distributed worldwide. The CD-ROM will include copies of laws, public awareness campaign information, international conventions, and other relevant material. The CD-ROM will be distributed worldwide to USAID missions, NGOs, international organizations, and other interested persons. The chart on the following page outlines the contents of the CD-ROM.

Outline of CD-ROM of Women's Legal Rights Documents

- I. International obligations
 - A. Conventions, treaties, and protocols
 - B. Regional (e.g., EU, SADC) conventions/laws
 - C. Global/regional conference materials
- II. Equal opportunity and national machinery
 - A. Equal opportunity legislation
 - B. National gender action plans
 - C. Commission/departments on gender/women's rights
 - 1. Judicial branch
 - 2. Legislative branch
 - 3. Executive branch
- III. Constitutional law
 - A. Constitutions
 - B. Political and civil rights
 - C. Cultural, economic, and social rights
- IV. Civil law and family law
 - A. Marriage, common law relationships, and sexual relations
 - B. Citizenship
 - C. Divorce and child custody
 - D. Property law
 - E. Inheritance law
- V. Criminal law
 - A. Gender-based violence/domestic violence
 - B. Rape and sexual assault
 - C. Prostitution
 - D. Trafficking
 - E. Sexual harassment
- VI. Labor law and social security law
 - A. Anti-discrimination provisions
 - B. "Family-friendly" provisions
 - C. Maternity/protectionist legislation
 - D. Social security law
- VII. Health and reproductive rights
 - A. Overview
 - B. Abortion
 - C. Contraception and sterilization
 - D. HIV/AIDS
 - E. Sexually transmitted infections
- VIII. Civil society
 - A. Public awareness campaigns
 - B. Brochures, pamphlets, and informational material
- IX. Customary law and practice
 - A. Customary codes
 - Practical application of customs and traditions

ANNEX D – MONITORING AND EVALUATION SYSTEM

Performance Monitoring Plan

► SO3: Women’s Legal Rights Increasingly Protected

► IR 1: Improved Legislation to Protect Women’s Legal Rights

- Indicator 1: Number of changes to national legislation to comply with international human rights standards and commitments
- Indicator 2: Number of legislative actions taken to embody women’s legal rights in law (new, repealed, reformed bills introduced, debated, committee meetings held, working groups conducted, testimony given, voted on)
- Indicator 3: Number of executive branch policy directives in support of women’s legal rights

► IR 2: Enhanced Justice Sector Capacity to Interpret and Enforce Legislation that Protects Women’s Legal Rights

- Indicator 1: Number of violations of women’s legal rights (i.e., cases of violence against women, sexual assault, trafficking) reported to police or prosecutors that are presented in court.
- Indicator 2: Number of legal professionals trained in women’s legal rights and international human rights law
- Indicator 3: Number of judicial decisions that cite international human rights law
- Indicator 4: Number of mechanisms available for improving access to legal redress (women’s bar associations, specialized courts, i.e., family courts, special police cells, units or stations, women in the justice system)
- Indicator 5: Number of legal professionals utilizing project-sponsored publications on women’s legal rights

► IR 3: Strengthened CSO Ability to Advocate for Women’s Legal Rights

- Indicator 1: Percent of CSOs utilizing training on women’s legal rights and international human rights to advocate for women’s legal rights (working in women’s human rights research, advocacy, training or legal assistance)
- Indicator 2: Number of CSOs with multiple funding sources
- Indicator 3: Number of CSOs submitting reports to national, regional and international human rights monitoring bodies
- Indicator 4: Number of legislative and/or policy actions taken as a result of civic advocacy (i.e., actions in favor of women’s legal rights in cases of rape, violence, land)

► IR 4: Increased Public Awareness of Women’s Legal Rights

- Indicator 1: Number of media stories that reference women’s legal rights
- Indicator 2: Number of publications or campaigns developed to educate women and the public on women’s legal rights

Performance Monitoring Plan Indicator Reference Sheets

Performance Monitoring Plan

Indicator Reference Sheet

SO3/IR 1/Indicator 1: Number of changes to national legislation to comply with international human rights standards and commitments

Strategic objective: Women’s Legal Rights Increasingly Protected

Intermediate result: Improved Legislation to Protect Women’s Legal Rights

A. General

Description:

Indicator type: Quantitative

Unit of measurement:

Critical assumptions:

B. Data Source

Data source:

Data quality:

C. Data Acquisition

Data acquisition method:

Responsible party:

Data acquisition frequency:

Data acquisition cost: \$0

Cost notes:

D. Data Analysis

Method of analysis:

Responsible party:

Data analysis frequency:

E. Data Reporting

Reporting format:

Reporting frequency:

Contractually required: Yes

Associated with fee award: No

Internal use only: No

F. Performance Data Table

STATUS	DATE	VALUE	NOTES

SO3/ IR 1/Indicator 2: Number of legislative actions taken to embody women’s legal rights in law (new, repealed, reformed bills introduced, debated, committee meetings held, working groups conducted, testimony given, voted on)

Strategic objective: Women’s Legal Rights Increasingly Protected

Intermediate result: Improved Legislation to Protect Women’s Legal Rights

A. General

Description:

Indicator type: Quantitative

Unit of measurement:

Critical assumptions:

B. Data Source

Data source:

Data quality:

C. Data Acquisition

Data acquisition method:

Responsible party:

Data acquisition frequency:

Data acquisition cost: \$0

Cost notes:

D. Data Analysis

Method of analysis:

Responsible party:

Data analysis frequency:

E. Data Reporting

Reporting format:

Reporting frequency:

Contractually required: Yes

Associated with fee award: No

Internal use only: No

F. Performance Data Table

STATUS	DATE	VALUE	NOTES

Strategic objective: Women's Legal Rights Increasingly Protected**Intermediate result: Improved Legislation to Protect Women's Legal Rights****A. General***Description:**Indicator type:* Quantitative*Unit of measurement:**Critical assumptions:***B. Data Source***Data source:**Data quality:***C. Data Acquisition***Data acquisition method:**Responsible party:**Data acquisition frequency:**Data acquisition cost:* \$0*Cost notes:***D. Data Analysis***Method of analysis:**Responsible party:**Data analysis frequency:***E. Data Reporting***Reporting format:**Reporting frequency:**Contractually required:* Yes*Associated with fee award:* No*Internal use only:* No**F. Performance Data Table**

STATUS	DATE	VALUE	NOTES

SO3/IR 2/Indicator 1: Number of violations of women’s legal rights (i.e., cases of violence against women, sexual assault, trafficking) reported to police or prosecutors that are presented in court.

Strategic objective: Women’s Legal Rights Increasingly Protected

Intermediate result: Enhanced Justice Sector Capacity to Interpret and Enforce Legislation that Protects Women’s Legal Rights

A. General

Description:

Indicator type: Quantitative

Unit of measurement:

Critical assumptions:

B. Data Source

Data source:

Data quality:

C. Data Acquisition

Data acquisition method:

Responsible party:

Data acquisition frequency:

Data acquisition cost: \$0

Cost notes:

D. Data Analysis

Method of analysis:

Responsible party:

Data analysis frequency:

E. Data Reporting

Reporting format:

Reporting frequency:

Contractually required: Yes

Associated with fee award: No

Internal use only: No

F. Performance Data Table

STATUS	DATE	VALUE	NOTES

SO3/IR 2/Indicator 2: Number of legal professionals trained in women's legal rights and international human rights law

Strategic objective: Women's Legal Rights Increasingly Protected

Intermediate result: Enhanced Justice Sector Capacity to Interpret and Enforce Legislation that Protects Women's Legal Rights

A. General

Description:

Indicator type: Quantitative

Unit of measurement:

Critical assumptions:

B. Data Source

Data source:

Data quality:

C. Data Acquisition

Data acquisition method:

Responsible party:

Data acquisition frequency:

Data acquisition cost: \$0

Cost notes:

D. Data Analysis

Method of analysis:

Responsible party:

Data analysis frequency:

E. Data Reporting

Reporting format:

Reporting frequency:

Contractually required: Yes

Associated with fee award: No

Internal use only: No

F. Performance Data Table

STATUS	DATE	VALUE	NOTES

SO3/IR 2/Indicator 3: Number of judicial decisions that cite international human rights law

Strategic objective: Women's Legal Rights Increasingly Protected

Intermediate result: Enhanced Justice Sector Capacity to Interpret and Enforce Legislation that Protects Women's Legal Rights

A. General

Description:

Indicator type: Quantitative

Unit of measurement:

Critical assumptions:

B. Data Source

Data source:

Data quality:

C. Data Acquisition

Data acquisition method:

Responsible party:

Data acquisition frequency:

Data acquisition cost: \$0

Cost notes:

D. Data Analysis

Method of analysis:

Responsible party:

Data analysis frequency:

E. Data Reporting

Reporting format:

Reporting frequency:

Contractually required: Yes

Associated with fee award: No

Internal use only: No

F. Performance Data Table

STATUS	DATE	VALUE	NOTES

SO3/IR 2/Indicator 4: Number of mechanisms available for improving access to legal redress (women’s bar associations, specialized courts, i.e. family courts, special police cells, units or stations, women in the justice system)

Strategic objective: Women’s Legal Rights Increasingly Protected

Intermediate result: Enhanced Justice Sector Capacity to Interpret and Enforce Legislation that Protects Women’s Legal Rights

A. General

Description:

Indicator type: Quantitative

Unit of measurement:

Critical assumptions:

B. Data Source

Data source:

Data quality:

C. Data Acquisition

Data acquisition method:

Responsible party:

Data acquisition frequency:

Data acquisition cost: \$0

Cost notes:

D. Data Analysis

Method of analysis:

Responsible party:

Data analysis frequency:

E. Data Reporting

Reporting format:

Reporting frequency:

Contractually required: Yes

Associated with fee award: No

Internal use only: No

F. Performance Data Table

STATUS	DATE	VALUE	NOTES

SO3/IR 2/Indicator 5: Number of legal professionals utilizing project-sponsored publications on women's legal rights

Strategic objective: Women's Legal Rights Increasingly Protected

Intermediate result: Enhanced Justice Sector Capacity to Interpret and Enforce legislation that Protects Women's Legal Rights

A. General

Description:

Indicator type: Quantitative

Unit of measurement:

Critical assumptions:

B. Data Source

Data source:

Data quality:

C. Data Acquisition

Data acquisition method:

Responsible party:

Data acquisition frequency:

Data acquisition cost: \$0

Cost notes:

D. Data Analysis

Method of analysis:

Responsible party:

Data analysis frequency:

E. Data Reporting

Reporting format:

Reporting frequency:

Contractually required: Yes

Associated with fee award: No

Internal use only: No

F. Performance Data Table

STATUS	DATE	VALUE	NOTES

SO3/IR 3/Indicator 1: Percent of CSOs utilizing training on women’s legal rights and international human rights to advocate for women’s legal rights (working in women’s human rights research, advocacy, training or legal assistance)

Strategic objective: Women’s Legal Rights Increasingly Protected

Intermediate result: Strengthened CSO Ability to Advocate for Women’s Legal Rights

A. General

Description:

Indicator type: Quantitative

Unit of measurement:

Critical assumptions:

B. Data Source

Data source:

Data quality:

C. Data Acquisition

Data acquisition method:

Responsible party:

Data acquisition frequency:

Data acquisition cost: \$0

Cost notes:

D. Data Analysis

Method of analysis:

Responsible party:

Data analysis frequency:

E. Data Reporting

Reporting format:

Reporting frequency:

Contractually required: Yes

Associated with fee award: No

Internal use only: No

F. Performance Data Table

STATUS	DATE	VALUE	NOTES

SO3/IR 3/Indicator 2: Number of CSOs with multiple funding sources

Strategic objective: Women's Legal Rights Increasingly Protected

Intermediate result: Strengthened CSO Ability to Advocate for Women's Legal Rights

A. General

Description:

Indicator type: Quantitative

Unit of measurement:

Critical assumptions:

B. Data Source

Data source:

Data quality:

C. Data Acquisition

Data acquisition method:

Responsible party:

Data acquisition frequency:

Data acquisition cost: \$0

Cost notes:

D. Data Analysis

Method of analysis:

Responsible party:

Data analysis frequency:

E. Data Reporting

Reporting format:

Reporting frequency:

Contractually required: Yes

Associated with fee award: No

Internal use only: No

F. Performance Data Table

STATUS	DATE	VALUE	NOTES

SO3/IR 3/Indicator 3: Number of CSOs submitting reports to national, regional, and international human rights monitoring bodies

Strategic objective: Women's Legal Rights Increasingly Protected

Intermediate result: Strengthened CSO Ability to Advocate for Women's Legal Rights

A. General

Description:

Indicator type: Quantitative

Unit of measurement:

Critical assumptions:

B. Data Source

Data source:

Data quality:

C. Data Acquisition

Data acquisition method:

Responsible party:

Data acquisition frequency:

Data acquisition cost: \$0

Cost notes:

D. Data Analysis

Method of analysis:

Responsible party:

Data analysis frequency:

E. Data Reporting

Reporting format:

Reporting frequency:

Contractually required: Yes

Associated with fee award: No

Internal use only: No

F. Performance Data Table

STATUS	DATE	VALUE	NOTES

SO3/IR 3/Indicator 4: Number of legislative and/or policy actions taken as a result of civic advocacy (i.e., actions in favor of women’s legal rights in cases or rape, violence, land)

Strategic objective: Women’s Legal Rights Increasingly Protected

Intermediate result: Strengthened CSO Ability to Advocate for Women’s Legal Rights

A. General

Description:

Indicator type: Quantitative

Unit of measurement:

Critical assumptions:

B. Data Source

Data source:

Data quality:

C. Data Acquisition

Data acquisition method:

Responsible party:

Data acquisition frequency:

Data acquisition cost: \$0

Cost notes:

D. Data Analysis

Method of analysis:

Responsible party:

Data analysis frequency:

E. Data Reporting

Reporting format:

Reporting frequency:

Contractually required: Yes

Associated with fee award: No

Internal use only: No

F. Performance Data Table

STATUS	DATE	VALUE	NOTES

SO3/IR 4/Indicator 1: Number of media stories that reference women's legal rights

Strategic objective: Women's Legal Rights Increasingly Protected

Intermediate result: Increased Public Awareness of Women's Legal Rights

A. General

Description:

Indicator type: Quantitative

Unit of measurement:

Critical assumptions:

B. Data Source

Data source:

Data quality:

C. Data Acquisition

Data acquisition method:

Responsible party:

Data acquisition frequency:

Data acquisition cost: \$0

Cost notes:

D. Data Analysis

Method of analysis:

Responsible party:

Data analysis frequency:

E. Data Reporting

Reporting format:

Reporting frequency:

Contractually required: Yes

Associated with fee award: No

Internal use only: No

F. Performance Data Table

STATUS	DATE	VALUE	NOTES

SO3/IR 4/Indicator 2: Number of publications or campaigns developed to educate women and the public on women's legal rights

Strategic objective: Women's Legal Rights Increasingly Protected

Intermediate result: Increased Public Awareness of Women's Legal Rights

A. General

Description:

Indicator type: Quantitative

Unit of measurement:

Critical assumptions:

B. Data Source

Data source:

Data quality:

C. Data Acquisition

Data acquisition method:

Responsible party:

Data acquisition frequency:

Data acquisition cost: \$0

Cost notes:

D. Data Analysis

Method of analysis:

Responsible party:

Data analysis frequency:

E. Data Reporting

Reporting format:

Reporting frequency:

Contractually required: Yes

Associated with fee award: No

Internal use only: No

F. Performance Data Table

STATUS	DATE	VALUE	NOTES