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WOMEN'S LEGAL RIGHTS INITIATIVE
UNDER THE WOMEN IN DEVELOPMENT IQC

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Faces of WLR Guatemala

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“The diploma program had many successes and benefits. All diploma graduates were extremely enthusiastic about the program and had clearly greatly enhanced their knowledge and understanding, strengthened their skills, and gained increased self-confidence and authority. They in turn affected their home institutions in profound ways. First, they taught others and so began shaping their colleagues’ attitudes and skills, which greatly increased the program’s impact. Second, their home institutions began changing their own training programs as a result. For example, the Judicial School was developing a new two-month module on gender issues.

Another significant impact was their ability to function in new ways. For example, the magistrates had applied their learning to judge more effectively, give victims more understanding of their rights, and exercise more creativity in persuading abusers to change their ways. They also demonstrated skill in identifying legal problems that needed to be fixed, such as the DNA evidence problem. Armed with this knowledge, they are bound to be able to persuade others to change the law.

The two most significant academic components appeared to be the units on gender and the practicum. The gender theory gave some of the women, for the first time in their lives, an appreciation for their own strengths and rights. It was very moving to hear the graduates speak about this dimension. The gender course also helped them to understand their society in new ways and to identify power imbalances between men and women for the first time. It was this kind of insight that enabled the psychologists to challenge the regressive changes – from a holistic approach to a fragmented one – in the program for domestic violence victims. By compiling statistics showing that fewer and fewer women were attending the program, they were demonstrating the advocacy skills they had gained.

Over and over, the graduates spoke about the strength and satisfaction they gained from the practice component. This form of education is effective because students are not passive recipients, but instead must incorporate, synthesize, and apply their knowledge in new ways. In doing so, they come to truly own what they have learned. The other benefit of this approach is that it turns the trainees into trainers, amplifying the program’s educational impact.”

Professor Susan Deller Ross
Director, International Women’s Human Rights Clinic
Georgetown University Law Center

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ACRONYMS

CSOs	Civil Society Organizations
DEMI	Indigenous Women Ombudsman Office
EGAT/WID	Office of Women and Development
MOU	Memorandum of Understanding
OAV	National Office of Victims Assistance
UNICAP	Attorney General's Training Academy
USAC	University of San Carlos
USAID	United States Agency for International Development
WLR	Women's Legal Rights Initiative

SECTION I

Overview

A. Country Program Description

The USAID Women's Legal Rights Initiative (WLR) is a task order under the Women in Development (WID) Indefinite Quantity Contract (IQC) which was signed by Chemonics International Inc. on September 30, 2002. The WLR project team, in coordination with USAID/Guatemala, the Latin American and Caribbean (LAC) Regional Bureau, and the USAID Office of Women in Development (EGAT/WID), selected Guatemala as one of the focus countries for WLR activities in the LAC region.

Guatemalan women have endured high levels of violence in recent years. Between 2001 and 2004, 1,049 murders of women were reported, said Yakin Erturk, the United Nations Special Rapporteur on violence against women. Erturk states in her 2004 report to the High Commissioner on Human Rights that no alternatives are possible to such a critical situation without concrete responses by authorities, proper investigation, prosecution, and survivor compensation. Yet the government is inattentive.

The lack of understanding of women's legal rights in Guatemala has had a broad negative impact on the administration of justice. Not only are the lives of women adversely affected, but social, legal, and economic institutions are greatly challenged and diminished. A number of factors converge to create the environment for prevailing gender inequality. Key among them are poorly trained justice sector officials and the inability of the legal and judicial system to enforce laws. The WLR activity was designed and implemented to make these priority issues, and to further the understanding of gender and multiculturalism.

Since its start up in October 2003, WLR

Guatemala has been working towards *strengthening the institutional capabilities of government ministries, universities, and civil society organizations to improve women's legal rights*. During the past year, activities focused on three key program components: legal education, prosecutor training, and advocacy and awareness.

WLR Guatemala in Numbers

- 2 MOUs signed with Public Ministry and USAC
- 2 MOU amendments signed to expand their reach and strengthen co-implementation of activities with partner institutions
- 117 prosecutors trained
- 47 diploma graduates successfully implemented
- 15 justice sector institutions, government agencies, and CSOs have personnel participating in the diploma and masters programs.
- 26 joint advocacy and mainstreaming projects within their home institutions
- 25 master degree students currently attending the program
- 25,000 brochures, 20,000 posters, and 5 radio spots in Spanish and 5 Maya languages (Q'eqchu', Kich'e, Cakchiquel, Mam, T'zutuji'l) distributed through the nationwide networks of the Public Ministry, Ministry of Education, USAID/Justice Centers' Committees on Domestic Violence, and community radios.

Staffing. The WLR local team is comprised of Program Coordinator Eugenia de Celada, Program Assistant Lorena Coronado, and Accountant Erika Gutierrez. Legal experts and other consultants needed to staff specific program components are retained as short-term advisors. Whenever possible, the WLR team looks to leverage local expertise in pursuit of program goals, both to strengthen local capacity and to build sustainability.

Coordination with USAID. WLR will continue to implement project activities in coordination with USAID/Guatemala, contributing to the mission's strategic objectives and complementing other mission activities. The WLR team will ensure that the action plan does not duplicate the work of other donors, and that activities support WLR goals and objectives. Implementation of this project will be guided by the goals and objectives of EGAT/WID's Strategic Objective 3 (SO3), "Women's legal rights increasingly protected," as well as by USAID/Guatemala's SO1: "More responsive, transparent governance" and its IR 1: "Ruling more justly."

B. Country Program Impact

All targets and benchmarks planned under the three project component areas of the previous action plan period—legal education, prosecutor training, and advocacy and awareness—have been met. Progress achieved in these three areas is presented below in greater detail.

Component One: Legal Education. In partnership with USAC (University of San Carlos), WLR successfully introduced the Diploma in Gender and the Law which resulted in the implementation of 26 advocacy projects by 47 USAC graduates in their home institutions. As part of its monitoring process, WLR facilitated a best practices and lessons learned workshop on the impact of the diploma. Participants included USAC diploma professors, diploma graduates, sponsoring institutions, and interviews with those involved with the advocacy projects themselves. Findings of this evaluation were captured on the trip report developed by WLR legal specialist Lelia Mooney in May 2005.

During this past year, WLR received technical approval from USAC to proceed with a masters degree in Women's Rights, Gender, and Access to Justice. USAC, with WLR assistance, recruited candidates in the same way diploma candidates were recruited: inviting justice sector institutions, government agencies, and women and indigenous women's CSOs to nominate candidates for the program. Twenty-five students (four men, 21 women) were ultimately selected, representing the following institutions: USAC, DEMI, the Judicial School, the Institute of Public Defenders, Guatemala's General Prosecutor, and the Public Ministry.

WLR successfully negotiated an amendment to its MOU with USAC, allowing the institution to take a larger leadership role in instituting the masters degree program. This developed ownership and contributed to facilitating program sustainability. WLR also developed specific MOUs that were signed by the masters degree students, their home institutions, and USAC, making clear roles and responsibilities for each signatory, and defining the specific requirements and academic regulations that masters degree students must fulfill to receive WLR/USAID scholarships.

Component Two: Prosecutor Training. In partnership with UNICAP (Public Ministry's Training Academy), WLR successfully completed the follow-up strategy for the 117 prosecutors trained during 2004. This included jointly designing a monitoring questionnaire that UNICAP

administered to the prosecutors, and that was used to structure the final follow-up meeting. After completing this activity, WLR produced final reports both in Spanish and English for client and partner institutions. Today, UNICAP takes the lead on tracking the work this group of prosecutors related to violence against women, and has also been able to incorporate the gender and multicultural dimensions of their training in their own continuing education efforts. Diploma graduate and UNICAP staff member Miriam Cobar is a central part of these accomplishments. Lastly, during this year, WLR successfully negotiated the extension of the MOU with the Public Ministry for two more years.

Component Three: Advocacy and Awareness. During the previous action plan period, WLR disseminated posters, brochures, and radio spots in partnership with the Public Ministry, with Diploma students as part of their advocacy projects, and with eleven Justice Centers and their Domestic Violence Committees throughout the country. WLR also worked with radio networks nationwide, the USAID/Checchi Rule of Law Project, and the Ministry of Education on advocacy and awareness. By heavily relying on partner institutions at all levels, WLR was not only able to reach larger audiences but also to make its partners *owners* of the advocacy process itself, including project materials. Partners took the lead in reporting the impact of the materials disseminated based on the WLR results framework and indicators. Lastly, the Public Ministry made the decision to use its website (www.mp.lex.gob.gt) to publicize the brochure on violence against women.

Owner-Advocates

“After attending this training and receiving the WLR brochure, now I always keeps it with me and take it everywhere so I can share it with other women and organizations from my community.”

--Midalia Orellana de Calderon, community leader from El Progreso, May 2005.

“By displaying the brochure on our website, we are showing our commitment to prosecuting different cases of violence against women.”

--Clarissa Gonzalez, Director of International Cooperation, Public Ministry, May 2005

Under this component, WLR also successfully implemented the two planned technical assistance, lessons learned, and best practices workshops for the diploma graduates. These two workshops were specifically designed to monitor the progress of 47 students who were implementing 26 advocacy projects in their home institutions. WLR was able to keep track of their progress, help them overcome the challenges along the way, and help them identify, collectively, the impact of their work.

C. Challenges and the Way Forward

It takes time to do local capacity building. WLR Guatemala went through a transition process between August and November 2004 when a new local coordinator was hired who did not have a legal background, but who has strong organization and facilitation skills. The demands of WLR activities in the country require the careful selection of multidisciplinary experts in the field of women’s rights and gender analysis, as well as strong team spirit and local ownership of the program. The activities proved challenging to accomplish; however, as the staffing strategy was clear, both the local coordinator and local experts were able to respond to the challenges.

Be prepared for the challenges of working with government. WLR had to respond to the changes in the Guatemalan government when a new administration was elected in January 2004,

impacting leadership in partner institutions. The MOUs signed at the very beginning of WLR operations proved critical in securing both program continuity and ongoing impact.

Be alert to traditional institutional and societal patterns of understanding women’s legal rights. Years of exclusion and discrimination against women—particularly indigenous women—and highly institutionalized patriarchal patterns have prevented Guatemalan institutions and civil servants from engaging in debate on respecting women’s legal rights and access to justice. Most public and academic debates have failed to examine the situation of indigenous women at all. WLR understood the challenge from the very beginning. Rather than imposing the issue at the institutional level, WLR acted as a low-profile catalyst for strengthening institutions through an approach that respects Guatemala’s social context.

SECTION II

Implementation

During the last action plan period, activities focused on three main interrelated areas: legal education, prosecutor training, and advocacy and awareness. These program areas will continue to be addressed in the coming year as part of a larger initiative designed to reinforce linkages across components. WLR will continue to strengthen the capacity of justice sector institutions, government agencies, and civil society professionals to provide women better access to justice, largely through legal education initiatives. WLR will also concentrate on CSO capacity to advocate for women's legal rights. As a result of its interconnected and inter-institutional approach, WLR will mobilize a wide variety of justice sector professionals, government institutions, civil society leaders and citizens to promote women's and indigenous women's rights in Guatemala through gender mainstreaming at the institutional level. All activities will be underpinned by these program pillars: sustainability; high impact results; monitoring and evaluation; capacity building; and communication of best practices and success.

In the section that follows, WLR provides details on its three technical components, technical strategies, associated activities and tasks, resource requirements, benchmarks, and efforts to ensure sustainability. Detailed information about overall staffing and performance monitoring, including a chart with indicators and expected results, can be found in Section III Program Management. Annex A contains a detailed timeline showing activities, specific dates, and parties responsible for the activities and results.

A. Component One: Legal Education Strengthening

Overview and strategy. WLR developed the Diploma in Gender and the Law program with USAC. The diploma program has increased the number of skilled trainers, legal and judicial professionals, and advocates in Guatemala who are equipped to teach from a gender perspective at law schools, judicial organs, and Ombudsman institutions. It has also enhanced justice sector capacity to more efficiently enforce legislation, and strengthened the capabilities of civil society organizations to advocate for women's legal rights. Under this component, WLR will move towards negotiating an MOU with USAC's rector to make the masters program sustainable. As part of this process, WLR will also help USAC to monitor the performance of the masters degree students through a triangular strategy: USAC, nominating institutions, and periodic performance evaluation of masters students by their professors. Finally, a follow-up strategy for diploma graduates and their advocacy projects will be implemented to secure program sustainability and determine the impact of community gender mainstreaming projects.

Key activities. The key activities to support this component are:

- Develop the sustainability approach for the MOU to be signed with the rector of USAC. This activity will be completed by December 2005. The legal specialist will

lead the negotiation process and the local coordinator will facilitate communications and steps.

- Strengthen exchanges between Georgetown University Law School and USAC under the academic leadership of Professor Susan Deller Ross. She will follow up on her 2005 visit to Guatemala with lectures on topics to be identified by the masters degree students, with guidance from their local professors. This activity will take place by the end of the second academic semester. The legal specialist together with the local coordinator will facilitate the exchange process on both ends.
- Put in place the triangular strategy to monitor masters students. This strategy will be in place by October 2005, and will be implemented on an ongoing basis through the end of the masters program. The local coordinator will develop this strategy together with the legal specialist. The local team will be responsible for ongoing and efficient implementation.
- Develop and put in place the monitoring strategy of levels of sustainability of advocacy projects through efficient and ongoing means of verification and communication for reporting. This strategy will be concluded by October 2005, and will be implemented on a quarterly basis. The local coordinator will develop this strategy jointly with the legal specialist. The local team will be responsible for ongoing and efficient implementation.

Resources. Key resources under this component include: USAC, the Women's University Institute, masters and diploma partner organizations, masters and diploma students and masters professors, Georgetown University Law School, USAID, and other donor agencies. The WLR Guatemala coordinator will ensure performance under this component with oversight and technical support from the Washington, D.C.-based legal specialist.

Benchmarks for 2005-2006. The benchmarks for this action plan period are:

- MOU negotiated and signed with USAC.
- Successful triangular monitoring strategy of masters students in place.
- Successful monitoring strategy of Diploma projects in place.

Sustainability strategies. To ensure that all the capacity building efforts that have been implemented since the beginning of this project through a strong partnership with USAC do not get lost, WLR will negotiate a larger MOU with the rector of USAC. This will involve the lessons learned, need to involve other USAC bodies (such as the Women's University Institute), develop linkages with Georgetown Law School, involve USAID and other donor agencies, and design a marketing strategy for the masters program that USAC could easily use to promote and continue attracting other audiences for future masters or diploma courses.

B. Component Two: Justice Sector Capacity Building

Overview and strategy. The advocacy project implemented by diploma graduate Jeydi Estrada Montoya within the Institute of the Public Defenders on how to incorporate gender analysis into the defense of women who commit crimes created a twofold impact. First, it contributed to creating a larger institutional demand for and a commitment to gender analysis training, and second, the project affected 150 individual public defenders throughout the country. WLR will enter into a MOU with the leadership of the Institute that will set the terms of cooperation and the type of technical assistance that WLR will provide. This will be part of a strategic monitoring and evaluation process that will target both trainers and the way the public defenders incorporate gender analysis into their defense strategies.

Key activities. The key activities to support this component are:

- Enter into a MOU with the director of the Institute of the Public Defenders to be signed by December 2005. The legal specialist will lead the negotiation process and the local coordinator will facilitate any type of communications and processes.
- Develop—in cooperation with the Institute’s Training Academy—the training strategy for 20 trainer-of-trainers who will monitor the 150 public defenders. This strategy will be concluded by November 2005.
- Implement training of trainers and trainings for public defenders. This activity will be concluded by July 2006.
- Develop and put in place a monitoring strategy for both the training-of-trainers process and the incorporation of gender analysis into public defender strategies. This will be concluded by November 2005, and will be implemented on a quarterly basis. The local coordinator will develop this strategy jointly with the legal specialist and the director of the Institute’s Training Academy. The local team will be responsible for ongoing and efficient implementation.

Resources. Key resources under this component include: the director of the Institute of Public Defenders, the director of the Institute’s Training Academy, public defender and diploma Graduate Jeydi Estrada Montoya, two local experts on criminal law, procedural law, gender and the law, and adult education. The WLR Guatemala coordinator will ensure performance under this component with oversight and technical support from the legal specialist.

Benchmarks for 2005-2006. The benchmarks for this action plan period are:

- MOU signed with the Institute of Public Defenders
- Successful implementation of the training strategy of 20 trainers and 150 public defenders.
- Successful monitoring strategy in place

Sustainability strategies. The MOU will be seminal in defining the grounds for technical assistance that WLR will provide, and ensuring that these efforts become institutionalized and are monitored at the institutional level. Critical institutional actors and other international donors interested in working with the Institute must be involved.

C. Component Three: Civil Society Strengthening

Overview and strategy. The advocacy project implemented by diploma graduate Vilma Dinora Morales at the USAID/Guatemala Justice Center of Villanueva created a large impact at the grassroots community and inter-institutional levels. The 52 women community leaders that were part of this process not only felt empowered by their new knowledge and understanding of how to access the justice system, but identified the need to go back to their own communities to disseminate this knowledge among other women and grassroots organizations. WLR will work together with the USAID/Guatemala Justice Center of Villanueva to design and implement a training strategy to help the 52 women community leaders (participants of Vilma Dinora's advocacy project) become certified paralegal community leaders (*promotoras lideres comunitarias*), providing integral assistance to women who are victims of domestic violence. This effort will also be coordinated with another diploma graduate, Julissa Baldetti, and her home institution: the Institute of Comparative Criminal Studies. WLR will also coordinate efforts with the Institute in the area of research on legal defense strategies and access to justice for women.

Key activities. The key activities to support this component are:

- SOW for cooperation with the USAID/Guatemala Justice Center of Villanueva and the technical assistance strategy for training that WLR will provide them. This will be completed by November 2005 and will involve both the legal specialist and the local coordinator.
- SOW for cooperation with the Institute for Comparative Criminal Studies. This will be completed by November 2005 and will involve both the legal specialist and the local coordinator.
- Trainings for paralegal community leaders. This activity will be completed by May 2006 and will involve the legal specialist, the local coordinator, and diploma graduates Vilma Dinora Morales and Julissa Baldetti.
- Successful monitoring strategy in place.

Resources. Key resources under this component include: the USAID/ Guatemala Justice Center from Villanueva, its Committee on Domestic Violence, OAV's local chapter, other USAID/Guatemala funded democracy and governance and USAID rule of law projects in Villanueva, 52 community leaders from Villanueva, diploma graduate Vilma Dinora Morales, and the Institute of Comparative Criminal Studies. The WLR Guatemala coordinator will ensure performance under this component with oversight and technical support from the legal specialist.

Benchmarks for 2005-2006. The benchmarks for this action plan period are:

- SOW completed and in full operation with the USAID/Guatemala Justice Center of Villanueva.
- SOW completed and in full operation with the Institute of Comparative Criminal Studies.
- Training for 52 paralegal community leaders implemented and ready for monitoring and evaluation.
- Research work developed and disseminated among partner institutions under this component.
- More WLR brochures printed and distributed by network of community leaders.

Sustainability strategies. WLR will work closely with the USAID/Guatemala Justice Center of Villanueva, its Committee on Domestic Violence, and the local chapter of the OAV, and other grassroots CSOs to ensure that this effort becomes institutionalized and replicated within other Justice Centers in the country. Both diploma graduates will be come critical partners in this process as WLR will leverage the capacities and skills they have developed. The research piece produced by the Institute will also be integrated into the previous component as part of the training strategy of the Institute of the Public Defenders. WLR will also coordinate efforts with other USAID/Guatemala democracy and governance and rule of law initiatives in Villanueva.

SECTION III

Program Management

A. Staff and Management

Local Coordinator, Eugenia de Celada, Program Assistant Lorena Coronado, and Administrative Assistant Erika Gutierrez will continue to be responsible for the day-to-day management of the program in the field. The core team—Chief of Party David Vaughn and Legal Specialist Lelia Mooney—will continue to travel to Guatemala regularly to check the status of the projects, provide necessary technical assistance, and program troubleshooting as needed. Program Associate Kari Goetz will conduct one management trip, as needed. We have developed effective communication systems during the past year, and we will continue those systems through daily e-mails, weekly telephone conferences, action items lists, and additional communications as needed between the offices in Guatemala and Washington, D.C. The core team will also identify technical experts needed in connection with specific topics to travel to Guatemala to provide assistance and/or training. Local staff and partner organizations will identify local experts and organizations necessary to achieve the goals of the project.

B. Performance Management Plan

The WLR team prepares quarterly reports, trip reports, and annual reports on best practices, lessons learned, and success stories. WLR's performance management strategy includes the collection of specific statistics and data, and effectiveness measures designed with input from local civil society organizations, and other interested and involved local partners, as well as the use of pre-and post-tests during training programs, follow-up questionnaires, and the inclusion of monitoring and evaluation (M&E) requirements in agreements, i.e., contracts and memoranda of understanding, with partner organizations and institutions. The table below details action plan activities, relevant EGAT/WID SO 3 Intermediated Results (IRs), the applicable indicators, and expected results.

Component One: Legal Education Strengthening

Activity	Relevant IRs	Indicators	Expected Results
Completion of semesters 1-2 and 3 of the Masters program.	IR 2	Indicator 2: Number of legal professionals trained in women's legal rights and international human rights law.	Legal professionals with a better understanding and increased knowledge of gender and women's legal rights will lead to proper enforcement of national and international human rights at the national level.
	IR 3	Indicator 4: Number of legislative and/or policy actions taken as a result of civic advocacy Indicator 1: Percent of CSOs utilizing training on women's legal rights and international human rights to advocate for women's legal rights	Legal professionals and civil society advocates with a better understanding and increased knowledge of gender and women's legal rights will lead to proper enforcement of national and international human rights at the national level. Well trained legal aid providers and CSOs will advocate for the protection of women from violence and the proper enforcement of the law. These efforts will empower women to utilize the services and legal processes available to protect themselves.
MOU with USAC signed	IR 2	Indicator 2: # of legal professionals trained in women's legal rights and international human rights law.	
Academic exchange with Georgetown University Law School	IR 2 IR 3	Indicator 2: Number of legal professionals trained in women's legal rights and international human rights law. Indicator 4: Number of legislative and/or policy actions taken as a result of civic advocacy Indicator 1: Percent of CSOs utilizing training on women's legal rights and international human rights to advocate for women's legal rights Indicator 2: Number of legal professionals trained in women's legal rights and international human rights law.	Legal professionals with a better understanding and increased knowledge of gender and women's legal rights will lead to proper enforcement of national and international human rights at the national level. Well trained legal aid providers and CSOs will advocate for the protection of women from violence and the proper enforcement of the law. These efforts will empower women to utilize the services and legal processes available to protect themselves.
M&E strategy for Diploma graduates and Master	IR2	Indicator 2: Number of legal professionals trained in women's	Legal professionals with a better understanding and increased knowledge on gender and women's legal rights will

Activity	Relevant IRs	Indicators	Expected Results
students	IR 3	<p>legal rights and international human rights law.</p> <p>Indicator 4: Number of legislative and/or policy actions taken as a result of civic advocacy</p> <p>Indicator 1: Percent of CSOs utilizing training on women's legal rights and international human rights to advocate for women's legal rights</p> <p>Indicator 2: # of legal professionals trained in women's legal rights and international human rights law.</p>	lead to proper enforcement of national and international human rights at the national level.

Component Two: Justice Sector Capacity Building

Activity	Relevant IRs	Indicators	Expected Results
MOU signed with Institute of Public Defenders	IR 2	Indicator 2: Number of legal professionals trained in women's legal rights and international human rights law	Legal professionals with a better understanding and increased knowledge on gender and women's legal rights will lead to proper enforcement of national and international human rights at the national level.
Training of trainers and Public Defenders	IR 2.	Indicator 2: Number of legal professionals trained in women's legal rights and international human rights laws	Legal professionals with a better understanding and increased knowledge on gender and women's legal rights will lead to proper enforcement of national and international human rights at the national level.

Component Three: Civil Society Strengthening

Activity	Relevant IRs	Indicators	Expected Results
SOW developed with USAID/Guatemala Justice Center of Villanueva	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	Well trained legal aid providers and CSOs will advocate for the protection of women from violence and the proper enforcement of the law. These efforts will empower women to utilize the services and legal processes available to protect themselves.
Training of paralegal community leaders	IR3 IR4	Indicator 1: Percent of CSOs utilizing training on women's legal rights and international human rights to advocate for women's legal rights Indicator 2: Number of publications or campaigns developed to educate women and the public on women's legal rights.	Well trained legal aid providers and CSOs will advocate for the protection of women from violence and the proper enforcement of the law. These efforts will empower women to utilize the services and legal processes available to protect themselves.

ANNEX A

Action Plan Timeline

Objectives	Activities for Achievement	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Responsible Parties
Component 1 - Legal Education Initiatives	Sing MOU with USAC	■	■	■										LS, LC, USAC
	Develop exchanges with Georgetown University Law School										■			LS, LC, USAC
	Implement M&E strategy for Master students	■	■	■	■	■	■	■	■	■	■	■	■	LS, LC, USAC
	Implement M&E strategy for Diploma graduates	■	■	■	■	■	■	■	■	■	■	■	■	LS, LC, Institutions
Component 2- Strengthening Justice Sector Institutions Initiatives	Sing MOU with Institute of the Public Defenders	■	■	■	■	■	■	■	■	■				LS, LC, Institute
	Develop training for trainers strategy	■	■	■	■									LS, LC, Institute
	Implement training for trainers and Public Defenders							■	■	■	■			Institute, LC, Trainers
	Hire 2 local trainers							■	■	■	■			LC, PA, A
	Implement M&E strategy for trainings							■	■	■	■	■	■	LC, PA, Institute
Component 3- Strengthening CSOs Initiatives	Develop SOWs for US/Guatemala Justice Center and Institute of Comparative Criminal Studies	■	■											LS, LC, Partners
	Develop trainings for paralegal community leaders					■	■							LS, LC, Partners
	Develop research by Institute of Comparative Criminal Studies	■	■	■										LS, LC, Partners

Objectives	Activities for Achievement	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Responsible Parties
Management	Move Office Space			■										PC
	Field Accounting Review		■											Field Accountant
	File review by HO and FO								■					Team
	Administrative Systems Review by PMU						■							PM
	Legal Specialist Trip to Field		■		■				■			■		LS
	Workplanning with FO for Year Five Action Plan									■				Team
	Submit Inventory Reports			■						■				PC
	Field Office Staff Evaluations						■				■			PC
	Home Office Retreat for Year Five Workplanning										■			Team
	Collect M & E data from local partners (quarterly)			■		■				■			■	LS,PC
	Prepare quarterly and annual reports	■			■			■			■			LS

Legend: COP- Chief of Party; LS - Legal Specialist; PA - Project Administrator; APA - Assistant Project Administrator: