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UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
Washington, D. C. 20523

LAC REGIONAL

PROJECT PAPER

REGIONAL ADMINISTRATION OF  
JUSTICE SUPPORT PROJECT

AID/LAC/P-605

PROJECT NUMBER: 598-0669

UNCLASSIFIED

AGENCY FOR INTERNATIONAL DEVELOPMENT  
**PROJECT DATA SHEET**

1. TRANSACTION CODE

A = Add  
 C = Change  
 D = Delete

Amendment Number

DOCUMENT CODE

3

2. COUNTRY/ENTITY  
LAC Regional

3. PROJECT NUMBER

598- 0669

4. BUREAU/OFFICE

LAC/DI

05

5. PROJECT TITLE (maximum 40 characters)

Reg. Admin. of Justice Support Project

6. PROJECT ASSISTANCE COMPLETION DATE (PACD)

MM DD YY  
0 3 3 1 9 5

7. ESTIMATED DATE OF OBLIGATION

(Under 'B' below, enter 1, 2, 3, or 4)

A. Initial FY 9 1

B. Quarter 4

C. Final FY 9 3

8. COSTS (\$000 OR EQUIVALENT \$1 = )

A. FUNDING SOURCE	FIRST FY 91			LIFE OF PROJECT		
	B. FX	C. L/C	D. TOTAL	E. FX	F. L/C	G. TOTAL
AID Appropriated Total						
(Grant)	( 450 )	( )	( 450 )	( 6,200 )	( )	( 6,200 )
(Loan)	( )	( )	( )	( )	( )	( )
Other 1.						
U.S. 2.						
Host Country						
Other Donor(s)						
<b>TOTALS</b>	<b>450</b>		<b>450</b>	<b>6,200</b>		<b>6,200</b>

9. SCHEDULE OF AID FUNDING (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH CODE		D. OBLIGATION TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1 Grant	2 Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) ES	701	980		-	-	450	-	6,200	-
(2)									
(3)									
(4)									
<b>TOTALS</b>						<b>450</b>		<b>6,200</b>	<b>-</b>

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)

11. SECONDARY PURPOSE CODE

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)

A. Code

B. Amount

13. PROJECT PURPOSE (maximum 480 characters)

To assist host government institutions to: 1) increase the independence, competence, and efficiency of the judicial system in LAC countries; and, 2) promote information-sharing of experiences gained in the LAC region in the administration of justice.

14. SCHEDULED EVALUATIONS

Interim MM YY MM YY Final MM YY  
1 2 9 2 1 2 9 4

15. SOURCE/ORIGIN OF GOODS AND SERVICES

000  941  Local  Other (specify)

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a \_\_\_\_\_ page PP Amendment.)

17. APPROVED BY

Signature

*W.P. Schow*

Title

Director, LAC/DI

Date Signed

MM DD YY  
0 1 0 8 9 1

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION

MM DD YY  
0 1 0 8 9 1

**AGENCY FOR INTERNATIONAL DEVELOPMENT**  
WASHINGTON, D.C. 20523

**PROJECT AUTHORIZATION**

Name of Country : LAC Regional  
Name of Project : Regional Administration of  
Justice Support Project  
Number of Project : 598-0669

1. Pursuant to Section 531 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Latin America and the Caribbean Regional Administration of Justice Support Project involving planned obligations of not to exceed Six Million Two Hundred Thousand United States Dollars (US \$6,200,000) in grant funds over a three year period from date of authorization subject to the availability of funds in accordance with the A.I.D. OYB/allotment process, to help in financing foreign exchange and local currency costs for the project. The planned life of project is three and one-half years from the date of initial obligation.

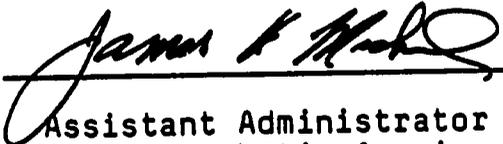
2. The project will: 1) provide technical assistance and selected short-term training of Latin American and Caribbean host country nationals in strategy/project design, implementation and evaluation of AOJ activities; 2) consolidate, analyze and report on AOJ experience of both the process of designing and implementing AOJ projects and, where possible, on more structural issues including policies, practices and laws that affect the effective functioning of legal systems; and 3) improve information sharing on AOJ-related topics including a newsletter based on the analyses performed under the second component.

3. The Project Agreement(s) which may be negotiated and executed by the officers to whom such authority is delegated in accordance with A.I.D. regulations and Delegations of Authority shall be subject to the following essential terms and covenants and major conditions, together with such other terms and conditions as A.I.D. may deem appropriate:

a. Source and Origin of Commodities, Nationality of Services

Commodities financed by A.I.D. under the Project shall have their source and origin in the United States (Code 000), except as A.I.D. may otherwise agree in writing. Except for ocean shipping and short-term training, the suppliers of

commodities or services shall have the United States as their place of nationality, except as A.I.D. may otherwise agree in writing. Ocean shipping financed by A.I.D. under the Project shall, except as A.I.D. may otherwise agree in writing, be financed only on flag vessels of the United States. Except as A.I.D. may otherwise agree in writing, suppliers of short-term training up to \$150,000 shall have the United States, the cooperating country or countries included in Geographic Code 941 within the Latin America and Caribbean region as their place of nationality.



Assistant Administrator  
Bureau for Latin America  
and the Caribbean

March 13, 1991

Date

**Clearances:**

A-DAA/LAC:PBloom PK Date 3/12/91  
AA/LAC/SA:KHarbert PK Date \_\_\_\_\_  
LAC/DR:JEvans PK Date 3/5/91  
LAC/DR/PSS:EWarfield (Draft)  
LAC/DR/E:JHester JA Date 3/4/91  
LAC/DI:SIralow (Draft)  
LAC/DPP:BSchouten BS Date 3/4/91  
LAC/DPP:CAAdams C Date 3/4/91  
GC/LAC:KHansen KH Date 3/4/91  
LAC/SAM:NParker (Draft)  
LAC/CEN:RAsselin (Draft)  
LAC/CAR:CTyson (Draft)

SB  
LAC/DR/PSS:SBUgg: sb:75246: doc0653M

# REGIONAL ADMINISTRATION OF JUSTICE SUPPORT PROJECT

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## I. BACKGROUND

### A. Democratic Initiatives

A.I.D. Administrator Ronald Roskens cites support for democracy as one of six principles that guide AID in meeting its overall objectives of assisting "developing countries to realize their full national potential through the development of open and democratic societies and the dynamism of free markets and individual initiatives."

Underscoring the importance of democratic development, the Bureau for Latin America and the Caribbean has identified support for the evolution of stable democratic societies as one of two major Bureau objectives. This objective is to be accomplished, in part, by strengthening civilian government institutions, including the justice sector institutions. This Bureau objective is implemented through LAC/DI and bilateral mission democracy programs.

Democratic Initiative activities are focused primarily on the fragile or emerging democracies of Central and South America, rather than on stable, established democracies or on countries that are still non-democratic, although limited assistance is provided to these as well where opportunities exist. AID is currently spending about \$70 million a year in LAC for democracy activities, including \$20 million for administration of justice (AOJ).

Although consistent with long-standing Bureau goals, AOJ is a relatively new program area for A.I.D. The purpose of the AOJ program is to increase the judicial independence and competence of the justice systems in LAC countries. The purpose is to be achieved by a broad-based assistance program designed to increase justice sector personnel training, improve court administration, modernize legal codes, bolster local institutional support, upgrade local law libraries, increase judicial sector budgets, ameliorate judicial career standards, help local bar associations, and improve criminal investigative capacities of governments in the region.

Given the unprecedented swing toward democracy in the past few years, A.I.D. will increase substantially the emphasis it places on democratic development, including support for improved administration of justice. Other high priority USG objectives, such as stemming the production and distribution of narcotics, also relate to improved performance of criminal justice systems in Latin America. This heightened attention will increase the demand on LAC/DI and the Missions to provide continued or expanded support for AOJ activities.

Naturally, the demand for information on the impact of AOJ programs also will increase as interest in the subject continues to grow.

There is great interest throughout the region in the AOJ program, and clear needs exist for assistance that can be met with relatively modest funding levels.

## B. Prior A.I.D. Experience

### 1. History

The democratic initiatives program has evolved from U.S. concern with human rights. Between FY 1978 and 1983, the LAC Bureau managed a human rights program, authorized under Section 116(e) of the Foreign Assistance Act (FAA) that included, inter alia support for: the regional human rights education and research programs of the Inter-American Institute of Human Rights (IIHR); the technical assistance and training programs of the Center for Electoral Assistance and Promotion (CAPEL), part of the IIHR; and programs of the UN-affiliated Latin American Institute for Crime Prevention and Treatment of Offenders (ILANUD) that were forerunners of the present AOJ program.

In FY 1984, a special Congressional earmark provided the first \$3 million of the \$9.2 million Administration of Justice program in El Salvador.

At about the same time, the Central America Democracy, Peace, and Development Initiative of 1984 (known as the Central American Initiative, or CAI) was approved by the U.S. Congress to implement the recommendations of the National Bipartisan Commission on Central America (known as the Kissinger Commission). The Kissinger Commission, named in 1983 to propose a long-term U.S. strategy that would best respond to the social, economic, and democratic development challenges in the region, placed democratic development at the core of U.S. policy and recommended the strengthening of democratic institutions. As part of the CAI, the Bureau for Latin America and the Caribbean established the Office of the Administration of Justice and Democratic Development (now called the Office of Democratic Initiatives) in 1985 to assist Central American governments in improving their judicial systems and democratic institutions.

Since then, AID/LAC has funded several regional and bilateral projects to develop and strengthen democratic values, practices, and institutions, initially in Central America and increasingly in South America and the Caribbean.

## 2. Overview of LAC Administration of Justice Projects

The Administration of Justice program has become a major element of the Democratic Initiatives program. Initiated in 1983 at modest levels, the AOJ program expanded due to Congressional earmarks of \$20 million each year from 1985 through 1989. The objective of the program is to increase the independence and competence of justice systems in Latin American countries. Activities are designed to train judicial personnel, improve court administration, revise and reform laws, bolster local institutional support, upgrade local law libraries, upgrade judicial qualifications, assist local and regional bar associations, improve criminal investigative capacities of governments, establish and expand public defender systems, conduct public education programs and continuing legal education, and publish case reports and textbooks.

The program includes waivers of the general prohibition on police assistance for enhancing police investigative and forensic capabilities, management training, and academy curriculum development. Unlike AID's earlier public safety program, which was terminated amid allegations of the use of torture by U.S. trained police, this program does not provide general law enforcement training. The U.S. Department of Justice administers the police assistance component.

In April 1983, the Department of State and AID sent a team to El Salvador to assess the problems in the administration of justice. Based on the information gathered, the team presented a series of recommendations encompassing all aspects of the judicial system: the criminal code, legal education, training for prosecutors and investigators, judicial administration, witness and judicial protection, and improved forensic capabilities.

In recognition of the compelling need for assistance in the area of judicial administration, specifically the prompt and equitable resolution of criminal cases, the U.S. Congress passed the Spector Amendment to the Second Continuing Resolution for Fiscal Year 1984. That recommendation given by the team in 1983 and the passage of the cited amendment constitute the basis of the first phase of the pilot judicial reform project, which allowed AID to initiate its work in the AOJ field in Latin America.

In 1985, AID initiated the Regional AOJ project, which is based in Costa Rica and whose efforts were to strengthen judicial systems in Panama, El Salvador, Costa Rica, the Dominican Republic, Honduras and Guatemala. The project, which is still ongoing, also includes training for Colombia, Ecuador, Peru,

Bolivia, Uruguay, Venezuela, and Chile. The primary responsibility for implementing the project was given to the United Nations Latin American Institute for the Prevention of Crime and Treatment of Offenders (ILANUD). The project design anticipated and promoted the establishment of bilateral USAID AOJ projects in participating countries.

The second regional project, which began in 1986, was designed to provide technical assistance to seven Caribbean countries. After independence from the United Kingdom, these countries (Belize, Grenada, St. Kitts/Nevis, Antigua, St. Lucia, Dominica, and St. Vincent) assumed responsibility for major legal areas such as civil aviation, trademarks and intellectual property, and taxation. Assistance includes construction and renovation of courts, development of law libraries and civil registries, judicial training and law revision and reform. Limited grants were also given to Barbados, Trinidad and Tobago, Anguilla, the Bahamas, Montserrat, the British Virgin Islands, and the Cayman Islands. A separate component of this project included assistance to Jamaica in the form of facilities renovation, training, computer applications, and library development.

Since these early beginnings, LAC/DI has encouraged AOJ programs wherever freely elected governments in the Hemisphere evidence commitment to judicial reform. The increase in the number of freely elected governments has enabled the program to expand throughout Central and South America and the Caribbean.

Today, there are six major bilateral AOJ projects in Guatemala, Honduras, El Salvador, Costa Rica, Peru and the Caribbean. Three new bilateral projects are planned for FY 91 in Colombia, Chile and Panama. Other countries, such as Bolivia, Ecuador, Paraguay, Uruguay, Brazil and Argentina, have initiated activities in the areas of judicial training, court administration, judicial protection, and justice sector assessments. Two of these countries -- Paraguay and Uruguay -- will receive special technical assistance and judicial training leading to larger programs next year. In addition, three new regional projects have been approved in the FY 91-92 Action Plan: Democracy through Law Education, New Technology Information Systems, and Judicial Administration for Latin American Court Personnel. By 1992, the AOJ program will be operational in almost all of the advanced developing countries, at the request of the host countries.

### C. First Regional AOJ Technical Support Project

Since August 1989, LAC/DI has provided technical assistance to the Missions through a Technical Services Contract to Checchi and Company Consulting, Inc., under the LAC Regional

Administration of Justice Project. The contract is funded at a level of \$1,305,475 over a two year period through August 15, 1991. The general consensus among DI officers at participating missions is that the contract has provided a useful, effective and quick vehicle to further mission strategies in the administration of justice field. It is envisioned that, through August 1991, missions will continue to use this contract as their primary contractual vehicle.

The purpose of the contract was to provide technical services in ten categories of AOJ-related activities. Of the 1,340 person days of contract services envisaged in these areas, 981 days have been provided as of October 1, as follows:

Skill Category	Days in Contract	Days Provided
1) Court Administration	115	140
2) Judicial Training	145	114
3) Legal Analysis	125	143
4) Law Library Science	25	--
5) Information Systems	180	58
6) Political Science/Polling	35	187
7) Public Administration	73	--
8) Project Design/Evaluation	547	304
9) Financial Analysis	50	35
10) Law Enforcement	45	--

Activities funded under the project have ranged from assessments, project design, management information systems, public awareness campaign and the creation of a judicial school.

The current contract is funded at \$1,305,475. Of this amount, \$912,303 or 70% has been obligated under 30 technical service orders (TSOs), as of November 1990. Contract management will require an additional \$150,000 through August 1991. Thus, about \$240,000 is available for additional technical services between November 1990 and August 1991. Requests for services into the first two quarters of 1991 currently total \$370,000. The shortfall is due to unanticipated assistance provided to Panama for assistance in preparing the Mission's AOJ project paper and to El Salvador to develop a public awareness campaign.

The rate of utilization of technical services has ranged from \$60,000 to \$191,000 per quarter, in addition to about \$30,000 per quarter for contract management (See Annex C.1.). Annex C.2 includes a list of past and proposed technical services funded under the contract. These include design (11), evaluation (10), assessments and strategy (6), polling (2), scopes of work (3),

and technical assistance for judicial schools and other activities.

Contract expenditures as per Table C.3 show that 62% of total budget was expended through October 1, 1990 with only 38% of projected expenditures for subcontracts, and 72% of projected amounts for salaries. Table C.4 includes a graph of expenditures showing salaries, overhead, travel, subcontracts and other expenditures.

Contract utilization by country (Table C.5) shows Panama as the greatest user of services (27%), followed by Paraguay (18%), El Salvador (13%) and Colombia (12%). These percentages will change substantially as large contracts for PP designs in Chile, Colombia and Peru are added to the list.

Project design and evaluation represent 32% of services delivered to October 1, followed by political science for assessments and polling (20%), legal research (14.5%) and court administration (14%) (See Annex C. 6). Public administration has not been utilized as a category, although court administration (which could be considered a component of public administration) has absorbed 14% of services. A redefinition of categories is required to reflect more accurately the types of services offered.

The selection of consultants has been provided disproportionately from home office support (40%), with Latin American consultants providing the least services (27%), and U.S. short-term consultants providing the balance (Annex C.7).

The earlier technical services contract was authorized as part of the Regional Administration of Justice Project. While the project is administered from Costa Rica, the technical services contract has been administered from AID/W, through LAC/DI. It was determined at the DAEC for the technical services contract that subsequent activities would be undertaken as a separate project.

## II. PROJECT DESCRIPTION

### A. Goal and Purpose

One of two major goals of the LAC Bureau is to support the evolution of stable, democratic societies in the LAC region. This goal echoes U.S. objectives as defined by the Department of State throughout the region and the world. The Regional Administration of Justice Project is designed to support this goal.

The purpose of the project is to 1) increase the independence, competence and efficiency of the judicial system in LAC countries; and 2) promote information-sharing of experiences gained in the LAC region in the administration of justice.

### B. Detailed Description

The three components of the project are: 1) to provide technical assistance and selected short-term training of host country nationals in strategy/project design, implementation and evaluation of AOJ activities; 2) to consolidate, analyze and report on AOJ experience of both the process of designing and implementing AOJ projects and, where possible, on more structural issues including policies, practices and laws that affect the effective functioning of legal systems. This component will provide an analytical base for the newsletter proposed under the third component through in-depth analytical work and the examination of issues on sub-sectoral or cross-cutting issues, based on country comparisons or sub-regional analyses; and 3) to improve information-sharing on AOJ-related topics.

The project will be implemented through a three-year contract, which will be competitively bid, plus an additional six months for final project evaluation. One contract is desirable for efficiency, program integrity, and economies of scale. Such a contractor would also be in a position to achieve specific program goals such as development of standard training modules, evaluation criteria and techniques and judicial record keeping.

Activities under the three components are designed to be responsive to field mission needs and will be executed in close communication and collaboration with relevant missions. Field missions will be able to buy in for specialized assistance.

Working directly with the field missions, the regional AOJ office and LAC/DI, the contractor will provide technical

analysis for sector assessments, concept papers, PIDs, project papers and evaluations. Due to the program objectives of institutionalizing judicial reforms as early as possible, it is desirable to secure host country participation in project analysis and development, as well as implementation. This may require contractor assistance in the training of host country nationals in those technical and legal specialities, such as court administration, legal reform, and information systems, which are essential to project development and implementation. Training may be conducted in the United States, the host country or a third country. The contractor will provide the appropriate technical assistance required to achieve AID's overall AOJ objectives, taking into account economies of scale, AOJ experiences in other contexts, and the possibility of standardization where appropriate.

A survey of field missions carried out as part of the PP development identified a significant demand for these services. It is estimated that over the three year life of the contract, field missions will buy in to the project for a total of \$4 million of technical assistance and training.

### C. Project Components

#### Component 1: Designing, implementing and evaluating strategies, programs or projects.

This component is designed to facilitate and support mission and LAC/DI programs through the provision of technically qualified personnel. The contractor will secure, on short notice, the services of those technical experts needed for the design, implementation, and evaluation of projects, programs and strategies. This includes Spanish-speaking court administrators, trainers, lawyers, law librarians, political scientists, and experts in information systems and records management. A wide variety of tasks will be performed, ranging from assessments to preparation of PPs for bilateral AOJ projects to preparation of reports on program impact based on performance indicators.

This component also includes provision for short-term training for host country nationals for skills development and upgrading to help ensure the success and sustainability of projects. Some illustrative areas of technical and legal specialties include court administration, judicial and legal training, legal reform, information systems and institutional strengthening. Training may be conducted in the host country, a third country in Latin America or in the United States. There are several short formal courses and observational tours on court administration available in the United States that offer professional technical knowledge and practical know-how

to justices, court administrators and clerks from developing countries, including the California Center for Judicial Education and Research and the National Judicial College in Reno, Nevada, among others. Training will be financed through Mission buy-ins.

Regarding the issue of women in development, LAC/DI has already commissioned a report entitled, Women in the Legal Profession in Latin America, under the current contract. It also supports or has supported activities that address the needs of women through grants that assist local bar associations and women's legal professional groups, providing seed money to fledgling groups and conducting community education programs, seminars and workshops on women-related issues. Under the new contract, the contractor will collect sex disaggregated data on project activities.

Special research projects may include assessments, updating existing studies, generating special studies on topics such as the public defender system and developing handbooks, manuals and brochures.

Responsibility for the implementation/oversight of activities carried out under this component will rest with LAC/DI, in consultation with the appropriate field mission.

Component 2: Consolidate AOJ experience.

This component will consolidate and analyze A.I.D. and other experience in the AOJ field. The material will be used for the preparation of newsletters and conferences and will support future planning and implementation efforts.

There is significant experience from six years of A.I.D. activity in this sector. In recent years many bilateral programs have initiated AOJ activities which are in incipient stages of institution-building. Synthesis of this experience requires reviews of evaluations across countries and/or regions, as well as across sub-sectoral issues in the complex AOJ sector. Additional studies may be conducted to obtain information for specific issues identified from current reviews of AOJ experience. The information and insights gained through consolidating the lessons learned to date will provide inputs for strategic guidance and other information relevant to project design and implementation. Specifically, this activity will assess what has worked well and how further progress can be made, through cross-cutting evaluations, country comparisons and other sectoral analyses. In addition to these more academic analyses, this activity also will draw lessons learned from the practical process of developing and implementing AOJ activities to provide future project designers and managers information on what has worked and what has not.

Modest AOJ activities were initiated after 1983. From 1985 to 1989, AOJ earmarks for \$20 million per year were expended through a regional program managed from Costa Rica, which included substantial assistance to the Instituto Latinoamericano de Naciones Unidas para la Prevencion del Delito y Tratamiento del Delincuente (ILANUD). Most AOJ projects have been operational for less than 4 years. LAC/DI is committed to ensuring that a system is in place to collect, monitor and evaluate data to derive lessons learned from AOJ experiences to benefit current and future project development. It is also important to consolidate our experience in the various sub-sectors of the AOJ field, including court administration, training, legal analysis, management information systems, assessment and design/evaluation. This type of summary and sub-sectoral evaluation, performed on a cross-cutting sub-regional basis by types of legal systems (common law vs. civil law) will provide an important basis for information-sharing through a newsletter and conferences, as well as for developing relevant strategies in the AOJ field.

Standard mid-term and final evaluations of bilateral project activities will be funded under component 1.

Summaries of reports, lessons learned and recommendations can be shared in newsletters and conferences and used to assist LAC/DI and missions in developing programs. The findings would be used to assist Missions' efforts, develop overall guidance to the field, contribute to the policy-making process, and keep other USG agencies and the public informed of the status of LAC AOJ efforts.

The contractor will extrapolate country-specific lessons learned as a basis for preparing sectoral evaluations to shape program/project/policy development. It will build a record of AID's experience in AOJ and apply lessons learned as they are extrapolated in policy and program development. It will lay the groundwork for determining if activities are helping to meet Bureau and AID objectives. The data collected and analyzed will be used to help missions in their country programming efforts and help LAC/DI develop guidelines for project development, implementation and evaluation. As the contractor is looking at lessons learned, it will address policy issues and systemic flaws in judicial policy and court administration, to the extent practicable.

### Component 3: Improved information-sharing on AOJ-related topics.

Key to the accomplishment of the project purpose is having the appropriate mechanisms in place to facilitate exchange of

information on project design, implementation and evaluation, including lessons learned. This information will be shared among AID/W and host country personnel in countries throughout the region who are charged with designing and implementing host country reforms as well as projects financed by A.I.D. and other donors.

The contractor will compile experiential information such as summaries of evaluations or lessons learned for review and dissemination by LAC/DI or the contractor to field missions.

The contractor will organize conferences, seminars, and workshops on pertinent topics of interest at the country, sub-regional and/or regional level. The purpose of these activities is to enhance information-sharing and knowledge among AOJ practitioners, officials and scholars. The conferences would cover such topics as comparative law, narcotics law, the role of women in the administration of justice, environmental law, and intellectual property rights, among others. The topics will be carefully selected by LAC/DI and the missions to determine their relevance and to ensure that other donors or grantees are not duplicating the exchange, and/or are invited to participate as appropriate. Another information-sharing activity will be to work with CDIE to ensure the A.I.D. databank includes relevant AOJ documents.

A periodic newsletter will be published by the contractor, in close collaboration with the Instituto Latino Americano de Naciones Unidas para la Prevencion del Delito y Tratamiento del Delincuente (ILANUD). The newsletter will be published under the auspices of ILANUD and will be in Spanish, with summaries and some articles in English. The contractor will bear the primary responsibility for the preparation of the newsletter, in collaboration with designated ILANUD staff. The information disseminated in the newsletter will include both work performed under the contract and other current activities in the AOJ field undertaken by ILANUD and other organizations or donors.

The contractor will organize in-country workshops, workshops on a regional/sub-regional basis, and other information exchange mechanisms as deemed appropriate. The workshops, as well as the newsletter, will be targeted to AOJ professionals, relevant host country officials, donors, scholars, and private groups working in the area of administration of justice.

Workshops and newsletters will have two objectives:

-- Provide a forum for AOJ practitioners, officials and scholars to exchange experiences and insights on topics of mutual interest; and

-- Update A.I.D. staff, host country personnel and donors on recent advances, policies or current topics to enhance their effectiveness in designing, implementing, managing and evaluating AOJ programs. The most useful aspects will be included in a final newsletter for host country staff, donors, interested individuals and organizations.

During the life of the project, it is anticipated that there will be at least six newsletters distributed and six workshops held.

### C. Illustrative Activities

This section describes the level of demand and the various types of task orders that may be required of the contractor, based on field mission projections of the services required to support AOJ activities over the next three years. Table A summarizes the demand for services, both for field missions and for regional activities.

In undertaking these tasks, such as the development or evaluation of particular bilateral projects, the contractor shall be expected to take into account economies of scale, AOJ experiences in other countries and contexts, and the benefits of standardization where appropriate. If feasible and appropriate, the contractor shall develop standard questionnaires and criteria to assist conducting evaluations. The contractor will also be expected to develop standard indicators and measures for evaluations to facilitate cross-country comparisons. Due to political and other developments that cannot be predicted at this time, this list can only be tentative. Some of the planned projects may, after study, be postponed. Other bilateral AOJ projects might become feasible in countries that are not listed.

**PANAMA:** USAID expects to authorize a 5-year AOJ project in FY 90. The mission anticipates the need for assistance in designing a project monitoring system, including the collection of baseline data, in FY 91, a mid-term evaluation in FY 93, periodic public opinion polling to gauge citizen confidence and public opinion on specific issues, possible project redesign work in FY 93, and short-term technical assistance in various areas, such as court administration, judicial training and curriculum development, information systems, etc.

**HAITI:** Contingent upon the political environment in Haiti, USAID is planning to design a Haitian justice system project and requests technical assistance during the PID and PP preparation stages (FY 92) and implementation (FY 92-93).

**PERU:** USAID is currently conducting an assessment of the on-going justice sector project, authorized in June 1986, that may lead to a restructuring of the project in FY 91-92. Technical assistance will most likely be needed for redesign work, as well as research, implementation and evaluation activities.

**ECUADOR:** In the fall of 1990, USAID undertook its first AOJ study, which was conducted by ILANUD, FIU and MSD. The mission is unable to identify discrete technical assistance needs at this time, but anticipates possible needs for services in design, research, analyses, training and evaluation, beginning in FY 92. A level of effort of 100 days has been estimated by LAC/DI.

**BOLIVIA:** Implementation of a bilateral DI (including AOJ) project was planned to begin in FY 89, but due to changes in the judicial system, the project was postponed. Should the bilateral project be implemented, based on current usage rates and projected workload, it is estimated that about 100 person days a year of technical assistance will be required for evaluations, short-term technical experts, research projects, and limited assessments.

**COLOMBIA:** Colombia has used the current level-of-effort contract extensively, and anticipates increased activities as support for counter-narcoterrorism efforts increases. Colombia has presented to USAID a plan for overall judicial reform, that analyses many current problems in the justice system and proposes long-range solutions to them. USAID anticipates technical assistance in preparing a PP based on the long-range reform program (FY 91). USAID also anticipates technical assistance in the following areas over the next several years: program planning and design, strengthening judicial institutions, including criminal courts and the attorney general's office, improving investigative capabilities, financial management in the judicial system, court administration, and increasing public confidence in the justice system.

**JAMAICA:** USAID anticipates using level of effort contract for a final evaluation of the Caribbean Justice Improvement Project (FY 91) and an evaluation of the Caribbean Law Institute project (FY 93). LAC/DI is allowing an additional 20 person days a year for unanticipated activities in countries managed from RDO/C.

**PARAGUAY:** USAID has undertaken a number of discrete AOJ activities, such as technical assistance to the MOJ's Reform Commissions and an assessment of the administrative procedures of the Paraguayan Judicial Branch, under the current contract. USAID Representative anticipates an FY 91 buy-in of approximately \$200,000, using the contract to further the process of encouraging reform, identifying and supporting reform-minded counterparts and more carefully defining the most productive areas for future collaboration. Based on current usage rates and FY 91 projection, LAC/DI estimates the need for an additional 75 days (est. \$52,500) for FY 93.

**ARGENTINA AND URUGUAY:** Modest technical assistance was provided under the current contract, and limited assistance -- about \$50,000 a year -- is planned under the new contract.

**CHILE:** USAID anticipates authorization of a bilateral AOJ project in FY 91, with assistance provided under the current level of effort contract. Once the project design is completed, USAID projects contractor participation in annual joint performance reviews (FY 91-93); establishment and operation of tracking systems (FY 91-93); assistance in coordinating US-based short-term training, information services and other support requirements (FY 91-93); and short-term specialized aid in areas such as information management, computer based judicial training, etc. (FY 92-93).

**EL SALVADOR:** USAID has used the existing contract to carry out a national public opinion survey on the judiciary, which will be followed by design of a public awareness campaign on the need to improve the judiciary. This will be integrated into the Mission's judicial reform project. Activities under the new contract will development of systems to measure improvements in the judiciary, PP design and evaluation activities and other discrete activities (FY 91-93).

**COSTA RICA:** USAID would use the new contract for types of support such as systems analysts/computer experts, program and project evaluation, training curriculum development and evaluation, management, and institutional development and planning. These activities would support the bilateral AOJ project.

**RAJO:** The regional AOJ office in Costa Rica, responsible for the implementation of that portion of AOJ regional project that funds ILANUD, is also responsible for coordination between bilateral AOJ projects and ILANUD activities throughout the region. It is anticipated that RAJO will require assistance for organization/management; systems analysts/computer experts; comparative law/legislative drafting; program and project evaluation; project design/training curriculum specialists;

financial analysis, auditing and accounting; and institutional development/planning, amounting to about 50 person days a year.

**LAC/DI:** Logistical support for LAC/DI will consist of the various types of task categories as well as country-specific tasks. More specifically, the contractor will be expected to provide assistance to LAC/DI in Washington to complete specialized task orders to facilitate strategy formulation, project development and evaluation, identification of sources and personnel, project modifications and redesign, research projects and project reporting. Research/evaluation will include sectoral cross-cutting evaluations, country comparisons and other sectoral analyses, as well as compiling experiential information, such as lessons learned during project development and implementation and findings of research projects. The contractor will organize a periodic newsletter, and bilateral, regional and sub-regional workshops. LAC/DI also anticipates using the contractor to develop and implement a system to collect, monitor and evaluate data to derive lessons learned from AOJ experiences to benefit current and future project development.

To assist missions in developing and carrying out AOJ activities and programs, LAC/DI will also fund limited technical assistance to USAIDs and countries with AID Representatives, such as Mexico, which has requested aid in conducting a needs assessment for program activities and training, as well as Mexican participation in bilateral or regional workshops in legal areas. Country-specific assistance will average about 5-10 person days a year.

TABLE A: DEMAND FOR TECHNICAL SERVICES

ILLUSTRATIVE LEVEL OF EFFORT BY PERSON DAYS AND AMOUNT

COUNTRY	ACTIVITY	AMOUNT	FY91 PERSON-DAYS	AMOUNT	FY92 PERSON-DAYS	AMOUNT	FY93 PERSON-DAYS	TOTAL AMOUNT	PERSON-DAYS
HAITI	!PID	8,400	12					8,400	12
	!PP			58,800	84			58,800	84
	!TA/IMPLEMENTATION !CONF. PLNG/PART.	9,800	14	46,200 11,200	66 16	46,200	66	92,400 35,000	132 50
BOLIVIA	!ASSESSMENTS, EVALS., !RESEARCH, CONF. PART. !CONF. PLNG/PART.	52,500	75	52,500	75	52,500	75	157,500	225
		9,800	14	11,200	16	14,000	20	35,000	50
		28,000	40					28,000	40
JAMAICA RDG/C	!CJIP FINAL EVAL !CLI FINAL EVAL !CONF. PART., TRNG, !SPECIALIZED TA !CONF. PLNG/PART.	9,800	14	14,000	20	14,000	20	28,000 22,400 28,000	40 32 40
				11,200	16	14,000	20	35,000	50
		200,200	286					200,200	286
PARAGUAY	!DISCRETE ADJ !ACTIVITIES !CONF. PLNG/PART.	9,800	14	11,200	16	14,000	20	35,000	50
				14,000	20	14,000	20	28,000	40
		9,800	14	11,200	16	14,000	20	35,000	50
ARGENTINA	!INFO MGMT !CONF. PLNG/PART.	9,800	14	14,000	20	14,000	20	35,000	50
				11,200	16	14,000	20	28,000	40
		75,600	108	75,600	108	75,600	108	226,800	324
CHILE	!YRLY REVIEW/ !TRACKING SYSTEMS !US VISIT COORDINATION !TA/INFO MGMT, COMPUTERS !CONF. PLNG/PART.	10,500	15	10,500	15	10,500	15	31,500	45
		9,800	14	25,200 11,200	36 16	25,200	36	50,400 35,000	72 50
		28,000	40	70,000	100	70,000	100	168,000	240
EL SALVADOR	!PP DESIGN, EVAL !OTHER ADJ ACTIVITIES !CONF. PLNG/PART.	9,800	14	11,200	16	14,000	20	35,000	50
				122,500	175	122,500	175	245,000	350
		63,000	90	199,500	285	350,000	500	612,500	875
COLOMBIA	!TA JUDICIAL REFORM !EXPANDED ADJ (JUDICIAL !PROTECTION, ETC.) !CONF. PLNG/PART.	9,800	14	11,200	16	14,000	20	35,000	50
				108,500	155	24,500	35	133,000	200
		9,800	14	11,200	16	14,000	20	35,000	50
PERU	!PROJ. REDESIGN, !RESEARCH, EVAL !CONF. PLNG/PART.		10						
				70,000	100	70,000	100	140,000	200
		9,800	14	11,200	16	14,000	20	35,000	50
ECUADOR	!DESIGN, RESEARCH, !ANALYSIS, TRNG, & EVAL !CONF. PLNG/PART.	9,800	14	70,000	100	70,000	100	140,000	200
				11,200	16	14,000	20	35,000	50
				18,500	15			10,500	15
NICARAGUA	!NEEDS ASSESSMENT !SDM/PID !PP !CONF. PLNG/PART.	9,800	14	7,000	10	175,000	250	175,000	250
				11,200	16	14,000	20	35,000	50

TABLE B: DEMAND FOR TECHNICAL SERVICES (CONT.)

PANAMA	! DESIGN PROJ. MONITORING !								
	! SYSTEM	28,000	40					28,000	40
	! MID-TERM EVAL					42,000	60	42,000	60
	! PUB. OPINION POLL			10,500	15			10,500	15
	! MID-TERM PROJ. REDESIGN								
	! & MK&P W/COUNTERPARTS !					42,000	60	42,000	60
	! S-Y TA: CT ADMIN,	4,900	7	4,900	7	4,900	7	14,700	21
! JUD. TRNG, CURR DEVEL									
! INFO SYST, ETC									
! CONF. PLNG/PART.	9,800	14	11,200	16	14,000	20	35,000	50	
COSTA RICA	! TA IN CT ADMIN,	35,000	50	35,000	50	35,000	50	105,000	150
	! JUD. TRNG, CURR DEVEL !								
	! INFO SYS, CONF. PART. !								
! CONF. PLNG/PART.	9,800	14	11,200	16	14,000	20	35,000	50	
BAJO	! CT ADMIN, DRO/MGMT.,	70,000	100	70,000	100	70,000	100	210,000	300
	! JUD. TRNG, CURR DEVEL !								
	! INFO SYS, CONF. PART. !								
	! CONF. PLNG/PART.	9,800	14	11,200	16	14,000	20	35,000	50
LAC/BI	! PROGRAM/POLICY RECON.	200,000	400	200,000	400	200,000	400	600,000	1,200
	! EVAL, RESEARCH								
	! SOV, PID, PP								
	! INDICATORS TRACKING/ANAL								
	! NEWSLETTER								
TOTAL	1,132,400	1,742	1,303,200	1,976	1,662,300	2,489	3,898,400	5,922	

! LAC/BI PROJECTION BASED ON USAID EXPRESSION OF INTEREST  
AND/OR ANALYSIS OF CURRENT USAGE RATE AND  
UPCOMING ACTIVITIES  
! DAY = 6700 OVERSEAS  
! DAY = 1500 US  
! WK = 6 DAYS

1150

### III. IMPLEMENTATION ARRANGEMENTS

#### A. Implementation Mechanism

The AOJ Technical Services Project will be implemented by a contract to be competed in the spring of FY 1991. This contract will be for the LAC region as a whole.

The new contract, to be awarded in August/September 1991, will have a life of contract duration of three years. All missions will have access to the contract from its start. Missions will be able to access the contract for services in the administration of justice, information-sharing, and AOJ-related research and evaluation. The contract will be financed through a combination of LAC regional incremental funding and mission buy-ins to the contract.

#### B. Project Monitoring Responsibilities

Responsibility for management oversight of the project will rest with LAC/DI. One USDH person will be designated as the manager of this project; it is estimated that about 50%-60% of this person's time will be devoted to project implementation. The project manager will receive backstop support from OP/OS/LAC and LAC/DR/PSS. Approximately 15% of the time of a USDH contracts officer at OP/OS/LAC will be required to backstop this project.

Project monitoring responsibilities will be as follows:

##### LAC/DI Project Manager:

- o prepare the scope of work for the PIO/T for the LAC regional contract;
- o prepare/review and authorize Technical Service Orders (TSOs);
- o serve as general liaison between the contractor and the field missions;
- o prepare annual PIO/Ts for incremental funding for the contract;
- o in the case of mission buy-ins, certify that the scope of the buy-ins fits within the project purpose and guidelines;
- o take steps to ensure that activities financed under the project are appropriate for program funding.

AID/W Contracts Office (OP/OS/LAC):

- o compete and award the LAC/DI regional contract;
- o incrementally fund the contracts on a yearly basis to cover core costs;
- o negotiate and execute mission buy-ins through TSOs;
- o handle contracting issues as they arise.

Both LAC/DI and OP/OS/LAC are capable of handling the management responsibilities associated with the Project, including the information-sharing component and DI elements.

**C. Contractor Responsibilities**

Working directly with the USAIDs, the regional AOJ office and LAC/DI, the contractor will carry out technical analysis for concept papers, PIDs, and PPs for particular AOJ projects. Due to the program objectives of institutionalizing reforms as early as possible, it is desirable to secure national participation in project analysis and development, as well as implementation. This may require contractor assistance in the training of nationals in those technical and legal specialties such as court administration and information systems management, which are essential to project development and implementation.

The contractor will provide the appropriate technical assistance required to achieve AID's overall AOJ objectives, taking into account economies of scale, AOJ experiences in other contexts, and the possibility of standardization where appropriate. Specifically, the contractor will develop and maintain a skills data bank of experts whom LAC/DI can use for specific assignments and who can assist USAID field missions and regional offices in supplementing their recruitment base.

The contractor will provide conceptual, organizational, and logistical support for workshops, seminars, and conferences. The contractor will also prepare periodic newsletters on program activities, as well as reports and desk studies as required to synthesize evaluation findings and assess recommendations. This work will be carried out primarily with core contract staff.

Annex B includes a draft scope of work for the contractor, with specific responsibilities and key action categories set forth for each component of the project. Reporting requirements will include quarterly reports to LAC/DI, and special reports as appropriate.

#### **E. Field Mission Responsibilities**

The key recipients of the project activities will be field mission personnel who are responsible for designing and implementing field activities. The ultimate monitoring burden rests with these entities. Field mission personnel will be responsible for:

- o arranging for and financing buy-ins;
- o overseeing consultants in travel status and, as problems arise, consulting with appropriate AID/W officer or contractors to resolve these problems;
- o providing timely feedback to AID/W and contractors on the performance of specialists under buy-ins;
- o taking appropriate steps at the field level to make sure that buy-ins are appropriate for program funding.

#### **F. Contractor Qualifications**

The contractor will be expected to demonstrate the institutional capacity to manage skilled persons described below, as well as supervise the quality of their work. Contractor should have the institutional capacity to coordinate the travel, pay and other employment concerns of these personnel; should have established systems to evaluate these personnel; and should have the flexibility to hire personnel for long or short terms, as needed. The Contractor should have the capability to organize these experts into appropriate teams (e.g., project analysis or evaluation teams), taking into account relevant AOJ experience, in a timely fashion. For these purposes, the contractor will have a long-term project manager and adequate administrative staff support. A minimum of two home office professional personnel with at least five years of A.I.D. project experience will be required to carry out the services described herein.

Consultants must be completely fluent in the local language and experienced in the workings of host country institutions. Whenever possible they should be natives of the region.

In order to fulfill the scope of services detailed in this project, the contractor will be expected to supply or have access to persons with the following technical specialities:

1. Court administration, preferably with sophisticated knowledge of judicial systems in Central and South America.
2. Training, persons with experience in the design, implementation and evaluation of training programs.

3. Legal analysis and research, practicing lawyers or law professors with training or experience in comparative and civil law systems, international law, and legislative drafting.
4. Law library science.
5. Information systems management.
6. Records management, organization/management specialists, and office systems technology.
7. Social research, political science and polling/surveying, able to design and implement public opinion surveys for the public and specialized groups.
8. Public administration and institutional development, preferably with significant experience in developmental assistance programs in LAC, including expertise in resource utilization, project coordination and planning, and expertise in judicial institutions.
9. Program and project design and evaluation experts.
10. Project analysis.
11. Financial analysis, audit and accounting. (For technical assistance not already available through the Regional Financial Improvement Project [RFIP]. Training and technical assistance in financial analysis, audit and accounting are often needed to enable organizations receiving AOJ funds to become financially independent in the future.)
12. Law school program enhancement and development of other legal training programs

#### IV. Evaluation Plan

Progress toward achievement of the project's goal and purpose will be measured as follows:

At mid-projec, end of year two, an evaluation will review the performance of activities under this project. Funds for the evaluation will be included in this project. Progress will be measured by reviewing technical assistance provided under the project to assure that a cadre of specialists are being made available on an ongoing basis to provide quality specialized technical assistance for the administration of justice.

The mid-term evaluation will focus on progress in implementing the project, including:

- o adequacy of project management oversight;
- o Mission satisfaction with the services provided;
- o quality and continuity of technical assistance;
- o a sampling of TSOs carried out under the contract will be closely reviewed to determine the quality of the deliverable produced through the TSO;
- o Special attention will be given to information shared/exchanged under Component 3 of the project. Specifically, the following questions will be asked:
  - What was the quality, utility and impact of information-exchange activities, based on an independent assessment as well as discussions with officials who benefited, from these activities.
  - The extent to which documents highlighting key findings and lessons learned have been prepared and disseminated among AID field mission personnel;
  - The quality of the conferences and seminars provided under the contract;
  - Did the information contribute to improvements and innovations introduced to enhance the efficiency of the planning and delivery of AOJ activities; and

-- The quality of the newsletter published by the contractor.

The final evaluation will address the same questions as well as assess overall project impact and make recommendations on the need for a third technical support project, and if so, the types of services that are required.

This project will include funds for an evaluation of the first AOJ technical services contract, to be carried out by a different contractor. The evaluation of the first contract will focus on the contribution to the project's goal of assisting USAIDs, LAC/DI and regional AOJ offices to increase the independence and competence of the judicial system and to strengthen other democratic institutions in LAC countries. Actual outputs (project paper designs, sector assessments, etc.) will be measured against planned outputs; user satisfaction will be assessed; and a sampling of TSOs will be reviewed to gauge the quality of the deliverables produced.

## V. FINANCIAL PLAN

### A. Project Budget

The cost of the project will be \$6.2 million for three years of technical services. LAC/DI will provide \$2.2 million and mission buy-ins will contribute \$4 million of total project costs, or two-thirds of the project. The missions will utilize the project primarily for technical services, and will also fund training costs for participants whom they identify.

The project budget is set forth in Table B on page 24. Estimated costs of the Core Project Staff and of the three project components are identified by fiscal year. The level of funding for the first year of the project will be \$1,711,000.

The LAC/DI regional contribution is established at \$2.2 million over the 3 1/2-year life of the project. The regional contribution will cover core staff costs; LAC/DI demand, as well as a portion of the demand by the Advanced Developing Countries (ADC) for services under Component 1; the full costs of compiling lessons learned from evaluations of bilateral programs, regional policy and systemic analyses under Component 2; and the full costs of the AOJ newsletter and a portion of conference costs under Component 3. The regional contribution will also cover overhead of the core project costs and project evaluations and audit.

The contribution of the bilateral missions and of ADC buy-ins funded under other projects is estimated at \$4 million. This estimate is based on recent projections by each bilateral mission and ADC, with about 25% added as contingency for unforeseen requests. Table A in Section II.C. summarizes the demand for technical services by country.

### B. Management of Mission Buy-ins

Field mission buy-ins will take place through Technical Service Orders (TSOs). The TSO format developed and being implemented successfully under the current Technical Services contract will serve as the basis for the TSOs to be issued under this follow on contract. Annex D includes a sample TSO provided under the first contract.

Field missions, using PD&S and project funds, will activate the TSO mechanism by contacting the LAC/DI project officer to verify the eligibility of the activity under the project. Upon receipt of verification that the activity is appropriate under the contract, the mission will develop a draft scope of work and submit it to the LAC/DI project manager and relevant contractor before putting it into final. The completed scope of work will

serve as the basis for the TSO developed by the contractor and authorized by the LAC/DI project manager. The completed scope will serve as the basis for developing a PIO/T which, upon issuance, will be sent to the LAC/DI project officer. The project officer will certify to OP/OS/LAC in writing that the activity is eligible under the contract and transmit the PIO/T to OP/OS/LAC for execution. Once executed, the TSO will stand as the agreement between the field mission and AID/W.

Expenditures under each TSO will be tracked individually and reported by the contractor to LAC/DI and relevant field missions on a quarterly basis. Funds not expended under Mission TSOs will be returned to the missions.

LAC regional funds will be added to the contract annually on an incremental basis. It will be the responsibility of the contractor to track expenditures, by activity areas/component, and report both expenditures and accruals to LAC/DI quarterly.

#### C. Procurement Plan: Methods of Financing and Audit

The LAC regional contract will be bid competitively and awarded in the last quarter of FY 91, for a Life-of-Project amount of \$6.0 million over a three-year period.

With respect to the Grey Amendment, a minority set-aside was considered for the LAC regional contract. The Bureau decided that the contract should be competitively awarded for the following reason: In order to qualify to carry out the contract, an 8(a) firm must be able to show that it can provide a minimum of 45% of the requisite services from its own staff. There are currently no 8(a) firms with background, qualifications and experience to provide specialized expertise for 45% of the services required under this contract. However, minority owned firms will receive a minimum of 10% of the value of both the core and buy-ins through a sub-contract arranged by the contractor.

The method of financing will be through direct payments.

Funds are included in the budget for an audit.

PROJECT BUDGET						MISSION BUY-IN AUTHORITY				
	AID/W			SUBTOTAL	TOTAL	YR 1	YR 2	YR 3	SUBTOTAL	TOTAL
	YR 1	YR 2	YR 3							
CORE COSTS										
SALARIES										
HOME OFFICE										
PROJ COORD	40,000	40,000	40,000	120,000					0	120,000
ADMIN ASSIST/SEC	25,000	25,000	25,000	75,000					0	75,000
POLICY/STRATEGY GUIDANCE (15%)	11,000	12,000	12,000	35,000					0	35,000
									0	0
<b>SUBTOTAL</b>	<b>76,000</b>	<b>77,000</b>	<b>77,000</b>	<b>230,000</b>	<b>230,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>COMPONENT 1</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>600,000</b>		<b>795,200</b>	<b>946,400</b>	<b>1,266,300</b>	<b>3,007,900</b>	<b>3,607,900</b>
<b>SUBTOTAL</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>600,000</b>	<b>600,000</b>	<b>795,200</b>	<b>946,400</b>	<b>1,266,300</b>	<b>3,007,900</b>	<b>3,607,900</b>
<b>COMPONENT 3</b>										
COMPUTER/DESKTOP	5,000			5,000						5,000
DESIGN	1,000	1,000	1,000	3,000						3,000
PRINTING	10,000	10,000	10,000	30,000						30,000
DISTRIBUTION	5,000	5,500	5,500	16,000						16,000
CONFERENCES (2/YR)										
BILATERAL						75,000	85,000	90,000	250,000	250,000
REGIONAL	20,000	20,000	20,000	60,000		30,000	40,000	50,000	120,000	180,000
SUBREGIONAL	20,000	20,000	20,000	60,000		30,000	40,000	50,000	120,000	180,000
MISC. REPORTS	10,000	10,000	10,000	30,000						30,000
<b>SUBTOTAL</b>	<b>71,000</b>	<b>66,500</b>	<b>66,500</b>	<b>204,000</b>	<b>204,000</b>	<b>135,000</b>	<b>165,000</b>	<b>190,000</b>	<b>490,000</b>	<b>694,000</b>
<b>COMPONENT 2</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>150,000</b>						<b>150,000</b>
CONSOLIDATING LLS										
SECTORAL EVAL										
CROSS-CUTTING EVALS										
COUNTRY COMPARISONS										
STRATEGIC OBJECTIVES										
PLANNING DOCS										
<b>SUBTOTAL</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>150,000</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>
<b>TOTAL</b>	<b>397,000</b>	<b>393,500</b>	<b>393,500</b>	<b>1,184,000</b>	<b>1,184,000</b>	<b>930,200</b>	<b>1,111,400</b>	<b>1,456,300</b>	<b>3,497,900</b>	<b>4,681,900</b>
<b>OVERHEAD</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>600,000</b>	<b>600,000</b>					<b>600,000</b>
<b>CONTINGENCY/INFLATION (12%)</b>	<b>71,640</b>	<b>71,220</b>	<b>71,220</b>	<b>214,080</b>	<b>214,080</b>	<b>111,624</b>	<b>133,368</b>	<b>174,756</b>	<b>419,748</b>	<b>633,828</b>
<b>AUDIT EVALUATIONS</b>				<b>100,000</b>	<b>100,000</b>					<b>100,000</b>
		<b>50,000</b>	<b>50,000</b>	<b>100,000</b>	<b>100,000</b>					<b>100,000</b>
<b>GRAND TOTAL</b>	<b>668,640</b>	<b>714,720</b>	<b>714,720</b>	<b>2,198,080</b>	<b>2,198,080</b>	<b>1,041,824</b>	<b>1,244,768</b>	<b>1,631,056</b>	<b>3,917,648</b>	<b>6,115,728</b>
				<b>ROUNDED: 2,200,000</b>					<b>ROUNDED: 4,000,000</b>	<b>6,200,000</b>

\*MUCH OF COMPONENT 3 WILL BE HANDLED BY JUDICIOUS USE OF CORE STAFF

ANNEX A  
LOGICAL FRAMEWORK

Narrative Summary

GOAL: To facilitate the stable, democratic society in the Region.

PURPOSE:

1. To increase the independence and efficiency of the judiciary
2. To promote information exchange in the region.

OUTPUTS:

1. AOJ strategies, projects and evaluations Reports
2. AOJ Newsletter
3. AOJ Conferences, seminars and workshops
4. Policy and systems analyses, cross-cutting evaluations
5. Training of Latin officials, practitioners

INPUTS:

1. Technical Assistance
2. Short Term Training

Objectively Verifiable Indicator

Number of Democratic Gov.

Indicators to be taken from bilateral projects. Quality and number of conferences and newsletters

Contractor Quarterly

ANNEX B

DRAFT SCOPE OF WORK

REGIONAL ADMINISTRATION OF JUSTICE CONTRACT

I. OVERALL WORK REQUIREMENTS

Working directly with the USAIDs, the regional AOJ office and LAC/DI, the contractor will provide technical analysis for concept papers, PIDs, and PPs for particular AOJ projects. Due to the program objectives of institutionalizing reforms as early as possible, it is desirable to secure national participation in project analysis and development, as well as implementation. This may require contractor assistance in the training of nationals in those technical and legal specialties such as court administration and information systems management, which are essential to project development and implementation.

The contractor will provide the appropriate technical assistance required to achieve AID's overall AOJ objectives, taking into account economies of scale, AOJ experiences in other contexts, and the possibility of standardization where appropriate. Specifically, the contractor will develop and maintain a skills data bank of experts whom LAC/DI can use for specific assignments and who can assist USAID field missions and regional offices in supplementing their recruitment base.

The Contractor will provide conceptual, organizational, and logistical support for workshops, seminars, and conferences.

The Contractor will prepare periodic newsletters and other reports as appropriate on program activities and evaluation results. The contractor will also respond to information requests for specific country or regional needs.

The contractor will prepare desk studies as required to synthesize evaluation findings and assess recommendations. This work will be carried out primarily with core contract staff.

The contractor will maintain compatible communications and data processing systems to facilitate electronic transfer of data and reports to LAC/DI, USAIDs and regional AOJ offices on a regular basis.

## II. COMPONENT ONE

The contractor will be responsible for the following key action categories under Component 1 of the project:

- o Carry out project development (feasibility analysis and design), implementation, monitoring and evaluation of DI and AOJ activities. This would include assisting LAC/DI, USAIDs and regional AOJ offices in project analysis leading to the design of new bilateral programs and periodic evaluative reports of ongoing AOJ activities. This entails technical assistance to enable the achievement of AOJ program objectives. This would primarily include the identification and contracting of sources (such as U.S. and foreign institutions involved in criminal justice, court administration or other AOJ-sector institutions) and personnel (such as appropriate experts for project analysis and evaluation teams).
- o Identify institutional sources for training, and logistical support to facilitate such training, for personnel in design, implementation or evaluation of projects where such training is needed. Logistical support in this context would include identification of admission requirements in training institutions, assistance in establishing logical ground rules for trainees (e.g., requirements that trainees be rehired by their governments where this is appropriate), and arranging for travel and lodging at training sites.
- o Analyze and plan project modifications or project supplements arising from evaluations of existing projects or other factors. This would include assistance to LAC/DI, USAIDs, and regional AOJ offices in the drafting of project amendments.
- o Assist in the performance of research projects (including limited scope sector assessments or public opinion surveys; or activities designed to take advantage of economies of scale) needed for project development, execution, monitoring and evaluation.
- o Because of the need for a quick-response mechanism to ad hoc requests in the AOJ field that may result due to fast changing political environments within countries, for example

the contractor may be asked to undertake specialized tasks under the supervision of LAC/DI with specific end products defined at the outset of the task.

Undertake training of host country nationals in areas of technical and legal specialties.

### III. COMPONENT TWO

Under component 2, the contractor will be responsible for:

Carrying out desk studies of evaluations and other available information, and other tasks such as, but not limited to, AOJ program evaluations, cross-country or cross-cutting evaluations on specific AOJ topics, and special studies. To the extent practicable, the contractor will carry out studies pertaining to policy constraints and structural or systemic problems. The contractor will also prepare reports, lessons learned and recommendations based on practical design and implementation experiences on what works and what does not for use by future planners and managers.

Working with CDIE to ensure AID databank includes relevant AOJ documents.

Carrying out mid-term and final project evaluations, upon request.

### IV. COMPONENT THREE

Under Component 3, the contractor will be responsible for:

Development and dissemination of a periodic newsletter with ILANUD containing assessments, evaluation findings and current activities in the administration of justice.

Organization of conferences, seminars and workshops to be carried out on a country, sub-regional or regional basis, and other information exchange mechanisms as deemed appropriate by LAC/DI in consultation with USAIDs.

Production and maintenance of a catalog of AOJ projects, both bilateral and regional.

## REPORTING REQUIREMENTS

The contractor will provide two copies of reports to LAC/DI and one to each relevant mission, based on the following guidelines:

Establishing a system for tracking transactions to keep both LAC/DI and field Missions up to date on the status of activities under the contract. The system will include completed, on-going, pending and upcoming activities. The system established should permit up-to-date accounting of the programmatic and financial status of each activity.

Submission of quarterly reports that summarize: transactions carried out to date by activity; transactions completed during the quarter; transactions in process; and requests pending for the next quarter. The report should describe each activity; highlight problems or issues that have arisen during the quarter, steps taken to resolve them, and in instances where they have not been resolved recommendations for achieving a resolution. It should also include sex disaggregated data. A financial report that summarizes, by country and by activity area (e.g., court administration, training, legal analysis, etc.), accrued expenditures to date, expenditures during the quarter, commitments for future expenditures and uncommitted funds will be included.

Short (2-3 pages) quarterly reports highlighting lessons learned, recommendations, vignettes and insightful experiential information (qualitative and/or quantitative). These should be submitted with the quarterly report.

Semi-yearly summaries and qualitative analyses of lessons learned in the AOJ field in general and in carrying out specific activities. This entails a substantive, rather than descriptive, discussion of the activity. Lessons learned includes both practical lessons for future project design, implementation and evaluation as well as more academic, analytical studies of AOJ project performance. If policy reviews and assessments of structural issues in the administration of justice are conducted, summaries should be included in this semi-yearly report.

At the end of the contract, the contractor will prepare a comprehensive final report of lessons learned.

Quarterly summaries of the status of the completed, pending and proposed conferences, seminars and workshops, including subject areas covered and proposed.

Two copies of assessments or studies performed (technical reports) will be submitted to the appropriate USAID Missions(s) and one copy will be sent to the LAC/DI Project Officer.

ANNEX C.1

Utilization of Technical Services by Quarter  
Under Checchi and Company Technical Services Contract  
August 15, 1989 - August 15, 1991

Quarter	TSO	Number	Value (\$000)
1. July - Sept, 1989	1-2	2	63
2. October - December, 1989	3-6	4	82
3. January - March, 1990	7-10	4	82
4. April - June, 1990	11-14	4	191
5. July - August, 1990	15-19	5	85
6. Sept - December, 1990	20-30	5	185
7. January - Mar, 1991	31-35	5	375

Source: Checchi Quarterly Reports

CONTRACT STATUS: Past and Projected Activities

TSO No.	Country	\$ Cost	Activity
01	Guatemala	47,417	Grant evaluation
02	Bolivia	15,568	PP design
03	Colombia	44,033	Grant design
04	LAC/DI	21,453	TA/Assessment
05	Chile	10,447	TA/Assessment
06	RAJO	5,936	TA
07	Bolivia	17,081	PP design
08	Peru	35,034	Project Evaluation
09	Colombia	24,551	Grant design
10	Bolivia	5,533	TA
11	Panama	9,374	Scope of Work PP
12	Bolivia	16,923	PP design
13	Salvador	8,389	TA
14	Panama	155,892	PP design (*)
15	Paraguay	14,984	Activities design
16	Chile	9,264	Assessment
17	Paraguay	9,094	TA
18	Salvador	47,593	TA/Polling
19	Salvador	3,360	PP modification
20	Salvador	7,391	TA/Polling
21	Salvador	17,371	TA/Strategy
22	Paraguay	31,215	TA/Judicial School
23	Paraguay	23,559	Assessment
24	Paraguay	25,199	TA
25	Paraguay	9,713	Assessment
26	Chile	10,253	Scope of Work PP
27	RAJO	41,190	Evaluation
28	Uruguay	12,781	TA
29	Chile	9,560	TA/PP design
30	Colombia	8,395	Scope of Work PP

PROJECTED ACTIVITIES AND ESTIMATES

31	Chile	100,000	PP design
32	Colombia	120,000	PP design
33	LAC/DI	15,000	Grant evaluation
34	LAC/DI	15,000	Grant evaluation
35	Peru	120,000	PP design

Technical Service Order by Country

(As of October 1, 1990)

Country	\$ Expended	Days Dedicated	%\$	% WDS
Argentina	-	-	-	-
Bolivia	\$51,572	87	8%	8%
Brazil	-	-	-	-
Chile	\$30,376	35	4%	3%
Colombia	\$68,578	124	10%	12%
Costa Rica	-	-	-	-
Ecuador	-	-	-	-
Guatemala	\$47,417	40	7%	4%
Honduras	-	-	-	-
Nicaragua	-	-	-	-
Panama	\$168,799	267	26%	27%
Paraguay	\$123,651	176	19%	18%
Peru	\$35,034	64	5%	6%
Salvador	\$84,082	134	13%	13%
Uruguay	-	-	-	-
RAJO	\$5,936	10	1%	1%
LAC/DI	\$21,453	44	4%	9%
<b>Totals</b>	<b>\$636,898</b>	<b>981</b>	<b>100%</b>	<b>100%</b>

**Technical Service Order by Category**  
(As of October 1, 1990)

Category	No. of Days	% of Total
Court Administration	140	14%
Training	114	11.5%
Legal Analysis	143	14.5%
Law Libraries	-	-
H.I.S.	58	5.1%
Political Science	187	20%
Public Administration	-	-
Project Paper Design & Evaluation	304	32%
Finances	35	3%
<b>Total</b>	<b>981</b>	<b>100%</b>

**ANNEX C.4**

**Comparison of RFP Projection and Real Allocations by Categories**

(As of October 1, 1990)

CATEGORY	PROJECTION	REAL
Court Administration	8.5%	14.0%
Training	10.8%	11.5%
Legal Research	9.0%	14.5%
Law Libraries	1.8%	-
H.I.S.	13.4%	5.1%
Political Science	2.6%	20.0%
Public Administration	5.0%	-
Law Enforcement	3.3%	-
P.P. Design/Eval.	37.0%	32.0%
Finances	3.7%	3.0%

\*Technical Service Orders By Category of Service

112

Technical Service Orders by Consultant Type  
(As of October 1, 1990)

Category	Technical Service Order Nos.																										Total
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	
Home Office Consultant	26	24	50	-	-	10	26	-	26	-	13	33	11	111	-	10	-	-	-	-	-	-	23	-	14	10	387
U.S. Short Term Consultant	14	-	24	44	15	-	-	64	14	8	-	-	-	95	10	-	-	-	4	-	16	-	18	-	-	-	326
Latin American Consultant	-	-	10	-	-	-	-	-	-	-	-	-	3	44	5	-	18	80	-	10	10	40	-	38	10	-	268
Totals	40	24	84	44	15	10	26	64	40	8	13	33	14	250	15	10	18	80	4	10	26	40	41	38	24	10	981

	CONTRACT		DAYS CONSUMED	
	Days	%	Days	%
Home Office Consultant	429	40%	387	39.5%
US Short Term Consultant	375	35%	326	33%
Latin American Consultant	268	25%	268	27.5%
TOTAL	1072	100%	981	100%

25

TSO # 17

Checchi and Company, Consulting, Inc.  
ADMINISTRATION OF JUSTICE

Issued under the Authority of Contract No. LAC-0002-C-00-9034-00  
Checchi Account Number: 891500

COUNTRY OF PERFORMANCE: Paraguay

TERM OF PERFORMANCE: August 27 - September 10, 1990

ACTIVITY: Technical Assistance

SPECIALTY AREAS: Code drafting

TEAM COMPOSITION: TEAM LEADER: Julio Maier

SPECIALISTS: Marcelo sancinetti and Marcos Salt

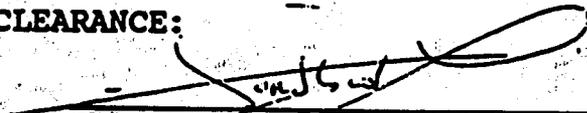
ACCOUNTING DATA:

PIO/T No.....598-0642-3-9656300 (LAC)  
Appropriation.....72-118/91037  
Budget Plan Code.....LES8-89-35598-KG12

DUNS number.....

Amount of this TSO (draw-down).... \$8,455.00

CONTRACTOR CLEARANCE:

  
Checchi & Company (Johnson/Obando)

8/22/90  
Date

TECHNICAL CLEARANCE:

  
A.I.D. Project Officer

8/25/90  
Date

*Handwritten mark*

**ADMINISTRATION OF JUSTICE REQUIREMENTS CONTRACT**

CONTRACT LAC 0002-C-00-9034-00

**TECHNICAL SERVICE ORDER No. 17 - PARAGUAY**

**ARTICLE I - TITLE**

Technical Assistance to the Criminal and Criminal Procedure Code-Drafting Sub-Commissions in Paraguay.

**ARTICLE II - OBJECTIVE**

The purpose of this Technical Service Order is to provide technical assistance to The Paraguayan Ministry of Justice's sub-commissions in charge of drafting the reform of the Criminal and Criminal Procedure Codes.

**ARTICLE III - STATEMENT OF WORK**

A three-consultant team, experts in criminal procedures and criminal law, will visit Asuncion, Paraguay during three days to meet with the members of the two sub-commissions. This team will assess the status of the draft codes, what their real interests are and how deep the changes may be. The team also will provide the sub-commissions with basic guidelines concerning the modern trends in criminal law and criminal procedure law and a basic bibliography.

**ARTICLE IV - REPORT**

The contractor will submit a draft report to the representative in AID/Paraguay within ten days after the departure of the team from Paraguay, a copy of this report should also be submitted to LAC/DI. The final report which will incorporate comments and changes from the USAID/representative and LAC/DI will be presented five days after comments have been received and this final report should be in English and Spanish. The draft report will be presented in Spanish.

**ARTICLE V - RELATIONSHIPS AND RESPONSIBILITIES**

USAID/Paraguay will provide technical direction to the consultants and assist them in establishing appointments with the members of the two sub-commissions.

**ARTICLE VI - TERM OF PERFORMANCE**

The term of performance for the work specified in this Technical Service Order is August 27 through September 20, 1990.

**ARTICLE VII - WORK DAYS REQUIRED**

Eighteen work days are required for the performance of this effort. All of the terms and conditions of contract number LAC 0002-C-00-9034-00 apply to this Technical Service Order.

PROPOSED BUDGET

ANNEX D  
3 of 3

SALARIES

- Criminal Procedures Specialist (6 days x \$175)  
(M. Salt) \$1,050
- Criminal Code Specialist (6 days x \$210)  
(M. Sancinetti) \$1,260
- Latin American Judicial Systems Specialist (6 days x \$295)  
(J. Maier) \$1,770

Sub-Total Salaries \$4,080

OVERHEAD

- 3 Latin American Short-Term Consultants (40%) \$1,632

INTERNATIONAL TRAVEL AND GROUND TRANSPORTATION

- 3 Round Trips Buenos Aires, Argentina/Asuncion, Paraguay \$1,030
- Ground Transportation \$100

Sub-total Transportation \$1,130

PER DIEM

- days in Asuncion, Paraguay \$639

OTHER DIRECT COSTS

- Medical Exams \$300
- Communications \$400
- Report translation \$600
- Report reproductio \$60

Sub-total ODCs \$1,360

=====

TOTAL \$8,202

FEE (3,0873) \$253

GRAND TOTAL \$8,455

Agency for International Development  
Washington, D.C. 20523

LAC-IEE-91-15

ENVIRONMENTAL THRESHOLD DECISION

Project Location : LAC Regional

Project Title : Regional Administration of Justice Support

Project Number : 598-0669

Funding : \$2.2 Million (G) plus \$4 Million in Buy-ins

Life of Project : 3 1/2 years

IEE Prepared by : Susan Bugg, LAC/DR/PSS

Recommended Threshold Decision : Categorical Exclusion

Bureau Threshold Decision : Concur with Recommendation

Comments : None

Copy to : Jeffrey W. Evans, Acting Director, LAC/DR

Copy to : William Schoux, Director, LAC/DI

Copy to : Susan Bugg, LAC/DR/PSS

Copy to : IEE File

John O. Wilson Date FEB -5 1991

John O. Wilson  
Deputy Chief Environmental Officer  
Bureau for Latin America  
and the Caribbean

ENVIRONMENTAL DETERMINATION

Project Location : LAC Regional  
Project Title and Number : Regional Administration of  
Justice Support Project  
Number 598-0669  
Funding : \$2.2 Million Grant plus  
\$4 Million in Buy-ins  
Life of Project : 3 1/2 Years  
Prepared by : Susan Bugg, LAC/DR/PSS

A. Activity Description: The purposes of the project are to: 1) increase the independence, competence and efficiency of the judicial system in LAC countries; and 2) promote information-sharing of experiences gained in the LAC region in the administration of justice.

B. Discussion: A.I.D. funds will be used for technical assistance and short-term training in strategy/project design, implementation and evaluation of AOJ activities; consolidating, analyzing and reporting on AOJ experience; and improving information-sharing on AOJ-related topics. The activities, when weighed against the criteria of Section 216.2(c)(1)(i) and 216.2(c)(2)(i), (iii) and (v) of A.I.D.'s Environmental Procedures, are considered to qualify for a categorical exclusion for which the Initial Environmental Examination is generally not required.

This statement is submitted for the Bureau Environmental Officer's review in accordance with Section 216.2(3).

C. Recommendation: Based on the above, it is recommended that a Categorical Exclusion be approved by the Bureau Environmental Officer.

Approved: Jeffrey W. Evans

Disapproved: \_\_\_\_\_

Date: 2/4/91

Jeffrey W. Evans, Acting Director, LAC/DR