



USAID
FROM THE AMERICAN PEOPLE

Inventory of USAID Security Sector Governance and Institution Building Programs

Last Updated: January 2019

U.S. Agency of International Development (USAID), through its commitment to security sector reform (SSR), works to support good governance and rule of law, conflict prevention, mitigation and response, and reintegration and reconciliation programs aimed at building civilian capacity to manage, oversee, and provide security and justice.



Security Sector Reform (SSR) is the set of strategies, policies, procedures, and processes, programs and activities that a government undertakes to improve the way it provides safety, security, and justice. The overall objective is to provide these services in a way that promotes an effective and legitimate public service that is transparent, accountable to civilian authority, and responsive to the needs of the public. SSR is an umbrella term that might include integrated activities in support of: defense and armed forces reform; civilian management and oversight; justice; police and law enforcement; corrections; intelligence and national security; border management; disarmament, demobilization and reintegration (DDR); and/or reduction of armed violence. The security sector includes both military and civilian-led organizations, and personnel operating at the international, regional, national and/or sub-national level. Relevant actors in the broader security sector apparatus may include state security providers, governmental security management and oversight bodies, civil society organizations (CSOs), and non-state security providers.

Security Sector Governance is the transparent, accountable, and legitimate management and oversight of security policy and practice. Fundamental to all SSR engagement is the recognition that good

governance- the effective, equitable, responsive, transparent, and accountable management of public affairs and resources – and the rule of law are essential to an effective security sector. Democratic and effective security sector governance expands the concept of civilian “control” to include administration, management, fiscal responsibility, policy formulation, and service delivery.

Rule of Law is a principle under which all persons, institutions, and entities, public and private, including the state itself, are accountable to laws that are publicly promulgated, equally enforced, and independently adjudicated, and which are consistent with international human rights law. The desired outcome of SSR programs is an effective and legitimate security sector that is firmly rooted within the rule of law.

The below **list of activities by sector** is not a comprehensive list of all of USAID’s security sector reform - related projects but are meant to provide a sampling of the types of activities and enough information to allow individuals to contact the appropriate USAID Mission for additional information. The projects below are divided by country into the following categories:

1. [Legislative and civilian oversight](#) – Page 2
2. [Crime and violence prevention](#)– Page 7
3. [Cross-sectoral programming](#) – Page 10
4. [Disarmament, demobilization, and reintegration \(DDR\)](#) – Page 13
5. [Defense and border management](#) – Page 19
6. [Gender-based violence](#) – Page 19
7. [Institution building](#) – Page 20
8. [Judicial reform](#) – Page 24
9. [Peacebuilding, reconciliation, and rehabilitation](#) - Page 35
10. [Police and corrections institutions](#) - Page 37

USAID has best practice guides in each of these areas, and they can be found [here](#). Additional details on USAID’s lessons learned from its disarmament, demobilization, and reintegration programs can also be found [here](#).

Legislative and Civilian Oversight			
Country	Project	Dates	Project Description and Relevant Resources
Afghanistan	Rule of Law Stabilization (RLS) Final Report: https://pdf.usaid.gov/pdf_docs/PDACS254.pdf	2010 - 2012	This project supported justice reform, anti-corruption initiatives, court management systems, training of judges, training to the faculties of law, legal outreach campaigns, and civilian oversight mechanisms. RLS was implemented by Tetra Tech.
Afghanistan	Afghan Civilian Assistance Program (ACAP III) https://www.usaid.gov/news-information/fact-sheets/afghan-civilian-assistance-program-iii-acap-iii	2015 - 2018	USAID is providing support to victims of conflict in Afghanistan through the United Nations Voluntary Trust Fund for Assistance in Mine Action, under the Afghan Civilian Assistance Program III. The program aims to mitigate the impact of conflict, mines, and other explosive remnants of war on civilians, enabling them to cope and rebuild their lives in the aftermath of trauma. Assistance is provided through seven regional offices established across the country, and it is coordinated closely with government institutions, such as the Ministry of Labor, Social Affairs, Martyrs and the Disabled; the Afghanistan Protection Cluster, as well as civil society and non-governmental organizations and

			local communities.
Azerbaijan	<p>Building Local Capacity for Development (BLCD)</p> <p>https://www.chemonics.com/wp-content/uploads/2017/10/Azerbaijan-BLCD-Final-Report.pdf</p>	2012 - 2015	BLCD was designed to strengthen the organizational and technical capacities of key civil society organizations (CSOs) engaged in national, regional, and community public interest agendas; develop highly professional CSO resource center(s), accessible to smaller and less capable CSOs working on public interest agendas; and improve legal and regulatory frameworks to safeguard CSO enabling environments, sustainability, and independent public interest agenda roles. BLCD was implemented by Chemonics International.
Guatemala	<p>Security and Justice Sector Reform Project (SJSRP)</p> <p>http://www.chechiconsulting.com/index.php?option=com_projects&country_id=6&Itemid=8</p>	N/A	The activity provides technical assistance, training, and support for: 1) the implementation of security and justice sector reforms, including a career path for police and international standard certifications of quality managements systems; 2) the implementation and enforcement of key legislation; and 3) the promotion of civil society oversight of public and private security services. Successful implementation of the SJSRP will establish conditions for: greater state capacity to manage security and justice administration; greater state capacity to provide security and justice for citizens, and; greater civil society oversight of public and private security services. SJSRP is implemented by Checchi and Company Consulting, Inc.
Honduras	<p>Central America Regional Security Initiative (CARSI)</p> <p>Information: https://www.state.gov/j/inl/rls/fs/2017/260869.htm</p> <p>Honduras-Mission to Support the Fight Against Corruption and Impunity in Honduras (MACCIH)</p> <p>Reports: http://www.oas.org/en/spa/dsdsm/maccih/new/informes.asp</p>	2016 – 2017	This program contribution grant to the Organization of American States will support the Mission to Support the Fight Against Corruption and Impunity in Honduras (MACCIH) to strengthen the justice system in Honduras and dismantle corruption networks. USAID will contribute to establishing MACCIH in Honduras to facilitate effective implementation. USAID will also support creation of a civil society observatory to monitor the Honduran criminal justice system and oversee implementation of justice sector reform. MACCIH will support the following institutions: the Attorney General’s Office; the Judicial Council; the Police Internal Affairs Directorate of the ministry of Security, the Courts Inspector General; the Office of the Inspector General of the Republic; the High Court of Auditors; the Executive Office of Revenue; and, other relevant public and civil society actors fighting against corruption. MACCIH is implemented by the Organization of American States (OAS).
Indonesia	Civil Society/Community Strengthening Project	2002 - 2004	This project worked with two “peace centers” at two-Java based universities (the Center for Human Rights Study at the Islamic University of Indonesia and the Center for Security and Peace Studies at Gajah Mada University) to work with representatives of community

			organizations, civil society organizations, the media and other stakeholders. The program sought to strengthen the capacity of these groups to monitor and improve police behavior, as well as to establish and sustain police-community partnership through a problem-solving approach that is responsive to the needs and demands of the community.
Indonesia	CEGAH http://www.tetrattech.com/en/projects/usaid-cegah-indonesia	2016 - 2020	CEGAH, meaning prevent in Indonesian Bahasa, is an anti-corruption program designed to strengthen Indonesia's community of accountability by providing integrated capacity building efforts for the judiciary, executive, and independent agencies; civil society; media; and the private sector at both the national and subnational levels. The program aims to reduce corruption by addressing its root causes and by strengthening the Indonesian government's ability to implement effective counter-measures. CEGAH is implemented by Tetra Tech.
Jamaica	Community Empowerment and Transformation Project (COMET) Final Evaluation: https://pdf.usaid.gov/pdf_docs/PDACU849.pdf	2005 - 2011	COMET capitalized on existing USAID and Government of Jamaica (GOJ) endeavors and created new opportunities for promoting community-based partnerships that will prevent violence, support for the rule of law, control corruption, and increase citizen participation and youth engagement. This included empowering local leaders and community organizations; enhancing relationships and building confidence among stakeholders, including police, community groups, civil society organizations, and governmental institutions; building consensus among stakeholders and the public on the need for transparency and accountability in government and society in general; and supporting key partners and stakeholders in juvenile diversion. COMET was implemented by Tetra Tech.
Jamaica	Community Empowerment and Transformation Project II (COMET II) Final Evaluation Report: https://pdf.usaid.gov/pdf_docs/PA00MZXZ.pdf	2013 - 2018	This activity seeks to build safer communities through strengthening community and civil society organizations, increase integrity and accountability within society, support at-risk youth programs, and improve community policing practices. The activity capitalizes on existing USAID and GOJ endeavors and create new opportunities for promoting community-based partnerships that will prevent violence, support for the rule of law, control corruption, and increase citizen participation and youth engagement. COMET II is implemented by Tetra Tech.

Kenya	<p>Civil Society Strengthening Program</p> <p>https://www.usaid.gov/kenya/fact-sheets/kenya-civil-society-strengthening-program</p> <p>https://pdf.usaid.gov/pdf_docs/PDACR853.pdf</p>	2006 - 2013	<p>The Kenya Civil Society Program worked with hundreds of CSOs to help them effectively advocate for governance reforms, conduct civic education and peace-building activities, and improve management of natural resources. The program also strengthened the capacity of CSOs, community-based organizations, and local peace structures and the Government of Kenya (GoK) to reduce incidences of violent conflict and advance peace in the country. The project was implemented by PACT Inc.</p>
Macedonia	<p>Judicial Strengthening Project (JSP)</p> <p>Final Report (November 2015): https://pdf.usaid.gov/pdf_docs/PA00KW8H.pdf</p>	2011 - 2015	<p>JSP is working to promote broad-based support for the rule of law through strengthened advocacy and citizen participation and more independent, efficient, and consistent application of judicial policies and practices. The project is also working to increase the fairness and efficiency of the administration of justice through more effective legal personnel and more efficient processes. JSP was implemented by Tetra Tech.</p>
Nicaragua	<p>Capacity Building for Civil Society Advocacy (CBCSA)</p> <p>http://www.dexisonline.com/our-work/portfolio/project/civil-society-capacity-building-for-advocacy/</p> <p>http://www.dexisonline.com/wp-content/uploads/2017/04/2017-MIS.pdf</p>	2013 – 2018	<p>A strong civil society is one that can advocate for citizen demands. With this idea in mind, the CBCSA in Nicaragua works to strengthen CSOs. The USAID-funded program supports Nicaraguan civil society to foster efficient and accountable governance. In this way, the program is an integral part of USAID/Nicaragua’s broader strategy of achieving more transparent governance. The program’s primary objective is to help CSOs effectively represent, advocate for, and mobilize citizens so they can participate more fully in public policy. Additionally, the program is facilitating networking between the media, the private sector, and CSOs. Such interactions help to promote civil society advocacy, awareness, and activism. CBCSA is implemented by Dexis Consulting Group.</p>
Nigeria	<p>Action Plan for Military Reform Program</p> <p>https://www.usaid.gov/sites/default/files/documents/1862/USAID%20NICARAGUA%20FINAL%20PUBLIC%203.11.14.pdf</p>	1999 (est.)	<p>USAID funded the consultant group MPRI to develop an Action Plan in Nigeria that professionalized and reestablished effective civilian oversight of the Nigerian Armed Forces. The Action Plan was created through consultations and interviews with groups and individuals representing the military, government, civil society groups, academia and other key sectors of Nigerian society. The resulting Plan contained recommendations in the areas of roles and missions of various branches of the Nigerian Armed Forces, organization of the Ministry of Defense to enhance civilian oversight of the armed forces, logistics, training and personnel systems.</p>
Serbia	<p>Promoting Good Governance Project</p> <p>https://www.usaid.gov/sites/default/files/documents/1863/Fac</p>	2010-2012	<p>The project was a three-pronged effort to develop the technical capacities of the National Assembly, anti-corruption institutions, local government, and CSOs. It is strengthening oversight and accountability mechanisms, and promoting increased citizen</p>

	t%20sheet%20USAID%20Promoting%20Good%20Governance%20Project%202013-08.pdf https://www.usaid.gov/serbia/democracy-human-rights-and-governance		<p>participation. Activities were crafted to improve parliamentary oversight; promote best practices in combating corruption; and support independent anti-corruption institutions and CSOs to increase public accountability and participation mechanisms, and the transparency of local governments. This project was implemented by The Organization for Security and Cooperation in Europe's (OSCE) Mission to Serbia.</p>
Sierra Leone	Civil Military Program	N/A	This project supported civil-military workshops.
Somalia	<p>Strengthening Somali Governance (SSG)</p> <p>Interim Final Report (September 2017): https://pdf.usaid.gov/pdf_docs/PA00N5GN.pdf</p>	2015-2018	<p>The USAID-funded Strengthening Somali Governance (SSG) program supports the development of more effective and accountable government institutions in partnership with the federal government of Somali, Somaliland, and Puntland. SSG's activities are improving the reach of government, systematizing opportunities to include citizens' interests in the political process, increasing the legitimacy of government institutions, and supporting women's empowerment and leadership. The program has conducted functional reviews of eight key ministries and introduced new core standard operating procedures for ministries in asset management, cash management, human resource management, procurement, internal audits, media relations, and information technology usage policies. Following these reviews, SSG designed and implemented a training curriculum for civil servants that focuses on basic budgeting, public financial management, human resources management, strategic communications, procurement, and developing performance evaluations and job descriptions. SSG is implemented by Chemonics International.</p>
South Africa	Community Outreach and Leadership Development (COLD)	1994 (est.)	<p>COLD was designed to support community-based organizations in South Africa in their struggle to bring an end to apartheid and build a more just society. The project worked through these organizations, not the government in power at the time. The goal was to empower these groups and the communities they represented to effectively change policies, laws, and human rights practices for the betterment of all South Africans, regardless of race, etc.</p>
West Bank and Gaza	<p>Security Sector Reform/Community Policing Program</p> <p>https://www.dcaf.ch/sites/default/files/publications/documents/Entry-Points%28EN%29.pdf</p>	N/A	<p>This program enhanced civilian capacity in the Ministry of the Interior to manage and oversee security sector reform and conducted activities to increase public confidence in the security sector, particularly in civilian police and law enforcement. This included supporting designated civilian managers in developing the skill sets necessary to formulate, implement, and enforce security policies and strategies and to reinvigorate constituencies to advocate for the security services that they need.</p>

Worldwide (Nigeria, Indonesia, Peru, Pakistan, Serbia)	Support to the Parliament's Role in National Security	N/A	These projects provided support to parliamentary defense, security and intelligence committees.
---	--	-----	--

Crime and Violence Prevention			
Country	Project	Dates	Project Description and Relevant Resources
Caribbean (Multiple Islands)	Community, Family, and Youth Resilience (CFYR) https://www.creativeassociatesinternational.com/wp-content/uploads/2017/05/CFYR_USAID_Project_Overview.pdf	2016 – 2020	The CFYR program builds youth resilience to create pathways away from crime for youth aged 10-29 and toward productive participation in the community and economy. The program targets up to 15 communities across Guyana, St. Lucia, and St. Kitts and Nevis. CFYR uses the public health model for crime and violence prevention to define the local crime problem; target interventions to address risk and protective factors facing target communities and at-risk youth, and then, test and adjust interventions to ensure impact, sharing results to build a broad evidence-base on how to reduce youth crime and violence in the region. CFYR is implemented by Creative Associates International.
Guatemala	Violence Prevention Project (VPP) http://docplayer.es/17050730-Violence-prevention-project-guatemala-final-report.html	2010 – 2015 (est.)	VPP was one of several Central America Regional Security Initiative (CARSI)-funded projects implemented in Central America's Northern Triangle. VPP was designed to contribute directly to building national and local awareness of the causes of crime and violence, as well as to promote crime and violence prevention activities as a solution, using integrated, community-led approaches and developing sustainable partnerships with civil society, the private sector, and local and national government institutions. The project was implemented by RTI International.
Honduras	Governance for Citizen Security Program https://www.chemonics.com/projects/creating-safer-honduras/	2017 - 2021	The Governance for Citizen Security Activity is designed to support communities and state actors to employ a locally-driven, comprehensive, and functional crime and violence prevention agenda. The Activity aims to strengthen the provision of services related to violence prevention and increase citizen participation in efforts to decrease gang related violence and crime. Under the Activity, USAID intends to achieve the following two results: 1) Communities are more effective and empowered in preventing crime and violence 2) Government resources are more effectively targeted and applied to improve citizen security. The Activity is implemented by Chemonics.

Honduras	<p>Governance for Citizen Security (G4CS)</p> <p>Description: https://www.chemonics.com/projects/creating-safer-honduras/</p>	2017 – 2021	G4CS' objective is that communities and state actors employ a locally-driven, comprehensive, and functional crime and violence prevention agenda. This four-year activity strengthens the provision of services related to violence prevention and increase citizen participation in efforts to decrease gang related violence and crime. GRCS is implemented by Chemonics International.
Honduras	<p>School-Based Violence Prevention Activity (SBVPA)</p> <p>http://usa.tenderinfo.org/contract/216081</p>	N/A	The purpose of the SBVPA is to: 1) address school-based violence that impedes the delivery of education and its goals of access, retention and learning; and 2) use education and school processes to contribute to violence prevention in target communities. SBVPA is implemented by DAI.
Mexico	<p>Crime and Violence Prevention Program (CVPP)</p> <p>Monitoring and Evaluation Report (October 2013): https://pdf.usaid.gov/pdf_docs/PA00JJJ4.pdf</p> <p>https://www.usaid.gov/sites/default/files/documents/1862/Brief%20-%20Crime%20and%20Violence%20Prevention.pdf</p> <p>http://www.tetrattech.com/en/projects/crime-and-violence-prevention-program-mexico</p> <p>https://pdf.usaid.gov/pdf_docs/PA00JHGC.pdf</p>	2012 - 2015	The Merida Initiative is a collaborative program between the United States and the Government of Mexico (GOM) to improve the quality of lives and communities in cities near the border and elsewhere in Mexico. CVPP worked to address the overarching goal of Pillar IV of the Merida Initiative: to build stronger and more resilient communities that can withstand the pressures of crime and violence. The approach catalyzed the GOM's efforts to address the drivers of crime and violence and develop resilient communities. CVPP supported local institutions to promote social cohesion and strengthens the institutional capacity of the GOM at all levels to formulate and implemented evidence-based crime and violence prevention policies. Through CVPP, USAID provided technical support to plan and implement community development strategies aimed at reducing crime and violence and providing alternatives to criminal activity for the youth. Through partnerships with Mexican federal, state, and local governments and non-governmental organizations, the CVPP built on Mexican efforts to improve understanding of how to address the drivers of violence and crime at the local level. Based on this improved understanding, CVPP supported the GOM to refine prevention models and strategies and enabled partners to scale up activities and programs that are proven to work. Activities are targeted at the national level and at the sub-national level in Ciudad Juárez, Tijuana, and Monterrey. Local interventions focused on three communities in each target city identified by the GOM as having high levels of crime combined with proven citizen engagement in initiatives that addressed the challenges of crime and violence. CVPP was implemented by Tetra Tech.

Mexico	Juntos Para la Prevencion de la Violencia (JPV) Annual Report (October 2017): https://pdf.usaid.gov/pdf_docs/PA00T2MP.pdf	2015 – 2020	This project facilitates the replication of successful crime prevention models and best practices by local stakeholders in Mexico, and through strategic partnerships, that respond to identified-risk factors in vulnerable communities. JPV is implemented by Chemonics International.
Regional (Central America, Dominican Republic)	Municipal Partnerships for Violence Prevention (AMUPREV) Final Report (July 2016): https://pdf.usaid.gov/pdf_docs/PA00MKCS.pdf	2009 – 2017	AMUPREV provides municipal leaders with resources and technical assistance to create networks for sharing best practices and lessons learned in crime and violence prevention. In addition, AMUPREV facilitates exchanges between officials from the LAC region and the U.S. AMUPREV is implemented by International City-County Management Association (ICMA).
Regional (Latin America and the Caribbean)	Youth Crime and Violence Prevention (YCVF) https://www.usaid.gov/sites/default/files/documents/1862/Fact%20Sheet%20-%20Crime%20and%20Violence%20Prevention%20%28March-2016%29.pdf https://www.usaid.gov/node/131331	2014 - 2016	In recent years, crime and violence has dramatically increased throughout Central America and the Caribbean fueled by narcotics trafficking, accelerated urbanization, and corrupt government institutions. A network of powerful gangs operates in many countries and recruits young people – mostly young men and boys – making them both the primary perpetrators and victims of this violence. Under YCVF, USAID contributed to the development of studies related to youth crime and violence prevention and provided support for a Citizen Security Advisory Group comprised of regional technical experts. YCVF also assisted with coordinating conferences and learning exchanges held in Washington, DC and throughout the region where USAID representatives, implementing partners, and local experts discussed citizen security challenges. YCVF was implemented by Democracy International with support from Chemonics International.
Uganda	Supporting Access to Justice, Fostering Equity and Peace (SAFE) http://safeprogram.ug/ https://www.land-links.org/wp-content/uploads/2018/03/USAID_Land_Tenure_SAFE_Annual_Report_August_Sept.pdf	2012 - 2018	SAFE was designed to enhance the capacity of local actors and strengthen the GoU's mechanisms for resolving and mitigating conflicts related to land. SAFE also addresses the residual effects of the Lord's Resistance Army (LRA) conflict in northern Uganda. Under Component One, Access to Justice, SAFE provides technical assistance, training and capacity building for local government structures, District Land Boards, Area Land Committees and CSOs. Under Component 2, Conflict Mitigation. SAFE assists with the establishment of traditional/community-based dispute resolution mechanisms to mitigate conflict considering the cross-cutting themes of youth, gender, population, anti-corruption and oil production. SAFE is implemented by the National Center for State Courts (NCSC).

Cross-Sectoral

Country	Project	Dates	Project Description and Relevant Resources
Colombia	Crime Prevention Program <i>(Programa Colombia and Departamentos y Municipios Seguros)</i> https://www.usaid.gov/sites/default/files/documents/1862/USAID-Colombia-CDCS.pdf	2001 - 2005	This program worked with the Colombian government to help strengthen municipal and state security policies. The program created crime observatories to help local governments monitor and evaluation their crime prevention programs and support inter-institutional coordination. It also promoted awareness, trained government authorities, and shared information on public safety policies. In one city, the crime rate dropped by 49%.
El Salvador	Community Policing Program	1999 - 2004	USAID supported the Department of Justice in establishing and improving community policing mechanisms. Activities included institution a 911 emergency response system, creating central records and case management systems, supporting transportation and communications, and providing training of police-prosecutors. A total of 5,600 PNC officers have been trained in community policing methods, which also have been integrated into the National Police Academy Curriculum. USAID has now donated 2,550 portable radios and 920 bicycles as part of the strategy. A related program provided training on crime scene methods, criminal investigation techniques, chain of custody and investigation of sexual crimes.
Honduras	Justice, Human Rights, and Security Strengthening Activity <i>(Unidos por la Justicia)</i> Quarterly Report 3 (July 2017): https://pdf.usaid.gov/pdf_docs/PA00D5VP.pdf	N/A	The purpose of the Justice, Human Rights, and Security Activity is to create more effective and accountable judicial and security sector organizations to reduce violence in target areas, reduce impunity, and protect human rights. This Activity will improve these institutions' performance, transparency, and quality of engagement with citizens. This activity is implemented by DAI.
Kenya	Kenya Transition Initiative (KTI) Quarterly Report (March 2014): https://pdf.usaid.gov/pdf_docs/PA00K6HV.pdf	2008 - 2014	The KTI program was initiated in 2008 following post-election violence that rocked the country. The goal of the program was to support the U.S. Government's policy goals to contribute to a stable Kenyan polity that mobilizes citizen participation around a national identity and political party platforms rather than ethnic identities. KTI pursued the following objectives: a) enable public institutions to undertake fundamental reforms and to manage instability and uncertainty; mobilize the public, especially the youth and key change agents, to demand accountability and reform; build moderation, foster identity and self-confidence in at risk youth in Eastleigh – a predominantly Somali neighborhood in Nairobi rife with crime, violence, and poverty – to enable them to reject extremism. The project was implemented by DAI and Chemonics International.

Liberia	<p>Mitigating Local Disputes in Liberia (MLDL)</p> <p>Description: http://www.tetrattech.com/en/projects/mitigating-local-disputes-in-liberia</p>	2011 - 2017	<p>USAID helped to reintegrate ex-combatants through employment generation activities and NGO-managed village-level community development activities to foster the peaceful reintegration and rehabilitation of war-affected populations. MLDL supported community policing, improving investigative skills of local law enforcement, and establishing community forums to engage the government on issues. MLDL is implemented by Tetra Tech.</p>
Liberia	<p>Liberia Transition Initiative (LTI)</p> <p>https://reliefweb.int/report/liberia/usaaid-field-report-liberia-may-2004</p> <p>https://reliefweb.int/report/liberia/usaaid-field-report-liberia-apr-jun-2006</p>	2004 – 2006	<p>The goal of LTI was to establish the foundation for peace and democratic governance in Liberia. This was achieved by supporting confidence-building measures through a small grant program to Liberian NGOs, ministries and commissions established by the CPA, and life skills training for 35,000 war-affected youth. Program activities were designed to assist with restoring critical transitional governance and civil society functions, increase public understanding of key political transition issues, and promote community reintegration and peaceful resolution of conflict. In 2006, LTI provided a grant to the Federation of Liberia Youth (FLY), which used the funds to launch its “Youth for Truth” campaign that trained young leaders from six locations in Liberia about the Truth and Reconciliations (TRC) mission and processes. The campaign focuses on getting the leaders’ peers and family members involved in this national healing initiative. LTI was implemented by Creative Associates International, Inc.</p>
Philippines	<p>Ecosystems Improved for Sustainable Fisheries (ECOFISH)</p> <p>Completion Report (2017): https://pdf.usaid.gov/pdf_docs/PA00N2DS.pdf</p>	2012-2017	<p>This project is helping the Philippines combat illegal, unreported and unregulated fishing by supporting sustainable fisheries management; strengthening national, provincial and district governments to provide fisheries management as a public service; strengthening enforcement capacity and creating reporting tools for fishing violations; building constituencies for management and partnerships with the private sector; and promoting marine protected areas and no-take zones as critical for fisheries management. The project also created an SMS-based anonymous reporting system for illegal fishing practices called 700DALOY. SMS technology is simple and popular in fishing communities. 700DALOY provides the hotline to crowdsource detection of illegal fishing and improves coordination among law and fishery enforcement units. It promotes transparency, accountability, and public participation, which has increased public trust of the police force. This reporting system has led to more than 3,000 reports and 25 arrests, helping protect valuable marine resources.</p>

Philippines	Mindanao Community Policing Program https://www.usaid.gov/sites/default/files/documents/1861/CDC_S_Philippines_FY2012-FY2016.pdf https://peaceaccords.nd.edu/provision/reintegration-mindanao-final-agreement	2003 - 2004	This project provided support for enhancing community-police relations in the Minanao in addition to increasing public access to information on key policies related to the administration of security and justice institutions. It also supported public safety assessments that supported the creation of a Community Safety Plan to guide the police’s planning and approaches. It worked in collaboration with national and regional offices of the National Police Commission, the Department of Interior and Local Government and the Philippine National Police to organize related capacity-building trainings for local chief executives, community groups and the police.
Regional (i.e. Sub-Saharan Africa)	Security Sector Governance (SSG) Program https://www.chemonics.com/projects/elevating-security-sector-reform/	2014 – 2018	SSG provides technical assistance and analysis on security sector governance and the rule of law, assists USAID to more effectively assess, design, implement, monitor and evaluate (M&E) SSR projects. SSG is implemented by Chemonics International.
Regional (Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan)	Trade Facilitation and Investment (TFI) Activity Final Report, 18 th Quarterly Report and Annual Report (2006): https://pdf.usaid.gov/pdf_docs/PDACI913.pdf	2003 - 2006	TFI operated in Kazakhstan and the Kyrgyz Republic in 2001-2006 and in Tajikistan and Uzbekistan in 2002 - 2006. The goal of the Project was to improve the trade and investment environment for small and medium-sized enterprises. To accomplish this goal, the Project’s activities focused on the reduction of investment constraints, trade facilitation, accession to and active participation in the World Trade Organization and adopting international practices in the fields of Metrology, Accreditation, Standardization and Quality. TFI was implemented by The Pragma Corporation.
SE Asia	ASEAN-U.S. Partnership for Good Governance, Equitable and Sustainable Development and Security (U.S.-ASEAN PROGRESS) https://www.usaid.gov/asia-regional/fact-sheets/asean-us-partnership-good-governance-equitable-sustainable https://usaidlearninglab.org/sites/default/files/resource/files/ST%20Assessment%20Report%20Final%2012%2017%2014.pdf	2013 – 2018	Southeast Asia has transformed from a region of political strife and poverty to a region of economic progress and increasing democracy, capped by the Association of South East Asian Nations’ (ASEAN) ambitious plan for a fully integrated ASEAN community. The ASEAN-U.S. Partnership for Good Governance, Equitable and Sustainable Development and Security (PROGRESS) seizes this momentum and converges with the renewed U.S. focus on the region as a strategic economic and geopolitical partner. For ASEAN to achieve its own integration agenda and be a dynamic U.S. partner in regional and transnational challenges such as the fight against terrorism and promotion of good governance and human rights, ASEAN must have the institutional capability to muster and enhance its ability for collective action. PROGRESS focuses on strengthening institutions to advance ASEAN’s vision. ASEAN – U.S. PROGRESS is implemented by DAI.

Worldwide	Security Sector Reform (SSR) Program https://www.chemonics.com/technical-areas/security-sector-reform/	2008 – 2012	USAID conducted workshops, trainings, assessments, and provided technical assistance to address a range of issues concerning security sector reform. SSR designed institutional and legal frameworks; shepherded public policy initiatives and contributed to public safety reviews, strategies, and policies; devised national crime and violence strategies; built the capacity – skills and expertise – of civilian safety/security professionals; supported civil society advocacy; carried out experimental threat assessments of fragile states; and provided targeted technical assistance to national and regional security councils and other institutions. SSR was implemented by Chemonics International.
-----------	---	-------------	--

Disarmament, Demobilization, and Reintegration (DDR)			
Country	Project	Dates	Project Description
Afghanistan	Reintegration of Fighters Program https://www.armyupress.army.mil/Portals/7/military-review/Archives/English/MilitaryReview_20101231_art016.pdf https://www.rand.org/content/dam/rand/pubs/occasional_papers/2011/RAND_OP327.pdf	2002-2004	USAID supported IOM's training centers, funded to teach six-month courses in literacy, carpentry, carpet weaving, agriculture, welding, tailoring, auto mechanics, and other trades. Ex-fighters are paid \$30 a month to sustain their families and some receive bicycles to get to the training centers. USAID also supported the NGO Consortium for the Psychosocial Care and Protection of Children, comprised of the Christian Children's Fund, the International Rescue Committee and Save the Children Federation, to assist former child soldiers and other particularly vulnerable Afghan children and youth.
Angola	Community Revitalization Project (CRP) Final Report (November 1998): https://pdf.usaid.gov/pdf_docs/PDABS300.pdf	1996-1999; 2003-2004	Beginning in 1995, USAID/OTI launched several demobilization activities focused on quartering, civic training, and education for almost 9,500 ex-combatants, including approximately 200 child soldiers. CRP facilitated a "return to normalcy" and reintegration within rural communities, including supporting the return of displaced populations, demobilized soldiers, and their families; rehabilitating social infrastructure; and revitalizing the economy in target areas. A decade later, USAID's support to Angola's peace and reconciliation turned to grassroots efforts to promote public debates on reintegration issues, civil society advocacy on human rights and related topics, awareness campaigns on reintegration, and support for community revitalization and civic participation in areas with large numbers of ex-combatants and families.

Burundi	Ex-combatant Vocational Training Final Report (February 2006): https://pdf.usaid.gov/pdf_docs/PDACH365.pdf	2004-2006	USAID supported community-based reintegration of refugees, internally displaced persons (IDPs) and ex-combatants. It contained four components: a community-based leadership program; vocational skills training; small grants; and media activities. The community-based leadership program was the core component of the program. USAID helped communities reintegrate displaced populations and ex-combatants by promoting broad-based cooperation in identifying and resolving community needs. Simultaneously, the program provided vocational skills training aimed at providing returnees and other vulnerable populations with marketable non-agricultural skills.
Colombia	Demobilization and Reincorporation Program	2004	The GOC requested USAID technical assistance in the development and implementation of a monitoring and evaluation system to accompany the government's program reincorporating illegal armed combatants back into civil society. This request was prompted by a new decree prescribing that the benefits of the Reincorporation Program (RP) would be delivered in phases and tied to the demonstration of positive results in each phase of the reincorporation process. The new "Tracking, Monitoring and Evaluation System" (TMES) measured these results, as well identified individuals at high risk of abandoning the program assessing the effectiveness of demobilization and reincorporation (DR) activities and providing administrators adequate information to adjust the program as required. The TMES had two main components: 1) A database that consolidates the personal history and program profile of every ex-combatant beneficiary; and 2) a professional team to gather and analyze the TMES information and respond with special interventions for high-risk individuals. Database information was being obtained from tracking forms (closed and directed field surveys on ex-combatants' behavior and interaction in four different environments: individual, family, community and employment and/or school), as well as from home visits, focus groups, weekly reports from the field, and through strategic alliances. The beneficiaries were divided into "risk groups," with high-risk groups, such as those absent from program activities 25 percent of more of the time, provided with additional support.
Colombia	Support Program for Child Soldiers Evaluation (May 2003): https://pdf.usaid.gov/pdf_docs/PCAAB397.pdf	1999-2003	This program provided support to Colombian Family Welfare Institutes (ICBF) to house ex-combatant children. The institutes provide family tracing and reunification, documentation support, family counseling, formal education and vocational training, income generation opportunities, psychosocial support and referrals to medical support.

Colombia	Community-Oriented Reintegration of ex-Combatants (CORE) Project 37 th Quarterly Report (September 2015): https://pdf.usaid.gov/pdf_docs/PBAAJ584.pdf	2010 – 2015 (Est.)	The objective of the CORE program was to support the Colombian government in the implementation of laws related to the reintegration and legal status of demobilized ex-combatants. CORE worked with government entities and institutions to develop tools and methodologies that support the implementation of these laws. CORE passed on these instruments to its partner agencies after a period set by the government.
East Timor	The Falintil Reinsertion Assistance Program (FRAP) Final Evaluation Report (June 2002): http://siteresources.worldbank.org/INTCPR/946734-1115629527393/20482576/TimorLesteFRAP.pdf	1999-2001	The FRAP was developed to assist the social and economic reintegration of the 1,308 guerilla fighters that had not been selected to join the newly established East Timorese Defense Forces. OTI provided considerable funding for the FRAP over the three-year life of the program, which began registering Falintil, as the guerilla fighters were known, in January 2001. Services and benefits provided to beneficiaries included transport to their host communities, a transitional safety net consisting of a \$500 salary subsidy provided over a five-month period, a reintegration package or income generating activity, training, and job and medical referrals. Beneficiaries submitted proposals for projects and activities to commence income-generating activities via farming, small businesses, or vocational training.
El Salvador	Peace and National Recovery Project Completion Report (December 1998): https://pdf.usaid.gov/pdf_docs/PDABR021.pdf	1992 - 1997	El Salvador's Peace and National Recovery Project aided the reintegration of ex-combatants as well as the reactivation of the economies of former conflict zones. Over 107,000 ex-combatants and civilians received training and technical assistance in agriculture and small business development, and nearly 93,900 loans were provided to increase crop production and establish or expand micro-enterprises.
Eritrea	HIV/AIDS Prevention Final Report: https://pdf.usaid.gov/pdf_docs/PDAACL166.pdf	2003 - 2008	USAID supported training and technical assistance to expand and improve voluntary counseling and testing services, behavior change communications, HIV surveillance, and condom marketing for HIV prevention to address the 200,000 soldiers that demobilized and help further prevent the spread of HIV.
Eritrea	DDR Technical Assistance Program	2002 - 2004 (est.)	USAID funded UNDP's Technical Assistance Programme to provided technical advisors for the national DDR program. The technical assistance focused on the mass disarmament and reintegration of armed forces via security sector reform in a post-war context.

Ethiopia	Demobilization and Community-Based Reintegration Program	1991 - 1994	USAID had an agreement with the Transitional Government of Ethiopia (TGE) Commission for the Rehabilitation of Members of the Former Army and Disabled War Veterans supported several activities, including procurement of agricultural technologies for distribution to ex-soldiers wishing to become farmers. Procurement of office equipment, vehicles, fuel and maintenance was provided for the Commission to coordinate and monitor resettlement and rehabilitation activities at the local level. In the shorter term, USAID provided basic humanitarian assistance in 1991 to 250,000 soldiers of the then-Marxist government, who had been defeated by rebel troops.
Guatemala	Demobilization and Incorporation Program Evaluation (January 1999): https://pdf.usaid.gov/pdf_docs/PDABR112.pdf	1996 - 1998	After an initial emergency phase focusing on basic subsistence needs and demobilization, this OTI project provided for the successful reintegration of roughly 3,000 ex-combatants. Highlights of project activities included providing literacy and basic education training to ex-combatants (which included a community civilian participation of close to 40%), initial assistance to close to 300 beneficiaries on cooperative farms purchased by the Government of Guatemala (GOG), and a country-wide social communication campaign that facilitated reconciliation by explaining the Peace Accords and the rights of returning ex-combatants. Donor and GOG flexibility, and the relatively small size (3,000) of the force to be demobilized.
Haiti	Haiti Demobilization and Reintegration Program Evaluation (March 1997): https://pdf.usaid.gov/pdf_docs/PDABN844.pdf	1994 - 1996	In Haiti, USAID provided high-quality training opportunities to every demobilized soldier in the Force Armes d'Haiti (FA d'H). Few participants dropped out. The program provided an immediate and adequate source of income to support their families. Soldiers were engaged quickly and not left to cause trouble. By engaging the FA d'H for two years, the program reduced threats and provided breathing space for other security, political, economic and social transition activities to occur.
Kosovo	Information Counseling and Referral Service (ICRS)	1999 - 2000	The ICRS Program aided 12,489 demilitarized combatants in reintegrating back into civilian life. Funded by OTI and several other donors, ICRS was designed to provide timely, accurate, and unbiased information about available reintegration opportunities, including access to job referrals, training, employment, and other income-generating possibilities. These services were combined with a broad range of capacity-building activities for Kosovo's municipalities, ranging from infrastructure building and health care management to information-technology initiatives, to enhance their competencies and support the ongoing reconstruction and economic development efforts within the heavily war-damaged province.

Liberia	Liberia Transition Initiative (LTI) https://pdf.usaid.gov/pdf_docs/PDaci199.pdf	2004 - 2006	USAID initiated numerous, NGO-managed, village-level community development activities that fostered the peaceful reintegration and rehabilitation of combatants and other war-affected populations.
Mozambique	Demobilization/ Reintegration Support Project Final Report (June 1997): https://pdf.usaid.gov/pdf_docs/PNACC248.pdf	1993 - 1996	USAID helped demobilized soldiers make the transition to civilian life by providing information on demobilization benefits and economic opportunities and disbursing small grants for small business and micro enterprise initiatives. The project funded over 4,400 initiatives for over 26,000 beneficiaries, mostly demobilized soldiers in agriculture, construction, forestry, fishing, and trade and services. The Information and Referral Service, run by the IOM, helped link beneficiaries to other programs
Philippines	Demobilization/ Reintegration Support Program Project Evaluations: https://pdf.usaid.gov/pdf_docs/PDABS708.pdf	1997 - 2001	This project had two phases. In phase one, the project provided support to ex-combatants and their families by providing livelihood assistance based on community priorities. In phase two, it assisted ex-combatant villages to become more profitable and productive through Transition Assistance Grants. The goals were to enhance livelihoods within the former MNLF combatant community by improving productive infrastructure and participatory decision-making processes; strengthening alliances between communities and local and national government units; enhancing citizen perceptions of government's compliance with the peace agreement; improving relations between Muslim ex-combatant communities and other noncombatant, Christian and, indigenous elements; and providing support to civil society groups advocating for reconciliation and ethnic and religious tolerance.
Philippines	Enhancing Governance, Accountability, and Engagement (ENGAGE) https://www.dai.com/our-work/projects/philippines-enhancing-governance-accountability-and-engagement-engage	N/A	In Mindanao, USAID worked with the Government of the Philippines to re-integrate ex-combatants from the Moro National Liberation Front (MNLF). USAID addressed the problem on a village-by-village basis, working with ex-combatants in their efforts to become productive and self-sufficient. Assistance took the form of agricultural machinery, such as rice threshers and solar dryers. Both the government and the communities themselves were asked to contribute with labor, basic materials, training or funds. ENGAGE was implemented by DAI.
Sierra Leone	Youth Reintegration Training and Education for Peace (YRTEP) Summary of Findings (August 2002): https://pdf.usaid.gov/pdf_docs/PDABY763.pdf	2000 - 2002	USAID created a nationwide, non-formal and remedial education network for ex-combatant and non-combatant young adults, many of whom had not had any schooling for nearly ten years. Approximately 46,480 individuals participated at over two thousand sites, developing new skills and attitudes that would enable them to lead peaceful and productive lives. During the year-long training, YRTEP participants learned literacy and math skills along with self-reliance,

			<p>conflict resolution, agriculture, health, and civic participation. The program was quickly broadened to include a second track designed for public and private sector leaders. Separate OTI initiatives – its Skills Training and Employment Promotion (STEP) and its Skills Training and Employment Generation (STEG) programs – built on the gains of YRTEP by providing job skills and generating employment for those who had completed the demobilization, disarmament, and reintegration process. The programs emphasized the community-based strategies of skills development, employment in public works projects, dialogue and psycho-social support.</p>
Sri Lanka	<p>Sri Lanka Transition Initiative https://pdf.usaid.gov/pdf_docs/PDACJ115.pdf</p>	2002 - 2004	<p>USAID funded the establishment of a database and registration/socio-economic profiling for 2,500 former combatants.</p>
Sri Lanka	<p>Sri Lanka Reintegration and Stabilization in the East and the North (RISEN)</p> <p>Evaluation Report (January 2014): https://pdf.usaid.gov/pdf_docs/PA00JZFW.pdf</p>	2009 – 2013 (est.)	<p>RISEN responded to the need for transitional assistance in areas of Sri Lanka emerging from conflict. In June 2009, the program, initially known as RISE, began in eastern Sri Lanka to support community-focused reintegration and target at-risk youth and ex-combatants as part of an integrated strategy to stabilize, transform, and develop the Eastern Province. With the military defeat of the Liberation Tigers of Tamil Eelam in the North, the return of internally displaced persons, and the start of the release process for ex-combatants, a window of opportunity opened for USAID to extend the program to the Northern Province, as RISEN, to support recovery and reintegration in both provinces.</p>
Uganda	<p>Uganda Demobilization and Reintegration Program</p> <p>Portfolio Management Report: https://pdf.usaid.gov/pdf_docs/PDABN995.pdf</p>	1994 - 1996	<p>This USAID-supported project involved two key components: (1) financial support for the Uganda Veterans Assistance Board's (UVAB) program to demobilize and resettle soldiers; and (2) an agricultural technology and credit program, to be administered by World Learning Inc (WLI) and Appropriate Technology International (ATI). The first component aimed to provide finance demobilization severance packages for some 10,000 male and female veterans. The second component targeted 2,000 veteran households in north-central Uganda, providing them with oxen and farming implements, seeds, training and grant-funding.</p>
Uganda	<p>Northern Uganda Transition Initiative (NUTI) Final Report: https://pdf.usaid.gov/pdf_docs/PDACW909.pdf</p>	2008 - 2011	<p>The overall goal of NUTI was to encourage and support the voluntary return of displaced northern Ugandans by increasing their confidence in the government and in the ongoing transition process. NUTI focused on the following objectives: a) Enhance the capacity of the Ugandan media, particularly in northern Uganda, to research, inform and report on issues relevant to peace, recovery, and development; b) increase the visibility of, and confidence in, all levels of government through the</p>

			delivery of targeted, strategic interventions; and provide support for truth and reconciliation processes. This including facilitating cleansing ceremonies for former child soldiers to be able to return to their communities.
--	--	--	--

*Additional details on best practices learned from these programs can be found [here](#).

Defense and Border Management

Country	Project	Dates	Project Description and Relevant Resources
Nicaragua	National Security Strategies Support Program	N/A	This project supported national security-decision-making and national security strategy formulation.
Nigeria	Action Plan for Military Reform Program https://www.usaid.gov/sites/default/files/documents/1862/USAID%20NICARAGUA%20FINAL%20PUBLIC%203.11.14.pdf	1999 (est.)	USAID funded the consultant group MPRI to develop an Action Plan in Nigeria that professionalized and reestablished effective civilian oversight of the Nigerian Armed Forces. The Action Plan was created through consultations and interviews with groups and individuals representing the military, government, civil society groups, academia and other key sectors of Nigerian society. The resulting Plan contained recommendations in the areas of roles and missions of various branches of the Nigerian Armed Forces, organization of the Ministry of Defense to enhance civilian oversight of the armed forces, logistics, training and personnel systems.
Regional (El Salvador, Guatemala, Nicaragua, Panama)	Youth, Crime, and Violence Prevention Technical Support (YCVPTSS)	2010 – 2012	Under YCVPTSS, USAID helped to combat gang-related violence through support services, such as sending subject-matter experts, organizing conferences, and providing communications and administrative support. Funded through CARSI, the project sought to help break the power and impunity of criminal organizations, improve the capacity of justice systems, strengthen border, air, and maritime controls, curtail gang activity, and diminish the demand for drugs in the region. YCVPTSS was implemented by Chemonics International.
Worldwide (Nigeria, Indonesia, Peru, Pakistan, Serbia)	Support to the Parliament's Role in National Security	N/A	These projects provided support to parliamentary defense, security and intelligence committees.

Gender-Based Violence (GBV)

Country	Project	Dates	Project Description and Relevant Resources
Democratic Republic of the Congo (DRC)	Various	2003 - Present	USAID supported rape victims with psychological care and support, including training of counselors, capacity building for organizations that serve them and protecting survivors by working to reduce the stigma associated with rape.

Democratic Republic of the Congo (DRC)	Synergy of Community Education and Support to the Transition (SECA) Annual Report (March 2005): https://pdf.usaid.gov/pdf_docs/PDACD979.pdf	2004 - 2006	This project supported the peace process with a reintegration program for 11,200 ex-combatants and 5,040 community members across 213 communities as well as a community reintegration program including life skills, conflict management, and good governance training to 18,000 war-affected youth in eastern Congo. The community reintegration component aimed to reintegrate ex-combatants and victims of gender-based violence into their communities.
Guatemala	Youth and Gender Justice Project (YGJP) Annual (FY 2017) & Quarter 4 Report: https://pdf.usaid.gov/pdf_docs/PA00T7M1.pdf	2016 - 2021	YGJP is working to improve the capacity of the Guatemalan government to provide adequate justice services to victims of violence, particularly the youth, women, and other vulnerable populations. The project also aims to improve the juvenile justice system to reduce recidivism among juvenile offenders. Other focus areas include gender-based violence (GBV) and human trafficking. YGJP is implemented by Chemonics International.

Institution Building			
Country	Project	Dates	Project Description and Relevant Resources
Burundi	Post-Conflict Transition Assistance Program (PCTAP) Annual Report (November 2007): https://pdf.usaid.gov/pdf_docs/PDAACL330.pdf	2005 - 2007	Established to assist Burundi's post-transition national government and civil society organizations, PCTAP increased the government's ability to develop policies and deliver essential services in a transparent, inclusive, and conflict-sensitive manner. The program worked with civil society organizations to promote peace and reconciliation on a grassroots level. Under this program, USAID aimed to provide training to increase the capacity of newly elected officials to govern effectively and transparently, promote a constructive relationship between elected officials and civil society through an improved understanding of their respective roles and responsibilities, and increase the capacity of the national government and civil society to plan and implement policies and build capacity in areas critical to post-conflict transition. PCTAP was implemented by DAI.

Colombia	<p>Regional Governance Consolidation Program</p> <p>Quarterly Report (December 2010): https://pdf.usaid.gov/pdf_docs/PDACU877.pdf</p>	2005 – 2010 (est.)	<p>The Regional Governance Consolidation Program in Colombia, known as CIMIENTOS, worked in 21 municipalities that had been conflict zones during the civil war. The program ensured that women played a key role in local planning and rebuilding efforts and was based on a local partnership model that cultivated community buy-in. Experts also helped mobilize and strengthen local grassroots social organizations and regional- and national-level organizations to instill best practices in isolated and underdeveloped territories. The program’s approach to building local capacity was based upon working with local partners and responding to emerging needs. It generated trust among participating communities and local authorities, dispelling fears of reprisals for working with a foreign aid program. CIMIENTOS’s operational approach made it possible to work where no previous Government of Colombia agency had established a presence in rural villages in the municipalities of El Tarra, La Vega de San Antonio, La Gabarra, San Juancito, San Pablo, San José del Tarra, and Culebritas.</p>
Dominican Republic	<p>U.S. Department of Justice - International Criminal Investigative Training Assistance Program (ICITAP)</p> <p>Description of ICITAP: https://www.justice.gov/criminal-icitap/about-icitap</p>	2015 – 2019	<p>ICITAP, a program funded primarily by the U.S. Department of Justice (DoJ), implements a police management and accountability program for the Dominican National Police (DNP) through technical assistance, mentoring, and training. This activity assists the GODR to develop a strategy, increase support within DNP, civil society, and with key stakeholders, and then implement a modern police management development program.</p>
Georgia	<p>Human and Institutional Capacity Development (HICD) PLUS</p> <p>Final Report (June 2015): https://pdf.usaid.gov/pdf_docs/PA00KNG9.pdf</p>	2011 - 2015	<p>HICD PLUS developed individual skills and strengthened the institutional capacity of select entities that play a strategic role in implementation of the government of Georgia’s reform program. The project developed a comprehensive package of capacity building services, including ongoing expert consultation, organizational development, performance assessments, implementation of performance solutions packages and continuous monitoring systems. HICD PLUS was implemented by Chemonics International.</p>
Georgia	<p>Human and Institutional Capacity Development 2020 (HICD 2020)</p> <p>http://www.meandahq.com/projects/hicd-2020/</p>	2015 – 2020	<p>HICD 2020 works to achieve tangible improvements in the human and institutional capacity of USAID’s strategic partner organizations in Georgia including governmental, non-governmental, and for-profit entities. HICD 2020 is implemented by Mendez England and Associates.</p>

Honduras	Justice, Human Rights, and Security Strengthening Activity (<i>Unidos por la Justicia</i>) Description: https://www.dai.com/our-work/projects/honduras-united-for-justice	N/A	The purpose of the Justice, Human Rights, and Security Activity is to create more effective and accountable judicial and security sector organizations to reduce violence in target areas, reduce impunity, and protect human rights. This Activity will improve these institutions' performance, transparency, and quality of engagement with citizens. This activity is implemented by DAI.
Philippines	Fisheries Improved for Sustainable Harvest (FISH) Completion Report (December 2010): http://oneocean.org/download/db_files/201110FISHCompletionReportFinal.pdf	2003 - 2010	The primary purpose of the FISH project was to establish sound policies, strengthen the ability of both national and local institutions to plan, implement and evaluate management actions, and build political will to carry out more effective governance of coastal resources and marine fish stocks. The promotion of improved governance - transparency, accountability and participation - permeates throughout the project's implementation. The building of local and national capacity to manage coastal resources and marine fish stocks served as the core activity of the project, with advocacy and policy work as support mechanisms to institute responsible management of coastal resources and marine fisheries.
Philippines	Ecosystems Improved for Sustainable Fisheries (ECOFISH) Completion Report (2017): https://pdf.usaid.gov/pdf_docs/PA00N2DS.pdf	2012 -2017	This project is helping the Philippines combat illegal, unreported and unregulated fishing by supporting sustainable fisheries management; strengthening national, provincial and district governments to provide fisheries management as a public service; strengthening enforcement capacity and creating reporting tools for fishing violations; building constituencies for management and partnerships with the private sector; and promoting marine protected areas and no-take zones as critical for fisheries management. The project also created an SMS-based anonymous reporting system for illegal fishing practices called 700DALOY. SMS technology is simple and popular in fishing communities. 700DALOY provides the hotline to crowdsource detection of illegal fishing and improves coordination among law and fishery enforcement units. It promotes transparency, accountability, and public participation, which has increased public trust of the police force. This reporting system has led to more than 3,000 reports and 25 arrests, helping protect valuable marine resources.

Regional (Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan)	Trade Facilitation and Investment (TFI) Activity Final Report, 18 th Quarterly Report and Annual Report (2006): https://pdf.usaid.gov/pdf_docs/PDACI913.pdf	2003 - 2006	TFI operated in Kazakhstan and the Kyrgyz Republic in 2001-2006 and in Tajikistan and Uzbekistan in 2002 - 2006. The goal of the Project was to improve the trade and investment environment for small and medium-sized enterprises. To accomplish this goal, the Project's activities focused on the reduction of investment constraints, trade facilitation, accession to and active participation in the World Trade Organization and adopting international practices in the fields of Metrology, Accreditation, Standardization and Quality. TFI was implemented by The Pragma Corporation.
Somalia	Strengthening Somali Governance (SSG) Interim Final Report (September 2017): https://pdf.usaid.gov/pdf_docs/PA00N5GN.pdf	2015 - 2018	The USAID-funded Strengthening Somali Governance (SSG) program supports the development of more effective and accountable government institutions in partnership with the federal government of Somali, Somaliland, and Puntland. SSG's activities are improving the reach of government, systematizing opportunities to include citizens' interests in the political process, increasing the legitimacy of government institutions, and supporting women's empowerment and leadership. The program has conducted functional reviews of eight key ministries and introduced new core standard operating procedures for ministries in asset management, cash management, human resource management, procurement, internal audits, media relations, and information technology usage policies. Following these reviews, SSG designed and implemented a training curriculum for civil servants that focuses on basic budgeting, public financial management, human resources management, strategic communications, procurement, and developing performance evaluations and job descriptions. SSG is implemented by Chemonics International.
West Bank and Gaza	Palestinian Authority Capacity Enhancement (PACE) Final Report (March 2013): https://pdf.usaid.gov/pdf_docs/PDACY026.pdf	2008 - 2013	To provide more effective, efficient, and responsive civil and administrative services for the benefit of the Palestinian people, PACE improved financial and service transparency and built government capacity to strengthen public communications. Program objectives included: improving delivery of key services by targeted PA ministries and institutions, resulting in immediate tangible benefits to citizens; increasing financial transparency in the management of public finances by the Palestinian Authority (PA) and increasing accountability; providing enhanced and sustainable capacity of PA officials; and strengthening public communications about, and public participation in, PA decision making. PACE was implemented by Chemonics International.

Judicial Reform			
Country	Project	Dates	Project Description and Relevant Resources
Afghanistan	Rule of Law Stabilization (RLS) Final Report (July 2012): https://pdf.usaid.gov/pdf_docs/PDACY340.pdf	2010 - 2012	This project supported justice reform, anti-corruption initiatives, court management systems, training of judges, training to the faculties of law, legal outreach campaigns, and civilian oversight mechanisms. RLS was implemented by Tetra Tech.
Afghanistan	Rule of Law Project (AROLP) Final Report (July 2009): https://pdf.usaid.gov/pdf_docs/PDACR675.pdf	2003 - 2009	AROLP was designed to facilitate rule of law reform in Afghanistan. AROLP was implemented by Checchi and Company Consulting, Inc. AROLP activities sought to develop the human and institutional capacity of the justice sector, increase access to justice, particularly for women, and increasing public demand for rule of law. Long term expected results included: 1) a competent, independent judiciary; 2) higher quality legal education; 3) harmony in actions of the formal and informal justice systems; 4) public confidence in the justice system; and 5) universal access to justice with an emphasis on the rights of women.
Albania	Justice Sector Strengthening (JuST) Project Completion Report (August 2015): https://chemonics.sharepoint.com/sites/bu00103/Rec_ProjFinalReports/JuST_2010_2015.pdf#search=Justice%20Sector%20Strengthening%20%28JuST%29	2010 – 2015	JuST focused on advancing U.S. objectives in strengthening the rule of law and good governance in Albania, with an emphasis on improving justice delivery and increasing public demand for accountability in the justice sector. To increase transparency, fairness, and efficiency, JuST streamlined courts and strengthened the legal education, advocacy, watchdog, and anticorruption roles of civil society and the media. JuST was implemented by Chemonics International.
Armenia	Strengthening the Rule of Law (ARMROL)	1999 - 2002	The project addressed a variety of rule of law and commercial law issues, focused on strengthening and increasing both 1) democracy and governance and 2) economic growth. In the rule of law sphere, the project focused primarily on implementation, as much of the necessary legislation had already been enacted when the project began. To that end, the project provided appropriate institutional strengthening, training, and public information assistance to facilitate understanding and operation of the new laws. In addition, the project worked to ensure that all newly enacted legislation was consistent with the old and conceived with realistic implementation in mind.
Bolivia	Administration of Justice I and II (AMOJI - II) Final Report (July 2010): https://pdf.usaid.gov/pdf_docs/PDACR614.pdf	2005 - 2010	The project had three principal objectives: (1) strengthening the capacity of justice sector operators and institutions to successfully implement a new Criminal Procedure Code; (2) increasing access to justice through support for the establishment and expansion of Integrated Justice Centers; and (3) developing and promoting commercial and

	Final Report, Phase III (December 2003): https://pdf.usaid.gov/pdf_docs/PDABZ614.pdf		administrative law reforms. The first objective emphasized technical assistance and training activities to strengthen the Judicial Branch, the Public Ministry, the Public Defender's Office and the Forensic Investigation Institute. The second objective focused on technical assistance to expand the Integrated Justice Center Model, which provides mediation and other justice-related services to marginalized communities. With respect to the third objective, the program strengthened specialized commercial and administrative courts, as well as supported the establishment of arbitration and mediation centers at the national level. The project was implemented by Checchi and Company Consulting, Inc.
Bolivia	Criminal Justice Reform Program	1999 - 2002 (est.)	Programs in Bolivia have integrated police into training on the new Code of Criminal Procedure, drafted an Organic Police Law, assisted police and prosecutors in developing manuals and investigative procedures, facilitated agreements on the handling of money laundering cases and with local currency, expanded case tracking systems into the investigative police. Programs were carried out directly by a USAID contractor in coordination with an ICITAP program, which managed police academy development, training, and creation of an Office of Professional Responsibility.
Burma	Promoting Rule of Law Project (PRLP) Evaluation Report (February 2017): https://pdf.usaid.gov/pdf_docs/PA00MMXW.pdf	2013 - 2017 (est.)	Promoting Rule of Law Project (PRLP) aims to promote and protect the rule of just law and civil liberties in Myanmar. PRLP is based on the premise that with successful establishment of the rule of law and accountability systems, Myanmar's judicial system can better serve and address the needs of its citizens. PRLP is working to improve the norms, procedures, and institutions of justice to achieve this ideal by conducting open dialogue between citizens and the government to restore citizens' faith and confidence in Myanmar's judicial system. Through PRLP, USAID is working to achieve two key objectives: Promoting more effective, accountable, and accessible justice-sector institutions; Increasing legal literacy, access to justice, and the participation of marginalized populations in target regions and states. PRLP is implemented by Tetra Tech.

Cambodia	<p>Program on Rights and Justice (PRAJ)</p> <p>USAID Cambodia Final Report: https://pdf.usaid.gov/pdf_docs/PDAACL459.pdf</p> <p>EWMI Final Report: https://pdf.usaid.gov/pdf_docs/PDACQ990.pdf</p>	2003 – 2008	<p>Program on Rights and Justice (PRAJ) in Cambodia combined work with Cambodian NGOs and legal institutions to improve access and quality of justice and judicial system transparency in Cambodia. Through financial and technical support to local NGOs, PRAJ supported legal aid and advocacy efforts for those people most marginalized and underrepresented. From a legal standpoint, PRAJ worked with local organizations to litigate high impact cases that represent larger issues relevant outside the scope of the actual case. PRAJ also promoted clinical legal training through the Cambodian Bar Association’s Legal Training Center. PRAJ worked directly with judicial institutions on training and capacity-building of new and sitting judges, improving legal education, improving court efficiency and transparency, providing relevant information and materials to judges, lawyers and the public, improving access to justice in rural areas, and supporting legal protections and services to child and female victims of human trafficking and sexual crimes. PRAJ was implemented by the East – West Management Institute (EWMI).</p>
Cambodia	<p>Program on Rights and Justice II (PRAJ II)</p> <p>Interim Evaluation Report (April 2011): https://pdf.usaid.gov/pdf_docs/PDACS527.pdf</p> <p>Internal Evaluation (January 2014): https://pdf.usaid.gov/pdf_docs/PA00K65K.pdf</p>	2008 - 2014	<p>PRAJ II implemented a strategy that supported USAID’s goal “to strengthen the foundation of support for reform of the justice sector in Cambodia.” By continuing support for human rights advocacy, as well as the more direct influence of providing legal aid, court monitoring, and improved information management systems for both civil society and justice sector institutions, PRAJ II contributed to a stronger foundation of support. The development of the Sithi.org website, the support for expanded networks of NGOs beyond the established HR advocacy groups, the expanding investment in practical legal training, and the effort to expand the provision of legal services have all contributed to the USAID goal. PRAJ was implemented by the East – West Management Institute (EWMI).</p>
Central Asia	<p>Central Asia Republics Rule of Law (CAR ROL)</p> <p>Final Report (December 1997): https://pdf.usaid.gov/pdf_docs/PDABQ257.pdf</p>	1993 - 1996	<p>The CAR ROL project was conceived by USAID in 1993 as a technical assistance instrument to facilitate democratic and market transitions in the five countries of Central Asia, including Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan, and Turkmenistan. The project worked on three strategic objectives: framing the legal substance, legislative drafting and advice; strengthening core government institutions; and strengthening civil society through the development of NGOs devoted to legal and policy change. This broad mandate was based on the need for rapid response and programmatic flexibility. This project was implemented by Chemonics International.</p>

Colombia	Crime Prevention Program (<i>Programa Colombia and Departamentos y Municipios Seguros</i>)	2001 - 2005	This program worked with the Colombian government to help strengthen municipal and state security policies. The program created crime observatories to help local governments monitor and evaluation their crime prevention programs and support inter-institutional coordination. It also promoted awareness, trained government authorities, and shared information on public safety policies. In one city, the crime rate dropped by 49%.
Colombia	Grant to the United Nations High Commissioner for Human Rights https://reliefweb.int/sites/reliefweb.int/files/resources/A_HRC_25_19_Add.3_ENG.pdf	2010 - 2016	This activity supported the activities of the U.N. Office of the High Commissioner for Human Rights in six strategic areas: 1) strengthening human rights monitoring and observation, 2) promoting a culture of human rights, 3) strengthening and promoting reforms of human rights policies and regulations, particularly within the security sector, 4) supporting a safe and secure environment for the work of human rights defenders, 5) improving the GOC's response to human rights violations, and 6) contributing to the effective implementation of the Victims' and Land Restitution Law. The grant had a value of \$4.2 million and was awarded to the Office of the UN High Commissioner for Human Rights in Colombia (UNOHCHR).
Colombia	Victims Participation and Collective Reparation Program Fact Sheet: https://www.usaid.gov/sites/default/files/documents/1862/CO_DHES_Fact_Sheet.pdf	2017 (est.)	The program promotes the effective participation of civil society in the implementation of the Victims and Land Restitution Law. The initiative, implemented by the Colombian organization Consultancy for Human Rights and Displacement (CODHES), strengthens organization's capacity to influence public discourse and policy regarding the law. The program strengthens victims' organizations' technical, organizational, administrative and financial capacities, increasing their ability to represent victim's interests before the state. It also addresses the organizations' security challenges by developing protection plans to enhance their self-protection skills. The program promotes the creation or strengthening of victims' regional networks to contribute more effectively to policy design and implementation. The program focuses on key segments of victims – e.g. Afro-Colombians, women, trade unions, journalists, youth, indigenous organizations, and small farmers. Through a grants fund of US \$2.8 million, the program supports local initiatives that defend, protect and promote individual and/or collective victim's rights to justice, truth and integral reparation. The fund supports civil society organizations, non-governmental organizations, think tanks, and universities that promote the collective reparation processes, assist victims, and/or work in public policy advocacy. The program builds the capacity of victims and their organizations to

			communicate with and advocate before the government (national, regional and local) on collective reparation issues. While this work is focused on strengthening and supporting collective reparations processes in four designated regions, the results will help inform national public policy on issues such as restitution, compensation, rehabilitation, satisfaction and non-repetition guarantees.
Colombia	Human Rights Activity (HRA) IV Mid-Term Evaluation: https://pdf.usaid.gov/pdf_docs/PA00T91M.pdf	2016 - 2019	HRA engages in strategic and tailored programming in nine regional departments to promote human rights, prevent human rights violations, and respond to human rights abuses. HRA IV is implemented by Chemonics International.
Colombia	Justice for Sustainable Peace (JSP) Description: https://www.chemonics.com/projects/ensuring-sustainable-peace-colombia/	2017 – 2021	JSP has partnered with a network of local actors and stakeholders to build a more effective and responsive justice system, capable of addressing the criminal justice needs of victims of armed conflict and establishing the rule of law in targeted conflict-affected regions. JSP is implemented by Chemonics International.
Côte d'Ivoire	Justice Sector Support Program (PROJUSTICE) Final Report (June 2017): https://pdf.usaid.gov/pdf_docs/PA00MT44.pdf	2013 - 2018	ProJustice is cooperating with the Ministry of Justice, the National Judicial Training Institute, targeted courts, and civil society organizations to strengthen training for judiciary police, magistrates, and court staff, supporting enhancements to court case management systems, implementing measures to increase transparency and accountability in the courts, improving citizens' access to the Ministry of Justice's public defense fund, strengthening capacity of the Ministry of Justice's Legal Aid Office, and strengthening disability rights. With its office in Abidjan, ProJustice works at both the national and local levels throughout the country to enhance justice services and access to legal aid for Ivoirian citizens. ProJustice is implemented by Tetra Tech.
Dominican Republic	Criminal Justice System Strengthened Project (CJSSP) Quarterly Report (June 2016): https://pdf.usaid.gov/pdf_docs/PA00SW7M.pdf	2015 – 2020	CJSSP works to increase the transparency and accountability of law enforcement and crime prevention efforts by strengthening internal controls and external oversight for the Public Ministry (i.e. prosecutorial body) and National Police. CJSSP is implemented by Chemonics International.

El Salvador	Justice Sector Strengthening Project (JSSP) Annual Report (October 2013): https://pdf.usaid.gov/pdf_docs/PA00JM3X.pdf	2013 – 2018	The project provides support to the Government of El Salvador to reduce impunity and improve citizen trust in government institutions, through a more cohesive, effective, and transparent justice system. Activities raise professional standards of justice sector institutions, improve current criminal justice procedures and practices, and expand the community policing model for a more cooperative and productive relationship between police and citizens. USAID also strengthens the multi-institutional system designed to provide legal, medical and psychological services to child and adult victims of domestic violence. JSSP is implemented by Checchi and Company Consulting, Inc.
Guatemala	Security and Justice Sector Reform Project (SJSRP) Performance Monitoring Plan Report (October 2017): https://pdf.usaid.gov/pdf_docs/PA00N7JW.pdf	N/A	The activity provides technical assistance, training, and support for: 1) the implementation of security and justice sector reforms, including a career path for police and international standard certifications of quality managements systems; 2) the implementation and enforcement of key legislation; and 3) the promotion of civil society oversight of public and private security services. Successful implementation of the SJSRP will establish conditions for: greater state capacity to manage security and justice administration; greater state capacity to provide security and justice for citizens, and; greater civil society oversight of public and private security services. SJSRP is implemented by Checchi and Company Consulting, Inc.
Haiti	Justice Service Delivery and Sector Reform Project (PROJUSTICE) Impact Evaluation (April 2017): https://pdf.usaid.gov/pdf_docs/PA00MZ6B.pdf Final Report (July 2016): https://pdf.usaid.gov/pdf_docs/PA00M876.pdf	2009 - 2016	PROJUSTICE worked to help the Haitian government to build a fair and effective justice system as an essential cornerstone to establishing stability and security, curbing human rights abuses, enabling economic development, and improving citizens' confidence in the government. PROJUSTICE had four core result areas: Improved judicial productivity and reduction of pretrial detention; improved access to justice and expanded use of alternative dispute resolution (ADR); better criminal investigations and prosecutions; and support for finalizing legislative changes. PROJUSTICE was implemented by Tetra Tech.
Haiti	Administration of Justice (AMOJ) Final Report (December 1999): https://pdf.usaid.gov/pdf_docs/PDABR910.pdf	1995 - 1999	HAOJP was a four-year technical assistance and training project to assist Haitian authorities in developing a responsive, transparent justice system. The project had three main program components - legal assistance and information, case registration/management, and judicial mentoring - which shared the objective of strengthening the organization and management of the judicial system and increasing public access to the courts. HAOJP was implemented by Checchi and Company Consulting.

Haiti	Justice Sector Strengthening Program (JSSP) Description: https://www.chemonics.com/projects/strengthening-haitis-judicial-system/	2016 - 2021	JSSP supports the professionalization, independence, and efficiency of the Haitian justice sector. The overarching goal of the project is to expand access to quality justice for the people of Haiti, including vulnerable populations. JSSP seeks to advance core justice strengthening while building the foundation of judicial reform, fostering political support, and addressing relevant justice issues in the short to medium term. JSSP is implemented by Chemonics International.
Honduras	Unidos por la Justicia (Justice, Human Rights, and Security Strengthening Activity) Description: https://www.dai.com/our-work/projects/honduras-united-for-justice	N/A	The purpose of the Justice, Human Rights, and Security Activity is to create more effective and accountable judicial and security sector organizations to reduce violence in target areas, reduce impunity, and protect human rights. This Activity will improve these institutions' performance, transparency, and quality of engagement with citizens. This activity is implemented by DAI.
Honduras	Justice, Human Rights, and Security Strengthening Activity (<i>Unidos por la Justicia</i>) Quarterly Report 3 (July 2017): https://pdf.usaid.gov/pdf_docs/PA00D5VP.pdf	N/A	The purpose of the Justice, Human Rights, and Security Activity is to create more effective and accountable judicial and security sector organizations to reduce violence in target areas, reduce impunity, and protect human rights. This Activity will improve these institutions' performance, transparency, and quality of engagement with citizens. This activity is implemented by DAI.
Honduras	Central America Regional Security Initiative (CARSI) Information: https://www.state.gov/j/inl/rls/fs/2017/260869.htm Honduras-Mission to Support the Fight Against Corruption and Impunity in Honduras (MACCIH) Reports: http://www.oas.org/en/spa/dsdsm/maccih/new/informes.asp	2016 – 2017	This program contribution grant to the Organization of American States will support the Mission to Support the Fight Against Corruption and Impunity in Honduras (MACCIH) to strengthen the justice system in Honduras and dismantle corruption networks. USAID will contribute to establishing MACCIH in Honduras to facilitate effective implementation. USAID will also support creation of a civil society observatory to monitor the Honduran criminal justice system and oversee implementation of justice sector reform. MACCIH will support the following institutions: the Attorney General's Office; the Judicial Council; the Police Internal Affairs Directorate of the ministry of Security, the Courts Inspector General; the Office of the Inspector General of the Republic; the High Court of Auditors; the Executive Office of Revenue; and, other relevant public and civil society actors fighting against corruption. MACCIH is implemented by the Organization of American States (OAS).

Indonesia	CEGAH Description: http://www.tetrattech.com/en/projects/usaaid-cegah-indonesia	2016 - 2020	CEGAH, meaning prevent in Indonesian Bahasa, is an anti-corruption program designed to strengthen Indonesia's community of accountability by providing integrated capacity building efforts for the judiciary, executive, and independent agencies; civil society; media; and the private sector at both the national and subnational levels. The program aims to reduce corruption by addressing its root causes and by strengthening the Indonesian government's ability to implement effective counter-measures. CEGAH is implemented by Tetra Tech.
Indonesia	Changes for Justice (C4J) Final Report: https://pdf.usaid.gov/pdf_docs/PA00KJDB.pdf	2010 – 2015	Changes for Justice project (C4J) worked with Indonesia's Supreme Court and Attorney General's Office to sustain and deepen reforms in the justice sector and to achieve those institutions' objectives for bureaucratic reform. The project promoted reforms in the following areas: enhancing management, transparency and accountability processes; increasing the capacity, integrity, and technical legal competence of judges, prosecutors, and their support staff; and improving the interface between these justice sector institutions and the Indonesian public. C4J was implemented by Chemonics International.
Iraq	Access to Justice Program Final Report: https://pdf.usaid.gov/pdf_docs/PA00KTXJ.pdf	2011 – 2015 (est.)	Through the Iraq Access to Justice Program, USAID supported improvements in access to justice for vulnerable populations. The program improved the capacity of NGOs and CSOs to increase the practical knowledge of vulnerable Iraqis of their rights, responsibilities, and remedies under the law. The program aimed to increase the competence and availability of legal professionals assisting vulnerable populations, and improved government processes to facilitate access to government services and legal remedies. The program had an emphasis on improving access to justice for women and youth. This program was implemented by Tetra Tech.
Kazakhstan	Judicial Assistance Project Final Report: https://pdf.usaid.gov/pdf_docs/PDACQ477.pdf	2009 - 2011	The Judicial Assistance Project built and sustained a more democratic culture among Kazakh citizens and target institutions by supporting its judiciary's modernization efforts and built public demand for a fair and transparent judiciary. Phase II of the project focused on facilitating expansion of a court video-recording system by Kazakh vendor IZET to 32 courts and Almaty City Court. The program included a considerable cost-share from the Supreme Court toward purchase of video-recording systems, a testament to the political will for reform in Kazakhstan and the partnerships that USAID has developed with the Kazakh judiciary. The Judicial Assistance Project was implemented by Chemonics International.

Kyrgyzstan	<p>Legal Infrastructure for a Market Economy (LIME)</p> <p>Description: http://www.chechiconsulting.com/index.php?option=com_projects&country_id=21&Itemid=8</p>	2003 - 2004	<p>LIME provided technical assistance to develop commercial law and a modern legal culture in Kyrgyzstan. The Project worked with government counterparts to draft and review legislation and develop new legal structures; organized seminars and workshops for legal professionals, educators, and the business community on current law and practice; and promoted legal awareness by producing and broadly distributing a wide range of legal information products. The Project played an active role in drafting efforts related to the Land Code, the Law on Land Governance, the Law on Commercial Arbitration, the Civil Code, the Tax Code, and other commercial legislation. Project personnel also worked directly with businessmen and civil society groups to teach them how to use the law in their work and in their daily lives. LIME was implemented by The Pragma Corporation.</p>
Mexico	<p>EnfoqueDH Human Rights Public Policies</p> <p>Description: https://www.chemonics.com/projects/supporting-mexicos-approach-protecting-human-rights/</p> <p>Quarterly Report (in Spanish, July 2016): https://pdf.usaid.gov/pdf_docs/PA00M8PN.pdf</p>	2015 – 2020	<p>This activity supports the Government of Mexico's efforts to implement its National Human Rights Plan 2014-2018 (NHRP), with the purpose of addressing structural human rights challenges and priority issues. This activity's purpose is to incorporate human rights-based approaches into Government of Mexico (GOM) initiatives by strengthening GOM federal and state-level legislative frameworks and capacity to implement clear guidelines and procedures in line with international human rights standards. The activity will also strengthen GOM capacity for outreach and dialogue with civil society organizations (CSOs) on human rights policies and support the development of public policies that help prevent abuses and assist victims of human rights violations. EnfoqueDH is implemented by Chemonics International.</p>
Mexico	<p>Mexico Rule of Law III: Justice and Security (J&S)</p> <p>Annual Report (October 2017): https://chemonics.sharepoint.com/:b:/r/sites/PRJ068/1100/1120-1124%20Annual%20Reports/1121.2%20Year%202/Final%20Documents/EnfoqueDH%20Annual%20Report%202017%2011.92.17%20FINAL.pdf?csf=1&e=zpPAXh</p>	2010 – 2014	<p>J&S supported a Merida Initiative objective to prevent and eradicate organized crime. The Program efforts strengthened transparency, accountability and public oversight, thereby reducing the transnational threats of trafficking of arms, humans, drugs and money laundering, affecting both Mexico and the United States. The Program supported Mexican implementation of the criminal justice reform, professionalized law enforcement officials, brought Mexico in line with the global anti-corruption standards set forth in the U.N. Convention against Corruption and the Inter-American Convention against Corruption and reduced human rights abuses through policy reforms, specialized training, technical assistance, public outreach, and practice. J&S was implemented by Tetra Tech.</p>

Montenegro	Judicial System Reform Project Annual Report (June 2015): https://pdf.usaid.gov/pdf_docs/PDACJ212.pdf	2003 - 2006	The activity provided technical assistance to reform and modernize the laws affecting the operation of the judicial system in Montenegro. The project monitored and assisted in implementing reform laws (e.g. Act of Courts, Civil Law, Law on Execution Civil Judgments) and regulations (e.g. The Courts Manual) that affected the Montenegrin court system.
Mozambique	AFR Anti-Corruption Initiative	2003 - 2008	USAID programmed and managed DOS and INL funds to finance the expansion of the Government of the Republic of Mozambique's (GRM's) specialized anti-corruption unit to two additional provinces in the center and north of the country. This was an anti-corruption activity in Mozambique designed to get some enforcement action directed against corruption by working with investigators and prosecutors on corruption cases.
Philippines	Rule of Law Effectiveness (ROLE) Description: https://www.msiworldwide.com/project/systematizing-courts-in-the-philippines/	2004 - 2008	ROLE provided technical assistance to support Government of the Philippines' anti-corruption, anti-money laundering and anti-trafficking initiatives. The project supported Philippine efforts to make key courts more efficient and accountable, to improve the investigative and prosecutorial capabilities of anti-corruption agencies, and to strengthen the legal and regulatory regime to combat money laundering, intellectual piracy and trafficking in persons. ROLE was implemented by MSI - Tetra Tech.
Regional (Argentina, Uruguay)	Democratic Initiative Projects	1990 - 1995 (est.)	In the early 1990s, USAID undertook efforts to promote democracy in Argentina and Uruguay through programs that focused in the case of Argentina, on strengthening the administration of justice, on promoting a reduction in corruption and in developing civic participation; and in the case of Uruguay, on improving the efficiency and quality of judicial decision-making in Uruguay. The efforts were successful, by September 30, 1995, the USAID offices in Montevideo and Buenos Aires closed and all bilateral assistance programs had ended.
Russia	Judicial Reform and Partnership Program (JRPP) Annual Report (June 2017): https://pdf.usaid.gov/pdf_docs/PDACM557.pdf	2001 - 2008	The objective of JRPP was to improve Russia's administration of justice by strengthening its judiciary's independence, management procedures, use of international fair trial standards, and ability to set standards of conduct and hold members accountable for meeting them, and to promote U.S.-Russian partnerships and sharing of best practices. JRPP was implemented by Chemonics International.
Rwanda	Rebuilding Justice System Program	1997 - 1999	Between 1997 and 1999, this program was designed to increase the security of both people and their property by supporting police training and procurement of vehicles, radios, blankets, and other equipment for the police. Program funds also supported de-mining

			activities.
Rwanda	Strengthening the Rule of Law for Policy Reform in Rwanda Program	2009 - 2011	USAID provided support to build capacity of the justice sector as part of the MCC Threshold Program which was developed to address Rwanda's MCC Ruling Justly indicators, specifically Political Rights, Civil Liberties, and Voice and Accountability by strengthening the professionalism, impartiality, and independence of the judiciary, and facilitating the implementation of Rwanda's legislative reform agenda. This program was implemented by Chemonics International.
South Africa	Criminal Justice Strengthening Program (CJSP) Performance Evaluation: https://pdf.usaid.gov/pdf_docs/PDADC727.pdf	2000 - 2005	CJSP was designed in 2000 to help South Africa achieve "a more effective and accessible criminal justice system." The CJSP was designed to impact the criminal justice system in four target areas: a) improving management of justice sector institutions; b) improving case processing and court efficiency; c) improving crime and violence prevention strategies; d) having better prosecutor led criminal investigations.
Sri Lanka	Coherent, Open, Responsive, and Effective Justice (CORE) Description: https://www.chemonics.com/projects/modernizing-sri-lankan-judicial-system/	2017 - 2021	CORE seeks to promote the rule of law in Sri Lanka by strengthening core institutions, processes and actors responsible for the administration of justice and the delivery of justice services. The program will work with key stakeholders and representatives of the judiciary, government, the legal profession, and civil society to improve the coherence, openness, responsiveness, and effectiveness of the Sri Lankan justice system, with attention to the lower judiciary. CORE is implemented by Chemonics International.
Uganda	Stability Peace and Reconciliation in Northern Uganda (SPRING) Mid-Term Evaluation Report: https://pdf.usaid.gov/pdf_docs/PDACQ995.pdf	2008 - 2011	SPRING sought to address the underlying causes of the Lord's Resistance Army (LRA) conflict in northern Uganda and supported the transition from relief to development through short-term, small-scale pilot projects. SPRING provided legal services to protect land tenure and trained local courts on land registration and land rights.
Ukraine	Fair, Accountable, Independent, and Responsible Judiciary (FAIR) Final Performance Report (November 2016): https://pdf.usaid.gov/pdf_docs/PA00MGSQ.pdf	2011 – 2016	Following on the successes of the UROL, FAIR oriented the country's legal framework around defending citizens' rights rather than protecting government interests. By building institutional capacity, the program advanced a more accountable, transparent, and independent judiciary worthy of the public's trust. FAIR enhanced the policies and procedures of judicial institutions. Additionally, the program partnered with civil society organizations to enhance public and media involvement in the judicial reform process. Together, local stakeholders ensured that the judicial reforms reflected the will of the Ukrainian public and not just that of the political party in power. These initiatives not only contributed to reducing opportunities for

			corruption in the judicial system, but also helped Ukrainian judicial institutions better align themselves with European norms. FAIR was implemented by Chemonics International.
Ukraine	Nove Pravosuddya Justice Sector Reform Program (FAIR II) Quarterly Performance Report (March 2018): https://pdf.usaid.gov/pdf_docs/PA00T68Q.pdf	2016 – 2021	The “New Justice” project is working with the Ukrainian judiciary, presidential administration, parliament, Bar, law schools, civil society, media, and wider public to create the right conditions for an independent, transparent, accountable, and effective justice system that upholds the rule of law and is empowered to fight corruption. FAIR II is implemented by Chemonics International.
West Bank and Gaza	Enhanced Palestinian Justice Program (EPJP) Annual Report (September 2015): https://pdf.usaid.gov/pdf_docs/PA00M5P9.pdf	2013 – 2018	The objective of the Enhanced Palestinian Justice Program is to develop more effective and competent justice sector institutions that are accountable to the public and respond to the needs of citizens. The program aims to improve service delivery, improve institutional capacities, strengthen the West Bank legal education system, and increase citizen engagement with and respect for the rule of law. EPJP is implemented by Chemonics International.
West Bank and Gaza	Palestinian Justice Enhancement Program (PJEP) Year Two Annual Report (September 2012): https://pdf.usaid.gov/pdf_docs/PA00J2PS.pdf	2010 - 2014	PJEP improved the capacity of justice sector institutions, legal professionals, and civil society, while increasing public knowledge of and respect for law and the justice sector. By achieving short-term gains in efficiency, fairness, and responsiveness of the justice system, the program helped to build more capable and credible institutions and increases public confidence in the system. The program helped justice sector institutions respond more quickly and effectively to public demands, while achieving tangible improvements in services that were visible to the public. PJEP, the High Judicial Council, the Ministry of Justice, the Palestinian Judicial Institute. and other key Palestinian judicial institutions worked together to strengthen the ability of these institutions to deliver justice services to the public. PJEP was implemented by Chemonics International.

Peace, Reconciliation, and Rehabilitation

Country	Project	Dates	Project Description and Relevant Resources
Cambodia	Partners in Trauma Healing (PATH) Description: https://tpocambodia.org/path-partners-in-trauma-healing/	2011 - 2015	Partners in Trauma Healing (PATH) supported independent, torture treatment organizations in Cambodia to provide high quality mental health services to individuals and communities who continue to face trauma from their experiences during the Khmer Rouge regime, and to build sound, financially stable organizations. The project focused on 3 areas: mental health treatment and healing, program evaluation, and organizational development. The

			project underscored the U.S. Government's ongoing commitment to support transitional justice and peace and reconciliation in Cambodia.
Liberia	Mitigating Local Disputes in Liberia (MLDL) http://www.tetrattech.com/pdf/download?url=http://localhost%252fen%252fdocs%252fpd14%252d235%252den%252dmldl%252dsuccess%252dstory%252d%252dcf%252dnetworking%252epdf	2014 - 2017	USAID helped to reintegrate ex-combatants through employment generation activities and NGO-managed village-level community development activities to foster the peaceful reintegration and rehabilitation of war-affected populations. MLDL is implemented by Tetra Tech.
Morocco	Rehabilitation and Reintegration Project Description: https://www.usaid.gov/morocco/peace-and-security	2010 - 2012	This program worked on the rehabilitation and reintegration of marginalized and at-risk youth who have been in prison or are at risk of being in prison to try to break the cycle of incarceration. Activities included individualized social worker support to help with youth and family mediation, education and economic reintegration and access to health services. It also provided detainees with psychosocial support services and life skills training such as problem-solving, communication, teamwork, conflict resolution and anger management. In collaboration with local associations, teachers, and community leaders, 9,568 youth benefited from awareness campaigns on topics such as health and hygiene, the importance of education, and the risk of drug abuse. Psychosocial support services were provided to 275 youth in prisons and detention centers. Nineteen local nongovernmental organizations received training to improve their ability to provide quality services to at-risk youth. 62% of youth prisoners and ex-detainees enrolled in training classes have completed the program.
Uganda	Stability Peace and Reconciliation in Northern Uganda (SPRING) Mid-Term Evaluation Report: https://pdf.usaid.gov/pdf_docs/PDACQ995.pdf	2008 - 2011	SPRING sought to address the underlying causes of the Lord's Resistance Army (LRA) conflict in northern Uganda and supported the transition from relief to development through short-term, small-scale pilot projects. SPRING provided legal services to protect land tenure and trained local courts on land registration and land rights.
Zimbabwe	Supporting Victims of Torture Program https://irct.org/assets/uploads/1018_8185_2009-3_180-193.pdf	N/A	USAID supported clinics linked to prisons that treat the physical and psychological effects of torture outreach efforts to help people who are not able to access urban clinics training of staff, enhancing the clinical staff's skills as well as their staff care needs, and training the volunteer cadre that serve as lay counselors.

Police and Corrections Reform

Country	Project	Dates	Project Description and Relevant Resources
Afghanistan	Health Services in Corrections Facilities Program	2008-2009 (est.)	In Afghanistan, in addition to the USG's regular contributions to the Global Fund and World Bank, USAID funded Basic Package of Health Services (BPHS) implementers (international and national NGOs) for the provision of health services to detainees in their catchment areas. USAID coordinated with DOS/INL to leverage resources from the Corrections System Support Program (CSSP) for needed renovations and equipment purchases. The FY08 Consolidated Appropriations Act, Section 634(p) (which carried over to the FY08 Supplemental, FY09 Bridge and FY09 CR funds), provides an exception for the use of either DA funds or ESF for improvement of prison conditions, subject to notification to Congress.
Bolivia	Anti-Corruption Program Quarterly Report (March 2015): https://pdf.usaid.gov/pdf_docs/PDACD705.pdf	2004 – 2008 (est.)	USAID launched an anti-corruption program that builds on its experience with implementing the country's Criminal Code of Procedure (CCP). The program went on to vet and train a corps of 20 police officers to work with the office of the Attorney General to establish an anti-corruption task force.
Cambodia	Malaria Prevention in Prisons Program	2008	USAID provided over 650 mosquito nets to youth and pregnant women serving sentences in Cambodia's prisons. The donation was made to raise awareness about the harsh conditions young inmates face in the country's jails. The Cambodian League for the Promotion and Defense of Human Rights (LICADHO) and other NGOs distributed care packages containing the mosquito nets to prisons in 12 provinces and Phnom Penh. In addition to the mosquito nets, the packages also contained essential items like food, toiletries and drinking water.
Colombia	Crime Prevention Program (<i>Programa Colombia and Departamentos y Municipios Seguros</i>)	2001 - 2005	This program worked with the Colombian government to help strengthen municipal and state security policies. The program created crime observatories to help local governments monitor and evaluation their crime prevention programs and support inter-institutional coordination. It also promoted awareness, trained government authorities, and shared information on public safety policies. In one city, the crime rate dropped by 49%.

El Salvador	<p>Justice Sector Strengthening Project (JSSP)</p> <p>Annual Report (October 2014): https://pdf.usaid.gov/pdf_docs/PA00K7FT.pdf</p>	2013 – 2018	<p>The project provides support to the Government of El Salvador to reduce impunity and improve citizen trust in government institutions, through a more cohesive, effective, and transparent justice system. Activities raise professional standards of justice sector institutions, improve current criminal justice procedures and practices, and expand the community policing model for a more cooperative and productive relationship between police and citizens. USAID also strengthens the multi-institutional system designed to provide legal, medical and psychological services to child and adult victims of domestic violence. JSSP is implemented by Checchi and Company Consulting, Inc.</p>
Haiti	<p>Haitian National Police Capacity Building Program</p> <p>Description: http://www.tetrattech.com/en/projects/haitian-national-police-capacity-building</p>	(est.) 2011 - 2015	<p>In addition to providing extensive humanitarian assistance and economic support to the government and people of Haiti, USAID also provided for the development and strengthening of the criminal justice sector. The Department of State, the embassy, and the Government of Haiti all have concerns over regional trafficking in narcotics, weapons, and persons, as well as a need to enhance the presence, legitimacy, and professionalism of a police force designed to serve the public. To that end, USAID helped strengthen the capacity and administration of the Haitian National Police (HNP). The project was implemented by Tetra Tech.</p>
Indonesia	Civil Society/ Community Strengthening Project	2002 - 2004	<p>This project worked with two “peace centers” at two-Java based universities (the Center for Human Rights Study at the Islamic University of Indonesia and the Center for Security and Peace Studies at Gajah Mada University) to work with representatives of community organizations, civil society organizations, the media and other stakeholders. The program sought to strengthen the capacity of these groups to monitor and improve police behavior, as well as to establish and sustain police-community partnership through a problem-solving approach that is responsive to the needs and demands of the community.</p>

Indonesia	<p>Community-Police Dialogue Program</p> <p>https://asiafoundation.org/resources/pdfs/indocommpolicingeng.pdf</p>	2002 - 2004	<p>The Community-Police Dialogue Program worked with representatives of community organizations, civil society organizations, the media, and other stakeholders to strengthen the capacity of civil society to monitor and improve police behavior, governance practices, and sensitivity to international human rights norms. CPDP was implemented by the Asia Foundation.</p>
Jamaica	Anti-Violence Initiative	2003 - 2006	<p>This project worked in inner-city communities to enhance the capacity of police to engage with citizens through efforts such as bikes, community centers, facilitated forums, etc. The project, funded through a \$3.1 million cooperative agreement with PERF, was inspired by efforts of the American Chamber of Commerce (AMCHAM) in Kingston when the violent crime and the number of homicides increased to alarming levels. Working with the Jamaican Government (GOJ), the Jamaican Constabulary Force (JCF), and the private sector, the program initially targeted Grants Pen, a Kingston inner-city community. Activities have included police and community training, deployment of bicycle patrols in Grants Pen, creation of a community police facility that will offer a wide range of services, and activities to build trust between residents and the police.</p>
Macedonia	Community Policing Project	2003 - 2005	<p>USAID produced a twelve-part radio series on successful community policing programs that built trust between citizens and police. The radio programs were broadcast by an ethnic-Albanian radio station to communities between Skopje and Tetovo, where fear and mistrust generated during the 2001 conflict continued to characterize the relations between citizens and police. The project built on collaboration with the U.S. Justice Department's International Criminal Investigation Training Assistance Program (ICITAP), the OSCE and the Macedonian Ministry of Interior during the development of their community policing programs. Having provided ICITAP with the community-level information and contacts needed to launch the program, USAID expanded the program's impact by allowing a greater number of citizens to learn about means of improving relations between their communities and the police.</p>

Montenegro	NGO Watchdog Activity	2002 - 2005	The project launched a new category of sub-grants in 2003. It was designed to provide NGO staff the confidence, skills, and knowledge to sustain pressure on government to implement and enforce legislation effectively.
Morocco	Rehabilitation and Reintegration Project Description: https://www.usaid.gov/morocco/peace-and-security	2010 - 2012	This program worked on the rehabilitation and reintegration of marginalized and at-risk youth who have been in prison or are at risk of being in prison to try to break the cycle of incarceration. Activities included individualized social worker support to help with youth and family mediation, education and economic reintegration and access to health services. It also provided detainees with psychosocial support services and life skills training such as problem-solving, communication, teamwork, conflict resolution and anger management. In collaboration with local associations, teachers, and community leaders, 9,568 youth benefited from awareness campaigns on topics such as health and hygiene, the importance of education, and the risk of drug abuse. Psychosocial support services were provided to 275 youth in prisons and detention centers. Nineteen local nongovernmental organizations received training to improve their ability to provide quality services to at-risk youth. 62% of youth prisoners and ex-detainees enrolled in training classes have completed the program.
Nigeria	Police Reform Program	2001 - 2003	In Nigeria, USAID's Office of Transition Initiative (OTI) worked with the Ministry of Police Affairs and key stakeholders to develop a strategic plan to reform policing as that country transitioned to civilian rule.
Regional - Kyrgyzstan, Tajikistan, and Uzbekistan	Drug Demand Reduction Program (DDRP)	N/A	The program has trained from 70-100 percent of the target corrections facility staff on HIV/AIDS and drug prevention issues. DDRP's training courses for correctional institutions are endorsed by the Ministries of Justice of Kyrgyzstan and Tajikistan and are included in the short-term penal system educational curriculum. The program was implemented in part by AIDS Foundation East West.

Russia	TB in Corrections Programming	N/A	With support from USAID, the Russian Red Cross has succeeded in introducing more effective tuberculosis (TB) treatment and control programs in four Oblast prison systems. This work with prison officials on TB has now opened the door for broader USAID work in prisons on the HIV/AIDS epidemic and further dialogue between the U.S. mission and prison officials. For example, during her visit to St. Petersburg, USAID Assistant Administrator for Global Health, Dr. E. Anne Peterson discussed incorporating HIV/AIDS prevention, support and care programs with local prison officials. The increased dialogue on these issues is a good example of how public health programs can act as tool to advance the U.S. Government's foreign policy. USAID has observed that in Russia, health programs are leading to expanded dialogue on issues that a decade ago would have been impossible for the U.S. Government to tackle.
Rwanda	Rebuilding Justice System Program	1997 - 1999	Between 1997-1999, this program was designed to increase the security of both people and their property by supporting police training and procurement of vehicles, radios, blankets, and other equipment for the police. Program funds also supported demining activities.
Rwanda	Rebuilding Justice System Program	1997 - 1999	Between 1997 and 1999, this program was designed to increase the security of both people and their property by supporting police training and procurement of vehicles, radios, blankets, and other equipment for the police. Program funds also supported de-mining activities.
Uganda	Policing Activity in Northern Uganda	2006 - 2007	USAID supported a community policing project that: (1) supported the Uganda Police Force (UPF) of the Government of Uganda (GoU) to establish a community based police presence as part of consolidating peace and security in northern Uganda (2) ensured that community policing is clearly defined and understood by Ugandan authorities and communities in order to improve justice, law and order in northern Uganda and (3) included a special effort to support the UPF in the recruitment and training of female police officers and/or Special Police Constables (SPCs), and Family and Child Protection Unit officers to enhance the protection of vulnerable persons in northern Uganda.

Uzbekistan	HIV/AIDS Programming in Prisons Program	N/A	<p>Many USAID programs have been increasing HIV/AIDS awareness among medical professionals, community leaders, students, and educators in Uzbekistan. After participating in one of these programs, Tatyana Nikitina, the director of a community organization, approached USAID to help her group conduct a training course for an often-overlooked group — prisoners. The purpose was to curb the spread of HIV/AIDS among prison populations by training volunteers to teach others about prevention. After completing the training, prisoners established an HIV/AIDS support group and trained an additional 12 volunteers to conduct awareness campaigns. The participants also organized an information desk in each of the 11 cell blocks within the prison. In June 2004, participants organized a theatrical-educational performance for more than 400 prisoners. Many participants said they intended to continue HIV/AIDS prevention activities after their release.</p>
Zimbabwe	<p>Supporting Victims of Torture Program</p> <p>https://irct.org/assets/uploads/1018_8185_2009-3_180-193.pdf</p>	N/A	<p>USAID supported clinics linked to prisons that treat the physical and psychological effects of torture outreach efforts to help people who are not able to access urban clinics training of staff, enhancing the clinical staff's skills as well as their staff care needs, and training the volunteer cadre that serve as lay counselors.</p>