



USAID
FROM THE AMERICAN PEOPLE

RULE OF LAW AND SECURITY SECTOR GOVERNANCE INDICATORS GUIDE

January 2021

This is a publication of the United States Agency for International Development's Office of Democracy, Human Rights and Governance as guidance for USAID staff designing security sector reform programs or activities. It was prepared by Chemonics International.

RULE OF LAW AND SECURITY SECTOR GOVERNANCE INDICATORS GUIDE

ACKNOWLEDGMENTS

This report was prepared with Elizabeth Constable, Stacia George, Greg Gisvold, Claire Gowen, Kevin McClellan, Zoltan Milic, Peggy Ochandarena, Eric Scheye, Heather Seeley, and Marie-Claire Tuzeneu of Chemonics. We would like to thank Adam Bushey, Janine Mans, Erik Pacific, and Andrew Solomon for their guidance and contributions throughout the research effort that culminated in this report. They offered expert insight into and advice on developing security sector governance and justice indicators. We would also like to thank the organizations and individuals who developed the additional resources this document references for contributing to this field of research.

CONTENTS

Contents	i
Acronyms	iv
Introduction	5
How to Use the Rule of Law and Security Sector Governance Indicators Guide.....	6
1. Strengthening Judicial Independence and Self-Governance	9
1.1.A Improved Judicial Review of Law or Administrative Decisions of Services (e.g., Health, Education, or Licenses) Through Citizen Appeal	9
1.2.A Improved Transparency of Judicial Decision-Making.....	10
1.3.A Improved Judicial Selection, Appointment, and Promotion Processes.....	11
1.5.A Improved Independence of the Anti-Corruption Court or Tribunal.....	12
1.5.B Improved Independence and Investigative Capacity of Internal Audit Units.....	12
1.7.A Strengthened High Council of Judges or Prosecutors	13
2. Enhancing Administration of Justice	14
2.1.A Improved Legislative Drafting (Procedural Code) Processes by Ministry of Justice or Parliamentary Sub-committee.....	14
2.1.B Strengthened Administrative Justice Through Practices and Authorities	15
2.3.A Improved Due Process and the Right to a Fair Trial	16
2.3.B Increased Justice Institutional Change Management Capacity (Such as from INQUISITORIAL to Accusatorial or Elite Serving to Citizen-Centric)	17
2.3.C Improved Quality of Adjudications	18
2.5.A Improved Outreach	19
2.6.A Improved Enforcement of Judgements	20
2.7.A Increased Women’s Employment and Leadership.....	20
2.7.B Improved Justice Institution Civil Servant Human Capital Management (Recruitment, Performance, Management, and Promotion)	22
2.7.C Improved Public Financial Management in the Security Sector	23
2.7.D Improved Procurement and Asset Management	25
3. Improving Internal Court Administrative Operations	26
3.1.A Improved Case Management (e.g., Case Allocation Procedures, Trial Management, Court Automation and e-Services, and Records Tracking).....	26
3.2.A Increasing Efficiency of Case File Completions.....	27

3.5.A Increased Availability of Courts	28
4. Expanding Access to Justice and Legal Empowerment.....	30
4.1.A Improved Quality of Legal Representation.....	30
4.1.B Increased Access to Legal Aid or Assistance	31
4.2.A Improved Public Understanding and the Navigability of the Justice System	32
4.4.A Improved Effectiveness and Reach of Alternative Dispute Resolution	33
4.5.A Increased Harmonization of Customary or Religious Law with the State Body of Law — Oversight by the State.....	34
4.5.B Increased Harmonization of Customary or Religious Law with Human Rights ..35	
4.6.A Improved Justice Outcomes	36
4.6.B Increased Accessibility of Justice/Dispute Resolution Mechanisms	36
5. Combating Crime, Violence, and Insecurity.....	37
5.1.A Improved General Order, Security, and Safety	37
5.1.B Improved Interactions with the Police.....	38
5.2.A Improved Independence and Investigative Capacity of Internal Audit Units	39
5.2.B Improved Border Safety and Security	40
5.3.A Improved Community Policing.....	41
5.3.B Improved Police Investigations	43
5.3.C Improved Security Forces’ Use of Force While Interacting with the Public	44
5.4.A Improved Cooperation Between Police and Prosecutors	45
5.4.B Expanded Prosecutorial Effectiveness	46
5.5.A Improved Feedback Mechanisms for Citizen Oversight and Complaints.....	46
5.6.A Increased Effectiveness of Victim and Witness Protection.....	47
5.7.A Improved Juvenile Justice.....	48
5.8.A Increased Civilian Safety and Citizen Security – Secondary/Tertiary	49
5.8.B Reintegrated Former Combatants	51
5.8.C Improved Conditions and Effectiveness of Corrections Facilities.....	52
6. Improving Legal Professionalism	53
6.1.A Strengthened Independent Judicial and Legal Professional Associations	53
6.3.A Enhanced Continuing Legal Education (CLE) and Specialization	54
6.5.A Improved Judicial Integrity and Ethics (Codes of Ethics, Discipline, Enforcement)	55
7. Improving Legal Education and Preparation to Practice.....	56

7.5.A Expanded Experiential Learning (Clinics, Internships, and Moot Courts).....	56
8. Crosscutting.....	57
8.1.A Increased Women’s Employment and Leadership.....	57
8.1.B Improved Security Sector Response to Violence Against Women and Girls.....	58
8.5.A Improved Transparency and Participation in the Development of National Justice Strategies and Reform Operations.....	59
8.5.B Increased Public Support for Judicial Independence	60
8.5.C Improved Citizen Conformity with the Law.....	60
8.6.A Improved Capacity of National Human Rights Institutions to Petition the Courts	61
8.6.B Increased Public Awareness of Human Rights Standards	62
8.6.C Improved Transitional Justice Mechanisms to Address Past Abuses Through Retributive and Restorative Justice	62
8.6.D Reduced Trafficking in Persons.....	63
8.7.A Reduced Wildlife Trafficking.....	65
Annex A: USAID rule of law and security sector governance indicators summary	65
Annex B: Sources of Additional Information.....	66
General.....	66
Countering Trafficking in Persons.....	67
Customs and Border Patrol.....	67
Violence Against Women and Girls.....	67
Justice Reform.....	68
The Penal System	69
Policing and Civilian Safety and Security	69
Reintegration of Former Combatants	69
Wildlife Trafficking.....	70
Annex C: Additional Information on Developing and Using Indicators	71
How USAID Uses Indicators.....	71
The Characteristics of a Good Indicator.....	72
A Note on Measuring Perceptions.....	72
A Note on Gender Considerations When Collecting Information.....	74
A Note on Setting Targets.....	75
Using Indices and Other Publicly Available Data	76

ACRONYMS

AMEP	Activity monitoring and evaluation plan
CDCS	Country development cooperation strategy
CSO	Civil society organization
FA	Foreign Assistance Framework
MEL	Monitoring, evaluating, and learning
PAD	Project appraisal document
PIRS	Performance Indicator Reference Sheets
PMP	Performance monitoring plan
RDCS	Regional development cooperation strategy
SSR	Security sector reform
SSG	Security sector governance
UNODC	United Nations Office on Drugs and Crime
USAID	United States Agency for International Development

INTRODUCTION

USAID has extensive experience implementing rule of law (ROL) and security sector reform (SSR) programs. The U.S. government defines SSR as “the set of policies, plans, programs, and activities that a government undertakes to improve the way it provides safety, security, and justice.”¹ USAID’s 2010 Rule of Law Strategic Framework defines ROL as “a state in which citizens, corporations, and the state itself obey the law, and the laws are derived from a democratic consensus.” Generally, the objective of SSR is to provide effective, accountable, and legitimate public systems and services that ensure security for all citizens. The goal of ROL programming is to foster accountability by all to laws that are equally applied and applicable, public and accessible, and in accordance with international standards.

USG assistance for ROL and SSR programs spans a wide range of areas: integrated activities in support of defense and armed forces reform; national security planning; and reduction of armed violence, including small arms/light weapons.² In general, USAID’s SSR and ROL programming focuses on improving justice and the operation of the criminal justice chain; police and public safety; disarmament, demobilization, and reintegration; conflict mitigation; and peace building. Moreover, in these two distinct, but frequently overlapping areas of programming, it is often difficult to identify clear, distinct objectives that can be matched with evidence-based solutions. “Security” and “Justice” are personalized concepts, circumstantially dependent and difficult to objectively measure. As this guide makes clear, measuring SSR without reference to ROL (and vice versa) is, at best, an incomplete effort.

Under USAID implementation, ROL and SSR projects and activities address challenges in developing countries with elements in common, such as unequal access to justice (especially for marginalized communities), inefficient police investigations, slow court processes, poor cooperation with prosecutors, inhumane prison conditions, weak border control, inappropriate response to violence against women and girls, and inadequate civilian oversight of security forces. In addressing these problems, ROL and SSR programs seek to strengthen the transparency, equality, efficiency, and effectiveness of justice and security sector institutions and improve citizens’ ability to hold these institutions accountable.³ These are inherently unfinished efforts because security and justice concerns are not static; they change frequently, driven by politics, competing interests, events, and circumstances.

Measuring progress in ROL and SSR is thus difficult: not only are the concepts lacking in readily-measurable distinctions, but the circumstances that might help define success are often fleeting, and public perception factors in significantly. In addition, the sensitive nature of the work of

¹ USAID, U.S. Department of Defense, and U.S. Department of State, Security Sector Reform Guidance <https://2009-2017.state.gov/documents/organization/115810.pdf>

² Ibid.

³ In this guide, USAID uses the terms “security” and “justice” sector inclusively and not to refer to specific organizations or institutions. The “justice sector” and the “security sector” necessarily includes non-state actors and stakeholders. In similar fashion, USAID uses the term “security sector governance” to refer to its work in this arena and “rule of law” to encompass the diversity of its justice sector and related programming.

security and justice institutions (e.g., the armed forces, police, judiciaries, prosecutors, courts, and intelligence communities), where some measure of secrecy is necessary creates challenges to obtaining accurate, complete primary data. Further, public perceptions of institutions' strengths and weaknesses tend to be volatile. Perception of an institution depends on its competence in public relations as well as its actual service delivery. Carefully selected indicators are essential to comprehensively evaluating progress, and not one indicator will tell the whole picture.

Accordingly, USAID recommends using “baskets of indicators” whenever possible. A “basket” is a collection or grouping (more than one, but less than ten) of indicators that permits practitioners to measure one concept from multiple angles to get a more complete understanding of the situation. Results measured by one indicator in the basket should be interpreted in the context of those results measured by other indicators in the same basket to reach a reliable understanding of the situation. Because various agencies need to cooperate for the sector to function optimally, it is generally advisable that indicators measure performance across institutions and agencies when feasible and programmatically appropriate.

HOW TO USE THE RULE OF LAW AND SECURITY SECTOR GOVERNANCE INDICATORS GUIDE

This guide’s purpose is to support USAID officers designing and managing ROL and SSR projects and activities by consolidating the vast number of indicators from various sources. The guide includes information about 521 indicators, 226 of which are publicly available.

The guide and its associated indicators are organized by types of ROL and SSR program objectives to make it very easy for an officer to identify which indicators would be appropriate for the type of programming they are implementing. Chapters 1-8 cover [strengthening judicial independence and self-governance](#); [enhancing the administration of justice](#); [enhancing internal court administration operations](#); [expanding access to justice and legal empowerment](#); [combating crime, violence, and insecurity](#); [improving legal professionalism](#); [improving legal education and preparation to practice](#); and [crosscutting objectives](#) respectively. Each chapter is broken down into typologies and sub-categories within typologies, including a recommended basket of indicators with publicly available and relevant standard foreign assistance indicators⁴ where applicable, and references to sources for additional indicators and information as appropriate.⁵

A companion document, the [USAID Rule of Law and Security Sector Governance Indicators Summary](#) is an excel document that summarizes the 521 indicators. The Summary allows individuals to easily search for and see a summary of indicators by rule of law objectives and sub-categories. It identifies indicators suggested for a specific basket as well as other potentially useful indicators. The indicators are also marked to indicate which are publicly available and which are required foreign assistance indicators. An additional companion document, the [ROL and SSG Performance Indicator Reference Sheets \(PIRS\) guide](#), includes an indicator table with the basic information needed to complete USAID’s performance indicator reference sheets (PIRS) for each foreign

⁴ Please refer to <https://www.state.gov/f/indicators/> for the most up to date standard foreign assistance indicators.

⁵ Not all available typologies for ROL programming have indicators provided in this guide - this is why the numbers of the sub-categories are not sequential.

assistance indicator. Indicator tables outline how to collect, disaggregate, and analyze the data, but the indicators are highly context specific.

Because no single indicator can adequately measure progress for any of the 15 challenges, this document proposes including a basket of refined priority indicators in ROL and SSR monitoring, evaluation, and learning frameworks. These baskets include the USAID-required foreign assistance indicators.⁶ A recognized best practice is to use baskets to measure success in an area of foreign assistance, as they can help mitigate the potential limitations of any individual indicator.⁷ In an activity with multiple objectives, each objective should include one basket of indicators.

To ensure the holistic measurement of efforts, this guide proposes indicators that reflect the perspectives of three classes of beneficiary:

- Those with direct working experience in a justice and/or security sector institution or processes (e.g., judges, lawyers, or prosecutors)
- Those with direct or familial experience with a justice and/or security sector institution or process (e.g., the victim of a crime reported to police or individual affected by government legal or regulatory action)
- Those in the general public with no direct or familial experience with a justice and/or security sector institution or process

Indicator data should be disaggregated along categories to uncover disparities in areas such as access to courts, police treatment, level of confidence in security institutions, and other considerations. The performance indicator reference sheets in the ROL and SSG Performance Indicator Reference Sheets describe the categories that indicators in each section of this guide should disaggregate. Most indicator data should be disaggregated by gender. Addressing gender issues is critical to enhancing local ownership; ensuring good governance, accountability, and respect for human rights; and providing effective service delivery. Simply put, mainstreaming the consideration of issues concerning men, boys, women, and girls in SSR programming and increasing women's participation in security institutions are necessary to ensure equal opportunities for all citizens to participate in and benefit from the security sector.

All the challenges this guide outlines will not be relevant to every user's programmatic interests or needs. The table of contents hyperlinks each challenge to its corresponding section of this guide so that readers can easily navigate to the material most pertinent to them. Each section also references additional sources. For full citations, please see [Annex B](#). [Annex C](#) contains additional information on developing and using indicators, including: [how USAID uses indicators](#), [the characteristics of a good indicator](#), notes on [measuring perception](#), [gender considerations](#), and

⁶ Please refer to <https://www.state.gov/f/indicators/> for the most up to date standard foreign assistance indicators.

⁷ For example, see United Nations Department of Peacekeeping Operations and Office of the High Commissioner for Human Rights, *Rule of Law Indicators: Implementation Guide and Project Tools*, https://peacekeeping.un.org/sites/default/files/un_rule_of_law_indicators.pdf and Vera Institute of Justice, *Rule of Law Indicator Instruments: A Literature Review*, https://storage.googleapis.com/vera-web-assets/downloads/Publications/rule-of-law-indicator-instruments-literature-review/legacy_downloads/rule-law-indicators-literature-review.pdf

[setting targets](#), and finally, on [using indices and other publicly available data](#).

I. STRENGTHENING JUDICIAL INDEPENDENCE AND SELF-GOVERNANCE

I.1.A IMPROVED JUDICIAL REVIEW OF LAW OR ADMINISTRATIVE DECISIONS OF SERVICES (e.g., HEALTH, EDUCATION, OR LICENSES) THROUGH CITIZEN APPEAL

Strengthening the power of the judicial branch vis-à-vis the other branches of government is essential to improving checks and balances. USAID, to assist in establishing a balance of power, has helped several countries draft legislation to establish constitutional courts with the power to review and rule on the constitutionality of legislation and to strengthen supreme courts with a role in judicial review of administrative law. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE JUDICIAL REVIEW OF LAW OR ADMINISTRATIVE DECISIONS OF SERVICES

- Sri Lanka Coherent, Open, Responsive, and Effective Justice Program (2017-2021)
- Indonesia CEGAH (meaning prevent in Indonesian Bahasa) (2016-2020)
- Ukraine Fair, Accountable, Independent, and Responsible (FAIR) Judiciary Project (2011-2016)

INDICATORS

RECOMMENDED BASKET	
+	Extent to which government powers are effectively limited by the judiciary (WJP Indicator 1.2 QRQ6)
+	Extent to which any court in the judiciary has the legal authority to invalidate governmental policies on the grounds that they violate a constitutional provision (V-Dem v2jurereview)
+	Extent to which the executive respects the constitution and comply with court rulings and to what extent is the judiciary able to act in an independent fashion (V-Dem Judicial Constraints on The Executive Index)
+	Percent of population that has experienced a legal problem in the past two years (disaggregated by type of problem — for example, problems obtaining land titles, property titles, or permits; placing a child in an educational institution; dealing with a tax dispute; or being denied government programs [cash transfers, pensions, or disability benefits]) (See also WJP GPP Section 6 A1 - L2)
+	Extent to which the government complies with important decisions of the high court with which it disagrees (V-Dem vwjuhccomp)
+	Extent to which the government complies with important decisions by other courts with which it disagrees (V-Dem v2jucomp)
+	Extent to which the high court rulings merely reflect government wishes regardless of its sincere view of the legal record (V-Dem v2juhcind)
+	Extent to which non-high court judges are reflecting government wishes regardless of their sincere view of the legal record (V-Dem v2juhcind)
	Average time from filing to conclusion for decisions in which the government is a party

Percent of agency decisions overturned

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

- * Foreign assistance indicator
- + Publicly available indicator

I.2.A IMPROVED TRANSPARENCY OF JUDICIAL DECISION-MAKING

Numerous current and past USAID projects have focused on judicial transparency and increasing public confidence in the courts. These activities guard against corruption by making the operations, procedures, and decisions of courts public and encouraging independent media to disseminate information about the judicial system to inform the public. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE THE TRANSPARENCY OF JUDICIAL DECISION MAKING

- Sri Lanka Coherent, Open, Responsive, and Effective Justice Program (2017 2021)
- Ukraine Nove Pravosuddya Justice Sector Reform Program (New Justice Program) (2016 2021)
- Colombia Justice for a Sustainable Peace (2017 2021)
- Albania Justice for All Project (2016 2021)
- Jordan Rule of Law and Public Accountability Strengthening Program (2015 2021)
- Liberia Legal Professional Development and Anti Corruption Activity (2015 2020)

INDICATORS

RECOMMENDED BASKET	
+	Extent to which judicial decisions of the highest court are published on a timely basis. (WJP Indicator 3.1.1 QRQ109)
+	Level of awareness in the general population about the formal justice mechanisms through which grievances could be addressed? (WJP Indicator 7.1.1 QRQ314)
+	Level of awareness in the general population about their legal rights in the event of arrest or interrogation (WJP Indicator 7.1.1 QRQ315)
+	Lack of public information about court procedures (WJP Indicator 7.1.1 QRQ316)
	Percent of judicial decisions published
	Percent of published decisions providing legal reasoning citing law and facts for basis of decision

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

- * Foreign assistance indicator
- + Publicly available indicator

ADDITIONAL RESOURCE



UN Department of Peacekeeping Operations and Office of the High Commissioner for Human Rights, [Rule of Law Indicators: Implementation Guide and Project Tools](#).

I.3.A IMPROVED JUDICIAL SELECTION, APPOINTMENT, AND PROMOTION PROCESSES

The selection and appointment of judges and judicial staff is a crucial mechanism for judicial independence. USAID activities promote changes to reduce political influence and broaden participation in the judicial selection processes via the introduction of merit-based selection criteria, judicial preparation and training in formal judicial academies, and formal performance evaluations against established standards. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE JUDICIAL SELECTION, APPOINTMENT, AND PROMOTION PROCESSES

- Colombia Justice for a Sustainable Peace (2017 2021)
- Ukraine Nove Pravosuddya Justice Sector Reform Program (New Justice Program) (2016 2021)
- Kosovo Justice System Strengthening Program (2015 2019)
- Bosnia Justice Sector Development Project II (2009 2014)

INDICATORS

RECOMMENDED BASKET	
+	Total professional judges or magistrates (UNODC Statistics)
+	Types of individuals involved in the <u>nomination</u> of judges to ordinary courts (V-Dem e_ccp_ordnom)
+	Types of individuals involved in the <u>approval</u> of nominations to ordinary courts (V-Dem e_ccp_ornap) (Previously collected data available only)
+	Degree to which judges are removed for arbitrarily or political reasons (V-Dem v2jupurge)
	Percent of judges given annual performance reviews that are based on established, objective performance criteria
	Percent of women as a share of position in each rank
	Retention rate disaggregated by position type and by population group
OTHER INDICATORS	
	Number of judges transferred before promotion
	Percent of judges promoted, measured annually, disaggregated by population group, length of service, etc.

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCE



U.S. Department of State Bureau of Democracy, Human Rights and Labor (DRL), [Performance Indicator Reference Sheets](#), January 2020.

I.5.A IMPROVED INDEPENDENCE OF THE ANTI-CORRUPTION COURT OR TRIBUNAL

Specialized anti-corruption courts can help address concerns about the ability of ordinary courts to handle corruption cases impartially without executive or legislative interference or being corrupted themselves. USAID activities seek to work with partner countries to establish new judicial bodies, divisions, or sets of judges with a focus on anti-corruption. These activities also provide assistance with adhering to international best practices in operating such courts, selecting judges, and conducting training to strengthen judges' knowledge and skills and equip judges to apply this expertise to corruption case proceedings. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE THE ANTI CORRUPTION COURT OR TRIBUNAL

- Ukraine Nove Pravosuddya Justice Sector Reform Program (New Justice Program) (2016 2021)
- Indonesia CEGAH (meaning prevent in Indonesian Bahasa) (2016 2020)
- Jordan Rule of Law and Public Accountability Strengthening Program (2015 2021)

INDICATORS

RECOMMENDED BASKET	
+	Government powers are effectively limited by independent auditing and review (WJP Indicator 1.3)
	Percent of cases in which the government is a party where the judge rules against the government, disaggregated by type of case
	Percent of discipline sanctions implemented by the judiciary and bar

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

- * Foreign assistance indicator
- + Publicly available indicator

ADDITIONAL RESOURCE



USAID Office of Democracy and Governance, [Reducing Corruption in the Judiciary](#), 2009 (see page 17, “VI. Measuring the Effectiveness of Anticorruption Activities”).

I.5.B IMPROVED INDEPENDENCE AND INVESTIGATIVE CAPACITY OF INTERNAL AUDIT UNITS

An effective internal audit system and skilled auditors are key components to good governance and transparency. Internal audit systems work to hold judges and judiciary staff responsible for their conduct as government officials and to facilitate the management of public resources to prevent and deter fraud, waste, and abuse. USAID activities seek to establish standard audit policies, including audit engagement planning, performance, reporting, audit follow-up stages, and training audits based on international best practices. See the supporting document, ROL & SSG Performance Indicator

Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE INTERNAL AUDIT UNITS

- Ukraine Nove Pravosuddya Justice Sector Reform Program (New Justice Program) (2016 2021)
- Mali Justice Project (2015 2020)
- Ukraine Fair, Accountable, Independent, and Responsible (FAIR) Judiciary Project (2011 2016)

INDICATORS

RECOMMENDED BASKET	
+	Government officials in the Executive branch are sanctioned for misconduct (WJP Indicator I.4.1)
+	Percent of cases in which audit unit imposes sanctions where sanctions are implemented. (See also WJP Indicator I.4.1 Government officials in the Executive branch are sanctioned for misconduct)
	Percent increase in the use of reporting mechanism for judicial/employee misconduct
	Percent of investigations that meet the criteria for quality investigation (disaggregated by position of individuals investigated)
	Percent of investigations with findings that call for sanctions
	Percent of sanctions that are implemented
OTHER INDICATORS	
	Number of investigations of personnel or departments completed (disaggregated by internal and external)

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

1.7.A STRENGTHENED HIGH COUNCIL OF JUDGES OR PROSECUTORS

High councils of judges or prosecutors are independent administrative bodies with a wide range of functions, from staff appointments to managing budgets. Their overall purpose is to make the judicial branch more independent. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO STRENGTHEN HIGH COUNCIL OF JUDGES AND/OR PROSECUTORS

- Ukraine Nove Pravosuddya Justice Sector Reform Program (New Justice Program) (2016 2021)
- Albania Justice for All Project (2016 2021)
- Kosovo Justice System Strengthening Program (2015 2019)
- El Salvador Justice Sector Strengthening Activity (2013 2020)

INDICATORS

RECOMMENDED BASKET	
+	Supreme audit institution oversight score (Open Budget Survey)

+	The size of the high court in this calendar year by law versus in practice how many judges participated (VDEM v2juhciszl and v2juhcizp)
	Percent of higher court decisions/actions that are adhered to by lower courts
	Degree of autonomy from the executive branch regarding appointments (five-point scale)
	Degree of autonomy from executive branch regarding removals (five-point scale)
	Percentage of judicial vacancies (a proxy indicator for an ineffective high court judge if the high court judge has a role in appointments)
	Percentage of high justice court members participating in high justice court meetings
	Percentage of judges and staff approving of high justice court leadership of the judiciary
OTHER INDICATORS	
	Percentage of courts nationwide contributing information to the national judicial budget (assuming the high court judge has budgetary responsibility for the judiciary)
	Number of public high justice court meetings

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCES



Van Dijk, Frans, and Geoffrey Vos, [A Method for Assessment of the Independence and Accountability of the Judiciary](#). *International Journal for Court Administration* 9, no. 3, December 2018 (see page 9).

Transparency International, [Indicators of judicial efficiency in corruption cases](#), 2011.

USAID Office of Democracy and Governance, [Reducing Corruption in the Judiciary](#), 2009.

2. ENHANCING ADMINISTRATION OF JUSTICE

2.1.A IMPROVED LEGISLATIVE DRAFTING (PROCEDURAL CODE) PROCESSES BY MINISTRY OF JUSTICE OR PARLIAMENTARY SUB-COMMITTEE

Effective justice systems start with appropriately written and duly enacted laws that are updated in a timely manner to reflect the needs and desires of citizens. USAID programs work with legislatures and ministries to facilitate reforms to improve the quality and efficacy of drafting legislation. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on

collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE LEGISLATIVE DRAFTING PROCESSES

- Ukraine Nove Pravosuddya Justice Sector Reform Program (New Justice Program) (2016 2021)
- Kosovo Justice System Strengthening Program (2015 2019)
- Mexico Promoting Justice (PROJUST) (2015 2020)
- Serbia Separation of Powers Program (2008 2014)

INDICATORS

RECOMMENDED BASKET	
	Percent of implemented laws/regulations that completed a cost implication review prior to its passage
	Percent of implemented laws/regulations that followed a nonpartisan bill drafting standard operating procedure
	Percent of drafted laws/regulations that incorporate gender equality considerations
	Percent of proposed legislation that meets established criteria for public comment / participatory processes (if the desired results is an adequate process for feedback)
OTHER INDICATORS	
	Percent of legislation drafts that are understandable to the average citizen (if the desired result is clear draft legislation)
	Degree to which legislation enacted is consistent with the constitution and human rights standards (five-point scale)

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

2.1.B STRENGTHENED ADMINISTRATIVE JUSTICE THROUGH PRACTICES AND AUTHORITIES

Practices and authorities determine the effectiveness of administrative justice. USAID programs may support the revision of authorities, practices, training, and change management efforts to improve the adoption of practices. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO STRENGTHEN ADMINISTRATIVE JUSTICE

- Rwanda Duteze Imbere Ubutabera (2018 2021)
- Mexico Juntos Para la Prevención de la Violencia (2015 2020)
- Ukraine Fair, Accountable, Independent, and Responsible (FAIR) Judiciary Project (2011 2016)

INDICATORS

RECOMMENDED BASKET	
+	The level in which the courts are more concerned about procedures than they are with providing justice (WJP GPP q48f_G1)
+	Percent of cases that showed a final decision influenced by corruption (WJP Indicator 8.5.2 QRQ426)
+	Extent to which judges and judicial officers will not move the case unless the parties bribe them (WJP Indicator 8.5.2 QRQ 424)

+	Percent of individuals who responded they had to pay a bribe to the courts in the last twelve months (AmericasBarometer EXC14, Afrobarometer Q55L)
+	The extent to which judges decide cases in an independent manner and are not subject to any sort of pressure (WJP Indicator 2.2.2)

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCES



European Commission for the Efficiency of Justice, [Measuring the Quality of Justice Guide](#), December 2016.

[Afrobarometer](#).

[AmericasBarometer](#).

[V-Dem](#).

[World Justice Project Rule of Law Index](#).

2.3.A IMPROVED DUE PROCESS AND THE RIGHT TO A FAIR TRIAL

All justice systems should ensure due process and the right to a fair trial. USAID programs may include facilitating institutional reforms, supporting logistics and equipment needs, bolstering oversight, and informing citizens of their rights. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE DUE PROCESS AND THE RIGHT TO A FAIR TRIAL

- Sri Lanka Coherent, Open, Responsive, and Effective Justice Program (2017-2021)
- Ukraine Nove Pravosuddya Justice Sector Reform Program (New Justice Program) (2016-2021)
- Kyrgyz Republic Judicial Strengthening Program (2011-2018)
- Ukraine Fair, Accountable, Independent, and Responsible (FAIR) Judiciary Project (2011-2016)

INDICATORS

RECOMMENDED BASKET	
+	Civil justice is not subject to unreasonable delays (WJP Indicator 7.5)
+	Percent of suspects in common criminal cases presumed innocent by the judge during trial until all evidence has been presented (WJP Indicator QRQ178)
+	Arrest and pre-trial detention (WJP Indicator 4.3.2)
+	Legal assistance (WJP Indicator 4.3.4)
+	Perception that the courts guarantee everyone a fair trial (WJP GPP q48e_G1)

+	Extent to which the criminal justice system allows all those accused of crimes to get a fair trial regardless of who they are (WJP Indicator 4.1 QRQ148, QRQ152, QRQ156, QRQ160, QRQ164, QRQ168)
+	Extent to which the criminal justice system treats those accused of crime as innocent until proven guilty (WJP Indicator 4.3.1 QRQ178, QRQ179)
	Average # of days criminal defendants spend in pretrial detention, disaggregated by type of case
	Percent of cases that exceed the statutory or other set time limit for a case decision
	Average overall case processing time for minor crimes - arrest to sentencing or another conclusion (time to disposition) (note: also, in case management)
	Average age of pending cases
	Average number of postponements
OTHER INDICATORS	
	Percent of criminal trials that meet pre-established criteria for fairness, disaggregated by the elements of fairness (representation in felony cases, timeliness, evidence, etc.)

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCES



European Commission for the Efficiency of Justice, [Measuring the Quality of Justice Guide](#), December 2016.

UNODC, [Criminal Justice Assessment Toolkit](#), 2006.

European Commission for the Efficiency of Justice, [Measuring the Quality of Justice Guide](#), December 2016.

2.3.B INCREASED JUSTICE INSTITUTIONAL CHANGE MANAGEMENT CAPACITY (SUCH AS FROM INQUISITORIAL TO ACCUSATORIAL OR ELITE SERVING TO CITIZEN-CENTRIC)

Reforms are only as good as their actual execution. Change management efforts ensure that institutions address the knowledge, legal, logistical, incentive, and cultural barriers to change. The actual efforts for change management are customized to the type of change they are trying to achieve, and to the context. USAID may support the creation of change management strategies or the establishment of the capacities themselves. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO JUSTICE INSTITUTIONAL CHANGE MANAGEMENT CAPACITY

- Ukraine Nove Pravosuddya Justice Sector Reform Program (New Justice Program) (2016 2021)
- Ghana Case Tracking System Activity (2018 2021)
- Serbia Separation of Powers Program (2008 2014)
- Albania Justice for All Project (2016 2021)

INDICATORS

RECOMMENDED BASKET	
	Number of changes in a plan for change not implemented with the proposed timeline due to any reason
	Number of changes implemented in accordance with the proposed timelines
OTHER INDICATORS	
	Reduction in the number of unauthorized changes
	Number of changes causing an interruption in any service during business hours
	% of successful changes - Percentage of the total number of closed changes successfully implemented in a given period

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

2.3.C IMPROVED QUALITY OF ADJUDICATIONS

To ensure defendants receive a fair trial and victims see justice served, a core focus of USAID’s rule of law activities is improving the quality of adjudications. These activities build the capacity of the key individuals involved in adjudication: prosecutors, defenders, and judges. These individuals have the ultimate responsibility for ensuring high-quality, unbiased adjudication processes. For this reason, USAID activities target improving the quality and accessibility of education to lawyers and judges. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE THE QUALITY OF ADJUDICATIONS

- Haiti Justice Sector Strengthening Program (2016 2021)
- Côte d’Ivoire Justice Sector Support Program (2013 2018)
- Indonesia Changes for Justice Project (2010 2015)
- Moldova Open Justice Project (2017 2019)
- Ukraine Nove Pravosuddya Justice Sector Reform Program (New Justice Program) (2016 2021)
- Kyrgyz Republic Judicial Strengthening Program (2011 2018)

INDICATORS

RECOMMENDED BASKET	
*	Number of judicial personnel trained with U.S. government assistance (FA DR.1.3-1, disaggregate by men, women, ethnicity)
	Percent change in average caseload for court officials
	Percent change in average ratings of procedural justice of adjudications among case parties
	Percent change in number of cases overturned by a higher court
OTHER INDICATORS	
	Percent of cases resulting in convictions or settlements

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCES



USAID, [Guide to Court Reform and the Role of Court Personnel](#).

USAID, [Guide to Rule of Law Country Analysis: The Rule of Law Strategic Framework](#).

USAID, [Handbook of Democracy and Governance Indicators](#).

U.S. Department of State International Narcotics and Labor Bureau, [Guide to Justice Sector Assistance](#).

UNODC, [Criminal Justice Assessment Toolkit](#), 2006.

European Commission for the Efficiency of Justice, [Measuring the Quality of Justice Guide](#), December 2016.

2.5.A IMPROVED OUTREACH

People-centered justice requires citizen input and feedback on how the justice system should serve them and how it is performing against their expectations. This feedback holds the justice system accountable. USAID programs can support security sector institutions in reaching out to citizens as well as establish mechanisms for citizen engagement. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE OUTREACH

- Mexico Juntos Para la Prevención de la Violencia (2015 2020)
- Rwanda Duteze Imbere Ubutabera (2018 2021)
- Ukraine Nove Pravosuddya Justice Sector Reform Program (New Justice Program) (2016 2021)
- Kosovo Effective Rule of Law (2010 2015)
- Uzbekistan Rule of Law Partnership Project (2014 2020)

INDICATORS

RECOMMENDED BASKET	
+	Extent to which political elites give public and reasoned justifications for their positions when policy changes are being considered (V-Dem v2dlreason)
+	Extent to which public deliberations are wide and independent when important policy changes are being considered (V-Dem v2dlengage)
	Number of public affair office briefings to the press on a monthly basis
	Change in the number of instances where judges are talking to media members about specific cases
OTHER INDICATORS	
	Percent of judicial contacts with the media handled by a judicial public affairs office

	Percent of requests for information from the press or citizen groups closed within 60 days
See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.	
* Foreign assistance indicator	
+ Publicly available indicator	

2.6.A IMPROVED ENFORCEMENT OF JUDGEMENTS

A justice system is only as good as its ability to enforce its judgements. USAID programs may help design enforcement mechanisms, build the capacity of existing mechanisms, and support citizen oversight to ensure that judgments are enforced. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE THE ENFORCEMENT OF JUDGEMENTS

- Kosovo Justice System Strengthening Program (2015 2019)
- Kosovo Contract Law Enforcement Program (2013 2018)
- Ukraine Nove Pravosuddya Justice Sector Reform Program (New Justice Program) (2016 2021)

INDICATORS

RECOMMENDED BASKET	
+	Delays in enforcing the decision (WJP Indicator 7.6.2)
+	Extent to which members of the public are allowed to attend criminal trials (notwithstanding any legal exceptions for cases involving children, sexual violence, or national security) (United Nations ROL Indicator Guide)
+	Regulatory enforcement (WJP Indicator 6.2.1)
+	Enforcement mechanisms (WJP Indicator 7.6.1)

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator
+ Publicly available indicator

ADDITIONAL RESOURCES



UNODC, [Criminal Justice Assessment Toolkit](#), 2006.

European Commission for the Efficiency of Justice, [Measuring the Quality of Justice Guide](#), December 2016.

2.7.A INCREASED WOMEN'S EMPLOYMENT AND LEADERSHIP

Security sector institutions benefit from the recruitment, retention, and promotion of women and their elevation to leadership roles. USAID supports efforts linked to country-level National Action Plans on Women, Peace, and Security, to improve not only the work conditions but also the training, leadership development, and mentoring opportunities for women to be employed, retained, and promoted in security sector institutions. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and

analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES INCREASING WOMEN'S EMPLOYMENT

- Afghanistan PROMOTE: Women in Government Project (2015 2020)
- Strengthening Somali Governance (2014 2018)
- Sri Lanka Coherent, Open, Responsive, and Effective Justice Program (2017 2021)
- Kosovo Effective Rule of Law (2010 2015)

INDICATORS

RECOMMENDED BASKET	
+	Percent of supervisory judges who are women (V-Dem V2jufemjdg)
+	The extent to which equality of opportunity exists (Bertelsmann p.33)
+	Extent to which women are prevented from participating in civil society organizations (CSOs) (V-Dem v2csgender)
+	Ability for women to make meaningful decisions in key areas of their lives (V-Dem v2x_gencl)
+	Likelihood that a female will be disadvantaged when applying for a junior position at a government agency (WJP Indicator 4.1.2 QRQ153, Indicator 4.8.1 QRQ234)
*	Number of training and capacity building activities conducted with U.S. government assistance that are designed to promote the participation of women or the integration of gender perspectives in security sector institutions or activities (output) (FA GNDR-9)
*	Number of legal instruments drafted, proposed, or adopted with U.S. government assistance designed to promote gender equality of non-discrimination against women or girls at the national or sub-national level (FA GNDR-1)
*	Percentage of new recruits to national police forces who are women (FA PS.9-2)
	Percent of women as a share of position in each rank of each security sector institution
	Retention rate of women in each rank of the organization as compared to men's retention rate at the same rank
	Annual promotion rate and resulting increased pay rate of women in each rank of the organization as compared to men's retention and increased pay rates at the same rank
	Percent of promoted justice officials who are women
	Retention rate of women in each rank of the organization as compared to men's retention rate at the same rank
	Percentage of new employees in security sector institutions that are women
	Percent of hiring panels that include a woman

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCES



DCAF/OSCE/INSTRAW, [Gender and SSR Toolkit Tool 2: Police Reform and Gender](#) (tips for recruiting and retaining women)

OECD, [Handbook on Security Sector Reform Section 9 Integrating Gender Awareness and Equality](#) Pages 7-8 (checklists for addressing recruitment, retention, and advancement and what sexual harassment policies should include)

OECD, [Toolkit for Mainstreaming and Implementing Gender Equality](#), 2015.

2.7.B IMPROVED JUSTICE INSTITUTION CIVIL SERVANT HUMAN CAPITAL MANAGEMENT (RECRUITMENT, PERFORMANCE, MANAGEMENT, AND PROMOTION)

Human resource management is critical to a well-functioning security sector. Common human resource challenges in public sector institutions include the appointment of staff based on personal connections rather than on merit-based criteria, unclear expectations for positions, unreliable salary payments, ghost workers on payrolls, and low levels of personnel coming from marginalized groups. USAID activities aiming to improve the institutional capacity of the security sector should focus on the aspects of human resources management that maximize the efficacy of the target institutions. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, on collecting, disaggregating, and analyzing data for each indicator

INDICATORS

EXAMPLES OF USAID ACTIVITIES SUPPORTING HUMAN RESOURCES MANAGEMENT

- Georgia Human and Institutional Capacity Development 2020 Project (2015 2020)
- Georgia Promoting the Rule of Law (2015 2020)
- Somalia Strengthening Somali Governance Project (2015 2018)
- West Bank and Gaza Palestinian Authority Capacity Enhancement Project (2008 2013)
- Kosovo Effective Rule of Law (2010 2015)
- Serbia Separation of Powers Program (2008 2014)
- Indonesia Changes for Justice (2010 2015)

RECOMMENDED BASKET	
+	Percent of personnel who are paid on-time as prescribed by procedures (See also Government Defence Anti-Corruption Index, Question 40)
+	Extent to which basic administrative structures exist (Bertelsmann Transformation Index 1.4)
+	Extent to which judges are removed from their posts for cause or removed arbitrarily, typically for political reasons (V-Dem v2jupurge)
+	Extent to which staff have the professional skills, legal training, and knowledge required to conduct successful and lawful prosecutions (United Nations ROL Handbook)
*	Number of training and capacity building activities conducted with U.S. government assistance that are designed to promote the participation of women or the integration of gender perspectives in security sector institutions or activities (output) (FA GNDR-9)
	Percent of officials given annual performance reviews

	Percent decrease in the number of ghost workers on target institutions' payroll
	Average 3-year turnover rates for recent recruits
	Percent of employees given annual performance reviews that are based on established, objective performance criteria
	Percent of populations (disaggregated by gender, ethnic, race, class, etc.) within positions as compared to the general population, disaggregated by position levels and types
	Percent of personnel decisions that reflect pre-established set criteria, disaggregated by position and decision type (hiring, promotion, discipline, firing, transfer, etc.)
	Percent of complaints about a group (e.g., judges) where investigations found misconduct
	Number of employees terminated for cause disaggregated by type of position
	OTHER INDICATORS
	Percent of new professionals given entry-level training
	Average (by mode, not mean) pay for position disaggregated by population type, length of service, caseload, or whichever factors go into the pay scale for a particular position
	Average absentee rate, disaggregated by type and position of staff
	Civil servant performance evaluations, disaggregated by ratings and type of position
	Ratios of average civil service to private sector total remuneration by position type and level
	Percent of job titles with position descriptions and minimum qualifications

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCES



UNDP, [Capacity Assessment Methodology](#).

USAID, [Handbook of Democracy and Governance Indicators](#).

USAID, [Human and Institutional Capacity Development Handbook](#).

2.7.C IMPROVED PUBLIC FINANCIAL MANAGEMENT IN THE SECURITY SECTOR

The effectiveness of the security sector, much like the public sector writ large, relies heavily on the ability to efficiently and transparently manage its financial resources. Unfortunately, many public sector institutions suffer from weak systems and a lack of accountability that hamper their ability to execute their mandates. Activities that aim to improve public financial management generally focus on several key functions: budget planning, budget execution, financial recordkeeping, and audit. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE PUBLIC FINANCIAL MANAGEMENT

- Georgia Human and Institutional Capacity Development 2020 Project (2015 2020)
- Somalia Strengthening Somali Governance Project (2015 2018)
- West Bank and Gaza Palestinian Authority Capacity Enhancement Project (2008 2013)
- Jordan Cities Implementing Transparent, Innovative, and Effective Solutions (2016 2021)
- Uzbekistan Rule of Law Partnership Project (2014 2020)
- Albania Justice for All Project (2016 2021)
- Serbia Separation of Powers Program (2008 2014)

INDICATORS

RECOMMENDED BASKET	
+	Note: USAID has a draft PFM indicator guide in development. Interested parties should also see PEFA measurements and the WB Justice Sector PER guide: https://peacekeeping.un.org/sites/default/files/securing_development-public_finance_and_the_security_sector.pdf
	Percent of justice sector spending that is on-budget
	Percent of justice sector spending that is captured through an integrated information management information system
	Percent of personnel payments made through the banking system or mobile money deposit
	Budgeted/actual spending (budget execution rate) disaggregated by entity or administrative classification (if applicable); economic category (e.g., personnel, goods and services, maintenance, CAPEX); and program/sub-program or function (i.e., COFOG)
	Budget virements as a percent of total spending
	Percent of budgetary units producing financial reports within the time required
	Percent of justice sector spending units with internal controls in place/subject to internal audit
	Payroll arrears in months or local currency unit
	Payment arrears in local currency unit
	Outstanding cash advances in local currency unit
	Percent of justice sector spending subject to external audit
	Reduction in the number of repeat audit findings
	Percent of those interacting with the justice sector reporting being asked to pay informal fees
	Percent of own-source revenue recorded in an information management system or an integrated financial management information system
	Percent of justice sector spending entities with an up-to-date asset registry
OTHER INDICATORS	
	Justice sector as a percent of the national budget
	Percent of budgetary units with un-qualified audits
	Estimated fees in budget vs. actual fees

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCES



USAID, [Handbook of Democracy and Governance Indicators](#).

USAID, [Human and Institutional Capacity Development Handbook](#).

USAID, [Guide to Public Financial Management](#).

World Bank, [Actionable Governance Indicators – Concepts and Measurement](#).

World Bank, [Public Financial Management Performance Measurement Framework](#).

Note: USAID has a draft PFM indicator guide in development. Interested parties should also see PEFA measurements and the WB Justice Sector PER guide:

https://peacekeeping.un.org/sites/default/files/securing_development-public_finance_and_the_security_sector.pdf.

2.7.D IMPROVED PROCUREMENT AND ASSET MANAGEMENT

The effectiveness of the security sector, much like the public sector writ large, relies heavily on the ability to efficiently and transparently manage its procurement and assets. Unfortunately, many public sector institutions suffer from weak systems and a lack of accountability that hamper their ability to execute their mandates. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE PROCUREMENT MANAGEMENT

- Georgia Human and Institutional Capacity Development 2020 Project (2015 2020)
- Somalia Strengthening Somali Governance Project (2015 2018)
- West Bank and Gaza Palestinian Authority Capacity Enhancement Project (2008 2013)
- Kosovo Transparent, Effective, and Accountable Municipalities (2016 2021)
- Georgia Good Governance (2011 2014)

INDICATORS

RECOMMENDED BASKET	
+	Method by which public health procurement (i.e., money spent on medications, vaccines, medical equipment, buildings, etc.) is executed (WJP Indicator 2.1.1.2 QRQ50)
+	Extent to which contracts are awarded through an open and competitive bidding procedure (WJP Indicator 2.1.1.1 QRQ46)
	Percent of procurements awarded via competitive methods
	Percent of procurements awards whose outcomes are posted on public portals
	Percent of justice sector spending entities with an up-to-date asset registry
OTHER INDICATORS	
	Percent of procurements awarded via e-procurement platform

Budget execution rate on maintenance line item in budget

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCES



USAID, [Handbook of Democracy and Governance Indicators](#).

USAID, [Human and Institutional Capacity Development Handbook](#).

USAID, [Guide to Public Financial Management](#).

World Bank, [Actionable Governance Indicators – Concepts and Measurement](#).

World Bank, [Public Financial Management Performance Measurement Framework](#).

Note: USAID has a draft PFM indicator guide in development. Interested parties should also see PEFA measurements and the WB Justice Sector PER guide:

https://peacekeeping.un.org/sites/default/files/securing_development-public_finance_and_the_security_sector.pdf.

3. IMPROVING INTERNAL COURT ADMINISTRATIVE OPERATIONS

3.1.A IMPROVED CASE MANAGEMENT (E.G., CASE ALLOCATION PROCEDURES, TRIAL MANAGEMENT, COURT AUTOMATION AND E-SERVICES, AND RECORDS TRACKING)

USAID's rule of law projects and activities often seek to improve the efficiency of case management so that cases are allocated and managed efficiently, trials are held in a timely manner, and case records are properly stored. These activities address multiple aspects of court administration to improve processes, such as implementing electronic case management systems to reduce case processing times and training court staff on using these systems. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE CASE MANAGEMENT

- Ghana Case Tracking System Activity (2018 2021)
- Haiti Justice Sector Strengthening Program (2016 2022)
- Macedonia Judicial Strengthening Project (2011 2015)

INDICATORS

RECOMMENDED BASKET	
+	Improper influence (WJP Indicator 2.2.2)
+	Frequency with which individuals or businesses make undocumented extra payments or bribes to speed up or delay the process or to obtain a favorable judicial decision (Vdem v2jucorrdc)
+	Extent to which prosecution services or courts have performance guidelines and a performance monitoring system that holds prosecutors accountable for unnecessary delays in proceedings, case backlog, or absenteeism (UN ROL Indicators Guide)
+	Persons held unsentenced by length of detention (UN ROL Index 5.3 Prisons Data)
	Change in average case processing time from arrest to sentencing or other conclusion (time to disposition)
	Change in average case processing time from arrest to sentencing or another conclusion (time to disposition) in a new case
	Percent of criminal cases adjudicated outside set time standards disaggregated by type of case and factors such as gender, ethnicity, etc.
OTHER INDICATORS	
	Average time to process specific case events disaggregated electronically versus manually

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCES



USAID, [Guide to Court Reform and the Role of Court Personnel](#).

USAID, [Guide to Rule of Law Country Analysis: The Rule of Law Strategic Framework](#).

USAID, [Handbook of Democracy and Governance Indicators](#).

U.S. Department of State International Narcotics and Labor Bureau, [Guide to Justice Sector Assistance](#).

Vera Institute of Justice, [Measuring Progress Toward Safety and Justice: A Global Guide to the Design of Performance Indicators Across the Justice Sector](#).

International Framework for Court Excellence, [Global Measures of Court Performance](#).

European Commission for the Efficiency of Justice, [Measuring the Quality of Justice Guide](#).

3.2.A INCREASING EFFICIENCY OF CASE FILE COMPLETIONS

Efficient and effective justice depends on ensuring that all actors within the justice chain have complete information on a case that is as current as possible. Otherwise, lost or incomplete records can lead to delays that last for years. The lack of official record tracking can create more opportunities to violate due process and human rights. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO INCREASE THE EFFICIENCY OF CASE FILE COMPLETIONS

- West Bank and Gaza Enhanced Palestinian Justice Program (2013 2018)
- Kazakhstan Judicial Assistance Project (2009 2011)
- Philippines Rule of Law Effectiveness Project (2004 2008)
- Ghana Case Tracking System Activity (2018 2021)

INDICATORS

RECOMMENDED BASKET	
+	Extent to which administrative proceedings are conducted without unreasonable delay (WJP Indicator 6.3)
*	Number of judicial personnel trained with U.S. government assistance (FA DR.1.3-1)
*	Number of U.S. government -assisted courts with improved case management systems (FA DR.1.5-1)
	Change in court backlog
	Average overall case processing time for minor crimes - arrest to sentencing or another conclusion (time to disposition)
	Overall average time for case processing from arrest to sentencing to another conclusion (time to disposition) in new cases
	Percent of annual cases where a judicial decision has been reached
	Change in the average number of days spent in pretrial detention
OTHER INDICATORS	
	Percent of case files that meet standards of accuracy and completeness
	Percent of case files that can be located within 15 minutes

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

Publicly available indicator



ADDITIONAL RESOURCES

USAID, [Guide to Court Reform and the Role of Court Personnel.](#)

USAID, [Guide to Rule of Law Country Analysis: The Rule of Law Strategic Framework.](#)

USAID, [Handbook of Democracy and Governance Indicators.](#)

U.S. Department of State International Narcotics and Labor Bureau, [Guide to Justice Sector Assistance.](#)

Vera Institute of Justice, [Measuring Progress Toward Safety and Justice: A Global Guide to the Design of Performance Indicators Across the Justice Sector.](#)

International Framework for Court Excellence, [Global Measures of Court Performance](#), 2018.
European Commission for the Efficiency of Justice, [Measuring the Quality of Justice Guide](#), December 2016.

3.5.A INCREASED AVAILABILITY OF COURTS

Physical access to courts is crucial for access to justice. Traveling far distances to courts may be cost-

prohibitive or infeasible for security or logistical reasons, denying individuals the opportunity to use the court system to address their issues or to defend themselves, if required, easily. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO INCREASE THE AVAILABILITY OF COURTS

- Rwanda Duteze Imbere Ubutabera (2018 2021)
- Indonesia Changes for Justice (2010 2015)
- Uganda Justice for All (2016 2021)
- Serbia Separation of Powers Program (2008 2014)

INDICATORS

RECOMMENDED BASKET	
+	Procedures (WJP Indicator 7.1.3)
+	Extent to which people are aware of available remedies (WJP Indicator 7.1.1)
+	People can access and afford legal advice and representation (WJP 7.1.2 index and average of QRQ317: QRQ322)
+	The extent to which language barriers influence people's decisions on whether or not to go to court to resolve a dispute (WJP Indicator 7.1.4 QRQ326)
+	The extent to which the physical location of courthouses influences people's decisions on whether or not to go to court to resolve a dispute (WJP Indicator 7.1.4 QRQ327)
OTHER INDICATORS	
+	Types of specialized courts provided for in the constitution (Vdem e_ccp_judcrts) (NB: last available data for this indicator is from 2019)

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCE



UN Department of Peacekeeping Operations and Office of the High Commissioner for Human Rights, [Rule of Law Indicators: Implementation Guide and Project Tools](#).

4. EXPANDING ACCESS TO JUSTICE AND LEGAL EMPOWERMENT

4.1.A IMPROVED QUALITY OF LEGAL REPRESENTATION

Most citizens are not able to navigate the legal system on their own, and the outcome of a court decision may rely on a defendant’s legal representative to prepare and present the case in a way that is compelling and speaks to the requirements of the law for acquittal. For this reason, USAID activities target improving the quality of legal representation to ensure fair trials. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE THE QUALITY OF LEGAL REPRESENTATION

- Nigeria Strengthening Advocacy and Civic Engagement Activity (2014-2019)
- Rwanda Duteze Imbere Ubutabera (2018-2021)
- Haiti Justice Sector Strengthening Program (2016-2022)
- Liberia Legal Professional Development and Anti-Corruption Activity (2015-2020)

INDICATORS

RECOMMENDED BASKET	
+	Extent to which incompetence of state-provided or pro-bono attorneys for poor criminal defendants is a serious problem (WJP Indicator 4.3.4 QRQ204)
+	The extent to which public defenders do everything they can to defend poor people that are accused of committing a crime. (WJP Indicator 4.3.4 QRQ200)
+	Percent of judges stating that state-provided/pro-bono defense attorneys have adequate training or education (WJP Indicator 4.3.4 QRQ202)
+	Percent of individuals who do not speak the same language as the police officers or the prosecutors and receive access to an interpreter (WJP Indicator 8.7.4 Question QRQ458)
	Percent of recipients of legal representation who rated their lawyer as treating them respectfully disaggregated by gender, ethnicity, etc.
	Average time between arrest and first contact with legal advisor or attorney disaggregated by gender and type of case
	Percent of civil and criminal cases that are closed with a positive result for the client due to procedural reasons
OTHER INDICATORS	
	Number of class actions in a country

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

4.1.B INCREASED ACCESS TO LEGAL AID OR ASSISTANCE

Numerous USAID projects and activities focus (or have focused) on access to justice to improve citizens' ability to use the justice system. Citizens, particularly in marginalized communities, often have inadequate or unequal access to justice services due to a lack of information or other barriers. USAID activities seek to address these gaps by implementing approaches that improve citizens' access to information on legal rights, increase the number of courts or police stations, reduce the costs of filing a police report or case, and increase the availability of public defenders. In many developing countries, a form of legal pluralism exists that allows individuals to access justice via formal or informal mechanisms. The indicators in this guide can be disaggregated according to the type of justice institution — formal or informal — when appropriate. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO INCREASE ACCESS TO LEGAL AID

- Sri Lanka Coherent, Open, Responsive, and Effective Justice Program (2017–2021)
- El Salvador Justice Sector Strengthening Program (2013–2018)
- Côte d'Ivoire Justice Sector Support Program (2013–2018)
- Rwanda Duteze Imbere Ubutabera (2018–2021)
- Kosovo Justice Matters (2018–2021)

INDICATORS

RECOMMENDED BASKET	
+	People can access and afford legal advice and representation (WJP Indicator 7.1.2)
+	Costs of courts, lawyers, and procedures (WJP Indicator 7.1.5)
+	Likelihood a detained suspect requests access to legal counsel and receives adequate legal counsel from a public defender during the initial police custody disaggregated by gender, ethnicity, etc. (WJP Indicator 4.3.4 QRQ199QRQ199)
+	Likelihood of obtaining pro-bono (subsidized or free-of-charge) legal representation from the government, a legal-aid-center, a non-governmental organization (NGO), etc. (WJP Indicator 7.1.2 QRQ317)
+	Extent to which women enjoy equal, secure, and effective access to justice (Vdem v2clacjstw)
	Percent change in ratings of procedural justice of judicial institutions
	Percent change in the number of formal courts or police posts per 100,000 population
	Number of new formal or informal courts opened in rural and urban areas with concentrations of marginalized populations
	Percent of citizens who say they have access to formal or informal systems to resolve disputes
OTHER INDICATORS	
+	Likelihood a poor person facing eviction receives legal counsel from a lawyer, paralegal, legal aid center, etc. (WJP 7.1.2 Question QRQ318)
+	Likelihood of insufficient number of state-provided or pro-bono (free-of-charge) attorneys for poor criminal defendants in criminal courts (WJP 4.3.4 Question QRQ203)
	Percent of eligible detained suspects who have legal counsel on file

Number of public defenders, defenders provided through legal aid, and defenders provided through law clinics per 100,000 of the eligible population

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCES



USAID, [Guide to Court Reform and the Role of Court Personnel](#).

USAID, [Guide to Rule of Law Country Analysis: The Rule of Law Strategic Framework](#).

USAID, [Handbook of Democracy and Governance Indicators](#).

UNODC, [Handbook on Ensuring Quality of Legal Aid Services in Criminal Justice Processes](#), 2019.

UNODC, [Criminal Justice Assessment Toolkit](#), 2006.

U.S. Department of State International Narcotics and Labor Bureau, [Guide to Justice Sector Assistance](#).

Vera Institute of Justice, [Measuring Progress Toward Safety and Justice: A Global Guide to the Design of Performance Indicators Across the Justice Sector](#).

World Justice Project, [Rule of Law Index](#).

4.2.A IMPROVED PUBLIC UNDERSTANDING AND THE NAVIGABILITY OF THE JUSTICE SYSTEM

For the justice system to serve citizens, citizens must understand how to access it, how it works, and how to use it. Fundamentals — such as how to initiate a case, what the steps are for a trial, what is required to present or defend a case, and related costs — are important for people to understand, particularly since misinformation can lead to perceptions that discourage people from using the justice system. For this reason, USAID programs invest in citizen education on how to access and use the system. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE PUBLIC UNDERSTANDING AND THE NAVIGABILITY OF THE JUSTICE SYSTEM

- Indonesia Changes for Justice (2010 2015)
- Ukraine Nove Pravosuddya Justice Sector Reform Program (New Justice Program) (2016 2021)
- Ukraine Fair, Accountable, Independent, and Responsible (FAIR) Judiciary Project (2011 2016)
- Mexico Promoting Justice (PROJUST) (2015 2020)

INDICATORS

RECOMMENDED BASKET	
+	People are aware of available remedies (WJP Indicator 7.1.1)
+	Percent of population who has experienced a legal problem in the past two years disaggregated by type of problem (WJP GPP Section 6A1 - L2)
+	Extent to which citizens know where to get advice and information (WJP Indicator 7.1.2 QRQ318, QRQ319, QRQ320)
+	Extent to which citizens felt they could get all the expert help they wanted (WJP Indicator 7.1.2 QRQ317)
+	Percent of population who have made a claim to a court or turned to any other third-party individual or organization to adjudicate, mediate or intervene to help resolve problems in the last year(See also WJP GPP q28)
+	Reasons people did not go to anybody (court, other third-party individual or organization) for help (WJP GPP q29)
+	Extent to which people saw the process to solve problems as fair, slow, or expensive (WJP GPP q36a-c)
+	Extent to which people understood their legal rights and responsibilities (WJP GPP q41a)
+	Extent to which an individual was confident they could achieve a fair outcome (WJP GPP q41d)
+	Extent to which citizens are experiencing a certain type of hardship by type (WJP GPP q42 a-d)
+	Level of citizens' awareness about the formal justice mechanisms through which grievances could be addressed (WJP Indicator 7.1.1 QRQ314)
+	Level of citizens' awareness about their legal rights in the event of arrest or interrogation (WJP Indicator 7.1.1 QRQ315)
+	Extent to which public information about court procedures is lacking (WJP Indicator 7.1.1 QRQ316)
	Percent of courts that offer services in languages of populations represented

See ROL & SSG Performance Indicator Reference Sheets in Annex A for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

4.4.A IMPROVED EFFECTIVENESS AND REACH OF ALTERNATIVE DISPUTE RESOLUTION

Alternative dispute resolution mechanisms can be more expeditious, cost-effective, and more likely to result in an outcome acceptable to both parties if done correctly and accessed by citizens. USAID programs support the expansion of this option to allow for more access as well as to improve the effectiveness of capacity building, staffing, and legal structures. See the ROL & SSG Performance Indicator Reference Sheets for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE EFFECTIVENESS AND REACH OF ADR

- Mexico Promoting Justice (PROJUST) (2015 2020)
- Ukraine Nove Pravosuddya Justice Sector Reform Program (New Justice Program) (2016 2021)
- Colombia Justice for a Sustainable Peace (2017 2021)
- Sri Lanka Coherent, Open, Responsive, and Effective Justice Program (2017 2021)
- Kosovo Justice Support Program (2007 2010)

INDICATORS

RECOMMENDED BASKET	
+	Alternative dispute resolution mechanisms are accessible, impartial, and effective (WJP Indicator 7.7)
+	Likelihood that a commercial arbitrator will request a bribe (or another monetary inducement) to perform their duties or expedite the process? (WJP Indicator 7.7.2 QRQ360)
+	Length of time it takes to obtain a decision, or a judgment –starting from the moment the case is filed to the moment a decision or agreement is reached if commercial arbitration is used (WJP Indicator 7.7.3 QRQ361)
+	Likelihood of enforcement of decisions against a government agency if a national arbitration panel is used (WJP Indicator 7.7.4 QRQ363)
	Number of new alternative dispute resolution (ADR) mechanisms opened disaggregated by type
	Percent of users of alternative dispute resolution (ADR) mechanisms that rate them as being fair
	Percent of users of alternative dispute resolution mechanisms who rate them as providing sufficient services

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

- * Foreign assistance indicator
- + Publicly available indicator

ADDITIONAL RESOURCE



USAID, [Alternative Dispute Resolution Practitioners' Guide](#).

4.5.A INCREASED HARMONIZATION OF CUSTOMARY OR RELIGIOUS LAW WITH THE STATE BODY OF LAW — OVERSIGHT BY THE STATE

Non-state justice systems governed by customary or religious law can be more easily accessible and tend to be more highly regarded by citizens. However, their rulings may be in contradiction to the state body of law. Harmonizing customary or religious law and state law may allow for cases to be initiated in the non-state justice system and transferred to the state justice system for appeals or further reviews. USAID programs help reform the state body of law to ensure that non-state justice system cases can be referred to the state justice system as well as help to reform customary or religious law to comply with the state body of law. See the ROL & SSG Performance Indicator Reference Sheets for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE HARMONIZATION OF CUSTOMARY AND STATE LAW

- Afghanistan Rule of Law Stabilization Informal Justice Sector Component (2010–2014)
- DRC Promoting and Strengthening Justice (2008–2013)

INDICATORS

RECOMMENDED BASKET	
+	Extent to which major religious organizations are routinely consulted by policymakers on policies relevant to their members (V-Dem v2csr1gcon)
	Number of state laws and practices amended to reconcile conflicts between statutory law and customary law
	Number of referred cases from the state to non-state justice system processes

	Formal linkages between the government and non-state justice systems are established and documented (e.g., Memoranda of Understanding or Joint Strategies and Action Plans)
	Use rate for the registration, referral, or appeals process (choose one) for non-state justice system decisions to the state system
	Number of non-state justice system decisions in targeted areas forwarded to the state system for validation
	Percent of non-state justice system decisions that violate state law

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

4.5.B INCREASED HARMONIZATION OF CUSTOMARY OR RELIGIOUS LAW WITH HUMAN RIGHTS

Non-state justice systems governed by customary or religious law can be more accessible, and citizens tend to regard them more highly. These systems' rulings, however, may contradict human rights, particularly when these rulings are biased against women and marginalized groups. USAID programs work with non-state justice systems to harmonize customary or religious law with human rights standards so that this method of justice serves all citizens equally and fairly. See the ROL & SSG Performance Indicator Reference Sheet for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE HARMONIZATION OF LAWS WITH CUSTOMARY AND/OR RELIGIOUS LAW WITH HUMAN RIGHTS

- Colombia Human Rights Activity (2016 2021)
- Afghanistan Rule of Law Stabilization Informal Justice Sector Component (2010 2014)
- Laos Legal Aid Support (2018 2022)

INDICATORS

RECOMMENDED BASKET	
	Percent of women who believe they can fairly utilize non-state justice systems without fear of discrimination
	Percent of non-state justice system participants who believe the system is impartial
	Percent of tribal elders and community leaders who commit to halt social practices that are harmful to women and/or that violate human rights
	Number of international best practices/norms incorporated into traditional justice mechanisms
OTHER INDICATORS	
	Perceptions of the parties involved in resolutions (family to family)
	Percent change in knowledge of law and human rights norms in communities based on a series of questions disaggregated between leaders and community members

See ROL & SSG Performance Indicator Reference Sheets in Annex A for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCE



USAID, [Non-State Justice System Programming, A Practitioners' Guide](#).

4.6.A IMPROVED JUSTICE OUTCOMES

Effective justice depends on ensuring not just that the justice system can process the cases but that its outcomes cohere with what citizens look for from their justice system. This principle is critical for people-centered justice systems, and USAID programs can work closely with citizens and justice systems to monitor outcomes and ensure they are reflective of citizen expectations. See the ROL & SSG Performance Indicator Reference Sheets for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE JUSTICE OUTCOMES

- Rwanda Duteze Imbere Ubutabera (2018 2021)
- Serbia Separation of Powers Program (2008 2014)
- Kosovo Effective Rule of Law (2010 2015)
- DRC Developing Local Capacity to Investigate Cases of Mass Violence and Rape in the DRC (2009 2011)
- Honduras Unidos por la Justicia (United for Justice) (2016 2021)
- Ukraine Nove Pravosuddya Justice Sector Reform Program (New Justice Program) (2016 2021)

INDICATORS

RECOMMENDED BASKET	
+	Percent of those with legal disputes who are able to fully resolve their problem (WJP GPP q34)
+	Percent of those who were satisfied with the outcome of their dispute resolution process (WJP GPP q38)
+	Percent who experienced a hardship as a result of their legal problem, disaggregated by type of hardship or by demographic variable (WJP GPP q42a-d)

See ROL & SSG Performance Indicator Reference Sheets in Annex A for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

4.6.B INCREASED ACCESSIBILITY OF JUSTICE/DISPUTE RESOLUTION MECHANISMS

Dispute resolution mechanisms can be more efficient and cost-effective ways of addressing complaints. Increasing accessibility can serve citizens well by offering these services more widely as well as decreasing the caseload in the courts so the courts can be more expeditious. USAID programs support methods to increase accessibility, such as expanding the physical locations of these services as well as reducing the cost and increasing the availability of services in local languages. See the ROL & SSG Performance Indicator Reference Sheets for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE ACCESSIBILITY OF JUSTICE/DISPUTE RESOLUTION MECHANISMS

- Dominican Republic Criminal Justice Strengthening Project (2015-2021)

INDICATORS

RECOMMENDED BASKET	
+	Percent who experienced a legal problem and were able to access a formal or informal dispute resolution mechanism (WJP GPP q32a-g)
+	Percent who said it was difficult/nearly impossible to find the money required to resolve their problem (WJP GPP q37d)
+	Perceptions of distance to legal service providers (WJP Indicator 7.1.4 QRQ327)
+	Availability of interpreters/translators (WJP Indicator 7.1.4 QRQ326)
+	Perceived complexity of procedures (WJP Indicator 7.1.3 QRQ324)

See ROL & SSG Performance Indicator Reference Sheets in Annex A for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCES



UNODC, [Handbook on Ensuring Quality of Legal Aid Services in Criminal Justice Processes](#), 2019.

UNODC, [Criminal Justice Assessment Toolkit](#), 2006.

5. COMBATING CRIME, VIOLENCE, AND INSECURITY

5.1.A IMPROVED GENERAL ORDER, SECURITY, AND SAFETY

Improving general order, security, and safety sets the foundation for long-term development and is a fundamental objective of SSR and ROL work. Therefore, this objective may appear in multiple types of programs. See the ROL & SSG Performance Indicator Reference Sheets in Annex A for guidance on collecting, disaggregating, and analyzing data for each indicator.

INDICATORS

RECOMMENDED BASKET	
+	Level of agreement that the criminal justice system as a whole is effective in bringing people who commit crimes to justice (WJP GPP q49a_GI)
+	Extent to which the criminal justice system as a whole deals with cases promptly and efficiently (WJP GPP q49b_GI)
+	Extent to which the criminal justice system as a whole makes sure everyone has access to the justice system if they need it (WJP GPP q49c_GI)
+	Number of victims of intentional homicide per 100,000 population, by sex and age (SDG 16.1.1)
+	Conflict-related deaths per 100,000 population, by sex, age, and cause (SDG 16.1.2)
+	Proportion of population subjected to physical, psychological, or sexual violence in the previous 12 months (SDG 16.1.3)
+	Proportion of population that feel safe walking alone around the area they live (SDG 16.1.4)
+	Extent to which the criminal justice system as a whole gives punishments that fit the crime (WJP GPP q49e_GI)
+	Extent to which citizens believe the criminal justice system is effective in bringing people who commit crimes to justice (WJP GPP q49a_GI)

See ROL & SSG Performance Indicator Reference Sheets in Annex A for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCES



UNODC, [Criminal Justice Assessment Toolkit](#), 2006.

USAID, [Security Sector Governance and Justice Indicators Guide](#), 2019.

Vera Institute of Justice, [Measuring Progress Toward Safety and Justice: A Global Guide to the Design of Performance Indicators Across the Justice Sector](#), 2003.

5.1.B IMPROVED INTERACTIONS WITH THE POLICE

When citizens have negative interactions with the police, they can compromise the police's ability to investigate and address crime and safety issues. Police interactions can also be the source of human rights violations and violence against citizens. USAID programs support improving police accountability as well as training police and citizens on appropriately engaging with each other, such as through community policing and human rights training. See the ROL & SSG Performance Indicator Reference Sheets on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE INTERACTIONS WITH THE POLICE

- Security Sector Governance (2014-2021)
- Ghana Case Tracking System Activity (2018-2021)
- Colombia Human Rights Activity (2016-2021)
- Jamaica Community Empowerment and Transformation Project (2005-2011)
- Jamaica Community Empowerment and Transformation Project II (2013-2018)
- Mexico Juntos Para la Prevención de la Violencia (2015-2020)
- Mexico Promoting Justice (PROJUST) (2015-2020)

INDICATORS

RECOMMENDED BASKET	
+	Crime is effectively controlled (WJP Indicator 5.1)
+	Reliability of police services (Global Competitiveness Index 4.0)
+	Numerical rating of public trust in defense and security institutions to tackle the issue of bribery and corruption in their establishments (Government Defence Anti-Corruption Index)
+	Level of trust in the police (Global Barometer ti9)
+	Total police personnel at the national level (UNODC Statistics)
+	Percent who have been a victim of a crime in the past 12 months disaggregated by type (WJP Indicator 5.1.4, Indicator 5.1.5)
+	Likelihood a member of your household would report a crime to the police (WJP GPP q10a and q10b)
+	Total persons brought into formal contact with the police and/or criminal justice system (UNODC Statistics)
+	Types of reasons why a citizen would contact the police (WJP GPP q10a-e)
+	Likelihood that a perpetrator would be prosecuted and punished for a crime (WJP GPP q8f)
+	Percent who feel safe walking in their neighborhood at night (WJP GPP q9)
+	Likelihood that a police officer would be helpful if approached (WJP GPP q11e)
+	Likelihood a police officer when approached is kind and respectful (WJP GPP q11g)
+	Likelihood that an officer would request any sort of tip, gift, or money if approached for help (WJP GPP q11h)
+	Likelihood a citizen would provide an officer with any sort of tip, gift, or money to thank her/him? For service (WJP GPP q11i, q11j)
+	Level of satisfaction with police support when it was requested (WJP GPP q11j see also Latinobarometro P75TI.E)
+	Level of agreement that police act in accordance with the law (WJP GPP q48a_G1)
+	Level of agreement that the criminal justice system as a whole is effective in bringing people who commit crimes to justice (WJP GPP q49a_G1)
+	Likelihood during a police encounter, a police officer threatened, pushed, or hit an individual (WJP GPP q14i)
+	Likelihood a police officer would frisk someone on a random stop (WJP GPP q14c)
+	Extent to which the police arrest someone on a less than warranted stop (WJP GPP Q11d)
+	Extent to which citizens believe the basic rights of suspects are respected by the police (WJP GPP q48c_G1)
	Percent of victims of police violence who are members of vulnerable populations disaggregated by group

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator



ADDITIONAL RESOURCE

UNODC, [Handbook on Police Accountability, Oversight and Integrity](#), 2011.

5.2.A IMPROVED INDEPENDENCE AND INVESTIGATIVE CAPACITY OF INTERNAL AUDIT UNITS

Police internal affairs units are important internal mechanisms to enhance police accountability and reduce corruption. These units investigate incidents and possible suspicions of professional misconduct and wrongdoing, including handling citizens' complaints against the police. See the ROL & SSG Performance Indicator Reference Sheets in Annex A for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE INTERNAL AUDIT UNITS CAPACITY

- Timor Leste Conflict Mitigation Through Community Oriented Policing (2009–2016)
- Kosovo Justice Support Program (2007–2010)

INDICATORS

RECOMMENDED BASKET	
+	Government powers are effectively limited by independent auditing and review (WJP Indicator 1.3)
+	Numerical rating of whether security sector audit reports and annual accounts are provided to legislature and are subject to parliamentary debate (Government Defence Anti-Corruption Index)
+	Likelihood an officer would ask you for any sort of tip, gift, or money if approached (WJP GPP q11h)
+	Likelihood one would provide a tip, gift, or money (WJP GPP q11i1 and q11i2)
+	Likelihood members of the police are punished for requesting tips, gifts, or money (WJP GPP q48d_G1)
+	Likelihood a body other than the legislature, such as a comptroller general, general prosecutor, or ombudsman, would question or investigate illegal, unconstitutional, or unethical behavior and issue an unfavorable decision or report? (V-Dem v2lgotovst)
+	Supreme audit institution oversight score (Open budget survey)
	Percent of complaints investigated by an internal disciplinary/internal affairs unit
	Percent of investigations that are accepted by the prosecutorial service disaggregated by position of individuals investigated
	Percent of investigations with findings that call for sanctions
OTHER INDICATORS	
	Number of investigations of personnel or departments completed disaggregated by internal and external

See ROL & SSG Performance Indicator Reference Sheets in Annex A for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

5.2.B IMPROVED BORDER SAFETY AND SECURITY

Many of USAID's economic growth and trade activities involve work with customs and border patrol officials. Border and customs management regulates border activities and traffic and can include border guards and immigration, customs, and revenue officials. In the context of trade, for example, customs agents play an important role in enforcing bilateral and regional trade regulations and providing a proper accounting of the goods that pass through the borders. Customs and border patrol officials also play a key role in identifying and preventing trafficking

in goods, persons, and wildlife. USAID activities may focus on improving officials’ ability to execute customs laws, regulations, and policies; implement customs operations; collect customs import and export duties; and control ports of entry — all while facilitating the flow of goods and commerce. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE BORDER SAFETY AND SECURITY

- Timor Leste Revenue Enhancement for Good Governance Activity (2017 2020)
- Afghanistan Trade and Revenue Project (2013 2017)
- Tunisia Tax and Customs Reform Pilots Activity (2014 2016)

INDICATORS

RECOMMENDED BASKET	
	Percent of individuals who report being a victim of crime at ports of entry
	Percent change in average customs clearance times at select ports of entry
OTHER INDICATORS	
	Percent of customs procedures using risk assessment methodologies
	Percent of personnel from target security sector institutions, agencies, or departments trained to use victim/trafficker identification guidelines

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

- * Foreign assistance indicator
- + Publicly available indicator

ADDITIONAL RESOURCES 

USAID, [Customs Modernization Handbook: Establishing and Implementing a Customs Integrity Program.](#)

USAID, [Trade Capacity Building Policy.](#)

U.S. Department of State, [Maritime Security Sector Reform.](#)

5.3.A IMPROVED COMMUNITY POLICING

USAID’s community-based policing activities rest on the concept that partnership and strong communication between the police, local authorities, and the citizens they serve can most effectively address crime. These partners must share the objective of identifying and responding to crime, disorder, and fear of victimization. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE COMMUNITY POLICING

- Morocco Community Oriented Policing Activity (2015–2018)
- Timor Leste Conflict Mitigation Through Community Oriented Policing (2009–2016)
- Security Sector Governance (2014–2021)
- El Salvador Justice Sector Strengthening Project (2013–2018)
- Colombia Human Rights Activity (2016–2021)
- Ghana Case Tracking System Activity (2018–2021)
- Mexico Promoting Justice (PROJUST) (2015–2020)
- Mexico Juntos Para la Prevención de la Violencia (2015–2020)

INDICATORS

RECOMMENDED BASKET	
	See also: 5.1 Interactions with Police indicators
+	Numerical score of the absence of crime (WJP Indicator 5.1)
+	Percent of respondents indicating they trust in the police "somewhat" or "a lot" (Afrobarometer, Latinobarometro)
+	Rating of how well police are resolving security problems in your community (WJP GPP q48a_G2)
+	Rating of how well police are helping a citizen to feel safe within and outside of their house (WJP GPP q48b_G2)
+	Rating on citizens perceive police availability to help (WJP GPP q48c_G2)
+	Rating on citizens' perceptions of whether police treat all people with kindness and respect (WJP GPP q48d_G2)
+	Rating of how safe citizens feel walking in their neighborhood at night (WJP GPP q9)
+	Percent of respondents reporting that the ability of ordinary people to get help from the police is "very easy" or "easy" (Afrobarometer)
*	Percent of communities in U.S. government-assisted areas implementing principles taught in law enforcement training (FA PS.9-1.1.3.7-6-Retired)
	Change in percent of population stating they feel safe in target neighborhoods and communities
OTHER INDICATORS	
	Percent change of citizens who report being a victim of a crime in target neighborhoods and communities

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCE

UNODC, [Handbook on Police Accountability, Oversight and Integrity](#), 2011.



5.3.B IMPROVED POLICE INVESTIGATIONS

USAID remains bound by Section 660 of the Foreign Assistance Act of 1961, as amended, which generally prohibits the use of foreign assistance to provide assistance (e.g., training, advice, or financial support) to law enforcement. However, there are numerous exceptions in section 660 itself, as well as many notwithstanding authorities (NWA) that can be applied to the prohibition. It is valuable for USAID programming that supports law enforcement to focus on improving the quality of police investigations. Ineffective criminal investigations result in a lowered ability to bring guilty parties to justice due to an inability to identify suspects, collect sufficient evidence to press charges, or prepare charging documents to a standard acceptable by prosecutors. This deficiency leads to citizens losing confidence in police capabilities and criminals emboldened. Activities seeking to improve police capacity to conduct criminal investigations do so through several avenues. Although training focused on enhanced investigative procedures is necessary for strengthening law enforcement, successful activities pair training with broader efforts to build institutional capacity and to reduce corruption and other predatory, inhumane, or unethical behaviors by the police. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE POLICE INVESTIGATIONS

- Honduras Convive! (2012-2017)
- Haitian National Police Capacity Building Program (2011-2015)
- El Salvador Community based Crime and Violence Prevention Program (2008-2011)
- Egypt Safe Cities Free from Violence Against Women and Girls (2013-2019)
- Democratic Republic of the Congo Projustice Program (2008-2013)

INDICATORS

RECOMMENDED BASKET	
+	Numerical score of the effectiveness of investigations (WJP Indicator 8.1)
+	Extent to which police investigators perform serious and law-abiding investigations to find the perpetrators of a crime (WJP GPP q48b_G1)
+	Extent to which police investigators investigate crimes in an independent manner and are not subject to any sort of pressure (WJP GPP q48e_G2)
*	Percent of communities in U.S. government-assisted areas implementing principles taught in law enforcement training (FA PS.9-1-retired)
	Percent of crime complaints reported to the police
	Percent of crime complaints that are investigated
	Number of investigative units demonstrating use of investigative procedures, such as legal collection or forensic examination of evidence in criminal cases
	Percent of criminal cases that police pass to prosecutors that meet a defined checklist for adequacy
	Percent change in average number of cases per police investigator
OTHER INDICATORS	
	Percent of victim advocates who express confidence in police response

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator



ADDITIONAL RESOURCES

USAID, [Assistance for Civilian Policing: USAID Policy Guidance](#).

USAID, [A Field Guide for USAID Democracy and Governance Officers: Assistance to Civilian Law Enforcement in Developing Countries](#).

USAID, [Guide to Rule of Law Country Analysis: The Rule of Law Strategic Framework](#).

U.S. Department of State International Narcotics and Labor Bureau, [Guide to Police Assistance](#).

Vera Institute of Justice, [Measuring Progress Toward Safety and Justice: A Global Guide to the Design of Performance Indicators Across the Justice Sector](#).

The Woodrow Wilson School of Public and International Affairs, [The PRIME System: Measuring the Success of Post-Conflict Police Reform](#).

UNODC, [Handbook on Police Accountability, Oversight and Integrity](#), 2011.

5.3.C IMPROVED SECURITY FORCES' USE OF FORCE WHILE INTERACTING WITH THE PUBLIC

One of the most prevalent forms of police abuse is the excessive use of physical force. Use of force and firearms standards are central police practices, much like they are part of the rules of engagement for the military. Activities can support the creation of comprehensive policies on the use of force that address training, investigations, prosecutions, data collection, and information-sharing as well as policies that mandate criminal investigations when the use of force by the police results in civilian deaths. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE USE OF FORCE WHEN INTERACTING WITH THE PUBLIC

- Security Sector Governance (2014-2021)
- El Salvador Justice Sector Strengthening (2013-2020)
- Kyrgyz Republic Judicial Strengthening Program (2011-2018)

INDICATORS

RECOMMENDED BASKET	
+	Percent of respondents reporting that armed forces "sometimes" or "often" protect them from security threats (Afrobarometer)
+	Percent of respondents reporting that the armed forces "often" or "always" operate in a professional manner and respect the rights of all citizens (Afrobarometer)
+	Level of confidence in the police (Latinobarometro - PI5STGBSC.B p. 6)
+	Types of involuntary contact with the police in the last 12 months (WJP GPP q1 2a-c)

+	Extent to which police presented legitimate reasons for stopping citizens (WJP GPP q13b)
+	Likelihood a police officer asked for a bribe or created the conditions so that you or your companions offered one (WJP GPP q14e, See also AmericasBarometer EXC2)
	Number of people killed by the police disaggregated by detention status
	Percent of precincts that annually train 90% or more of their force on use-of-force standards
	Standard operating procedures on the use of force exist that adhere to international norms and standards (five-point scale)
	Change in number of claims of human rights violations filed against government security forces
	Percent increase in individuals holding law enforcement accountable for corrupt behaviors based on the public's increased awareness of laws/fine amounts, etc.
OTHER INDICATORS	
	Number of complaints of illegal or unethical behavior by security sector actors

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

5.4.A IMPROVED COOPERATION BETWEEN POLICE AND PROSECUTORS

Effective communication and inter-organizational cooperation between police and prosecutors are essential, particularly in countries where the police are active in criminal investigations. This communication and coordination help to ensure the activities of police are lawful so that evidence will be admissible in court, allow prosecutors to continuously assess its sufficiency, and enable prosecutors to advise police on their investigations so that the investigations will yield results in court. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE COOPERATION BETWEEN POLICE AND PROSECUTORS

- Colombia Human Rights Activity (2016 2021)
- Côte d'Ivoire Justice Sector Support Program (2013 2018)
- Liberia Legal Professionalism Development and Anti Corruption Activity (2015 2020)

INDICATORS

RECOMMENDED BASKET	
	Percent change in the number of cases referred to prosecutors by police for advice/instructions
	Percent of police and prosecutor who agree that cooperation between the two groups is effective
	Percent change in police-prosecutor interactions.
OTHER INDICATORS	
	Number of new/revised communication and information-sharing protocols and procedures between police and prosecutors

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator



ADDITIONAL RESOURCES

UNODC, [Handbook on Police Accountability, Oversight and Integrity](#), 2011.

5.4.B EXPANDED PROSECUTORIAL EFFECTIVENESS

To ensure people receive justice and individuals and organizations are held accountable for breaking the law, prosecutors must be effective in their cases. USAID programs provide mentoring and training. These programs also support processes for improved evidence collection and collaboration with investigators to improve effectiveness. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO EXPAND PROSECUTORIAL EFFECTIVENESS

- Haiti Justice Sector Strengthening Program (2016 2021)
- Ghana Case Tracking System Activity (2018 2021)
- Haiti ProJustice (2009 2016)
- Liberia Legal Professional Development and Anti Corruption Activity (2015 2020)

INDICATORS

	RECOMMENDED BASKET
+	Corruption of prosecutors (WJP Indicator 8.1.1.1 QRQ 378)
+	Likelihood a perpetrator would be prosecuted and punished for the crime (WJP GPP q8f)
+	Percent who believe prosecutors prosecute crimes committed in an independent manner and are not subject to any sort of pressure (WJP GPP q48f_G2)

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator



ADDITIONAL RESOURCE

Transparency International, [Indicators for Prosecution Function](#), 2017.

5.5.A IMPROVED FEEDBACK MECHANISMS FOR CITIZEN OVERSIGHT AND COMPLAINTS

A common complaint in developing countries is that security sector actors function with little

or no accountability to citizens. USAID activities play an important role in building systems to increase the transparency and accountability of security sector actors, working through various avenues. Indicators should measure accountability within an institution, accountability in the form of checks and balances from other government agencies, external accountability from human rights and civil society organizations, and social accountability from citizens. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO BUILD CITIZEN OVERSIGHT OF SECURITY SECTOR INSTITUTIONS

- Jamaica Community Empowerment and Transformation Project II (2013 2018)
- Ukraine Fair, Accountable, Independent, and Responsible Judiciary Program (2011 2016)
- Afghanistan Rule of Law Stabilization Program – Formal Justice Sector Component (2012 2013)

INDICATORS

RECOMMENDED BASKET	
*	Number of mechanisms for external oversight of public resource use supported by U.S. government assistance (FA DR.2.4-2)
*	Number of people affiliated with nongovernmental organizations receiving U.S. government-supported anti-corruption training (FA DR.2.4-3)
	Number of policy, practice, or infrastructure changes implemented in security sector institutions based on recommendations resulting from U.S. government assistance
	Percent of citizens reporting awareness of public events or feedback mechanisms for citizens to exercise oversight or submit complaints to justice sector institutions (disaggregate by institution - i.e., courts, police, etc.)
	Percent of closed complaints where the complainant was notified when agreed-upon result/action was taken
	Existence of an appeal process or review if a complainant does not concur with the initial action taken
	Percent of citizens stating the mechanism for filing their complaint is satisfactory
OTHER INDICATORS	
	Number of public events or feedback mechanisms for citizens to exercise oversight or submit complaints to justice sector institutions (disaggregate by institution - i.e., courts, police, etc.)

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCES



OECD, [DAC Handbook on Security System Reform](#).

Transparency International, [Government Defence Anti-Corruption Index](#).

USAID, [Anticorruption Strategy](#).

Vera Institute of Justice, [Measuring Progress Toward Safety and Justice: A Global Guide to the Design of Performance Indicators Across the Justice Sector](#).

5.6.A INCREASED EFFECTIVENESS OF VICTIM AND WITNESS PROTECTION

Prosecutions may rely on victim and witness testimony, but some types of cases may put the victim

or witness in danger depending on who is being prosecuted. An effective witness and victim protection program strengthens the ability to prosecute. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO INCREASE EFFECTIVENESS OF VICTIM AND WITNESS PROTECTION

- Democratic Republic of the Congo Projustice Program (2008-2013)

INDICATORS

RECOMMENDED BASKET	
+	Degree to which the criminal justice system provides victims of crime with the service and support they need (WJP GPP q49d_G2)
+	Level of deficiency of systems to protect witnesses and whistle-blowers (WJP Indicator 8.1.1.1 QRQ369)
	Presence of systems to allow witnesses to testify without being present in court, behind a curtain in the court, or through some other methods to separate them from the accused when safety for the victim is concerned
	Percent of citizens who are confident that they can testify in court safely
OTHER INDICATORS	
	Percent of witness protection participants murdered after entering the program

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCE



Transparency International, [Indicators for Prosecution Function](#), 2017.

5.7.A IMPROVED JUVENILE JUSTICE

Juveniles have specific needs, and there are specific ways of handling juveniles appropriately in the justice system. Appropriate, effective juvenile justice can change the trajectory of a juvenile’s life. USAID programs support improving policies, procedures, and laws for handling juvenile cases; programs for youth in or leaving the juvenile justice system; and training for police and justice officials on handling juvenile cases. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE JUVENILE JUSTICE

- El Salvador Juvenile Justice System Strengthening Project (2017 2022)
- Guatemala Youth and Gender Justice Project (2016 2021)
- Ukraine Nove Pravosuddya Justice Sector Reform Program (New Justice Program) (2016 2021)
- Guatemala Violence Prevention Project (2010 2014)
- Egypt Safe Cities Free from Violence Against Women and Girls (2013 2019)

INDICATORS

RECOMMENDED BASKET	
+	Level of existence of child-friendly procedures in courts and jail (Africa Integrity Indicators 61)
+	Existence of a minimum age for criminal responsibility/liability (Africa Integrity Indicators 60)
	Percent of juvenile justice cases where mental health or behavioral therapy is provided
	Percent of juvenile justice cases that are adjudicated in accordance with regulations
	Percent of juvenile justice cases that apply alternatives to incarceration
	Percent of juveniles facing felony charges who receive appointed counsel
	Percent of juveniles whose cases are decided by judges with training in juvenile justice
	Rate of recidivism
OTHER INDICATORS	
	Length in days of successful ceasefire intervention associated youth homicides (Cure Violence Intervention)

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCES

UNODC, [Manual for the Measurement of Juvenile Justice Indicators](#), 2006.



5.8.A INCREASED CIVILIAN SAFETY AND CITIZEN SECURITY – SECONDARY/TERTIARY

USAID has designed and funded many activities for crime and violence prevention, several of which incorporate elements of community policing. These activities aim to strengthen law enforcement agencies' ability to track and analyze patterns of crime and violence, engage with the communities they serve, and design evidence-based prevention projects and activities. Projects and activities typically use indicators that track instances of violence and citizens' perceptions of their safety to measure violence prevention efforts' effectiveness. As described

above, citizen perceptions of safety and security are not always an accurate measure of actual safety and security. Additionally, survey respondents are sometimes unwilling or unable to state outright whether or not their community is safe. In these cases, proxy indicators of safety, such as those found in the “Other Indicators” subsection, may be useful. Although these measures have limitations, they can provide insights into public confidence in law enforcement. These measures can also facilitate part of a broader analysis of trends in crime and violence. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO INCREASE CIVILIAN SAFETY AND SECURITY

- Eastern and Southern Caribbean Community, Family, and Youth Resilience Project (2016-2020)
- El Salvador Crime and Violence Prevention Project (2013-2018)
- Guatemala Violence Prevention Project (2010-2014)
- Honduras Governance for Citizen Security Project (2017-2021)

INDICATORS

RECOMMENDED BASKET	
+	Numerical score of the absence of crime (WJP Indicator 5.1)
+	Annual prevalence rate of physical assault (UNODC Statistics)
+	Annual reporting rate of robbery (UNODC Statistics)
+	Extent to which crime in one's own home is feared (Afrobarometer Q10B)
+	Level of confidence that the judicial system would punish perpetrators of robbery or assault who are guilty (AmericasBarometer AOJ12)
*	Number of youth at risk of violence trained in social or leadership skills through U.S. government-assisted programs (FA YOUTH-1)
*	Percent of communities in U.S. government-assisted areas implementing principles taught in law enforcement training (FA PS.9-1.3.7-6)
	Percent of citizens who report being a victim of a crime in target neighborhoods and communities
	Percent of population stating they feel safe in target neighborhoods and communities
OTHER INDICATORS	
	Number of cognitive behavioral therapy sessions
	Number of focused deterrence activities
	Percent change in children who rate their parents as supportive of them
	Percent change of target adolescents who feel they have the skills to solve the majority of the problems they face
	Percent reduction in reported harmful use of alcohol in targeted adolescents
	Percent who report access to guns, knives, in targeted adolescents
	Number trained in gender equality events/workshops/seminars to prevent violence against women
	Percent change in at-risk individuals that believe violence is an appropriate method for solving problems
	Rate of recidivism

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCES



Vera Institute of Justice, [Measuring Progress Toward Safety and Justice: A Global Guide to the Design of Performance Indicators Across the Justice Sector](#)

International Centre for Criminal Law Reform and Criminal Justice Policy, [International Prison Policy Development Instrument](#)

U.S. Department of State International Narcotics and Labor Bureau, [Guide to Corrections Assistance](#)

5.8.B REINTEGRATED FORMER COMBATANTS

In post-conflict countries, durable peace depends on the successful disarmament, demobilization, and reintegration of former combatants. USAID is vital in contributing to the successful reintegration of former combatants. USAID reintegration activities address psychosocial counseling and trauma healing, engage with community leaders to facilitate the return of former combatants, build the skills of men and women to be economically independent, and assist former combatants in successfully returning to their communities. In particular, reintegration activities must consider the needs of women and children former combatants. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES REINTEGRATED FORMER COMBATANTS

- Colombia Community Oriented Reintegration of Ex Combatants Project (2010 2015)
- Sri Lanka Reintegration and Stabilization in the East and North (2009 2013)
- Northern Uganda Transition Initiative (2006 2008)
- Mexico Juntos Para la Prevención de la Violencia (2015 2020)

INDICATORS

RECOMMENDED BASKET	
	Percent of former combatants returned to their communities as part of a formal reintegration activity
	Percent of former combatants previously returned to their communities as part of a formal reintegration activity who have left their communities within one year
	Percent of former combatants reporting knowledge of how to access reintegration activities
	Percent change in average community members' ratings of their perceptions of ex-combatants
	Percent of former combatants who received psychosocial support as part of the formal reintegration process

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCES



GTZ, the Norwegian Defence International Centre, Pearson Peacekeeping Center, and Swedish National Defence College, [Disarmament, Demobilization and Reintegration: A Practical Field and Classroom Guide](#)

United Nations, [Disarmament, Demobilization, and Reintegration Resource Centre](#)

UNIFEM (now UN Women), [Gender-Aware Disarmament, Demobilization and Reintegration \(DDR\): A Checklist](#)

International Labour Office (ILO), [Socio-Economic Reintegration of Ex-Combatants](#), 2010 (see page 43 “Socioeconomic reintegration: assessment and programmes M&E”).

5.8.C IMPROVED CONDITIONS AND EFFECTIVENESS OF CORRECTIONS FACILITIES

Although USAID is restricted from supporting prison reforms, there are exceptions for Development Assistance, Economic Support, and International Narcotics and Law Enforcement funds to eliminate inhumane conditions. USAID activities can support initiatives to address inhumane conditions, such as ensuring per capita floor space allows for humane sleeping conditions and reasonable physical movement, providing separate facilities for youth offenders, and ensuring prisoners can submit complaints to judicial authorities. In sum, USAID activities provide assistance to prisoners, not to prisons, through initiatives that fall outside of the responsibility of prison administration. USAID has also assisted global health objectives involving communicable diseases in places where failure to provide treatment to cohorts, such as military, police, or prisoners, reduces the effectiveness of health assistance to the overall general population. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE PRISON CONDITIONS AND EFFECTIVENESS

- Afghanistan Health Services in Correction Facilities Program (2008 2009)
- Cambodia Malaria Prevention in Prisons Program (2008)
- Rwanda Duteze Imbere Ubutabera (2018 2021)

INDICATORS

RECOMMENDED BASKET	
+	Numerical score of the effectiveness of the correctional system (WJP Indicator 8.3)
+	Extent to which harsh conditions and overcrowding are faced by correctional facilities (jails and prisons) (WJP Indicator 8.3 QRQ394)
+	Physical abuse by guards and correctional personnel (WJP Indicator 4.3.5 QRQ209)
+	Physical abuse between inmates (WJP Indicator 4.3.5 QRQ210)
+	Extent to which poor access to health care and malnutrition are problems in correctional facilities (WJP Indicator 4.3.5 QRQ208)
+	Accessible complaint mechanisms (WJP Indicator 4.3.5 QRQ211)
+	Extent to which recidivism and rehabilitative programs are insufficient (WJP Indicator 4.3.5 QRQ395)

	Percent change of prisoners with 24-hour access to clean water and toilet facilities
	Percent change in communicable disease prevalence among detainees
	Facility population as a percent of capacity
	Percent change in number of prisoners who report being a victim of a violent act in the past month
	Percent of unique individuals held in isolation
	Number of children under the legal age of an adult who are not housed separately from those who are legal adults
	Change in time from filing to disposition of administrative complaints from prisoner
	Rate of recidivism
OTHER INDICATORS	
	Number of women who are not housed separately from men

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCES



Vera Institute of Justice, [Measuring Progress Toward Safety and Justice: A Global Guide to the Design of Performance Indicators Across the Justice Sector](#).

International Centre for Criminal Law Reform and Criminal Justice Policy, [International Prison Policy Development Instrument](#).

U.S. Department of State International Narcotics and Labor Bureau, [Guide to Corrections Assistance](#).

6. IMPROVING LEGAL PROFESSIONALISM

6.1.A STRENGTHENED INDEPENDENT JUDICIAL AND LEGAL PROFESSIONAL ASSOCIATIONS

Independent judicial and legal professional associations provide mentoring, technical training, and certification of individuals as meeting appropriate standards for representing in the legal profession. They can serve as an important check and balance in the system for quality. USAID programs can provide organizational capacity building, training to these associations, and logistical support for their services. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for

guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO STRENGTHEN INDEPENDENT JUDICIAL AND LEGAL ASSOCIATIONS

- Haiti Justice Sector Strengthening Program (2016-2021)
- Macedonia Judicial Strengthening Project (2011-2015)
- Sri Lanka Coherent, Open, Responsive, and Effective Justice Program (2017-2021)

INDICATORS

RECOMMENDED BASKET	
+	Rating on the USAID CSO Sustainability Index for Bar Associations (only for some regions)
	Percent change in the number of disciplinary complaints filed annually
	Percent change in disciplinary complaints resulting in association member sanction
	Percent change in disciplinary sanctions followed through to completion
	Percent change of potential participants in judicial and legal professional associations who participate in the associations
	Percent of judicial and legal professionals who rate the professional associations as providing useful professional education
OTHER INDICATORS	
	Number of legal licenses revoked by bar association or other accreditation body overseeing legal licenses
	Percent of judicial and legal professionals taking part in association-provided mentoring and networking opportunities

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

6.3.A ENHANCED CONTINUING LEGAL EDUCATION (CLE) AND SPECIALIZATION

There are innumerable types of cases within the justice system. Many of them require specialization to represent that type of case appropriately. Continuing legal education can support training in specialties so that prosecutors, judges, and representatives of defendants can effectively try a case. USAID programs support institutions that provide continuing legal education as well as training on specific types of cases to support specialization. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO ENHANCE CONTINUING LEGAL EDUCATION AND SPECIALIZATION

- Ukraine Nove Pravosuddya Justice Sector Reform Program (New Justice Program) (2016-2021)
- Sri Lanka Coherent, Open, Responsive, and Effective Justice Program (2017-2021)
- El Salvador Justice Sector Strengthening Project (2013-2020)

INDICATORS

RECOMMENDED BASKET	
+	Extent to which lack of adequate training/education of state-provided or pro-bono defense attorneys posts a significant problem (WJP Indicator 8.7.4 QRQ454)
+	Extent to which prosecutor's understanding of the law poses a significant problem in criminal investigative services (WJP Indicator 8.1.1.1 QRQ379)
	Percent of association members meeting continuing learning education requirements
	Percent of association members meeting continued legal education following appointment
	Percent of judges, prosecutors, and court personnel who rate continuing legal education activities they participate in as improving or greatly improving their knowledge
OTHER INDICATORS	
	Percent of judges, prosecutors, and court personnel who have participated in continuing education in the last year

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

6.5.A IMPROVED JUDICIAL INTEGRITY AND ETHICS (CODES OF ETHICS, DISCIPLINE, ENFORCEMENT)

For the justice system to be fair and effective, its actors must be ethical and follow the spirit of the law. USAID programs support anti-corruption efforts such as establishing codes of ethics, internal audit systems, and human resource capacity building and policies to investigate and discipline breaches of conduct. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE JUDICIAL INTEGRITY AND ETHICS

- Bosnia and Herzegovina Judiciary Against Corruption Activity (2019-2024)
- Serbia Judicial Reform and Government Accountability Project (2011-2016)
- Ukraine Nove Pravosuddya Justice Sector Reform Program (New Justice Program) (2016-2021)

INDICATORS

RECOMMENDED BASKET	
	See also: Strengthening independent judicial and legal professional associations

+	Extent to which discrimination against marginalized people inhibits poor people from settling their disputes (WJP Indicator 7.2 QRQ 336)
+	Extent to which corruption of judges or judicial officers inhibits poor people from using courts to settle their disputes (WJP Indicator 7.2 QRQ 340)
+	Percent of decisions reflecting the judges' honest evaluation of the available evidence and applicable law (WJP Indicator 7.3.2 QRQ 344)
OTHER INDICATORS	
+	Extent to which the public perceives corruption in public institutions (WJP Indicator 2.1.4)

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCES



UNODC, [Resource Guide on Strengthening Judicial Integrity and Capacity](#), 2011.

International Commission of Jurists, [Judicial Accountability: A Practitioners' Guide](#), 2016.

7. IMPROVING LEGAL EDUCATION AND PREPARATION TO PRACTICE

7.5.A EXPANDED EXPERIENTIAL LEARNING (CLINICS, INTERNSHIPS, AND MOOT COURTS)

Experiential learning is the most effective form of capacity building. USAID programs support clinics, internships, moot courts, and other methods to provide opportunities for individuals to learn by doing. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO EXPAN EXPERIENTIAL LEARNING

- Afghanistan Rule of Law Stabilization Program – Formal Justice Sector Component (2012–2013)
- Ukraine Nove Pravosuddya Justice Sector Reform Program (New Justice Program) (2016–2021)
- Sri Lanka Coherent, Open, Responsive, and Effective Justice Program (2017–2021)

INDICATORS

RECOMMENDED BASKET	
	Percent of legal education institutions that offer experiential learning in the form of clinics, internships, law review journals, and moot courts
	Percent of students participating in experiential learning in the form of clinics, internships, law review journals, and moot courts
	Percent of participants who rate their experiential learning experiences as being "relevant" or "extremely relevant" to their work

	Percent of participants who rate their experiential learning experiences as having "improved" or "significantly improved" their knowledge
	Percent of law students offered employment upon graduation with the entity with whom they interned
OTHER INDICATORS	
	Degree to which the law permits students to represent clients while under the supervision of a licensed attorney (1 - 5 scale)

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

8. CROSSCUTTING

8.1.A INCREASED WOMEN'S EMPLOYMENT AND LEADERSHIP

Security sector institutions benefit from the recruitment, retention, and promotion of women, enabling women to attain leadership roles. USAID supports efforts linked to country-level National Action Plans on Women, Peace, and Security, to improve not only the work conditions but also the training, leadership development, and mentoring opportunities for women to be employed, retained, and promoted in security sector institutions. See the supporting document, ROL & SSG Performance Indicator Reference Sheets for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES INCREASING WOMEN'S EMPLOYMENT IN SECURITY SECTOR INSTITUTIONS

- Afghanistan PROMOTE: Women in Government Project (2015-2020)
- Strengthening Somali Governance (2014-2018)
- Sri Lanka Coherent, Open, Responsive, and Effective Justice Program (2017-2021)
- Colombia Justice for a Sustainable Peace (2017-2021)
- Dominican Republic Criminal Justice Strengthening Program (2015-2021)
- Guatemala Youth and Gender Justice Project (2016-2021)

See "[Administration of Justice](#)" for indicators.

ADDITIONAL RESOURCES



DCAF/OSCE/INSTRAW, [Gender and SSR Toolkit Tool 2: Police Reform and Gender](#) (tips for recruiting and retaining women)

OECD, [Handbook on Security Sector Reform Section 9 Integrating Gender Awareness and Equality](#) Pages 7-8 (checklists for addressing recruitment, retention, and advancement and what sexual harassment policies should include)

OECD, [Toolkit for Mainstreaming and Implementing Gender Equality](#), 2015.

8.1.B IMPROVED SECURITY SECTOR RESPONSE TO VIOLENCE AGAINST WOMEN AND GIRLS

Numerous security sector actors are involved in responding to violence against women and girls. These actors are critical in ensuring that survivors receive proper care. Survivors often report these crimes to the police before seeking medical attention for their injuries. As first responders, police have a responsibility to investigate these crimes and to ensure survivors are connected with proper services to tend to their medical, psychosocial, and legal needs. Police stations and courts must have adequate facilities to ensure survivors' privacy and dignity. Prosecutors and court personnel must be trained to handle these types of cases properly. All these components are required to reduce instances of secondary victimization, when insensitive treatment of survivors leads to re-traumatization, and bring the perpetrators of violence against women and girls to justice. See ROL & SSG Performance Indicator Reference Sheets for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE SECURITY SECTOR RESPONSE TO VIOLENCE AGAINST WOMEN AND GIRLS

- Guatemala Youth and Gender Justice Project (2016 2021)
- Democratic Republic of the Congo USHINDI Overcoming Sexual and Gender Based Violence in Eastern Congo (2010 2017)
- South Africa Women's Justice and Empowerment Initiative (2008 2012)

INDICATORS

RECOMMENDED BASKET	
+	Annual reporting rate of sexual assault (UNODC)
+	Annual prevalence rate of sexual assault (UNODC)
*	Number of legal instruments drafted, proposed, or adopted with U.S. government-assistance designed to improve prevention of or response to sexual and gender-based violence at the national or sub-national level (FA GNDR-5)
	Percent of reports of violence against women and girls that police investigate
	Percent of investigated cases of violence against women and girls that are accepted by prosecutorial service
	Percent of investigated cases of violence against women and girls that meet a checklist of investigation requirements
OTHER INDICATORS	

	Percent of personnel from target security sector institutions, agencies, or departments trained in gender-sensitive customer service who demonstrated increased knowledge or skills
	Percent of cases of violence against women and girls that result in convictions
	Percent of cases investigated by female police officers
	Percent of victims allowed to testify without being present in court, behind a curtain in the court, or through some other methods to separate them from the accused

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCE



OECD, [Toolkit for Mainstreaming and Implementing Gender Equality](#), 2015.

8.5.A IMPROVED TRANSPARENCY AND PARTICIPATION IN THE DEVELOPMENT OF NATIONAL JUSTICE STRATEGIES AND REFORM OPERATIONS

Citizen input into national justice strategies and reforms is an important element to ensure justice systems are people-centered. USAID programs provide capacity building for governments on citizen engagement into policy projects, facilitate mechanisms for citizen input into strategies and reforms, and train citizens on best methods for informing strategies. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE TRANSPARENCY IN STRATEGIES AND REFORMS

- Democratic Republic of the Congo Justice Sector Strengthening Program (2008 2013)
- Nigeria Strengthening Advocacy and Civic Engagement (2014 2019)

INDICATORS

RECOMMENDED BASKET	
+	Right to information (WJP Indicator 3.2)
+	Information in plain-language publicized laws (WJP Indicator 3.1.1)
+	Information requests - responsiveness (WJP Indicator 3.2.1)
+	Information requests - quality (WJP Indicator 3.2.2)
+	Information requests - timeliness (WJP Indicator 3.2.3)
+	Information requests - affordability and trust (WJP Indicator 3.2.4)
+	Information requests - general accessibility of information (WJP Indicator 3.2.5)
+	Right to petition and civic engagement (WJP Indicator 3.3.3 QRQ144)
	Existence of an opportunity for the public to comment or vote on drafts of legislation
OTHER INDICATORS	

	Number of public events or feedback mechanisms for citizens to provide input into justice sector reform efforts
	Number of judicial personnel, GOU, and civil society representatives involved in public discussions on the implementation of constitutional and legislative amendments regarding justice sector reform.

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCE



USAID, [Security Sector Governance and Justice Indicators Guide](#), 2019.

8.5.B INCREASED PUBLIC SUPPORT FOR JUDICIAL INDEPENDENCE

A justice system must be free from interference to ensure fair justice. Public support for judicial independence can effectively provide oversight and exert external pressure on the justice system and actors trying to interfere in the justice system. USAID programs provide education on the importance of judicial independence as well as mechanisms for the public to express what it requires for judicial independence and raise concerns about judicial independence. See the ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO INCREASE PUBLIC SUPPORT FOR JUDICIAL INDEPENDENCE

- Haiti Justice Sector Strengthening Program (2016 2021)
- Kyrgyz Republic Judicial Strengthening Program (2011 2018)
- Ukraine Nove Pravosuddya Justice Sector Reform Program (New Justice Program) (2016 2021)

INDICATORS

RECOMMENDED BASKET	
	See also 5.1 Improved Interactions with Police
+	Level of trust in public institutions (WJP GPP q1a-j)
+	Extent to which the criminal justice system allows all victims of crime to seek justice regardless of who they are (WJP GPP q49b_G2)
	Percent of citizens who affirm support for judicial independence

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

8.5.C IMPROVED CITIZEN CONFORMITY WITH THE LAW

An important element of the rule of law is that people understand the law and regularly conform to

it. The more citizens conform with the law, the stronger and safer they will be. At the same time, the need for police, security forces, or the justice system to intervene will decrease. USAID programs can support education on what the laws are and why they are important as well as support behavior change to encourage conformity with the law. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

INDICATORS

RECOMMENDED BASKET	
+	People do not resort to violence to redress personal grievances (WJP Indicator 5.3)

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCE



UN Department of Peacekeeping Operations and Office of the High Commissioner for Human Rights, [Rule of Law Indicators: Implementation Guide and Project Tools](#).

8.6.A IMPROVED CAPACITY OF NATIONAL HUMAN RIGHTS INSTITUTIONS TO PETITION THE COURTS

National human rights institutions (NHRI) are an important accountability mechanism to ensure that human rights are being respected. Having an ability to petition the courts provides them with formal mechanisms to do so with enforcement capacity. USAID programs provide technical support and may help change laws making it easier for NHRIs to petition the courts. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPRVE CAPACITY OF NHRI'S TO PETITION COURTS

- Colombia Human Rights Activity (2016 2021)

INDICATORS

RECOMMENDED BASKET	
+	Level of collaboration between civil society and government on public policy (WJP Indicator 3.3.3 QRQ144)
	Number and percentage of NHRI petitions filed with results satisfactory to the NHRI
	Percent of NHRI petitions adjudicated in favor of the NHRI

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCE



The Office of the UN High Commissioner for Human Rights, [Human Rights Indicators: A Guide to Measurement and Implementation](#), 2012.

8.6.B INCREASED PUBLIC AWARENESS OF HUMAN RIGHTS STANDARDS

Citizens must be aware of human rights standards to follow them. USAID programs provide public education on these standards through training and media. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO INCREASE PUBLIC AWARENESS OF HUMAN RIGHTS STANDARDS

- Colombia Human Rights Activity (2016 2021)
- El Salvador Rights and Dignity Project (2017 2022)
- Mexico Human Rights Accountability Activity (2020 2025)

INDICATORS

RECOMMENDED BASKET	
+	Equal treatment and absence of discrimination (WJP Indicator 4.1)
+	Information in plain-language publicized laws (WJP Indicator 3.1.1)
	Percent of citizens who state their government adequately protects their human rights disaggregate by types of rights
	Percent of citizens who demonstrate knowledge of program relevant human rights standards
	Percent of citizens who report engaging in advocacy efforts (as defined by program) for human rights disaggregate by types of rights

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCE



The Office of the UN High Commissioner for Human Rights, [Human Rights Indicators: A Guide to Measurement and Implementation](#), 2012.

8.6.C IMPROVED TRANSITIONAL JUSTICE MECHANISMS TO ADDRESS PAST ABUSES THROUGH RETRIBUTIVE AND RESTORATIVE JUSTICE

Transitional justice mechanisms can play an important role in addressing past abuses and frequently are encountered in post-conflict situations. USAID programs may support the creation of these

mechanisms, provide technical support, and facilitate citizen or victim input into the cases. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO IMPROVE TRANSITIONAL JUSTICE MECHANISMS

- Colombia Justice for a Sustainable Peace (2017 2021)
- Sri Lanka Support for Professional and Institutional Capacity Enhancement (2012 2017)

INDICATORS

RECOMMENDED BASKET	
+	Percent of citizens that rate political leadership's efforts to bring about reconciliation as satisfactory (Bertelsmann Transformation Index 16.5)
	Percent of citizens who rate the transitional justice mechanism as addressing grievances
	Existence of symbolic and/or material reparations where recommended by transitional justice mechanisms
	Number of reparation claims adjudicated and paid to victims
OTHER INDICATORS	
	Number of justice or security sector officials who committed crimes against humanity or human rights violations disaggregated by authority level

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

- * Foreign assistance indicator
- + Publicly available indicator

8.6.D REDUCED TRAFFICKING IN PERSONS

USAID is one of the largest donors of funding to combat trafficking in persons. Women, men, girls, and boys are all victims of trafficking for sexual exploitation or forced labor. The security sector must have specific methods that adhere to the legal definition of trafficking for identifying these cases, protecting victims, and prosecuting traffickers. USAID activities that counter trafficking in persons build the capacity of security sector institutions — police, customs and border patrol, and the judiciary, among others. Capacity building focuses on establishing laws and procedures to handle trafficking cases, the ability to identify potential trafficking victims, and the ability to enforce anti-trafficking laws and prosecute perpetrators successfully. Addressing this issue also helps with other security issues, given that the networks used to traffic persons tend to engage in other illicit activities such as trafficking drugs and weapons. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES TO COUNTER TRAFFICKING IN PERSONS

- Asia Counter Trafficking in Persons (2017 2022)
- Nepal Countering Trafficking in Persons Project (2010 2015)
- Egypt Anti trafficking Task Order (2004 2007)
- Mexico Juntos Para la Prevención de la Violencia (2015 2020)
- Guatemala Youth and Gender Justice Project (2016 2021)

INDICATORS

RECOMMENDED BASKET	
+	Extent to which adult women are free from servitude and other kinds of forced labor (Vdem v2clslavef)
+	Number of people convicted of trafficking in persons (UNODC)
+	Number of victims of trafficking in persons detected (UNODC)
+	Number of people prosecuted for trafficking in persons (UNODC)
	Number of service providers that receive training, technical assistance, or capacity building in victim-centered and trauma-informed services for victims of human trafficking (PS.5.1-24)
	Number of victims of human trafficking receiving services (medical, repatriation, legal, transportation, etc.) (PS.5.1-25)
	Number of victim identification and referral procedures (such as Standard Operating Procedures or a National or local Referral Mechanism) developed or strengthened through foreign assistance (PS.5.1-26)
	Number of police, border patrols, prosecutors, and judges trained on the investigation and prosecution of trafficking cases (PS.5.2-22)
	Number of final anti-TIP policies, laws, or international agreements passed, enacted, or amended (PS.5.2-23)
	Percent of personnel from target security sector institutions, agencies, departments, and social services entities trained to use victim/trafficker identification guidelines
	Percent of trafficking-in-persons reports that are investigated
	Percent of trafficking-in-persons cases that are accepted by the prosecutorial service
	Percent of trafficking-in-persons cases that are accepted by the prosecutorial service that result in convictions
	Number of first responders trained on victim identification
	Number of victims of human trafficking referred for protection services
OTHER INDICATORS	
	Number of victim identification and/or referral standard operating procedures (SOPs) or NRMs updated or finalized to ensure all relevant service providers and identification stakeholders are included
	Number of victims receiving services (medical, repatriation, legal, transportation, etc.)
	Number of survivors of human trafficking who have gained sustainable livelihoods through U.S. Department of State and USAID foreign assistance (PS.5.1-27)
	Number of people trained in the prevention of human trafficking (PS.5.3-15)
	Number of unique human trafficking awareness materials designed or adapted through foreign assistance (PS.5.3-16)

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCES



OSCE, [Traffic in Human Beings: Identification of Potential and Presumed Victims: A Community Policing Approach](#).

USAID, [Counter-Trafficking in Persons Field Guide](#).

U.S. Department of State, [Annual Trafficking in Persons Report](#).

U.S. Department of State, [Maritime Security Sector Reform](#).

World Health Organization, [Ethical and Safety Recommendations for Interviewing Trafficked Women](#).

8.7.A REDUCED WILDLIFE TRAFFICKING

Although natural resource protection may not initially seem a domain of SSR, park and maritime police are key in protecting flora and fauna in parks and at sea. Park and maritime police required training to enforce laws and regulations on using resources within their jurisdictions. Additionally, natural resources often span borders, which requires regional and bilateral cooperation on enforcement or regulations and prosecution of offenses. USAID activities aim to improve natural resource protection by building the capacity of law enforcement officers working to protect resources in parks, at sea, and across borders. See the supporting document, ROL & SSG Performance Indicator Reference Sheets, for guidance on collecting, disaggregating, and analyzing data for each indicator.

EXAMPLES OF USAID ACTIVITIES IMPROVING NATURAL RESOURCE PROTECTION

- Vietnam Saving Species Project (2016 2021)
- Wildlife Trafficking Response, Assessment, and Priority Setting (2010 2013)
- Philippines Fisheries Improved for Sustainable Harvest Project (2003 2010)

INDICATORS

RECOMMENDED BASKET	
	Percent of personnel from target security sector institutions, agencies, or departments trained to identify wildlife traffickers
	Percent of wildlife trafficking reported incidents that are accepted by prosecutorial service
	Percent of investigated wildlife trafficking cases meeting investigation requirements
	Percent of wildlife trafficking cases that result in convictions
	Percent of wildlife trafficking cases that result in penalties aligned with regulations
	Percent of wildlife trafficking investigations involving regional and bilateral collaboration
	Percent of staff that demonstrate knowledge and skills related to natural resource protection policies
	Number/volume of seizures by product category
OTHER INDICATORS	

Number of individuals hired as natural resource law enforcement officers
--

See ROL & SSG Performance Indicator Reference Sheets for tables with details for performance indicator reference sheets, which describe how the data for each indicator should be collected, disaggregated, and analyzed.

* Foreign assistance indicator

+ Publicly available indicator

ADDITIONAL RESOURCES



USAID, [*Combating Wildlife Trafficking: Cross-Mission Learning Agenda*](#)

USAID, [*Measuring Efforts to Combat Wildlife Crime*](#)

ANNEX A: USAID RULE OF LAW AND SECURITY SECTOR GOVERNANCE INDICATORS SUMMARY

The USAID Rule of Law and Security Sector Governance Indicators Summary document includes information about 521 indicators of which 226 are publicly available. As noted previously in this guide, these indicators are organized by rule of law objectives that span a variety of efforts ranging from justice reform to transparency, citizen security, wildlife trafficking, and human resources reform. The summary, provided in an excel format, allows for individuals to search for indicators by rule of law objectives and sub-categories. The indicators are then presented by which indicators are suggested to be in a basket as well as other potentially useful indicators. The indicators are also marked by which are publicly available indicators and which are required foreign assistance indicators.

This summary is available at [\(insert link\)](#).

ANNEX B: SOURCES OF ADDITIONAL INFORMATION

GENERAL

OECD, *DAC Handbook on Security System Reform*, 2008. http://www.oecd-ilibrary.org/development/the-oecd-dac-handbook-on-security-system-reform_9789264027862-en.

The Office of the UN High Commissioner for Human Rights, *Human Rights Indicators: A Guide to Measurement and Implementation*, 2012. https://www.ohchr.org/documents/publications/human_rights_indicators_en.pdf.

Saferworld, *Evaluating for Security and Justice: Challenges and Opportunities for Improved Monitoring and Evaluation of Security System Reform Programmes*, 2011. <https://www.saferworld.org.uk/downloadfile.php?filepath=downloads/pubdocs/Evaluating+for+security+and+justice.pdf>.

UNDP, *Capacity Assessment Methodology*, 2008. http://content-ext.undp.org/aplaws_publications/1670209/UNDP%20Capacity%20Assessment%20Users%20Guide.pdf.

UN Department of Peacekeeping Operations and Office of the High Commissioner for Human Rights, *Rule of Law Indicators: Implementation Guide and Project Tools*, 2011. https://peacekeeping.un.org/sites/default/files/un_rule_of_law_indicators.pdf.

USAID, *ADS Chapter 201: Program Cycle Operational Policy*, 2017, <https://www.usaid.gov/sites/default/files/documents/1870/201.pdf>.

USAID, *Evaluation Policy*, 2016. <https://www.usaid.gov/sites/default/files/documents/1870/USAIDEvaluationPolicy.pdf>.

USAID, *Handbook of Democracy and Governance Indicators*, 1998. http://pdf.usaid.gov/pdf_docs/PNACC390.pdf.

USAID, *Human and Institutional Capacity Development Handbook*, 2010. http://pdf.usaid.gov/pdf_docs/Pnadt442.pdf.

USAID, *Interagency Security Sector Assessment Framework*, 2010. http://pdf.usaid.gov/pdf_docs/PA00HWJX.pdf.

USAID, *Non-State Justice System Programming, A Practitioners' Guide*, 2019. <https://www.usaid.gov/sites/default/files/documents/1866/Guide-to-NSJS-Jun-19.pdf>.

USAID, *Performance Indicator Reference Sheets (PIRS) Guidance and Template*, 2016, <https://www.usaid.gov/sites/default/files/documents/1868/201maf.pdf>.

USAID, *Security Sector Governance and Justice Indicators Guide*, 2019. <https://www.usaid.gov/sites/default/files/documents/1866/SSG-and-Justice-Indicators-Guide-6-2019.pdf>.

USAID, *Technical Note: Impact Evaluations*, 2013. https://www.usaid.gov/sites/default/files/documents/1870/IE_Technical_Note_2013_0903_Final.pdf.

US Department of State Bureau of Democracy, Human Rights and Labor (DRL), *Performance Indicator Reference Sheets*, January 2020. <https://www.state.gov/wp-content/uploads/2020/01/DRL-Indicator-Reference-Sheetss.pdf>.

U.S. Department of State, *Standard Foreign Assistance Indicators*.
<https://www.state.gov/f/indicators/>.

Vera Institute of Justice, *Rule of Law Indicator Instruments: A Literature Review, A Report to the Steering Committee of the United Nations Rule of Law Indicators Project*, 2008.
https://storage.googleapis.com/vera-web-assets/downloads/Publications/rule-of-law-indicator-instruments-literature-review/legacy_downloads/rule-law-indicators-literature-review.pdf.

World Bank, *Capacity Development Results Framework*, 2009.
<https://openknowledge.worldbank.org/handle/10986/23037>.

COUNTERING TRAFFICKING IN PERSONS

The Office of the UN High Commissioner for Human Rights, *Human Rights Indicators: A Guide to Measurement and Implementation*, 2012.
https://www.ohchr.org/documents/publications/human_rights_indicators_en.pdf.

OSCE, *Trafficking in Human Beings: Identification of Potential and Presumed Victims: A Community Policing Approach*, 2011. <https://www.osce.org/secretariat/78849?download=true>.

USAID, *Anticorruption Strategy*, 2005.
<https://www.usaid.gov/sites/default/files/documents/1868/200mbo.pdf>.

USAID, *Counter-Trafficking in Persons Field Guide*, 2009.
https://www.usaid.gov/sites/default/files/documents/2496/C-TIP_Field_Guide_Final_April%205%202013.pdf.

World Health Organization, *Ethical and Safety Recommendations for Interviewing Trafficked Women*, 2003. http://www.who.int/mip/2003/other_documents/en/Ethical_Safety-GWH.pdf.

World Health Organization, *Ethical and Safety Recommendations for Researching, Documenting, and Monitoring Sexual Violence in Emergencies*, 2007.
http://www.who.int/gender/documents/OMS_Ethics&Safety10Aug07.pdf.

CUSTOMS AND BORDER PATROL

USAID, *Customs Modernization Handbook: Establishing and Implementing a Customs Integrity Program*, 2005. http://pdf.usaid.gov/pdf_docs/Pnadi198.pdf.

USAID, *Trade Capacity Building Policy*, 2016.
[https://www.usaid.gov/sites/default/files/documents/1865/USAID%20TCB%20Policy%209-9-16%20\(DRAFT%20for%20public%20comment\).pdf](https://www.usaid.gov/sites/default/files/documents/1865/USAID%20TCB%20Policy%209-9-16%20(DRAFT%20for%20public%20comment).pdf).

U.S. Department of State, *Maritime Security Sector Reform*, 2010.
https://www.usaid.gov/sites/default/files/documents/1866/Maritime-Security-Sector-Reform_FINAL.pdf.

VIOLENCE AGAINST WOMEN AND GIRLS

OECD, *Toolkit for Mainstreaming and Implementing Gender Equality*, 2015.
<http://www.oecd.org/gender/governance/toolkit/toolkit-for-mainstreaming-and->

[implementing-gender-equality.pdf](#).

USAID *Toolkit for Monitoring and Evaluating Gender-Based Violence Prevention Interventions Along the Development Continuum*, 2014.

<https://www.usaid.gov/sites/default/files/documents/2151/Toolkit%20Master%20%28FINAL%20MAY%209%29.pdf>.

USAID, *Violence Against Women and Girls: A Compendium of Monitoring and Evaluation Indicators*, 2008, <https://www.measureevaluation.org/resources/publications/ms-08-30>.

World Health Organization, *Ethical and Safety Recommendations for Interviewing Trafficked Women*, 2003, http://www.who.int/mip/2003/other_documents/en/Ethical_Safety-GVWH.pdf.

World Health Organization, *Ethical and Safety Recommendations for Researching, Documenting, and Monitoring Sexual Violence in Emergencies*, 2007, http://www.who.int/gender/documents/OMS_Ethics&Safety10Aug07.pdf.

JUSTICE REFORM

European Commission for the Efficiency of Justice, *Measuring the Quality of Justice Guide*, December 2016. <https://edoc.coe.int/en/efficiency-of-justice/7500-measuring-the-quality-of-justice-guide.html>.

International Commission of Jurists, *Judicial Accountability: A Practitioners' Guide*, 2016. <https://www.icj.org/wp-content/uploads/2016/06/Universal-PG-13-Judicial-Accountability-Publications-Reports-Practitioners-Guide-2016-ENG.pdf>.

International Framework for Court Excellence, *Global Measures of Court Performance*, 2018. http://www.courtexcellence.com/_data/assets/pdf_file/0021/7617/global-measures-pre-publication-sep-2018.pdf.

Transparency International, *Indicators of judicial efficiency in corruption cases*, 2011. <https://issuu.com/cmi-norway/docs/expert-helpdesk-183>.

UNODC, *Criminal Justice Assessment Toolkit*, 2006. https://www.unodc.org/documents/justice-and-prison-reform/cjat_eng/I_Criminal_Justice_Information.pdf.

UNODC, *Handbook on Ensuring Quality of Legal Aid Services in Criminal Justice Processes*, 2019. https://www.unodc.org/documents/justice-and-prison-reform/HB_Ensuring_Quality_Legal_Aid_Services.pdf.

UNODC, *Manual for the Measurement of Juvenile Justice Indicators*, 2006. https://www.unodc.org/pdf/criminal_justice/Manual_for_the_Measurement_of_Juvenile_Justice_Indicators.pdf.

UNODC, *Resource Guide on Strengthening Judicial Integrity and Capacity*, 2011. https://www.unodc.org/documents/treaties/UNCAC/Publications/ResourceGuideonStrengtheningJudicialIntegrityandCapacity/11-85709_ebook.pdf.

USAID, *Guide to Court Reform and the Role of Court Personnel*, 2009. http://pdf.usaid.gov/pdf_docs/PNADX808.pdf.

USAID Office of Democracy and Governance, *Reducing Corruption in the Judiciary*, 2009 (see page 17, “VI. Measuring the Effectiveness of Anticorruption Activities”). https://pdf.usaid.gov/pdf_docs/Pnadq106.pdf.

U.S. Department of State International Narcotics and Labor Bureau, *Guide to Gender in the Criminal Justice System*, 2016. <https://www.state.gov/wp-content/uploads/2019/03/222034.pdf>.

U.S. Department of State International Narcotics and Labor Bureau, *Guide to Justice Sector Assistance*, 2013. <https://www.state.gov/inl-guide-to-justice-sector-assistance/>.

Van Dijk, Frans, and Geoffrey Vos, *A Method for Assessment of the Independence and Accountability of the Judiciary*. *International Journal for Court Administration* 9, No. 3, December 2018 (see page 9). <https://www.icajournal.org/issue/29/file/61/>.

THE PENAL SYSTEM

International Centre for Criminal Law Reform and Criminal Justice Policy, *International Prison Policy Development Instrument*, 2001. <http://www.prisonwatchsl.org/wp-content/uploads/2011/03/PrisonPolicyDevelopmentInstrument.pdf>.

Transparency International, *Indicators for Prosecution Function*, 2017. https://www.transparency.org/files/content/activity/JustLEAD_INDICATORS_FOR_PROSECUTION_FUNCTION.PDF.

U.S. Department of State International Narcotics and Labor Bureau, *Guide to Corrections Assistance*, 2014. <https://2009-2017.state.gov/documents/organization/234722.pdf>.

POLICING AND CIVILIAN SAFETY AND SECURITY

Saferworld, *Community Security Handbook*, 2014. <https://www.saferworld.org.uk/downloads/pubdocs/community-security-handbook.pdf>.

UNODC, *Handbook on Police Accountability, Oversight and Integrity*, 2011. https://www.unodc.org/pdf/criminal_justice/Handbook_on_police_Accountability_Oversight_and_Integrity.pdf.

USAID, *A Field Guide for USAID Democracy and Governance Officers: Assistance to Civilian Law Enforcement in Developing Countries*, 2011. http://pdf.usaid.gov/pdf_docs/pnadu808.pdf.

USAID, *Assistance for Civilian Policing: USAID Policy Guidance*, 2005. <https://www.usaid.gov/sites/default/files/documents/1866/200mbf.pdf>.

U.S. Department of State International Narcotics and Labor Bureau, *Guide to Police Assistance*, 2016. <https://2009-2017.state.gov/documents/organization/263419.pdf>.

Vera Institute of Justice, *Measuring Progress Toward Safety and Justice: A Global Guide to the Design of Performance Indicators Across the Justice Sector*, 2003. https://storage.googleapis.com/vera-web-assets/downloads/Publications/measuring-progress-toward-safety-and-justice-a-global-guide-to-the-design-of-performance-indicators-across-the-justice-sector/legacy_downloads/207_404.pdf.

Woodrow Wilson School of Public and International Affairs, *The PRIME System: Measuring the Success of Post-Conflict Police Reform*, 2006. http://www.dmeforpeace.org/sites/default/files/Princeton%20University_%20The%20Prime%20System%20Measuring%20the%20Success%20of%20Post%20Conflict%20Police%20Reform.pdf.

REINTEGRATION OF FORMER COMBATANTS

GTZ, the Norwegian Defence International Centre, Pearson Peacekeeping Center, and Swedish National Defence College, *Disarmament, Demobilization and Reintegration: A Practical Field and Classroom Guide*, 2014. <https://www.cimic-coe.org/resources/handbooks/ddr-handbook-eng.pdf>.

International Labour Office (ILO), *Socio-Economic Reintegration of Ex-Combatants*, 2010.
https://www.ilo.org/wcmsp5/groups/public/@ed_emp/documents/instructionalmaterial/wcms_141276.pdf.

UNIFEM (now UN Women), *Gender-Aware Disarmament, Demobilization and Reintegration (DDR): A Checklist*, 2008. <http://www.peacewomen.org/assets/file/Themes/unifem-ddrgenderchecklist.pdf>.

United Nations, *Disarmament, Demobilization, and Reintegration Resource Centre*, 2006.
<https://peacekeeping.un.org/en/disarmament-demobilization-and-reintegration>.

WILDLIFE TRAFFICKING

USAID, *Combating Wildlife Trafficking: Cross-Mission Learning Agenda*, 2017.
https://usaidlearninglab.org/sites/default/files/resource/files/combating_wildlife_trafficking_learning_agenda.pdf.

USAID, *Measuring Efforts to Combat Wildlife Crime*, 2017.
http://pdf.usaid.gov/pdf_docs/PA00KQR6.pdf.

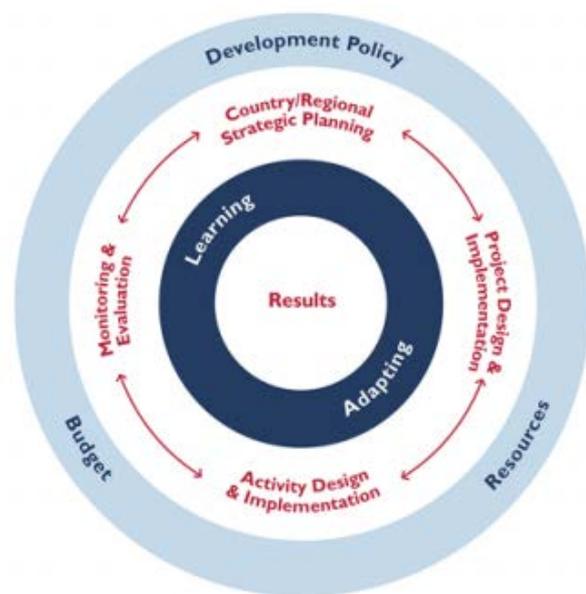
ANNEX C: ADDITIONAL INFORMATION ON DEVELOPING AND USING INDICATORS

HOW USAID USES INDICATORS

As part of the overall USAID program cycle,⁸ the Agency requires all of its projects and activities to establish systems to monitor their performance. These systems fit into broader monitoring and evaluation systems that help capture USAID’s success across the justice and security sectors and within a country. This process (see Exhibit I) begins with the development of the country or regional development cooperation strategy (CDCS or RDCS), which articulates USAID’s priorities and goals within a country or region over approximately five years. Each CDCS or RDCS includes a results framework outlining a country- or region-specific goal, development objectives, and the intermediate results and sub-intermediate results necessary to achieve the goal.

To achieve the objectives of a CDCS or RDCS, USAID officers will design a project or activity organized around a common objective, which should include the evidence base that supports the design, empirically valid theories of change to justify the proposed project and its activities, and a logic model and indicators for monitoring performance. USAID will negotiate final indicators with the implementing partner upon project or activity award to ensure the indicators align with implementation. The project appraisal document (PAD), however, provides an early opportunity to select indicators that will measure activity outputs and outcomes as part of the activity’s monitoring, evaluating, and learning (MEL) plan.

Exhibit I. USAID Program Cycle



Output and outcome indicators serve different purposes in monitoring program performance. An output indicator measures the products of an activity, such as the number of judges trained or the number of reforms implemented. An outcome indicator measures the short- or long-term effect that an activity has on the population or how the activity responds to an issue — for example, by increasing citizens’ knowledge of how to access justice services. A good MEL plan will include a mix of output and outcome indicators. Although indicators provide USAID and implementing partners with a way to measure progress against expected results, indicators are not as useful for demonstrating why or how a project or activity did or did not meet its objectives.

⁸ See USAID ADS Chapter 201, Program Cycle Operational Policy, <https://www.usaid.gov/sites/default/files/documents/1870/201.pdf>

Indicators should be one part of an overall MEL plan that includes other qualitative methods of capturing achievements and the reasons those achievements were attainable.

THE CHARACTERISTICS OF A GOOD INDICATOR

Indicators are selected to measure specific results against a theory of change, but not all indicators are equally capable of doing so. Common indicators often appear useful but turn out to be impractical. Given the sensitive nature of ROL and SSR projects and activities and the difficulty of collecting reliable data in many developing country contexts, indicators to measure project performance must be selected carefully. When selecting an indicator, ADS 201 advises managers to “examine the quantity and quality of indicator data needed for management decision making and reporting on strategies, projects, and activities; and the management and financial resources required to collect and analyze those indicators.”⁹ It is preferable to use data already being collected. Managers must weigh the costs of collecting new data against its benefits in demonstrating results.

Per the guidance in USAID’s toolkit for selecting performance indicators,¹⁰ the selection process should include an examination of the following questions for each potential indicator to determine how appropriate and effective it would be in measuring the desired results:

- **Validity:** Does this indicator clearly and adequately measure the intended result?
- **Integrity:** Is this indicator not conducive to manipulation or transcription errors?
- **Precision:** Is the indicator precise enough to measure expected changes?
- **Reliability:** Will this indicator be collected consistently over time and across locations?
- **Timeliness:** Will the frequency and timing of indicator data collection be useful for informing management decision-making?

One key purpose of indicators is to manage project or activity performance during implementation. Indicators must, therefore, be useful for managers whose projects and activities are underway by allowing for regular tracking of implementation. Good sets of indicators will measure progress against objectives at specific intervals along pathways to results, allowing USAID and implementing partners to identify where roadblocks and bottlenecks occur. Those developing indicators for a project or activity should design them to illuminate change, including in dynamic situations. Indicators should avoid static numbers, whenever possible, and instead use dynamic data that measures change over time. Indicators that measure change over time are a means to understanding the status of the changes that a project or activity supports and promotes. In this way, such indicators allow for the more strategic targeting of interventions.

For more guidance on how USAID designs and uses indicators, please see Selecting Performance Indicators resource on the USAID Learning Lab:

<https://usaidlearninglab.org/library/selecting-performance-indicators>.

A NOTE ON MEASURING PERCEPTIONS

Many projects and activities include performance indicators intended to measure public trust and confidence in the security and justice sectors. This guide includes such indicators but recommends using them with caution. Several factors drive public perceptions, and

⁹ <https://www.usaid.gov/ads/policy/200/201>

¹⁰ https://usaidlearninglab.org/sites/default/files/resource/files/cleared_-_mt_-_selecting_performance_indicators_feb2018r.pdf

some are outside the control of these institutions as well as beyond the manageable interest of programmatic interventions in the sector. An individual's understanding (whether accurate or lacking) of an institution's roles and responsibilities, expectations of how it should function, and often imperfect access to information about its performance, all combine to shape perceptions of the institution.

Measurements with these indicators tend to be imprecise, subject to rapid change, and more responsive to the latest media stories than to performance improvements. For example, the general public's perception of a police force's performance stems not only from what people know and expect of the force, but also recent and/or high-profile events which may not reflect overall performance. The same is true of the judiciary or of the profession of lawyering.

Individual perception can be similarly influenced. Ordinary citizens rarely have a comprehensive understanding of the roles and responsibilities of institutions. So, when programmatic activities such as civic education campaigns reveal organizational performance issues, trust and confidence in institutions may decrease even as problems are actually being resolved. This shift in perception routinely happens in post-conflict situations after an initial burst of nationalist enthusiasm for a new or reconstructed security sector.

Nevertheless, despite the volatility and imprecision, trying to measure public trust and confidence in justice and security sector institutions is beneficial. Perception is often the first factor in an individual's calculus on whether to engage – to report a crime, be a witness, file a corruption complaint, etc. – with a security or justice institution or process. And individual willingness to engage with these institutions is a necessary factor for the fulfillment of their essential societal roles.

Although perception surveys can provide an interesting snapshot of institutional performance, it is important not to conflate public perception with actual performance. Populations perceive concepts like security and justice through multiple lenses -- threats, history, recent events, politics, and direct or reported experience. Recognizing the important and unique role security and justice institutions play in a society, USAID interventions aim to help justice and security organizations be more responsive and engaged with those they serve. Measures of the public's general trust and confidence in security and justice institutions must be part of a larger picture that also includes information from those who have directly interacted with security sector institutions.

Often USAID programming aims to improve the public administration, training, or oversight of security and justice institutions with the larger goal of helping the organization become more user-friendly and effective at problem-solving. Understanding how an organization functions in real-life interactions with individuals from the perspective of the user as well as the organization's leadership, management, and line staff is crucial. A project or activity can expand the sample group for assessing levels of trust and confidence to include the family members of those who have had direct experience with security sector actors and those who have directly witnessed security sector officials in action. If a project or activity does so, it must disaggregate and analyze the sample of those who have interacted with security sector institutions directly from the sample of family members or witnesses. A project or activity should always use measures of trust and confidence with a holistic set of indicators that can help triangulate perceptions as they relate to actual performance.

Understanding the dynamic between individuals and government is crucial to gauging trust and confidence and how they might improve. In general, there are two key types of judgments

individuals make about their governments: 1) they assess the leadership motivations, administrative competence, and actual performance, and 2) they also weigh the “procedural justice” of a government processes and actions. The first is a judgment on the motivations and actions of a government to deliver on promises in a competent and effective manner. Put simply, individuals subject to government authority – whether citizens or not – are more likely to place trust and confidence in a government delivering, in return for paying taxes and complying with laws, the services they expect, including equitable enforcement of the law. This is a particularly strong factor behind whether a government is perceived as competent and worthy of trust and confidence.

The second aspect of the government-individual dynamic is the concept of *procedural justice*, which is at root the commitment and performance of a government to uphold laws fairly and apply them equally and consistently. Procedural justice is more than simple fairness, which is a straightforward value judgment; rather, it is the general sense of whether processes (such as arrest, investigation, or administrative actions) are grounded in neutral, rule-based decision-making and respect for individuals and their rights. If an individual cannot see in the normal processes of government that they, or someone like them, would be treated fairly, consistently, and transparently, they are less likely to invest their trust and confidence in the government.

Trust and confidence, and the values-based legitimacy determination they represent, are exceedingly hard to measure, but they lie at the heart of effective and sustainable institutional reform. Illegitimate institutions are both ineffective and can negatively affect development goals across sectors. Studies conducted in the United States illustrate the power of this issue and the benefit of indicators that help measure it: even individuals who lose their court cases are likely to perceive the institutions involved positively if they feel the process was fair. Indicator data used to assess procedural justice, like data used to assess trust and confidence, are best gathered from those who have directly interacted with the security institution, their family members, and those who have directly witnessed security sector officials in action.

Regardless of the program or the institution, gathering data on trust and confidence, on institutional competence and performance, and on procedural justice can be difficult. One important manner USAID staff planning, designing, or managing ROL or SSR programs can address this challenge is to do so with help. Along with the guidance organized and presented in this guide, the USAID Democracy, Development, and Innovation Bureau has experts in rule of law, learning, and measurement ready to help with these issues.

A NOTE ON GENDER CONSIDERATIONS WHEN COLLECTING INFORMATION

When collecting indicator information, interviewers may use focus groups or key informant interviews with one or two individuals. These formats may make groups or individuals feel more comfortable answering sensitive questions. Focus groups and key informant interviews should include men and women representing a range of ages and socioeconomic and ethnic backgrounds. All data should be disaggregated by demographic so that it is possible to identify any gender or age gap as well as broader trends within the community. When interviewing men and young boys, conducting focus groups and separate key informant interviews with some of the same participants will help identify the extent to which group biases influence individual participants’ views. Men and boys are often concerned about not appearing weak in a group and are, therefore, less likely to speak about their vulnerabilities, including about guilt they feel over their actions. They may also fear retribution for raising issues around those in power in the security sector. Engaging men and boys via key informant interviews will allow them to share these concerns and views they otherwise might not voice. Comparing the responses from one-on-one questions to the responses within the group can guide the interpretation of broader

statements from groups about circumstances related to the security sector institutions.

Similarly, women and girls are often more reticent to share their experiences with men. Hiring a female interviewer helps to ensure accurate and thorough data collection. Separating the women from the men will also help encourage speaking freely. However, in cases where men and women are in the same group or are seen interacting, it is important to examine the dynamics between men and women. Women's hesitance or tendency to seek affirmation from men may indicate that mixed groups should be separated to avoid self-censorship or inaccurate data collection.

When scheduling interviews with women and men, consider the time of day. Some cannot meet after normal daylight or work hours; it may be too insecure for them to travel, or they may need to be home taking care of children or cooking. Selecting interview facilities accessible to people with disabilities and the elderly will help facilitate their participation. Similarly, transportation and childcare may be obstacles to participation, so consider arranging for transportation or childcare or conducting the interviews close to the interviewee's location. It is vital to check whether being seen in an interview will create a security issue for the interviewee. If male and female prisoners are likely to be questioned by fellow inmates, for example, being seen in an interview may place them at risk. Interviewers should consult women from the area to understand the most appropriate timing and location.

Finally, bear in mind that interviews for certain indicators may result in discussions about traumatic experiences. It is critical to do no harm and not re-traumatize the individual. A thoughtful conflict assessment can help to provide ideas about where potential sensitivities lie.¹¹ Interviewers should try to avoid interviewing people who are, or have been, victims of violence and instead use other sources or assessments and reports. If interviewing a victim is necessary, interviewers must first request consent to use the information provided (without attribution), and then need to be careful not to rush the interview. They should stop the line of questioning if the individual becomes visibly disturbed. A best practice for ensuring privacy is to assign subjects numbers rather than using their names.

A NOTE ON SETTING TARGETS

Once an indicator is selected, the corresponding targets need to be established. Performance targets define the expected amount of change of a specific indicator over a specific period. Input and output targets tend to be more easily achievable because they are generally within the manageable control of the project. Targets for higher-level outcomes and impacts can be difficult to set and reach, as other factors often significantly influence the achievement of broader results. For example, citizen perception of personal safety that increases with improved policing of high-crime areas can be altered when a newly elected local government disrupts the availability of police resources in those areas.

Targets can help security entities clarify their goals, set priorities for typically limited resources, focus on achieving results, and promote accountability. Security and justice objectives can be vague, lofty, and ambitious; targets can help to define and establish a clear, concrete vision of what constitutes success.

Setting targets for indicators begins with discussing donor expectations openly with security counterparts — both with entity leadership and mid-level managers. Ministerial buy-in is key to

¹¹ USAID's *Conflict Assessment Framework: Revised* and *Conflict Assessment Framework: Application Guide* <https://www.usaid.gov/what-we-do/working-crises-and-conflict/technical-publications>

securing the commitment necessary to implement interventions. Police precinct captains have the detailed, day-to-day knowledge that can inject realism into planned interventions and intended results. Agreeing on definitions of the success and availability of data are key in these programs, as counterparts may consider necessary data confidential. Legal or political restrictions on sharing data are also common.

Setting ambitious but realistic targets depends on access to baseline data that accurately portrays conditions when a program begins. However, some stakeholders may thwart the collection of accurate data. For example, a mayor of a city dependent on tourism may not want crime rates known. In setting ambitious but realistic targets, it is also important to consider the time needed for intervention results to become apparent (citizen perception of safety may lag behind a declining crime rate and depend on public outreach interventions). Proxy measures can be a creative way to handle data collection. For example, general population surveys to measure citizen perception of safety are usually expensive and only conducted annually or less often; however, observation of women and children idling in a public square at specified times can reflect their feeling of safety. Targets must reflect the project strategy, interventions' implementation schedules, and the project and counterpart plans and resources necessary to achieve those interventions. For example, if a project conducts security force training annually but designs its indicators for that training to measure progress toward quarterly targets, it will be unable to achieve at least three of those targets each year.

One must also assess how a target will drive behavior. Targets can motivate action appropriately or can distort priorities as managers focus on meeting these targets at the expense of other actions or take perverse actions to achieve the targets. A common example is a monthly ticket quota for traffic police. The quota tends to motivate traffic police who have issued few tickets by the end of the month to issue tickets at the end of the month for slight infractions that they ignored earlier in the month. Targets may also have unintended consequences. Where resources are limited, they are often allocated to meet the targets that are the easiest rather than the most important to accomplish. Indicators that measure a prosecutor's success at trial may have the unintended effect of encouraging the prosecutor to move forward only with the cases most likely to result in a conviction. Victims of crime who realize a prosecutor will be less inclined to pursue a case without completely solid evidence may feel unsupported. At the same time, perpetrators with this knowledge may feel encouraged to continue their illicit activities. Thus, the approach of using a basket of indicators applies to targets as well, reflecting realistic expectations for security providers. Establishing clear rationales for targets can help ensure that targets' potentially perverse incentives and unintended consequences receive sufficient consideration.

USING INDICES AND OTHER PUBLICLY AVAILABLE DATA

Although this guide focuses on recommendations for baskets of indicators customized to a project's objectives, USAID recognizes that collecting data is often expensive. Before arranging to collect data, it is a good practice to check whether other parts of the U.S. government, such as the U.S. Department of State's Bureau of International Narcotics and Law Enforcement Affairs (INL) or Intelligence and Research (INR), are already collecting that data. If they do not have the data, USAID may wish to collaborate with INL on consolidating data collection methods to save time and resources.

If collecting new data is infeasible, USAID may rely on several publicly available indices and datasets to monitor ROL- and SSR-related data across countries. These indices and datasets, however, are less useful for demonstrating the progress of a country or region toward a goal that is attributable to USAID. These indices and data may not be collected as frequently, so it is important to verify how the data is collected and how frequently.

Discrete national measures and assessments have much greater validity, reliability, and replicability, but the challenge of attribution to USAID remains. This guide includes references to a sample of these national measures and assessments, such as the United Nations Office on Drugs and Crime (UNODC) Statistics, Afrobarometer, and Latinobarómetro. However, those considering the use of these measures and assessments should carefully examine how they are collected.

There are four reasons to remain cautious about including indicators of this nature. First, some publicly available datasets, like UNODC’s statistics, rely on data collected by host-country statistics agencies. The data should only be used if the state-level data collection agency can produce reliable statistics. Second, for many national-level assessments, like Afrobarometer, respondents are drawn from a national sample, and perceptions reflect nationwide sentiments. These assessments are useful if working on a project or activity to change services and perceptions on a national level. If the project or activity only targets specific geographic entities or jurisdictions within a country, the effects would be more localized, and national-level indicators would be less relevant. Third, there is often a significant time lag between data collection and publication of results – sometimes a year or more. Data is, therefore, not being produced in a timely enough manner to serve as a reliable indicator of change during a project’s period of performance. Lastly, surveys like Afrobarometer and Latinobarómetro rely heavily on respondents’ perceptions, so measures such as these should be paired with other indicators, such as experience-based ones, as recommended above and below.

The list of indicators and resources in the table on the next page can be accessed publicly and used free of charge to supplement a lack of data. But the limitations inherent in collecting indicator data must be considered when determining how these indices will contribute to the MEL plan. Each section of this guide notes these and other relevant publicly available indicators.

Exhibit 2. A Sample of Publicly Available Indicators

Indicator	Source(s)
Improving the Quality of Adjudications	
Numerical score of the timeliness and effectiveness of adjudication	Rule of Law Index : Select country. Click on “View full profile” in box to right of map. Under “Criminal Justice,” locate 8.2, “Timely & effective adjudications.”
Increasing the efficiency of Court Processes	
Total unsentenced/pre-trial persons held	UNODC Statistics In menu on left, select “Crime and Criminal Justice” > “Criminal Justice” > “Persons Detained” > “Total Untried/Pre-trial Persons Held.” Select the region, sub-region, or country
Building Civilian Oversight of Security Sector Institutions	
Numerical rating of defense and security institutions’ openness toward civil society organizations dealing with issues of corruption	Government Defence Anti-Corruption Index : Select the country. Navigate to the political area. Locate the score for Question 04
Increasing Civilian Safety and Security	
Percent of respondents who report that their country is “Safe” or “Very safe”	Latinobarómetro : Select survey year, country, and topic: Delinquency > Rating of public safety
Countering Trafficking in Persons	
Number of people convicted of trafficking in persons	UNODC Statistics : In menu on left, select “Crime and Criminal Justice” > “Trafficking in Persons” > “Persons Convicted.” Select the region, sub-region, or country.

U.S. Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, D.C. 20523

Tel.: (202) 712-0000

Fax: (202) 216-3524

www.usaid.gov