



ABA RULE OF LAW INITIATIVE

MIDTERM EVALUATION

**ABA Rule of Law Initiative's African Center for Justice
program in Burundi, Democratic Republic of Congo,
Republic of Congo and Rwanda**

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Midterm Evaluation

American Bar Association Rule of Law Initiative's
African Center for Justice program in Burundi, DRC, Republic of Congo, and Rwanda

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EXECUTIVE SUMMARY

In October 2015, ABA ROLI conducted an internal midterm evaluation of the African Center for Justice (ACJ) program. ACJ is a regional judicial development program implemented by ABA ROLI and funded by the U.S. Department of State Bureau of Democracy, Human Rights, and Labor (DRL). ACJ activities have taken place in Burundi, Democratic Republic of Congo, Republic of Congo, and Rwanda in 2014-15, and will continue through September 2016.

The evaluation appraises the ACJ program's progress toward its desired impact: improving the impartiality, competence, efficiency, and effectiveness of magistrates and court support personnel in the Central African region, while also facilitating problem-solving on regional legal issues. The evaluation also assesses the extent to which the ACJ program has achieved its three principal objectives: [*Objective 1*] to nurture support for the ACJ among national governments, regional organizations, and bilateral and multilateral donors; [*Objective 2*] to provide high-quality and high-visibility training and professional development opportunities to justice sector personnel; and [*Objective 3*] to develop a long-term plan, including a financial strategy, for the ACJ. The analysis is based on a mix of qualitative and quantitative data, including anonymous written surveys, focus groups with program participants at all levels, and personal interviews with high-level stakeholders. The results are based on primary and secondary source document review, process tracing, and coalition assessment analysis.

The evaluation was participatory, capturing the perceptions of a variety of ACJ program stakeholders, participants, and program officials. Fifty-three participants participated in focus group discussions and took one of four forms of the written survey. Interviews covered twelve high-level stakeholders and both the Program Director and six current or ex-Country Coordinators. The total number of participants was 75.

Results of the Evaluation

In the first half of the program, *the ACJ program has proven its originality, provided high-quality training, generated a great deal of participant support, and began building relationships with donors and national-level stakeholders*. Part of this success is likely attributable to the fact that ABA ROLI has been open to modifying program structures and activities when there is evidence to justify such changes, and DRL has been flexible in its efforts to facilitate the ACJ program's adaptability. There has been progress – but there is still room for more – on each objective.

Objective 1

In general, *program participants are enthusiastic for ACJ's continuation*, which illustrates that ABA ROLI has nurtured support for the ACJ program among this constituency. The evidence comes from participant responses to written questions posed before focus group discussions about the ACJ program. To measure progress towards the provision of high-quality training, participants were prompted to rate their desire for the ACJ program's continuation and to indicate the reason for that rating. The survey asked, "Would you be unenthusiastic or enthusiastic for the ACJ to continue over the long term?" *On a scale of 1 to 5, with one being*

extremely unenthusiastic and 5 being extremely enthusiastic, on average, participants rated their enthusiasm at 4.75.

The surveys administered to Regional Steering Group members, National Workshop participants, and civil society participants also measured two anticipated outcomes of the ACJ program that are theorized to affect the degree of stakeholder support for the program: the fostering of participants' professional linkages through the ACJ program and the development of the ACJ program's complementarity to other justice sector programs in each country. National Workshop participants and civil society actors were asked to rate the extent to which the ACJ program facilitates the development of productive and collaborative relationships between jurists in their country; Regional Steering Group members were asked the same question but about professional linkages with legal professionals from other countries. *On a scale where 1 indicates no development of such linkages and 5 indicates a great deal of development of such linkages, the average rating of the quality of professional linkages was 3.00.*

Average ratings of professional linkages developed through the ACJ program were also higher among National Workshop participants and civil society participants, and lowest among Regional Steering Group members. One plausible explanation is that the establishment of linkages to colleagues from other countries (as is required in the Regional Steering Group) is more challenging than networking among compatriots (as is required in National Workshops). *Despite such challenges, the governments of Rwanda and the Republic of Congo managed to organize the visit of a Congolese delegation to Rwanda's Maison de l'Entreprise after the ACJ Regional Workshop on commercial law.* In addition, many focus group members thought that a strength of the ACJ program was that it helped participants gain comparative legal perspectives on their own country. However, none of the focus group participants who attended regional events reported that they now remain in touch with ACJ participants from other countries. Many expressed interest in having more time to get to know foreign colleagues. Integrating cross-country teamwork in the regional workshops and ensuring that the ACJ program's future visits to regional institutions are engineered to foster collaboration between people from different countries could be a means to this end.

The survey also measured participants' perceptions of whether the ACJ program complemented, rather than duplicated, the contributions of other justice sector programs. Participants were asked, "In your opinion, to what extent do the activities of the ACJ program complement those of other programs underway to improve the justice sector in your country?" *On a rating scale of 1 to 3, with one signifying that ACJ program activities are not at all complementary and 3 signifying that they are considerably complementary, the average rating of complementarity was 2.48.* Participants generally agreed that the regional, problem-solving component of the training program distinguishes ACJ from the training and judicial assistance that other aid agencies provide. Interestingly enough, disaggregating the ratings by ACJ structure reveals that the Regional Steering Group members (who are the most cautious in their assessments of ACJ's success in forging a regional network) are the participants who are most convinced that ACJ programming brings something new to the table.

Finally, suggestions from both participants and high-level stakeholders about how to improve the program revealed areas in which further work might foster further support for the ACJ program.

Proposals included: more regular communications with ABA ROLI about the program, the development of a larger and more geographically dispersed training program, the support of outreach to spread knowledge from the trainings to a broader public, more workshop discussions about advocating for reform, the addition of local field trips to Regional Workshops, greater inclusion of students and non-legal professionals (including parliamentarians) in the ACJ program's policy discussions, and amplified ACJ participation in donor coordination groups.

Objective 2

The evaluation provides several types of evidence that *the ACJ program has provided high-quality training to participants on themes that are often otherwise neglected. This has given the program a relatively good reputation among the jurists who have participated in its activities, but one of the remaining challenges is for the ACJ program to build a more pervasive public face.*

Much *enthusiasm for the ACJ program comes from its provision of high-quality legal training.* Some participants support the ACJ program because they believe that the training and professional networking that the program provides will help *foster judicial reform*, which is the desired impact of the program. However, participants also supported the continuation of the ACJ program due to the *quality of legal training* that it provides. Some liked the workshops because they taught the content of relevant laws; others benefitted from the combination of theoretical discussion of the law with practical content about applying it in challenging settings. The workshops *covered neglected aspects of the law* for which few other donors provided support and on which there are few (if any) courses in law schools. The *type of legal pedagogy* used by the ACJ program also generated support for the ACJ program. Many participants in the Regional Workshops praised the participatory style of teaching that included lectures but also allowed for debate, question-and-answer, and presentations by participants on the legal issues that they faced in their countries. There are few scientific conferences or other opportunities for people from different parts of the justice sector and judicial hierarchy to meet and to study the law in an interactive, critique-oriented context.

Quantitative data backs up these qualitative results. On anonymous written surveys, the participants who attended ACJ Regional Workshops were asked to rate the extent to which the Regional Workshops increased their general knowledge of the legal themes that were covered, as well as whether the Regional Workshops increased their knowledge of best practices in the relevant area. *The average rating of participants' perceived increase in general knowledge of environmental or commercial law was 4.33 and the average rating for participants' perceived increase in familiarity with best practices was 4.00.*

The focus group data raises the possibility that *even higher-quality training is possible* with further improvements to the program. For instance, evaluation participants in all four countries mentioned that they would appreciate more frequent communications from ABA ROLI staff in between ACJ program events, that the relevant laws and pedagogical materials that they used in the workshops were (sometimes but) not always transmitted, and that they would like to receive workshop materials farther in advance in order to study the documents more assiduously before attending the trainings, which are short given the amount of material they aspire to cover within the two-day timeframe. Other repeated suggestions to improve the quality of training were for

the ACJ program to organize follow-up “restitution” sessions in each country after Regional Workshops (so that participants could further digest the material covered in the comparative law sessions) and for the ACJ program to provide more opportunities for participants from different countries to work with each other. Visits to regional institutions and the development of model curricula – both recent additions to the ACJ program – have the potential to respond to some of these demands. Program administrators had already anticipated the need for restitution sessions and there is a budget line for them in the current cost extension.

The high-level event to promote ACJ in June 2015 provided some visibility to the program, but ACJ’s widespread, everyday visibility in participating countries could be greater. Focus group respondents asked for better publicity of the ACJ program within national government channels because “the program is not yet well-situated in the perceptions of those who determine public opinion...[and] there is a great deal to be gained from providing opportunities for exchange and this is worth taking on within the means that are available.” Many participants were worried about the small size of the program, which was designed to target a small set of thought leaders in the legal domains of focus, but is not perceived large enough to bring about judicial reforms that improve the lives of ordinary citizens. In addition, it was agreed that the number of ACJ program participants must increase and their geographical provenance must diversify. However, the consensus was that the expansion of the number of participants cannot come at the expense of continuity in the pool of participants in each consecutive training.

Further and more frequent pursuit of the conclusions drawn in ACJ program activities would also increase the program’s visibility. Participants and high-level stakeholders alike remarked that they were unaware of whether anyone ever uses the reform-minded conclusions that they develop at National and Regional Workshops to advocate for change. Finally, further and more frequent pursuit of conclusions drawn in ACJ program activities could increase the program’s visibility and impact. To this end, participants voiced widespread demand for the ACJ program to expand the set of government officials involved in the program as a means of building broader channels to advocate for reform.

Objective 3

The development of a long-term strategic plan for the program to endure after the current funding, is a work in progress. The Program Director has done laudable work towards this goal and a wider range of program staff and participants will need to build upon this foundation when producing the documentation for such a plan during the second half of the ACJ program.

The initiative’s production of leading ideas about judicial reform and production of champions for the implementation of these ideas will principally depend upon the ***ability of collaborators to work together to procure resources and partnerships for the initiative.*** The Program Director and Regional Advisor have initiated dozens of meetings with donors in Washington, D.C., Kinshasa, Kigali, and Bujumbura since April 2015 and have notes on the interests and capabilities of various agencies to support the ACJ program in the future. The next phase of sustainability work – which will occur as the ACJ program intensifies and expands – should involve a greater number of ACJ stakeholders, including African jurists from each of the participating countries who will remain on the ground to advocate for judicial training and judicial reform even after ABA ROLI is gone. Anticipating this need, ABA ROLI obtained a

cost extension allowing the program to include several visits to regional institutions by participants during the latter half of the ACJ program. ABA ROLI's preliminary plan for taking a group of stakeholders to the International Conference on the Great Lakes Region (ICGLR) as part of this activity, in order to present conclusions from ACJ Workshops, would be a major step in the direction of making the ACJ program more locally owned and sustainable.

As a function of the trainings, workshops, and resource procurement efforts, there has also been some *initial emergence of champions for common issues and concerns about the justice sector in the participating countries*. The Program Director, Regional Advisor, and Country Coordinators are notable parts of this group, as well as a variety of program participants. In several countries, lawyers who participated in National and Regional Workshops indicated that the ACJ program helped them realize the policy problems that their legal work could affect, as well as the extent to which they as individual lawyers were the agents of change for solutions to those problems. Civil society actors involved in the ACJ program consistently expressed interest in passing on lessons from ACJ training to other jurists and to citizens in their communities. Participants were also interested in following up on the conclusions they drew at Workshops about judicial reform, but were concerned about when and how such follow-up would occur.

The willingness of well-placed government officials to promote the ACJ program varies according to country, but there are promising individuals in each location. ACJ staff and participants should continue to work on developing government officials' awareness of the program and encouraging their involvement in it.

Progress Towards Desired Impact

Achieving the desired impact of the ACJ program also requires further work. Even small changes in the regional problem-solving behaviors of jurists, or in the capacity of the judiciary to demand rule of law, will be major accomplishments for the program. Conversations with high-level stakeholders, Regional Steering Group members, field staff, and other program stakeholders confirm that rule of law reform will depend upon the will of executive branch officials in addition to justice sector actors. Courts are not accessible to all citizens in the participating countries and have varying levels of legitimacy, and legislatures do not always quickly receive or quickly pass laws. Most importantly, executive authorities often need stronger political will to enforce the law.

These difficulties should not discourage stakeholders from supporting the program. The desired impact is long-term and involves institutional reform, which can be gradual, non-linear, dependent on political contingency and on the (sometimes swift and unexpected) emergence of political opportunities for certain well-placed people to act as catalysts. Participants have taken steps toward regional and national problem-solving through the knowledge and the network they have built through the ACJ program. Moreover, the group of participants has exhibited serious interest in applying the recommendations for legal reform that they developed in ACJ program activities. These are promising conditions for the gradual achievement of further judicial reform.

ACJ has not yet inspired participants to engage in cross-country efforts for reform, which is a more long-term goal by nature. Simply because of the regularity of its membership and the

frequency with which it meets, the Regional Steering Group is the institution with the greatest potential to foster cross-country advocacy for justice sector reform. The Regional Workshops could amplify such collaboration if part of the sessions involved participatory learning in groups that mixed people from different countries. In addition, participants believe that regionally-motivated legal reform is not likely without increasing ordinary citizens' awareness of the law, its consequences, and its shortcomings. While participants wanted the ACJ program to support their outreach to ordinary citizens, they also requested that ACJ workshops include a wider range of public and private sector actors who need to be aware of the relevant laws in order to make them work. ABA ROLI has invited some such actors and participants encourage further efforts.

Recommendations

The ACJ program should continue to:

- pursue the “domino effect” approach to human rights advocacy, which views commercial and environmental law as windows into broader reform
- reinforce its originality by providing a regional focus as part of its legal training
- combine theory and practice in the training
- mix pedagogical styles in national and regional workshops to facilitate learning
- generate group discussion about challenges to and possibilities for judicial reform
- adapt to local realities and adjust the program accordingly, as accomplished on several occasions during the initial phases of the ACJ program
- monitor program developments so as to anticipate and respond to the needs of participants in service of the program goals, as done previously on several occasions

The ACJ program is encouraged to continue several features of the program with amendment, including:

- promoting local champions for judicial reform
- meeting with potential future donors
- building government officials’ enthusiasm for the program
- facilitating networking across countries in the regional activities
- building constituencies for reform via follow-up on policy conclusions from ACJ program activities

The ACJ program should consider adding several features to the program, including:

- more regular communications with participants
- more public diplomacy about ACJ with the governments of participating countries
- more clear criteria for inclusion
- designing program activities that take into account the cost of living in each location
- consider the possibility of expanding the number of participants, their geographical provenance, and their type of work related to the workshop theme
- increasing the hours that Country Coordinators work since the program is intensifying
- facilitating web-based contact (possibly via listserv) between ACJ alumni so that they can plan activities, ask each other questions, and share relevant documents
- in Kinshasa, selecting a convening space that the program will regularly use for ACJ program activities (ideally in Ministry of Justice or Conseil Supérieur de la Magistrature)

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1- Introduction to the African Center for Justice Program

In October 2015, ABA ROLI conducted an internal midterm evaluation of the African Center for Justice (ACJ) program. ACJ is a regional judicial development program implemented by ABA ROLI and funded by the U.S. Department of State Bureau of Democracy, Human Rights, and Labor (DRL). The ACJ program's activities have taken place in Burundi, Democratic Republic of Congo, Republic of Congo, and Rwanda in 2014-15, and were designed based on an initial needs assessment conducted in 2013.¹ Building upon the findings of the assessment, the ACJ program provides participatory judicial training to magistrates, lawyers, other jurists, and civil society leaders in the justice sector on themes of regional import that affect human rights and development.

The program's **overarching goal** is to improve the impartiality, competence, efficiency, and effectiveness of magistrates and court support personnel in the Central African region and to facilitate problem-solving on regional legal issues.² The regional focus and the legal themes were chosen with the intention of complementing other judicial training efforts that are ongoing in each of the participating countries, often in areas of criminal and civil procedure. In contrast, the ACJ program has provided participatory training – and comparative legal perspectives – on four themes that are understudied (or not taught) at universities or commonly covered in other donor programs: commercial law, environmental law, laws about investments and the management of public finances, and economic and social rights. To facilitate judicial reform through the trainings, potential high-level agents of change within the justice sector were invited to participate in three kinds of ACJ program structures: the Regional Steering Group, Regional Workshops, and National Taskforces (which later became National Workshops rather than formal national bodies overseeing the program).

Three objectives have guided ABA ROLI's implementation of the program as it has sought to achieve the ACJ program's overarching goal. **Objective 1** is to nurture support for the ACJ program among national governments, regional organizations, and bilateral and multilateral donors. **Objective 2** is to provide high-quality and high-visibility training and professional development opportunities to justice sector personnel. **Objective 3** is to develop a long-term plan, including a financial strategy, for the ACJ program.

2- Context of the Evaluation

ABA ROLI organized an internal evaluation of the ACJ program in October 2015 as a midterm review of the program's effectiveness. The ACJ program is currently considered midterm because in it received its first cost extension in September 2013 after the submission of the initial assessment of judicial training needs to DRL; several subsequent cost extensions then permitted the program's continuation through September 2016 as well as the adaptation to the realities of field operations for a region-wide program and the addition of activities supplementing those that were originally planned. The October 2015 evaluation constitutes a midterm review of the first eighteen months of the program, whose core activities began in 2014. The evaluation thus covers the ACJ's inaugural National Taskforces, National Workshops, and Regional Steering Group meeting and the second meetings of the latter two structures (Figure 1).

¹ American Bar Association, "Assessment of Judicial Training Needs in Burundi, the Democratic Republic of Congo, the Republic of Congo, and Rwanda, with Recommendations on the Establishment of an African Center for Justice," May 2013.

² This language is borrowed from foundational program documents. For more information, see the timeline of ACJ programming extracted from quarterly reports (Annex A).

Figure 1: Evolution of ACJ Program Funding and Activities

	FUNDING	ACTIVITIES
August 2012	<i>DRL gives grant to ABA ROLI to strengthen judicial capacity in the Great Lakes Region; assessment of judicial training needs will inform establishment of regional judicial training institute.</i>	
January-March 2013		<i>ABA ROLI finalizes judicial training assessment, hires specialist for February-May implementation.</i>
June 2013		<i>Draft judicial training assessment report shared with DRL. ABA ROLI recommends that DRL support a two-year pilot program.</i>
September 2013	<i>First cost extension from DRL to establish the ACJ program and develop a long-term plan for its sustainability.</i>	
January 2014	<i>Second cost extension to extend program by six months and add elements of outreach to regional institutions.</i>	
January-June 2014		<i>Program Director, Field Financial Manager, and Country Coordinators hired</i>
July 2014		<i>Regional office established in Bujumbura Requests to register country offices submitted</i>
		<i>Program Director conducts outreach and consultation visits to each country</i>
October 2014		<i>Inaugural National Taskforce meetings in Burundi, Republic of Congo, DRC</i>
November 2014	<i>Budget realignment granted from DRL after several months of field operations in order to enable modifications to program structures, frequency of meetings, and outreach events that were based on findings from strategic national stakeholder consultation activities</i>	
October 2014 - January 2015		<i>Inaugural National Workshops in Burundi, Republic of Congo, DRC</i>
January 2015	<i>Third cost extension to continue judicial training activities through April 2016 and develop model curricula, Improve quality of training at regional level, and begin including some judicial actors from outside of country capitals</i>	<i>First Regional Workshop (Bujumbura) Inaugural Regional Steering Group meeting</i>
March - April 2015		<i>Second round of National Workshops MoU between ABA ROLI and ILPD (Rwanda)</i>
June 2015		<i>Second Regional Workshop (Kinshasa)</i>
September 2015	<i>Fourth cost extension to continue program through September 2016 and tailor judicial curricula to national legal frameworks, strengthen the staff of national judicial training bodies, and review the progress of regional judicial development.</i>	<i>Third round of National Workshops begin, including the first National Workshop for Rwanda</i>
October 2015		<i>Third Regional Workshop (Kigali)</i>

The midterm evaluation was planned by the ROLI Africa Division staff, who budgeted for the evaluation in the initial grant approved by DRL. The results of the evaluation are intended to improve ACJ programming if necessary during the second half of the current grant supporting the project. The evaluation was designed to focus on the strengths and weaknesses of the program, its contribution to the desired outcomes and overall goals, and any reforms to the program's management or implementation that could further the ACJ program's objectives.

The baseline assessment conducted by ABA ROLI identified several lacunae in judicial training in the central African region that ACJ might address. Overall, the assessment conclusions were derived from a survey of 414 justice sector officials in Burundi, DRC, Republic of Congo, and Rwanda. This survey had significant urban bias and captured the opinions of judges, prosecutors, and other court personnel from intermediate-level courts. The majority of justice sector officials surveyed came from courts with more than ten judges and the survey respondents varied widely in their length of experience with their court.³ The assessment illustrated that the four countries face several common challenges. Prosecutors and judges did not always know the relevant legal codes, procedures, and legislation in various legal domains and lack access to relevant laws and supporting analysis of their application, nor do most universities provide instruction that helps future lawyers develop strong legal research and writing skills. In addition, respondents expressed demand for further training in a wide variety of legal fields. Some of the most popular themes were (in order of perceived importance by respondents): judicial decision writing, human rights, anti-corruption, criminal law and procedure, white-collar and financial crime, information technology skills, sexual and gender-based violence, analysis of evidence, anti-money laundering, international law [among all judges surveyed]; and criminal law and procedure; analysis of evidence, sexual and gender-based violence, anti-corruption, anti-money laundering, civil law and procedure, conducting hearings and trials, and white collar financial crime, and human rights, natural resources law, and international and regional judicial cooperation [among all prosecutors surveyed].⁴

Political instability immediately proved to be a limiting factor for rolling out the ACJ program in the targeted region and has shaped the ongoing development of the ACJ program's activities. Five countries were initially slated to participate in ACJ, but civil war in the Central African Republic (CAR) impeded the launch of the baseline assessment in Bangui. The State Department placed a travel warning on CAR in December 2012 and the ABA ROLI team concluded that it was not safe to send the assessors and the writer of the assessment report to CAR, despite the critical nature of the assessment for the program's development. In the baseline assessment period, the security context in Burundi, DRC, Republic of Congo, and Rwanda was relatively less concerning, although instability remained a problem in eastern DRC and tensions between the governments of DRC and Rwanda continued to play out over the activities of various armed groups along the shared border.

³ Appendix 4 of the baseline assessment report presents a profile of the survey respondents. In essence, the 414 respondents included 74 Burundians, 210 DRC Congolese, 76 RC Congolese, and 54 Rwandans. 23.2% were judges, 28.5% were prosecutors, and 19.8% identified themselves as "other court personnel." 55.6% came from their country's capital or another major city, and only 7.5% came from a rural area away from major cities. 50.2% of respondents came from a court with over ten judges.

⁴ The lists of themes for which respondents were amenable to judicial training come from the baseline assessment report. The percentages of respondents expressing need for training on each theme are provided in the report, but the raw data used to establish these statistics is not included. No statistical methods were used to establish a baseline above which topics are significantly more "in demand" than others, so these rank-ordered lists do not necessarily suggest that there are significant differences in demand for themes that are more highly prioritized.

Registration laws for non-governmental organizations also impeded the launch of the ACJ program's activities in Rwanda at the same time that National Taskforces were convened and National Workshops began in Burundi, DRC, and Republic of Congo. The Rwandan government requires all NGOs without their own field office in the country to establish an official partnership with a national counterpart before starting activities in Rwanda. These legal provisions required ABA ROLI to devote many initial months to generating and signing a Memorandum of Understanding (MoU) with Rwanda's national judicial training institute, the Institute for Legal and Professional Development. Before the signing of the MoU in April 2015, Rwandans were invited to participate in ACJ Regional Workshops in Bujumbura, Burundi and in Kinshasa, DRC but no national-level activities occurred within Rwanda. The ACJ program's registration in Burundi, DRC, and Republic of Congo was faster.

3- Theory of Change

The data-gathering tools for the evaluation were tailored to test the premises of the ACJ program's theory of change (Appendix B). According to this theory, three types of activities produce outputs that foster the medium-term and long-term achievement of the ACJ program's three objectives: (1) the nurturing of support for ACJ among national governments, regional organizations, and donors, (2) the provision of high-quality and high-visibility training to justice sector personnel in the participating countries, and (3) the development of a long-term financial strategy to sustain the program. In turn, the achievement of the three objectives contributes to the desired impact of the ACJ program, which is to facilitate problem-solving on regional legal issues while improving the impartiality, competence, and effectiveness of magistrates and court personnel in Burundi, DRC, Republic of Congo, and Rwanda.

Objective 1: Nurture support for the ACJ program. According to the theory of change, the achievement of objective 1 depends upon six program activities that operationalize the program's national and regional structures and its broader network of stakeholders (Activities 1.1.1-1.1.6). In the fledgling phase of ACJ, preliminary broad meetings were held at the national level to introduce key stakeholders to the program; subsequently, program staff invited government and civil society leaders in the justice sector to each participating country's National Taskforce, held National Workshops on the ACJ program's training themes, and convened Regional Workshops and the Regional Steering Group, composed of three prominent justice sector actors from each country. After the second Regional Workshop on environmental law (Kinshasa, June 2015), ABA ROLI also hosted a High Level Panel and Luncheon that gathered governmental and diplomatic representatives from the participating countries, numerous international development partners, as well as a high level delegation from the U.S. Department of State. Activities that were approved after the various cost extensions that are intended to nurture support for the ACJ program also include group visits to regional justice sector institutions to promote program outreach, as well as the production and dissemination of model curricula on the national and regional implications of each theme covered in the ACJ program.

These activities produce several outputs, which in turn shape the medium-term and long-term outcomes of the ACJ program. Ideally, the National Taskforces should bring together a diverse set of justice sector officials in each country, the National Taskforces and Workshops should be held as planned, and the Regional Steering Group should include a variety of stakeholders powerful enough to make the Steering Group effective (Outputs 1.1.1-1.1.4).

Assuming that the ACJ program's structures and activities constitute the right approach to dealing with regional legal issues in the central African context, these outputs catalyze a

process through which Objective 1 is achieved in service of the program's overall goal. The combination of national and regional training events fosters knowledge exchange on comparative legal systems and best practices in specialty areas related to human rights and development. Participants return home and communicate what they have learned to colleagues, potentially through conferences, workshops, and publications. Furthermore, through the comparative perspective that ACJ program participants gain on regional legal issues, they and other high-level justice sector stakeholders in the program develop further will, capacity, and ideas for advancing judicial development in their respective countries.

The theory of change posits that the development of will, capacity, and ingenuity for fostering judicial reforms happens through two mechanisms. First, the participatory nature of the ACJ program's training and the inclusion of diverse national stakeholders in the trainings, Taskforces, and steering group is intended to encourage local ownership of the ACJ program (Long-Term Outcome), which increases prospects for sustainable program support and the likelihood of judicial reform and stronger rule of law in the participating countries. Second, the complementarity of the ACJ program's training to other judicial training programs in these countries is theorized to augment stakeholder support for ACJ.

These processes should result from ABA ROLI's intervention if and only if certain assumptions about the ACJ program hold as well. One necessary condition for the achievement of Objective 1 (as well as 2, see below) is that effective judicial reform is possible in the four participating countries in their current institutional, political, and social contexts.⁵ Another is that stakeholders who receive training will be willing and able to advocate for legal reform within their home countries, and will have the financial and social networks required to disseminate knowledge at home through conferences, workshops, and publications. A final key assumption is that the value of the ACJ program is indeed demonstrated when leaders exchange knowledge about comparative legal systems, and that the demonstration of the ACJ program's value leads stakeholders to invest in the program and make it theirs. The participating countries will have more potential to foster a stronger, more independent judiciary and a more robust rule of law through the judicial training initiative when and if these conditions are met.

Objective 2: Provide high-quality and high-visibility judicial training. The theory of change holds that the content and pedagogy of the Regional Workshops influence the achievement of objective 2. The ACJ program has planned four Regional Workshops: Justice Systems and Economic Development (held in Bujumbura, Burundi), Environmental Law and Governance (held in Kinshasa, DRC), Oversight of Public Administration (to be held in Kigali, Rwanda), and Promotion and Legal Protection of Socio-Economic Rights (to be held in Brazzaville, Republic of Congo) (Activities 2.1.1-2.1.4). During these workshops, key program outputs are produced. In particular, the theory of change suggests that the Regional Workshops give national justice sector leaders an opportunity to exchange best practices and lessons learned on relevant regional legal issues on the theme covered at the workshop, that reports about these best practices and lessons learned (based on conclusions drawn by participants) will be prepared by ABA ROLI staff and will be validated by the National Taskforces, and that ABA ROLI will spearhead the development and dissemination of model judicial training curricula based on theoretical and practical issues covered in the Regional Workshops (Outputs 2.1.1-2.1.3).

⁵ For background on the challenges to reform in contemporary Africa, see: Nicolas Van de Walle. 2003. "Presidentialism and Clientelism in Africa's Emerging Party Systems," *Journal of Modern African Studies* 41:2, 297-331; Joel Barkan, ed. 2009. *Legislative Power in Emerging African Democracies*. Boulder: Lynne Rienner; Carrie Manning. 2005. "Assessing African Party Systems After the Third Wave," *Party Politics* 11:6, 707-727.

The regional comparative perspective of the training that ACJ provides makes the program distinctive, thereby establishing its complementarity to other judicial training programs. Through the national and regional activities, ACJ program participants gain exposure to new learning techniques. They also exchange knowledge about legal systems and best practices in thematic areas that have important links to human rights. Both of these medium-term outcomes contribute to the provision of high-quality and high-visibility training to justice sector personnel. Subsequently, participatory training in understudied legal domains related to human rights are anticipated to foster local ownership of the ACJ program and to inspire the justice sector thought leaders involved in the program to use their newfound comparative perspective on legal issues in the region to return home and advocate for relevant judicial reforms. This engagement is the most direct link through which program outcomes are thought to further the goals of stimulating problem-solving on regional legal issues and strengthening the rule of law in each country.

Objective 3: Long-Term Plans. A long-term plan and financial strategy for the ACJ program is expected to develop over the course of the program, as staff amplify the monitoring and evaluation plan, train ABA ROLI country coordinators on that plan, conduct the baseline needs assessment and the midterm programmatic review, validate findings from these inquiries in ACJ program structures, and continue to consult with bilateral and multilateral donors to finalize the details of the program's continuation, if such a demand exists (Activities 3.1.1-3.1.7).

Several outputs are expected from these activities, including training sessions for country coordinators on monitoring and evaluation, the formulation and finalization of a long-term strategic plan by the Regional Steering Group, and the distribution of the long-term plan to donors and stakeholders. Furthermore, the baseline and midterm programmatic assessments should generate recommendations that the National Taskforces and the Regional Steering Group consider as they weigh in on the ACJ program's evolution through National Strategic Reviews designed for participants to articulate demands for judicial reform and to identify donors whose support can sustain further work towards such demands (Outputs 3.1.1-3.1.7). The hope is that if ACJ program participants are able to identify obstacles to judicial reform in their countries and to apply evidence from program implementation to the planning of further activities, the program's prospects for long-term sustainability increase, as well as the program's potential to garner the support of governments and donors.

The development of a long-term plan also depends upon several basic assumptions about the ACJ program design: namely, that the findings of the initial needs assessment used to select activities and legal themes for the program are disseminated to stakeholders so that from the start of the program there are participatory discussions of long-term planning; that the participatory approach of ACJ will inspire stakeholders (including high-level government officials) to make the program their own and provide logistical and financial support for it after ABA ROLI funding ends; and that local ownership of the program, as well as the complementarity of ACJ training to other forms of justice sector strengthening taking place in each country, will attract diversified support from a wide range of potential donors.

Underlying Assumptions. The theory of change also rests upon several assumptions about the ACJ program's functionality within the political context of the participating countries. In particular, the interventions have been designed on the premise that increasing the knowledge and political networks of thought leaders within the justice sector will be sufficient to enable the establishment of more robust rule of law; the structure of political institutions themselves is not considered an impediment, and judicial reform is assumed to be navigable, if the actors pursuing such reform are sufficiently informed about various legal standards and problem-solving

methods in the legal domains covered in the ACJ program. The theory also posits that executive, legislative, and judicial powers are sufficiently separate so as not to impede reform.

In particular, there are four premises from the project design that, if incorrect, could inhibit the ACJ program from achieving its full potential. The first assumption is that Burundian, Congolese, and Rwandan judiciaries are sufficiently independent for institutional reform to be possible if key justice sector actors make well-organized or well-timed attempts to initiate it. The second assumption is that courts are legitimate, in that ordinary citizens turn to courts for the solutions to their problems (as opposed to informal solutions involving ruling party politicians, traditional authorities, etc). The third assumption is that national legislatures have passed laws in the domains in which the ACJ program provides training. The fourth is that executive branch authorities have the capacity and the will to enforce these laws; only if this is the case is it true that better formal laws and increased knowledge of these laws on the part of justice sector officials can increase judicial effectiveness.

4- Evaluation Methodology

The goal of the midterm evaluation was to assess the ACJ program's progress toward its objectives and to identify strengths, weaknesses, and recommendations for improvement on the content and management of the program, as well as to assess whether and how the ACJ program has fostered greater problem-solving on regional legal issues in service of strengthening rule of law. The evaluation's methodology is tailored to these needs and to the monitoring and evaluation indicators that the ACJ program staff identified at the start of the grant.

Substantively, the evaluation is based on five central questions:

(1) To what extent has the ACJ program achieved its objectives?

- (1a) What are the program's strengths and weaknesses, as well as intended and unintended effects?
- (1b) How might these attributes and effects shape the design of the remaining programming?
- (1c) What are the program's prospects for local ownership and financial sustainability?

(2) To what extent has the ACJ program resulted in the overall goal on which the theory of change is focused?

- (2a) What do participants' impressions of the program help us learn about why the theory of change corresponds to the outcomes to the degree it does?
- (2b) How has ACJ programming changed the behavior of these actors and their interactions with each other and with their country's judicial institutions?

The retrospective portion of the midterm evaluation focuses on how the ACJ program's activities have contributed to the achievement of objectives 1 and 2, including the activities that were added to the ACJ program after its original formulation in 2013. The prospective portion focuses on the outlook for objective 3 and advances several proposals for programmatic reforms (both substantive and logistical) to ACJ during its second half.

The target population of the evaluation includes ACJ field staff overseeing the activities, ACJ participants, and justice sector stakeholders in key government institutions who have been informed about the ACJ program at any point in its evolution. ACJ program staff include the Program Director (Jean Lavoie) and the four Country Coordinators (Sylvie Mfoutou, Hilaire

Kabuya, Kayijuka Ngabo, and Gaudence Kabuyenge, who also serves as Regional Advisor).⁶ Training recipients include participants in National Workshops or the National Taskforces (while they existed), participants in Regional Workshops, and members of the Regional Steering Group. The relevant justice sector stakeholders varied from country to country, but generally included a representative of the Ministry of Justice, a justice from the Supreme Court, and a representative of the national judicial training institute. In some countries, the entirety of the targeted population could be invited to participate in the evaluation; in other countries, there were too many participants to extend invitations to all.

The results of the evaluation are based upon multiple types of data and analytic methods, but feature information gathered through participatory consultations with people who have attended at least one of the ACJ program's activities. The principal data are primary-source perceptions and accounts of ACJ programming, gathered from focus groups and semi-structured interviews with a diverse range of stakeholders. When possible, these data are combined with quantitative data collected throughout project implementation that accurately describe the outcomes being evaluated. M&E staff in the Washington, DC office created custom survey and interview tools that were administered in the field with program participants and stakeholders.

A. Data Generation and Collection

The trip was fifteen days long, with three business days scheduled for evaluation in each of the four participating countries. The first day of each country visit was devoted to focus group discussions, the second to individual interviews with high-level stakeholders and with ACJ program staff, and the third to travel to the next country (Figure 2).

Focus groups were scheduled for the first day that the evaluator spent in each country. The evaluator administered four written surveys and four oral scripts for focus group discussions about the ACJ program (Appendix C). Participants who responded to the invitation to participate in the evaluation took part in one of the following: a focus group for Regional Steering Group members (size is a maximum of three); a focus group for National Workshop attendees (size is a maximum of twelve); a focus group for Regional Workshop attendees (size is a maximum of twelve); or a focus group for civil society actors (some of whom are lawyers and some of whom are not) who participated in either a National or a Regional Workshop (size is a maximum of twelve). One focus group of each type was held in each of the four countries; in each focus group, the evaluator posed three questions and facilitated discussion; and the conversations lasted approximately one hour and fifteen minutes each.

This division of focus groups was intended to increase the likelihood that respondents were comfortable sharing candid opinions about the ACJ program. However, because the setup of the groups still did not completely prevent hierarchical dynamics (e.g., the presence of superior judges and lower-level magistrates from the same system in the same group), the evaluator solicited privately-provided, written responses to five questions that were posed about the ACJ program at the start of their session, before the focus group participants heard the opinions of others. The pre-focus group, individual responses are analyzed along with commentary from the collaborative responses in the focus group to assess the ACJ program's strengths and weaknesses, its contributions to the program objectives, and respondent enthusiasm for the program's continuation. In Rwanda, where the national training workshops had not been conducted before the evaluation, two focus groups with participants from Regional Workshops

⁶ DRC and Rwanda recently hired new Country Coordinators, so the evaluator also talked or e-mailed with ex-Coordinators Marcel Wetsch'okonda, Faustin Wessa and Denis Bikesha.

were planned, although the actual schedules of respondents required the evaluator to conduct individual interviews with participants (which included the written survey for the focus group).

Figure 2: Timeline of Evaluation Exercise

	October 11	Brazzaville, Republic of Congo
	October 12	Focus Groups (RSG, RW, NW, CS)*
	October 13	Stakeholder Interviews
	October 14	Kinshasa, Democratic Republic of Congo
	October 15	Focus Groups (RSG, RW, NW, CS)
	October 16	Stakeholder Interviews
	October 17	Kigali, Rwanda
	October 19	Focus Groups (RW, CS)
	October 20	Stakeholder Interviews
	October 21	Bujumbura, Burundi
	October 22	Focus Groups (RSG, RW, NW, CS)
	October 23	Stakeholder Interviews
	October 24	Regional Field Office Consultations

* RSG = Regional Steering Group members; RW = Regional Workshop participants; NW = National Workshop participants; CS = Civil society participants

The focus groups were held as planned in Republic of Congo and DRC, while modifications were required more regularly in Rwanda and Burundi. There were very few perturbations to the form and schedule of the focus groups in Republic of Congo, and the only difficulty in DRC was that the focus group on the ACJ Regional Workshop was (unbeknownst to the team beforehand) scheduled the same morning as the official resumption of the judicial calendar. This meant that several officials invited to the focus group were unable to attend because they were required to be at the Palais de Justice. In contrast, the security circumstances in Burundi prevented many invitees from attending the focus groups; at times, even determining whether the invitee was still in the country was difficult. Although there were a few group discussions between two or three people, few people arrived at the suggested time for the focus group discussions. Thus the evaluator instead administered the written survey and conducted an individual interview with those who made themselves available. In Rwanda, the initial evaluation plan called for two focus groups for Regional Workshop participants and one focus group for Regional Steering Group members. However, the evaluator administered the survey and script for Regional Workshops to all participants because it became quickly apparent that the people who had been selected for the Regional Steering Group were not familiar with the structure (or sometimes with the fact that they had been designated a member).

In terms of variation in rates of response to invitations to participate in the evaluation, Burundi had the largest potential list of evaluation participants based on the number of people involved in past ACJ program activities, but had a very low participation rate in the evaluation, whereas Rwanda had the smallest potential list of evaluation participants but the best attendance

rate amongst the people who were invited to be involved. Republic of Congo had the closest correspondence between the number of people targeted for inclusion in the evaluation and the number of people who actually participated.

On the second day in each country, the evaluator conducted interviews with high-level stakeholders who had been informed about the ACJ program during its evolution. The interviews served as a basic test of stakeholder knowledge of the program, as well as a means of gauging stakeholder perceptions of the program's utility for their country's context. Three similar interview scripts were used for the three types of high-level stakeholders who were targeted: (1) representatives of the Minister of Justice; (2) representatives of the Supreme Court; and (3) representatives of the country's national judicial training institute.

In each country, it was possible to meet with people who were aware of the ACJ program and were working for the Ministry of Justice or the Supreme Court. Meetings with leaders of national judicial training institutes were more difficult: this meeting was easy in Burundi because the head of the institute is in the Regional Steering Group, but such meetings were not possible in Rwanda (where the director of ILPD was not available) or in Republic of Congo (where there are tensions between the national judicial training institute's leaders about procedures of recruitment for training and conditions for accreditation). In DRC, the team met with the member of the Conseil Supérieur de la Magistrature who is responsible for overseeing the career development of lawyers in the bar, but was not able to meet with the official who had previously been informed about the ACJ program and is responsible for judicial training. Additional meetings – for example, a conversation with the Bâtonnier de Kinshasa-Gombe in DRC – were pursued when possible.

Each country visit concluded with a private conversation between the evaluator and the Country Coordinator, and at the end of the Burundi leg of the trip, the evaluator interviewed the Program Director as well. Throughout the trip, the evaluator was assisted by a Country Coordinator and accompanied by the Program Director, Jean Lavoie, or the Regional Advisor, Gaudence Kabuyenge. To maximize the amount of contextual feedback that Jean and Gaudence could provide about the ACJ program, interviews with them were scheduled for the end of the fifteen-day evaluation period. Two ex-Country Coordinators and several other stakeholders familiar with the ACJ program also participated in Skype interviews after the trip.

B. Data Analysis

The evaluation is based on qualitative and quantitative analysis of the ACJ program's three objectives. The program's midterm progress on nurturing support for the ACJ program (Objective 1) and providing high-quality and high-visibility training (Objective 2) is measurable through the quantitative indicators tracked through the M&E plan, the ratings and commentary made about the ACJ program from the written surveys administered in October 2015, and notes from focus group discussions and stakeholder interviews in each country. This combination of sources allows for a numerical measurement of the ACJ program's achievements as well as an assessment of the quality of programming behind those numbers. Results from the surveys, focus groups, and interviews also inform the retrospective evaluation of the ACJ program's long-term planning for a sustainable program (Objective 3). The data also permits process tracing about ACJ program's contributions to regional problem-solving and justice sector strengthening.

Coalition assessment analysis provides insight into the prospects for a sustainable regional initiative under Objective 3. Through coalition assessment analysis, it is possible to evaluate indicators of the demand of stakeholders for the ACJ program's longevity as well as

indicators of the will and the capacity among ACJ program participants and their governments to generate sufficient financing, organization, and ideas for future activities. After characterizing the level of demand among ACJ program participants and among representatives of the Ministry of Justice, the high court, and the judicial training body in each country, the report presents the analysis of seven fundamental elements of stable structures of collaboration as defined by the evaluators who invented this methodology: 1) the basic functioning and structure of the potential collaboration, 2) the collaborators' ability to cultivate and develop champions for common issues and concerns about the justice sector in each country, 3) the ideas and leadership among collaborators, 4) the ability of collaborators to work together to procure resources and partnerships for the initiative, 5) the reputation and viability of the ACJ program's initiative on national and regional levels, 6) the ability of the collaborators to collectively learn and improve over time, 7) any previous sustainability work that collaborators have done for the ACJ program.⁷ Interviews with field staff permit the assessment of stakeholders' will and capacity to secure long-term financing for it. Focus groups and interviews about participants' relationships with each other, with their governments, and with donors are the basis of the analysis, along with information provided through stakeholder interviews.

Table 1 presents the number and type of participants whose perceptions and opinions are captured in the evaluation. Fifty-two participants participated in focus group discussions and took one of four forms of the written survey, twelve high-level stakeholders gave interviews, and both the Program Director and six current or ex-Country Coordinators gave interviews, along with several other stakeholders familiar with the program. The total number of participants in the evaluation was 76.

Table 1: Number of Participants and Stakeholders Sampled, by Country

	RoC	DRC	Rwanda	Burundi	TOTAL
Regional Steering Group	2	3	N/A	3	8
Regional Workshop	8	2	7	2	19
National Workshop	3	4	N/A	1	8
Civil Society	4	11	N/A	3	18
Justice Sector Stakeholders	2	5	3	2	12
ACJ program staff and other stakeholders	2	4	2	3	11
TOTAL	21	29	12	14	76

⁷ Veena Pankaj, Kat Athanasiades, & Ann Emery. February 2014. "Coalition Assessment: Approaches for Measuring Capacity and Impact," consulted 17 November 2015, <http://www.innonet.org/resources/files/innonet-coalition-assessment.pdf>. The wording is taken from this document, but the use of this method has been adapted to facilitate the prospective evaluation of the ACJ program's Objective 3. The ACJ program is considered an initiative rather than a coalition, but the same principles apply for analyzing its longevity.

5- Program Strengths, Weaknesses, and Sustainability

To what extent has the ACJ program achieved its objectives? Objective 1 (to nurture support for the ACJ program among national governments, regional organizations, and bilateral and multilateral donors) and Objective 2 (to provide high-quality and high-visibility training and professional development opportunities to justice sector personnel) are intertwined in the theory of change so we evaluate them together. The retrospective and prospective components of Objective 3 are evaluated separately.

A. Objectives 1 and 2

The degree of stakeholder and participant support of the ACJ program (Objective 1) depends upon whether the ACJ program provides judicial training that these actors acknowledge and appreciate (Objective 2). It also depends upon whether the ACJ program provides the regional problem-solving and networking capacity that is hoped to mark the program as a unique addition to long-term judicial sector programming in the participating countries. The provision of high-quality and high-visibility training, the exchange of knowledge about comparative legal systems that the training facilitates, and the demonstration of the ACJ program's complementarity to other judicial training programs through its regional, problem-solving focus are the medium-term outcomes that the theory of change predicts and that focus group surveys were designed to measure. These medium-term outcomes are expected to foster two long-term outcomes: local ownership of the ACJ program, as well as further participant and stakeholder support for the program that creates impetus for judicial reform.

At the 18-month mark, the Indicator Tracking Table shows that the ACJ program has met certain targets and missed others for Objectives 1 and 2. For Objective 1, levels of support for the ACJ program (as measured through various feedback provided after program activities) are higher than targeted among RSG members. No data was available for National Workshop participants but the midterm evaluation indicates broad support. The number and type of institutions at the high-level event also exceeded the target. The ACJ program is behind on the number of National Workshops conducted, largely because of the delays in getting permission to start national activities in Rwanda and because of recent instability in Burundi. Although the ACJ program is also slightly behind on the number of Regional Steering Group meetings conducted, all signs indicate that all four originally planned meetings will be held by early 2016. One of the three visits with regional institutions is in the planning phase (for February 2016).

For Objective 2, data gathered by field staff indicate that the ACJ program has surpassed its targets for the percentage of participants with increased general knowledge of the issues covered in the ACJ program, and with increased knowledge of best practices. The ACJ program has also achieved its targets on the attendance of faculty from national judicial training institutes at the Regional Workshops. Regional Steering Group members' attendance at the Regional Workshops is high but under target, and the creation and distribution of model curricula is pending. The ACJ program has not yet met targets on the distribution of reports to national stakeholders, on ensuring sufficient attendance of senior judges at Regional Workshops, or on ensuring sufficient provincial representation in ACJ program activities.

Focus group surveys and interviews with high-level stakeholders provide more nuanced, primary source insights into the extent to which Objectives 1 and 2 – as well as various means to these objectives – have been achieved. Focus group surveys capture the medium-term outcomes (training, professional knowledge exchange, complementarity) and focus group discussions and interviews with high-level stakeholders provide information on how these medium-term

outcomes link up (or fail to link up) to the expected long-term outcomes (local ownership of the ACJ program and broad support for the program). This subsection first examines information from participants about the ACJ program's outcomes and then triangulates it with information from high-level stakeholders to demonstrate the extent to which Objectives 1 and 2.

i. Participant Opinions

Finding 1: The 53 participants surveyed about the ACJ program rated their enthusiasm for its continuation at 4.75 on a scale of 1 to 5, with one being extremely unenthusiastic and 5 being extremely enthusiastic.

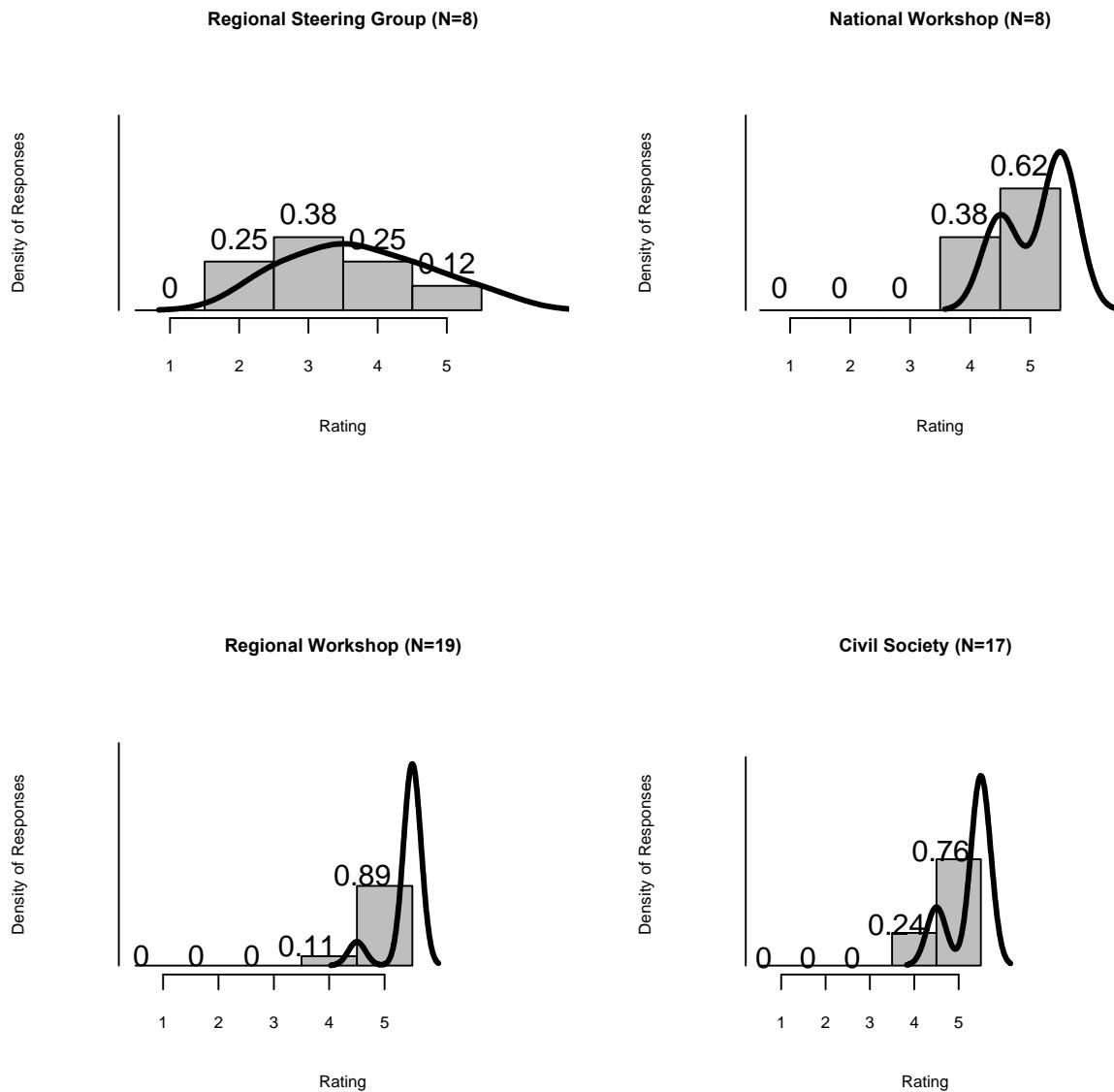
Figures 3-6 and Tables 2-5 display cross-country and within-country averages for participant responses to written questions that participants in the evaluation answered anonymously before open-ended focus group discussions about the ACJ program. In order to measure progress towards the provision of high-quality training, participants were prompted to rate their desire for the ACJ program's continuation and to indicate the reason for that rating. The survey asked, “Would you be unenthusiastic or enthusiastic for the ACJ program to continue over the long term?” On a scale of 1 to 5, with one being extremely unenthusiastic and 5 being extremely enthusiastic, on average, participants rated their enthusiasm at 4.75. The anonymity of the written survey responses provides relatively more certainty that responses were not subject to social desirability bias (i.e., singing the praises of the ACJ program just because ABA ROLI staff were present during group discussion).

Table 2: Participant Ratings of Enthusiasm for the ACJ Program's Continuation

Enthusiasm for Continuation	Average	Number of Respondents
Overall	4.75	52
Burundi	4.78	9
DRC	4.63	19
RoC	4.82	17
Rwanda	4.86	7

Country-by-country averages were based on a demographically unbalanced sample of participants, but did not exhibit a great deal of variation in levels of enthusiasm (Table 2). However, there was notable variation across the ACJ program's institutions: Regional Steering Group members were enthusiastic for the ACJ program's continuation, but less so than the average participant in Regional or National Workshops (Figure 3). This could be related to the seasoned policymaking experiences of RSG members and to the fact that RSG members are engaged most directly in the most difficult part of the ACJ program: the development of a unified agenda for training and advocacy across four countries. Nevertheless, RSG support for the ACJ program is considerable. Clearly the ACJ program has succeeded in fostering appreciation of the program and support for its continuation among the jurists and civil society actors who have experienced it thus far.

Figure 3: Enthusiasm for Continuation of the ACJ Program



Finding 2a: Some participants support the ACJ program because they believe that the training and professional networking that the program provides will help foster judicial reform in their countries.

There were several sources of the ACJ program participants' enthusiasm for the program. Some participants support the ACJ program is because they believe that the training and professional networking that the program provides will help *foster judicial reform* in their countries. Below are a few of the more eloquent remarks along these lines.

- “The various areas of ACJ’s intervention (environment, commerce, human rights, etc) through the Regional Workshops contribute to the professional development of the participants and to improvement in their contributions to their work in these sectors of intervention. As a result, ACJ will advance a new dynamic into legislative and judicial

reforms and into the institutional development of rule of law.”

– Burundi, civil society participant

- “[I am enthusiastic about the ACJ program continuing in order to] apply our domestic efforts to legal reforms, to the popularization of judicial tools, and to research on human rights.”

– Burundi, Regional Steering Group member

- “[I am enthusiastic about the ACJ program because] the justice sector has a lot of gaps and I think that support along these lines is more than necessary, because we need a more independent judiciary.”

- Burundi, civil society participant

- “I am very enthusiastic in the sense that the knowledge acquired during the trainings allows us to amend laws in order to improve the current conditions for citizens and to promote development.”

- Republic of Congo, Regional Workshop participant

- “With the practice of arbitration in Congo still in its embryonic stages, there is a need to render commercial law operational in order to reduce congestion of state tribunals and to make business procedures and commercial disputes more permeable and quick.”

- Republic of Congo, Regional Workshop participant

- “ACJ helps me realize the extent to which we lawyers are the catalysts of change in our country thanks to the different workshops it organizes.”

- DRC, civil society participant

A Rwandan participant also remarked that the regional political tensions were concerning given ACJ’s goal of fostering regional problem-solving, but that “*an experience [like the ACJ program] shared together [by members of the participating countries] is a good thing.*” The ACJ program is considered a “*pioneer*” because of its occurrence at a time when the participating countries are challenged to work with each other towards common economic development goals despite a history of civil conflict and political conflicts with each other.

Finding 2b: Participants suggested how the ACJ program could be more effective in fostering legal reform: by providing more help using the reform-minded conclusions that they developed in the ACJ program to foster change at home; by increasing in the number and range of government officials involved in the program; and by helping to foster ordinary citizens’ awareness of the law, its consequences, and its shortcomings.

Although certain participants are invested in the ACJ program’s continuation because of its potential to bring about legal reform, an even larger number of participants remarked that they were unaware of whether anyone ever uses the reform-minded conclusions that they develop at National and Regional Workshops to seek change. Some participants have taken the personal initiative to teach other lawyers what they learned, to use their newfound legal knowledge for environmental or commercial advocacy, or to take on consultancies that contribute to improved social and economic rights. However, these individuals are more of the exception than the rule and there are many participants who would like to engage more actively for legal and judicial reforms but lack the material and logistical resources to do so. Burundi had the set of evaluation

participants with the most detailed and well-developed views about how to establish an independent judiciary, but even there one of these visionaries remained concerned about what the ACJ program does with the policy recommendations that are produced at each activity. Republic of Congo has come closest to a concrete attempt to apply the ACJ workshop conclusions to the policymaking process, with the Etats Généraux de la Justice originally planned for 2015. The government postponed it until 2016 due to budgetary shortfalls, but ACJ program participants had been planning to participate in it with the help of Salvatore Mancuso, the trainer at the first Regional Workshop on commercial law. Republic of Congo will theoretically hold justice sector policy consultations in 2016, and the ACJ program should work with willing participants to prepare presentations of their recommendations should the right opportunities arise.

There was also widespread demand for the ACJ program to expand the set of government officials involved in the program as a means of building broader channels to advocate for reform. The general expectation is that the ACJ program will facilitate this process by functioning as “*a bridge between government decision-makers and [program participants who determine] what is done within the workshops.*” ABA ROLI should take these demands seriously while also understanding that this form of critique shows that participants are invested in the theory of change that has guided the design of the ACJ program; that is, people who attended the workshops have not written off the possibility that including government officials in the program and using the workshops to strategize about reform could result in gradual change. For instance, two DRC Regional Steering Group members made explicit reference to gradualism in their discourse about the ACJ program, one predicting that “*in time*” the ACJ program as it is currently designed “*could exercise a certain amount of pressure on the government,*” and the other referencing past experience in civil society to assert that politicians have “a difficulty with systematic change” and that ACJ program participants will need time to convince the government to be less reticent about reform.

Finally, many participants were concerned that the program’s overall goal of fostering regionally-motivated legal reform was not likely without increasing ordinary citizens’ awareness of the law, its consequences, and its shortcomings. While participants wanted ACJ to support their outreach to ordinary citizens, they also requested that ACJ workshops include a wider range of public and private sector actors who need to be aware of the relevant laws in order to make them work. In the past, ACJ program staff invited academics, private business lawyers, and legislative branch officials in relevant positions to join the workshops, but focus group respondents as a whole seemed in favor of amplifying these efforts.

Finding 3a: Participants support the continuation of ACJ due to the quality of legal training that it provides on neglected aspects of the law for which few other donors provide support.

Participants also supported the continuation of the ACJ program due to the *quality of legal training* that it provides. Some liked the workshops because they taught the content of relevant laws; others benefitted from the training because it combined theoretical discussion of the law with practical content about applying it in challenging political and economic settings. This reasoning prevailed across countries. In DRC, a civil society member expressed enthusiasm for the ACJ program because it “*touches on points that are rarely covered currently, including third generation human rights like economic, social, and cultural rights.*” Another DRC jurist who had participated in the Regional Workshop in Kinshasa said that “*thanks to ACJ I know the reference laws that apply in the environmental domain on the national, regional, and*

international level.” In Burundi, a civil society member justified the program “*in the sense that one of the principal objectives of the ACJ program is the development of new capabilities through training.*” The ACJ program is useful because “*professionals have a real need for training to do good work since the academic system has considerable shortcomings on the practical front.*” Even in Rwanda, where the ACJ program is at an earlier stage and participants have only been part of Regional Workshops thus far, a participant remarked that “*the knowledge gained from the training [at the Regional Workshop in Kinshasa on the justice sector and the environment] helped my NGO get accepted as a member of the international coalition of Publish What You Pay.*”

All of the focus groups indicated that the workshops *covered neglected aspects of the law* for which few other donors provided support. The ACJ program’s recent focus on commercial law and environmental law were strong points of the program because these subjects are rarely taught in law school (and if they are, they are electives). A participant from the National Workshop on commercial law in Republic of Congo found the training well-placed given that his country has been subject to the Acte Uniforme of the Organization for the Harmonization of Business Law in Africa (OHADA) since 1998 but in 2015 many lawyers still do not know the text or how to apply it. A Burundian environmental law specialist said that the most suggestive evidence of the need for the ACJ program’s environmental law training was that he could not even think of one environmental case that was pending in the country, despite a variety of violations that regularly occur. The DRC government has not raised awareness about environmental law codes, and participants who were generalists (with no prior knowledge of environmental law) as well as specialists reported learning new things at ACJ program activities. DRC participants also found the ACJ program’s training useful because it taught them lessons about environmental degradation that motivated their potential legal work in that domain (e.g., the negative effects of sound pollution, plastic bags, the burning of plants, and the unsanitary disposal of dirty water).

Several focus groups also underscored the importance of the ACJ program’s future themes, the role of the judiciary in public finance and economic/social rights. One Burundian expert in insurance law cited the need for training on just compensation before the evaluator even provided descriptions of future ACJ program themes; a business lawyer from Republic of Congo and a Rwandan civil society member highlighted the importance of consumer rights as part of the economic/social rights theme after hearing that it would be the theme of the fourth set of workshops in 2016. Another Rwandan participant justified his support for the ACJ program based on the fact that “*all the four chosen themes are quite relevant for Rwanda*”: the government’s focus on development has led to certain commercial law reforms, but development also “*has a lot to do with the protection of environment, public finances management, as well as having basic rights. [There is] no business without all that. We in Rwanda...want to learn from others on how they conduct their affairs in that regard.*”

Finding 3b: Even higher-quality training would be possible with further improvements to the program, including more frequent communications between ABA ROLI and ACJ participants, more timely and reliable distribution of the laws and pedagogical materials for the workshops, the organization of review sessions in each country after Regional Workshops.

The focus group data also raise the possibility that even higher-quality training would be possible with further improvements to the program. For instance, evaluation participants in all

four countries mentioned that they would appreciate more frequent communications from ABA ROLI staff in between ACJ program events, that the relevant laws and pedagogical materials that they used in the workshops were sometimes (but not always) transmitted, and that they would like to receive workshop materials farther in advance in order to study the documents more assiduously before attending the trainings, which are short given the amount of material they aspire to cover within the two-day timeframe. Other repeated suggestions to improve the quality of training were for the ACJ program to organize follow-up “restitution” sessions in each country after Regional Workshops (so that participants could further digest the material covered in the comparative law sessions) and for the ACJ program to provide more opportunities for participants from different countries to work with each other. Even before the evaluation reiterated these needs, restitution sessions had been planned for each country after the third and fourth Regional Workshops. In addition, visits to regional institutions and the development of model curricula – both recent additions to the ACJ program – have the potential to respond to some of these demands.

Finding 4: Participants also favor the continuation of the ACJ program because of the participatory style of legal pedagogy that trainers used, as well as the rare opportunity the workshops provided to network with people from other countries and/or people from other parts of the judicial hierarchy at home.

The *type of legal pedagogy* that the training entailed was another factor motivating support for the ACJ program. Many participants in the Regional Workshops praised the participatory style of teaching that included lectures but also allowed for debate, question-and-answer, and presentations by participants on the legal issues that they faced in their countries in commercial and environmental domains that were covered at the first and second Regional Workshops. There are few scientific conferences or other opportunities for jurists from different courts and different parts of the judicial hierarchy to meet each other and study the law in an interactive, critique-oriented context. Participants became aware of shared regional problems as “*each provided the group with something that valorized their country’s contribution.*” One Burundian respondent, a very distinguished jurist with over 25 years of experience, mentioned that reading and analyzing laws in a group setting made it easier to learn how to interpret them. Another participant from the Republic of Congo was in favor of the ACJ program’s continuation because “*the debates [in the workshops] were very fruitful and allowed us to have a variety of exchanges that were useful for applying the law.*”

Finding 5: The high-quality training provided by the ACJ program could be more high-visibility. The high-level event in Kinshasa in June 2015 contributed to this goal, but further visibility could be achieved through securing additional funding to expand the geographical provenance and occupational specialties of participants, targeting more government officials for participation, and equipping Country Coordinators with the time and resources to do more intensive promotion of the program.

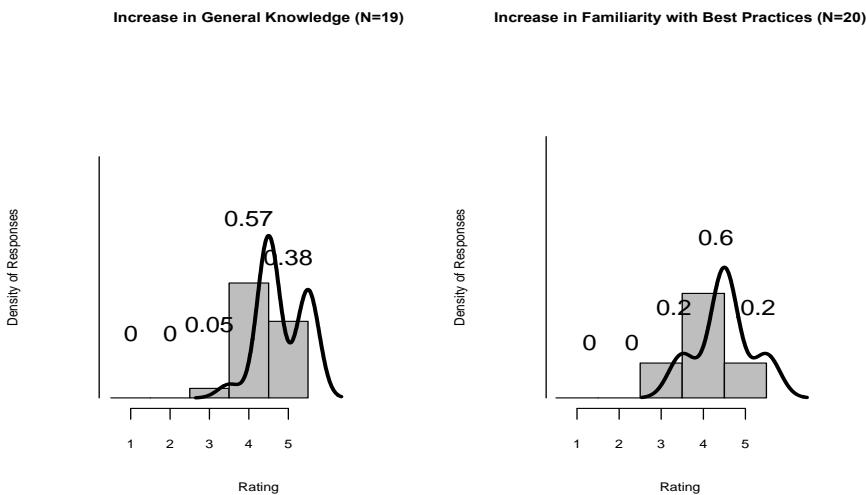
Overall, there were few critiques of the teaching styles in National and Regional Workshops. Some participants in the Regional Workshop on the environment were unsatisfied with the preparedness of the main instructor for such a long session, but nevertheless appreciated the opportunities to break into groups that presented on environmental law challenges in their countries and to engage with case study material that followed on the main instructor’s lecture on

theoretical and practical aspects of environmental law in Africa. On the whole, participants appreciated the opportunity for interactive learning and discussion that the ACJ program consistently facilitated and contrasted it with the lecture-based “classical approach to law” that still prevails at the major universities in Burundi, DRC, Republic of Congo, and Rwanda.

Despite the high quality of training provided by the ACJ program, it is not yet high-visibility. The high-level event in Kinshasa in June 2015 was a highlight of the program because of the speech delivered by the U.S. Assistant Secretary of the Department of Human Rights and Labor, Tom Malinowski, and the presence of ABA leaders. The Deputy Chief of Cabinet to the Minister of Justice, André Kalenga also attended as the representative of the DRC Ministry of Justice. However, focus group respondents asked for better publicity of the ACJ program within national government channels because “*the program is not yet well-situated in the perceptions of those who determine public opinion...[and] there is a great deal to be gained from providing opportunities for exchange and this is worth taking on within the means that are available.*” Many focus group respondents were worried about the small size of the program, which was designed to target a small set of thought leaders in the legal domains of focus, but is not perceived large enough to bring about judicial reforms that improve the lives of citizens.

For the training to become high-visibility, participants recommend two changes. First, Country Coordinators should more assiduously spread the word about the ACJ program and the training that it provides. (In DRC, this suggestion took the form of alerting media outlets to ACJ program activities; in Rwanda, it was pitched as capitalizing on the ACJ program’s affiliation with ILPD and better publicizing events). Second, the number of ACJ program participants must increase and their geographical provenance must diversify. DRC participants were especially adamant about the fact that training 25 people per Regional Workshop session “*is like a drop of water in an ocean,*” even if the dozens of people who receive the training are high-profile thought leaders in the justice sector. However, the consensus was that the expansion of the number of participants cannot come at the expense of continuity in the pool of participants in each consecutive training. Since all of the legal domains covered by the ACJ program are interrelated (and, according to the theory of change, feed into the same broad process of strengthening rule of law), thought leaders who are generalists may need to be mixed into the group to a greater extent than thought leaders who are specialists, or else thought leaders who are specialists in each of the ACJ program’s four themes may need to be mixed into the group in equal number.

Figure 4: Quality of Training at Regional Workshops



Finding 6: Regional Workshop participants were asked to characterize the ACJ program's contributions to their general knowledge and knowledge of best practices of relevant domains of the law on a scale of 1 to 5, with 1 signifying no increase in knowledge and 5 signifying a great deal of increase in knowledge. Perceived increases in general knowledge averaged 4.33 and perceived increases of best practices averaged 4.00.

To what extent was the unique element of the ACJ program – its regional, comparative focus – a source of strength in the provision of high-quality training? Figure 4 summarizes the perceived quality of training at the Regional Workshops. Along with all other participants in the midterm evaluation, the people who attended Regional Workshops answered a survey question about their enthusiasm for the ACJ program's continuation. However, they were also asked to rate the extent to which the Regional Workshops increased their general knowledge of the legal themes that were covered and increased their knowledge of best practices in the relevant area.⁸ On a scale of 1 to 5, with 1 signifying no increase in knowledge and 5 signifying a great deal of increase in knowledge, the average rating of participants' perceived increase in general knowledge of environmental or commercial law was 4.33 and the average rating for participants' perceived increase in familiarity with best practices was 4.00. In focus group discussions, participants consistently praised the expertise of the commercial law workshop leader, Salvatore Mancuso, and provided both praise and critique of the environmental law workshop leader, Yacouba Savadogo. They suggested that a team of instructors take on the core lecture material given the enormity of the task that Mancuso and Savadogo faced. Even so, both Regional Workshops were useful to participants. A Rwandan participant wrote: “*Based on the knowledge and skills that I acquired during the Regional Workshop in Bujumbura, Burundi on regional*

⁸ Other participants from the Regional Steering Group, National Workshops, and civil society were asked to rate the complementarity of ACJ program activities to those of other justice sector projects and to rate the quality of professional linkages that the ACJ program helped them develop. Because the Regional Workshops build upon the more basic introduction to the relevant laws and themes provided through the National Workshops, and not all types of survey questions could be asked to all types of respondents due to space and time constraints, the evaluation team chose to focus on measuring training quality at the regional level.

commercial laws, I recommend the ACJ program to continue its activities. The workshop was an eye-opener to start my legal practice.” The Regional Workshop on environmental law was similarly appreciated. A participant from DRC remarked that he was “*very enthusiastic to see the continuation of the ACJ program because legal questions about environmental regulation, a theme that my NGO works on, is very important.*”

Regional Workshop attendees who had varying degrees of experience with environmental or commercial law before the training reported learning something new through the ACJ program. People appreciated the Regional Workshops because they learned where their country stood relative to its neighbors on the development and enforcement of commercial and environmental laws. Multiple respondents claim that they did not know much about their neighbors’ laws and policies before the workshops and that they are generally more likely to hear legal news about countries like the U.S. and Canada. Even Rwandans, who are more advanced in their regulation of commercial and environmental affairs, considered the training useful. Some considered it but an illustration that Rwanda was far in advance of its neighbors, but others mentioned that it was interesting to learn how OHADA works in neighboring countries and to hear about Burundi’s advancements in business conflict regulation because this comparative knowledge was useful for reflecting on Rwanda’s ongoing process of hybridizing common law and civil law systems. The exposure to common law was a highlight of the workshops for many participants from the francophone countries, but some of these participants returned home to their civil law systems wondering how to improve their legal practice short of major (and therefore unlikely) changes to the civil law framework.

Like other ACJ program participants, Regional Workshop members hoped that the program would in the future more intensively facilitate national engagement related to conclusions produced in the workshops.

Finding 7: *The ACJ program has also begun to foster the development of professional linkages between justice sector actors within and across countries, which is an expected medium-term outcome intended to foster local ownership of the ACJ program. On a scale where 1 indicates no development of linkages and 5 indicates a great deal of development of linkages, the average aggregate rating of the quality of professional linkages was 3.00.*

In contrast to the focus group surveys for Regional Workshop participants (which focused on quality of training), the focus group surveys for Regional Steering Group members, National Workshop participants, and civil society participants focused on measuring two other medium-term outcomes embedded in the theory of change: the fostering of participants’ professional linkages through the ACJ program and the development of the ACJ program’s complementarity to other justice sector programs in each country. Measuring these aspects of the ACJ program allows us to assess the presence (or absence) of these outcomes, which are expected to catalyze local ownership of the ACJ program and motivate long-term donor support.

National Workshop participants and civil society actors were asked to rate the extent to which the ACJ program facilitates the development of productive and collaborative relationships between jurists in their country; Regional Steering Group members were asked the same question but about professional linkages with legal professionals from other countries. On a scale where 1 indicates no development of such linkages and 5 indicates a great deal of development of such linkages, the average aggregate rating of the quality of professional linkages was 3.00. Perceptions of quality networking were over half a point higher than average

in Burundi, where the presence of the Program Director and Regional Advisor are likely to have fostered more interest in the program and more networking opportunities (Table 3).

Table 3: Participant Ratings of Professional Linkages Forged through the ACJ Program

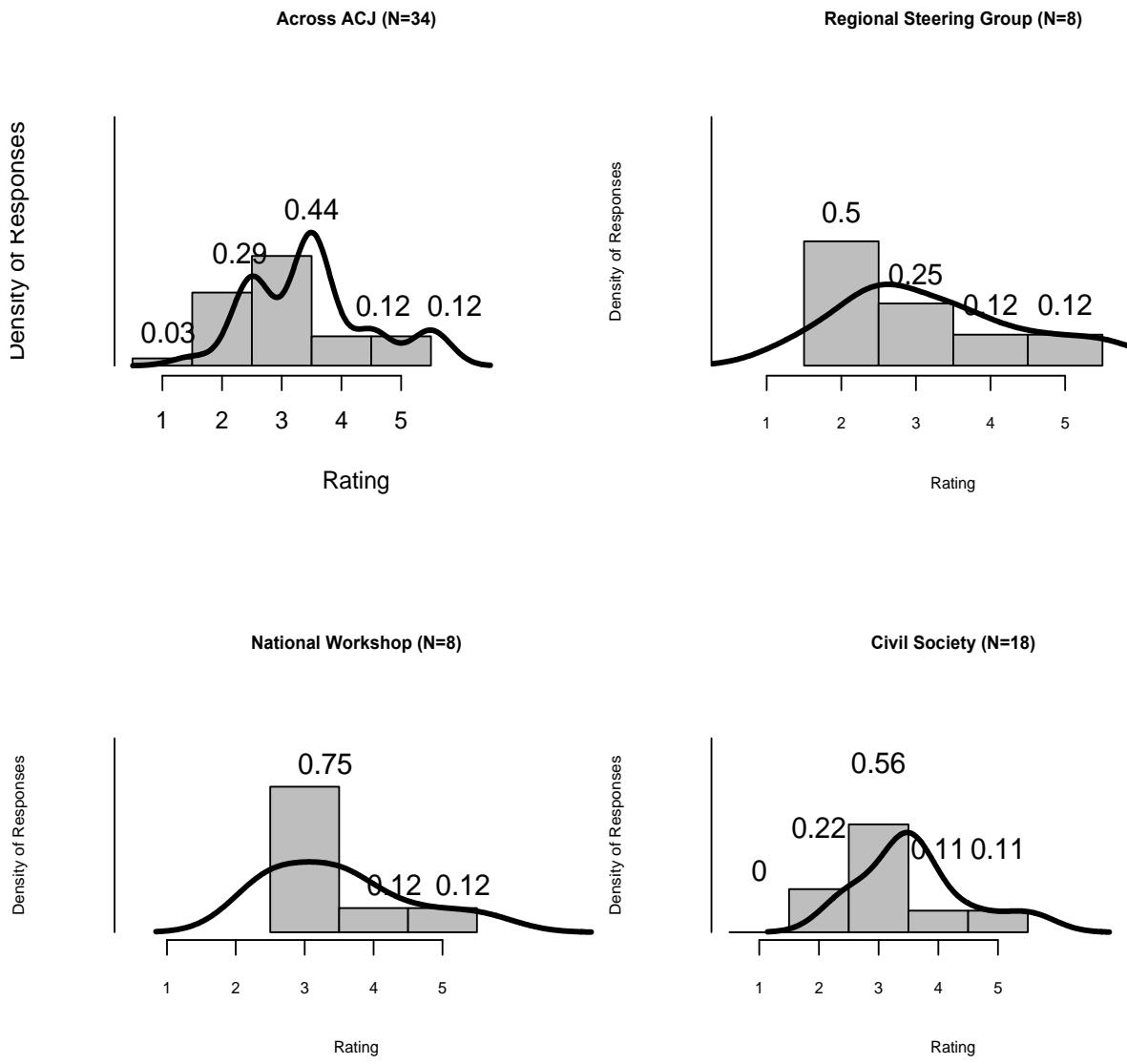
Professional linkages	Average	Number of Respondents
Overall	3.00	34
Burundi	3.57	7
DRC	2.78	18
RoC	3.00	9
Rwanda	NA	NA

Average ratings of professional linkages developed through the ACJ program were also higher among National Workshop participants and civil society participants, and lowest among Regional Steering Group members (Figure 5). One plausible explanation is that the establishment of linkages to colleagues from other countries (as is required in the RSG) is more challenging than networking among compatriots (as is required in the National Workshops). **Despite such challenges, the governments of Rwanda and the Republic of Congo managed to organize the visit of a Congolese delegation to Rwanda's Maison de l'Entreprise after the ACJ Regional Workshop on commercial law.** In addition, focus group members gained comparative information at the Regional Workshops that enriched their perspective on their own country. A Burundian participant said that "*the meetings with colleagues from other countries allowed for an exchange of experiences and help us improve our everyday practices,*" especially in a country where there is little information on best practices and the government is resistant to critiques from NGOs like the Mo Ibrahim Foundation or Transparency International.

None of the focus group participants who attended regional events reported that they now remain in touch with ACJ program participants from other countries. Yet many expressed interest in having more time to get to know foreign colleagues. They pointed out that at the Regional Workshops, they worked with compatriots to present about their country's legal challenges, but did not have similar opportunities to work in depth with peers from other countries. Integrating cross-country teamwork into the Regional Workshop and ensuring that the ACJ program's future visits to regional institutions are engineered to foster group work among people from different countries could reduce barriers to cross-country networking.

In contrast, both National and Regional Workshops were useful for networking among participants from the same country. National Workshop participants were grateful for the opportunity to develop contacts with a group of jurists they could consult when attempting to apply knowledge from ACJ training to their casework; **a group of justice sector officials from the Republic of Congo are now discussing the formation of an anti-corruption network after connecting at the National Workshop on commercial law;** and a Burundian RSG member recounted how the Regional Workshop on environmental law in Kinshasa put him in the same room as the President of the Appeals Court of Burundi, allowing him to encourage the President of the Appeals Court to contact the Chief Justice of the Supreme Court about establishing a special environmental court in the country.

Figure 5: Professional Linkages Forged Through the ACJ Program



Finding 8: The ACJ program is also perceived by participants as complementary to other justice sector initiatives, which is an expected medium-term outcome that is intended to foster long-term demand for the ACJ program. On a scale of 1 to 3, where 1 indicates no complementarity and 3 indicates considerable complementarity, the average participant's perception of complementarity was 2.48.

The survey also measured participants' perceptions of whether the ACJ program complemented, rather than duplicated, the contributions of other justice sector programs. Participants were asked, "In your opinion, to what extent do the activities of the ACJ complement those of other programs underway to improve the justice sector in your country?" The rating scale ranged from 1 to 3, with one signifying that ACJ program activities are not at all complementary and 3 signifying that they are considerably complementary. The average rating of complementarity was 2.48.

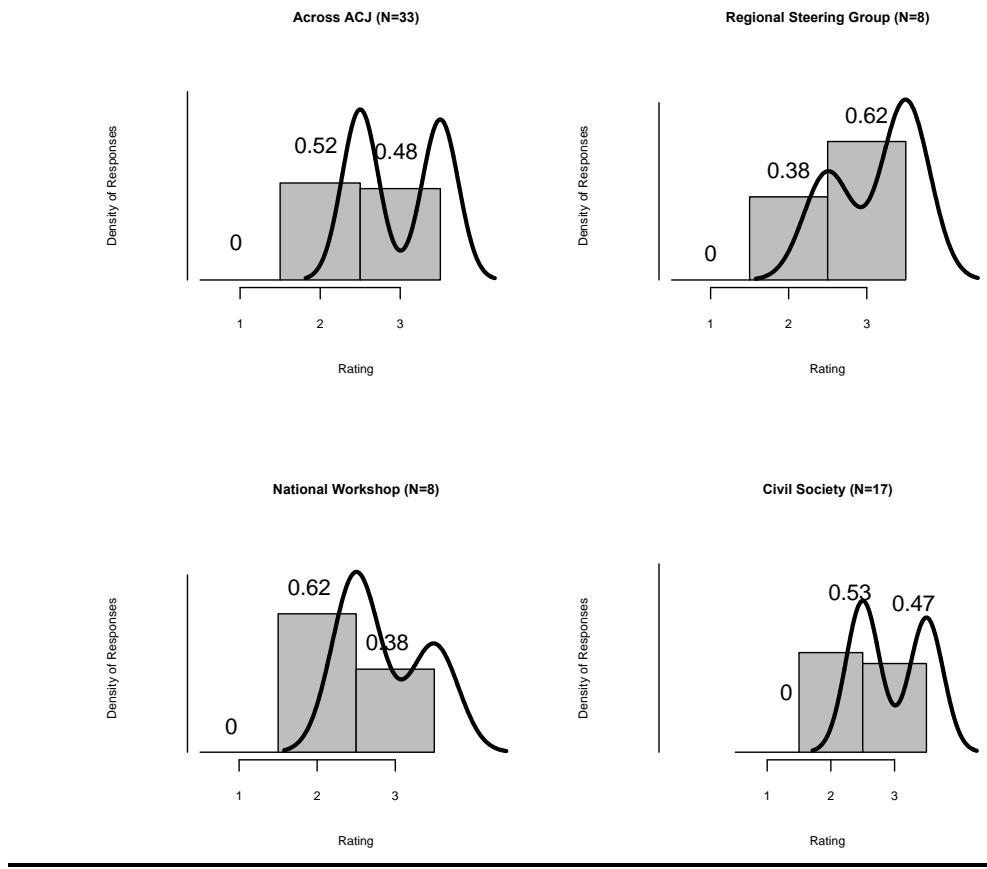
Disaggregating the ratings by ACJ structure reveals that Regional Steering Group members (who are the most cautious in their assessments of the ACJ program's success in forging a regional network) are the participants who are most convinced that ACJ programming brings something new to the table (Figure 6). Cross-country variation in perceptions of complementarity is not extremely large (Table 4). DRC has the lowest average, but its deviation from Burundi and Republic of Congo may be due to the fact that DRC focus group members defined “complementarity” as “correspondence with and similarity to other programs” and therefore as a negative attribute (whereas the Burundians and Congolese – as well as the evaluator and program designer – thought of it as programmatic distinctiveness, and therefore as a positive attribute).

Table 4: Participant Ratings of ACJ’s Complementarity with Other Programs

Program complementarity	Average	Number of Respondents
Overall	2.48	33
Burundi	2.57	7
DRC	2.35	17
RoC	2.67	9
Rwanda	NA	NA

Participants generally agreed that the regional, problem-solving component of the training program distinguishes the ACJ program from the training and judicial assistance that other aid agencies provide. The clearest statement of how the ACJ program’s complementarity will help existing national training endeavors came from the leader of Burundi’s national judicial training institute, who finds that “the Center for Professional Judicial Training ensures the training of magistrates and other justice sector actors to make qualitative changes to professionalization. With the ACJ program’s regional mission, there is complementarity in the development of judicial curricula.” One program feature perceived to detract from the program’s complementarity was the lack of total continuity in the participants in each consecutive training. Most one-shot judicial training programs do not empower participants to build up a critical mass of knowledge to effect change, and the changing roster of participants in the ACJ program across themes was considered challenging for similar reasons.

Figure 6: Complementarity of the ACJ Program



ii. High-Level Stakeholder Opinions

The ACJ program has also gained a certain degree of support among high-level stakeholders, some of whom are more optimistic than others. Private interviews with two sets of stakeholders inform this analysis: (1) government officials in each participating country who are aware of the ACJ program; and (2) program staff in each country. These interviewees provide a more holistic perspective on the strengths and weaknesses of the ACJ program.

Finding 9a: National government officials generally thought that ACJ program themes were both appropriate and understudied in their countries, and that the training provided by the ACJ program complemented other legal training programs.

National government officials from all countries agreed about several aspects of the ACJ program. The themes were well-chosen and are understudied in the region. The training is useful because the legal texts that the ACJ program covers are not always widely available or well-known; for instance, environmental and commercial laws are not consistently published in the *Official Journal of the Republic of Congo*, and the DRC has signed the International Covenant of Civil and Political Rights but justice sector officials are not widely aware of its provisions. Government officials also made frequent comments about the originality of the ACJ program. The program complemented most other legal training programs in the participating countries, which often focus on criminal and civil procedure. For example, a stakeholder from the Burundian Supreme Court claims that the focus on economic and social development

distinguishes ACJ from other programs, and the Regional Workshops and Regional Steering Group have been good venues for planning training that effectively combines theory and practice while also facilitating cross-country exchange. DRC officials involved in the ACJ program also expressed support for the regional aspect of the program. One justice sector official who had trained in Belgium stressed the importance of the continuing legal education that the ACJ program offers, while another linked the regional focus of the program to the possibility of improving rule of law in the DRC. Rwandan officials who had been invited to the Regional Workshop on environmental law but could not attend had also been attracted to the program because it facilitates debate between jurists (which is rare in Rwanda) as well as discussion of regional challenges in implementing laws, the consequences of not implementing them, and possibilities for policymaking solutions to common problems.

National government officials shared some participant opinions about how the ACJ program could improve. Suggestions included: more regular communications with ABA ROLI about the program, the development of a larger and more geographically dispersed training

Finding 9b: In line with participant opinions about how the ACJ program could improve, high-level stakeholders encouraged more regular communications between ABA ROLI and program participants, diversification in the geographic coverage of the program, greater support for outreach to the broader public, follow-up gatherings after Regional Workshops in each country, greater inclusion of students, parliamentarians, and other professionals in ACJ policy discussions, and amplified participation of ABA ROLI in justice sector donor coordination meetings.

program, the support of outreach to spread knowledge from the trainings to a broader public, more workshop discussions about advocating for reform from government institutions, the addition of local field trips to Regional Workshops, greater inclusion of students and non-legal professionals (including parliamentarians) in ACJ's policy discussions, and amplified the ACJ program's participation in donor coordination groups.

Government officials in charge of national judicial training were excellent sources of information about the ACJ program's complementarity with other justice sector initiatives, which is theoretically a means to the program's end goal of facilitating regional problem-solving and strengthening rule of law. The head of Burundi's national judicial training institute (CFPJ) identified several avenues for collaboration that are a result of the ACJ program's complementarity to CFPJ programming. CFPJ has produced over 40 judicial training modules and deploys a pool of teachers to train others to teach the material in the modules. However, CFPJ is not strong in comparative law, lacks a module on environmental law, and has not finished editing a module on common law. The head of CFPJ is enthusiastic about the ACJ program and is willing to co-author curricula with the ACJ program and distribute them through the institute, as well as to sponsor related public debates on ACJ program themes through the CFPJ Working Group. Similarly, the ILPD in Rwanda has now signed the MoU with ABA ROLI and is starting to work with the ACJ program to organize National and Regional Workshops. The head of ILPD was not available to participate in the evaluation, but conversations with other stakeholders at the Supreme Court and the Ministry of Justice indicated that ILPD is the centralized coordinating body for judicial training in Rwanda and ensures a certain degree of complementarity between different justice sector programs.

Governments in the Republic of Congo and DRC have less centralized control over judicial training, which makes a comprehensive assessment of the ACJ program's

complementarity more difficult. Since 2010, Republic of Congo has lacked a functional judicial training institute, which used to be the Ecole Nationale de l'Administration et de la Magistrature (ENAM). ENAM oversaw the training of Congolese jurists who passed an official exam. However, the Ministry of Justice stopped relying on the exam as a prerequisite for training in 2010, shut down ENAM, and started selecting lawyers to send to Bordeaux, France for training instead. When the government faced budget shortfalls in 2015, the Ministry of Justice attempted to rekindle its relationship with ENAM, but the Ministry of Higher Education chose to close ENAM because the government was still not prepared to make candidates for legal education take the required tests to study at home. In DRC, the Chef de Personnel des Magistrats in the Permanent Secretariat of the Conseil Supérieur de la Magistrature is supportive of the ACJ program and spoke to the evaluator about judicial training needs, but is formally in charge of discipline and career advancement; the government official responsible for judicial training on the national level was invited but unable to participate in the evaluation. That person was also invited to the Regional Workshop in Bujumbura but may not have received permission to travel.

B. Objective 3

The emergence of a long-term plan, including a financial strategy, for the ACJ program depends upon program staff identifying and cultivating the support of donors and government stakeholders who are amenable to the ACJ program's continuation. It also hinges upon the participants' sense of "ownership" of the program and their ability to pressure (and then collaborate with) government officials who are willing to consider integrating the program into the set of justice sector activities that receive logistical or financial support from the government.

By the 18-month mark, the ACJ Program Director was hard at work on the 24-month target of garnering \$1-5 million in external financial or in-kind support for the continuation of the ACJ program after DRL funding ends, and was in the early stages of securing some financing for commercial law training from Price Waterhouse Cooper. The ACJ program had met its target for training its Country Coordinators in basic monitoring and evaluation of each workshop and program staff were also anticipating the need to meet several other 24-month targets related to sustainability, namely the production of a long-term planning document that integrates past recommendations for legal reform produced at ACJ program events, provides recommendations for strengthening rule of law in each country, and outlines future rule of law programming that donors should be solicited to support. The ACJ program was behind in terms of the number of strategic review meetings already held about long-term recommendations for legal reforms.

The midterm evaluation generated more detailed data for analyzing the degree of demand for a long-term presence of the ACJ program, as well as the potential for the development of a sustainable strategic plan if such demand indeed exists. First, to what extent do participants actually want the ACJ program to have a long-term presence in their countries? As previously reported, focus group surveys indicate a high level of demand for continuation. Several written justifications for the ACJ program's continuation are based upon the need for a continued presence in the participating countries to achieve certain goals. Members of the Regional Steering Group from several countries noted that the ACJ program's goal of facilitating regional problem-solving and empowering constituencies for judicial reform requires long-term presence and long-term resources. A Regional Steering Group member from Burundi wrote that "*major regional issues like the rule of law, human rights, the environment, sustainable development, etc...necessitate thoughtful contributions from judicial personnel who are well trained and open to cross-border collaboration. I therefore hope that ACJ can continue to support this vision.*"

Similarly, a National Workshop participant from the Republic of Congo noted that “*ACJ is an indispensable program for economic development and for justice in a country where, we must admit, the popularization of the law or even its application is not de rigueur. Practitioners and theorists of law and justice still need this kind of program.*”

Given these demands for a long-term regional program, coalition assessment analysis allows us to analyze the prospects for its actual establishment. Although the ACJ program is a regional initiative and not a coalition in the usual sense, the collaborative and cross-border nature of the initiative makes it amenable to the sustainability analysis relevant to a coalition.

Finding 10: *The ACJ program’s long-term sustainability will depend on its reputation and viability on national and regional levels, which requires further success in building a more pervasive public face and developing the program’s image among government figures and potential participants.*

The first element to consider is **the reputation and viability of the ACJ initiative on national and regional levels**. The analysis of Objectives 1 and 2 indicates that the ACJ program has a relatively good reputation among the jurists who have participated in its activities, but that one of its remaining challenges is to build a more pervasive public face. The ACJ program’s viability will depend upon its success in developing a stronger image among government figures and potential participants. In particular, the ACJ program lacks permanent convening space in DRC and Rwanda, which makes it difficult for program participants to retain contact in between ACJ program activities, which have occurred at the expected frequency but not at a regular rate. As one DRC participant remarked in the focus group discussions, ABA has a big reputation that does not fit with the message it sends to participants when it does not have a local office to coordinate ACJ program activities. Furthermore, the government officials who were initially informed of the ACJ program in each country have not always been kept apprised of the program by ACJ program staff and participants; for example, the Chief Justice of the Rwandan Supreme Court reported that he had not heard about the ACJ program since an ABA ROLI official visited him to introduce the program in 2013. In contrast, the former Chief Justice of the Burundian Supreme Court was regularly updated on the program’s evolution. Many focus group participants suggested that ABA ROLI staff initiate more frequent communication with those who have received training so that the program maintains the momentum created at each activity and people who were involved in past activities continue to feel invested in the long-term process of institutional reform that the ACJ program is supposed to inspire. Finally, and perhaps most importantly, the program’s continued viability requires the ACJ program to help bridge the gap between government policymakers and program participants who have developed informed ideas about legal and judicial reform.

Finding 11: *The prospects for the ACJ program’s long-term sustainability also depend on the form of cross-national activities and program structures. ABA ROLI’s flexibility early on in the program, facilitated the adaptation of national and regional structures to the financial and logistical needs of the program and its participants. In addition, DRL has been flexible in its efforts to facilitate the program’s adaptability.*

The second element to consider is the **basic functioning and structure of the potential collaboration**, which is based upon current ACJ program structures (Regional Steering Group, National Workshops, Regional Workshops, Regional Directorate overseeing one Regional Assistant and three Country Coordinators). Some of these structures were modified after the

original grant, which proposed National Taskforces instead of National Workshops. The ACJ program reduced its staff to three Country Coordinators after the launch of the program because of the presence of a Regional Assistant to the Program Director in the Bujumbura field office who also performed the duties of a Country Coordinator.

The program's regional comparative component is made possible by initial training conducted on the national level, through the National Workshops. The National Workshops bring together 25 people per training, and not all those who attend any particular training return to subsequent ones. The National Workshops ended up being more desirable than the National Taskforce, an institution that was planned to "ensure the program's appropriation at the national level, make the link between the program and the institutions that it represents, participate in the definition, organization, and lobbying related to the activities in each country, propose and execute the program's activities in each country, [and] constitute eventually the [program's] resource persons once they are trained."⁹ The National Taskforce was to consist of 10-12 members who were thought leaders in important justice sector institutions like the Ministry of Justice, the national judicial training institute, the bar, law schools, and civil society.¹⁰ When it became apparent that National Taskforce members were not always familiar with the legal themes covered in the ACJ program, and as the initial National Taskforce meetings took place and program staff struggled to identify what issues were necessary to discuss at the subsequent monthly meetings, ABA ROLI decided to reinforce the participatory function of the National Workshop to replace the National Taskforce.

In evaluating this institution, the key question is whether the ACJ program would now have more local buy-in or more local champions had the program retained the National Taskforces for a longer time. This is impossible to determine in any definitive manner. However, it is worth noting: (1) that the shift to National Workshops resulted in better-funded national training activities than would have been the case had the National Taskforce continued to meet (which would have cost the program money for a meeting place and the transportation fees for 10-12 people every month); (2) that the people selected by the regional staff for the National Workshops were identified as likely champions for judicial reform; and (3) that there is evidence that National Workshop participants do not feel regularly updated about the status of the ACJ program (and may therefore feel less local ownership of the program than would be possible to generate with a more cohesive and communicative network built around this structure). The potential weaknesses of the National Workshops could be improved in part by addressing the lack of country-level office for program participants to convene in between activities, as well as by facilitating more e-mail communications and document sharing (perhaps via listserv) between participants. In addition, participants mentioned that they were eager to participate in more than one National Workshop because the themes of each workshop are interrelated. However, the current practice is to invite different people to participate in different workshops based on jurists' legal or civil society work on particular themes. While this principle makes sense from the standpoint of maximizing the number of powerful agents of change involved in the ACJ program, the tradeoff is that the program lacks a hard core of consistent participants who become regularly engaged in developing demands for judicial reform with a set of peers that they become comfortable working with over an extended period of time. ABA

⁹ Gaudence Kabuyenge and Jean Lavoie, "Note Conceptuelle pour le Programme ACJ," transmitted to Catherine Kelly on 24 October 2015.

¹⁰ Gaudence Kabuyenge and Jean Lavoie, "Note d'Orientation aux Coordonateurs sur Taskforces et Activites Nationales," transmitted to Catherine Kelly on 24 October 2015.

ROLI should carefully weigh these tradeoffs in future decisions about ACJ program structures.

The National Workshops generate the baseline levels of knowledge needed among participants for the regional problem-solving activities to be productive and evidence-based, while the Regional Workshops and Regional Steering Group facilitate policymaking discussions between high-level justice sector officials and civil society actors from all four countries. The Regional Workshops bring together some of the participants in National Workshops on a set theme to discuss the comparative legal perspective on their countries' judicial systems and to propose possible ways to improve their countries' systems. After each Regional Workshop, the Regional Steering Group meets to determine the next steps the program participants will take to organize ACJ program activities and implement some of the problem-solving measures identified in the Workshop. With three influential justice sector actors from each country (ranging from Supreme Court justices to civil society actors in the legal domain) as its members, the Regional Steering Group has the capacity to foster the development of ideas and leadership among collaborators who are well-versed in the politics of the justice sector in their respective countries.

Finding 12: Another development that affects long-term sustainability of the ACJ program is the quality of ideas and leadership produced. Thus far, participants have built upon the National and Regional Workshops to create new professional and reform-minded networks, pass on or apply what they learned at ACJ training, and arrange cross-country exchanges. However, participants were not always sure of how much independent initiative they should be taking after ACJ program activities and expressed the need for small-scale financial support for certain follow-up actions.

There were several examples of good **ideas and leadership among collaborators** during the first half of the ACJ program. Participants built upon the National and Regional Workshops to create new networks, pass on what they learned in ACJ training, and arrange cross-country exchanges. Certain jurists and civil society actors in the Republic of Congo followed up on their training in commercial law by discussing the possibility of establishing an anti-corruption network. The network would seek to make up for the insufficiencies of the two existing commissions (the Observatoire Congolais de la Corruption, and the Conseil National de la Lutte Contre la Corruption). One magistrate in DRC took it upon himself to provide the training that he had received at ACJ's Regional Workshop on environmental law to others working in his tribunal. National-level training in environmental law was also helpful to civil society actors in DRC and Rwanda who sought to engage in better advocacy. In DRC, one activist was able to use her newfound knowledge about noise pollution ordinances to file a claim against a church that was disturbing the peace in her neighborhood; a successful filing required educating local police and other citizens of the laws and their consequences. Another civil society member was able to use his ACJ training to demonstrate knowledge of Congolese environmental laws to gain a consultancy for his local NGO. In Rwanda, one of the few civil society leaders involved in the Regional Workshop on environmental law now leads the first Rwandan NGO to gain admission into Publish What You Pay (PWYP), a renowned transnational anti-corruption coalition. He attributes part of this success to the expertise he developed through the ACJ program. At the Regional Workshop on commercial law, attendees from the Republic of Congo also forged ties with their Rwandan peers in order to organize the visit of a Congolese government delegation to Rwanda's Maison de l'Entreprise. However, there has not yet been this level of collaboration between countries participating in the ACJ that have more tense relationships (DRC-Rwanda, Rwanda-Burundi, or Republic of Congo-DRC).

Nevertheless, Regional Steering Group members and National Workshop participants were not sure of how much independent initiative they should be taking in response to ACJ program activities. Perhaps the ACJ program participants' local ownership of the program will increase more quickly if ABA ROLI provides more explicit encouragement for participants to organize follow-up activities of their own design. The development of sustainable and actionable demand for judicial reform among ACJ program participants is more likely if the encouragement of engagement for reform is accompanied by small-scale financial support for follow-up activities. Ideas that participants presented for such projects were varied. They included holding "ateliers de restitution" (review and reflection sessions) after each Regional Workshop to bring comparative training back into national context, holding coffee hours to have occasional debates amongst participants on relevant thematic issues, running sessions in which participants trained at the regional workshops teach others, and organizing community-level meetings to spread legal awareness to citizens.

Finding 13: Those involved in the ACJ program have begun working together to locate future resources for it. The Program Director and Regional Advisor have been particularly proactive in meeting with potential donors in the field. The first visit to a regional institution, the International Conference of the Great Lakes, will also serve as an opportunity for ABA ROLI staff and program participants to display the knowledge they acquired and the policy recommendations they developed through the ACJ program, while seeking future funding from various institutions at the conference.

The initiative's production of leading ideas about judicial reform and production of champions for the implementation of these ideas will also depend upon the **ability of collaborators to work together to procure resources and partnerships for the initiative**. The ABA ROLI Program Director and Regional Advisor have initiated dozens of meetings with donors in Washington, D.C., Kinshasa, Kigali, and Bujumbura since April 2015 and have a useful set of notes on the interests and capabilities of various agencies to provide support to the ACJ program in the future. A June 2015 conversation with Price Waterhouse Cooper had already by October 2015 led to interest by PWC in potentially supporting future ACJ-related training in commercial law in DRC. The World Bank in DRC also indicated initial interest in "*ACJ's program capacity to conduct trainings and serve as a platform for reforms in the areas of commercial law and commercial arbitration*" in the form of a "*program extension in the areas of training [of the ACJ program] for university students through the Law Faculty and continuing legal education for lawyers and judges*."¹¹ This orientation parallels the demands of Congolese focus group participants for the involvement of law students in the ACJ program. ABA ROLI has had what appear to be less immediately fruitful interactions in Rwanda and Burundi, largely because of the logistical holdups to starting the program in the former and because of the political instability throughout 2015 in the latter. There are fewer justice sector donors in Republic of Congo and the field staff did not report meeting with any of them. However, the ACJ program has direct connections to the Secretary General of the Ministry of Justice and his staff, who appear willing to lobby for further funding from the government once the MoU is countersigned in Congo. These champions of the program will be potentially helpful for reaching out to donors as well. Overall, the sustainability work that the Program Director has led illustrates that program staff are aware of the importance of locating future financial resources

¹¹ Jean Lavoie, "Donor Outreach Meetings by ABA ROLI for the ACJ Program," transmitted to Catherine Kelly on 24 October 2015.

for the ACJ program; the next phase of sustainability work – which will occur as the ACJ program intensifies and expands – should involve a greater number of ACJ program stakeholders, including African jurists from each of the participating countries who will remain on the ground to advocate for judicial training and judicial reform even after ABA ROLI is gone. ABA ROLI’s preliminary plans for taking a group of stakeholders to the International Conference of the Great Lakes (ICGLR) to present conclusions from ACJ Workshops would be a major step in that direction.

The willingness of well-placed government officials to promote the ACJ program varies according to country, but there are promising individuals in each location. In Republic of Congo, the Country Coordinator (Sylvie Mfoutou) has excellent connections to officials at the Ministry of Justice and was even able to schedule the focus group discussions in the ministry itself. Through her connections and the initiative of the program staff, several officials at the Ministry of Justice are members of the RSG and have expressed eagerness to encourage fellow government officials to provide “*their [financial/logistical] contribution*” to the ACJ program. During the evaluation, they worked with the DC office to address delays in the finalization of ABA ROLI’s Memorandum of Understanding with the Ministry of Justice, which now awaits Congolese government approval. Regional Steering Group members from the Republic of Congo, including the Chief of Staff for the Ministry of Justice, the Deputy Chief of Staff of the ministry, and the Head of the Cour des Comptes, say that their ability to advocate openly for the government’s “ownership” of the ACJ program will be possible after this approval, although this engagement also depends upon the political evolution of Justice Ministry officials in the context of the presidential elections slated for 2016.

In DRC, the Deputy Chief of Cabinet to the Minister of Justice, André Kalenga, has been the institutional liaison with the ACJ program since the beginning of the program. The Deputy Chief of Cabinet was available to meet during the evaluation and was eager to stay in touch with the new Country Coordinator, Hilaire Kabuya. However, the Vice Minister of Justice and the Deputy Chief of Cabinet reiterated the need for justice sector actors to coordinate their efforts and for some of those efforts to expand more evenly to rural provinces and not to overly concentrate on Kinshasa. The former Country Coordinator for the ACJ program in DRC, Marcel Wetsho’konda, is now working for the justice sector donor coordination group within the Ministry of Justice, which the new Country Coordinator will attend. Since Wetsh’okonda knows the ACJ program, it may be possible for ABA ROLI to enter more fully into collaborative relationships with justice sector actors and with the government officials supporting such collaboration. One member of the Regional Steering Group from the DRC is on a high commercial court in Kinshasa and is president of the lawyers’ union, and the other two are civil society leaders in Kinshasa. Both of the latter commented on the importance of having the commercial court official on the Regional Steering Group to act as an official link to justice sector institutions and community-level organizations run by civil society actors.

In Burundi, Regional Steering Group members include the head of the national judicial training institute, a former Supreme Court justice, a former human rights NGO leader who now works for German Cooperation, and a prominent consultant and advocate for transitional justice and land rights. The participant pool also includes other important officials, including someone who works for the Service National de la Legislation (which deals with the editing of laws that the government submits before they go to the Council of Ministers or Parliament for approval). However, the security situation in Burundi makes current prospects for reform uncertain.

In Rwanda, ABA ROLI signed a Memorandum of Understanding with the ILPD in April

2015 that allows the ACJ program to operate in Rwanda. The identification of government stakeholders with an interest in promoting the project is therefore not as advanced. At the time of the midterm evaluation, the Regional Steering Group members had not yet been informed of their designation as such. The Chief Justice of the Supreme Court was informed about the ACJ program at the start of the program but had not received further communications about the program until the midterm evaluation visit. This suggests that there were deficient communications under the former Country Coordinator. Other potentially helpful government officials who have participated in a Regional Workshop or have been informed about the ACJ program include the Justice Sector Coordinator in charge of public international law at the Ministry of Justice, another Supreme Court justice, and the leaders of the ILPD, which the Rwandan government has charged with coordinating all issues related to judicial training. The new Country Coordinator for Rwanda is also connected to justice sector officials because of his past career as a military prosecutor.

ABA ROLI has taken a positive step towards sustainability and partnership by joining donor coordination groups for justice sector programs in DRC. Ex-Country Coordinator, Marcel Wesh'okonda, is now coordinating the Justice Sector Technical Assistance Mission at the Congolese Ministry of Justice. Established in March 2015, it is a thematic group that brings together people from the Conseil Supérieur de la Magistrature, various donors, and human rights-oriented partners from the international community. Hilaire Kabuya, the current Country Coordinator, plans to attend to represent the ACJ program. It would be easy for the Country Coordinator in Rwanda to do the same because he knows the Justice Sector Coordinator for public international law, who was also slated to participate in the Regional Workshop in Kinshasa (but did not get travel approval in time). Coordinating with government partners to achieve justice sector reform through the Etats Généraux de la Justice in the Republic of Congo and DRC could be facilitated further in the future. In Republic of Congo, the government had to postpone the Etats Generaux from 2015 to 2016 due to budgetary shortfalls. In DRC, the Regional Steering Group member from the Commercial Court in Gombe (and President of the Lawyers' Union) was present at the Etats Généraux but not in the name of the ACJ program.

A potential (but surmountable) challenge to locating funding for sustainable funding for regional judicial training is the varied membership of ACJ participant countries in regional organizations that might be interested in supporting this type of programming. The East African Community includes only Burundi and Rwanda, the Economic Community of Central African States excludes Rwanda, and the Economic Community of the Great Lakes excludes Republic of Congo; only the International Conference of the Great Lakes Region includes all four participating countries. The ACJ Program Director and Regional Advisor are aware of this issue, which others have also identified as a complicating factor for the program's sustainability. This reality is not problematic if the leaders of these regional organizations will support initiatives that include (but are not limited to) their member countries; and it is irrelevant if the regional organizations are not interested in the ACJ program in the first place. ABA ROLI also has tentative plans to organize the ACJ program's first visit to regional institutions to be to the February 2016 meeting of the International Conference of the Great Lakes. The conference – financed by the World Bank, targeting various African presidents and policymakers, and attracting representatives of other potential donors for the ACJ program – will provide a small group of ABA ROLI staff, Regional Steering Group members, and/or other participants the opportunity to explain the program and make the case for its longer-term funding.

Another potential challenge is that the extent to which the participants themselves are willing and able to take on efforts to mobilize funding is unclear. On the one hand, several participants in several separate focus groups mentioned that the ACJ program allowed them “to understand the extent to which [they] the lawyers are the catalysts of change in [their] countries” (or something to a similar effect). The desire of participants to make what they learned in ACJ worthwhile is visible through their demands for the ACJ program to provide a means for program participants to communicate with each other systematically, to ensure the transmission of documents from each workshop to all participants, and to facilitate peer and community outreach related to what participants have learned in the ACJ program. Their ability to undertake relevant advocacy efforts is visible in certain cases as well. On the other hand, certain high-level stakeholders believe that the ACJ program is still widely perceived as a “conventional aid program” that does not require high degrees of local ownership to continue.

Finding 14: In terms of national-level support, the willingness of well-placed government officials to promote the ACJ program varies according to country, but there are certain promising individuals in each location. Although the ability of these willing actors to implement reform depends largely upon contingent political dynamics, the fact that participants are making analytical links between ACJ program activities and larger reform initiatives shows that the program is supporting the kind of change-oriented thinking that could foster improvement in human rights in the long run if these people encounter well-timed opportunities to change politics and institutions.

As a function of the trainings, workshops, and resource procurement efforts, there has been some initial **emergence of champions for common issues and concerns about the justice sector in the participating countries.** The Program Director, Regional Advisor, and Country Coordinators are notable parts of this group, as well as a variety of program participants. In several countries, lawyers who participated in National and Regional Workshops indicated that the ACJ program helped them realize the policy problems that their legal work could affect, as well as the extent to which they as individual lawyers were the agents of change for solutions to those problems. Civil society actors involved in the ACJ program consistently expressed interest in passing on lessons from ACJ training to other jurists and to ordinary citizens in their communities. Participants were also interested in following up on the conclusions they drew at Workshops about judicial reform, but were concerned about when and how such follow-up would occur. Several government officials in each country are involved in the program and could prove to be champions for the cause of judicial reform at critical points as the ACJ program continues to develop and intensify. However, presidential elections are also on the horizon in DRC, Congo, and Rwanda, which could significantly change the political context in which the ACJ program will operate, and political instability currently hinders effective work towards reform in Burundi. In Burundi, several of the limited number of participants who were able to participate in the midterm evaluation expressed clear, detailed, and thoughtful opinions about what needs to be done to make the judiciary independent. Both Regional Steering Group members and Workshop participants directly link the ACJ program’s success to the strengthening of judicial independence and rule of law in Burundi. Although the ability of these actors to implement reform depends largely upon contingent political dynamics, the fact that participants are making analytical links between ACJ program activities and larger reform initiatives shows that the program is supporting the kind of change-oriented thinking that could foster improvement in human rights in the long run if these people encounter well-timed

opportunities to change politics and institutions in the future.

However, the ACJ program has not yet inspired participants to engage in cross-country efforts for reform. As indicated in the analysis of Objectives 1 and 2, few participants have forged lasting ties with peers in countries other than their own through the ACJ program. Simply because of the regularity of its membership and the frequency with which it meets, the Regional Steering Group is the institution with the greatest potential to foster cross-country advocacy for justice sector reform. The Regional Workshops could amplify this kind of collaboration if part of the sessions involved participatory learning exercises in groups that mixed people from different countries.

A final key aspect of the initiative's sustainability is the **ability of the collaborators to collectively learn and improve over time**. Given the ACJ program's short existence, that ability remains to be seen, but the midterm evaluation provides government stakeholders, donors, and program staff an opportunity to explore their capabilities in this arena.

6- Broader Impact and Recommendations for Future Programming

The final recommendations for the ACJ program's future programming are derived from analysis of the program's progress towards the desired impact, the facilitation of problem-solving on regional legal issues and the improvement of the impartiality, competence, and effectiveness of magistrates and court personnel in each country. According to the theory of change, progress towards these goals happens when ACJ program participants use the products they developed during the program (namely, comparative legal knowledge, practical demands for judicial reform, and a professional network of thought leaders in the region) to lead movements for rule of law reform at home. This in turn depends on the degree to which the ACJ program has achieved Objectives 1-3.

The remainder of the evaluation provides several evidence-based recommendations for the second half of the program. ABA ROLI should consider implementing the recommendations that they consider the most promising and the most feasible within the constraints of the remaining program budget. The case for these recommendations rests upon an identification of assumptions in the theory of change that are not working as planned, as well as a critical and data-driven summary of the ACJ program's strengths and weaknesses that are informed by analysis of participant feedback as a whole, as well as the perspectives of Country Coordinators, the Regional Advisor, and the Program Director.

A. Major Strengths and Weaknesses

In the first half of the program, the ACJ program has proven its originality, provided high-quality training, generated a great deal of participant support, and began building relationships with donors and national-level stakeholders. Part of this success is likely attributable to the fact that ABA ROLI has been open to modifying program structures and activities when there is evidence to justify such changes, and DRL has been flexible in its efforts to facilitate the ACJ program's adaptability. There has been progress – but there is still room for more – on each objective. Objective 1, the nurturing of support from governments, donors, and regional organizations, is long-term by nature. It makes sense to expect further progress on Objective 1 in the latter half of the program, but the length of time may also not be a realistic amount within which to expect the complete realization of this goal. Objectives 2 and 3 present more feasible targets to achieve in the short term. On Objective 2, the provision of high-quality and high-visibility training, the quality is good (and could become excellent with a few more

tools to supplement the trainers and participants) but the visibility needs improvement (within limits that allow the ACJ program to retain its neutral political status in the participating countries, where rule of law reform is challenging given the existing checks and balances across executive, legislative, and judicial branches). Objective 3, the development of a long-term strategic plan for the program to endure after the current funding, is a work in progress. The Program Director has done laudable work towards this goal and a wider range of program staff and participants will need to build upon this foundation when facilitating the development of a plan during the second half of the program.

Why do some parts of the program work better than others? Several assumptions in the theory of change that have not come to pass, or that are not as strong as predicted, provide some initial insight. One assumption that holds weakly is that “the value of the ACJ program is demonstrated when leaders exchange knowledge on their comparative legal systems in the ACJ program, thereby leading participants to invest in the ACJ program and make it theirs.” The data supports the link between the exchange of knowledge and the demonstration of ACJ’s value to both participants and stakeholders. The corollary assumptions – that the demonstration of the program’s value will motivate local ownership of the ACJ program by participants, their governments, and a diverse range of donors – have not yet transpired to the extent that program designers originally envisioned. One possibility is that local ownership simply requires more time to cultivate; another possibility is that there are concrete, short-term changes that the ACJ program can make to its activities that will increase the likelihood of more local ownership in the near future. (Proposals related to the latter are in the following section).

Another weak assumption related to the achievement of objectives is that National Taskforces were necessary institutions for fostering high-quality training. Surveys, interviews, and focus groups show that participants in all ACJ program structures, including the National Workshops that came to replace the Taskforces, were popular and generated increases in participants’ knowledge of theoretical and practical aspects of the third-generation human rights laws of interest to the ACJ program. However, the program’s current weaknesses related to the visibility of the training may be related to the same practical constraint that led program designers to shift from Taskforces to Workshops: the difficulty of recruiting and ensuring the regular participation of high-profile government officials in the ACJ program. Unlike what the theory of change assumes, the stakeholders who are now involved in the program do not always have the financial networks required to disseminate knowledge from the ACJ program, even if some do have the social networks conducive to it. The achievement of Objectives 1 and 3 will therefore depend on strengthening the capacity of participants and stakeholders to promote the program and the judicial reforms pinpointed in ACJ Workshop discussions.

B. Progress Towards Desired Impact

Achieving the desired impact of the ACJ program also requires further work. Even small changes in the regional problem-solving behaviors of jurists, or in the capacity of the judiciary to demand rule of law, will be major accomplishments for the program. The political and security situations in the participating countries create a challenging context for legal reform. On top of these baseline conditions for rule of law reforms in areas that link into human rights, the political context in Burundi, DRC, Republic of Congo, and Rwanda further complicates the ACJ program’s prospects for having an immediate and visible impact. In this sense, the theory of change does not have realistic underlying assumptions. Conversations with high-level stakeholders, Regional Steering Group members, field staff, and other program participants

confirm that rule of law reform will depend upon the will of executive branch officials in addition to justice sector actors. Courts are not accessible to all citizens in the participating countries, and have varying levels of legitimacy; legislatures do not always quickly receive or quickly pass laws; and executive authorities do have the capacity to enforce laws – at least in the areas around the capital of each country – but often need stronger political will to enforce.

However, the weakness of the underlying assumptions in the theory of change should not discourage stakeholders from supporting the program. The desired impact is long-term and involves institutional reform, which history has proven to be gradual, non-linear, dependent on political contingency and on the (sometimes swift and unexpected) emergence of political opportunities for certain well-placed people to act as catalysts.¹² Participants have taken small steps toward regional and national problem-solving through the knowledge and the network they have built through the ACJ program. Moreover, the group of participants has exhibited serious interest in applying the recommendations for legal reform that they developed in ACJ program activities. These are promising initial conditions for the gradual achievement of further judicial reform. (Recommendations about other necessary actions to increase the likelihood of legal reform within the current political constraints appear in the following section).

C. Recommendations

The ACJ program should continue to:

- *Pursue the “domino effect” approach to judicial development by providing theoretical and practical training on social and economic rights that link into various legal issues.* The focus on such themes (and not, for example, criminal or civil procedure) is especially wise in the current political and security context in the participating countries. Thus, the workshops on public finance and economic/social rights should continue as planned.
- *Include a regional focus in its theoretical and practical training.* The desired impact of regional-level problem-solving on rule of law reform is an ambitious long-term goal, but a significant portion of the ACJ program’s “value added” to participants is the comparative perspective it provides.
- *Use National Workshops to bring all slated participants for Regional Workshops onto the same baseline level of knowledge before the event.* Even with this pedagogical structure, some participants found the disparities in knowledge among participants a challenge.
- *Combine theory and practice in the workshops and ensure a mix of pedagogical styles* (lecture, group work, open debate, case study analysis).
- *Foster discussions at National and Regional Workshops about the challenges to legal and judicial reform in the participating countries.* In the past, such discussions have generated a state visit between two participating countries, plans for an anti-corruption network, application of newfound legal knowledge to resolve community disputes in the relevant issue areas, and the winning of specialized legal consultancies by civil society partners. These are small but important indicators that even in challenging contexts,

¹² There is an enormous political science literature on institutional change that confirms these generalizations. For an example applied to Africa, see Jennifer Widner. 2001. *Building the Rule of Law. Francis Nyali and the Road to Judicial Independence*. W.W. Norton & Company.

some degree of short-term change is possible.

- *Continue to evaluate the program as it evolves and anticipate participants' needs in order for the program to achieve its goals and objectives.* ABA ROLI staff have been open to modifying program structures and activities when interactions with stakeholders and participants and evidence from initial program activities suggest that the ACJ program could be more effective with certain amendments, and DRL has been flexible in its efforts to facilitate the program's adaptability. The multiple cost extensions that were granted reflect this careful attention to needed adjustments in program design. One notable example is that ABA ROLI prioritized visits to regional institutions and the development of model curricula, which will help respond to demands that participants expressed both before and during the midterm evaluation for more opportunities to interact with program participants from other countries and for more study materials related to their ACJ training. Other examples include the added budget line in April 2015 to allow for "restitution" sessions in each country after the third and fourth Regional Workshops so that participants could further digest the material covered in the comparative law component of the ACJ program; as well as the earlier adaptation of national structures to place greater emphasis on the National Workshops as preparation for productive comparative analysis in Regional Workshops.
- *Retain Country Coordinators who use their valuable connections for the program's benefit,* and who make good-faith efforts within the means that ABA ROLI provides to keep participants informed about the ACJ program and supplied with the appropriate legal documents and practical conclusions from program activities.

There are also several aspects of the ACJ program that staff should continue with amendment:

- *Be ambitious but increasingly cautious about how the ACJ program promotes local champions for reform.* The ACJ program is shifting into its more intensive, second phase at the same time that the political climate in each participating country is becoming more polarized around elections or upcoming third-term bids by incumbents. Contingency plans to cope with security issues and political issues may be necessary to maximize the ACJ program's chances of sustainability in these contexts.
- *As the ACJ program shifts into its more intensive, second phase, the Program Director should continue to meet with donors and to organize visits to regional institutions (like the potential February 2016 visit to the ICGLR) with potential to garner future support for the program.* Now that issues with the Memorandum of Understanding have been taken care of in Republic of Congo and Rwanda, it may be advisable for the Program Director to get Country Coordinators (or even Regional Steering Group members) more directly implicated in the meetings that he arranges.
- *Invite government officials to ACJ program activities even if they do not attend, but do research to identify an alternative set of government officials to include when and if the primary invitees are unable to get involved.* For example, the Kinshasa-Gombe Bar Association and the Bujumbura Bar Association would like to be included. There are also a variety of legislative committees related to the issues covered in the ACJ program

whose members might be worth including.

- *Build constituencies for reform, but strengthen this endeavor by providing more resources.* Suggestions from both participants and high-level stakeholders about how to improve the program revealed areas in which further work might foster further support for the ACJ program. Proposals included: more regular communications with ABA ROLI about the program, the development of a larger and more geographically dispersed training program, the support of outreach to spread knowledge from the trainings to a broader public, more workshop discussions about advocating for reform, more opportunities for ACJ participants from different countries to interact with each other, the addition of local field trips to Regional Workshops, greater inclusion of students and non-legal professionals (including parliamentarians) in the ACJ program's policy discussions, and amplified ACJ participation in donor coordination groups.
- *Possibilities for providing more resources* towards these ends range from low-cost (for example, circulating a newsletter, providing an listserv for ACJ program alumni to connect and communicate with each other, publishing participants' articles or reports on engagement for reform in a quarterly e-review, posting documents from trainings on the web, supporting participants to teach peers what they learned in the workshops) to high-cost (for example, renting office space in each city to facilitate more frequent meetings between national participants, which is not possible given the program budget). However, locating and consistently using one convening space for all ACJ program activities in each country may be more feasible. A central convening space is most needed in Kinshasa, where participants were most adamant that the lack of an office detracts from the ACJ program's visibility to participants and government officials. The Republic of Congo activities have all been held at the Ministry of Justice, which has given the program greater potential for high visibility; a similar setup (with ACJ program activities occurring within DRC's Ministry of Justice or Conseil Supérieur de la Magistrature) would be ideal. In Rwanda, ILPD has offered the ACJ program an office in its Nyanza office, several hours away from Kigali. It is worth investigating whether the ILPD is willing to allocate the ACJ program a space in its Kigali office instead.
- *Encourage group presentations in the Regional Workshops, but be sure to create teams with internal diversity in terms of the country they are from.* Past Regional Workshops have entailed presentations about particular countries, which did not give attendees opportunities to do group work with people from neighboring countries.

The ACJ program would benefit from adding the following features or procedures:

- *More reliable and regular communications with participants.* Some participants never received core documents discussed at the workshops, or notes from the workshops. Others have received core documents, but have not heard updates about the program since they attended a workshop.
- *Publicize (to participants, to donors, and to the public) the ACJ program's involvement in justice sector aid coordination groups and government events like the Etats Generaux de la Justice.* There were also requests to use the local media to cover ACJ program

events, which is an interesting, potentially low-cost possibility to consider whenever political conditions permit.

- *Elucidate and communicate the criteria for inclusion in the ACJ program.* This should include explaining why there is not complete overlap between the people invited to workshops on different themes. The program staff might consider increasing this overlap to a certain extent because the thought leaders already involved in the ACJ program expressed interest in attending multiple thematic workshops and feel that the themes are sufficiently related that it would be useful.
- *Design program activities in each country to take into account the costs in each location.* Right now ABA ROLI budgets for activities identically regardless of place, which is not realistic since Kinshasa is more expensive than Bujumbura. Currently, the allocations for phone credit for Country Coordinators and gas/transportation for Coordinators and participants are insufficient for Kinshasa.
- *Consider expanding (within the realm of budgetary possibility) the number of participants in each workshop, their geographical provenance, and their type of work related to the workshop theme.* This suggestion is relevant especially for a large country like DRC. The expansion could serve several purposes: increasing total numbers of people taught, while also ensuring better provincial representation, government representation, and representation of relevant policymakers who are neither lawyers nor civil society actors.
- *Follow through on increasing the hours that Country Coordinators work since the program is intensifying.* Coordinators tend to work more than their currently slated 48 hours/month and could be more active in advocating for the program if they were hired for longer. ABA ROLI anticipated this need even before the evaluation and has already planned to do this as of January 2016.

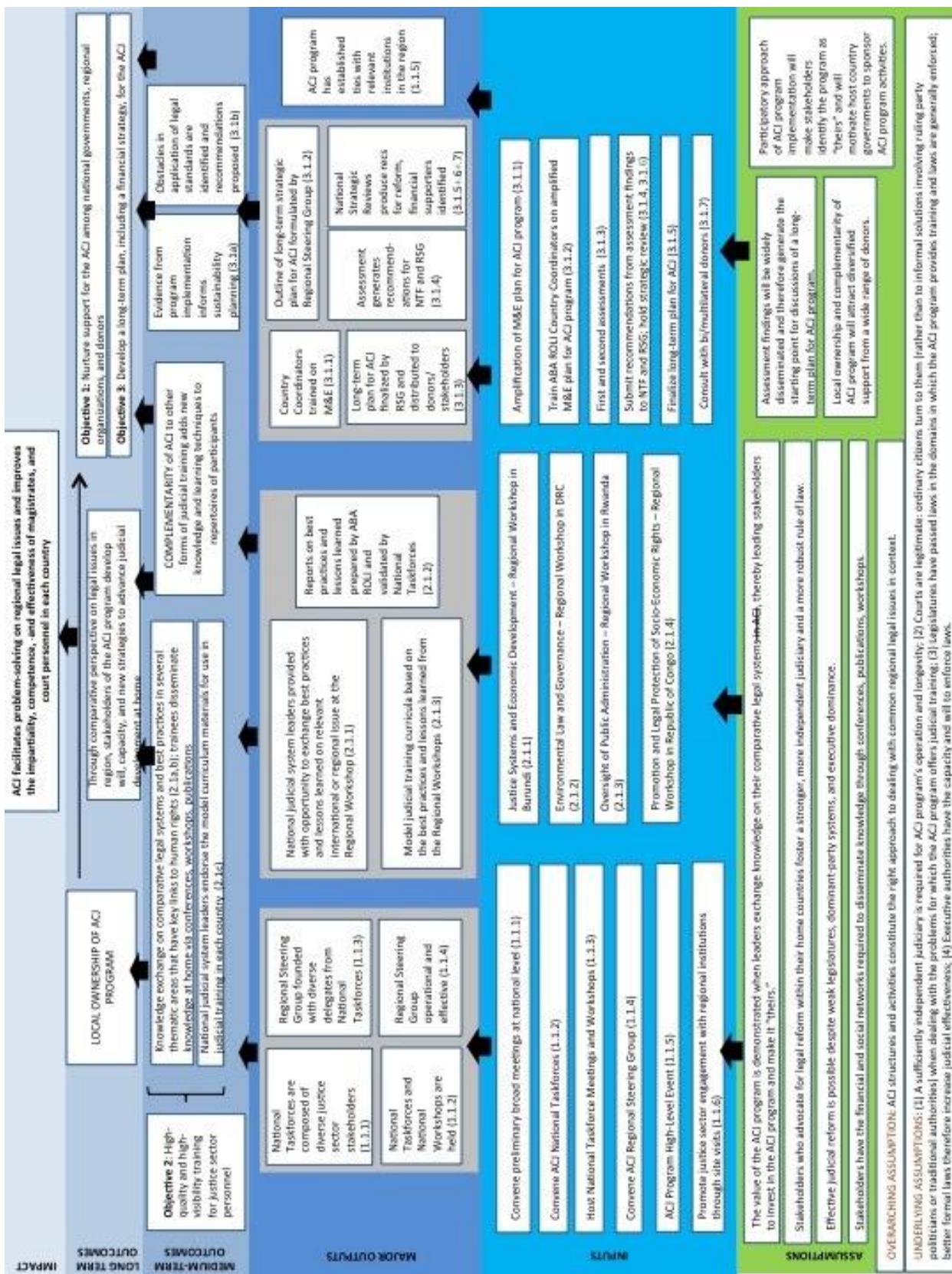
ANNEX A: TIMELINE OF ACJ PROGRAMMING

August 2012	<i>State Department's Bureau of Democracy, Human Rights, and Labor gives grant intended to strengthen judicial capacity in Great Lakes region to more effectively and fairly adjudicate cases; assessment of judicial training needs will inform establishment of regional judicial training institute (JTI).</i>
September 2012	<i>ABA ROLI completes the recruiting of coordinators for Burundi, CAR, Rwanda.</i>
November 2012	<i>Rwanda coordinator, Eugene Ntaganda, withdraws for medical reasons.</i>
Sept-Dec 2012	<i>ABA ROLI conducts over the phone trainings for country coordinators.</i>
December 2012	<i>State Department places travel warning on CAR and ABA ROLI speaks with CAR coordinator to determine whether the JTI assessment can be conducted without assessor presence in Bangui.</i>
Jan-March 2013	<i>ABA ROLI finalizes the JTI assessment, hires an International Judicial Reform Specialist to conduct JTI in-country with help of four country coordinators. Country coordinators identified and collected relevant national laws/literature on judicial training and justice sector reform.</i>
Feb-May 2013	<i>JTI Assessment implemented – project coordinators distribute questionnaire to judges and court support personnel; confidential survey</i>
June 2013	<i>Draft assessment report shared with DRL, reviewed in working groups in RoC, DRC, Burundi</i>
	<i>ABA ROLI recommends that DRL support a two-year pilot program to develop long-term sustainability for ACJ</i>
July 2013	<i>ABA ROLI submits Assessment of Judicial Training Needs to DRL</i>
September 2013	<i>ACJ award receives its first cost extension from DRL, with purpose of establishing an African Center for Justice aimed to improve the impartiality, competence, efficiency, and effectiveness of magistrates and court support personnel in the Central African region and the development of a long-term plan for its sustainability.</i>
	<i>ABA ROLI begins recruitment for full-time Program Director based in Burundi</i>
	<i>Begin recruitment of four part-time Country Coordinators</i>
December 2013	<i>Second-round phone interviews for Country Coordinators</i>
	<i>Final preferred candidate for Project Director identified</i>
January 2014	<i>Jean Lavoie hired as short-term Project Director, to re-evaluate long-term involvement in July</i>

	<i>Second cost extension to extend the program by six months and add elements of outreach to regional institutions.</i>
Jan-Mar 2014	<i>Three Country Coordinators hired, search in Republic of Congo ongoing</i>
April 6-9, 2014	<i>Three-day orientation at ABA ROLI for ACJ Program Director</i>
May 18-20, 2014	<i>ABA ROLI Program Orientation in Bujumbura</i>
June 30, 2014	<i>By this date, ABA ROLI had secured a centrally located office in Bujumbura, Burundi and was completing registration with the Ministry of Foreign Relations in Burundi</i>
	<i>Formal requests for cooperation submitted to Ministry of Justice in all four countries</i>
	<i>Recruitment of staff: Field Financial Manager, Regional Advisor, Country Coordinator ROC, Office Driver – Logistician</i>
	<i>ABA ROLI training of Field Financial Manager</i>
July 2014	<i>Project Director conducts outreach and oversight visits in DRC, Rwanda, ROC</i>
	<i>Regional office established in Bujumbura</i>
	<i>Requests to register country offices submitted in each participating country</i>
July-Sept 2014	<i>Country Coordinators map stakeholders and change agents</i>
October 2014	<i>List of donor support for justice sector reform in ACJ countries</i>
	<i>Inaugural meetings of National Taskforces in Burundi, ROC, and DRC</i>
	<i>First National Workshop (Brazzaville)</i>
November 2014	<i>Budget realignment granted from DRL after several months of field operations in order to enable modifications to program structures, frequency of meetings, and outreach events that were based on findings from strategic national stakeholder consultation activities</i>
January 2015	<i>Third cost extension to continue judicial training activities through April 2016 and develop model curricula, improve quality of training at regional level, and begin including some judicial actors from outside country capitals</i>
January 8-9, 2015	<i>National Workshop in Burundi: “Legal mechanisms for the protection and promotion of investments”</i>
January 9-10, 2015	<i>National Workshop in DRC: “Legal mechanisms for the protection and promotion of investments”</i>

January 28-29, 2015	<i>First Regional Workshop in Burundi: “Economic Development and Justice”</i>
January 30, 2015	<i>Inaugural Regional Steering Group meeting</i>
March 2015	<i>Departure of DRC Country Coordinator, hiring of temp</i>
March 19-20, 2015	<i>National Workshop in ROC: “Justice and the Environment”</i>
April 10-11, 2015	<i>National Workshop in DRC: “Justice and the Environment”</i>
April 16, 2015	<i>Conclusion of MOU between ABA ROLI and Rwandan Institute of Legal Practice and Development (ILPD)</i>
April 25, 2015	<i>Burundian President Nkurunziza announced to be nominated for a third term</i>
May 5-6, 2015	<i>Cancellation of scheduled National Workshop in Bujumbura due to instability and security context</i>
June 2015	<i>ABA does not renew Burundi Country Coordinator contract</i>
June 2-3, 2015	<i>Second Regional Workshop in Kinshasa: “Justice and Environmental Governance”</i>
June 4, 2015	<i>High-Level Panel and Luncheon</i>
June 15, 2015	<i>Rwanda Country Coordinator resigns for personal reasons</i>
September 2015	<i>Fourth cost extension granted to continue program through September 2016 and tailor judicial curricula to national legal frameworks, strengthen the staff of national judicial training bodies, and review the progress of regional judicial development.</i>
September – November 2015	<i>Third round of National Workshops</i>
October 2015	<i>Work on development of first and third model curricula begins</i>
December 2015	<i>Third Regional Workshop (Kigali)</i>

ANNEX B: THEORY OF CHANGE



ANNEX C: WRITTEN AND ORAL QUESTIONNAIRES FOR THE EVALUATION

English version is followed by French version of each item

i. Introductory Script: Focus Groups (EN)

Thank you for taking the time and energy to participate in this focus group on the African Center for Justice Program. This is a very important part of the mid-term evaluation of the program that I am conducting for the American Bar Association Rule of Law Initiative, which initiated the ACJ.

Let me tell you a bit about the purpose of the evaluation. The purpose of the evaluation is to gather the input of participants in the ACJ, and to do so at the midpoint of the funding cycle for the program. With your input about ACJ, the ABA will be able to determine the strengths and the weaknesses of the program so far. With that information we hope to be able, if necessary, to amend certain aspects of the programming to make it even better than before for the second half of the ACJ funding cycle. For these reasons, I am interested in hearing your impressions and points of view about the program, and I am interested in hearing both criticisms (if you have them) and praises (if you have them).

Now I will introduce myself. My name is Catherine Lena Kelly and I am part of the monitoring and evaluation unit at the American Bar Association Rule of Law Initiative. I am the principal evaluator of the ACJ and I am very pleased to meet such a distinguished and talented group of colleagues here in Rwanda. I am American, originally from Lawrence, Kansas, and beyond my role as evaluator here I have a doctorate in political science from Harvard University and I have taught courses on African politics and related topics at Washington University in St. Louis.

Before we start our group discussion, may I ask you each to fill out a short, written questionnaire about ACJ? It should take less than 10 minutes and you are not required to put your name on it unless you would like to.

Finally, before I hand things over to my colleague, Jean Lavoie, I invite you to write anything else you'd like me to know about ACJ on the back of your questionnaire. Let's take a few minutes for that right now.

Introductory Script: Focus Groups (FR)

Je vous remercie tous d'avoir pris le temps et l'énergie de participer dans cette groupe de discussion sur l'ACJ, le "African Center for Justice." Cette groupe de discussion constitue une partie très importante de l'évaluation programmatique que je fais à mi-terme du projet. L'évaluation est sponsorisée par l'Association du Barreau Americain, l'initiateur de l'ACJ.

Permettez-moi de vous expliquer le but de l'évaluation. Au fond, l'évaluation cherche à collectionner et à privilégier les avis des participants dans les activités de l'ACJ pour informer des recommandations au mi-terme du financement du programme dans le but d'améliorer l'ACJ pendant la deuxième moitié de son financement par le Barreau Americain. Avec vos avis sur les points forts et les points faibles de l'ACJ, on va pouvoir amender (si nécessaire) certains aspects du programme pour que ceci progresse de plus en plus fortement dans l'avenir. Ainsi, nous sommes intéressés par vos points de vues positifs (si vous en avez) et négatifs (si vous en avez).

Maintenant je ferai mon propre introduction. Je m'appelle Catherine Lena Kelly et je fais partie du Barreau Americain. Je suis l'évaluatrice principale de l'ACJ et je suis très heureuse de faire la connaissance de vous tous, mes collègues très distingués et talentueux. Je suis américaine, née au Kansas, et en plus d'être évaluatrice, j'ai un doctorat en sciences politiques de l'université Harvard et j'ai enseigné des cours sur la politique africaine à l'université de Washington à St. Louis.

Avant de commencer notre groupe de discussion, puis-je vous demander de remplir un questionnaire court à l'écrit sur l'ACJ? Ceci ne doit prendre plus que 10 minutes de temps, et vous ne devriez pas y mettre votre nom si vous n'en avez pas envie.

Enfin avant que je donne la parole à mon collègue Jean Lavoie, je vous invite à écrire au derrière de votre questionnaire s'il y a d'autres choses que vous voudriez que je sache pour l'évaluation.

ii. Survey templates for ACJ Midterm Evaluation (Regional Steering Group, National Workshop, Regional Workshop, Civil Society)

1. Currently, what is your official job title ?
2. Since approximately what date have you been part of the ACJ's Regional Steering Group ?
3. In your opinion, does the Regional Steering Group facilitate the development of productive and collaborative relationships between jurists in DRC, Republic of Congo, Rwanda, and Burundi on regional legal issues ?

Please indicate your response using a scale of 1 to 5, with 1 signifying no development of such relationships and 5 signifying a great deal of development of such relationships.

In the Regional Steering Group, there was :

1 <i>No</i> development of such links between jurists of the participating countries	2 <i>Very little</i> development of such links between jurists of the participating countries	3 <i>Some</i> development of such links between jurists of the participating countries	4 <i>Considerable</i> development of such links between jurists of the participating countries	5 <i>A great deal</i> of development of such links between jurists of the participating countries
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4. In your opinion, to what extent do the activities of the ACJ complement those of other programs underway to improve the justice sector in your country ?

Please indicate your response using a scale of 1 to 3, with 1 signifying that the activities of the ACJ are not at all complementary to those of other justice sector programs, and 3 signifying that the activities of the ACJ are considerably complementary to those of other justice sector programs.

In relation to other programs in the justice sector in my country, the activities of the ACJ are :

1 <i>Not at all</i> complementary	2 <i>Somewhat</i> complementary	3 <i>Considerably</i> complementary
--	--	--

5. Would you be enthusiastic or unenthusiastic for the ACJ to continue over the long term ?

Please indicate your response using a scale of 1 to 5, with 1 signifying that you would be very unenthusiastic for ACJ to continue, and 5 signifying that you would be very enthusiastic for ACJ to continue. Then, please briefly indicate why.

1 <i>Very</i> <i>unenthusiastic</i>	2 <i>Unenthusiastic</i>	3 <i>Neutral</i>	4 <i>Enthusiastic</i>	5 <i>Very</i> <i>enthusiastic</i>
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Why ?

1. Currently, what is your official job title ?
2. Since approximately what date have you participated in the ACJ's National Workshops ?
3. In your opinion, do the National Workshops facilitate the development of productive and collaborative relationships between jurists in your country?

Please indicate your response using a scale of 1 to 5, with 1 signifying no development of such relationships and 5 signifying a great deal of development of such relationships.

In the National Task Force, there was :

1 <i>No</i> development of such links between jurists of the participating countries	2 <i>Very little</i> development of such links between jurists of the participating countries	3 <i>Some</i> development of such links between jurists of the participating countries	4 <i>Considerable</i> development of such links between jurists of the participating countries	5 <i>A great deal</i> of development of such links between jurists of the participating countries
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4. In your opinion, to what extent do the activities of the ACJ complement those of other programs underway to improve the justice sector in your country ?

Please indicate your response using a scale of 1 to 3, with 1 signifying that the activities of the ACJ are not at all complementary to those of other justice sector programs, and 3 signifying that the activities of the ACJ are considerably complementary to those of other justice sector programs.

In relation to other programs in the justice sector in my country, the activities of the ACJ are :

1 <i>Not at all</i> complementary	2 <i>Somewhat</i> complementary	3 <i>Considerably</i> complementary
--	--	--

5. Would you be enthusiastic or unenthusiastic for the ACJ to continue over the long term ?

Please indicate your response using a scale of 1 to 5, with 1 signifying that you would be very unenthusiastic for ACJ to continue, and 5 signifying that you would be very enthusiastic for ACJ to continue. Then, please briefly indicate why.

1 <i>Very</i> <i>unenthusiastic</i>	2 <i>Unenthusiastic</i>	3 <i>Neutral</i>	4 <i>Enthusiastic</i>	5 <i>Very</i> <i>enthusiastic</i>
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Why ?

1. Currently, what is your official job title ?

2. Since approximately what date have you participated in the ACJ's Regional Trainings?

3. To what extent did the Regional Trainings increase your *general knowledge* in the domain of the law that was discussed in the training ?

For each Regional Workshop in which you participated, please indicate your response on a scale of 1 to 5, with 1 signifying that the Regional Workshop led to no increase in your general knowledge of the subject, and 5 signifying that the Regional Workshop led to a very large increase in your general knowledge of the subject.

- The Regional Workshop on environmental law led to:

1 No increase in my knowledge of environmental law	2 <i>Very little increase</i> in my knowledge of environmental law	3 <i>Some increase</i> in my knowledge of environmental law	4 <i>A large increase</i> in my knowledge of environmental law	5 <i>A very large increase</i> in my knowledge of environmental law	I did not participate in this Regional Workshop
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- The Regional Workshop on commercial law led to :

1 No increase in my knowledge of commercial law	2 <i>Very little increase</i> in my knowledge of commercial law	3 <i>Some increase</i> in my knowledge of commercial law	4 <i>A large increase</i> in my knowledge of commercial law	5 <i>A very large increase</i> in my knowledge of commercial law	I did not participate in this Regional Workshop
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4. To what extent did the Regional Trainings increase your *knowledge of regional best practices* in the domain of the law that was discussed?

For each Regional Workshop in which you participated, please indicate your response on a scale of 1 to 5, with 1 signifying that the Regional Workshop led to no increase in your knowledge of best

practices in the legal domain that was discussed, and 5 signifying that the Regional Workshop led to a very large increase in your knowledge of best practices in the legal domain that was discussed.

- The Regional Workshop on environmental law led to:

1 <i>No increase in my knowledge of best practices</i>	2 <i>Very little increase in my knowledge of best practices</i>	3 <i>Some increase in my knowledge of best practices</i>	4 <i>A large increase in my knowledge of best practices</i>	5 <i>A very large increase in my knowledge of best practices</i>	I did not participate in this Regional Workshop
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- The Regional Workshop on commercial law led to :

1 <i>No increase in my knowledge of best practices</i>	2 <i>Very little increase in my knowledge of best practices</i>	3 <i>Some increase in my knowledge of best practices</i>	4 <i>A large increase in my knowledge of best practices</i>	5 <i>A very large increase in my knowledge of best practices</i>	I did not participate in this Regional Workshop
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5. Would you be enthusiastic or unenthusiastic for the ACJ to continue over the long term ?

Please indicate your response using a scale of 1 to 5, with 1 signifying that you would be very unenthusiastic for ACJ to continue, and 5 signifying that you would be very enthusiastic for ACJ to continue. Then, please briefly indicate why.

1 <i>Very unenthusiastic</i>	2 <i>Unenthusiastic</i>	3 <i>Neutral</i>	4 <i>Enthusiastic</i>	5 <i>Very enthusiastic</i>
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Why ?

- 1. Currently, what is your official job title ?**
- 2. Since approximately what date have you participated in ACJ activities?**
- 3. In your opinion, does the ACJ facilitate the development of productive and collaborative relationships between jurists in DRC, Republic of Congo, Rwanda, and Burundi on regional legal issues ?**

Please indicate your response using a scale of 1 to 5, with 1 signifying no development of such relationships and 5 signifying a great deal of development of such relationships.

Through ACJ activities, there was :

1 <i>No</i> development of such links between jurists of the participating countries	2 <i>Very little</i> development of such links between jurists of the participating countries	3 <i>Some</i> development of such links between jurists of the participating countries	4 <i>Considerable</i> development of such links between jurists of the participating countries	5 <i>A great deal</i> of development of such links between jurists of the participating countries
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- 4. In your opinion, to what extent do the activities of the ACJ complement those of other programs underway to improve the justice sector in your country ?**

Please indicate your response using a scale of 1 to 3, with 1 signifying that the activities of the ACJ are not at all complementary to those of other justice sector programs, and 3 signifying that the activities of the ACJ are considerably complementary to those of other justice sector programs.

In relation to other programs in the justice sector in my country, the activities of the ACJ are :

1 <i>Not at all</i> complementary	2 <i>Somewhat</i> complementary	3 <i>Considerably</i> complementary
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- 5. Would you be enthusiastic or unenthusiastic for the ACJ to continue over the long term ?**

Please indicate your response using a scale of 1 to 5, with 1 signifying that you would be very unenthusiastic for ACJ to continue, and 5 signifying that you would be very enthusiastic for ACJ to continue. Then, please briefly indicate why.

1 <i>Very</i> <i>unenthusiastic</i>	2 <i>Unenthusiastic</i>	3 <i>Neutral</i>	4 Enthusiastic	5 <i>Very</i> enthusiastic
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Why ?

- 1. En ce moment, quel est le titre de votre poste officiel?**
- 2. Depuis à peu près quelle date êtes-vous membre du “Regional Steering Group” de l’ACJ?**
- 3. Selon vous, est-ce que le “Regional Steering Group” facilite le développement des liens productifs et collaboratifs sur des questions légales régionales entre les juristes de la RDC, de la République du Congo, du Burundi, et du Rwanda?**

Pouvez-vous indiquer votre estimation sur une échelle de 1 à 5, sur laquelle 1 signifie aucun développement de tels liens et 5 signifie très grand développement des tels liens.

Au sein du RSG, il y avait:

1 <i>Aucun développement de liens entre les juristes des pays participants</i>	2 <i>Très peu de développement de liens entre les juristes des pays participants</i>	3 <i>Acceptable développement de liens entre les juristes des pays participants</i>	4 <i>Grand développement de liens entre les juristes des pays participants</i>	5 <i>Très grand développement de liens entre les juristes des pays participants</i>
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- 4. Selon vous, est-ce que les activités de l’ACJ ont été complémentaires aux autres programmes organisés dans le secteur de la justice de votre pays?**

Pouvez-vous indiquer votre estimation sur une échelle de 1 à 3, sur laquelle 1 signifie que les activités de l’ACJ n’étaient pas du tout complémentaires aux autres programmes organisés dans le secteur de la justice, et 3 signifie que les activités de l’ACJ étaient considérablement complémentaires aux autres programmes.

Par rapport aux autres programmes du secteur de la justice dans mon pays, les activités de l’ACJ sont:

1 <i>Pas du tout complémentaires</i>	2 <i>Plus ou moins complémentaires</i>	3 <i>Considérablement complémentaires</i>
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- 5. Seriez-vous enthousiaste ou pas enthousiaste pour voir la continuation de l’ACJ ?**

Pouvez-vous indiquer votre estimation sur une échelle de 1 à 5, sur laquelle 1 signifie que vous ne seriez pas du tout enthousiaste, et 5 signifie que vous seriez très enthousiaste, et indiquez pourquoi.

1 <i>Pas du tout enthousiaste</i>	2 <i>Pas enthousiaste</i>	3 <i>Sans position</i>	4 <i>Enthousiaste</i>	5 <i>Très Enthousiaste</i>
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Pourquoi ?

- 1. En ce moment, quel est le titre de votre poste officiel?**
- 2. Depuis à peu près quelle date avez-vous participé aux Ateliers Nationaux de l’ACJ?**

3. Selon vous, est-ce que les Ateliers Nationaux facilitent le développement des liens productifs et collaboratifs sur des questions légales régionales entre les juristes de votre pays?

Pouvez-vous indiquer votre estimation sur une échelle de 1 à 5, sur laquelle 1 signifie aucun développement des tels liens et 5 signifie très grand développement des tels liens.

Il y avait:

1 <i>Aucun développement de liens entre les juristes</i>	2 <i>Très peu de développement de liens entre les juristes</i>	3 <i>Acceptable développement de liens entre les juristes</i>	4 <i>Grand développement de liens entre les juristes</i>	5 <i>Très grand développement de liens entre les juristes</i>
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4. Selon vous, est-ce que les activités de l'ACJ ont été complémentaires aux autres programmes organisés dans le secteur de la justice dans votre pays?

Pouvez-vous indiquer votre estimation sur une échelle de 1 à 3, sur laquelle 1 signifie que les activités de l'ACJ n'étaient pas du tout complémentaires aux autres programmes du secteur de la justice, et 3 signifie que les activités de l'ACJ étaient considérablement complémentaires aux autres programmes.

Par rapport aux autres programmes du secteur de la justice dans mon pays, les activités de l'ACJ sont:

1 <i>Pas du tout complémentaires</i>	2 <i>Plus ou moins complémentaires</i>	3 <i>Considérablement complémentaires</i>
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5. Seriez-vous enthousiaste ou pas enthousiaste pour voir la continuation de l'ACJ?

Veuillez indiquer votre estimation sur une échelle de 1 à 5, sur laquelle 1 signifie que vous ne seriez pas du tout enthousiaste, et 5 signifie que vous seriez très enthousiaste, et indiquer pourquoi.

1 <i>Pas du tout enthousiaste</i>	2 <i>Pas enthousiaste</i>	3 <i>Sans position</i>	4 <i>Enthousiaste</i>	5 <i>Très enthousiaste</i>
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Pourquoi?

1. En ce moment, quel est le titre de votre poste officiel?

2. Depuis à peu près quelle date participez-vous aux Ateliers Régionaux de formation?

3. Dans quelle mesure est-ce que les Ateliers Régionaux vous aident-ils à augmenter votre *connaissance en général* dans les domaines de la loi discutées aux ateliers?

Pour chaque atelier dans lequel vous avez participé, pouvez-vous indiquer votre estimation sur une échelle de 1 à 5, sur laquelle 1 signifie que les ateliers n'ont abouti à aucune augmentation de votre connaissance dans le domaine discuté, et 5 signifie que les ateliers ont abouti à une très grande augmentation de votre connaissance dans le domaine discuté.

- L'Atelier Régional no 1 sur le droit de l'environnement a abouti à:

1 <i>Aucune augmentation de ma connaissance du droit de l'environnement</i>	2 <i>Très peu d'augmentation de ma connaissance du droit de l'environnement</i>	3 <i>Une augmentation acceptable de ma connaissance du droit de l'environnement</i>	4 <i>Une grande augmentation de ma connaissance du droit de l'environnement</i>	5 <i>Une très grande augmentation de ma connaissance du droit de l'environnement</i>	Je n'ai pas participé à cet atelier
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- L'Atelier Régional no 2 sur le droit commercial a abouti à:

1 <i>Aucune augmentation de ma connaissance du droit commercial</i>	2 <i>Très peu d'augmentation de ma connaissance du droit commercial</i>	3 <i>Une augmentation acceptable de ma connaissance du droit commercial</i>	4 <i>Une grande augmentation de ma connaissance du droit commercial</i>	5 <i>Une très grande augmentation de ma connaissance du droit commercial</i>	Je n'ai pas participé à cet atelier
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4. Selon vous, dans quelle mesure est-ce que les Ateliers Régionaux vous aident-ils à augmenter votre connaissance des *bonnes pratiques régionales* dans les domaines de la loi discutées?

Pour chaque atelier dans lequel vous avez participé, veuillez indiquer votre estimation sur une échelle de 1 à 5, sur laquelle 1 signifie que les ateliers n'ont abouti à aucune augmentation de votre connaissance des bonnes pratiques dans le domaine discuté, et 5 signifie que les ateliers ont abouti à une très grande augmentation de votre connaissance des bonnes pratiques dans le domaine discuté.

- L'Atelier Régional no 1 sur le droit de l'environnement a abouti à:

1 <i>Aucune augmentation de ma connaissance des bonnes pratiques</i>	2 <i>Très peu d'augmentation de ma connaissance des bonnes pratiques</i>	3 <i>Une acceptable augmentation de ma connaissance des bonnes pratiques</i>	4 <i>Une grande augmentation de ma connaissance des bonnes pratiques</i>	5 <i>Une très grande augmentation de ma connaissance des bonnes pratiques</i>	Je n'ai pas participé à cet atelier
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- L'Atelier Régional no 2 sur le droit commercial a abouti à:

1 <i>Aucune augmentation de ma connaissance des bonnes pratiques</i>	2 <i>Très peu d'augmentation de ma connaissance des bonnes pratiques</i>	3 <i>Une acceptable augmentation de ma connaissance des bonnes pratiques</i>	4 <i>Une grande augmentation de ma connaissance des bonnes pratiques</i>	5 <i>Une très grande augmentation de ma connaissance des bonnes pratiques</i>	Je n'ai pas participé à cet atelier
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5. Seriez-vous enthousiaste ou pas enthousiaste pour voir la continuation de l'ACJ?

Veuillez indiquer votre estimation sur une échelle de 1 à 5, sur laquelle 1 signifie que vous seriez pas du tout enthousiaste, et 5 signifie que vous seriez très enthousiaste, et indiquer pourquoi.

1 <i>Pas du tout enthousiaste</i>	2 <i>Pas enthousiaste</i>	3 <i>Sans position</i>	4 <i>Enthousiaste</i>	5 <i>Très enthousiaste</i>
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Pourquoi?

- 1. En ce moment, quel est le titre de votre poste officiel?**
- 2. Depuis à peu près quelle date est-ce que vous avez commencé à participer aux activités de l'ACJ?**
- 3. Selon vous, est-ce que l'ACJ facilite le développement de liens productifs et collaboratifs entre les juristes sur des questions légales régionales de la RDC, de la République du Congo, du Burundi, et du Rwanda?**

Veuillez indiquer votre estimation sur une échelle de 1 à 5, sur laquelle 1 signifie aucun développement de tels liens, et 5 signifie un très grand développement de tels liens.

1 <i>Aucun développement de liens</i>	2 <i>Très peu de développement de liens</i>	3 <i>Acceptable développement de liens</i>	4 <i>Grand développement de liens</i>	5 <i>Très grand développement de liens</i>
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- 4. Selon vous, est-ce que les activités de l'ACJ ont été complémentaires aux autres programmes dans le secteur de la justice de votre pays?**

Veuillez indiquer votre estimation sur une échelle de 1 à 3, sur laquelle 1 signifie que les activités de l'ACJ n'étaient pas du tout complémentaires aux autres programmes du secteur de la justice, et 3 signifie que les activités de l'ACJ étaient considérablement complémentaires aux autres programmes. Par rapport aux autres programmes dans le secteur de la justice de mon pays, les activités de l'ACJ sont:

1 <i>Pas du tout complémentaires</i>	2 <i>Plus ou moins complémentaires</i>	3 <i>Considérablement complémentaires</i>
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- 5. Seriez-vous enthousiaste ou pas enthousiaste pour voir la continuation de l'ACJ?**

Veuillez indiquer votre estimation sur une échelle de 1 à 5, sur laquelle 1 signifie que vous seriez pas du tout enthousiaste, et 5 signifie que vous seriez très enthousiaste, et indiquer pourquoi.

1 <i>Pas du tout enthousiaste</i>	2 <i>Pas enthousiaste</i>	3 <i>Sans position</i>	4 <i>Enthousiaste</i>	5 <i>Très enthousiaste</i>
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Pourquoi?

iii. Interview Scripts for ACJ Midterm Review (October 2015)

Types of Research Templates

- Focus group script and pre-focus group questionnaire for Regional Steering Group members (I)
- Focus group script and pre-focus group questionnaire for regional training participants (II)
- Focus group script and pre-focus group questionnaire for National Task Force members (III)
- Focus group or interview questions for civil society representative (IV)
- Interview questions for Minister of Justice (V)
- Interview questions for Supreme Court chief justice (VI)
- Interview questions for leader of each country's judicial training institute (VII)
- Interview questions for each country's Project Manager (VIII)

(I-III) Focus group scripts and pre-focus group questionnaires

(a) Regional Steering Group members

1 – What has been accomplished through the Regional Steering Group meetings? What have been the strengths and weaknesses of the RSG's work? Do you have any suggestions about what ABA ROLI might do differently in the future to support the RSG more effectively?

2 – What kinds of interactions did you have and what sorts of relationships did you develop with jurists from other ACJ countries during the RSG? Could you provide concrete examples?

3 – Could you speak about the RSG's relationship with donors and your host government? Have these relationships improved, declined, or stayed the same over the last two years of the project?

(b) National Task Force members

1 – What has been accomplished through the National Task Force meetings? What were the strengths and weaknesses NTF's work? Do you have any suggestions about what ABA ROLI might do differently in the future to support the NTF more effectively?

2 – Have ACJ activities complemented other judicial strengthening activities that have taken place in your country over the last two years? Why or why not? Provide concrete examples.

3 – Could you speak about the NTF's relationship with donors and your host government? Have these relationships improved, declined, or stayed the same over the last two years of the project?

(c) Regional training participants

1 – In your opinion, what have the regional workshops accomplished? What were the strengths and weaknesses of the sessions? Do you have any suggestions about what ABA ROLI might do differently in the future to improve the regional workshops?

2 – Did ACJ's regional workshops actually help you become familiar with regional and international issues important for the judiciary in your country, as well as the best practices in these legal areas? Can you please specify some of the issues you learned about and the best practices you discovered, if applicable?

3 – Have you had the occasion to apply anything that you learned at the regional trainings to your real-life practice of the law in your country since then? If so, how?

(IV) Interview and/or focus group questions for civil society leaders

1 – In your opinion, what have been the strengths and weaknesses of the ACJ activities in your country? Do you have any suggestions about what ABA ROLI might do differently in the future to improve the ACJ?

2 – Did ACJ involvement actually help you become informed about regional and international legal issues and prepare you to better address these issues in your country? If so, how? If not, why not?

3 – Would you want ACJ to continue over the long term were the governments of Rwanda, Burundi, Democratic Republic of Congo, and Republic of Congo to approve of its continuation? Why or why not?

(V) Interview questions for each country's Minister of Justice

Could you tell me what you know about the ACJ program's activities in your country? How have you been informed of ACJ activities and by whom?

What is your personal opinion about how useful ACJ's activities in your country have been for strengthening the judiciary and the rule of law?

Have ACJ activities been tailored to your country's needs?

Would you be for or against the ACJ continuing its activities in your country in future years? Do you think that the four countries involved – Burundi, Rwanda, DRC, and Congo – will find ways to sustain the program even after current funding for ACJ expires, or will they have trouble?

[If time] Besides ACJ, are members of the judicial branch in your country engaged in other legal education activities concerning regional and international issues for the justice sector? (If yes, who/what/when)?

(VI) Interview questions for a Supreme Court justice in each country

Could you tell me what you know about the ACJ program's activities in your country? How have you been informed of ACJ activities and by whom?

What is your personal opinion about whether ACJ's activities in your country have been useful for strengthening the judiciary and the rule of law? What is your personal opinion about whether ACJ has been to your training institute in particular?

Besides ACJ, are members of the Supreme Court in your country engaged in other legal education activities concerning regional and international issues for the justice sector? (If yes, who/what/when)?

Have ACJ activities been tailored to your country's needs?

Would you be for or against the ACJ continuing its activities in your country in future years? Why or why not?

(VII) Interview questions for leader of each country's judicial training institute

Could you tell me what you know about the ACJ program's activities in your country?

Did you know that one new activity of the ACJ is to create model judicial training manuals and curricula? What if any role has ACJ given you the opportunity to play in this process?

What is your personal opinion about whether ACJ's activities in your country have been useful for strengthening the judiciary and the rule of law? What is your personal opinion about whether ACJ has been useful to your training institute in particular?

Before your country's engagement with the ACJ, had your training institute been engaging in legal education about regional and international issues for the justice sector? (If yes, who/what/when)?

Have ACJ activities been tailored to your country's needs?

Would you be for or against the ACJ continuing its activities in your country in future years?

(VIII) Interview questions for each country's project manager

These questions will be asked only if there is time in the schedule to sit down with project managers. I am also unsure at this point of whether it is Jean at the regional office or each country manager who will have access to the data we need to update the JTI Logframe.

1 – In your opinion, what have been the strengths and weaknesses of the ACJ activities in your country? Do you have any suggestions about what ABA ROLI might do differently in the future to improve the ACJ?

2 – Did ACJ involvement actually help you become informed about regional and international legal issues and prepare you to better address these issues in your country? If so, how? If not, why not?

3 – Would you want ACJ to continue over the long term were the governments of Rwanda, Burundi, Democratic Republic of Congo, and Republic of Congo to approve of its continuation? Why or why not?

4- Assuming that the will exists for it, do you foresee any obstacles to the long term continuation of ACJ through the host countries' local ownership of the program? If so, what obstacles would you say exist?

5 – Have you been through training on how to collect data that will facilitate the monitoring and evaluation of ACJ programming in your country? If so, could you briefly describe that training.

(IX) Questions for the Regional Director

General programming questions

What do you think the state of the justice sector is in the four participating countries? What has changed for the better (and for worse) over the last few years? To what extent might ACJ have contributed to these changes?

It is my impression that there were several parts of the project implementation that changed from the theoretical plans. For instance, you have mentioned before that the rules and procedures governing the composition of the RSG and the NTFs have changed over time. Could you describe when and why there were departures from the original rules and procedures? How do you think this shaped the program differently than it would have been with the original plans?

Could you describe the process you used to update and modify ACJ programming in anticipation of the December 2014 Budget Readjustment? When you consulted stakeholders about the program at the time, did you find out anything unexpected about ACJ's operations in various countries or the effects (intended or unintended) of the program?

What led ACJ to include two new activities in the Budget Readjustment (small group trips to regional institutions and the drafting of model judicial training manuals/curricula)?

Could you please describe the small group trips to regional institutions that have been conducted thus far? Did trip content and schedule proceed as planned? What were the immediate benefits to trip participants? What did the trip suggest to you about the potential longer term benefits to participants? Were there any discussions of future ACJ partnership with the regional institution and if so, please describe.

Could you please describe the progress of the development of model judicial training manuals and curricula based on best practices and lessons learned from the regional workshops?

Long-term sustainability

The indicators don't yet provide a picture of whether progress has been made towards developing a long term strategic plan for ACJ via the RSG. Could you comment on where you think the process stands?

What do you know about potential donors' relationships with ACJ participants and their governments? What are your current feelings about long term stability? Any ideas about what form the long term program might take (is it likely to have multiple headquarters, rotating headquarters, something else? Will it increase in size, to what degree might governments get involved, etc)?

It is my impression that the full range of findings from the initial assessment of judicial training needs were not shared in their entirety with the African judges who participated in the assessment. Could you explain from your perspective why this was? Will the assessment findings be a basis for any future discussions about ACJ's long-term plan? Why or why not?

You appear to have been extremely active in soliciting donor and government partnerships for future support of the ACJ. Could you describe the strategy you have used to foster long term

support for the program, the content of your “pitch” to donors and governments, and general impressions of various responses? You provided a table of donors to whom you had talked in one of the 2014 quarterly reports. Are there any significant updates to this table [present paper copy of table at interview]?

Indicator-based questions

Why at the 12 and 18 month targets does it appear that the project was behind on indicators related to the number of National Taskforce meetings, National Workshops, number of participants in National Workshops, number of RSG meetings, and number of delegates attending RSGs?

How did you manage to exceed targets for the number and type of institutions present at the ACJ Program High-Level Event?

How were indicators for % of participants who have increased their knowledge of best practices/relevant issues measured?

What explains delays in meeting targets for indicators on the number of model curricula distributed and used by national judicial leaders in their provision of training?

Things have gone pretty well in terms of RSG members at the Regional Workshops, but there was a 12-to-18-month decline from 92% to 75%. Any analysis as to why?

Questions pour le suivi et l'évaluation du programme ACJ

Sommaire/contenu des questions

- Groupe de discussion sur le Regional Steering Group (I) – 1h15 de temps
- Groupe de discussion sur les Ateliers Régionaux (II) – 1h15 de temps
- Groupe de discussion sur les National Task Forces/Ateliers Nationaux (III) – 1h15 de temps
- Entretiens avec des membres de la société civile (IV) – 1h15 de temps
- Entretiens individuels avec un représentant du Ministère de la Justice (V) – 30 minutes
- Entretiens individuels avec un représentant de la Cour Suprême de chaque pays (VI) – 30 minutes
- Entretiens individuels avec un représentant des Ecoles Nationales de Formation (VII) – 30 minutes
- Entretiens individuels avec des Coordinateurs ACJ dans chaque pays (VIII) – 1h de temps
- Entretien individuel avec le Coordonateur Régional (IX) – 1 h de temps

(I) Groupe de discussion sur le Regional Steering Group

Qu'est-ce que les membres du RSG ont accompli à travers les rendez-vous du RSG? Comment jugez-vous les points forts et les points faibles du travail du RSG? Avez-vous des avis à l'égard de ce que le Barreau Américain (ABA ROLI) pourrait faire dans l'avenir pour soutenir plus efficacement le RSG?

Pourriez-vous décrire la teneur et la qualité de vos échanges au sein du RSG avec des juristes des autres pays participants au projet? Veuillez donner des exemples dans votre discussion des échanges avec vos collègues étrangers au RSG.

Pourriez-vous décrire les types de liens dont le RSG se réjouit avec le gouvernement de votre pays? Et avec les bailleurs de fonds? Diriez-vous que ces liens ont changé depuis le commencement de l'initiative ACJ? (Si oui, comment? Si non, pourquoi pas?)

(II) Groupe de discussion sur les National Task Forces

Qu'est-ce que les membres du NTF ont accompli à travers les rendez-vous du NTF? Comment jugez-vous les points forts et les points faibles du travail du NTF? Avez-vous des avis à l'égard de ce que le Barreau Américain (ABA ROLI) pourrait faire dans l'avenir pour soutenir plus efficacement le NTF?

Est-ce que les activités dans le cadre de l'ACJ complémente ce qui est fait dans le cadre d'autres programmes de développement judiciaire que font les bailleurs dans votre pays? Si l'ACJ est complémentaire, pourriez-vous expliquer pourquoi et fournir des exemples. Si l'ACJ n'est pas complémentaire, pourriez-vous expliquer pourquoi pas et fournir des exemples.

Pourriez-vous décrire les types de liens dont le NTF se réjouit avec le gouvernement de votre pays? Et avec les bailleurs de fonds? Diriez-vous que ces liens ont changé depuis le commencement de l'initiative ACJ? (Si oui, comment? Si non, pourquoi pas?)

(III) Groupe de discussion sur les Ateliers de Formation Régionaux

Qu'est-ce que les participants aux ateliers régionaux ont accompli? C'est-à-dire, comment jugez-vous les points forts et les points faibles des ateliers régionaux? Avez-vous des avis à l'égard de ce que le Barreau Américain (ABA ROLI) pourrait faire dans l'avenir pour soutenir plus efficacement les ateliers régionaux?

Est-ce que les ateliers régionaux vous ont aidé à mieux vous familiariser avec les domaines de la loi discutées aux ateliers, et de mieux connaître des bonnes pratiques régionales dans ces domaines de la loi?

Est-ce que vous avez eu l'occasion d'utiliser les connaissances acquises aux ateliers régionaux et les pratiquer dans votre travail juridique quotidien?

[If need prompting: Est-ce que vous avez utilisé les connaissances acquises dans l'ACJ pour proposer des réformes légales chez vous ou de diffuser vos connaissances acquises à travers des conférences, des publications, ou des formations supplémentaires à celles de l'ACJ?]

(IV) Entretiens avec des membres de la société civile

Comment jugez-vous les points forts et les points faibles du travail de l'ACJ? Avez-vous des avis à l'égard de ce que le Barreau Américain (ABA ROLI) pourrait faire dans l'avenir pour soutenir plus efficacement l'ACJ?

Est-ce que les activités dans le cadre de l'ACJ complémentent ce qui est fait dans le cadre d'autres programmes de développement judiciaire que font les bailleurs dans votre pays? Pourriez-vous expliquer pourquoi et fournir des exemples.

Est-ce que votre participation dans l'ACJ vous a aidé à mieux vous familiariser avec les domaines de la loi discutées aux ateliers, et à mieux faire face aux quelconques défis dans ces domaines de la loi chez vous?

Seriez-vous enthousiaste ou pas enthousiaste pour voir la continuation de l'ACJ si le gouvernement de votre pays continue à soutenir l'initiative?

(V) Questions d'entretien avec les Ministres de la Justice de chaque pays

Pourriez-vous me dire ce que vous savez sur les activités du programme de l'ACJ dans votre pays ? Comment avez-vous été informé des activités de l'ACJ, et par qui ?

Quelle est votre opinion personnelle sur l'apport des activités de l'ACJ au renforcement du pouvoir judiciaire, et l'état de droit dans votre pays ?

Les activités de l'ACJ sont-elles adaptées aux besoins de votre pays ?

Seriez-vous pour ou contre la continuité des activités de l'ACJ dans votre pays à l'avenir ? Pensez-vous que les quatre pays concernés – Burundi, Rwanda, RDC et Congo – sauront trouver les moyens de soutenir le programme ACJ après que le financement actuel expire, ou auront-ils des difficultés ?

[Si le temps permet] En plus de l'ACJ, les membres du pouvoir judiciaire de votre pays sont-ils engagés dans d'autres activités d'éducation juridique concernant les questions régionales et internationales pour le secteur de la justice ? (Si oui, sur quelle thématique/qui supporte ladite formation) ?

(VI) Questions d'entretien avec un juge de la Cour suprême dans chaque pays

Pourriez-vous me dire ce que vous savez sur les activités du programme de l'ACJ dans votre pays ? Comment avez-vous été informé des activités de l'ACJ, et par qui ?

Quelle est votre opinion personnelle sur l'apport des activités de l'ACJ au renforcement du pouvoir judiciaire, et l'état de droit dans votre pays ? En particulier, ACJ a-t-il été d'une quelconque utilité pour votre Institut de formation?

En plus de l'ACJ, les membres de la Cour suprême sont-ils engagés dans d'autres activités de formation juridique touchant des questions régionales et internationales pour le secteur de la justice ? (Si oui, sur quelle thématique/qui supporte ladite formation) ?

Les activités de l'ACJ sont-elles adaptées aux besoins de votre pays ?

Seriez-vous pour ou contre la continuité des activités de l'ACJ dans votre pays à l'avenir ? Pourquoi ou pourquoi pas?

(VII) Questions d'entretien avec le Responsable de l'Institut National de formation judiciaire

Pourriez-vous me dire ce que vous savez sur les activités du programme de l'ACJ dans votre pays ?

Saviez-vous qu'une nouvelle activité de l'ACJ consiste à créer des modèles de programmes et manuels de formation judiciaire? Que pensez-vous de cette activité, la conception d'un modèle de programme et manuel de formation judiciaire ?

Quelle est votre opinion personnelle sur l'apport des activités de l'ACJ au renforcement du pouvoir judiciaire, et l'état de droit dans votre pays ? En particulier, ACJ a-t-il été d'une quelconque utilité pour votre Institut de formation judiciaire?

Avant l'engagement de votre pays avec l'ACJ, votre Institut de formation s'intéressait-il à l'éducation juridique sur des questions juridiques régionales et internationales ? (Si oui, sur quelle thématique/quand) ?

Les activités de l'ACJ sont-elles adaptées aux besoins de votre pays ?

Seriez-vous pour ou contre la continuité des activités de l'ACJ dans votre pays à l'avenir ?

(VIII) Questions pour les Coordinateurs Nationaux de ACJ dans chaque pays,

A votre avis, quels ont été les forces et les faiblesses des activités du programme ACJ dans votre pays ? Avez-vous des suggestions sur ce que ABA ROLI pourrait faire différemment dans l'avenir pour améliorer le programme ACJ ?

Est-ce que l'ACJ vous a-t-il aidé à être informé sur des enjeux juridiques régionaux et internationaux et vous préparer à mieux aborder ces questions dans votre pays ? Dans l'affirmative, comment ? Si non, pourquoi ?

Voudriez-vous voir ACJ se poursuivre sur le long terme, dans le contexte où les gouvernements du Rwanda, du Burundi, de la République Démocratique du Congo et de la République du Congo approuvent son maintien ? Pourquoi ou pourquoi pas ?

En supposant que la volonté existe pour ça, voyez-vous d'obstacle future à la poursuite à long terme de l'ACJ quant à l'appropriation locale des pays où s'exécute le programme ? Dans l'affirmative, quels obstacles existeraient ?

Etes-vous familier avec les techniques de collecte de données pour le suivi et évaluation ? Dans l'affirmative, pourriez-vous décrire brièvement ce que vous en savez ?