**LEGAL EMPOWERMENT PORTFOLIO REVIEW**

**28th April 2015**

**Elements of the Portfolio[[1]](#footnote-1)**

1. **Building a community of practice on paralegalism**
   1. **Practitioner gatherings**
2. Strategy consultation meeting: gathered five leading paralegal organizations (New York, January 2009) to provide advice to OSJI on what its work on legal empowerment should encompass.
3. Network/ workshops: Gatherings of the 14-member Network Guidance Committee of the Global Legal Empowerment Initiative (London, 2010; Rome, 2011; New York 2014). This group has brought together leading practitioners and academics on legal empowerment, initially to offer advice on the establishment of a global network of practitioners, and to provide direction and feedback. The network is now hosted online by Namati.
4. Regional workshops: Together with Namati we jointly supported a series of regional legal empowerment events designed to bring together practitioners working on legal empowerment to share experiences and focus on common challenges. This primarily engaged practitioners working with paralegals:
   * + 1. *South Asian conference on Legal Empowerment of the Poor* was organized in collaboration with BRAC, Commonwealth Human Rights Initiative and Multiple Action Research Group to provide a platform for NGOs engaged in similar work to build networks and foster synergies across the South Asian region (New Delhi, 2011).
       2. *Regional Policy Dialogue on Legal Empowerment: Policy Options, Programming Challenges and Opportunities for the ECIS Region,* jointly organized with UNDP and the International Renaissance Foundation to share information and explore opportunities for collaboration regionally. Additionally, within the OSF network, several National Foundations expressed interested in seeing how they can integrate a legal empowerment component into their programming (Kiev, 2011).
       3. *Latin American Regional Meeting on Legal Empowerment* was organized with Namati and Asociación Civil por la Igualdad y la Justiciato to foster a network of legal empowerment organizations in Latin America (Buenos Aires, 2012).
       4. *African Regional Workshop for Community-based Paralegal Programs* was co-organized with Namati and Global Rights, and brought together 70 people from 50 CSOs across Africa to focus on good practices in paralegal programming, including a focus on training and M&E. Participants drafted and signed the [Kampala Declaration](http://www.opensocietyfoundations.org/voices/kampala-declaration-calls-support-community-paralegals) calling for government support for paralegals (Kampala, 2012).
       5. *South East Asian Regional meeting on Legal Empowerment* was organized in cooperation with TIFA Foundation, Namati, and the Indonesian Legal Resource Center. The event provided a space for legal empowerment practitioners from across Southeast Asia working directly with paralegals, to learn from each other in a variety of areas (Jakarta, 2012).
       6. *MENA Regional Meeting on Legal Empowerment* was organized in collaboration with UNDP, the Justice Center for Legal Aid (JCLA) and Namati. The event brought together practitioners from across the MENA region to discuss how organizations were using legal empowerment and paralegals (Amman, 2013).
   1. Conference: Co-organized event *Two day closed Workshop on Legal Empowerment: Changing landscapes: Why legal empowerment matters to development* with Overseas Development Institute, Namati and DFID, (London, Nov 2014), focusing on cross-sector uses of paralegals and how they can be better utilised and integrated by different development sectors.
   2. Study visits: Ukrainian practitioners to Community Advice and legal Center, Ontario, Canada (2010); Egyptian paralegal organizations study visit to India (2012); Chinese and Burmese organizations visited Indonesia to meet paralegal organizations and engaged local government officials (2012); Indonesian practitioners visited China to attend a Legal empowerment workshop organized by Public Interest and Development Law Institute and to meet with Chinese legal aid providers (2012).
   3. **Technical support/ training of paralegals and management**
      1. Regional training/ workshop: The *South Asian Legal Empowerment Practitioners’ Fair: Monitoring and Evaluation* was co-organized with Namati, MARG and BRAC, and brought 60 practitioners from across South Asia together to enable them to learn about different M&E methodologies which they could then implement at their own organizations (Dhaka, 2012).
      2. Good practice manual: Community-Based Paralegals: A Practitioner's Guide – a guide for managers of paralegal programs and those considering starting a program, in [English](http://www.opensocietyfoundations.org/sites/default/files/paralegal-guide-20101208.pdf), (2010) and translated into French, Spanish, Russian, Arabic, Urdu (2011-14).
      3. Manual: [‘Paralegal Manual 2012: A Practitioner’s Guide to Providing Basic Justice Services in Sierra Leone’](http://www.namati.org/wp-content/uploads/2012/09/Final-Timap-Manual-June-2012.pdf) guidance for community-based paralegals in the field, on paralegal skills, Sierra Leonean law and practice, and management systems, published by TIMAP for Justice, with extensive drafting and editing by the OSJI Legal empowerment team (2012).
      4. Contract for services: Short financial management training courses for relevant staff of paralegal organizations across the world, offered on a competitive basis, undertaken by Mango (2012).
      5. Training/ mentoring: Sierra Leone – as part of scale up of paralegal services, described below, training for 43 new paralegals, undertaken by OSJI staff, 2010-11 (One month’s training, Hastings, July 2010; 1 week’s training, Bo, Aug 2010; 3 day training, Makeni, Dec 2010; GBV Training, Makeni and Bo, June 2011), and regular day-long training for management, along with mentoring by OSJI for 2 year period at one visit per month per office (now ongoing by Namati).
      6. Technical assistance: in person and virtual advice to Cambodia Legal Education Centre, Cambodia (a grantee of South East Asia Initiative) to improve their data collection, case monitoring systems and supervision of paralegals (2013-14).
      7. Technical assistance/ grant: In collaboration with the China Program, we worked with program staff at Wuhan University Public Interest and Development Law Institute in China to amend approaches to supervision, case management and evaluation, which are now incorporated into recurrent China Program funding.
      8. Technical assistance/ grant: OSJI partnered with the Nepal-Bhutan Initiative to provide technical and financial support to Lawyer’s National Campaign for Elimination of Caste Discrimination, deepening their methodologies on community engagement.
      9. One-on-one advice: OSJI legal empowerment staff offered technical input to staff across the OSF network considering/ working to improve paralegal programs they were funding, including South East Asia Initiative, International Migration Initiative, International Women’s Program, Law and Health Initiative, OSI MENA, OSIWA, OSIEA and OSI South Africa.
      10. Workshops/ advice: OSJI is working with BRAC on the design of its regional paralegal training academy, supported by OSI’s HESP, (including, to date, funding and providing advice in two workshops, (Kathmandu and Dhaka, 2014), and is working with Central European University advising on establishing an ongoing course for leaders in the field of legal empowerment.
5. **Testing innovative models**
   1. Sierra Leone – taking generalist paralegals to scale in a very poor country:
      1. Technical support: We designed the approach, building off the model developed by Timap for Justice. Timap, which we helped co-found in 2004, has been recognized by independent institutions including the World Bank,[[2]](#footnote-2) the International Crisis Group,[[3]](#footnote-3) the UN Commission on Legal Empowerment[[4]](#footnote-4) and Transparency International for developing a creative, effective methodology for providing justice services in the challenging and complex context of Sierra Leone. Using this as a model, we built a nationwide network, provided training and mentoring, and worked with local partners to undertake accompanying advocacy to institutionalize services (below).
      2. Research: legal needs assessment (2010).
      3. Grant and technical design/ support: we provided institutional support grants to 5 organizations, 2009 – 2014, to scale up basic legal services to reach 1/3rd of the country, through 32 offices. As part of this, TIMAP for Justice received grants to a total of $2,515,085 USD[[5]](#footnote-5); Access to Justice Law Centre received a total of $67,557; Caritas Justice and Peace Commission received a total of $119,155; BRAC Sierra Leone received $193,753 (after 2012, this was incorporated into the Namati grant).
      4. Replication: After being impressed by the work of Timap, Mr. Soros in 2007 proposed to President Sirleaf to replicate the approach in Liberia. This resulted in OSF funding the Carter Center for several years to establish a pilot community based paralegal model. Moldova designed designed a pilot paralegal project using the Sierra Leone model with SIDA and SFM funding.
      5. Publications:
         1. Fact sheet: *Legal Empowerment: Sierra Leone – A National Approach to Justice Services*
         2. Numerous articles in local papers, including, inter alia: [*Paralegal Justice Services Expand Across Sierra Leone*](http://www.opensocietyfoundations.org/press-releases/paralegal-justice-services-expand-across-sierra-leone) (2010); *Ten Misconceptions about paralegals in Sierra Leone* (2010); *Empowering the poor through community-based paralegals* (2010); [*New Legal Aid Law in Sierra Leone Embraces the Role of Paralegals*](http://www.opensocietyfoundations.org/voices/new-legal-aid-law-sierra-leone-embraces-role-paralegals) (2012)
   2. Pakistan: Paralegalism in a fragile, gender discriminatory environment, in partnership with FOSIP.
      * 1. Study visit: Foundation Open Society Institute–Pakistan (FOSIP) staff and four CSOs from Pakistan visited Bangladesh, including Brac and Madaripur Legal Aid projects, with Sierra Leone colleagues, to start exploring legal empowerment programming (Aug 2011).
        2. Research: consultancy with Leanne MacKay to identify entry points for programming in Pakistan, Nov 2011.
        3. Grants by FOSIP: to Sarhad Rural Support Program (SRSP), 2012 – 2015, provided by FOSIP, for work in three districts of Khyber Pakhtunkhwa.
        4. Research: legal needs study, SRSP (2012).
        5. Evaluation: Phase 1: Randomized Control Trial with independent research team under Bilal Siddiqi of Stanford University, (Sept 2012 – March 2015). Phase 2: ethnographic impact evaluation by team based within SRSP, under anthropologist Ward Berenschot, (Nov 2014 – March 2016).
        6. Conference: a national conference was organized to showcase legal empowerment work by Rural Support Programs across Pakistan, co-hosted by FOSIP and Rural Support Programme Network, with funding by FOSIP and technical input and presentations by OSJI (April 2013).
        7. Training: OSJI has provided six, 2 – 3 day training sessions for Legal Empowerment staff of SRSP, 2012 – 2014, eg. substantive law, supervising volunteers, data collection, drafting compelling case studies.
        8. Technical support: OSJI staff have visited Pakistan on seven visits, including one field visit, providing technical support, training and mentoring, and FOSIP staff have visited field offices regularly to provide mentoring support.
        9. Networking: numerous meetings with UNDP, EU, DFID and other major players in the justice sector, to coordinate efforts, improve quality control and standardize data collection. MoU underway with UNDP for us to provide technical support for a larger new project, and EU project in Punjab’s project design document is clearly modelled upon the design of our paralegal project.
        10. Publications:
            1. Blog: [*How Access to Justice Is Helping Women in Northern Pakistan*](http://www.opensocietyfoundations.org/voices/how-access-justice-helping-women-northern-pakistan) (OSF website, 2014)
            2. Blog: [*Delivering Access to Justice in the Mountains of Pakistan*](http://www.opensocietyfoundations.org/voices/delivering-access-justice-mountains-pakistan) (OSF website, 2014)
            3. Research report: ‘Documentation of Alternative Dispute Resolution through Local Support Organizations’, Rural Support Program Network, funded by FOSIP.
   3. Demonstrating how paralegals can assist with health outcomes for minority groups – training, technical capacity and research in partnership with Law and Health Initiative of the Public Health Program (LAHI).
      * 1. Event/ policy dialogue: co-hosted a conference with LAHI to discuss the health benefits of access to justice interventions (including paralegal projects), and to strategize on how projects exemplifying good practices can be replicated and scaled up. The meeting included grantees, donors and academics, and focused on people affected by HIV, sex workers, people who use drugs, Roma, palliative care patients, and people with mental disabilities (Nairobi, November 2013).
        2. Facilitation: In collaboration with PHP, we facilitated sessions on documentation and learning at the Expert Meeting on Social Accountability and Legal Empowerment: Allied Approaches in the Struggle for Health Rights. This meeting brought together OSF partners and academics experts working on the intersection of social accountability, legal empowerment and health (December 2014).
        3. Training and technical support: Following the 2013 meeting in Nairobi, LAHI and OSIEA requested we work with their palliative and access to justice grantees in East Africa on case documentation, advocacy and learning. We facilitated a three-day training session with palliative care and legal service provider grantees and provided remote support on the development and adaptation of tools for case management.
        4. Research: At the request of LAHI we facilitated a year-long process of reflection on LAHI’s 6 year experience in grantmaking in the field of legal empowerment, access to justice and health. This process was designed to both strengthen LAHI strategy moving forward and provide the substantive lessons for *Bringing Justice to Health: A Good Practice Guide*, forthcoming in 2015.
        5. Publication: [*Bringing Justice to Health: The Impact of Legal Empowerment Projects on Public Health*](http://www.opensocietyfoundations.org/sites/default/files/bringing-justice-health-20130923_0.pdf) (2013)
   4. Piloting how paralegals can help implement international case law: DH and others v. the Czech Republic
      1. Together with Roma Initiative we jointly supported a project to build grassroots pressure for DH implementation at the local level, complementing work done by Human Rights Initiative, Education Support Program, Early Childhood Program, the Prague Foundation, and OSJI, on advocacy at international and national levels. Paralegal work comprised:
         1. Grant: A one year grant to Life Together to support the capabilities of their two most promising Roma staff to initiate campaigning work with Roma parents in Ostrava; (total $27,400, 2013-14).
         2. Grant: A one year grant to IQ Roma Servis to provide legal back-up to the RIO fellows in Ostrava to monitor and report on discrimination of Roma in the educational system in the Czech Republic (total $8,000, 2013-14).
         3. Technical support, mentoring and supervision: including extensive visits to the 4 RIO funded fellows who are leading the work in Ostrava.
   5. Understanding the cost effectiveness of paralegals

Research: We provided technical and financial support for the South African Human Sciences Research Council publication *Towards a Sustainable and Effective CAO Sector in South Africa: A Cost Benefit Analysis*. Our partner organization the National Alliance for the Development of Community Advice Offices commissioned the research, at the request of the Government of South Africa, and we worked with them to strategize on how to effectively influence government recognition of the CAO sector. The total grant was USD $40,000.

* 1. Global level grant: Co-funded the establishment of Namati with DFID,in order to take forward the movement for legal empowerment, build the evidence and show what works (total $7,281,829 from OSF funds). Namati now focuses exclusively on paralegals, primarily testing how paralegals can operate on key thematic areas: community land titling, environmental protection, citizenship and health. They also convene the global network, which they are using to convene support for inclusion of legal empowerment in the post-2015 agenda, and have established a database of resources on paralegalism.

1. **Achieving institutionalization of paralegals as basic legal services providers**
2. Professionalization of paralegals
   1. Advocacy: Successful advocacy with University of Makeni, Sierra Leone, to establish a one year field-based paralegal certificate, and the National Council for Technical, Vocational and other Academic Awards for accreditation.
   2. Technical support: throughout our work, we have developed template data collection systems, allowing for easy analysis and supervision of paralegals, which are now being replicated by many paralegal projects across the world.
   3. See training above for more work on professionalization.
3. Legal recognition
4. Sierra Leone:
   * 1. Advocacy: two meetings between Mr Soros and President of Sierra Leone, and many follow up meetings with the Presidential advisor and other senior officials, in an unsuccessful effort to sign an MoU with the Government of Sierra Leone on the institutionalization of paralegals (2009 – 2011).
     2. Advocacy/ workshops: In Sierra Leone, a dozen CSOs were brought together on four occasions to plan advocacy for inclusion of paralegals in the legal aid bill, including analyzing the draft bill, developing an advocacy plan, submitting a joint letter, and preparing and issuing a joint public statement (2010). We and our partners also took part on three formal workshops on the drafting of the legal aid bill, and three sessions in Parliament. The Legal Aid Bill was enacted to incorporate paralegals, as advocated for, in 2012.
5. Indonesia: Indonesia study visits to South Africa in 2009 and 2010 and several national workshops on legal aid reforms organized and funded by the TIFA and OSJI resulted in 2011 in adoption of the first national legal aid law in Indonesia which recognized paralegals as independent providers of basic legal aid services to be funded by state.
6. Realizing implementation
   1. Sierra Leone: Namati has been playing a leading role in getting the Legal Aid Board appointed and operating.
   2. Indonesia**:** working with TIFA towards the roll out of the new legal aid law recognizing paralegals, building up the capacity of paralegal organizations to take a lead role in its implementation.
      * + 1. Grant: The Indonesian Legal Resource Center received grants totalling of $135,000 in 2011 and 2014 to assist the effective implementation of the Legal Aid Law.
          2. Grant: Paralegal Indonesia Network received a grant of $33,000 in 2012 for organizing community forums, developing a web-based information and supporting their volunteers.
          3. Network building: Supported grantees to attend the Annual Legal Empowerment Asia Partnership Meeting (Ulaanbaatar, 2011).
          4. Network building: National workshop on the implementation of the Legal Aid law organized by ILRC, TIFA, OSJI and BPHN (2012).
          5. Study visit/ Advocacy: A high level study visit was organized for the Indonesian Ministry of Law and Human Rights to Georgia to learn about how the legal aid scheme can be organized by the Ministry of Justice (Tbilisi, 2012).
          6. Research: legal needs assessment, contracting HiiL (2014-2015).
          7. Fact sheet: *Legal Empowerment: Indonesia*
          8. Article: [*From Indonesia to the UN: Speaking up for Justice*](http://www.opensocietyfoundations.org/voices/indonesia-un-speaking-justice) (2013)
7. **Global advocacy to generate greater political and financial support for paralegals**
   1. Utilization of high level strategic supporters to advance recognition of paralegals
      1. Presentation and panel: European Development Days, Mr Soros spoke on legal empowerment, on a panel alongside the Swedish Development Minister and Strauss-Khan (Stockholm, 2009). Accompanied by two-hour “Roundtable Discussion on Legal Empowerment of the Poor: Making the Law Work to Promote Inclusion and Development”.
      2. Publication: [*Between Law and Society: Paralegals and the Provision of Primary Justice Services in Sierra Leone*](http://www.opensocietyfoundations.org/sites/default/files/between-law-and-society-20100310.pdf) foreword by George Soros (2010)
         1. Three meetings of the International Advisory Council on the Global Legal Empowerment Initiative, hosted by George Soros and attended by Mo Ibrahim, Amartya Sen, Sir Fazle Abed and Sir James Wolfensohn (New York, Sept 2012, Sept 2013 and Oct 2014). Additional members include Helen Clarke and Madeleine Albright, who have played an active role but not attended meetings. This Council was drawn together by Mr Soros to help provide direction to, and raise the profile of, efforts made under this project to take forward the movement on legal empowerment globally. Members have also signed publications (eg. [*Justice 2015: Appeal to the Member States of the United Nations*](http://www.opensocietyfoundations.org/sites/default/files/justice2015-statement-06122014.pdf), 2014), published blogs (eg. George Soros and Sir Fazle Abed’s ‘[Rule of Law can rid the world of poverty](http://www.ft.com/cms/s/0/f78f8e0a-07cc-11e2-8354-00144feabdc0.html#axzz3UXjR6Dhu)’, Financial Times, 2012; Mo Ibrahim’s [Africa’s Search for Law](http://www.project-syndicate.org/commentary/mo-ibrahim-calls-for-the-rule-of-law-to-be-placed-at-the-top-of-the-world-s-development-agenda), project syndicator and several local news outlets, 2014) and presented at numerous events.
         2. Side event at the High‐Level Panel of Eminent Persons on the Post‐2015 Development Agenda: Organized a side event called “Why Access to Justice Matters”. Mr. Soros, along with prominent guests, gave a presentation at the event, focusing on paralegals and showcasing particularly efforts made in Sierra Leone (Bali, 2013).
         3. Open Working Group meeting: During the 6th session of the Open Working Group, UN Deputy Secretary General chaired, with a panel comprising Mr. Soros and two former Commissioners from the Commission on the Legal Empowerment of the Poor, Lloyd Axworth and Judge Clotilde Medegan, as well as the Lead on UNDP’s Post 2015 work, Olav Kjorvan, all speaking on the importance of including legal empowerment in the Post 2015 agenda. A side event on “Legal Empowerment in Countries in Special Situations – African Countries, Least Developed Countries and Middle Income Countries” was also hosted by the Permanent Mission of the Republic of Benin to the UN and the Permanent Mission of the United Kingdom to the UN, in partnership with UNDP (New York, 2013).
         4. Private dinner with George Soros: Mr. Soros hosted a private dinner meeting for selected permanent representatives and others from the Open Working Group process. The event was designed to permit sharing of experiences on rule of law projects, and to promote the Statement to members of the Open Working Group. The Open Working Group meetings dedicated to governance and the rule of law were in the days after this dinner meeting (New York, 2014).
         5. Waldorf Astoria reception, with presentations by George Soros and Amartya Sen, where we presented videos on paralegals in three countries, and launched both [*Bringing Justice to Health*](http://www.opensocietyfoundations.org/reports/bringing-justice-health)*,* and our *Special Edition on Legal Empowerment* (New York, Sept 2013)
   2. Encouraging increased support among donors
   3. A meeting with influential donors, including private foundations and international development agencies was held by then OSI President Aryeh Neier to discuss the creation of the civil-society driven model for legal empowerment (London, 2010).
   4. Convenings: Bilateral discussions with 17 donors, jointly with DFID (2011).
   5. Donor roundtables: Co-hosted seven meetings with DFID, bringing in a range of governmental and private donors to explore coordination, research and funding (London, April 2012; London, Nov 2012; New York, September 2013; by telephone, London Nov 2013; London, Nov 2014; virtual, Jan 2015; virtual, March 2015).
   6. Raising discussion of paralegals at public events
      1. Presentation: Presentations on grassroots customary law reform experiences and paralegals in Sierra Leone were given followed by discussions with range of donors on the legal empowerment vision at the *Customary Justice and Legal Pluralism in Post-Conflict and Fragile Societies Conference* (Washington DC, 2009).
      2. Side-panel on legal empowerment and food security: at the UN Global South-South Development Expo, a high-profile annual event organized by the UN (Rome, 2011).
      3. Presentation: Entitled “Facilitators and paralegals working towards fair solutions for all people involved” at the *Innovating Justice Forum 2012: Towards basic justice care for everyone* conference, The Hague Institute for the Internationalization of Law (HIIL) (Hague, 2012).
      4. Presentation: A presentation on how paralegals can have an impact beyond the justice sector, at the conference *Rights and Wrongs: Developments in Access to Justice*’ organized by Legal Rights Research Centre (Oxford, 2012).
      5. Presentation: OSJI organized and moderated a panel at the *World Justice Forum* (The Hague, 2013) dedicated to legal empowerment and role of paralegals.

d. **Public communications**

* + 1. Briefing paper: [*Legal Empowerment: An Integrated Approach to Justice and Development*](http://www.opensocietyfoundations.org/sites/default/files/lep-working-paper-20120701.pdf) (2012)
    2. Video: [*Grassroots Justice*](https://www.youtube.com/watch?v=RyI0p1mjYn0) (2012)
    3. Video: [*Grassroots Justice: Philippines*](https://www.youtube.com/watch?v=PCODI2-cbfo) (2012)
    4. *Justice Initiatives:* [*Special Edition on Legal Empowerment*](http://www.opensocietyfoundations.org/sites/default/files/justice-initiatives-legal-empowerment-20140102.pdf) (2013)
    5. Video: [*Grassroots Justice in Moldova*](http://www.opensocietyfoundations.org/voices/grassroots-justice-moldova) (2014)
    6. Blog: [*Bringing Justice to Education and Development in Nepal*](http://www.opensocietyfoundations.org/voices/bringing-justice-education-and-development-nepal) (2014)
    7. Video: [*How a Nurse Uses the Law to Ease Patients' Suffering*](https://www.youtube.com/watch?v=ohHsLRGnEyw) (joint OSJI/ LAHI, 2013)
    8. Video: [*For Roma, Justice Is Sometimes the Best Medicine*](https://www.youtube.com/watch?v=v2KBKZ_e9MA) (joint OSJI/ LAHI, 2013)
    9. Video: [*To End AIDS, We Must Fight Injustice*](https://www.youtube.com/watch?v=Ta6her92ioQ) (joint OSJI/ LAHI, 2013)
    10. Article: [*Justice on Wheels*](http://www.opensocietyfoundations.org/voices/justice-wheels) (joint OSJI/ LAHI, 2013)
    11. Briefing paper: [*The Global Legal Empowerment Initiative*](http://www.opensocietyfoundations.org/sites/default/files/glei-description-092712.pdf) (2012)
    12. Factsheet: [*Justice 2015: Successful Models for Partnership and Implementation*](http://www.opensocietyfoundations.org/sites/default/files/fact-sheet-justice-implementation-partnerships-20130319.pdf) (2013)
    13. Factsheet: [*Justice 2015: How Justice Impacts Development*](http://www.opensocietyfoundations.org/sites/default/files/fact-sheet-justice-impacts-development-2015-20130319.pdf) (2013)
    14. Factsheet: [*Justice 2015: Justice Plays a Fundamental Role in Eliminating Poverty*](http://www.opensocietyfoundations.org/sites/default/files/fact-sheet-justice-2015-21030319.pdf)(2013)

1. The portfolio falls under OSJI’s Rule of Law Cluster. It covers all the work that the legal empowerment team has been undertaking since the Justice Initiative started doing legal empowerment work in 2008, including all work done under the Global Legal Empowerment Initiative. [↑](#footnote-ref-1)
2. In 2006, the World Bank recognized Timap as an innovative model for providing justice services, and awarded Timap an $800,000 grant, which allowed Timap to double in scope. A forthcoming World Bank qualitative evaluation of Timap finds feedback on Timap’s work to be ‘overwhelmingly positive, emphasizing the fairness of Timap’s approaches, its focus on the rights of the poor and/or marginalized, and the value of having a free forum in which to resolve disputes.” Further, “those interviewed indicated that Timap filled an important gap and provided a chance to settle disputes that may otherwise have gone without resolution.” Dale, P. *Delivering Justice to Sierra Leone’s Poor: Progress and Predicaments; An Evaluation of the Work of Timap for Justice*, in draft. [↑](#footnote-ref-2)
3. A 2006 ICG report on the justice sector in Liberia reported on Timap as a case study and recommended that Liberian civil society consider a similar intervention. “By solving case the everyday justice needs of ordinary citizens, [Timap] is proving town by town, case by case, that justice need not be a far-off ideal but can be an every-day reality.” *Liberia: Resurrecting the Justice System, International Crisis Group, 2006*. In 2007, the Carter Center initiated a paralegal program in Liberia modeled after Timap. [↑](#footnote-ref-3)
4. See Access to Justice Thematic Paper of the UN Commission on Legal Empowerment. [↑](#footnote-ref-4)
5. 2009: $742,144; 2010: $491,241; 2011: $758,200; 2012: $523,500 [↑](#footnote-ref-5)