



CEU SCHOOL  
OF PUBLIC  
POLICY



# Legal Empowerment Leadership Course



10–14 October 2016 | Budapest, Hungary

# Background



A 2015 COURSE PARTICIPANT:

*“The case studies coupled with the more globally oriented sessions made for a very effective learning experience. I was particularly impressed with how naturally the connections between programs/activities in diverse contexts came through.”*

Around the world, more than four billion people are living outside the protection of the law. They are unfairly driven from their land, denied essential services, excluded from society, and intimidated by violence.

Legal empowerment is about turning that tide. It's about enabling people to understand, use, and shape the law. From at least the 1950s, when community paralegals in South Africa began helping people to navigate and resist apartheid, legal empowerment has grown into a global movement. Today, grassroots legal advocates in the Philippines are helping farmers to take part in nationwide agrarian reforms. In Argentina, shantytown residents are pursuing legal remedies to bring clean water and other essential services to their communities.

World leaders increasingly agree that access to justice and legal empowerment are crucial to ensuring equitable and inclusive development, a sentiment that led to the integration of justice in the UN Sustainable Development Goals. Every year the legal empowerment field becomes more robust, with greater evidence of what works. The Legal Empowerment Leadership Course is a unique opportunity to take stock of our collective knowledge and build upon it.

The aim of the course is to cultivate a global cadre of leaders who are committed to legal empowerment, and who share a common understanding of the field, including history, methodology, and evidence. A faculty of respected practitioners and academics will lead course participants in an in-depth exploration of key themes, including prospects for financing community-based justice services, the history of the global movement for legal empowerment, and the role of grassroots legal advocates in realizing citizenship rights or ensuring effective service delivery. The participatory course design will also emphasize peer-to-peer learning through small group work.

The course is organized by the CEU's School of Public Policy (SPP), the Open Society Justice Initiative and Namati, in collaboration with the South Asian Institute of Advanced Legal and Human Rights Studies (SAILS) at BRAC University.

# Participants



A 2015 COURSE PARTICIPANT:

*"This was an exceptional opportunity to meet with a diverse group of legal empowerment practitioners from around the world. It was very well planned and presented."*

## The course is intended for people whose work and interests are directly related to legal empowerment.

This includes:

- leaders of civil society organizations who are running, or wish to run, legal empowerment programs;
- parliamentary leaders and government officials (ministries of justice or development, centralized planning units) with the power to support or regulate legal empowerment efforts;
- development agency representatives working on legal empowerment at an international or country level;
- academics and researchers interested in working with legal empowerment programs.



# Course design



A 2015 COURSE PARTICIPANT:

*"Quality, diversity and effectiveness of sessions were great, really enriching and insightful."*



The course is designed to help participants explore practical solutions to concrete challenges that arise in their work. Problems identified by participants at the outset will be workshopped with peers and faculty during a series of interactive discussions, reflective exercises, and breakout sessions. Drawing from the comparative experiences of others, as well as from the latest research, participants will come away with new ideas for improving the effectiveness of their efforts. Major elements of the course include:

### **1. PREPARATORY WORK**

Participants will review selected readings in advance of the course. They will also elaborate on a problem statement describing a challenge area in their work or a research opportunity they wish to pursue.

### **2. IN-PERSON PARTICIPATION**

The course will require in-person attendance at Central European University over four days, from 10 through 14 October.

### **3. CASE STUDY-BASED CURRICULUM**

Each day will feature lectures, large group discussions, an in-depth exploration of a case study, and small group work. Sessions will offer opportunities for participants to exchange advice on their challenge areas and research inquiries. The course's multidisciplinary approach will also examine potential synergies across legal empowerment programming, policymaking, grantmaking, and academic inquiry within a range of issue areas.

### **4. POST-COURSE**

At the end of the course, participants will share final reflections on their challenges or research opportunities. Each participant will construct a course of action for acting on, or exploring further, what has been learned over the last few days.



## ► Case studies

The course will feature a comparative exploration of common themes across three case studies. Each case study will examine the following issues:

- **METHODS:** How do legal empowerment programs approach and resolve multi-faceted problems? How do they make use of existing laws or push for reform where existing laws are inadequate?
- **TRAINING, SUPPORT, AND SUPERVISION OF FRONTLINE STAFF:** How do these programs ensure consistent effectiveness?
- **MONITORING, EVALUATION, AND LEARNING:** How do these programs conceptualize, collect, analyze, and apply data to improve program quality, measure impact, and generate policy recommendations?
- **SUSTAINABILITY:** What models exist for funding (e.g. building a business case, generating revenue) and capacity building from start-up to scale-up?





- **SDGs:** What opportunities exist to leverage the 2030 Sustainable Development Goals for the advancement of legal empowerment, particularly within the context of national development planning and indicator development?
- **RECOGNITION, ACCREDITATION, AND REGULATION:** How do different actors, players, or stakeholders treat these programs? How can one generate interest among policy-makers and senior managers? Among academia?
- **TRANSLATING GRASSROOTS EXPERIENCE INTO STRUCTURAL CHANGE:** How do legal empowerment efforts influence not just specific cases but institutions and policies, e.g. ministries of land, health, and justice?
- **GENDER:** How do these efforts empower women? How do they address gender inequality?
- **SCALE:** How do legal empowerment efforts grow to a scale that addresses the challenges our societies face?



## ► Case study topics

- **ENSURING EFFECTIVE DELIVERY OF ESSENTIAL SERVICES.** How a women-led movement of grassroots advocates, lawyers, and activists is enhancing accountability and advancing the rights of health, food and housing of marginalized communities in South Asia.
- **LEGAL EMPOWERMENT AND SECURING CITIZENSHIP RIGHTS.** How grassroots legal advocates are empowering stateless populations to recognize and protect their citizenship rights;
- **THE PARALEGAL MOVEMENT IN THE PHILIPPINES.** How the movement of community-based paralegals have adapted and innovated over the decades, to bring about large-scale change in the Philippines.

## ► Cross-cutting sessions

- **INTRODUCTION TO LEGAL EMPOWERMENT – HISTORY, CONCEPTS, QUANDARIES.** This introductory session will explore what we mean by legal empowerment. It will address basic concepts, history, and philosophy. The session will offer a vocabulary and a set of questions that we will return to throughout the course.
- **SESSION I: RECOGNITION AND FINANCING OF COMMUNITY-BASED JUSTICE SERVICES.** This session will focus on how community-justice services are recognized and financed by governments.
- **SESSION II: COMBINING LEGAL SERVICES AND ORGANIZING.** This session will explore how legal empowerment groups have combined legal services with community organizing.
- **SESSION III: DIVERSIFYING REVENUE FOR LEGAL EMPOWERMENT: CLIENT CONTRIBUTIONS AND SOCIAL ENTERPRISE.** This session will focus on innovative efforts to diversify revenue and increase financial sustainability for legal empowerment, including client contributions and social enterprise.

## ► Small group work and independent reflection

Each afternoon, participants and faculty will come together in small groups to apply the day's lessons to their challenge areas or research inquiries. Depending on the session, participants will gather in groups by challenge area, geographic region, thematic focus, and more. They will engage in interactive exercises designed to encourage meaningful peer-to-peer learning and networking.

# Course information



## A 2015 COURSE PARTICIPANT:

*"So many concrete, practical examples of how to improve my work. Will totally spend the next several months examining my own projects and using this info to adapt and improve."*

## ARRIVAL AND DINNER RECEPTION: **Monday, 10 October 2016**

The course will be held at the **School of Public Policy**, on the campus of the **Central European University** in Budapest, Hungary.

The full cost of participation in the course is **EUR 2,500.– (incl. VAT)**. This does not include travel and accommodation (lunch and coffee breaks during the course will be provided).

A limited number of scholarships covering travel, accommodation and the full cost of tuition will be available on a competitive basis. In addition, a number of tuition waivers will be available for participants who cover their own travel and hotel accommodation. Note that scholarships or tuition waivers will not be available for applicants from international agencies.

Interested individuals should complete the application form at <https://spp.ceu.edu/legalempowerment2016> by **26 June 2016**.

There, you will be asked to submit

- a brief description of a challenge or research opportunity facing you in your work;
- basic information about your experience and interests;
- your CV.

The course will finish on **14 October** (late afternoon).



# Faculty



A 2015 COURSE PARTICIPANT:

*“It was a great opportunity to learn about the challenges, experiences of different actors. The multiple approach, tools and experience has helped me to apply the relevant and required practices in my own country.”*



## COURSE DIRECTOR



### Vivek MARU

Vivek founded Namati in 2011 to grow the movement for legal empowerment around the world. Namati and its partners have built cadres of grassroots legal advocates—also known as “community paralegals”—in eight countries. The advocates have worked with over 40,000 people to protect community lands, enforce environmental law, and secure basic rights to healthcare and citizenship. Namati convenes a community of 500+ legal empowerment organizations from all over the world who are collaborating on common challenges and learning from one another. This community successfully advocated for inclusion of access to justice in the new global development framework, the 2030 Sustainable Development Goals. From 2003 to 2007, Vivek co-founded and co-directed the Sierra Leonean organization Timap for Justice, which has been recognized by the International Crisis Group, Transparency International, and President Jimmy Carter as a pioneering model for delivering justice services in the context of a weak state and a plural legal system. From 2007 to 2011, he served as senior counsel in the Justice Reform Group of the World Bank. His work focused on rule of law reform and governance, primarily in West Africa and South Asia. Vivek was named an Ashoka Fellow in 2014, a “legal rebel” by the American Bar Association in 2015, and a Skoll Awardee for Social Entrepreneurship in 2016.

## WELCOME



### Julia BUXTON

Julia Buxton is the dean of CEU’s School of Public Policy. She is a specialist on South America and an expert on Venezuela, receiving her PhD from the LSE, where she also studied for her MA (Distinction) in comparative politics. Her current research focuses on the drugs and development nexus and the development impacts of counter narcotics programs. Her publications on drugs include *Drug Crop Production, Poverty and Development* (OSF 2016); *Drugs and Development: The Great Disconnect* and (with T. Bingham); *The Rise and Challenge of Dark Net Drug Markets* (both January 2015, Global Drug Policy Observatory, University of Swansea); *The Politics of Drugs*, (ed., 2010, Routledge); ‘Opportunity Lost: Alternative Development in Drug Control’ in J. Tokatlian (ed.) *Old Wars: New Thinking*, (2010, Libros Zorazal); ‘A History of Drug Control’ in P. Keefer and N. Loayza (eds) *Innocent Bystanders*, (2010, World Bank Publications); ‘The UK drug problem in global perspective’, *Soundings* (2009); ‘The Historical Foundations of the Narcotic Drug Control Regime’, World Bank Policy Research Working Paper 4553 (2008) and *The Political Economy of Narcotic Drugs*, (2006).



## Wiktor OSIATYNSKI

Wiktor Osiatynski is a university professor at Central European University. He has taught at many American and European universities, including Columbia, Stanford, Chicago, Connecticut, and Siena. His main fields of scholarly interest are comparative constitutional law and human rights. In the 1990s, Wiktor served as a co-director of the Center for the Study of Constitutionalism at the University of Chicago Law School. In addition to belonging to the Open Society Global Board, he is a member of several Open

Society advisory boards. He has written more than 25 books on, inter alia, the history of social and political ideas, constitutionalism, addiction, science, and sports. His most recent book is *Human Rights and Their Limits*. He holds degrees in law and sociology from Warsaw University and the Polish Academy of Science.

## FACULTY



## Laura GOODWIN

Laura Goodwin is a Program Director at Namati. She manages Namati's Citizenship Program, which trains paralegals from historically stateless communities to empower people to access legal identity documents and full citizenship rights in Bangladesh and Kenya. She previously launched and managed Namati's Myanmar Program, focused on land rights. Laura has previous experience with human rights work in the US and Asia. She also spent several years administering international

education programs in China. Laura earned her MA in Law and Diplomacy at the Fletcher School, where her studies focused on human rights law and human security.



## Jennifer GORDON (TBC)

Jennifer Gordon founded the Workplace Project in 1992, a non-profit worker center in Hempstead, New York, which organizes immigrant workers from Central and South America. She was the executive director of the Workplace Project from 1993 to 1998 and lobbied for and won a strong wage enforcement law in New York state. A MacArthur Prize Fellow from 1999 to 2004, she has been a professor at Fordham University School of Law since 2003 where she teaches courses in the fields of

immigration law, labor law, and legislation/regulation, and writes about the regulation of the low-wage workplace, restructuring global labor migration, and the relationship between law and social change. She is the author of *Suburban Sweatshops: The Fight for Immigrant Rights*, published in 2005 by Harvard University Press. She received a BA from Radcliffe College of Harvard University and a Juris Doctor degree from Harvard Law School. Jennifer has been named one of the top lawyers under age forty in the U.S. by the *National Law Journal*, and “Outstanding Public Interest Lawyer of the Year” by the National Association for Public Interest Law (now Equal Justice Works).



## Marlon J. MANUEL

Marlon J. Manuel is the National Coordinator of the Alternative Law Groups (ALG), a coalition of more than twenty Philippine NGOs that adhere to the principles and values of alternative or social development-oriented law practice. These organizations have distinct programs for legal assistance that are primarily concerned with the pursuit of public interest, respect for human rights, and promotion of social justice. From 1996, he has gained two decades of experience in social justice and human rights

lawyering. He has combined his involvement in strategic litigation on human rights and public interest issues with his education activities. He is deeply involved in justice and human rights education, not only as a law school professor, but also as a grassroots community educator. Marlon is also actively involved in policy reform work on social justice and human rights legislation, and in justice system reform work on improving access to justice by the poor.



## Zaza NAMORADZE

As the director of the Open Society Justice Initiative's Budapest office, Zaza oversees activities on legal aid and defendants' rights and legal empowerment and capacity. He previously served as staff attorney and, later, deputy director of the Open Society Institute's Constitutional and Legal Policy Institute, where he designed and oversaw projects in constitutional and judicial reforms and student law clinics and human rights litigation capacity building in Central and Eastern Europe and Central Asia. Zaza has

worked for the Center for the Study of Constitutionalism in Eastern Europe, the Central Electoral Commission of Georgia, and was a member of the State Constitutional Commission of Georgia. He graduated from the Law Faculty of Tbilisi State University, studied in the Comparative Constitutionalism Program of the Central European University, and earned an LLM from the University of Chicago Law School.



## Pascoe PLEASANCE (TBC)

Pascoe Pleasance is professor of Empirical Legal Studies and co-director of the Centre for Empirical Legal Studies at the University College London - Faculty of Laws. Until recently he was academic and scientific advisor at the Legal Services Commission, and continues to advise a range of governmental bodies in the United Kingdom and overseas. He is a fellow of the Royal Statistical Society, a member of the International Group of Experts on the Measurement of Access to Justice and a member of the

International Working Group on Civil Justice and Dispute Resolution. He additionally holds membership of the International Working Group on the Legal Profession and International Legal Aid Group. Pascoe is a former Head of the Legal Services Research Centre, London, and a former Government Social Research Head of Profession. His substantive areas of research interest span the civil and criminal justice fields, but he has a particular interest in the public's understanding and experience of law, access to justice and decision-making.



## Gagan SETHI

Gagan Sethi is a development educator, a practicing organizational development expert and a gender trainer. He joined the Behavioral Science Centre (BSC) of the St. Xavier's Non-formal Educational Society, Ahmedabad, in 1977 and was appointed associate professor and member of the Governing Board in 1985. While working in two areas of rural Gujarat he developed an interest in improving the economic realities of Scheduled Caste and Tribes, organising village groups. As founder of Janvikas,

he has helped set up several strategic organizations in India, for example Kutch Mahila Vikas Sangathan, Sahjeevan, Drishti, the HID forum, and the Centre for Social Justice (CSJ), one of the largest grass root programs in Gujarat dealing with access to legal services, legal education and citizenship rights. He is also the founder and former chair of the Dalit Foundation (presently board member). Gagan's professional expertise lies in human and institutional development training, focusing on social forestry co-operatives, ecology-related grass root organisations and Scheduled Castes and Tribes.

# FROM THE 2015 LEGAL EMPOWERMENT LEADERSHIP COURSE



A 2015 COURSE PARTICIPANT:

*“The course was very helpful in understanding different paralegal models, their finding, management and evaluation. It was very helpful to analyze this in a global perspective and relate to work locally..”*







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