JusTRAC+ Program Design Workshop

June 5, 6, and 7, 2019

And

July 18, 2019

NOTE: AGENDA SUBJECT TO CHANGE

Organized by:
Rule of Law Collaborative at the
University of South Carolina

Location
ABA Rule of Law Initiative Offices
1050 Connecticut Avenue, NW, 5th Floor
Washington, DC 20036

Nearest Metro:
Farragut North

Additional information:
Greg Gisvold
rolc@sc.edu

Course Description:
Multiple U.S. government agencies work at all levels with partner nations to reduce crime, promote public safety, and ensure that citizens of those countries have access to a functioning and fair justice system. This important work requires experts from U.S. federal and state as well as nongovernmental justice actors to engage with their counterparts in partner nations to work towards a fair, transparent, and accountable justice system. Perhaps the key factor in the effectiveness of these efforts is the development of clear, considered, evidence-driven program designs. This Program Design Workshop is a practical skills development opportunity for U.S. government professionals active in justice sector programming. Drawing in innovative and proven practices and decades of on-the-ground experience, this workshop will immerse participants in the details and processes of program design. Participants will explore basic program design tools, such as root cause analysis, as well as outputs, such as results frameworks and causal models. Discussions will review analytical tools, such a Political Economy Analysis, and highlight field experience using them.

This five-day workshop will involve 20 participants drawn from applicants from across the U.S. inter-agency. The event will proceed in two sessions: the first session (June 5, 6, and 7 in Washington DC) will comprise three days of instruction, exercises, and expert discussion. Between sessions one and two, participants will produce an initial program design for presentation and discussion during session two. During the second session (July 18, also in Washington, D.C.) participants will presentation and discuss their program design efforts.

Course objectives:
From this workshop, participants will expand their network of collaborating professionals engaged in similar justice sector work. They will improve their understanding of the roles, activities, and expertise of U.S. government interagency rule of law programming. They will learn first-hand from rule of law experts about the opportunities, pitfalls, and obstacles relevant to program design development. They will learn and practice the key principles and important tools of program design. And, they will develop key program design outputs, such as results frameworks, and produce a preliminary program design document for presentation and discussion.

Day 1: Wednesday, June 5, 2019

8:30AM-9:00AM   **Registration**

9:00AM-9:30AM   **Welcoming Remarks, Overview of JusTRAC+ and the Training Program**

Joel H. Samuels, *Professor of Law, Director, Rule of Law Collaborative, Univ. of South Carolina*

INL (TBC)

Greg Gisvold, *Senior Fellow, Rule of Law Collaborative, Univ. of South Carolina*

Karen Hall, *Associate Professor, Ohio Northern University Pettit College of Law; Director of the LL.M. Program in Democratic Governance and Rule of Law*

This opening session will provide an overview of the JusTRAC+ Program, as well as of the Rule of Law Collaborative, while presenting attendees with expected takeaways from the course. Instructors will introduce themselves and provide an overview of the workshop.

9:30AM-10:45AM   **SESSION 1: PROGRAM DESIGN BASICS**

Greg Gisvold, *Rule of Law Collaborative, Univ. of South Carolina*

This session will review the key goals of program design. It will address the importance of clearly identifying problem(s), researching solutions, and organizing interventions. It will explore integrated concepts, including "manageable interest" and "monitoring, evaluation, and learning." An important objective of this session will be to establish a common lexicon among participants from different agencies regarding program design process and documentation.

References:

- Excerpts from USAID Program Design Guide
- Excerpts from UNDP Program Design Manual
- [F Manual cite and link]

10:45AM-11:00AM   **Break**

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11:00AM-12:15PM   **SESSION 2: PROBLEM ANALYSIS TOOLS**

Greg Gisvold, *Rule of Law Collaborative, Univ. of South Carolina*

Karen Hall, *Ohio Northern University Pettit College of Law*

This session will explore tools available to help program designers with a crucial initial task: identifying the problem their project will seek to ameliorate. After an introductory presentation and discussion, participants will work in teams to use two primary tools of problem analysis.

References:

• Sample Problem Tree Handout

12:15PM-1:45PM   **LUNCH BREAK AND NETWORKING**

FEATURED GUEST SPEAKER (1:15 – 1:45): ANDREW SOLOMON, *Senior Rule of Law Advisor, Center of Excellence on Democracy, Rights, and Governance, USAID*

Mr. Solomon will discuss his experience designing Rule of Law programs for USAID, including working with embassy teams, donor coordination, and using new research and innovations to develop new projects. He will present how he structures rule of law programs and discuss the importance of systems thinking in project design.

1:45PM-3:00PM   **SESSION 3: INTRODUCTION TO COUNTRY ANALYSIS**

Karen Hall, *Ohio Northern University Pettit College of Law*

In the first of several sessions related to assessment and analysis, Professor Hall will discuss the basics of learning about developing countries. She will cover legal system analysis, mapping key institutions, and understanding justice system problems in context.

References:

• Hall Power point presentation

• USAID Guide to Country Analysis

• INL Guide to Justice Sector Assistance

3:00PM-3:15PM   **BREAK**

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3:15PM-4:15PM   **SESSION 4: COUNTRY ANALYSIS CONT'D**

Karen Hall, *Ohio Northern University Pettit College of Law*

Professor Hall will continue the discussion and exercises related to basics of learning about developing countries. She will cover legal system analysis, mapping key institutions, and understanding justice system problems in context.

References:

- Hall Power point presentation
- USAID Guide to Country Analysis
- INL Guide to Justice Sector Assistance

4:15PM-5:00PM   **SESSION 5: DISCUSSION OF "CAPSTONE" PROJECT**

Greg Gisvold, *Rule of Law Collaborative, Univ. of South Carolina*

Karen Hall, *Ohio Northern University Pettit College of Law*

In this session, instructors will present and answer questions about the "capstone" project of this workshop. For the capstone, participants will produce a preliminary project design. Participants may tackle a real country and problem that is part of their work or work from a hypothetical situation. The goal of the workshop is to deepen skill development through practice. The instructors will engage participants to ensure clarity of the process and that each participant enjoys the opportunity to apply what they learn in a context that is meaningful to their daily work.

References:
- TBD

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Day 2: Thursday, June 6, 2019

8:30AM-9:00AM   **Registration and Coffee**

9:00AM-9:05AM   **Overview to Day 2**

9:05AM-10:00AM   **SESSION 6: COUNTRY ANALYSIS, CONTINUED: POLITICAL ECONOMY ANALYSIS**

Greg Gisvold, *Rule of Law Collaborative, Univ. of South Carolina*

Political Economy Analysis is a tool used by donors and implementers around the globe. It helps program designers address key obstacles to effective programming, including interconnected ("wicked") system problems, political will, and collective action. Mr. Gisvold will provide an overview of USAID's relatively new political economy analysis tool and facilitate a discussion on how PEA data can inform justice programs.

Suggested reading/references:
- USAID Applied Political Economy Analysis Framework and Guide
- Sample Political Economy Analysis

10:00AM-10:15AM   **BREAK**

10:15AM-11:15AM   **SESSION 7: COUNTRY AND PROBLEM ANALYSIS, CONT'D: PEA PANEL DISCUSSION (TBC)**

Greg Gisvold, *Rule of Law Collaborative, Univ. of South Carolina (Moderator)*

Sharon Van Pelt, *Director, Democracy and Governance Practice, Chemonics International* (TBC)

Marc Cassidy, *Independent PEA Consultant* (TBC)

David Jacobstein, *USAID Cross Sectoral Programs Division* (TBC)

In addition to their efficacy in assessing thorny national and political problems, PEAs have been used as communications tools and implementation frameworks. The panel will provide short presentations on how they have each used PEAs and answer questions about the tool's practicality and flexibility.

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11:15AM-12:15PM	**SESSION 8: HOW CHANGE HAPPENS: LOGIC AND CAUSAL MODELS AND RESULTS FRAMEWORKS**

Greg Gisvold (or someone from INL M&E or USAID CLA teams?) (TBC)

Program design is an iterative process: collecting general information, identifying relationships, distilling conflicts, and rationalizing potential interventions. At specific steps during the process it is useful to try to clarify the project concept into an iterative proposition. This session will build on previous discussions of country and problem analysis and focus on how to draw information together and begin to formulate a project concept. Instructors will introduce and discuss project design outputs such as Theories of Change, Logic Models, and Results Frameworks and lead participants through a group work session to develop one of each from hypothetical situations.

12:15PM-1:45PM	**LUNCH BREAK AND NETWORKING**

FEATURED GUEST SPEAKER (12:45 – 1:45): GLENN CRANNAGE (TBC), *Independent Rule of Law and Police Reform Consultant; former CEO, Global Justice Solutions; Assistant Commissioner, Western Australia Police Force.*

Drawing on over three decades of policing and international development experience, Mr. Crannage will discuss program design processes, tools, and outputs in the context of other key rule of law donors, notably the U.K. Department for International Development (DFID) and Australia's Department of Foreign Affairs and Trade.

1:45PM-3:00PM	**SESSION 9: COUNTRY AND PROBLEM ANALYSIS: CORRUPTION.**

Karen Hall, *Ohio Northern University Pettit College of Law*

Many justice sector programs must grapple with the problem of corruption. In addition, U.S. government agencies possess a wide variety of tools to deal with corruption problems. Professor Hall will provide an overview of the justice sector corruption problem and lead participants through a series of hypothetical practice scenarios and facilitate a discussion of assessing corruption, elite bargains, and civic oversight.

3:00PM-3:15PM	**BREAK**

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| 3:15PM-4:15PM | **SESSION 10: PEOPLE AND CHANGE: HUMAN CAPITAL, INSTITUTIONS, AND DEVELOPMENT.** |

Myra Shiplett, *National Academy of Public Administration, former Deputy Director Administrative Office of US Courts* **(TBC)**

Justice reform programs deal with several different institutions often with very distinct structures, management, training resources, and jurisdictions. Often institutional analysis tools focus too narrowly on specific capacities (e.g., strategic planning, communications, financial internal controls). Programming seeking durable change must take account of the human element within the organization. Drawing on years of domestic and local experience, Ms. Shiplett will describe how to parse institutions as structures channeling human capital towards public goods and how to navigate organization's human capital needs.

References:

- USAID Human Capital and Institutional Development Tool and Manual

| 4:15PM-5:00PM | **SESSION 11: OPEN Q& A AND REVIEW** |

Greg Gisvold, *Rule of Law Collaborative, Univ. of South Carolina*

Karen Hall, *Ohio Northern University Pettit College of Law*

The instructors will facilitate a review session to answer questions or work through points in need of further clarification. They will also discuss various "go to" sources of information they use in their own project design efforts. Participants planning to work in teams on their capstone effort can strategize their work, raise questions, and compare notes.

References:

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Day 3: Friday, June 7, 2019

8:30ᴀᴍ-9:00ᴀᴍ   **Registration and Coffee**

9:00ᴀᴍ-9:05ᴀᴍ   **Overview to Day 3**

9:05ᴀᴍ-10:00ᴀᴍ   **Session 12: Cᴏᴜɴᴛʀʏ ᴀɴᴅ Pʀᴏʙʟᴇᴍ ᴀɴᴀʟʏsɪs, ᴄᴏɴᴛ'ᴅ: Pʀᴀᴄᴛɪᴄᴀʟ Exᴇʀᴄɪsᴇ**

During this session, participants will be organized into groups and begin working on another practical program design exercise. Participants will use the knowledge gained during the previous day, collaborate with their peers and develop program design outputs.

Suggested reading/references:

- TBC

10:00ᴀᴍ-11:00ᴀᴍ   **Sᴇssɪᴏɴ 13: Aᴅᴅʀᴇssɪɴɢ ᴄᴏʀʀᴜᴘᴛɪᴏɴ ᴛʜʀᴏᴜɢʜ ᴄᴏʟʟᴇᴄᴛɪᴠᴇ ᴀᴄᴛɪᴏɴ**

Jennifer Anderson Lewis, *Senior Governance and Rule of Law Advisor, USAID* **(TBC)**

The relationships between the problem of corruption and the justice system is too often reduced to questions of enforcement, from hybrid prosecutorial arrangements (such as CICIG in Guatemala) to judicial codes of ethics. However, recent years have seen a rise in movements and platforms addressing corruption in part by making it politically untenable. New tools to analyze corrupt relationships, crowd source evidence of corruption, and motivate collective action solutions are among the slate of interventions tested by recent years of programming. Ms. Lewis will introduce recent USAID research into anticorruption programming as well as discuss useful international platforms (such as the Open Government Partnership).

References:

- USAID Anticorruption Programming [full title]
- Open Justice, Open Government Partnership (2017)

11:00ᴀᴍ-11:15ᴀᴍ   **Bʀᴇᴀᴋ**

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11:15AM-12:15 PM　　　SESSION 14: MEASURING PROGRESS, DEVELOPING INDICATORS

Greg Gisvold, *Rule of Law Collaborative, Univ. of South Carolina*

Peggy Ochandarena*, Director Project Development and Support, Chemonics International* (TBC)

Measuring the effectiveness of justice reform can be overwhelming: estimating a system by its outputs seems too limited while capturing its legitimacy may be beyond the resources available to a justice sector project. The instructors will discuss the basics of developing a justice sector M&E system, introduce basic tools (such as USAID and INL indicator forms), and lead participants through the process of formulating their own indicators for sample interventions.

12:15 PM – 2:00 PM　　　LUNCH BREAK AND NETWORKING

FEATURED GUEST SPEAKER (12:45 – 1:45): UNDP PROGRAM DESIGN EXPERT (TBC)

TBC

2:00 PM – 2:45 PM　　　SESSION 15: INDICATOR BASKETS

Stacia George, *Director, Security Governance Project, Chemonics International*

Through its Security Governance Project, USAID recently completed an extensive effort to compile "baskets" of security governance indicators. Stacia George, who oversees the project, will introduce USAID's new Security Governance Indicator Guide and answer questions from participants about using the guide.

2:45PM-3:30PM　　　SESSION 16: FINAL Q&A AND CAPSTONE DISCUSSION

Greg Gisvold, *Rule of Law Collaborative, Univ. of South Carolina*

Karen Hall, *Ohio Northern University Pettit College of Law*

Instructors will answer final questions and ensure that each participant understands and has a plan for their capstone project design effort.

3:30PM-3:45PM　　　**Wrap up and Feedback.**

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Day 4: Thursday, July 18, 2019

8:30AM-9:00AM	**Registration and Coffee**
9:00AM-9:05AM	**Welcome and Overview to Day 4**
9:05AM-11:00AM	**SESSION 17: CAPSTONE PRESENTATIONS AND DISCUSSION**

Greg Gisvold, *Rule of Law Collaborative, Univ. of South Carolina*

Karen Hall, *Ohio Northern University Pettit College of Law*

Participants will be organized into small groups to present their capstone projects. Participants will work to compile a summary of trends and concerns.

11:00AM-11:15AM	**BREAK**
11:15AM-12:15PM	**SESSION 18: CAPSTONE DISCUSSION**

Greg Gisvold, *Rule of Law Collaborative, Univ. of South Carolina*

Karen Hall, *Ohio Northern University Pettit College of Law*

The instructors will facilitate Participants and Participant Groups capstone presentations and discussion will continue.

12:15 PM – 2:00 PM	**LUNCH BREAK AND NETWORKING**

FEATURED GUEST SPEAKER (12:45 – 1:45): DR. SARAH JALBERT, ABT ASSOCIATES JUSTICE STATISTICS PROGRAM (TBC)
Dr. Jalbert evaluates justice sector innovations in the United States. She will discuss accessing U.S. justice sector data and how to adapt innovations from the U.S. to foreign contexts.

2:00PM-3:30PM	**SESSION 20: OPEN Q&A, REVIEW, AND DISCUSSION**

Greg Gisvold, *Rule of Law Collaborative, Univ. of South Carolina*

Karen Hall, *Ohio Northern University Pettit College of Law*

Instructors and Participants will break capstone presentations to answer questions, identify trends in capstone presentations, and discuss.

3:30PM-3:45PM	**BREAK**
3:45PM-4:30PM	**FINAL WRAP UP, Q&A, AND FEEDBACK.**

Instructors will lead participants through a feedback exercise.

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