



JUSTRAC

JUSTICE SECTOR TRAINING, RESEARCH
& COORDINATION PROGRAM

2014-2019

Programmatic Retrospective



UNIVERSITY OF
South Carolina

RULE of
LAW
COLLABORATIVE



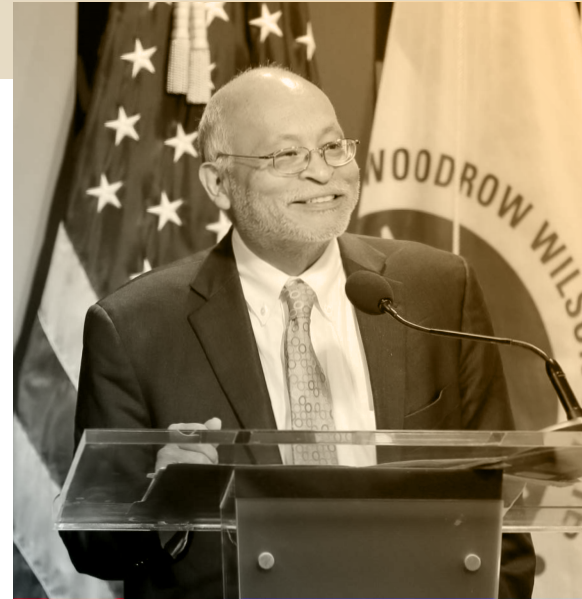
JUSTRAC.ORG

Foreword

Beginning in 2014 – and with the ongoing support and vision of U.S. Senator Lindsay Graham – the U.S. Department of State’s Bureau of International Narcotics and Law Enforcement Affairs (DOS/INL) managed the Justice Sector Training, Research, and Coordination Program (JUSTRAC) in partnership with the Rule of Law Collaborative at the University of South Carolina (ROLC).

The aim of JUSTRAC was to build knowledge and skills while strengthening coordination across the U.S. Government interagency. JUSTRAC was focused on those engaged in rule of law programming for the benefit of recipients of U.S. foreign assistance in developing, transitional, and post-conflict states. This report summarizes the accomplishments of JUSTRAC as its five-year mandate comes to an end.

Led by Director Joel Samuels, the ROLC team spearheaded the creation of all aspects of the training courses, symposia, website, newsletters, and research described further herein. In addition, ROLC called on members of its extended network to participate in activities over the five years of JUSTRAC and developed particularly strong institutional partnerships with the American Bar Association Rule of Law Initiative (ABA ROLI), the United States Institute of Peace, and the Woodrow Wilson International Center for Scholars. In the years to come, in partnership with ABA ROLI, ROLC will work with DOS/INL to build upon the accomplishments of JUSTRAC through its successor, JUSTRAC+.



(Top) Alexander Arvizu, Deputy Assistant Secretary of State, Bureau of International Narcotics and Law Enforcement Affairs, U.S. Department of State, offers opening remarks to the JUSTRAC symposium *Lessons from the Field: Innovation in Rule of Law Programming*.

(Bottom) ROLC Director and JUSTRAC Principal Investigator Joel Samuels welcomes participants to the JUSTRAC symposium *Rule of Law and the Environment: Rights, Resources, and Governance*.

BY THE NUMBERS

2,000
participants in training courses and symposia

Convened relevant federal interagency and multilateral actors in

20

liaison and steering meetings to address how to meet current justice sector needs and issues

Developed a widespread and diverse practitioner following, maintaining a current mailing list of over

1,400

professionals, as well as a social media presence that engages with many of these practitioners

90

ROLC-authored publication summaries, geared toward a practitioner audience

19

introductory and advanced training courses with over **800** participants

20

quarterly newsletters highlighting rule of law resources and opportunities

15

symposia with nearly **1,100** participants from over **300** organizations around the world

8

published peer-evaluated research papers judged to be of tangible benefit to the broader justice sector community

Compiled a library of over

400

resources in rule of law and justice sector issues

Skills Building

BY THE
NUMBERS

19
TRAINING
COURSES

800
TRAINING
ATTENDEES

16
FEDERAL
AGENCIES

55
AGENCIES &
ORGANIZATIONS



JUSTRAC TRAINING PARTICIPANTS BY GOVERNMENT AGENCY



47%
UNITED STATES
DEPARTMENT OF STATE



1.6%
UNITED NATIONS
DEVELOPMENT PROGRAMME



19%
UNITED STATES
DEPARTMENT OF JUSTICE



1%
UNITED STATES CONGRESS



13%
UNITED STATES AGENCY
FOR INTERNATIONAL
DEVELOPMENT



1%
ENVIRONMENTAL
PROTECTION AGENCY



5%
UNITED STATES
DEPARTMENT OF DEFENSE



1%
UNITED STATES COMMISSION
ON INTERNATIONAL
RELIGIOUS FREEDOM



3%
FEDERAL JUDICIARY



<1%
UNITED STATES
DEPARTMENT OF TREASURY



2%
UNITED STATES
DEPARTMENT OF LABOR



<1%
CONSUMER FINANCIAL
PROTECTION BUREAU



2%
UNITED STATES DEPARTMENT
OF HOMELAND SECURITY



<1%
FEDERAL TRADE
COMMISSION



2%
UNITED STATES
DEPARTMENT OF COMMERCE



<1%
GENERAL SERVICES
ADMINISTRATION



2%
UNITED STATES
INSTITUTE OF PEACE



<1%
UNITED STATES DEPARTMENT
OF VETERANS AFFAIRS

Scope & Reach

For the past five years, JUSTRAC has designed and delivered 19 wide-ranging, two-day rule of law and justice sector training courses. These courses attracted over 800 participants from 16 federal agencies and 55 different organizations from around the world.

Offering two tiers of learning — introductory and advanced — JUSTRAC training courses incorporated expert lecturers,

case studies, practitioner panels, and interactive exercises to enhance learning and interagency awareness.

Advanced course topics included a comparative law series examining both Islamic Legal Systems and Civil Law Systems, as well as specialized topics, such as security sector reform and combating corruption.

(Above) Opening Session, JUSTRAC Advanced Training Course on Civil Law Systems

Skills Building

BY THE
NUMBERS

95%
INCREASED
KNOWLEDGE

75%
APPLIED
KNOWLEDGE

89%
EXPANDED
THEIR NETWORK

63%
MAINTAINED
CONTACT

Program Impact

As assessed through various types of participant surveys, the JUSTRAC training courses have demonstrated an impact in a variety of key areas:

ON JUSTICE SECTOR KNOWLEDGE AND SKILLS:

Immediately after the training, 95% of respondents reported that a JUSTRAC training course increased their skills, knowledge, and information concerning justice sector reform principles and practices. Three months post-training, 75% of respondents reported having applied the skills, knowledge, and information gained in the training to their work.

ON INTERAGENCY CONTACT, COORDINATION, AND COLLABORATION:

Immediately after the training, 89% of respondents reported that a JUSTRAC training course helped them expand their professional network, including 85% who developed a working relationship with at least one participant from a different government agency or organization. Three months post-training, 63% of respondents maintained contact with at least one participant from a different government agency or organization than their own.



“It was helpful to get exposure to departments within my own agency that I didn’t know existed. I was able to meet some people in person that I’d spoken to on the phone many times, and it was helpful to make the personal connection.”

– Participant, JUSTRAC Advanced Training Course on Civil Law Systems

“I found this course inspiring and intellectually stimulating. Makes me want to learn more.”

– Participant, JUSTRAC Advanced Training Course on Islamic Legal Systems



(Top) Participants work with former ROLC Director Gordon Smith at a JUSTRAC Introductory Training Course.

(Bottom) Participants engaged in a group exercise at the JUSTRAC Advanced Training Course on Islamic Legal Systems.

Knowledge Sharing

BY THE
NUMBERS

15
SYMPOSIA
CONVENED

1,100
SYMPOSIUM
ATTENDEES

14
FEDERAL
AGENCIES

300+
AGENCIES &
ORGANIZATIONS

Scope & Reach

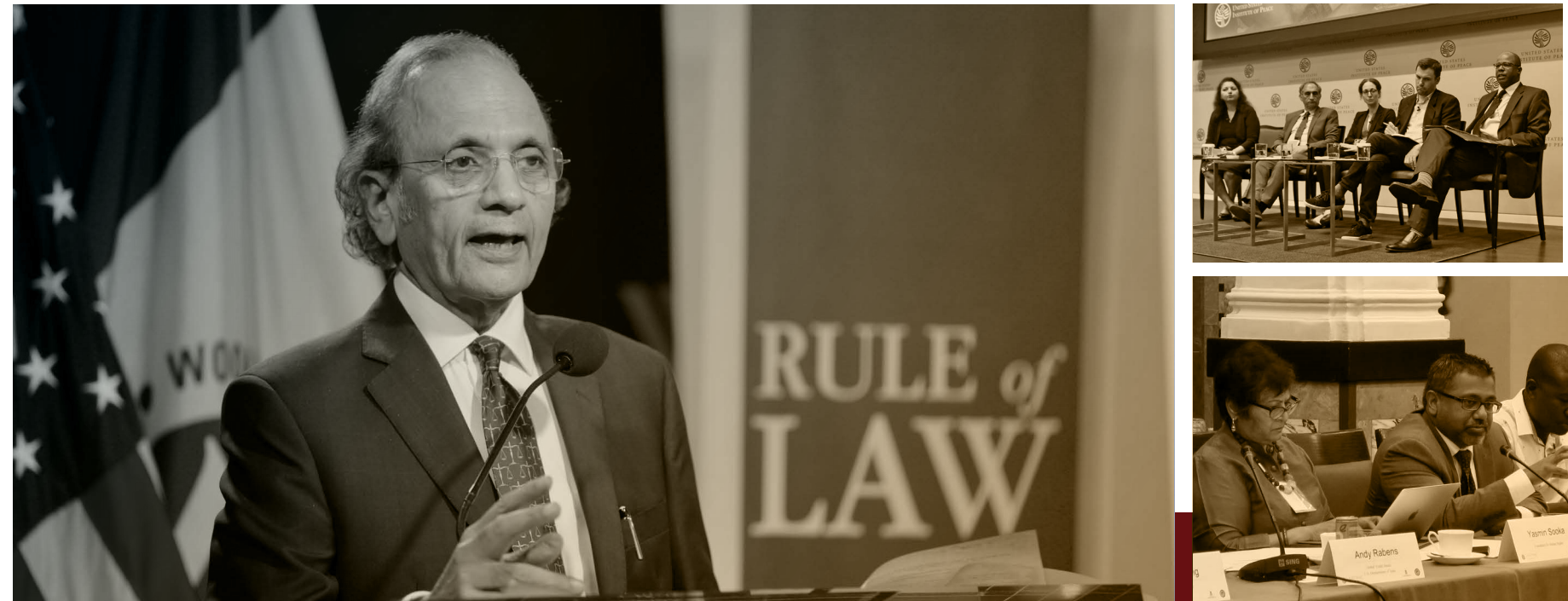
For the past five years, JUSTRAC designed and delivered 15 symposia that engaged practitioners in a deeper analysis of specialized topics in rule of law reform. These symposia have attracted nearly 1,100 participants from 14 federal agencies and over 300 organizations around the world. Nine symposia were convened in Washington, D.C., while six were held abroad.

DOMESTIC SYMPOSIA

JUSTRAC's domestic symposia typically included keynote addresses and panel discussions characterized by engaging, moderator-led conversations among experts on a range of topics of interest to the justice sector and rule of law reform community.

INTERNATIONAL SYMPOSIA

JUSTRAC's international symposia, which were designed and delivered throughout the world, were composed of key experts and professionals from particular regions who participated in plenary roundtable discussions and smaller working group sessions. These working groups were designed to generate specific recommendations on pressing rule of law topics. The recommendations were incorporated into White Papers that were disseminated across the U.S. Government and to symposium participants; they are also available to the public on the JUSTRAC website.



(Left) Former Chief Justice of Pakistan Tassaduq Hussain Jillani speaking at the JUSTRAC symposium *Practical Approaches to Strengthening Judicial Institutions*.

(Top Right) Panelists present at the JUSTRAC symposium *Innovation and Technology in Rule of Law Programming: Enforcement, Engagement, and E-Governance*.

(Bottom Right) Panelists present at the JUSTRAC symposium *Youth and the Rule of Law in Sub-Saharan Africa*.

DOMESTIC SYMPOSIA

- IMPLEMENTING EFFECTIVE JUSTICE AND SECURITY SECTOR ASSISTANCE IN CONFLICT-AFFECTED AREAS
- PRIVATE ENTERPRISE ENGAGEMENT IN THE RULE OF LAW
- EXPLORING APPROACHES TO ALTERNATIVES TO INCARCERATION ABROAD
- PRACTICAL APPROACHES TO STRENGTHENING JUDICIAL INSTITUTIONS
- INNOVATION AND TECHNOLOGY IN RULE OF LAW PROGRAMMING: ENFORCEMENT, ENGAGEMENT, AND E-GOVERNANCE
- LESSONS FROM THE FIELD: INNOVATION IN RULE OF LAW PROGRAMMING, PARTS I & II
- RULE OF LAW AND THE ENVIRONMENT: RIGHTS, RESOURCES AND GOVERNANCE
- EMPOWERING WOMEN IN MIXED LEGAL SYSTEMS



Participant Mariam Yinusa of Nigeria addresses colleagues at the JUSTRAC symposium *Youth and the Rule of Law in Sub-Saharan Africa*.

BY THE
NUMBERS

92%
INCREASED
KNOWLEDGE

59%
APPLIED
KNOWLEDGE

78%
EXPANDED
THEIR NETWORK

68%
MAINTAINED
CONTACT

Knowledge Sharing

Program Impact

As assessed through various types of participant surveys, the JUSTRAC symposia have demonstrated an impact in a variety of key areas:

ON JUSTICE SECTOR KNOWLEDGE AND SKILLS:

Immediately after the symposium, 92% of respondents reported that a JUSTRAC symposium increased their skills, knowledge, and information on justice sector reform principles and practices. Three months after the event, 59% of respondents reported having actually applied the skills, knowledge, and information gained in the symposium to their daily work.

ON INTERAGENCY CONTACT, COORDINATION, AND COLLABORATION:

Immediately after the symposium, 78% of respondents reported that a JUSTRAC symposium positioned them to establish contact with another person from the event, and 69% of respondents established contact with a participant from a different government agency or organization than their own.

Three months after the symposium, 79% of respondents coordinated or collaborated with representatives of agencies of the U.S. Government engaged in justice sector reform and rule of law programs, and 68% of respondents maintained contact with a participant from a different government agency or organization than their own.

“Discussions were timely and very open. Every thought could be expressed and heard; I’ve learned so much from this process!”

– Participant, JUSTRAC symposium *Promoting the Rule of Law in the Post-Soviet Region through State and Non-State Collaboration*

“The symposium provided a much-needed opportunity for open dialog and to brainstorm new ways of thinking and new ways of doing business.”

– Participant, JUSTRAC symposium *Implementing Effective Justice and Security Sector Assistance in Conflict-Affected Areas*

Knowledge Sharing

INTERNATIONAL SYMPOSIA



PROMOTING THE RULE OF LAW
IN THE POST-SOVIET REGION THROUGH
STATE AND NON-STATE COLLABORATION

TBILISI / GEORGIA

ENDURING PROSPERITY
AND THE RULE OF LAW
FOR THE NORTHERN TRIANGLE
SAN SALVADOR / EL SALVADOR

A FORUM ON ELIMINATING
CORRUPTION AND
PROMOTING ECONOMIC
DEVELOPMENT IN UKRAINE
PRAGUE / CZECHIA

TRANSITIONING TO THE
ACCUSATORIAL MODEL:
ADDRESSING CHALLENGES FOR LEGAL
EDUCATION AND TRAINING IN LATIN AMERICA
PANAMA CITY / PANAMA

EXPLORING THE
RELATIONSHIP BETWEEN
THE RULE OF LAW AND
VIOLENT EXTREMISM
IN THE MIDDLE EAST
DUBAI / UNITED ARAB EMIRATES

YOUTH AND THE RULE OF LAW IN
SUB-SAHARAN AFRICA
CAPE TOWN / SOUTH AFRICA

(Above) Participants, JUSTRAC symposium
Youth and the Rule of Law in Sub-Saharan Africa

Research

Over the duration of JUSTRAC, ROLC published eight peer-evaluated, original research papers that benefited the broader justice sector community by filling knowledge gaps not already addressed by the U.S. Government, international organizations, or academia.



“[The paper] does a fine job of alerting post-conflict planners that combating organized crime should be a factor included in any security reform equation. It suggests an analytical approach to the issue as well as general recommendations that should be explored and refined for future use by actors on the ground.”

Herbert D. Bowman on “Considering the Role of Security Sector and Police Reform When Tackling Crime in Post-Conflict Environments”

“The rule of law world needs more papers that drive home to legal experts and practitioners the need for interdisciplinary approaches and ways of thinking about the problems we are trying to solve. The present paper does so in a sophisticated and convincing way.”

Dr. Catherine Lena Kelly on “Complex Vulnerability and Access to Justice for Former Refugee Populations: The Case of the Somali Zigula in Tanzania”

BY THE
NUMBERS

8
RESEARCH
PAPERS

Published Titles



WOMEN'S EDUCATION, EMPOWERMENT, AND HUMAN RIGHTS EDUCATION: THE MAHILA SAMAKHYA PROGRAM IN GUJARAT, INDIA

DR. PAYAL SHAH



BEYOND ACCESS: THE ADMINISTRATION OF JUSTICE FOR WOMEN IN UGANDA

APARNA POLAVARAPU



PREVENTING CRIME AND PROMOTING DEVELOPMENT: THE CASE OF YOUTH OUTREACH CENTERS IN EL SALVADOR

DR. BENJAMIN ROTH



ESTABLISHING AND MAINTAINING RIPARIAN RIGHTS IN CONSTRUCTED WETLANDS IN SOUTHERN IRAQ

RULE OF LAW COLLABORATIVE



COMPLEX VULNERABILITY AND ACCESS TO JUSTICE FOR FORMER REFUGEE POPULATIONS: THE CASE OF THE SOMALI ZIGULA IN TANZANIA

DR. BREANNE GRACE



HOW CAN SCHOOLS PROMOTE RULE OF LAW NORMS IN TRANSITIONAL SOCIETIES? LESSONS FROM POST-COMMUNIST EUROPE

DR. DOYLE STEVICK



EXPLORING THE LOCAL ORGANIZATIONAL RESPONSE TO VENEZUELAN MIGRANTS IN COLOMBIA

DR. BENJAMIN ROTH



CONSIDERING THE ROLE OF SECURITY SECTOR AND POLICE REFORM WHEN TACKLING ORGANIZED CRIME IN POST-CONFLICT ENVIRONMENTS

FIONA MANGAN

Connection & Outreach

Social Media

JUSTRAC maintains a presence on popular social media outlets.



3,000
TOTAL FACEBOOK
POST VIEWS



16,000+
TOTAL TWITTER
POST VIEWS



3,000
MINUTES OF YOUTUBE
CONTENT VIEWED

Updated on a daily basis, the JUSTRAC website (justrac.org) is a centralized platform for learning and dissemination of timely information about news, research, resources, and opportunities relevant to rule of law and justice sector reform.

With over 25,000 hits since its inception, the JUSTRAC website maintains a robust array of content, including over 90 publication summaries geared toward a practitioner audience, a library of over 400 recommended readings, 15 justice sector reform Practitioner Profiles, over 5,000 news links to rule of law and justice sector issues, and information regarding over 300 programs and solicitations in rule of law and justice sector issues.

The website also serves as the coordination and registration hub for JUSTRAC training courses and symposia.

JUSTRAC has delivered 20 quarterly newsletters with a current mailing list of over 1,400 professionals. The quarterly newsletters include summaries of completed JUSTRAC training courses and symposia, previews of upcoming JUSTRAC events, Practitioner Profiles from around the U.S. Government, timely JUSTRAC developments, and information about other upcoming events and opportunities.

BY THE
NUMBERS

25,000+
WEBSITE
VISITORS

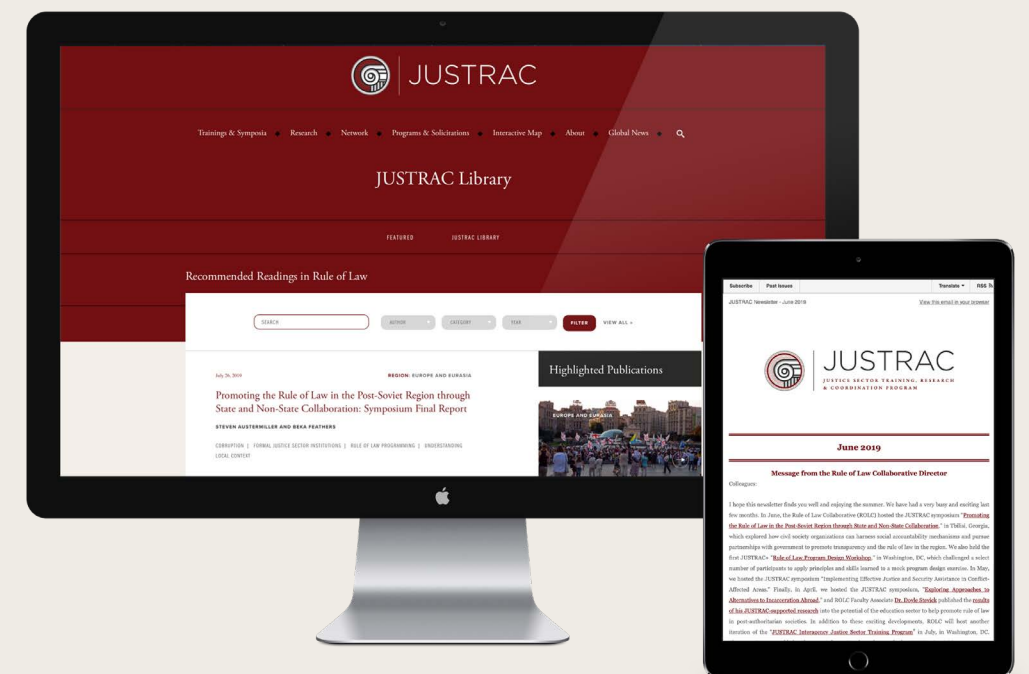
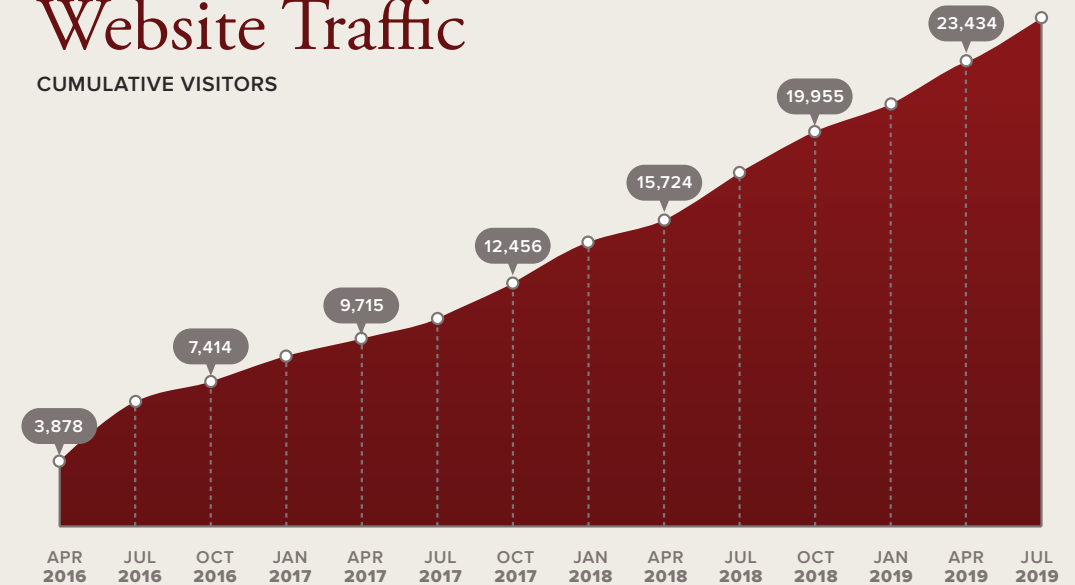
90
PUBLICATION
SUMMARIES

400
RECOMMENDED
READINGS

1,400
NEWSLETTER
SUBSCRIPTIONS

Website Traffic

CUMULATIVE VISITORS



Collaboration & Coordination

Interagency & Multilateral Support

Interagency collaboration was central to the design, development, and delivery of every JUSTRAC activity.

JUSTRAC supported Administration priorities and sectoral challenges through an interagency steering committee and a liaison committee comprised of U.S. senior and working-level federal agency representatives and multilateral partners, respectively. These two committees advised the Bureau of International Narcotics and Law Enforcement Affairs on the appropriate activities and priorities for JUSTRAC through a consultative process on trainings, symposia, and research topics.

In order to encourage coordination and collaboration, ROLC used a wide array of tools, including assigned seating that ensured an interagency mix at each table and interactive exercises during training programs, as well as explicit networking opportunities during all JUSTRAC events.

Every JUSTRAC activity sought to engage a diverse array of speakers and participants. Many of the speakers for JUSTRAC training courses and symposia were drawn from federal agencies and multilateral partners dedicated to justice sector reform and rule of law promotion.

The vast majority of participants in JUSTRAC training courses and symposia came from U.S. Government agencies and multilateral partners. JUSTRAC furthered its impact by attracting participation from smaller federal government entities, as well as from academia and from nongovernmental and international organizations.

JUSTRAC emphasized the ability of participants to connect with others and to maintain contact after each event. Working with the JUSTRAC liaison committee, ROLC created new opportunities to establish connections among JUSTRAC participants, fostering sustainable collaboration and coordination.



Beyond JUSTRAC: JUSTRAC+

Building upon the successes of JUSTRAC – and through the continued support of Senator Lindsey Graham – the U.S. Department of State’s Bureau of International Narcotics and Law Enforcement Affairs lauched JUSTRAC+ in 2018. Implemented by the Rule of Law Collaborative at the University of South Carolina and by the American Bar Association Rule of Law Initiative, JUSTRAC+ will continue to design, develop, and deliver activities focused on working with the U.S. Government to improve the quality of rule of law programming around the world. Specifically, JUSTRAC+ will seek to deepen interagency knowledge and skills development on topics essential to designers and implementers of rule of law programs.

Carrying forward the JUSTRAC legacy, JUSTRAC+ will:

- Continue to deliver introductory and advanced training courses;
- Continue to deliver topical symposia on issues of direct relevance to the U.S. Government rule of law community;
- Deliver a series of applied skills workshops in which U.S. Government participants will learn and practice skills, such as justice sector program design and mechanisms for measuring justice;
- Continue to improve the scope and reach of the JUSTRAC website by expanding content and including new technologies to facilitate continued active learning and coordination among rule of law and justice sector reform practitioners; and
- Develop analytical and knowledge products aimed at improving the sophistication of, coordination among, and evidence base for U.S. Government rule of law programs.

ROLC CORE TEAM: JUSTRAC 2014–2019



JOEL H. SAMUELS
Director and JUSTRAC
Principal Investigator



HAMID M. KHAN
Deputy Director and Team Lead



STEVEN AUSTERMILLER
Senior International Development
Expert and Program Officer



ANTONIA DEMONS
Administrative Assistant



KIEL DOWNEY
Research Coordinator



GORDON SMITH
Former Director (2014-2015)



TSUNEKO TERRY
Grants and Business Manager



CAROL YOUNG
Administrative Coordinator



FAITH YOUNG
Grants and Business Manager
(2016-2018)

BARBARA BARNES (not pictured)
Grants and Business Manager (2014-2016)



Founded in 2010, the Rule of Law Collaborative at the University of South Carolina (ROLC) is committed to the development of rule of law as a discipline, the advancement of theoretical and research-based applications in the field, and the refinement of policies relating to rule of law development. ROLC's staff has extensive on-the-ground experience implementing a wide variety of rule of law programs around the world in partnership with local and international non-governmental organizations, as well as with governments and multilateral donors.

ROLC designs and delivers innovative, interdisciplinary, world-class training to rule of law practitioners; convenes high-level symposia around the globe on critical, timely rule of law issues; brings together a network of experts in a broad range of academic disciplines; and raises public awareness about the vital role of rule of law around the world.



RULE OF LAW COLLABORATIVE | UNIVERSITY OF SOUTH CAROLINA
1714 COLLEGE STREET | COLUMBIA, SC 29208
803-777-9371 | ROLC@SC.EDU | ROLCSC.ORG