



# JUSTRAC

JUSTICE SECTOR TRAINING, RESEARCH  
& COORDINATION PROGRAM

**Rule of Law Collaborative**  
U.S. DEPARTMENT OF STATE (INL)  
JUSTRAC Interagency Justice Sector Training Program  
**July 11-12, 2019**

This JUSTRAC training course will be held in conjunction with INL's annual orientation for new, overseas officers.

### **Course Objectives**

The goals of this training program are to: (1) improve the skills and knowledge of individuals funding, designing, managing and/or implementing justice sector programs in post-conflict and transitional states; (2) increase opportunities for coordination and collaboration among USG donors, implementers, nongovernmental organizations, academic institutions, international organizations, foreign governments and multilateral institutions; (3) strengthen justice sector programming so as to have real impacts on host countries' ability to reform their legal systems; and (4) provide stakeholders the opportunity to share their experiences and lessons regarding justice sector programming.

### **Location**

SA-17 – U.S. Department of State  
600 19<sup>th</sup> Street NW  
Washington, DC 20431

**Nearest Metro:** Farragut West

### **Contact Information**

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UNIVERSITY OF  
**SOUTH CAROLINA**  
Rule of Law Collaborative



## Day 1: Thursday, July 11, 2019

12:30PM-1:00PM      Registration

1:00PM-1:15 PM      Welcoming Remarks, Overview of JUSTRAC and the Training Program

*Judith Welling, Justice Advisor and JUSTRAC Program Manager, INL, Department of State*

*Hamid Khan, Deputy Director, Rule of Law Collaborative, Univ. of South Carolina*

An overview of the JUSTRAC Program, as well as the Rule of Law Collaborative. Discussion of takeaways from the course. Participants introduce themselves.

1:15PM-2:15PM      **SESSION 1: KEY JUSTICE SECTOR REFORM PRINCIPLES AND COMPETING DEFINITIONS OF THE RULE OF LAW**

*Hamid Khan, Rule of Law Collaborative, Univ. of South Carolina*

A discussion of why justice reform matters and the need for multiple approaches to achieving positive outcomes. We will explore competing definitions of rule of law and how principles are operationalized in programs.

**\*Suggested reading/references (click to access):**

- [Dr. Vivienne O'Connor, "Defining the Rule of Law and Related Concepts," USIP/INPROL, 2015](#)
- [Rule of Law Handbook, The JAG Legal Center & School, U.S. Army, 2015, pp. 1-16](#)
- [Rachel Kleinfeld Belton, "Competing Definitions of the Rule of Law: Implications for Practitioners," Carnegie Endowment, 2005](#)
- [Brian Tamanaha, \*On the Rule of Law\* \(Cambridge, 2004\)](#)

2:15PM-2:30PM      **BREAK**



2:30PM-3:45PM

**SESSION 2: MAIN USG ACTORS: THEIR MANDATES, FUNDING, CAPACITIES AND APPROACHES**

**Karen Hall, *Associate Professor of Law, Ohio Northern University***

**Kyle Peterson, *Office of U.S. Foreign Assistance Resources (F), Department of State***

What USG Executive Branch agencies are the key players in justice sector/rule of law programming? What are their areas of expertise and experience? What are their priorities and sources of funding?

**\*Suggested reading/references:**

- [INL Guide to Justice Sector Assistance, Department of State, 2013](#)
- [User's Guide to Democracy, Human Rights and Governance Programming, USAID, 2019](#)
- [USAID Strategy on Democracy, Human Rights and Governance, 2013](#)
- [Guide to Rule of Law Country Analysis: The Rule of Law Strategic Framework, USAID, 2010](#)

3:45PM-4:00PM

**BREAK**

4:00PM-5:00PM

**SESSION 3: CONSIDERING RULE OF LAW IN THE CRIMINAL JUSTICE CHAIN FROM A HOLISTIC PERSPECTIVE**

**Karen Hall, *Ohio Northern University***

This session will provide an overview of rule of law challenges that manifest themselves at different points in the criminal justice chain, with a focus on law enforcement and corrections. After examining the interconnected roles of different institutions in the justice sector, the session will illustrate factors to consider when designing tailored interventions.

**\*Suggested reading/references:**

- [INL Guide to Justice Sector Assistance, Department of State, 2013](#)
- [Philippe Leroux-Martin and Vivienne O'Connor, "Systems Thinking for Peacebuilding and Rule of Law," USIP, 2017](#)
- [INL Guide to Police Assistance, Department of State, 2016](#)
- [INL Guide to Gender in the Criminal Justice System, Department of State, 2016](#)



## Day 2: Friday, July 12, 2019

8:30AM-9:00AM      Registration

9:00AM-9:15AM      Overview to Day 2

9:15AM-10:45AM      **SESSION 4: JUSTICE SECTOR AND RULE OF LAW RESOURCES AND TOOLKITS**

**Kiel Downey, *Research Coordinator, Rule of Law Collaborative, Univ. of South Carolina***

An overview of resources and toolkits useful to USG and others working on justice sector and rule of law reform. After learning about the scope, methodology, strengths, and limitations of a variety of resources, participants will engage in a tabletop exercise that challenges them to apply a mix of resources to glean lessons about conditions for rule of law in different country contexts.

**\*Suggested reading/references:**

- [World Justice Project, \*Rule of Law Index 2019\*, pp. 5-13, 159-163](#)
- [Juan C. Botero and Alejandro Ponce, “Measuring the Rule of Law,” World Justice Project, 2011, pp. 1-27](#)
- [“Why, What, and How to Measure? A User’s Guide to Measuring Rule of Law, Justice and Security Programmes,” UNDP, 2014](#)
- [Mo Ibrahim Foundation, \*2018 Ibrahim Index of African Governance: Index Report\*, pp. 7-33](#)

10:45AM-11:00AM      **BREAK**

11:00AM-12:30PM

**SESSION 5: JUSTICE SECTOR ASSESSMENT AND PROGRAM DESIGN**

**Hamid Khan, *Rule of Law Collaborative, Univ. of South Carolina,*  
Moderator**

**Jennifer Fiorello, *F Bureau***

**Roushani Mansoor, *INL***

Presenters will discuss how to plan, design, and implement justice sector/rule of law programs, citing specific examples, challenges encountered, and interagency dynamics.

**\*Suggested reading/references:**

The two primary frameworks used in interagency rule of law assessments have been the INL Justice Guide and USAID's ROL Strategic Framework. UNDP and the World Bank also provide guidance on how to conduct a justice sector assessment.

- [INL Guide to Justice Sector Assistance, Department of State, 2013](#)
- [Guide to Rule of Law Country Analysis: The Rule of Law Strategic Framework, USAID, 2010](#)
- [“Program Design and Performance Management Toolkit,” U.S. Department of State, 2018](#)
- [“Program Design and Performance Management Workbook,” U.S. Department of State, 2018](#)
- [“Designing a Framework for Achieving Results,” World Bank, 2012](#)
- [“Strengthening the Rule of Law in Crisis-Affected and Fragile Situations,” UNDP, 2012](#)
- [“Guidance Note on Assessing the Rule of Law Using Institutional and Context Analysis,” UNDP, 2014](#)
- [Crime and Prevention Field Guide, USAID, 2016](#)
- [INL Guide to Anticorruption and Programming, Department of State, 2015](#)

12:30PM-1:45PM

**LUNCH BREAK**

Program participants will break for lunch. Participants are responsible for their own lunch and should return to the room promptly by 1:45pm.

1:45PM – 3:00PM

**SESSION 6: RULE OF LAW PROJECT MANAGEMENT, PERFORMANCE MONITORING AND END OF PROJECT LIFE CYCLE**

**Hamid Khan, *Rule of Law Collaborative, Univ. of South Carolina, Moderator***

**Jennifer Lewis, *USAID***

**Peggy Ochandarena, *Chemonics***

Presenters will discuss the practical aspects of managing justice sector/rule of law programs, including monitoring and evaluation techniques.

**\*Suggested reading/references:**

- [“Program Design and Performance Management Toolkit,” U.S. Department of State, 2018](#)
- [“Program Design and Performance Management Workbook,” U.S. Department of State, 2018](#)
- [Gender Assessment USAID/Bangladesh USAID Performance Monitoring and Evaluation Tips, 2010](#)
- [“The United Nations Rule of Law Indicators: Implementation Guide and Project Tools,” United Nations, 2011](#)
- [“Why, What, and How to Measure? A User’s Guide to Measuring Rule of Law, Justice and Security Programmes,” UNDP, 2014](#)

3:00PM-3:15PM

**BREAK**

3:15PM-4:30PM

**SESSION 7: CAPSTONE EXERCISE**

**Karen Hall, *Ohio Northern University***

At the end of Day 2, program participants will have the opportunity to apply the principles, theory, and practical lessons they have learned over the course of the program. Professor Karen Hall will draw on her extensive experience at INL developing criminal justice assistance programs to lead participants through the exercise and provide practical, constructive feedback.

4:30PM-5:00PM

**Wrap-up and Feedback**