



JUSTRAC+

JUSTICE SECTOR TRAINING, RESEARCH
& COORDINATION PLUS PROGRAM

DRAFT – SUBJECT TO CHANGE

Rule of Law Systems: Skills Workshop “Bootcamp”

March 1 – 3, 2022

Organized by:

Rule of Law Collaborative
University of South Carolina

Location:

American Bar Association Offices
1050 Connecticut Avenue
Washington, D.C.

Metro: Farragut North (Red Line)

Additional information:

Greg Gisvold
rolc@sc.edu



Uof SC Rule of Law Collaborative
University of South Carolina





JUSTRAC+

JUSTICE SECTOR TRAINING, RESEARCH
& COORDINATION PLUS PROGRAM

Rule of Law Collaborative U.S. DEPARTMENT OF STATE (INL) JUSTRAC+ Workshop Rule of Law Systems: Skills Bootcamp

Course Objectives

This meta-workshop will offer all three JusTRAC+ workshops – Country Analysis, Program Development, and Program Measurement – usually offered as individual, stand-alone events. Over three days, instruction and practical exercises will help participants understand and begin to develop the core skills necessary for strong and effective projects. This workshop will explore varying perspectives on assessment, information collection, and linkages between problem analysis and project design and progress measurement.

Course content will focus first on understanding country context and justice systems as interdependent and interactive. Participants will learn how to map, analyze, and understand key features of a country's justice system – including legal frameworks, institutions, and formal and informal actors – to better identify context-specific interventions and opportunities. Participants will then learn about problem-defining and problem-solving tools to help hone more effective interventions. Participants will become familiar with different programming modalities and understand how to creatively design projects closely linked to the problems they aim to ameliorate. Finally, participants will build useful indicators that provide valuable information on progress related to program interventions. Participants will practice their skills developing a draft measurement system.

Participants will learn through a mix of interactive lectures, practical hypothetical exercises, and small-group discussion. The course is limited to 25 participants to promote interaction. A moderate amount of work outside of instructor-led sessions is expected.

Prior to the first day, participants will choose a country/jurisdiction they wish to work on. Because participants will start mapping exercises in the first session, participants should do preliminary research before the workshop. Useful steps include consulting the JusTRAC Knowledge Portal (sign up instructions available on the workshop event page, https://justrac.org/justrac_offerings/rule-of-law-systems-country-analysis-workshop-4/) and reviewing available country information on NYU's Global Lex site (<https://www.nyulawglobal.org/globalex/#>) or other assessments participants have access to. If a participant's work is global or regional in nature, please choose just one country for purposes of this workshop.



DAY ONE COUNTRY ANALYSIS

On the first day participants will delve into the theory and basics of country analysis, including thinking about justice systems in a holistic sense, as well as identifying the salient features of justice systems in different kinds of country contexts.

9:00AM – 9:15AM INTRODUCTIONS AND WELCOME

Instructors will provide a summary of ROLC and the JUSTRAC+ Program as well as the agenda, ground rules, and logistics for the seminar.

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

9:15AM – 10:30AM THINKING ABOUT JUSTICE, HOLISTICALLY

Karen Hall, *Deputy Director, Rule of Law Collaborative, University of South Carolina*

This session will introduce a holistic justice system model that will be referred to throughout the rest of the workshop. Particular attention will be paid to the interconnected nature of a justice system. Participants will also be introduced to context mapping as a tool of justice system assessment and program design and build on that review to clarify reform goals, entry points, and related concerns using context maps. Participants will learn how to map processes, institutions, and groups of people within a justice system and explore the relationships between them. Participants will create their own maps with particular focus on their reform “targets,” and relevant interactions, incentives, inputs, outputs, etc.

Learning objectives

- Participants will learn how laws, institutions, processes, people, and civil society organizations are interrelated in a justice sector context.

10:30AM – 10:45AM BREAK

10:45AM – 12:00PM THINKING ABOUT LAW, COMPARATIVELY

Karen Hall, *Deputy Director, Rule of Law Collaborative, University of South Carolina*

This session will focus on the question of law as it relates to assessing a justice system. Participants will discuss rule of law definitions; discussions and exercises will engage participants to distinguish between common and civil law. Participants will review and discuss comparative criminal and civil law and resulting system attributes that can be entry points or obstacles to reform. Instructors will introduce the political nature of rule of law and rule of law reform, including discussing justice system core values.



Participants will learn to understand and contextualize justice system problems. Issues arising from the globalization of law, hybrid models, and technology “disruption” will also be discussed. Participants will learn how to collect information that can feed into design analysis, such as “root cause analysis.” Participants will also be introduced to the concept of iterative programming and discuss how that process might be applied to programmatic problem solving.

Learning Objectives

- Participants will understand the basic differences between Civil and Common Law and “hybrid” legal systems.

12:00PM – 1:15PM

LUNCH

1:15PM – 2:30PM

MAPPING JUSTICE SYSTEMS

Greg Gisvold, *Senior Fellow, Rule of Law Collaborative, University of South Carolina*
Karen Hall, *Deputy Director, Rule of Law Collaborative, University of South Carolina*

This session will cover the basics of justice sector mapping, including thinking about institutions, identifying institutional “chains,” and inter-institutional accountability webs. Special attention will be paid to understanding and working in complex systems. Participants will learn how legal frameworks interact with the rest of the justice system in strengthening the rule of law and will identify the role of stakeholders in the legal drafting and promulgation process. A practical exercise during this session will allow students to explore how laws affect justice institutions and the people who work in them.

Learning objectives

- Participants will be able to construct a refined system map for their country of focus.

Resources

- Practical Exercise: Participants will develop a country context map.

2:30PM – 2:45PM

Break

2:45PM - 4:00PM

MAPPING JUSTICE SYSTEMS, PART 2

Greg Gisvold, *Senior Fellow, Rule of Law Collaborative, University of South Carolina*
Karen Hall, *Deputy Director, Rule of Law Collaborative, University of South Carolina*

Discussion of mapping justice system dynamics will continue into professional education and preparation. Participants will explore and map the comprehensive education paths of justice system officials and the role of continuing education. Participants will discuss common problems in rule of law programs focused on training.

Participants will also discuss the role of citizens in the system, exploring how citizens conceive their obligations towards participation and oversight. This session will explore existing or possible tools for better understanding citizen perception and buy-in.

Learning objectives

- Participants will be able to construct a “lifetime-of-learning” map and civil society map specific to their country of focus.

Resources

- Practical Exercise: Participants will construct a lifetime-of-learning map and a civil society map.

4:00PM – 5:00PM

PULLING IT ALL TOGETHER

Greg Gisvold, *Senior Fellow, Rule of Law Collaborative, University of South Carolina*
Karen Hall, *Deputy Director, Rule of Law Collaborative, University of South Carolina*

Discussion and question and answer session will encompass complicating issues, such as corruption and political “will.” Specific techniques and approaches, such as political and social networking mapping, will be summarized and discussed. Participants will discuss the role culture plays in assessment and access to information.

Participants will have an opportunity to engage ROLC faculty instructors on an individual basis to pose questions, seek clarification, or grapple with a problem.

Learning objectives

- Participants will understand approaches to address complicating factors, such as corruption and political “will.”

Resources

- Practical Exercise: As a group, participants will construct a civil society map.



DAY TWO

PROGRAM DEVELOPMENT

Today participants will delve into the theory and basics of program design, including developing appropriate focus, examining that focus, creatively approaching that focus, and verifying the appropriateness of the focus.

9:00AM – 9:15AM

WELCOME

Instructors will answer questions, review material, and outline the day's agenda and logistics.

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

9:15AM – 10:30AM

SYSTEMS THINKING FOR PROGRAM DEVELOPMENT

Karen Hall, *Deputy Director, Rule of Law Collaborative, University of South Carolina*

Participants will discuss the “systemic” nature of justice and the complex series of institutional, legal, and cultural relationships necessary for governments to provide it. Participants will review mapping as a tool of justice system assessment and program design, and build on that review to clarify reform goals, entry points, and related concerns using context maps. Participants will amend and expand their maps with particular focus on their reform “targets,” and relevant interactions, incentives, inputs, outputs, etc.

Participants will discuss the concept of “reform layering” and understanding how to chart a critical pathway towards a desired outcome. Participants will be introduced to design standards used by the interagency and practice applying them to the lessons learned from creating their context map.

Learning objectives

- Participants will be able to apply design standards during the program development process.

Resources

- Practical Exercise: Participants will revise their country context map to build a detailed system map.

10:30AM – 10:45AM

BREAK



10:45PM – 12:00PM PROBLEM SOLVING AND PROGRAM DEVELOPMENT

Greg Gisvold, *Senior Fellow, Rule of Law Collaborative, University of South Carolina*
Karen Hall, *Deputy Director, Rule of Law Collaborative, University of South Carolina*

This session will focus on the problem-solving skills necessary to design effective programming, including a discussion on the political nature of reform. Initially, participants will discuss the importance of understanding problems. Skills such as root cause analysis will be modeled and practiced. Participants will learn about “offensive” and “defensive” programming to increase effectiveness, and participants will practice applying that principle once it is learned. Participants will also be introduced to the concept of iterative programming and discuss how that process might be applied to programmatic problem solving.

Learning Objectives

- Participants will be able to identify political pressures and opportunities in their chosen “target.”
- Participants will be able to conduct a problem-solving analysis of their chosen “target.”

Resources

- Practical Exercise: Participants will undertake a 5 Whys Analysis of a key problem in their country context.

12:00PM – 1:15PM LUNCH

1:15PM – 2:30PM PRACTICAL MODALITIES FOR REFORM

Karen Hall, *Deputy Director, Rule of Law Collaborative, University of South Carolina*

This session will cover the basics of the following reform modalities: law reform, process reform, and institutional reform. Special attention will be paid to understanding and working in complex systemic environments. Practical approaches will be presented and discussed. Practical problem solving will be prioritized in this session.

Learning objectives

- Participants will be able to construct a project design specific to their reform “target,” (institutional, capacity, procedural, etc.) considering identified complexities and assumptions.

Resources

- Practical Exercise: Participants will develop a basic project outline for their chosen reform “target.”



2:30PM – 2:45PM

BREAK

2:45PM – 5:00PM

PROJECT DESIGN WORKSHOP

Greg Gisvold, *Senior Fellow, Rule of Law Collaborative, University of South Carolina*
Karen Hall, *Deputy Director, Rule of Law Collaborative, University of South Carolina*

Participants will work on their project outline using the materials and matters covered during today’s discussions and presentations. Participants will present their efforts to ROLC subject matter experts and a group of their fellow participants. ROLC experts and course colleagues will offer feedback, suggestions, and ideas to help refine their project designs.

Learning objectives

- Participant will have developed a refined project design over the course of the workshop.

DAY THREE PROGRAM MEASUREMENT

On this final day, participants will delve into the basics of program measurement, including developing indicators and a measurement plan.

9:00AM – 9:15AM WELCOME

Instructors will answer questions, review material, and outline the day’s agenda and logistics.

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

9:15AM – 10:30AM PROBLEMS, PLANS, AND POSSIBILITIES: FROM ASSESSMENT TO DESIGN TO MEASUREMENT

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

Instruction will summarize cornerstone assumptions and engage participants on the “systemic” nature of justice and the associated difficulties in designing and measuring effective interventions. Root cause analysis, flexible design, and iterative implementation will be discussed as priorities for effective programming. Participants will identify the challenges in moving from assessment to design, design to implementation, and implementation to measurement. Participants will discuss theories of change and how sample causal flow diagrams can aid in program development and implementation. Participants will be reminded of (or introduced to) design standards used by the interagency and will discuss these in the context of applying them to the lessons learned from creating their causal flow diagrams.

Learning objectives

- Participants will be able to construct a rudimentary theory of change causal flow diagram of their target justice subsector in their country of focus.

Resources

- Practical Exercise: Participants will develop a basic theory of change for their country context.

10:30AM – 10:45AM BREAK

10:45AM – 12:00PM DEVELOPING INDICATORS

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

This session will cover the basics of developing indicators and how they differ between modalities of reform, e.g., law reform, process reform, and institutional reform. Special attention will be paid to understanding and working in complex systemic environments. Practical approaches will be



presented and discussed. This session will prioritize the benefits of a rigorous indicator development process.

Learning objectives

- Participants will be able to construct a basic project measurement indicator specific to their reform “target,” (institutional, capacity, procedural, etc.) considering identified complexities and assumptions.

Resources

- Practical Exercise: Participants will develop one or two indicators for their theory of change and country context.

12:00PM – 1:15PM

LUNCH

1:15PM – 2:30PM

DATA COLLECTION CHALLENGES

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

This session will focus on data collection challenges and methods, including a discussion on the political nature of reform, the importance of consent for some types of data, and the difficulties of cross-country data sets.

Participants will be introduced to and discuss methods of collection for qualitative versus quantitative indicators, measuring policy versus process, and recording failure versus success. Participants will discuss how to analyze, interpret, and present data.

Learning Objectives

- Participants will be able to identify data collection challenges that apply to their chosen country context/reform “target.”

Resources

2:30PM – 2:45PM

BREAK

2:45PM - 4:00PM

DEVELOPING A MEASUREMENT SYSTEM

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

This session will discuss the basic elements of a rudimentary program measurement system. Participants will discuss a results framework or log frame, narrative monitoring and evaluation plans, and roles and responsibilities during implementation.

Learning objectives

- Participants will be able to construct a project measurement system specific to their reform “target,” (institutional, capacity, procedural, etc.) considering identified complexities and assumptions.

Resources

- Practical Exercise: Participants will develop a rudimentary measurement system for their country context.

4:00PM – 5:00PM

ASK US ANYTHING: REVIEW AND DISCUSSION

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

Karen Hall, *Deputy Director, Rule of Law Collaborative, University of South Carolina*

Participants will have an opportunity to ask questions and discuss with their peers and senior ROLC subject matter experts about everything and anything covered over the past three days.