



# JUSTRAC+

JUSTICE SECTOR TRAINING, RESEARCH  
& COORDINATION PLUS PROGRAM

## Rule of Law Systems: Program Development

July 18-20, 2023

**Organized by:**

University of South Carolina  
Rule of Law Collaborative

**Virtual Platform:**

Blackboard Collaborate Ultra

Participants will receive instructions regarding  
access closer to the dates of the program.

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





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## **Rule of Law Collaborative** U.S. DEPARTMENT OF STATE (INL) JUSTRAC+ Workshop-Rule of Law Systems: Program Development

### **Course Objectives**

This workshop will focus on the development of rule of law interventions. Program participants will learn and practice applying key skills necessary for development of strong, meaningful, and effective projects. Course content will focus on understanding country context and justice systems from an interdependent perspective to help participants develop better programming decisions. Participants will learn several problem-solving tools to help them 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 have opportunities to practice the skills they learn in an interactive program development module.

The program will occur over three days; participants will learn through a mix of interactive lecture, practical hypothetical exercises, office hours, and small-group discussion of a sample project developed by the participant. The course is limited to 25 participants to promote interaction. The course involves a moderate amount of work outside of instructor-led sessions and, in registering, participants agree to attend all sessions and to complete assignments, including the preparation of a program design.

While this program builds on the skills learned in ROLC's Country Analysis Workshop, it can also be taken as a stand-alone workshop. Those considering participation are encouraged to take the Country Analysis Workshop first.

Prior to the first day, participants will choose a country of focus and identify an aspect within that country's justice system they think needs support or reform. The "target" can be institutional, such as a legal aid department); procedural, such as police/prosecutor coordination; legislative, such as the laws and regulations forming the legal framework deterring money laundering; human capital, such as reform to university level legal education; or a technical need, such as wildlife trafficking or a problem identified by assessment such as law enforcement human rights abuses.

Participants will return to this choice throughout workshop learning activities, so it is important that participants make this decision before the workshop. If assistance is needed in identifying a target or subsector, participants can review documents discussing justice sector assessment here ([1](#), [2](#), [3](#)). Once they have identified a reform "target" they should familiarize themselves with the available information about that subsector.



## DAY ONE

On the first day 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.

### Morning Session, July 18, 2023

#### 9:15AM – 9:30AM      **TECHNOLOGY CHECK**

Participants will be able to sign on to the platform and, if necessary, receive help or a brief introduction to the platform to mitigate any technology issues.

#### 9:30AM – 9:45AM      **INTRODUCTIONS AND WELCOME**

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

#### 9:45AM – 11:15AM      **USING CONTEXT MAPS FOR PROGRAM DEVELOPMENT**

This session will be conducted synchronously (“live” online). 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 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 create their own maps with particular focus on their reform “targets,” and relevant interactions, incentives, inputs, outputs, etc.

Next, participants will discuss the concept of “reform layering” and understanding how to chart a critical pathway towards a desired outcome. They will use their context map to plan layered reforms for their chosen country and subsector. 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 construct a rudimentary context map of their target justice subsector in their country of focus.
- Participants will learn how laws, institutions, processes, people, and civil society organizations are interrelated in a justice sector context.
- Participants will be able to apply design standards during the program development process.



## Afternoon Session, July 18, 2023

2:00PM – 3:30PM

### **PROBLEM SOLVING AND PROGRAM DEVELOPMENT**

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.”
- Participants will understand the concept of program iteration and how it applies to their work.

#### **HOMEWORK:**

#### **OVERNIGHT ASSIGNMENT**

Participants will develop an idea to tackle the problem they identified, employing the tools and skills learned during Day One.

## DAY TWO

During Day Two, participants will examine common approaches to programming, assumptions behind them, and employ them in practice exercises.

### Morning Session, July 19, 2023

#### 9:30AM – 9:45AM INTRODUCTION AND BRIEF ASSIGNMENT REVIEW

Overview of agenda and brief review of Day One content and homework.

#### 9:45AM - 11:15AM PRACTICAL MODALITIES FOR REFORM: PART 1

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.

### Afternoon Session, July 19, 2023

#### 2:00PM - 3:30PM PRACTICAL MODALITIES FOR REFORM: PART 2

This session will continue the discussion of the basics of reform modalities, turning to training, advocacy, and other civil society 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.

#### HOMEWORK: OVERNIGHT ASSIGNMENT

Participants will apply the lessons they learned on Day Two to construct a basic project outline for their chosen reform “target.”

## Day Three

### Morning Session, July 20, 2023

#### 9:30AM – 11:00 AM     **PULLING IT ALL TOGETHER**

Beginning with a review of concepts covered in Days One and Two, participants will discuss their project outline in light of the design standards introduced on Day One. Participants will discuss different procurement vehicles and how those vehicles could enhance project design. Finally, as a group, participants will critique several project designs as a group to determine weaknesses/risks or advantages/innovation. Instructor will issue directions for the workshopping process during the rest of the day.

#### **Learning objectives**

- Participants will be able to apply design standards to their work.
- Participants will understand the relative advantages and disadvantages of different procurement mechanisms.
- Participants will be able to critique project strengths and weaknesses.

#### 11:30PM – 1:45PM     **OFFICE HOURS**

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

11:30-12:15                      LAST NAMES A-H

12:15-1:00                      LAST NAMES I-P

1:00-1:45                      LAST NAMES Q-Z

### Afternoon Session, July 20, 2023

#### 2:00 PM – 3:30 PM     **PROJECT DESIGN WORKSHOP**

In small groups, participants will present their project design to a senior ROLC subject matter expert 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.