JUSTRAC+

Final Report 2018-2023

Justice Sector Training, Research & Coordination Plus Program

From 2018 through 2023, 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 Plus Program (JUSTRAC+) in partnership with the Rule of Law Collaborative at the University of South Carolina (ROLC) and the American Bar Association Rule of Law Initiative (ABA-ROLI).

ROLC implemented Project 1 of JUSTRAC+, which sought to enhance the applied knowledge and practical skills of individuals and organizations that fund, design, manage, and implement rule of law programs for the benefit of program recipients. This Final Report summarizes the outcomes and impact of Project 1.

Building on the foundation from the predecessor Justice Sector Training, Research, and Coordination Program (JUSTRAC), the ROLC team expanded and deepened its menu of learning opportunities for the U.S. Government interagency rule of law and justice sector reform workforce.

Over the life of JUSTRAC+, ROLC developed a set of learning opportunities in coordination with DOS/INL. Through iteration and continuous improvement, ROLC designed those learning opportunities to provide progressive, mutually reinforcing knowledge to participants.

JUSTRAC+ at a Glance

Total Participation: **853**

Total Core Trainings: **14**

Total Workshops: **20**

Total Symposia: **3**

Total Simulations: **1**

Total Asynchronous Learning Modules: **37**

Total U.S. Government Agencies Reached: **14**

JUSTRAC+ reached a variety of participants from agencies and bureaus across the U.S. Government. ROLC instructors designed trainings and workshops to be applicable to a broad interagency audience, while simultaneously ensuring that content remained practical and applicable. Participants routinely commented that JUSTRAC+ trainings and workshops provided a rare opportunity for them to learn from colleagues from other agencies in an engaging, fun, low-pressure environment.

U.S. Government Interagency Participation

| **600** U.S. Dept. of State | **126** Other | **43** U.S. Dept. of Justice | **28** U.S. Agency for International Development | **15** U.S. Dept. of Commerce | **11** U.S. Dept. of Labor | **8** U.S. Dept. of Defense | **8** Federal Judiciary |

| **4** U.S. Dept. of Agriculture | **3** U.S. Dept. of Homeland Security | **2** U.S. Congress | **2** U.S. Institute of Peace | **1** National Defense University | **1** Environmental Protection Agency | **1** U.S. Postal Service | **TOTAL** **853** |

GEOGRAPHIC FOCUS OF PARTICIPANTS' WORK*

Middle East **12.92%**

Asia **17.37%**

Latin America **31.36%**

Europe **14.62%**

Africa **23.73%**
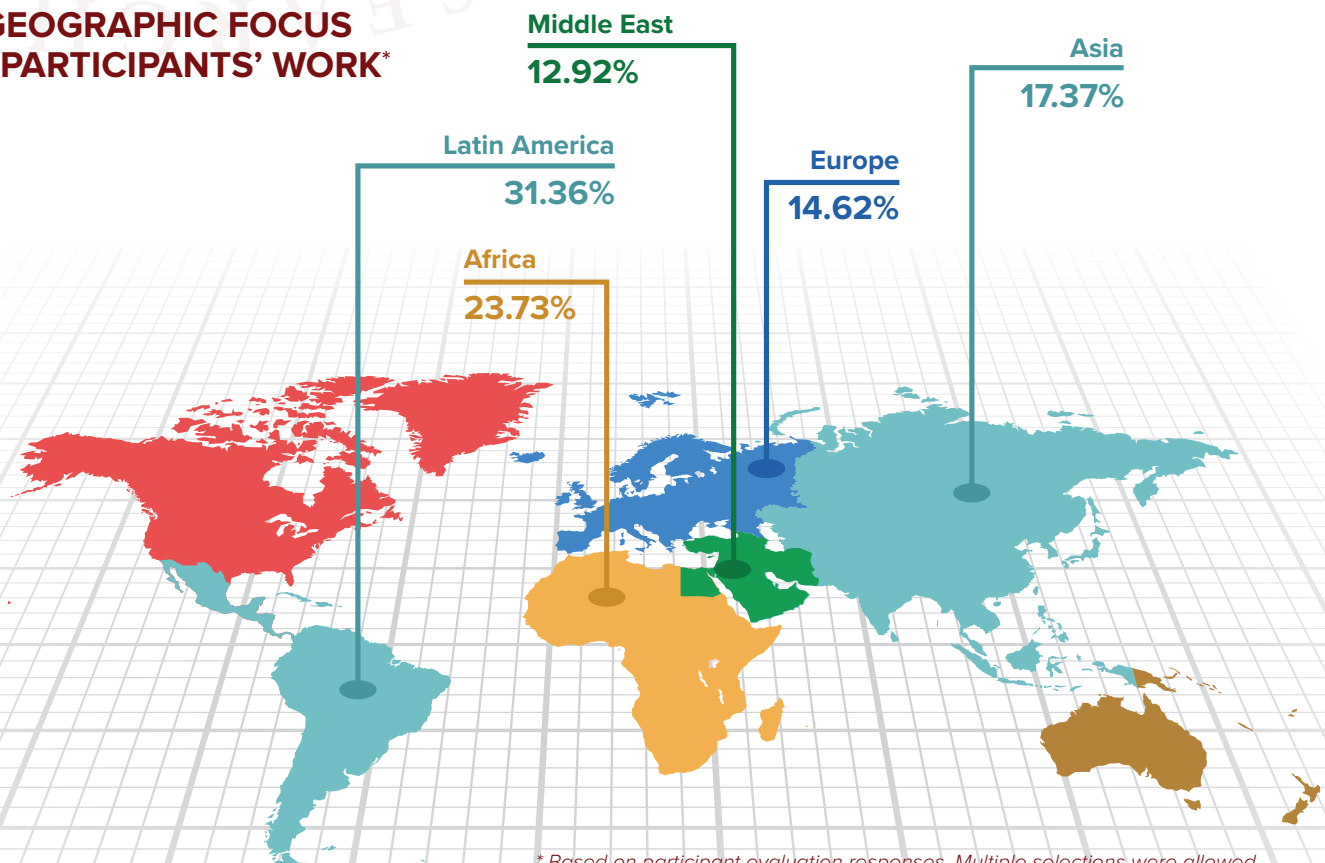
* Based on participant evaluation responses. Multiple selections were allowed.

ECOSYSTEM OF LEARNING

Through a variety of flexible, interconnected learning opportunities, JUSTRAC+ created an ecosystem of learning for the interagency rule of law and justice sector reform workforce. Recognizing that participants' substantive knowledge and professional learning needs differ, ROLC designed and implemented a mix of learning opportunities that offered flexibility, variety, growth, and continuous learning.

Core Trainings offered participants the chance to gain core knowledge in foundational rule of law topics, while workshops provided participants with an opportunity to apply their knowledge to practical aspects of the program lifecycle. Symposia took participants on a deep dive into specialized topics, while the Rule of Law Fundamentals (INL 101/201) training and rule of law Bootcamp delivered key learning to specialized professional audiences

in a compressed, accelerated format designed to meet their needs. In April 2023, ROLC piloted the inaugural "Museum Heist" Anti-Corruption Learning Simulation, a game-ified experience that tasked participants with role playing as investigators in a fictitious country. The JUSTRAC+ website and Asynchronous Learning Modules (ALMs) provided ongoing opportunities for learning outside of event settings.

Follow Sofia through a JUSTRAC+ Learning Journey

You can see the JUSTRAC+ learning ecosystem in action by following Sofia through her journey as a busy program officer who seeks to learn, apply her knowledge, and grow in ways that will be valuable to her work.

Learn more

Learn → **Apply** → **Grow**
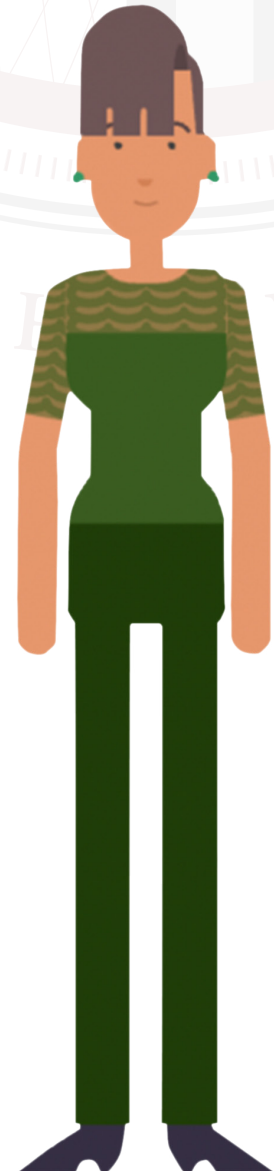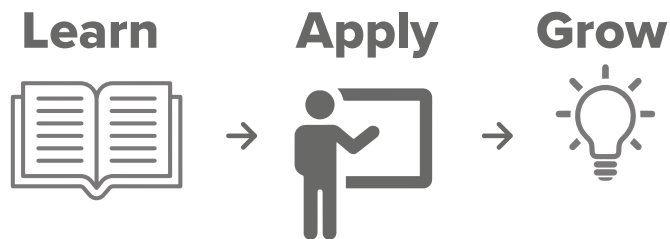
JUSTRAC+ LEARNING OPPORTUNITIES: OFFERINGS

In coordination with DOS/INL, ROLC developed a variety of JUSTRAC+ learning opportunities covering a broad range of topics, as detailed below.

LEARNING OPPORTUNITIES

Core Trainings
• Rule of Law Fundamentals (INL 101/201)
• Comparative Law
• Civil Law
• Understanding and Analyzing Corruption
• Programmatic Responses to Corruption
• Combined Core and Advanced Training on Anti-Corruption

Skills Workshops
• Country Analysis
• Program Development
• Program Measurement
• Skills Workshop Bootcamp

Symposia
• Transnational Organized Crime, Rule of Law, and Corruption
• A Toolkit for Countering Corruption-Enabled Transnational Organized Crime
• Disaggregating Transnational Crime: New Research and a Development-Focused Typology

Game-ified Learning
• Museum Heist: An Anti-Corruption Learning Simulation

JUSTRAC+ LEARNING OPPORTUNITIES: KNOWLEDGE & SKILLS
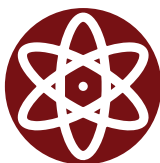
CORE KNOWLEDGE

Fundamentals
- Definitions of the rule of law
- Justice systems and legitimacy

Comparative Legal Systems
- Key similarities and differences between Civil and Common Law systems
- Sources of law in Civil Law systems
- The roles of key actors in Civil Law
- Legal education in Civil Law countries
- Civil Law courts
- Rule of law programs in Civil Law countries
- Challenges of working in Civil Law countries
- Islamic religious texts in the justice systems of Muslim-majority countries
- Canon law influences in Civil and Common Law traditions
- How Hindu law shapes justice outcomes
- Informal Justice Systems (IJS), including IJS in post-conflict settings
- Comparative criminal justice
- Efforts to transition from an inquisitorial to adversarial model
- Country and regional case studies

Anti-Corruption Programming
- Corruption as a spoiler for rule of law
- Anti-corruption resources and tools
- Identifying and defining corrupt practices
- Causes of corruption
- Corruption as a multi-dimensional social problem
- Corruption's resilience to reform efforts
- Corruption and democratic backsliding
- System-oriented responses to corruption
- Citizen engagement and corruption
- Accountability and anti-corruption programming

APPLIED SKILLS

Country Analysis
- Constructing holistic context maps
- Considering hybrid legal systems in context maps
- Working in complex environments
- Legal framework, institution, lifetime-of-learning and civil society mapping

Program Development
- Design standards and program development
- Identifying political pressures and opportunities in target countries
- Constructing a problem-solving analysis of target countries
- Program design by subsector
- Understanding and applying program iteration
- Constructing project design that accounts for complexities and assumptions

Program Measurement
- Theories of change
- The roles of laws, institutions, people, and civil society in a justice sector context
- Project measurement systems
- Developing indicators
- Data collection challenges
- Basic components of a project measurement plan

Simulations
- Practice coalition-building, information seeking behavior, and applied anti-corruption tactics
- The corrosive force of corruption in developing justice systems
- Understanding operational aspects and constraints on law enforcement in developing justice systems
- Understanding evidentiary requirements of substantive law
- Aligning foreign assistance programming to country analysis outcomes

JUSTRAC+ learners are a cohort of informed participants with significant life experience, and ROLC designed and delivered JUSTRAC+ learning opportunities with their specific needs in mind. Referred to by experts as "andragogy," approaches to adult learning differ in significant ways from "pedagogy," or child learning. For example:

ADULT LEARNERS:

- Use life experience to learn
- Take initiative
- Analyze and inquire
- Contribute to class learning
- Want immediate applicability

ADULT LEARNING:

- Is interactive and hands on
- Has immediate applicability
- Is practical and concrete
- Is learner-centered
- Is grounded in real-life scenarios
- Honors learner backgrounds/experiences

Grounded in research into adult learning needs, JUSTRAC+ tailored its learning opportunities to ensure that content and instruction were practical, concrete, and immediately applicable for learners throughout the life of the program. JUSTRAC+ events:

Gave participants **dedicated access to a small number of instructors** over the course of each event

Regularly solicited participant input, including participants' real-life experience with course topics

Tasked participants with **assignments that integrated course topics**

Provided participants with feedback on their assignments from **ROLC subject matter experts**

Designed learning objectives and content to be sequenced and cumulative, so that each successive lesson built off of the previous

Reinforced learning through polls, quizzes, simulations, desktop exercises, and Socratic teaching

Held **virtual office hours** for participants

Minimized the use of lecture- and panel-style instruction

JUSTRAC+ Participants Tackle Corruption in Lartania Head-On

Simulations have a long history in adult learning, because they are self-directed, grounded in real-life scenarios, and allow participants to learn from one another's life experiences. In April 2023, ROLC held the inaugural JUSTRAC+ "Museum Heist"

Anti-Corruption Learning Simulation. Participants played the role of special anti-corruption task force investigators in the fictional country of Lartania, modeling the local counterparts that U.S. Government justice sector reform professionals often work with. Over the

course of the simulation, participants had the opportunity to investigate a fictional crime, were required to apply evidence to develop legal charges, and in the process discovered firsthand the complex system of corruption in which they operated.

What Participants Had to Say about **JUSTRAC+ Events**[*]

Helpful
Good Experience
Stories
Feedback
Great Course
Excellent Speakers
Field
Post
Presenter
Practical
Thoughtful Exercises
Appreciate
Presenters
Training
Law
Different Program
Workshop
Questions
Knowledgeable Instructors
Interactive
Real Experiences
Liked
Time
Informative
Really Useful
Video Examples
Anecdotes
Legal Presentation
Session

* Word cloud generated from participant responses to the question, "What did you like most about the event?"

Participants Map the **Justice Sector** in their **Countries of Focus**[*]
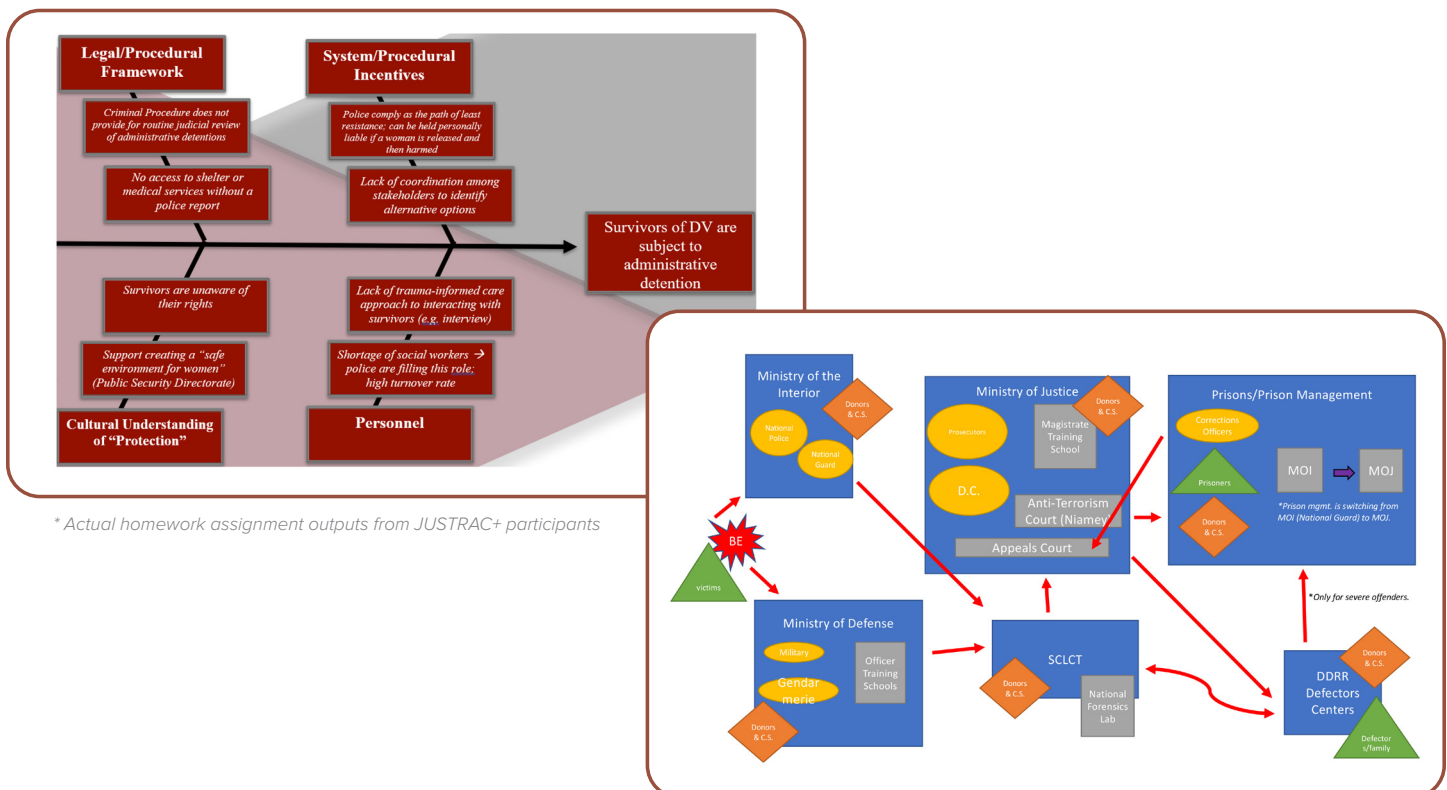
** Actual homework assignment outputs from JUSTRAC+ participants*

ROLC seized the opportunity that COVID-19 presented to ensure ongoing relevance in JUSTRAC+ programming. JUSTRAC+ shifted to online events where possible, including workshops, trainings, and symposia. JUSTRAC+ adapted all learning materials to be accessible and effective in a virtual format, including ensuring small class sizes, using breakout groups, and assigning reasonable homework. JUSTRAC+ also increased its output of digital resources to facilitate virtual learning and growth. ROLC used interactive technology, such as Mural and Mentimeter, to ensure participant engagement and learning reinforcement throughout JUSTRAC+ virtual events.

To date, ROLC has produced 37 asynchronous learning modules (ALMs), short videos that each focus on a single topic and deliver content in a concise, engaging format. Examples include:

- Rule of Law Assessments Virtual Panel
- Things to Remember to Build a Context Map
- Civil Law: Key Features, Actors, and Consequences to Remember
- Applying Systems Thinking
- Tools to Combat Corruption
- Cybersecurity: Common Cybercrimes
- An Introduction to Anti-Money Laundering

- Legal Ethics: Programming Insights
- Islamic Law: Sources, Principles, and Schools of Thought
- The Judiciary: Court Professionals and Managing the Work of the Court
- Justice Data: Where Is it and Where Can it Be Found?
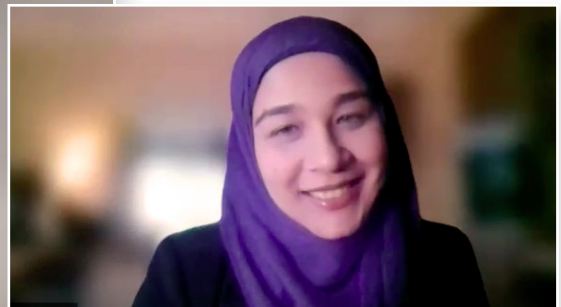- Rule of Law in Practice: A Conversation with Practitioners
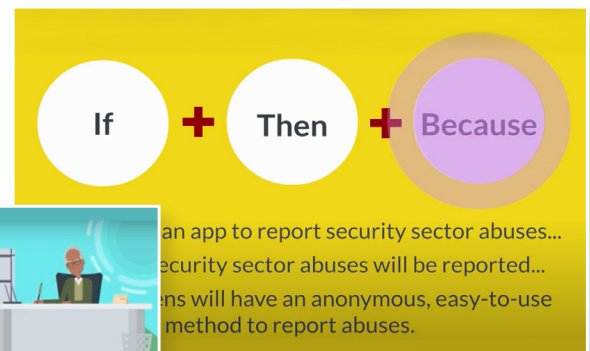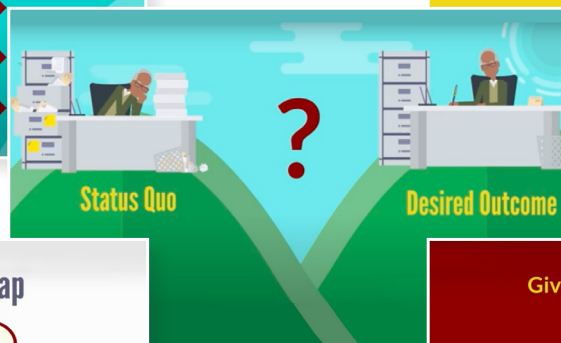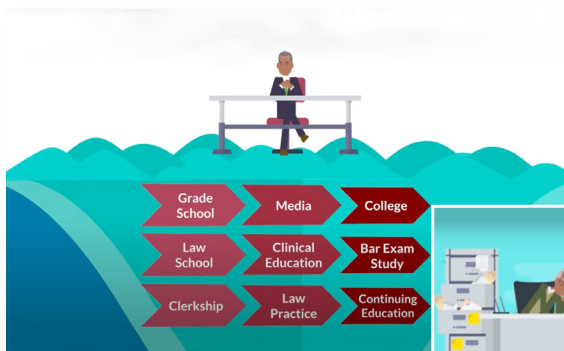
Accommodating the Needs of Busy Professionals

Busy U.S. Government professionals face competing demands for their time, and taking time away from work for training can be a challenge. Recognizing that challenge, ROLC designed JUSTRAC+ learning opportunities to be flexible, efficient, and accommodating. Instruction was divided into morning and a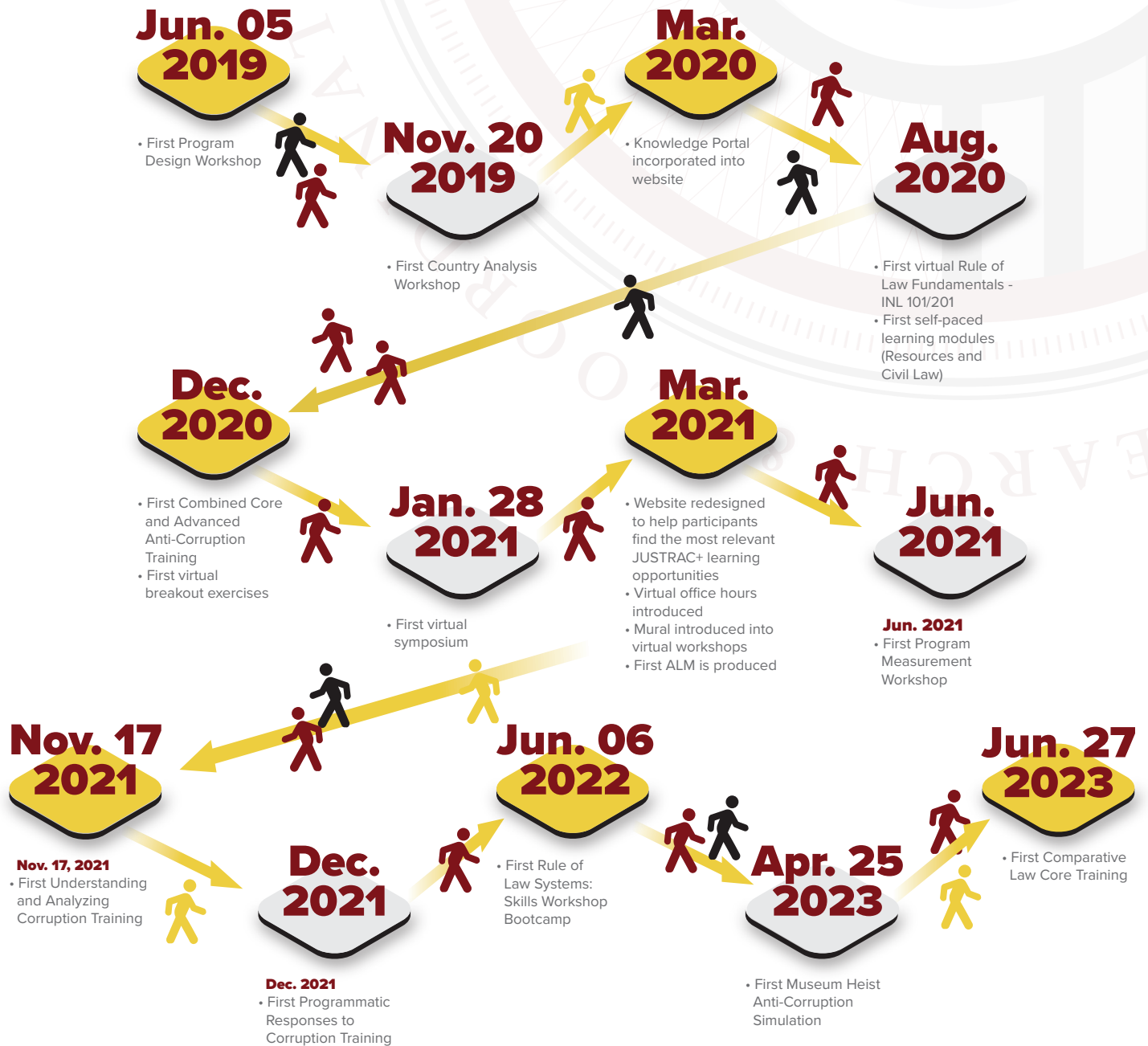fternoon sessions of reasonable length, with mid-day lunch breaks that allowed sufficient time for rest, content review, short assignments, and catching up on work. Afternoon sessions were scheduled to end before the end of the workday, allowing participants extra time to catch up on work responsibilities.

Drawing from participant evaluations and input from interagency stakeholders, ROLC brought continuous innovation to JUSTRAC+ learning over the life of the program.

Jun. 05 2019
- First Program Design Workshop

Nov. 20 2019
- First Country Analysis Workshop

Mar. 2020
- Knowledge Portal incorporated into website

Aug. 2020
- First virtual Rule of Law Fundamentals - INL 101/201
- First self-paced learning modules (Resources and Civil Law)

Dec. 2020
- First Combined Core and Advanced Anti-Corruption Training
- First virtual breakout exercises

Jan. 28 2021
- First virtual symposium

Mar. 2021
- Website redesigned to help participants find the most relevant JUSTRAC+ learning opportunities
- Virtual office hours introduced
- Mural introduced into virtual workshops
- First ALM is produced

Jun. 2021
Jun. 2021
- First Program Measurement Workshop

Nov. 17 2021
Nov. 17, 2021
- First Understanding and Analyzing Corruption Training

Dec. 2021
Dec. 2021
- First Programmatic Responses to Corruption Training

Jun. 06 2022
- First Rule of Law Systems: Skills Workshop Bootcamp

Apr. 25 2023
- First Museum Heist Anti-Corruption Simulation

Jun. 27 2023
- First Comparative Law Core Training

DEMONSTRATED RESULTS

Participant feedback demonstrated that JUSTRAC+ learning opportunities increased the knowledge of justice sector reform workforce participants.

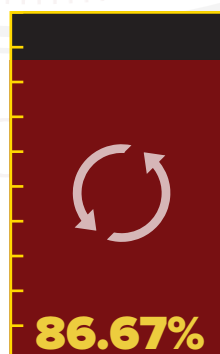**Percent of JUSTRAC+ Participants Who Reported a Knowledge Increase**
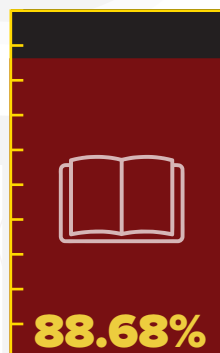
88.68%
Core Training:
Rule of Law Fundamentals - INL 101

93.75%
Core Training:
Civil Law / Comparative Law

88.46%
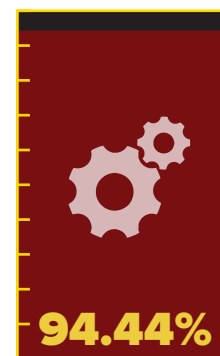Core Training:
Understanding and Analyzing Corruption

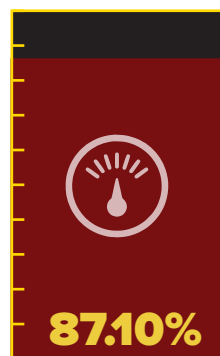**86.67%**
Core Training:
Programmatic Responses to Corruption
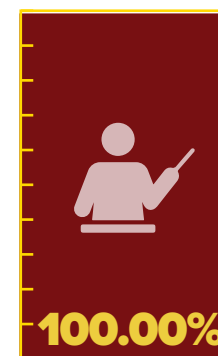
86.67%
Combined Core & Advanced Training:
Corruption
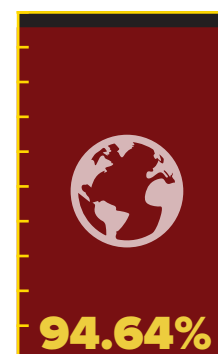
94.64%
Workshop:
Country Analysis

94.44%
Workshop:
Program Development

87.10%
Workshop:
Program Measurement

100.00%
Workshop:
Bootcamp

DEMONSTRATED RESULTS

Participants reported widely that JUSTRAC+ learning opportunities
were of high quality and delivered content that was relevant to their work

Average Participant Responses

4.68 / 5.00
Overall, the
material
was of high
quality

4.57 / 5.00
Presenters
effectively related
the content to real
work situations

4.66 / 5.00
Presenters
were effective
in sharing their
expertise

4.15 / 5.00
What I learned
today is relevant
to my job

4.44 / 5.00
I am committed
to applying what
I learned in my
work

4.33 / 5.00
What I learned
today will help me
do my job better

Rule of Law Collaborative

Founded in 2010, the Rule of Law Collaborative (ROLC) at the University of South Carolina is a leading center focused on rule of law issues around the globe, with a focus on the developing world. 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. In its commitment to those objectives, ROLC designs and implements rule of law programs and events in a variety of technical areas and regions of the world.

As ROLC expands its research and programmatic offerings, it remains grounded in a fundamentally interdisciplinary understanding of rule of law. By bringing together diverse scholarly expertise on issues that impact the rule of law, along with the expertise of its professional staff and extended practitioner network worldwide, ROLC will continue to shape the rule of law field at the intersection of intellectual inquiry and practice.

Rule of Law Collaborative
UNIVERSITY OF SOUTH CAROLINA

UNIVERSITY OF
South Carolina