



# JUSTRAC

JUSTICE SECTOR TRAINING, RESEARCH  
& COORDINATION PROGRAM

## Rule of Law Systems: Program Measurement Workshop

April 10, April 17, April 24, May 1  
10am-12pm

**Organized by:**

University of South Carolina  
Rule of Law Collaborative

**Virtual Platform:**

Zoom

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

**Additional information:**

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





## U.S. DEPARTMENT OF STATE (INL) JUSTRAC Rule of Law Systems: Program Measurement Workshop

### Course Objectives

These workshops are offered over four weeks in response to demand for a less concentrated training format. However, the learning content still requires commitment. Each workshop will consist of four 2-hour instructor-led online learning sessions. Between sessions participants will have homework, including practical application of skills and viewing or completing other workshop content. Inter-session work shouldn't take more than 1 hour to be completed before the next session. Participants are expected to attend every session and complete all homework assignments. This workshop will provide 12 hours of training time.

This workshop will focus on measuring rule of law programs. Program participants will learn and practice key skills for measuring effective projects. Course content will focus on how country context and a systems perspective on justice can develop better program measurement systems. Participants will learn how to build useful indicators that provide valuable information on progress related to program 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 measurement system development module.

The program will occur over four successive Thursday's for two hours; participants will learn through a mix of interactive lectures, hypothetical exercises, and small-group discussion of a sample project developed by the participant. While this program builds on the skills learned in ROLC's Country Analysis and Program Development Workshops, it can be taken as a stand-alone workshop. Those considering participation are encouraged to take these courses 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, procedural, legislative, human capital, or a technical need or problem identified by assessment such as law enforcement human rights abuses.

Participants will return to this country/reform target choice throughout workshop learning activities, so it is important to make this decision prior to the workshop. If assistance is needed in identifying a target or subsector, participants can review sample justice sector assessments here.<sup>1</sup> Once a reform "target" has been chosen, participants should familiarize themselves with the available information about it.

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<sup>1</sup> USAID Guide to Rule of Law Country Analysis, [https://pdf.usaid.gov/pdf\\_docs/pnadt593.pdf](https://pdf.usaid.gov/pdf_docs/pnadt593.pdf); World Bank Justice Sector Assessments Handbook, <https://documents1.worldbank.org/curated/en/803711468338346161/pdf/437070WP0Box3210March0200701PUBLIC1.pdf>; UNODC Criminal Justice Assessment Toolkit, [https://www.unodc.org/documents/justice-and-prison-reform/cjat\\_eng/CJAT\\_Toolkit\\_full\\_version23Mar10all.pdf](https://www.unodc.org/documents/justice-and-prison-reform/cjat_eng/CJAT_Toolkit_full_version23Mar10all.pdf)



## SESSION ONE

Thursday, April 10, 2025

On the first day participants will delve into the theory and basics of program design, including developing appropriate programmatic theory of change and thinking about how to effectuate it.

### 9:45AM – 10:00AM      **TECHNOLOGY CHECK**

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

### 10:00AM – 10:15AM      **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 workshop.

### 10:15AM – 11:00AM      **PROBLEMS, PLANS, AND POSSIBILITIES: FROM ASSESSMENT TO DESIGN TO MEASUREMENT**

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 understand theory of change causal flow diagrams and their role in measurement efforts
- Participants will learn how laws, institutions, processes, people, and civil society organizations are interrelated in a justice reform

### 11:00AM – 11:05AM      **SHORT BREAK**

### 11:05AM – 12:00PM      **DEVELOPING INDICATORS**

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.

## **HOMEWORK:**

### **INTER-SESSION ASSIGNMENTS**

1. Participants will develop a theory of change model for their country
2. Participants will take a short quiz on indicators
3. Participants will develop two indicators for their programmatic “problem”
4. Participants will watch the following learning videos:
  - Program Design: Things to Remember to Build a Context Map
  - Program Measurement: Practices to Enhance Indicators
  - Country Analysis: Key Steps to Conduct a Training Needs Assessment

## SESSION TWO

Thursday, April 17, 2025

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

### 10:00AM – 10:15AM    **BRIEF ASSIGNMENT REVIEW**

Overview of today’s agenda, Q and A, and brief review of Session One content and homework.

### 10:15AM - 11:00AM    **BASELINES AND TARGETS**

This session will focus on core progress markers, namely baselines (starting points) and targets (programmatic achievement goals). Participants will discuss and focus on what makes a system workable.

#### **Learning Objectives**

- Participants will be able to develop baselines and targets for data collection indicators

### 11:00AM – 11:05AM    **SHORT BREAK**

### 11:05AM - 12:00PM    **DATA COLLECTION CHALLENGES**

This session will focus on data collection challenges and methods, including discussion of the political nature of reform and the difficulties of cross-country data sets. Participants will discuss collecting qualitative and quantitative data, 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 applicable to their programmatic “problem”

### **HOMEWORK:            INTER-SESSION ASSIGNMENTS**

1. Participants will develop baselines and targets for their indicators
2. Participants will complete Project Indicator Reporting Summary Sheets
3. Participants will take a short quiz on Data Collection Challenges
4. Participants will watch the following videos:
  - Country Analysis: Tools to Remember for Thinking Politically
  - Program Measurement: Strategies to Remember to Overcome Performance Data Obstacles

## **SESSION THREE**

### **Thursday, April 24, 2025**

During Session Three, participants will use principles and methods discussed in a practical exercise.

#### **10:00AM – 10:15AM      BRIEF ASSIGNMENT REVIEW**

Overview of today's agenda, Q and A, and brief review of previous session content and homework.

#### **10:15AM – 11:00AM      METHODS OF MEASUREMENT OTHER THAN COUNTING**

This session will cover major areas of detecting and understanding project progress other than counting events or activities. Participants will discuss and review participatory methods such as outcome harvesting and the challenge of diffuse changes in project context or circumstance.

##### **Learning objectives**

- Participants will become familiar with the basic aspects of common participatory measurement systems and tools.

#### **11:00AM – 11:05AM      SHORT BREAK**

#### **11:05AM - 12:00PM      DEVELOPING A MEASUREMENT SYSTEM**

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 understand the components of a basic project measurement system

#### **HOMEWORK:                      INTER-SESSION ASSIGNMENTS**

1. Participants will use previously developed theory of change, indicators, baselines, targets, and PIRS to construct a basic project measurement system specific to their reform goal. Participants will develop a list of assumptions and potential risks to their project measurement efforts.
2. Participants will develop a short presentation of their project measurement system for the workshop next week.
3. Participants will take a short quiz on Project Measurement basics.
4. Participants will watch the following videos:
  - Program Design: Phases to Remember to Plan for Change
  - Program Design: Things to Remember When Crafting a Risk Analysis

## SESSION FOUR

Thursday, May 1, 2025

### 10:00AM – 10:15AM BRIEF ASSIGNMENT REVIEW

Overview of today's agenda, Q and A, and brief review of previous session content.

### 10:15AM – 11:00 AM DEALING WITH COMPLEXITY

Measurement is neither straightforward, nor complete. Justice reform is an exercise in programming within a highly complex system. Participants will discuss the limitations and opportunities of measuring programming and reporting success or failure within such systems.

#### Learning objectives

- Participants will become familiar with the challenges of operating within a complex system.

### 11:00AM – 11:05AM SHORT BREAK

### 11:05AM – 12:00PM PROJECT MEASUREMENT WORKSHOP REVIEW

In plenary, participants will describe and discuss their individual draft project measurement systems. Participants will present a short overview of their project, describe the change goal they intend to pursue, and present and describe their methods for gathering data of progress toward their goal. ROLC experts and course colleagues will offer feedback, suggestions, and ideas to help refine their project measurement system design.