

# Executive Summary

## Blueprint for Academic Excellence Rule of Law AY2022-2023

### Highlights

The Rule of Law Collaborative (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. ROLC's staff has extensive on-the-ground experience implementing a wide variety of rule of law activities around the world in partnership with local and international NGOs, as well as with government and multilateral donors.

ROLC designs and delivers innovative, research-based, interdisciplinary, world-class training to rule of law practitioners; manages research-supported grant programs all over the world dedicated to improving the rule of law; convenes high-level symposia around the globe on critical, timely rule of law issues; and brings together a network of experts in a broad range of academic disciplines.

### Mission Statement

To sustainably cultivate rule of law and justice for all through partnerships, capacity building, and interdisciplinary knowledge generation wherever challenges to the rule of law exist.

Updated: 09/15/2021

### Vision Statement

A world where the rule of law and justice benefits all people.

Updated: 09/15/2021

### Values Statement

ROLC's goals and programs will be aligned with the following values:

- *Collaborative Spirit and Building Effective Partnerships Both On and Off Campus:* Since collaboration is crucial to spurring change, ROLC will pursue strong partnerships by leveraging the University's wealth of interdisciplinary expertise and a growing network of domestic and international partners.
- *Promoting Innovative and Sustainable People-Centered Approaches:* Seeking reform in any context requires sustainable, people-centered approaches such as local buy-in by the population, strong political will, and the utilization of tailored made solutions. Cognizant of this, ROLC will have a particular focus on empowering grass-roots actors.
- *Selective and Strategic Engagements to Ensure Added Value:* To ensure maximum impact, ROLC will be selective and strategic in its engagements by seeking projects that align with its comparative advantage and enhance the quality and impact of its interventions.
- *Creating Inclusive Environments and Solutions:* ROLC is committed to ensuring that it actively fosters inclusiveness—both internally and externally. ROLC is committed to being gender informed and culturally sensitive in its policies, program design, and practices.
- *Flexibility and Responsiveness to Emerging Trends:* It is imperative that ROLC maintains a degree of flexibility in its strategy and approach to be as responsive as possible to the most pressing emerging trends in the rule of law field.

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# Executive Summary

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Updated: 09/15/2021

## **Goals - Looking Back**

**No goals have been entered for this section.**

# Goals - Real Time

Goals for the current Academic Year.

## Goal 1 - Diversify grant funding beyond the State Department Bureau of International Narcotics and Law Enforcement Affairs (INL)

<p><b>Goal Statement</b></p>	<p>Currently, the vast majority of the grant funding that ROLC receives is through grants with the State Department’s Bureau of International Narcotics and Law Enforcement Affairs. In the long term, diversifying that funding makes sense for a number of reasons:</p> <ol style="list-style-type: none"> <li>1. It would insulate ROLC from the effects of any potential Bureau-wide budget cuts</li> <li>2. It would prevent ROLC from being identified as an INL implementer only, and therefore enhance the Collaborative’s reputation.</li> <li>3. It would allow ROLC to move beyond INL’s mainly-criminal justice focus to broader rule of law topics and areas of expertise.</li> </ol>
<p><b>Linkage to University Goal</b></p>	<ul style="list-style-type: none"> <li>• Assemble and cultivate a world-class faculty and staff.</li> <li>• Spur innovation and economic development through impactful community partnerships.</li> <li>• Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.</li> <li>• Build teams that win with excellence and character.</li> </ul>
<p><b>Alignment with Mission, Vision, and Values</b></p>	<p>ROLC’s ability to develop the rule of law as a discipline, advance theoretical and research-based applications in the field, and refine policies relating to rule of law development will depend on a broad and integrated expansion of expertise. Funding that expansion of expertise must necessarily come from organizations with broader fiscal mandates than INL. Finding broader sources of funding will better allow ROLC to strive for its goal of a world where the rule of law benefits all people.</p>
<p><b>Status</b></p>	<p>Progressing as expected (multi-year goal)</p>
<p><b>Action Plan</b></p>	<ul style="list-style-type: none"> <li>• ROLC is regularly checking websites listing grants opportunities and aggressively applying for grants ranging in different specialty areas within the rule of law. Recent examples include applications focused on anti-corruption, gender-based violence, government transparency, cross-border trafficking, think tank development, policing excellence, access to justice, and trauma-informed post-conflict development.</li> <li>• ROLC is seeking out networking opportunities with subject matter</li> </ul>

# Goals - Real Time

	<p>specialists who can help form institutional partnerships, allowing ROLC to join consortium bids.</p> <ul style="list-style-type: none"> <li>• ROLC is highlighting its institutional record and capabilities at JUSTRAC+ events where audiences across the federal government and from private organizations can both witness ROLC's high quality products and be reminded of its programming availability.</li> <li>• ROLC is actively seeking out campus partnerships that will allow it to leverage university research expertise in the rule of law field.</li> <li>• ROLC is exploring domestic rule of law reform opportunities, particularly in the areas of criminal justice and policing.</li> </ul>
<b>Achievements</b>	<p>Since July 2020, ROLC has applied for 24 projects. Seventeen submissions were for funding outside of DOS INL. ROLC has been awarded three of these non-INL funded projects and is undergoing the award process for two more. This level of success is unprecedented in ROLC's history.</p>
<b>Resources Utilized</b>	<ol style="list-style-type: none"> <li>1. Staff Time</li> <li>2. Staff Networks</li> <li>3. Student Researchers</li> </ol>
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	<ul style="list-style-type: none"> <li>• ROLC will continue to pursue all action points as outlined above.</li> <li>• ROLC is prioritizing domestic application of its reform expertise.</li> </ul>
<b>Resources Needed</b>	<ul style="list-style-type: none"> <li>• To submit competitive grant proposals to funding organizations, ROLC utilizes substantive expertise, finance expertise and many other resources. These proposals often have over 25 total pages of materials, ideas, charts, CVs, cooperative agreements and forms. The staff time commitment is large and takes away from ROLC's ability to do its current work.</li> <li>• As grants are awarded, ROLC needs to be able to staff up to meet the needs outlined in the project proposals.</li> </ul>
<b>Goal Notes</b>	

# Goals - Real Time

## Goal 2 - Fostering Innovative Approaches to Complex Rule of Law Challenges

<b>Goal Statement</b>	To lead on innovation, ROLC will continue to pursue innovative methodologies, technologies, and research to be a thought leader on the most challenging rule of law issues.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders.</li> <li>• Assemble and cultivate a world-class faculty and staff.</li> <li>• Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive.</li> <li>• Spur innovation and economic development through impactful community partnerships.</li> <li>• Build teams that win with excellence and character.</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	ROLC's ability to sustainably cultivate rule of law and justice for all depends on its ability to foster innovative approaches to complex rule of law challenges. Collaboration, connectivity, and creativity are crucial to bringing about change. In order to lead on innovation, ROLC will pursue innovative methodologies, technology, partnerships and interdisciplinary expertise to work toward a world where rule of law and justice benefit all people.
<b>Status</b>	Newly Established Goal
<b>Action Plan</b>	<ul style="list-style-type: none"> <li>• Identify trends in the rule of law field, as well as ROLC's added value in each one to enhance our comparative advantage and the quality and impact of our interventions.</li> <li>• Strengthen ROLC's internal capacity by prioritizing needed skills, expertise, and training to enhance its ability to respond effectively to important emerging trends.</li> <li>• Maintain commitment to building and strengthening partnerships both on campus and beyond to maximize its success.</li> <li>• Increase ROLC's visibility on the global stage.</li> </ul>
<b>Achievements</b>	
<b>Resources Utilized</b>	<ul style="list-style-type: none"> <li>• Staff Time</li> <li>• Staff Networks</li> <li>• Student Researchers</li> <li>• International expertise and on-the-ground presence of partners in target countries</li> </ul>
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	To meet our goals, ROLC needs stable sources of funding to solicit new business, which cannot be funded solely by grants. ROLC's new business development is inconsistent because ROLC has no staff strictly devoted to development.
<b>Goal Notes</b>	

# Goals - Looking Ahead

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Goals for the next Academic Year.

## **Goals - Looking Ahead**

**No goals have been entered for this section.**

# Programs or Initiatives

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## Effective Programs or Initiatives

*List your most effective programs/initiatives toward fulfillment of mission.*

## Program Launches

*List any programs/initiatives that were newly launched during the Academic Year or any programs/initiatives you would like to launch in the coming year(s). Describe the program/initiatives, provide financial requirements (including additional staff), and academic year in which you would launch. What key performance indicators are you utilizing to track the success of this program?*

## Program Terminations

*List any programs that were newly terminated or discontinued during the Academic Year. Provide justification as to why the program was discontinued.*

## Program Rankings

*List any nationally ranked or external recognition during the Academic Year. For each, provide the formal name of the program followed by the name of the organization that issued the ranking, the date of notification, effective date range, and any other relevant information.*

## Supplemental Info - Programs or Initiatives

*Any additional information on Programs or Initiatives appears as 'Appendix 1. Programs or Initiatives' (bottom).*

# Initiatives and Fees

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## Initiatives

*Describe any new initiatives your unit will need for the coming year.*

ROLC strives to be a self-sustaining unit of the Office of the Provost through grants and contracts from multiple funders. ROLC charges no fees.

## Fees

*List any new or changed fees that your unit has implemented or had to take on in the last academic year.*

N/A. This category does not represent the functions of ROLC.

# Community Engagement

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## Community Perceptions

*Describe how your unit assesses community perceptions of your engagement, and how the unit assesses the impact of community engagement on students, faculty, community and the institution. Provide specific findings.*

ROLC regularly administers surveys to program participants, in order to gauge perceptions and impact. Over the most recent program year of ROLC's five-year JUSTRAC+ program, which is representative of its work, 95% of training participants surveyed at the conclusion of reported that a JUSTRAC+ training course increased their skills, knowledge, and information concerning justice sector reform principles and practices. For the [number] of workshops held this year, 100% of respondents said they increased their understanding of how to apply design standards in their work.

The following quotes from ROLC faculty associates and ROLC student assistants demonstrate ROLC's perception in our community.

"By any measure, the rule of law is a critical component of a free society. ROLC starts from that abstract statement and brings it to bear on real-world issues in the United States and abroad, stepping outside the ivory tower to engage directly with some of the most difficult issues of our time. My affiliation with ROLC has exposed me to practitioners from around the world and to researchers from a range of disciplines, expanding both my perspective and reach as a scholar."

- *Seth Stoughton, ROLC Core Faculty and Associate Professor, School of Law*

"I really enjoyed my time at ROLC especially because of the other people who work there. I did not have a lot of previous knowledge about law and the things that ROLC represents. With the help of the staff, I was able to learn a lot about the organization which allowed me to do my job much better. Having the support and patience from the rest of the staff helped me to feel confident about the projects that I was assigned. Overall, I had a great experience working for ROLC and I would recommend that experience to everyone."

- *Jensen Bernard, former ROLC Project Assistant (senior, School of Visual Art and Design)*

"I look back on my experiences with ROLC and am so grateful for the team I was able to work with and the very valuable experiences that I gained. Working as a JAG, I've had the opportunity to work with many people across different cultures and I felt so much better prepared to do that after my time at ROLC."

- *Kelly Fennell, former ROLC Research Assistant (School of Law graduate), currently JAG Special Victims' Counsel*

"I definitely look back on my time with ROLC fondly. I enjoyed the subject matter, the work, the people, and the travel. While not necessarily directly applicable to the work I do now, I do think it helped bridge the academic and theoretical with the practical via the research, symposia, trainings, etc. I also think the exposure to the operational workings of a USG grant-funded organization and its relationship with other agencies and organizations was informative and useful."

- *Aerial Gill, former ROLC Research Assistant (School of Law graduate), currently Global Trade Consultant with Ernst & Young LLP*

# Community Engagement

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“One highlight of ROLC was working on something new every week. It's great to have a variety of work because every issue ROLC tackles is different in its own way. Someone who wants to work with rule of law will find great joy in getting a taste of all the aspects that are involved with the field of study.”

- *Madison Hammonds, former ROLC Research Assistant (senior, College of Arts & Sciences)*

“As someone who went to law school to work internationally on human rights issues, it was extremely valuable to travel to and participate in the human rights trainings that I helped plan. At events, I networked with participants who gave me helpful career advice. After I graduated from law school, a colleague at ROLC helped me secure a volunteer position working on international human rights cases in Cambodia where I was able to use my education and experience to help indigenous communities receive reparations for land that was violently stolen from them. Moreover, my experience at ROLC learning about international law issues assisted me in private practice working on international arbitrations in tribunals around the world. [...] Thanks to my time at ROLC and the friends I made while working there, I truly love the work that I do every day.”

- *Whitney Kamerzel, former ROLC Research Assistant (School of Law graduate), currently in Nigeria supporting international NGOs and the U.S. Embassy in their mission to promote and protect human rights*

“I enjoyed my time interning at ROLC tremendously. I found checking news sources daily for rule of law violations around the world was helpful in growing my understanding of the concept of rule of law and how important it is for a country. I was also able to use the news sources to enhance my discussions about different law topics in my law school classes. A highlight of my time at ROLC was assisting the ROLC staff with ABA ROLI training and being able to travel to DC to facilitate the training to government officials. A future work goal of mine is to work in government, furthering the rule of law either nationally or internationally, and I believe that ROLC played a part in that goal.”

- *Rachel Lee, former ROLC Research Assistant (School of Law graduate), currently Associate Attorney at Smith | Robinson*

“Working with ROLC enabled me to meet faculty members and researchers I would not have met otherwise. Interacting with individuals from so many different fields provided me with new perspectives on global rule of law issues, and it also challenged me to consider how I could make an impact in the field.”

- *Natalie Pita, former ROLC Research Assistant (Honors College, College of Arts & Sciences, Darla Moore School of Business graduate), currently Associate with Latham & Watkins LLP*

“Working at ROLC gave my first real exposure to international issues and broadened my perspective in ways I could not have previously imagined. Now that I work with these same clients, I can relate to them by and through what I learned at ROLC.”

- *Kevin Raus, former ROLC Research Assistant (School of Law graduate), Associate Attorney at Hankin & Pack PLLC*

# Community Engagement

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## **Supplemental Info - Community Engagement**

*Any additional information on Community Engagement appears as 'Appendix 2. Community Engagement' (bottom).*

# Collaborations

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## Internal Collaborations

*List your Unit's most significant internal collaborations and multidisciplinary efforts that are internal to the University. Details should be omitted; list by name only.*

Through our ROLC faculty associates, the Rule of Law Collaborative collaborates with the following UofSC academic units:

- Arnold School of Public Health
  - Web Development and Communications
- Center for Digital Humanities
- Carolina International House at Maxcy College
- College of Arts and Sciences
  - Department of Anthropology
  - Department of Criminology and Criminal Justice
  - Department of Earth, Ocean, and Environment
  - Department of Geography
  - Department of History
  - Department of Language, Literature, and Culture
  - Department of Languages, Literatures, and Cultures
  - Department of Philosophy
  - Department of Political Sciences
  - Department of Religious Studies
  - Department of Sociology
  - School of the Earth, Ocean and Environment
- College of Education
  - Anne Frank Center at UofSC
- College of Information and Communications
  - School of Journalism and Mass Communications
    - Social Media Insights Lab
  - School of Library and Information Science
- College of Social Work
- Darla Moore School of Business
- School of Law
- School of Medicine

## External Collaborations

*List your Unit's most significant external collaborations and multidisciplinary efforts that are external to the University. Details should be omitted; list by name only.*

As implementers of rule of law programming, the Rule of Law Collaborative works in partnership with the following government agencies:

- Kingdom of the Netherlands Ministry of Justice
- Federal Judicial Center/Committee on International Judicial Relations
- Sierra Leone, Ministry of Justice
- U.S Department of Commerce/Commercial Law Development Program
- U.S. Department of Defense
  - U.S. Defense Security Cooperation Agency
  - Defense Institute of International Legal Studies

# Collaborations

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- U.S. Department of Homeland Security
  - Federal Law Enforcement Training Centers
  - Office of Policy/Office of International Engagement
- U.S. Department of Justice
  - International Criminal Investigative Training Assistance Program
  - National Advocacy Center
  - Office of Overseas Prosecutorial Development Assistance and Training
- U.S. Department of State
  - Bureau of Conflict and Stabilization Operations
  - Bureau of Democracy, Human Rights and Labor/ Office of Global Partnerships
  - Bureau of International Information Programs
  - Bureau of International Narcotics and Law Enforcement Affairs
  - Bureau of South and Central Asian Affairs
- U.S. Department of the Treasury/Office of Technical Assistance
- U.S. Environmental Protection Agency
- United Nations Development Programme
- United States Agency for International Development

The Rule of Law Collaborative also partners with the following implementers in the rule of law space:

- ABA-ROLI Moldova
- Adayaalam – (Sri Lanka)
- Advocata Institute (Sri Lanka)
- Ain o Salish Kendra (Bangladesh)
- American Bar Association Rule of Law Initiative
- Anne Frank House
- Balti Legal Clinic (Moldova) Bangladesh Legal Aid and Services Trust (BLAST)
- Cambodia Development Research Institute
- CCI
- Center for Poverty Analysis (Sri Lanka)
- Centre for Civil Society, India
- Centre for Social and Economic Progress (formerly Brookings India)
- Centre for Women’s Research, Sri Lanka
- Centre for the Study of Violence and Reconciliation, South Africa
- Charleston Area Justice Ministry
- Centre for Social and Economic Progress (India)
- Centre for the Study of Violence and Reconciliation (South Africa)
- Chemonics International
- Conservation International
- Consortium of South Asian Think Tanks (Nepal)
- CUNY School of Law
- East West Management Institute
- FP Analytics
- Institute for Security Studies (ISS) Africa
- International Center for Transitional Justice
- International Federation of Women Lawyers (FIDA-Ghana)
- International Institute of Social Studies (Netherlands)
- Hague Institute for Innovation of Law (HiIL)

# Collaborations

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- Legal Atlas
- Lexis Nexis
- Marga Institute for Development Studies, Sri Lanka
- National Center for State Courts
- National Peace Council, Sri Lanka
- National Institute of Justice (Armenia)
- New York University, Center on International Cooperation
- Ohio Northern University Pettit College of Law
- Pathfinders for Peaceful, Just and Inclusive Societies
- Regional Center for Strategic Studies (Sri Lanka)
- Restorative Justice for Oakland Youth
- Safety and Workers Rights Society, Bangladesh
- South Carolina Applesseed Justice Center
- Strategic Inspirations, Sri Lanka
- Tanneries Workers Union, Bangladesh
- The Asia Foundation (Mongolia)
- The Truth-Telling Project
- The University of Internal Affairs of Mongolia
- The Woodrow Wilson International Center for Scholars
- UNISHKA
- United States Institute of Peace
- Verite Research (Sri Lanka)
- Women in Security, Conflict Management, and Peace (India)
- World Bank
- World Justice Project
- Yaroslav Mudryi National Law University (Ukraine)
- Youth Bridge Foundation, Ghana

## Supplemental Info - Collaborations

*Any additional information on Collaborations appears as 'Appendix 3. Collaborations' (bottom).*

# Campus Climate and Inclusion

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## **Campus Climate and Inclusion**

*Activities the unit conducted that were designed to improve Campus, Climate, and Inclusion.* More than 1/3 of ROLC faculty associates are female and more than 1/4 are minorities. Of the 34 student Research Assistants and Graduate Assistants we work with, 77% are female and 38% are minorities. 42% of ROLC staff are female, and 25% are minorities. Over 60% of ROLC Fellows are female, and 17% are minorities.

# Concluding Remarks

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## Weaknesses and Plans for Improvement

*What is your unit struggling with? What plans do you have to overcome the weakness that you have faced in the next academic year.*

With ROLC's rapid expansion of grant awards, the ability to timely meet grant deliverables while continuing to look for business opportunities as well as act as an interdisciplinary leader on campus will be stretched from time to time. This year, ROLC hired two junior staff members to conduct research, produce reports, help with monitoring and evaluation of grant activities, assist with workplan and deliverable production, and assist in drafting new grant proposals. ROLC is currently able to meet current commitments but may need to hire additional personnel if it wins another significant grant.

ROLC also needs funding for a business development expert. While ROLC has had recent success winning new grants, its substantive experts, senior management, and support staff must take time away from core grant management and programmatic duties to develop proposals. If ROLC had funding for a business development expert, the ROLC staff would be better able to manage core grant responsibilities. It is unclear how ROLC will obtain funding for this position. This kind of investment cannot be funded through federal grants, only through university support.

ROLC has experienced an increase in online graphic design needs, due to a recent shift to remote and online training. ROLC has met these needs with university student assistance but may need a more permanent solution in the future.

## Key Issues

*Identify key issues or potential challenges your unit will encounter this coming year and the steps you plan on initiating.*

- Expand subject matter expertise in emerging rule of law promotion trends
- Expand focus on domestic rule of law challenges
- Strengthen networking in rule of law community to find new partnerships
- Strengthen existing partnerships to develop more business
- Improve remote and online learning capabilities

## Quantitative Outcomes

*Explain any surprises regarding data provided in the quantitative outcomes modules throughout this report.*

N/A. This category does not represent the functions of ROLC.

## Cool Stuff

*Describe innovations, happy accidents, good news, etc. that occurred within your unit not noted elsewhere in your reporting.*

**The World's First Legal Clinic Certificate Program:** ROLC worked with the American Bar Association in Moldova to establish the world's first legal clinic certificate program. The ongoing program works with local legal experts to establish minimum standards for legal clinicians in Moldova so that clinics can better train law students and better represent vulnerable populations.

# Concluding Remarks

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**U.S. Supreme Court Neil Justice Gorsuch provides keynote address at ROLC's Rule of Law Program in Ukraine.** U.S. Supreme Court Justice Neil Gorsuch provided a one-hour keynote presentation at ROLC's Rule of Law Certificate Program in Ukraine this year. The program and presentation were online due to COVID conditions. Justice Gorsuch also answered questions from program participants and engaged in an interesting and lively discussion on rule of law issues.

**Self-Paced Learning Modules:** In response to COVID-19, in summer 2020, ROLC began developing its first asynchronous self-paced online learning modules, intended for a government rule of law practitioner audience. Since then, ROLC has worked together with the Web Development and Communications Team at the Arnold School of Public Health to produce 11 of these modules, which were delivered to audiences totaling over 160 civil service and foreign service officers in an effort to equip them with the knowledge and skills they need to manage rule of law programs abroad. The asynchronous learning products were both very useful for learning and well-received. They will also be used in future training activities. ROLC will continue to produce more online learning products to build its online library and enhance its training efforts moving forward.

**The First Think Tank Capacity Building Program in Sri Lanka:** In July 2020, ROLC was chosen over several other bidders to administer a State Department grant focused on improving Sri Lankan think tank's ability to engage in research. This will help promote democracy and the rule of law in this war-torn nation.

**Former Dutch Ambassador joins ROLC:** Former Dutch Ambassador Leoni Cuelenaere joined ROLC as a Senior Fellow in 2021. She supports ROLC's Sri Lanka Think Tank Capacity Building (TTCB) project and its Empowering Workers for Justice (EWJ) project in Bangladesh.

**Student Team:** From Summer 2020 to Summer 2021, ROLC recruited 16 student Research Assistants who were integral in ROLC's rule of law programming. These students contributed directly to grant proposals and produced learning materials used by rule of law practitioners in the State Department. This group of students represents significant diversity within ROLC's impressive pool of student talent, as well. Eleven of the 16 students were women, four were minorities, and the students' academic home units included the College of Arts and Sciences, the Darla Moore School of Business, the School of Journalism and Mass Communications, and the School of Law. Three were graphic design students, a recent student specialty for ROLC, and one focused on communications, the first time ROLC has ever had this type of dedicated role.

**Foreign Policy Magazine:** FP Analytics agreed to partner with ROLC's Sri Lanka Think Tank Capacity Building (TTCB) project to train partnering Sri Lankan think tanks on data analytics.

**Publications from ROLC Staff:** ROLC Deputy Executive Director Karen Hall authored "Opinion: Our Moral Duty Is to Help Afghan Refugees," *DeseretNets*, 19 August 2021. ROLC Program Officer Atif Choudhury authored "India's Public Health Collapse Is a Ticking Time Bomb for the Whole Region," *The Diplomat*, 27 April 2021.

**Grant for Access to Justice for All:** ROLC was awarded a 100,000 USD grant to implement the g7+ Declaration and Joint Action Plan on Equal Access to Justice for All in Conflict-Affected Countries, which was adopted by high-level government officials from 14 different countries in

# Concluding Remarks

The Hague in July 2019. The grant will enable ROLC to work with two g7+ countries – Sierra Leone and Liberia – to fulfill commitments within the Joint Action Plan.

**Program for South Carolina School Curriculum:** ROLC is working in collaboration with the College of Education to implement a grant from the Lexis-Nexis Rule of Law Foundation to develop a curriculum for mid-schoolers in South Carolina on rule of law and to pilot the curriculum in select school districts.

**Grant Proposals:** The 11-person team at ROLC applied for 24 grants in specialty areas of rule of law (see table below). Eight submissions resulted in sponsored awards, and seven are pending decisions.

<b>Rule of Law Collaborative (ROLC-USC) Award Submission Activity</b>					
<b>Country</b>	<b>Name/Topic</b>	<b>Donor</b>	<b>Date of Application</b>	<b>Amount</b>	<b>Status (as of 6/30/2021)</b>
Ethiopia	Museum Heist!: An Anti-Corruption Workshop for Ethiopian University Students	U.S. Embassy Addis Ababa Public Affairs Section	7/1/2020	\$35,000	Declined
Moldova	Supporting Criminal Justice Reform and Strengthening Anticorruption Efforts	DOS Bureau of International Narcotics and Law Enforcement Affairs	7/3/2020	\$200,000	Awarded
Uganda	Museum Heist!: An Anti-Corruption Workshop for Uganda's University Students	U.S. Embassy Kampala Public Affairs Section	7/8/2020	\$455,000	Pending
Mongolia	Building Capacity to Counter Illegal Mining	DOS Bureau of International Narcotics and Law Enforcement Affairs	7/14/2020	\$230,000	Awarded
NATO	Undermining Democratic Legitimacy in NATO's Neighborhood: Disinformation and the Justice Gap	DOS U.S. Mission to NATO	7/31/2020	\$100,000	Declined
Moldova 2	Advanced Legal Reasoning and Writing	DOS Bureau of International Narcotics and Law Enforcement Affairs	8/24/2020	\$1,200,000	Pending

# Concluding Remarks

Malawi	Museum Heist! An Anti-Corruption Workshop for Malawi's University Students	U.S. Embassy Lilongwe Public Affairs Section	9/30/2020	\$24,000	Pending
DR Congo	Accelerating the Fight Against Corruption	DOS Bureau of International Narcotics and Law Enforcement Affairs	11/3/2020	\$500,000	Pending
Armenia	Justice Academy Curriculum Development	DOS Bureau of International Narcotics and Law Enforcement Affairs	10/9/2020	\$12,000	Awarded
STO3 - Ukraine	Rule of Law Certificate Program	USAID	1/11/2021	\$60,000	Awarded
DRL Mali	Civilian Protection in Mali	DOS, Bureau of Democracy, Human Rights and Labor	1/14/2021	\$987,654	Declined
Tunisia	Tunisia Accountability Project	DOS, Bureau of Democracy, Human Rights and Labor	1/25/2021	\$1,250,000	Declined
Russia	Countering Disinformation through Technology and Rule of Law	DOS, Bureau of International Security and Nonproliferation	1/29/2021	\$500,000	Declined
Global Support for Women	Advancing Women Peace and Security	DOS, Secretary's Office of Global Women's Issues	2/12/2021	\$5,200,000	Pending
Sri Lanka	Advancing Rights in Sri Lanka (ARISL)	DOS, Bureau of Democracy, Human Rights and Labor	2/16/2021	\$1,999,995	Declined
Mexico	Security and Law Enforcement Exchange Program	DOS Bureau of International Narcotics and Law Enforcement Affairs	2/26/2021	\$4,000,000	Declined
Bangladesh	Empowering Workers for Justice	DOS, Bureau of Democracy, Human Rights and Labor	3/2/2021	\$740,740	Awarded
Sri Lanka	Efficient and Effective Justice Activity	USAID	3/10/2021	\$365,000	Award in Process
Ghana	Closing the Justice	International	3/22/2021	\$119,600	Declined

# Concluding Remarks

	Gap for Youth, Women and Girls with Disabilities through People-Centered Justice Approaches	Development Research Centre			
Sierra Leone & Liberia	Justice for All in Conflict-Affected Countries: Sierra Leone and Liberia	Ministry of Foreign Affairs of the Kingdom of the Netherlands	3/30/2021	\$100,000	Awarded
Ukraine	Justice for All (J4A) in Ukraine	USAID	4/12/2021	\$500,000	Award in Process
Armenia DRL	Armenia Justice and Gender Project	DOS, Bureau of Democracy, Human Rights and Labor	4/16/2021	\$1,000,000	Declined
Kosovo	Legal Education Exchange Program	DOS Bureau of International Narcotics and Law Enforcement Affairs	6/4/2021	\$300,000	Pending
Georgia	Rule of Law Activity in Georgia	USAID	6/30/2021	\$1,500,000	Pending

## Appendix 1. Programs or Initiatives

# RULE OF LAW COLLABORATIVE PROGRAMS: GLOBAL R

## WESTERN HEMISPHERE

### Metropolitan Congregations United Project

- Awarded by Metropolitan Congregations United

## EUROPE AND EURASIA

### Assistance to Armenia Academy of Justice

- Sub-awardee to East-West Management Institute, via Bureau of Narcotics and Law Enforcement Affairs, U.S. Department of State

### Supporting Criminal Justice Reform and Strengthening Anti-Corruption in Moldova

- Sub-awardee to the American Bar Association Rule of Law Initiative

### Rule of Law Certification Program (Ukraine)

- Sub-awardee to Chemonics, via U.S. Agency for International Development

## GLOBAL

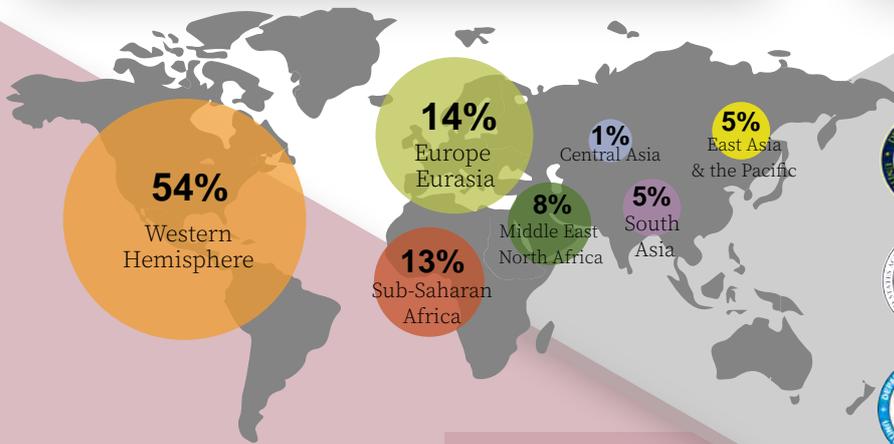
### Justice Sector Training, Research, and Coordination Plus Program (JUSTRAC+)

- Awarded by Bureau of International Narcotics and Law Enforcement Affairs, U.S. Department of State

# **Appendix 2. Community Engagement**



## Global Reach



## Interagency Participation

# 276

TOTAL PARTICIPANTS

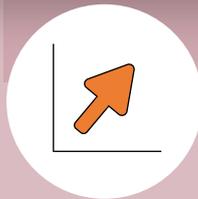


## Knowledge Increase



# 95%

of participants reported a knowledge increase



# 25%

knowledge increase over the baseline reported by participants

## Participant Comments

“ The instructors were very engaging and informative. I preferred the content and presentation to many other similar courses I have taken through Foreign Service Institute. ”

“ Karen and Greg were excellent. The sessions were productive and comfortable. I like that the session encouraged us to create a product and gave us homework; I also like the environment was relaxed given busy schedules... there was a nice balance in this regard. ”

“ I really like these courses and learn so much[...]. And the way you did this one was great in terms of timing, and being able to juggle the course, the homework and the other things we have to do in our work lives[...]. I’m all for this continued format even once things get going again, because it makes training so much more accessible. They’re so much more willing to let me do it knowing it’s a few hours a day and I’ll be back on intermittently rather than incommunicado for a week. ”



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# **Appendix 3. Collaborations**

## External Collaboration: Government Agency Participation in ROLC's JUSTRAC+ Program July 1, 2020 – June 30, 2021



**86%**  
UNITED STATES  
DEPARTMENT OF STATE



**1%**  
UNITED STATES  
DEPARTMENT OF DEFENSE



**5%**  
UNITED STATES  
AGENCY FOR INTERNATIONAL  
DEVELOPMENT



**<1%**  
UNITED STATES  
DEPARTMENT OF HOMELAND  
SECURITY



**3%**  
UNITED STATES  
DEPARTMENT OF COMMERCE



**<1%**  
UNITED STATES  
DEPARTMENT OF LABOR



**2%**  
UNITED STATES  
DEPARTMENT OF JUSTICE



**<1%**  
UNITED STATES  
INSTITUTE OF PEACE



**2%**  
FEDERAL JUDICIARY



**<1%**  
UNITED STATES  
POSTAL SERVICE



**1%**  
UNITED STATES  
DEPARTMENT OF AGRICULTURE



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