The Rule of Law

A Critical Building Block for Good Governance and Economic Growth

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Background

The rule of law plays a critical role in the functioning of a well-governed, stable country. Not only does it help to provide transparent and accountable governance and protection of minority and human rights, it is also necessary to create the conditions for private sector-led growth, job creation, and attracting foreign investment. It should come as no surprise that five of the eleven indicators used by the World Bank in its annual Doing Business report are related to the strength of legal institutions; without strong, impartial legal institutions and respect for the rule of law, private sector actors—local and foreign—cannot make the investments needed to grow economies and create employment opportunities.\(^1\)

Rule of law, though, remains an area of limited investment by donors. Part of this stems from an overall lack of attention on good governance, but it also comes from a sense that genuine reform requires significant involvement in local politics, which is something that many donors have traditionally sought to avoid.

There does, however, seem to be a window of opportunity to reexamine good governance and, by extension, the rule of law. Since the adoption of the Sustainable Development Goals (SDGs) in 2015, there have been several shifts that have created such an opening. First, the SDGs included Goal 16: Peace and Security that explicitly endorsed the need for good governance, rule of law, and strong institutions. SDG 16 represents a strong commitment on the part of the international community to supporting the creation of transparent and accountable governing institutions. Second, the 2015 Financing for Development conference held in Addis Ababa elevated the importance of domestic resource mobilization and private sector investment in creating sustainable sources of development finance.\(^2\) While strong rule of law is not sufficient on its own to mobilize these two pools of capital, it is necessary to ensure that countries can effectively utilize their own resources and investors can commit private capital securely. Third, USAID has launched a new policy framework called the Journey to Self-Reliance, which seeks to move developing countries along a path toward sustainability and off foreign assistance.\(^3\) Critical to USAID’s Journey to Self-Reliance is a country’s commitment and capacity—two areas that will require significant strengthening of governance and rule of law.

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The rule of law is a critical component of the enabling environment—a broad term that refers to the investment and business climate conditions necessary to encourage investment and private sector development in a country. The World Bank’s Doing Business report serves as a useful tool for understanding the micro-level components that are critical to improving the enabling environment in developing countries. Doing Business measures two broad categories that affect small- and medium-sized enterprises around the world: the business regulations and the strength of legal institutions as they relate to business. Within these two categories, the report examines eleven metrics: labor market regulations, starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting minority investors, paying taxes, trading across borders, enforcing contracts, and resolving insolvency.4

Despite this favorable policy environment, donors should remain clear-eyed about what it will take to make substantial improvements to the rule of law. These projects require a long-term horizon to implement and for reform to take hold. In addition, donors need to look beyond narrow, technocratic solutions and recognize that pushing to strengthen the rule of law (and, by extension, governance more broadly) will require closer engagement with the politics of developing countries. This paper seeks to provide a brief overview of how donors have traditionally approached the rule of law, what the problem is from an investment climate perspective, an overview of U.S. support for rule of law, and, finally, recommendations going forward.

One thing to note is what this paper will not cover in detail: since the terrorist attacks of September 11th, there has been a trend toward the securitization of rule of law programs, especially in the U.S. context. This has led to a fair amount of programming support, especially through the work of the State Department’s Bureau of International Narcotics and Law Enforcement (INL). These programs have focused on countering the transnational threat that international criminal gangs, drug trafficking, and other criminal elements pose to the stability of fragile countries and regions. Much of this focuses on reforming the security sector through professionalization and other measures that aim to create security forces that provide genuine law enforcement and citizen security.

Defining the Rule of Law

Few disagree that strong rule of law through an independent judiciary, equality before the law, and other necessary components of a well-functioning legal system are important for the long-term development of a country; however, there is no universal definition of what constitutes “good” or “strong” rule of law, though most donors embrace similar themes and ideas. USAID defines the rule of law as comprising five elements, each of which must be present for it to prevail: (1) order and security, (2) legitimacy, (3) checks and balances, (4) fairness, and (5) effective application. The United Kingdom’s Department for International Development (DFID) defines rule of law as “the underlying framework that underpins open and fair societies and economies, where citizens, businesses, and civil society can prosper.” DFID adds that the rule of law advances five principles:

1. Public authority is bound by and accountable before pre-existing, clear, and known laws;
2. Citizens are treated equally before the law;
3. Human rights are protected;
4. Citizens can access an efficient and predictable dispute resolution mechanism; and
5. Law and order are prevalent.

There are clear threads through these two definitions: accountability, transparency, predictability, efficiency, and equality for all regardless of a person’s status in society. Importantly, rule of law should be a universal principle and not simply a Western value. USAID notes that while countries draw on different legal origins (common law vs. civil law), incorporate different legal and judicial structures, and have other organizational or theoretical differences, “the principle of rule of law, however, transcends these differences.”

The World Justice Project, as the basis for its widely used and annually updated Rule of Law Index, defines the rule of law as a durable system of laws, institutions, and community commitment that delivers four universal principles:

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7. UK DFID, Rule of Law policy approach.
1. **Accountability**: The government, as well as private actors, are accountable under the law.

2. **Just Laws**: The laws are clear, publicized, and stable; are applied evenly; and protect fundamental rights, including the security of persons and contract, property, and human rights.

3. **Open Government**: The processes by which the laws are enacted, administered, and enforced are accessible, fair, and efficient.

4. **Accessible and Impartial Dispute Resolution**: Justice is delivered timely by competent, ethical, and independent representatives and neutrals who are accessible, have adequate resources, and reflect the makeup of the communities they serve.9

The Rule of Law Index ranks more than 120 countries globally and by region and income group on their performance with respect to eight factors (constraints on government powers, absence of corruption, open government, fundamental rights, order and security, regulatory enforcement, civil justice, and criminal justice). For all three measurement groups, the correlation between a country’s ranking in these eight factors and its development progress is evident.

The World Bank’s Worldwide Governance Indicators (WGI) draw upon many sources for measuring and ranking the performance of more than 200 countries with respect to six dimensions of governance: voice and accountability, political stability and absence of violence/terrorism, government effectiveness, regulatory quality, the rule of law, and control of corruption. The WGI rule of law indicator, based on data from 24 sources, is intended to capture “perceptions of the extent to which agents have confidence in and abide by the rules of society, and in particular the quality of contract enforcement, property rights, the police, and the courts, as well as the likelihood of crime and violence.” As indicated above, the rule of law indicator is strongly correlated with economic progress.10

It is important to note that focus on the rule of law is not new to international development; indeed, it has formed a component of development programs since the 1960s. A background paper by UN Development Program (UNDP) prepared for the UN High-Level Panel on the SDGs identified several distinct periods in how donors approached the rule of law:11

1. Early development cooperation (1960s-1974): The early period was often criticized as a time of “legal imperialism” when U.S. legal scholars and aid agencies attempted to transfer the U.S. legal and legal education system to developing

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countries with little recognition of the local context or conditions. Reforms from this period were largely unsuccessful, especially as many newly independent countries descended into authoritarianism.

2. Skepticism (1974-1990s): The 1960s focus on top-down development was followed by a shift toward grassroots development or the “basic human needs” agenda of the 1970s. This led donors to reduce support for governance and rule of law programs in favor of rural development; water, sanitation and hygiene (WASH); and other programs targeting access to basic services. The United States did revive rule of law programs in the 1980s in Central and South America, where the focus was on supporting the beginning transition toward democracy. This led to support for elections, civil service reforms, human rights, and criminal justice.

3. Revival (1990-1999): Driven by the fall of communism in Central and Eastern Europe, donors once again focused their attention on the importance of rule of law. In 1990, for example, the World Bank created a unit to specifically focus on good governance and rule of law (which was not a universally embraced decision). The United States, through its extensive work in Central and Eastern Europe, helped to reform the existing judicial systems to be more independent and created commercial courts, contract enforcement, and other legal systems needed to support market economies. This was also a period when the reforms of the so-called “Washington consensus” were pushed, which included the need for strong rule of law.

4. Governance, rights, and justice (1999-present): Supported by institutional economics, donors began to focus more attention on the need for strong institutions to create an environment of good governance and rule of law. As the UN noted, “Institutions rule”—or the idea that if you get the institutions right and everything else will follow—means that getting the rule of law ‘right’ (per an undefined external standard) has become a donor goal.

5. Context, complexity, and pluralism (2002-present): Past experience generated a move toward incorporating context and complexity into donors’ efforts post-2002 as they recognized that local context often mattered.

6. Security (2001-present): Rule of law in the wake of the terrorist attacks of September 11, 2001 also experienced an increasing “securitization,” especially in conflict-afflicted countries (e.g., Iraq and Afghanistan) or those experiencing high crime (e.g., El Salvador and Mexico). This led to some donors prioritizing security sector reforms to counter transnational security threats such as drug trafficking and terrorism.12

With the adoption of the SDGs in 2015 (including SDG 16), there is an opportunity to push further on governance and rule of law reforms. Placed in the above context, SDG 16 embraces the need for strong institutions at all levels of governance, respect for the rule of law, improvement in transparency and accountability, protection of human rights, and reduction of corruption.13 If the international community achieved these sub-indicators, then it would move the needle measurably on rule of law and governance.

The Problem

Developing countries largely adopted the legal framework of their former colonial power whether that was English common law or French civil law. This yielded court systems, legal and regulatory frameworks, and an overall system of justice that mirrored what was found in Europe or the United States; though the actual implementation has been varied. The institutional capacity in many countries remains weak with courts and judges being perceived as corrupt and the independence of the courts from political interference often suspect. In Tanzania, for example, the U.S. Department of State recently noted the following:

The 2015 Transparency International Global Corruption Barometer named the Judiciary as the third most corrupt Tanzanian institution and according to the 2017 Afrobarometer Survey the percentage of Tanzanians who believed that at least some/most/all of the Judiciary were corrupt was 48 percent/17 percent/3 percent, respectively. The selection and appointment judges in Tanzania is criticized for its non-transparent nature. The Judiciary Service Commission proposes judges to the President for appointment. However, the criteria and process for candidates is unknown.14

The issues with the justice system in Tanzania are not unique to that country, but they are broadly representative of the challenges donors must confront. This is especially true in countries described as “soft authoritarian” or ones where a single political party has controlled the levers of power since independence. Many members of ruling parties treat courts and the judiciary system with contempt, seeing them not as an independent branch of government in the American sense but rather as subservient to the executive and, by extension, the ruling party.

As noted in the introduction, the rule of law is critical to supporting an enabling environment that is conducive to long-term, sustainable economic growth. Improving the investment and business climate will help attract foreign investment, deepen local capital markets, and make it easier for small and medium-sized enterprises (SMEs) to enter the formal marketplace. While the Doing Business report does not measure the rule of law broadly, it does form a central component of how it measures the ease of doing business through its focus on the strength of legal institutions. The 2019 report notes, “Discrepancies among existing laws, for example, can lead to unnecessary and even contradictory compliance requirements.”15 In developing countries, this is particularly true where companies face a challenging legal and regulatory environment. A 2009 report by the OECD and the New African Partnership for Economic Development found that “Strengthening judicial systems and the enforcement of regulations are thus central to deepening financial systems. Protecting creditors’ and borrowers’ rights, enforcing contracts, and putting in place transparent information sharing mechanisms are also prerequisites of financial deepening.”16

15.  The World Bank, Doing Business 2019, 3
Challenges to Advancing the Rule of Law

As noted, it is understood that strong rule of law is critical to a country’s economic, social, and political development. There is, however, considerable disappointment and frustration with efforts to advance the rule of law through efforts by international donors. Below are several reasons for this frustration.

1. Advancing the rule of law is difficult.

Adherence to the rule of law represents a fundamental societal change from what Douglass North and his associates have called “a natural state.” Their view of development looks at two types of societies: those that are “limited access orders” in which elites manipulate social, economic, and political systems based on limited entry and rent-creation, on the one hand, and, on the other, those that are “open access orders” in which access to economic, political, and social organizations—including the freedom to form them—is open to all. Making the transition from a limited access order to an open access order, according to this view, involves a difficult transition, beginning with three “doorstep conditions”: (1) rule of law for elites, (2) support for perpetually lived elite organizations, and (3) centralized and consolidated control of violence.

Historical research confirms that crossing the threshold to state capability takes a long time. The World Bank’s World Development Report 2011 examined the time it took reforming countries in the twentieth century to achieve basic governance capabilities. The record showed that, with respect to the rule of law, the fastest progress to that threshold was 17 years and the time for the fastest 20 to reach the threshold was 41 years. That experience is certainly an important caution for national and international actors that they should not expect their efforts to produce quick and durable results.

In 2002, USAID commissioned a study of achievements in the rule of law where USAID had worked in Africa, Asia and the Near East, Latin America and the Caribbean, and Europe and Eurasia during the 1990s. The study recounted progress in strengthening

18. Ibid.
in institutional and human capacities for the administration of justice. It also acknowledged the continuation of many weaknesses and obstacles that often enabled the powerful to escape responsibility, permitted excessive delays and costs to deny effective access to justice, failed to halt the corruption that undermined public confidence, and contributed to dissatisfaction with reforms.\(^{19}\)

A 2011 World Bank working paper examined the experience of Latin American justice reform since the 1980s.\(^{20}\) Similarly to the USAID study, the World Bank paper took note of improvements in the structure and operations of the justice sector, the improved quantity and quality of resources available to justice sector institutions, and the strengthening of management and administrative systems. It found, however, that these improvements had not reached the high expectations of reformers and their international partners for significant impact on higher order issues of economic growth and citizen security. The paper highlighted the importance of identifying and addressing political impediments in the selection of reforms and the decision-making process.\(^{21}\)

The relatively limited progress efforts to advance the rule of law by strengthening institutions has prompted calls for change. For example, Thomas Carothers pointed out that Western enthusiasts overlook the fact that strengthening the rule of law is “a transformative process that changes how power is both exercised and distributed in a society and thus a process inherently threatening to existing powerholders.” He urged avoidance of unrealistic expectations and “a healthy dose of analytic as well as practical restraint.”\(^ {22}\) Similarly, Rachel Kleinfeld has argued that the institutions-based focus of rule-of-law programming limited “the conceptual space for treating rule-of-law reform as a cultural or political problem” and that the problems are frequently located not in the courts, police systems, prisons, laws, and lawyers, “but in the broader relationships between the state and society.”\(^ {23}\)

2. International cooperation to support the rule of law has not fully adapted to lessons learned about societal change and development effectiveness.

The international community has long recognized the importance of local ownership of the development process. The principle of respect for local ownership has been endorsed repeatedly in the declarations of high-level meetings, from the Millennium Summit in 2000 to the Sustainable Development Summit in 2015. However, this principle has not always been observed in the practice of development cooperation.

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21. Ibid.
An important 2010 study of governance by the Institute for Development Studies (IDS) concluded that donors had responded to the limited impact of programs to strengthen formal institutions “by recognizing the need for more politically intelligent, context-specific approaches, and more local ‘ownership.’” Overall there is still a big gap between donor rhetoric and actual behavior, and for the most part development practice remains donor driven and aid-centric. More recently, there has been increased enthusiasm from bilateral and multilateral development agencies for problem-driven, iterative, and adaptive approaches, the doing development differently manifesto, political economy analysis, and thinking and working politically.

The World Bank’s World Development Report 2017, which addressed the subject of governance and the law, reasoned that local institutions seeking to enable credible commitments (a term also used by North et al.) were often impeded by asymmetries in the local power equilibrium and that international support for reform needs to address those asymmetries. It is necessary for these institutions to take into account who can participate in decision-making processes (the contestability of the policy arena), when incentives to pursue certain goals are transformed, and when actors’ preferences and beliefs shift.

3. There has been a decline in democratic governance and the rule of law, indicating an increasingly hostile global environment for advancing these crucial aspects of sustainable development.

The Rule of Law Index 2019 recorded for a second consecutive year that overall performance declined in more countries than the number of countries that showed improvement. The World Justice Program regards this trend as “continuing a negative slide toward weaker rule of law around the world.” Principal areas of decline included constraints on government powers, criminal justice, open government, and fundamental rights.

25. Ibid., 69.
The Rule of Law Index 2019 recorded for a second consecutive year that overall performance declined in more countries than the number of countries that showed improvement.

At the same time, Freedom in the World 2019, which is subtitled “Democracy in Decline,” recorded the 13th consecutive year of decline in global freedom. This reversal has spanned a variety of countries in every region in a pattern that Freedom House describes as “consistent and ominous.” Globally, scores in the Rule of Law subcategory suffered the most during this period. The report calls for democracy programs that include institution-building efforts—such as strengthening the rule of law; bolstering judicial independence; and ensuring free, fair, transparent, and inclusive elections—as well as a priority on engaging and empowering local citizens so that institutional investments are effective and sustainable.29

If these trends continue, rule of law reform obviously will be more difficult. And if democratic governance and the rule of law are positive factors that contribute to economic, social, and political progress, a more difficult environment for those factors will be a more difficult environment for development generally.

U.S. Foreign Assistance and Rule of Law

As with other sectors, U.S. support for rule of law programs is spread across multiple agencies, including USAID, the Department of State, and the Department of Justice. These programs focus almost exclusively on judicial reform, security sector reform, and support for legal and regulatory reforms. From a resource perspective, Congress appropriated just under $2.3 billion in fiscal year (FY) 2016 and just under $2.5 billion in FY 2017 for governance and democracy programming. Within that account, the United States had $793 million and just over $800 million for rule of law and human rights projects respectively. While the United States is one of the largest donors for rule of law programming, these numbers are frequently inflated because of large programs in just a few strategic states. In FY 2017, the top five countries receiving U.S. rule of law assistance were Afghanistan ($101.2 million), Mexico ($60 million), Colombia ($57.4 million), Pakistan ($17.7 million), and Ukraine ($10 million).  

This support is driven by geostrategic concerns such as support for Mexico’s drug war, Plan Colombia, and the war on terror. The long-term sustainability of such programming, especially when much of it is funded through the Overseas Contingency Operations fund, is precarious. Moreover, much of this funding has gone to support security sector and criminal justice reforms designed to help these countries tackle transnational threats such as narcotics trafficking and terrorism. This is critical work and needed to help countries address these problems. These programs are strategically important, but it does obscure the fact that support outside of the U.S. for rule of law and governance reforms is relatively small comparatively to other priorities such as global health and food security.

At the country level, USAID and other U.S. development agencies have focused on judicial reform, including improved training for judges and other court personnel, process improvement for court systems (e.g., digitization of court records), reform of existing laws and regulations, and other support to help create an independent and impartial judiciary. In recent years, USAID has sought to look at how the lack of or weak rule of law holds back economic growth. Under the Obama-era “Partnership for Growth” initiative, USAID conducted a series on constraints to growth analyses in four target countries: Tanzania,
Ghana, the Philippines, and Panama. The analysis in the Philippines identified governance, public finance, and infrastructure and human capacity as the primary binding constraints to sustainable economic growth. In response to these findings, USAID subsequently launched in 2012 the Judicial Strengthening to Improve Court Effectiveness (JUSTICE) project—a $20 million, five-year initiative.

USAID has also worked to support judicial and rule of law reforms directly tied to supporting economic growth. This includes projects that target improved contract enforcement, strengthening of commercial courts, greater investor protections, and introduction of an alternative dispute resolution. In Sri Lanka, for example, USAID has launched a project—Supporting Accelerated Investment in Sri Lanka (SAIL)—that “actively supports the Government of Sri Lanka’s economic reforms designed to improve the business enabling environment.” USAID found that a significant hurdle the Sri Lankan business community faces is the lengthy time it takes for commercial courts to hear and adjudicate disputes. The SAIL project is working with the government, business, and other stakeholders to identify ways in which to streamline the process and improve commercial courts overall. The project notes, “SAIL recognizes that advocacy for this reform needs to come from associations of private businesses who have an interest in seeing a more effective, streamlined dispute resolution process, in order to overcome the inertia of the courts and the lack of enthusiasm for reforms that comes from commercial lawyers who benefit financially from the current lengthy processes.”

These examples demonstrate that USAID is working to improve the rule of law, especially as it relates to improving the business and investment climate. That said, USAID could do more, and the recently introduced Journey to Self-Reliance offers a useful entry point. Since taking over as USAID administrator, Mark Green has focused on ending the need for U.S. foreign assistance. As he noted when he assumed office in August 2017, “Each of USAID’s programs should look forward to the day when foreign assistance is no longer necessary. Each country must lead its own development journey by financing and implementing solutions to its own development challenges.” As part of the Journey to Self-Reliance, USAID seeks to measure a country’s commitment and capacity through individual country road maps. To build a country’s capacity, support around governance and rule of law will be critical.

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“Each of USAID’s programs should look forward to the day when foreign assistance is no longer necessary. Each country must lead its own development journey by financing and implementing solutions to its own development challenges.”

— Administrator Green when he assumed office in August 2017
Recommendations

The international donor community and the United States, in particular, face a unique opportunity to recommit to supporting rule of law programs. Certainly, rule of law projects have never gone away completely, but now is the time to consciously elevate their importance and put rule of law at the center of a broader push for transparent and accountable governance. Currently, the U.S. government is looking at how it can better offer countries a “clear choice” between the Chinese model of development and the Western model. The current administration is highlighting what many see as the downside to China’s vast increase in development spending: reduced transparency, a rollback of governance reforms, and, in some cases, a dramatic increase in debt. Implicit in why some countries look to China for development finance is because the Chinese are less interested in the internal politics of a country. Good governance, strong rule of law, and low corruption are not high priorities for China.

China in many ways is the flip side of the argument. It has experienced high levels of economic growth, strong foreign direct investment, and significant poverty reduction while having weak rule of law or rather authoritarian “rule by law.” Yet, by and large, the literature supports the idea that strong rule of law as part of a broader system of good governance is critical to economic growth that will reduce poverty in the long run. The U.S. government has made strides toward acknowledging the importance that rule of law—as part of a broader good governance agenda—plays in solidifying equitable, long-term economic growth. This is demonstrated by the creation of the Millennium Challenge Corporation under President George W. Bush, the Obama administration’s Partnership for Growth, and USAID’s recent Journey to Self-Reliance initiative.

1. **Recommit to a good governance agenda that includes support for rule of law**

CSIS’s 2013 paper, Combatting Global Poverty: Investing in the Governance and Growth Nexus, argues that good governance is critical to ensuring long-term, sustainable economic growth. In that paper, the nexus between governance and growth is defined as (1) government capacity and effectiveness, (2) rule of law, (3) regulatory policies related to the investment and business climate, and (4) removing barriers to entry for the informal

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economic sector.\textsuperscript{37} Rule of law is a critical component to ensuring good governance and strong economic growth, and it is an area where USAID should strengthen its commitment. USAID’s Journey to Self-Reliance offers an opportunity for greater investment in rule of law and a broader good governance agenda. If countries are to achieve self-reliance, they will need the components that contribute to strong rule of law outlined in this paper; USAID should make this a priority as it evolves its approach to the \textit{Journey to Self-Reliance}.

One area to focus on for USAID and the broader U.S. government is the recent women’s economic empowerment initiatives launched by the Trump administration—in particular, the Women’s Global Development and Prosperity (W-GDP) Initiative. These initiatives acknowledge long-standing economic research that countries that maintain structural and legal barriers that prevent women from engaging fully in the economy, leave tremendous potential economic growth on the table. Closing the gender labor gap could add $28 trillion to global GDP by 2025.\textsuperscript{38} As part of W-GDP, the administration should consider designing and implementing projects that address these legal and regulatory hurdles (e.g., land ownership, access to credit and finance, and others) which remain in place in many countries around the world.

2. \textbf{Identify pilot countries}

Much of the U.S. foreign assistance budget is already pre-committed to a series of congresionally mandated spending priorities and presidential initiatives. This means that well over 90 percent of foreign assistance is programmed and cannot be redirected to new initiatives. This poses a problem for USAID’s flexibility to respond to changing circumstances quickly. As part of the Journey to Self-Reliance, USAID should identify a set of pilot countries where they could implement new rule of law programs. This might follow the path established by the Obama-era Partnership for Growth program that used MCC-like constraints to growth analysis to identify rule of law weaknesses as a binding constraint to growth in the Philippines.

3. \textbf{Strengthen policy dialogues around rule of law and governance}

Rule of law programs do not need large amounts of financial resources to succeed, rather they need the right framework and institutions to ensure that they are implemented fairly. One way that the U.S. government can help advance strong rule of law is through increased reliance on policy dialogues between in-country missions and the local government. To facilitate these, USAID missions—as part of the Country Development Cooperation Strategy process—should develop an analysis of rule of law in a country, identifying weaknesses in the existing system and how it affects the investment climate. The State Department publishes annual Investment Climate Statements that detail the investment climate in countries; these could be incorporated into the existing process. These could then help guide targeted policy dialogues between the embassy and local governments to identify reforms that could be implemented without the financial support of donor governments.

\textsuperscript{37} Savoy, \textit{Combating Global Poverty}, 2.
About the Author

Conor M. Savoy is the director of policy and advocacy for the Global Innovation Fund (GIF) in Washington, D.C. Conor is also a senior associate for the Project on Prosperity and Development and the Project on U.S. Leadership in Development at CSIS. He brings a decade of policy analysis and research experience to GIF. Prior to joining GIF, he served as deputy director of the CSIS Project on Prosperity and Development. At CSIS, Conor helped build an innovative research program focused on the evolving role of the private sector in international development. Earlier in his career, Conor worked as a researcher at the Council on Foreign Relations concentrating on U.S. foreign and national security policy. He holds an M.A. in international relations from Boston University and a B.A. in history from George Washington University. Conor is a term member of the Council on Foreign Relations.