

ANNUAL REPORT – 2013

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1. ORGANISATION

1.1. SIGNIFICANT DEVELOPMENTS

In 2013 CILC underwent a series of transformations aimed at making the management of the organisation more efficient and effective. These adjustments enable us to perform better in our projects, to respond more quickly to the demands of our donors and partners and to adapt to the dynamic and challenging environment of international development work.

MULTI-ANNUAL PLAN 2013-2017

At the end of 2012 we drafted our new multi-annual plan, outlining the CILC strategy for the next five years. This plan was adopted by the Executive Board in January 2013. It was drafted with a sense of urgency in the advent of the separation of CILC from Leiden University and in light of the changing perspective concerning international development aid. The plan is based on a thorough review of our enduring mission (contributing to worldwide rule of law through international projects), of organisation culture models that support creativity and initiative, and of our environment and partners. The CILC multi-annual plan is designed to help recognise and make value of opportunities, to bring together the rich experience and qualities of the organisation with the real demands of today's development work.

At the end of 2013 we evaluated the implementation of the plan's first year and found that the ambitions set for 2013 had been realistically set and that key milestones had been achieved. At the same time, because we see the plan as a compass for the development of CILC, we have taken the opportunity to adjust it based on the experiences of 2013 as a transition year.

EMPLOYER STATUS

As of 1 July 2013, CILC staff are no longer employed by the University of Leiden (and seconded to CILC). Instead, as part of the process of streamlining our organisation and management, CILC has become an employer with its own employment rules and regulations. The transition process for our staff was designed and carried out in such a way as to retain all existing CILC staff and to strengthen their involvement in the performance and growth of CILC. At the same time, we are now in a position that allows us to adapt and continuously improve our human resources management, so as to meet the current needs of our organisation.

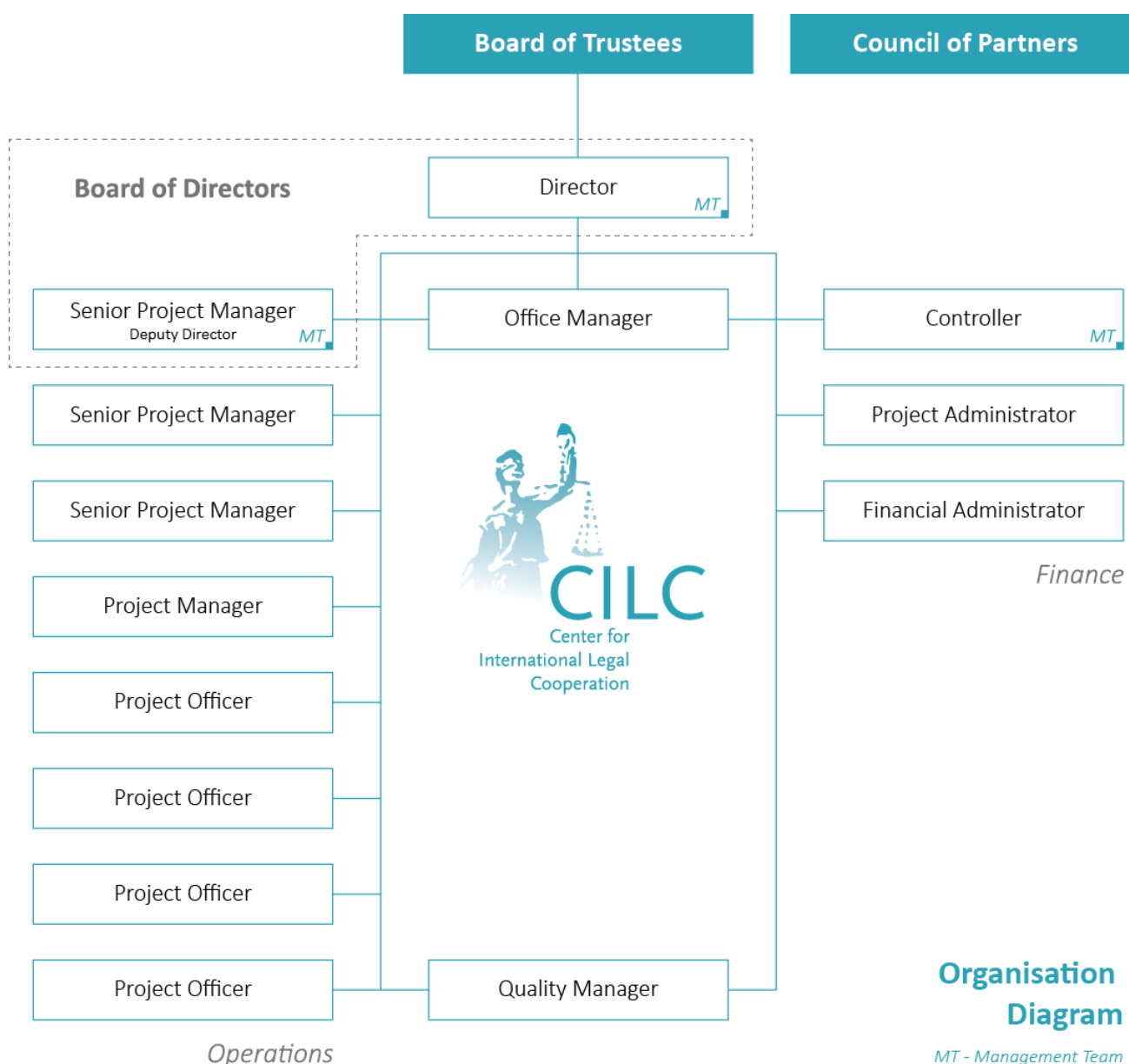
NEW GOVERNANCE AND MANAGEMENT

Improving our performance as an independent project organisation is essential not only for the survival of CILC, but also for the sustainable involvement and reputation of the Dutch legal community in international development work. Against this background, the CILC governance and management structure was adapted in 2013 to allow for more efficient and effective decision making and supervision. These changes are reflected by the new CILC statutes adopted on 1 December 2013.

**MANDATED
BODY FOR
TWINNING**

In 2013 CILC was reconfirmed by the Netherlands Ministry of Foreign Affairs and consequently by the European Commission as a mandated body for Twinning projects on behalf of the Netherlands Ministry of Security and Justice. The Ministry of Security and Justice will therefore from now on be represented in the CILC Board of Trustees. The explicit aim of this representation is to monitor the sustained capacity of CILC to act as a mandated body on behalf of the Ministry.

Figure 1 - CILC organization chart



1.2. ACHIEVEMENT OF MILESTONES

A series of primary milestones were set in the new multi-annual plan for 2013 and their level of achievement is reflected by having reached the following benchmarks:

Milestones	Benchmarks
CILC obtains employer status and performs accordingly	Complete set of staff rules and regulations All staff retained Continuity reserve 100%
New governance structure	New statutes adopted New Board of Trustees and Board of Directors in place
Upgraded administrative organisation and financial management	Monthly financial reports to the boards Quarterly project monitoring meetings Acknowledgement of upgrades by external auditor

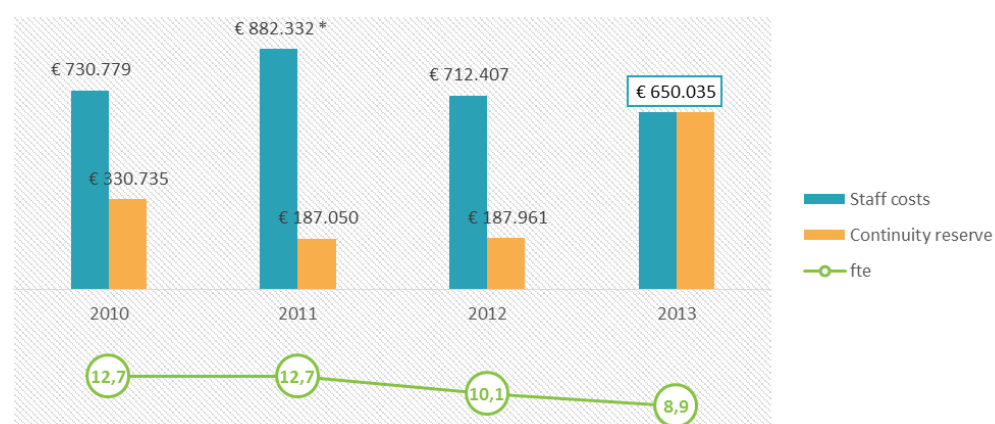
1.3. FINANCIAL SITUATION

By the end of 2013, CILC has regained its financial health and stability. This is reflected by our capacity to retain staff, our solvency level and our positive operational results.

CAPACITY TO RETAIN STAFF

The continuity reserve of CILC at the end of 2013 has for the first time in four years reached 100% of the annual staff costs without operational activities. This level of the continuity reserve will be maintained in 2014 through efficient and effective implementation and monitoring of projects and CILC internal processes.

Figure 2 – CILC Staff costs versus continuity reserve 2010-2013

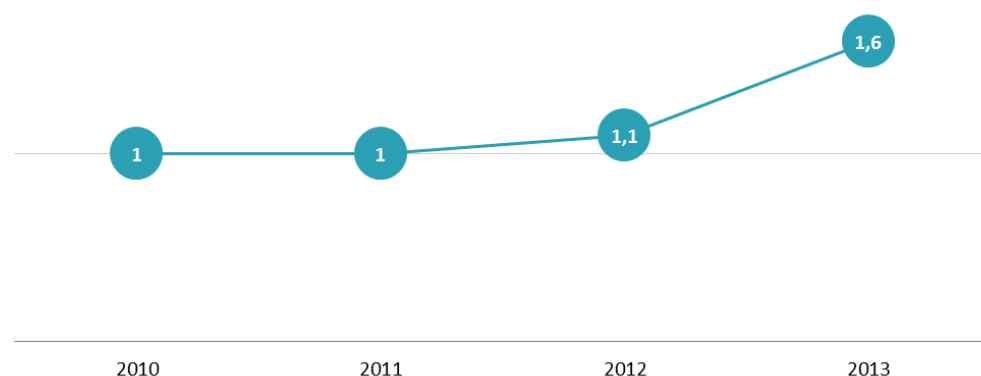


*The higher staff costs for 2011 include severance package costs.

SOLVENCY

CILC assets are more than sufficient to cover CILC liabilities. The solvency rate (total assets / total liabilities) has continued to increase, exceeding the minimum level by 0,6 points at the end of 2013.

Figure 3 – Evolution of CILC solvency rate 2010-2013



POSITIVE OPERATIONAL RESULTS

CILC is recovering after a number of years with negative operational results. For 2014, the projected operational result (*) remains positive, despite being related to the expectation of a smaller project portfolio.

Figure 4 – CILC end of year operational results 2010-2013 and *projected for 2014



2. PROJECT IMPLEMENTATION

2.1. OVERVIEW ONGOING PROJECTS

We sustain our geographical focus on the following countries: IPA countries, ENPI South countries, Indonesia, ENPI East countries, Sub-Saharan Africa and selected fragile states (Mali, Palestinian Territories).

Figure 5 - Geographic distribution of bilateral projects (# of projects if more than one)

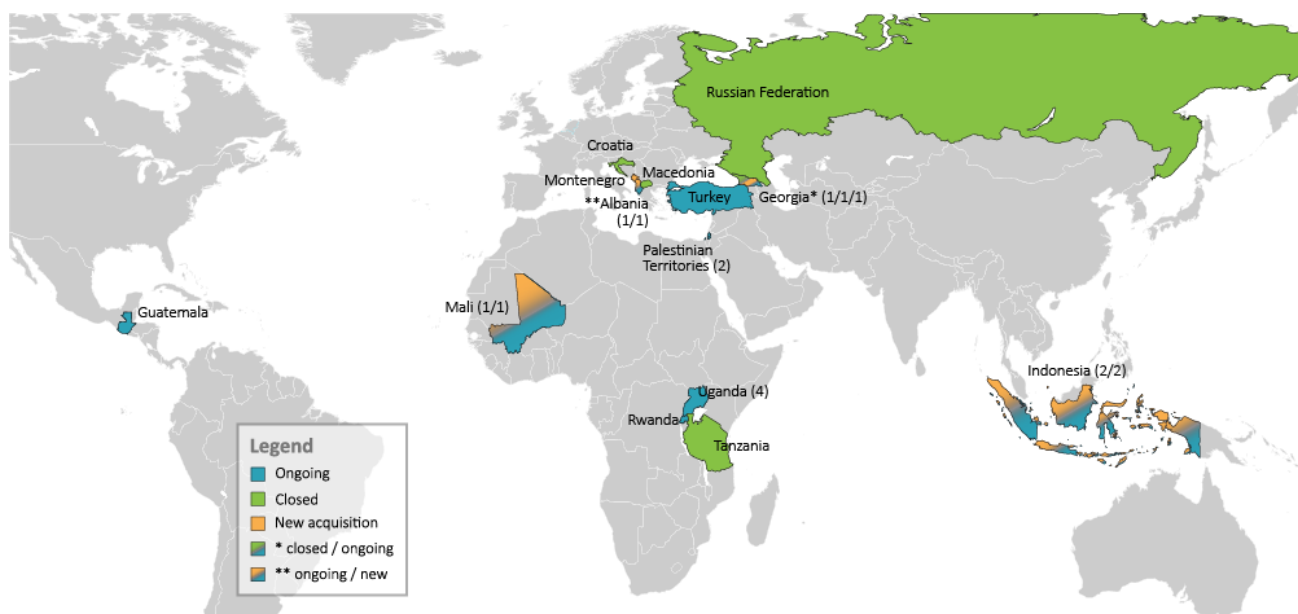
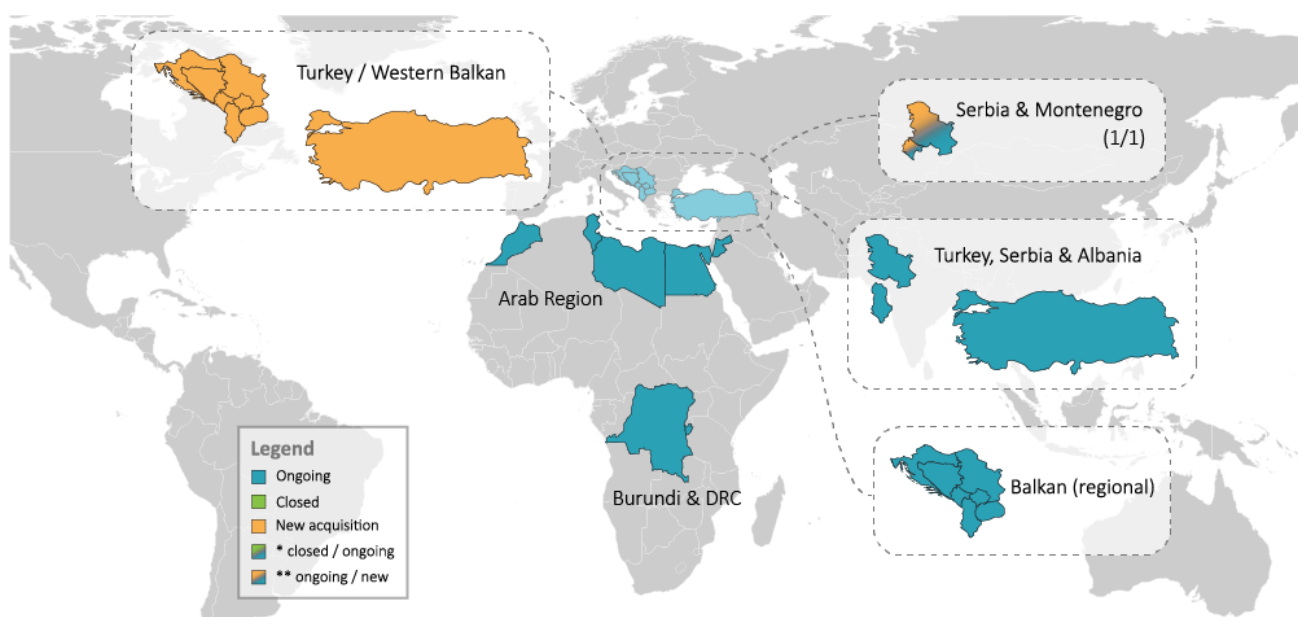


Figure 6 - Geographic distribution of regional projects



We sustain a thematic focus on the following areas: criminal justice chains (strengthening prosecutors' offices, case management), probation and the system of alternative sanctions, judicial system (court administration, training of magistrates & judicial officers, relationship between an independent judiciary and independent media), access to justice and legal aid, forensics, legislative drafting, enforcement of judgements and training of bailiffs, public administration (HRM system in ministries of justice), rule of law in local governance.

Table 1 - List of projects under implementation in the reporting period (details about projects marked green are provided on the following pages)

	Country	Title	Start date	End date	Donor
1	Arab region ¹	Matra South Training Programme Legislation	01.08.2012	31.12.2014	Agentschap.NL
2	Burundi / Democratic Republic of the Congo	Improve local security and justice systems	01.07.2012	30.06.2016	NL/MFA
3	Georgia	Development of Enforcement Legislation in Georgia	01.08.2013	31.07.2015	EU/FWC Lot 7
4	Indonesia	Legal Review: Analysis and evaluation of proposed draft and existing laws and regulations within the framework of legislative drafting	01.08.2013	04.06.2014	Nuffic
5	Indonesia	Indonesia Clearing House Coordinator	01.10.2013	01.05.2014	NL/MFA
6	Mali	Etudes sur le renforcement de la justice pénale au Mali	01.09.2013	31.12.2013	Other donor (UNDP)
7	Palestinian territories	Technical assistance programme for Palestinian civil police	01.05.2013	14.07.2015	EU/Service
8	Palestinian territories	Support to the Palestinian Public Prosecution (MATEEN)	01.01.2010	31.03.2014	NL/MFA
9	Serbia / Montenegro	Luris project	01.09.2013	31.08.2015	NL/MFA
10	Rwanda	Strengthening the Human Resource Capacity of the Institute of Legal Practice and Development (ILPD)	01.10.2010	01.09.2014	Nuffic
11	Turkey	Improved Relations between Mass Media and Judiciary	07.05.2013	16.02.2015	EU/Twinning
12	Turkey / Albania / Serbia	Leadership Programme for Security and Rule of Law	01.09.2013	31.03.2015	NL/MFA
13	Uganda	Strengthening Forensic Expertise and Management of Scenes of Crimes in the Justice, Law and Order Sector (JLOS) in Uganda	01.01.2011	31.12.2014	Nuffic
14	Uganda	Strengthening the capacity of the Judicial Studies Institute to deliver practical training to judicial officers and staff	01.07.2012	30.06.2015	Nuffic
15	Uganda	Consolidating capacity of the Law Development Centre (LDC) to undertake practical legal training	01.12.2012	30.11.2016	Nuffic
16	Balkan (regional) ²	Fight against organised crime and corruption: Strengthening the Prosecutors' Network	15.11.2011	30.04.2014	EU/Grant

¹ Tunisia, Morocco, Egypt, Libya, Jordan

² Albania, Bosnia-Herzegovina, Croatia, Kosovo, Macedonia, Montenegro and Serbia

**ARAB REGION -
MATRA SOUTH
TRAINING
PROGRAMME
LEGISLATION**

This training project for civil servants working for the administration of justice in Egypt, Jordan, Libya, Morocco and Tunisia is meant to enhance their insights and skills in legislative drafting, in order for them to lead and inspire the modernisation of the judicial systems and the legislative frameworks of their home countries, building from the Dutch experience. In 2013 the programme consisted of two training sessions for twenty one participants: a ten-day training week in the Netherlands and a five-day workshop in Morocco. Through these trainings, we brought together practitioners from the five target countries and the Netherlands, to share good practices, to learn from each other and to make participants familiar with the Dutch institutional models and practices. As law-making is not only a technical exercise, but also very much dependent on good communication, we offered in cooperation with the Netherlands Debating Institute an interactive module on debating techniques in the training. All the knowledge gained in the Netherlands was subsequently tested through practice and reviewed during the follow-up session in Morocco.

Interesting outcomes of this project to date include the following: Tunisian participants consider initiating an association of legislative drafters to mirror the Dutch quality assessment model in Tunisia. Participants from Jordan are actively promoting the use of the Table of Eleven³, a tool developed for the Netherlands Ministry of Justice to support the quality of the legislative process.

**INDONESIA -
TRAINING FOR
LEGISLATIVE
DRAFTING**

This short training programme was developed at the specific request of the Ministry of Finance in Indonesia, as a direct consequence of a similar previous programme CILC had delivered in 2011 and 2012 for the Indonesian Ministry of Justice. This time, the programme targets twenty legislative drafters and other civil servants from the Ministry of Finance to enhance their capacity to draft and review laws and regulations and to give participants insight into the Dutch system and other European models. The three-week course took place in The Hague in November 2013 and will be followed-up with another session in Indonesia in early 2014. Strengthening rule of law requires coherence, continuity, stability, time to grow and the most kind of special attention to local realities in order to yield the desired outcomes. True to this belief, we have designed the follow-up session of 2014 to bring together participants from the Ministry of Justice programme with their colleagues from the Ministry of Finance to exchange experiences and build sustainable communication lines at operational level.

**INDONESIA
CLEARING HOUSE
COORDINATOR**

In the summer of 2013 CILC was asked to create a clearing house instrument for the bilateral "Indonesia: Justice and Development" Working Group of the Rule of Law Knowledge Platform. This request resulted from an acute need to streamline existing mechanisms for Dutch and Indonesian legal cooperation, specifically in improving the efficiency and in some cases relevance of the various study and exchange visits and requests for cooperation of Indonesian (legal) institutions. Over the years, a large number of short-notice requests from Indonesian and Dutch legal institutions had resulted in uncoordinated training sessions or study visits to the Netherlands, with overlapping subjects and programmes.

³ http://www.sam.gov.lv/images/modules/items/PDF/item_618_NL_The_table_of_Eleven.pdf

**INDONESIA
CLEARING HOUSE
COORDINATOR
(CONTINUED)**

The assignment of the Clearing House Coordinator (CHC) started in September 2013 and is initially planned for one year. He will act as the main contact person for all Dutch and Indonesian exchange partners and will support them in the planning and coordination of initiatives. The CHC is stationed at the CILC office, but will carry out his tasks to the benefit of all members of the Working Group. CILC upholds recognised principles for aid effectiveness in general and this initiative is an example of our commitment to increasing the effectiveness of the legal cooperation programmes between Indonesia and The Netherlands.

**ETUDES SUR LE
RENFORCEMENT
DE LA JUSTICE
PÉNALE AU MALI**

This study on the reinforcement of the criminal justice system of Mali was initiated by the Malian Ministry of Justice, UNDP and the Netherlands Ministry of Foreign Affairs in order to address the state of the nation's criminal justice system after a turbulent period in which Mali witnessed a coup d'état and an insurrection in the north of the country. A subsequent ten month conflict between state forces, separatists, and Islamists further contributed to instability and insecurity throughout the West-African nation. The country now finds itself in a transitional period and the rebuilding and reinforcing of the criminal justice system is a crucial step towards establishing the rule of law and addressing crimes committed during the conflict.

The study is comprised of an assessment of the capacity of staff in the criminal justice system on the one hand and an assessment of the conditions of support for the prosecution authority, particularly for those actors in the criminal justice chain that seek to investigate and bring to justice perpetrators of crimes committed during the recent conflict, on the other. It will ultimately result in a Plan of Action to be adopted by the Malian Ministry of Justice. The study is carried out in partnership by CILC and the Netherlands Helsinki Committee (NHC) and this assignment forms therefore also another important step in strengthening the cooperation between these two The Hague based organisations.

The first mission took place in September 2013. During this first mission, our expert team became aware of concurrent interventions in Mali financed by the Dutch government or initiated by The Hague based organisations. Late 2013, in consultation with the Netherlands Ministry of Justice, CILC organised an informal roundtable with these stakeholders to open more regular communication lines and to support complementarity among the various initiatives. By 2014 this has been integrated into the Dutch Rule of Law Knowledge Platform.

**SUPPORT TO THE
PALESTINIAN
PUBLIC
PROSECUTION
(MATEEN)**

This is a capacity building project for the Palestinian public prosecution, with a particular focus on six local public prosecution offices in the West Bank. The key activities of the project included the setting up of uniform case and evidence management systems, the development of an administrative manual and of training curricula, the development of a data management system, entry of case information in the system and connection to the information management system of the courts, as well as coaching of prosecutors and administrative staff. The final external evaluation in late 2013 highlighted that the project has been instrumental in the change management of the public prosecution services in the West Bank.

Over four years, CILC experts have provided guidance and support to their Palestinian

**SUPPORT TO THE
PALESTINIAN
PUBLIC
PROSECUTION
(MATEEN)
(CONTINUED)**

peers, and in the process have enabled the development of solutions tailored to the actual local needs. The outcome of this approach was already visible by the end of 2013: due to improved access to information offered by the new case and evidence management systems, Palestinian prosecutors have been able to significantly improve their performance in court, as reflected by the number of cases won. Moreover, four out of six prosecution offices were able to decrease their backlog of cases.

This project is an excellent example of the CILC peer-to-peer approach. We started by supporting the Palestinian public prosecution in the systematic performance assessment of their operations, with the ultimate goal of helping to adopt best practices and comply with established standards and principles. The assessment and subsequent development of solutions was conducted in a constructive manner, relying heavily on mutual trust among the peers involved, as well as their shared confidence in the process. Beyond the concrete outputs of well-structured procedures and practical tools, the project kick-started an evolution of the institutional culture of the Palestinian public prosecution, on its way towards fulfilling its responsibility under the rule of law.

**TURKEY -
IMPROVED
RELATIONS
BETWEEN MASS
MEDIA AND
JUDICIARY**

This twinning project is a tri-partite cooperation between Turkey, Germany and the Netherlands aimed at improving the relations between the media and the judiciary in Turkey, by introducing the institution of the court spokesperson and by training media correspondents in legal matters. This project addresses an essential element of the rule of law, communication between the judiciary and society through mass-media, one which is often fraught by misunderstanding and mistrust. Activities started in the last quarter of 2013, when selected Turkish justice officials and journalists visited the Netherlands and Germany and became acquainted with these countries' media relations systems in the courts and prosecution offices. This provided a good starting point for identifying options for the structural improvement of the relations between mass-media and the judiciary in Turkey. In addition, joint teams of Turkish, Dutch and German experts are working on developing training curricula to support the establishment of court and prosecution spokespersons.

Through this project CILC is further building on our long-standing cooperation with key partners, such as the Council for the Judiciary in the Netherlands and our sister organisation in Germany, Deutsche Stiftung für Internationale Rechtliche Zusammenarbeit (IRZ). CILC and IRZ are rooted in different law systems, with varied institutional landscapes and strong track records in public communication. For this project, our cooperation allows the Turkish partners to gain better insight into what options are compatible with their own system, by comparing the often complementary Dutch and German models in an integrated approach.

**UGANDA -
STRENGTHENING
FORENSIC
EXPERTISE AND
MANAGEMENT
OF SCENES OF
CRIMES**

Forensic institutions worldwide are confronted with a number of challenges – in process management, in quality assurance, in governance and accommodation, as well as in the interaction with partners in the enforcement, legal and medical worlds. This project was designed to help improve the use and management of forensic investigation in Uganda through legislative changes, capacity building and awareness raising. Against the more general effort of providing advice and assistance on improving the Ugandan forensic practices, an important outcome of the project is the successful shift of focus achieved for policy makers and practitioners in Uganda towards the management of crime scenes as an

**UGANDA -
STRENGTHENING
FORENSIC
EXPERTISE AND
MANAGEMENT
OF SCENES OF
CRIMES
(CONTINUED)**

essential and fundamental step in establishing the facts in a criminal investigation. Furthermore, we were able to contribute to an improved forensic awareness in Uganda, i.e. the understanding that in order to operate efficiently, forensic experts need the full cooperation of stakeholders who precede or rely on their work in the investigative process. Most specifically, the project gave incentives for the Government Analytical Laboratories (GAL), the Forensic Police Directorate and the Pathology Department of Makerere University to work more effectively together and have greater respect for their mutual roles and responsibilities.

At CILC, we believe in legal cooperation on an equal footing. In all projects and assignments we strive to take a balanced, open-minded position, without the intention of imposing our ideas on others. Staying true to this vision, we carefully select our partners from like-minded organisations with strong technical backgrounds. For this project, CILC was able to match top quality technical expertise from the Netherlands Forensic Institute (NFI) and The Maastricht Forensic Institute (TMFI) with the specific needs in Uganda.

May 2014 - Comment from Robinah Kirinya, project coordinator on behalf of Ugandan partners, ballistic expert at GAL:

"I am proud to have worked closely with the CILC team as the project coordinator of the Uganda consortium. This project was a mutual learning experience. The CILC peer-to-peer approach allowed Dutch and Ugandan forensic experts to share experiences and exchange good practices. Following the inspiring talks with our Dutch colleagues, we at GAL have decided to also set up a mobile forensic team of multidisciplinary experts. As I write this, GAL has adopted learning organisation principles and holds a scientific hour session every Wednesday to discuss scientific and other issues. During these sessions, newly trained professionals share what they learned with their colleagues. New manuals are used in training staff in forensic toxicology and chemistry, ballistics and DNA. The country now has a strong team of forensic pathologists, all trained within the framework of this project. Because of this project, forensic medicine was reintroduced in the college of health science curriculum.

I would like to thank the CILC team for creating a stimulating project environment."

**UGANDA -
CONSOLIDATING
CAPACITY OF LDC
TO UNDERTAKE
PRACTICAL
LEGAL TRAINING**

This is a capacity building project for the Ugandan Law Development Centre (LDC), the sole provider of the Bar Course and thus the gate keeper for legal careers in Uganda. Following up on a previous intervention by CILC and Utrecht University in 2007-2012, this project was designed to assist the LDC in meeting today's challenges of the legal education market (growing number of students as a result of the liberalisation of legal education, expectations for an adequate learning environment, modern curriculum and distance learning). In partnership with Northumbria University (UK), CILC supported LDC in upgrading the education and the learning experience it provides by introducing skills-based training, by implementing smaller student to teacher class ratios, through more efficient planning of classes, a notably improved physical learning environment (library, computer lab and overall access to internet, modern teaching aids in the classrooms etc.), but also through the integration of the Legal Aid Clinic in the teaching program. This included reviews of the Bar Course (1 year post-graduate course) and the Diploma in Law Course.

**BALKANS -
FIGHT AGAINST
ORGANISED
CRIME AND
CORRUPTION:
STRENGTHENING
THE
PROSECUTORS'
NETWORK**

Drug and arms trafficking, corruption and terrorism – the countries of the Western Balkans are being used more and more frequently as a base for international organised crime. This is a major obstacle in light of these countries' progress towards membership of the EU. Accession candidates must demonstrate that they are using all the means at their disposal to curb organised crime. Often, however, they lack the appropriate structures – one particular challenge being cross-border judicial cooperation, which would enable them to investigate and prosecute this type of crime. In response to this situation, this project was designed to strengthen the operational capacity of the General/State Prosecutors' Offices in the beneficiary countries (Albania, Bosnia-Herzegovina, Croatia, Kosovo, Macedonia, Montenegro and Serbia) to prosecute and investigate cross-border organised crime, and linked cases of economic and financial crime and corruption. More than two years of intensive and practical cooperation between professionals involved in fighting organised crime and corruption led to a number of concrete crime fighting operations whose impact was felt throughout the Western Balkans. When special police units from three participating countries carried out operation "Šetač" (the walker), it was applauded in the media as the best joint operation to date. This and other similar operations hit hard on the structures of various crime rings operating in the region. Dozens of suspects were apprehended and large quantities of drugs, weapons and explosives were seized. The Netherlands has an internationally renowned CMS for international cooperation in criminal matters. This "Luris" system was presented in the project and the participating countries have shown concrete interest in implementing it. As a consequence, CILC will continue in 2014 through Dutch bilateral funding to support Montenegro and Serbia with the first steps towards introducing Luris in their national systems.

2.2. PROJECT RESULTS

Figure 7 - Funding sources for ongoing projects in 2013 (outer ring donor budgets for 2013, total 3.453.241 EUR, inner ring number of projects by donor, total 16)

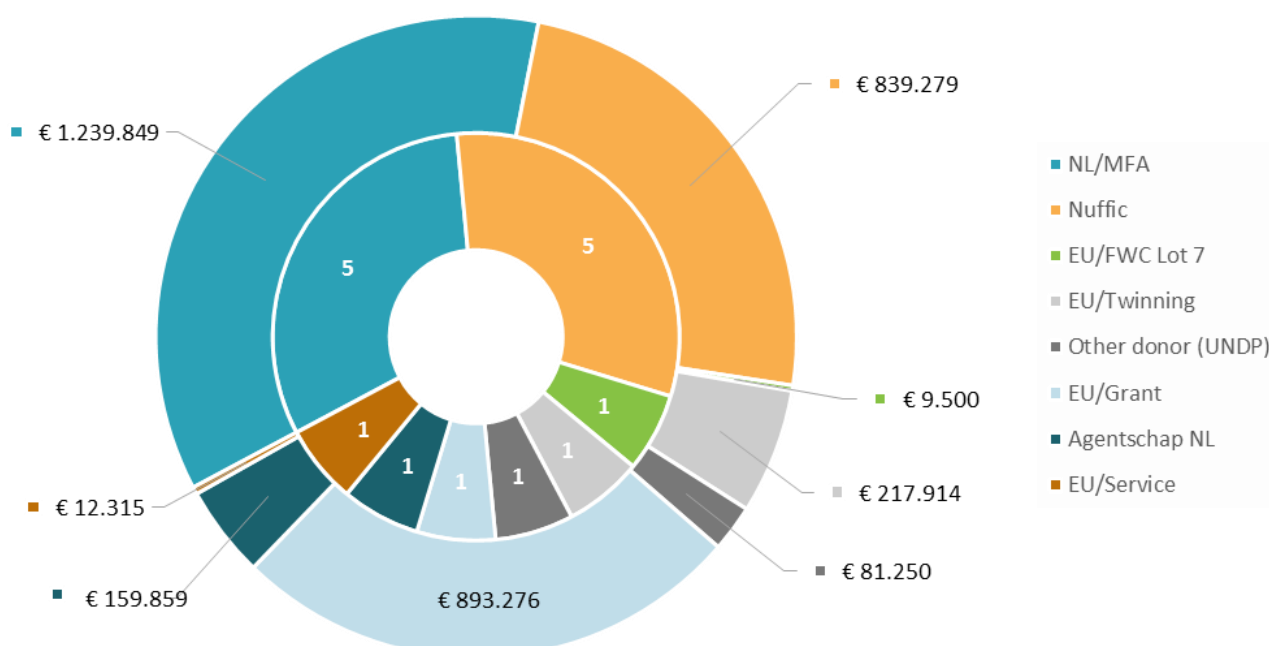
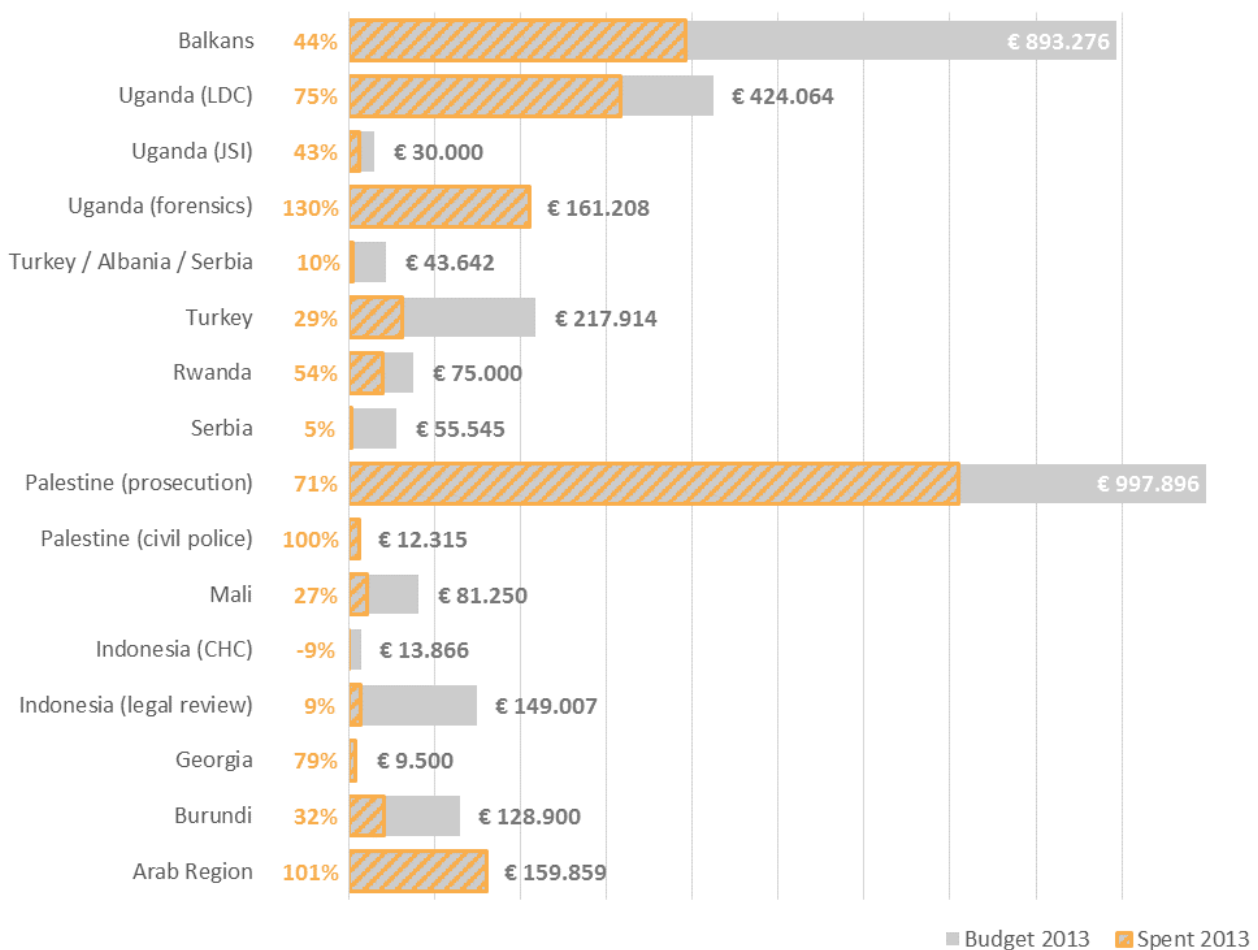


Figure 8 - Expense report ongoing projects 2013 (16 projects, 58% spent of cumulated budgets for 2013)



2.3. PROJECTS CONCLUDED DURING REPORTING PERIOD

In 2013 CILC has completed five projects with a total value of more than two million Euro, of which three from Dutch donors (Matra: Russia and Macedonia and Nuffic: Tanzania) and two EU twinning projects (Georgia and Croatia).

Table 2 - Inventory of projects concluded during reporting period

Country	Title	Start date	End date	Donor
Croatia	Strengthening the administrative capacities of the Ministry of Justice of the Republic of Croatia (Twinning Light)	29.08.2012	29.03.2013	EU/Twinning
Georgia	Better Enforcement System Through Twinning (BESTT)	01.01.2011	31.01.2013	EU/Twinning
Macedonia	Macedonia Jurisprudence Project	01.04.2010	31.03.2013	NL/MFA
Russian Federation	Implementation Civil Legal aid system in Russia	01.03.2010	30.06.2013	NL/MFA
Tanzania	Support to Commission for Human Rights and Good Governance (CHRAGG)	01.01.2013	28.02.2013	Nuffic

Figure 9 - Funding sources for projects completed in 2013 (outer ring total donor budgets, total of 2.500.832 EUR, inner ring number of projects by donor, total of 5)

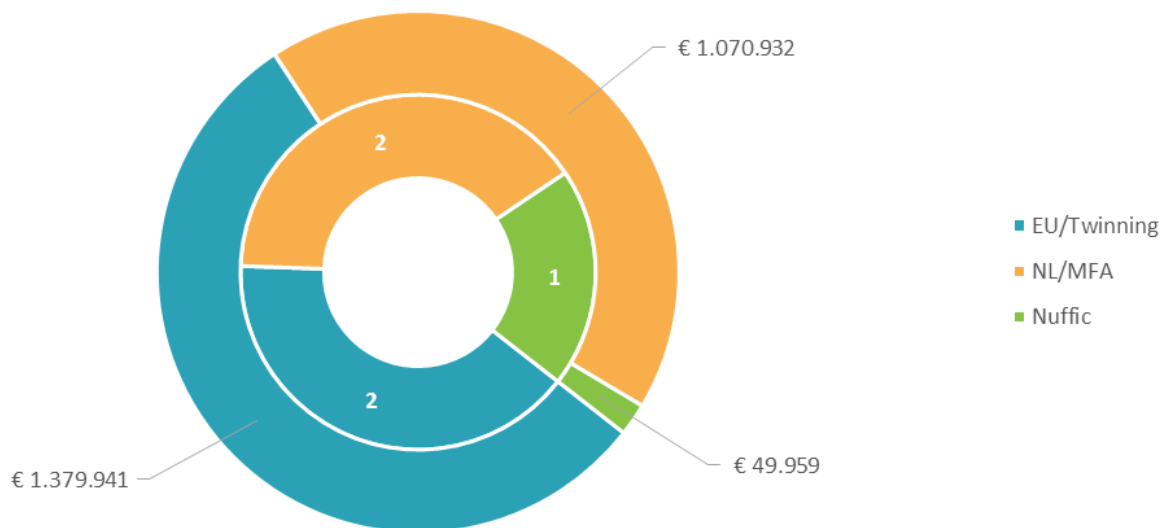
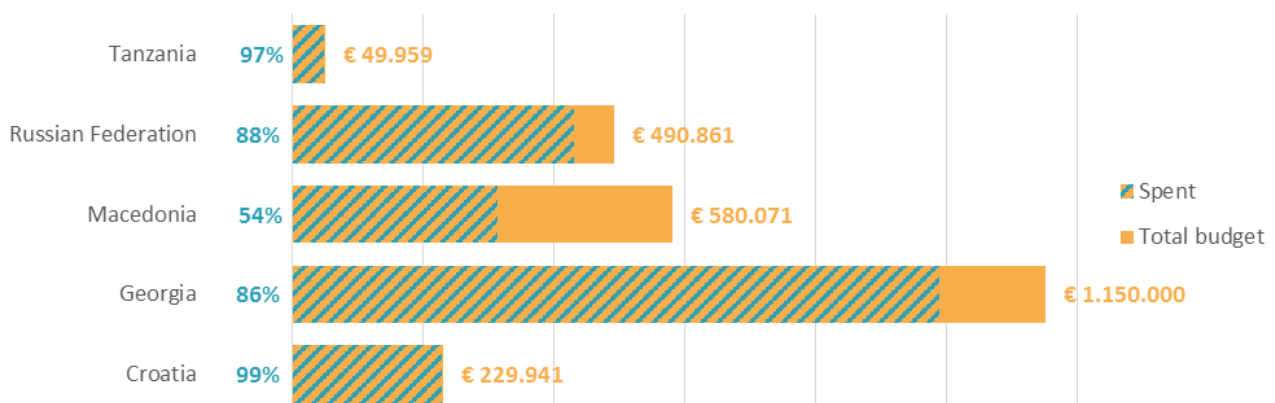


Figure 10 - Visualisation of financial results for projects completed in 2013 (percentage of project budgets spent, 80% total)



**STRENGTHENING
THE
ADMINISTRATIVE
CAPACITIES OF
THE MINISTRY OF
JUSTICE OF THE
REPUBLIC OF
CROATIA
(TWINNING
LIGHT)**

This project contributed to improve the efficiency and professionalism in the Croatian Ministry of Justice, linking Dutch and Croatian experts in the field of public and human resources management.

The core of the project was to introduce a tailor-made managerial competency model, a competency based human resources management strategy, as well as practical case-based tools to use competencies in the HRM system of the Ministry of Justice. As a result of the project, the HR department in the Croatian Ministry of Justice adopted a more pro-active and assertive position in the career development of staff and are better prepared to define and apply the competency requirements for the various positions within the Ministry of Justice.

This EU Twinning project was designed to improve of the Georgian enforcement system by strengthening the capacity and increasing the efficiency of the Georgian National Bureau of Enforcement (NBE) and by improving its public perception. The CILC peer-to-peer approach was successful in connecting Georgian and Dutch experts to carry out the necessary legislative review, institutional and communication capacity building tasks (so much so that ICE⁴, the contractor responsible for follow-up project for the finalisation of the new Georgian Enforcement Code, appointed the experts of the BESTT project, thereby allowing for continuity of technical assistance between the two projects).

The project laid down a solid basis for the further development of the Georgian enforcement system: a more stable and advanced legislative framework (through agreement on the structure of a new Enforcement Code and defining the legal basis for new NBE services), a better prepared body of enforcement agents (through a comprehensive training programme) and an improved approach to public communication for the NBE (through the development and deployment of a public relations strategy and corresponding tools, the appointment of spokespersons and active outreach to Georgian journalists). In addition, the subject of enforcement law was promoted with Georgian universities.

April 2014 - Comment from the National Bureau of Enforcement, Twinning Beneficiary 2011-2013:

"Comparing the National Bureau of Enforcement of Georgia of 2011 with what the organisation evolved to now shows significant contrast. The transformation NBE went through the past years is an ongoing process and a matter of pride for all the involved parties including international experts who raised the scale of perspective for all staff of NBE. The Twinning BESTT project had a major contribution in improving major business processes at NBE and in helping the organisation implement new services permitted to Enforcement Agents across Europe through CEPEJ guidelines article 34.

We can vividly recall the complexity, thoroughness and extensiveness of the work NBE went through while elaborating the implementation plan of two new major services of Summary Proceedings and Statements of Facts, filling the gaps in its business processes, working on the refinement of its external communication policy as well as the legal framework and internal working methods, raising the bar of performance of enforcement agents and respect to rights and obligations of involved parties and of course developing the first ever student manual on enforcement in Georgia. However, with the support of CILC and SEA (Swedish Enforcement Authority) NBE today stands as a solid organisation with a salient corporate culture, proclaiming Transparency, Professionalism and Balance as its three main pillars.

One of the major objectives of Twinning BESTT project was to begin the process of harmonising the existing Georgian legal framework with respective EU Law. Within the BESTT project, NBE together with experts and stakeholders developed the major structure of the Georgian Enforcement Code, which served as a basis for a follow-up EU project. In this project, NBE is supported by experts who have already been an essential part of the BESTT Project. DEEP (Development of Enforcement legislation Project of Georgia) is designed to deliver the new enforcement law and by-law of Georgia by 1 November 2014."

⁴ European Economic Interest Group (EEIG) formed of five European consultancies; more information available here: <http://www.ice-org.eu/AboutUs.aspx>

MACEDONIA JURISPRUDENCE PROJECT

This project brought together Dutch and Macedonian experts in the field of legal cooperation, administration of justice, case-law and legal informatics. The project succeeded in strengthening the role and the use of jurisprudence in the Macedonian legal system, and in this way it made a substantial contribution to improving the efficiency and professionalism in the Macedonian justice sector. The adopted inclusive implementation strategy with a strong emphasis on small-scale working meetings, discussion seminars and conferences has proved effective. The project team is proud to have made a significant contribution to raising the awareness among Macedonian judges, justices, lawyers and legal trainers about the role of jurisprudence in a modern and developed legal system. As a result, decision makers in the Macedonian justice sector now champion the belief that the Macedonian judiciary should continue paying due attention to jurisprudence as a highly relevant (be it informal) source of law.

The positive appreciation in the Macedonian justice sector of this project, its activities and achievements benefited the Dutch-Macedonian bilateral political and social relations.

April 2014 – Comment from Atanas Georgievski, Project Coordinator Macedonian Academy for Judges and Prosecutors

“The project has increased awareness among Macedonian legal practitioners about the role and use of jurisprudence in the national legal system, especially so among judicial office holders. As a result of the project activities, nowadays we have a remarkable database of the relevant domestic case law available to all legal professionals (including lawyers) through the website of the Supreme Court, which is updated every three months. On the other hand, this result has also contributed towards more frequent cooperation between appellate courts for unification of the case law, which leads to improved legal certainty for Macedonian citizens.”

RUSSIAN FEDERATION - IMPLEMENTATION OF CIVIL LEGAL AID SYSTEM IN RUSSIA

This project brought together Russian and Dutch experts in the field of legal aid and access to justice. The project succeeded in effectively influencing Russian policy makers in the field of legal aid, and also in assisting Russian regional governments to develop functional frameworks for designing civil legal aid systems. In this way the project made a substantial contribution to improving the effectiveness and efficiency of current and future regional Russian civil legal aid systems. The project intervention has also managed to bring the legal aid implementers and the policy makers closer together. The project team expects that this spin-off will contribute to paving the way for an ingrained more inclusive approach in the further development of the Russian legal aid systems.

This is another successful example of the CILC peer-to-peer approach, linking of Dutch, Bulgarian and Russian experts who demonstrated a practical and open attitude in sharing experiences and providing and explaining best practices. In commenting on the project, the Netherlands Ministry of Foreign Affairs expressed its appreciation for the flexible approach of the implementation and for the results achieved:

‘Although there is still much to accomplish in terms of the professionalisation and quality of legal aid provision in Russia, I acknowledge the contribution of the project to it, and I underline the sustainability of the results achieved, as well as the accumulated cooperation between civil society and the government.’

**TANZANIA -
SUPPORT TO
COMMISSION
FOR HUMAN
RIGHTS AND
GOOD
GOVERNANCE
(CHRAGG)**

This short training programme covered substantive and skills-based training for twenty officials of the Tanzanian Commission for Human Rights and Good Governance (CHRAGG) and was the first CILC project in Tanzania. Our peer-to-peer approach for this project was to involve Dutch experts with different backgrounds, as well as a Ugandan expert from the Law Development Center (LDC), who has been one of the beneficiaries of our Nuffic funded project in Uganda. The involvement of the latter illustrates our ongoing efforts to combine capacity building with support for regional networking and cooperation. A significant output of the project was the training manual on principles of human rights and good governance with special focus on the Tanzanian situation.

March 2014 - Comment from the beneficiary on follow-up activities after Arusha Training of Trainers (TOTs):

“CHRAGG prepared a separate implementation report and made presentation to the round table discussion between CHRAGG and Embassy Officials. Thereafter, using the training manual and knowledge acquired in Arusha training, four TOTs were appointed to conduct two separate training sessions; one for forty (40) CHRAGG investigation officers and the second one for twenty (20) focal persons from Ministries, Departments and Agencies (MDAs) based in Dar es Salaam. The training manual was very useful and the two sessions training were also very successful. The future plan, depending on the availability of funds, is to conduct the same training to focal persons from Local Government Authorities (LGAs).”

3. PROJECT ACQUISITION

Table 3 - Overview of projects targeted for acquisition in the reporting period (offers/proposals submitted)

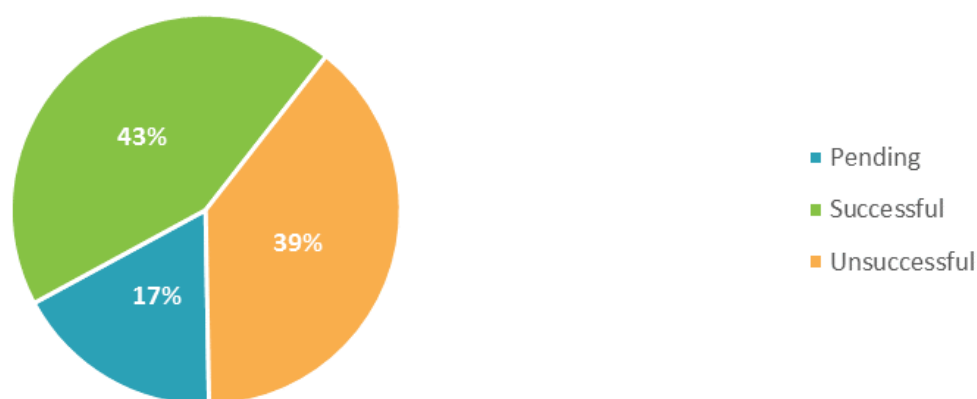
Country	Donor	Title	Budget (€)	Type	Result
Albania	Nuffic	Raising capacities of the professionals of the supreme court of Albania for better administration of justice	150.000	Grant	Unsuccessful
Albania	EU	Reform of Justice Sector (in particular development of justice sector): Improvement of the enforcement system	800.000	Twinning	Successful
Bosnia & Herzegovina	EU	Capacity building for judicial reform	1.200.000	Service	Unsuccessful
Bosnia & Herzegovina	BuZA/Matra	CoPROL 2e ronde: Further strengthening asylum and migration management in Bosnia and Herzegovina	754.019	Grant	Pending
Croatia	EU	Improvement of the Enforcement system in the Republic of Croatia	1.600.000	Twinning	Unsuccessful
Georgia	EU	Framework Contract (Lot 7)	15.000	Service	Successful
Indonesia	BuZa / RoLKP	Clearing House Coordinator	30.000	Service	Successful
Indonesia	Nuffic-Neso	Legal Review: Analysis and Evaluation of Proposed Draft and Existing Laws and Regulations within the Framework of Legal (legislative) Drafting	150.000	Service	Successful
Indonesia	Buza/NL Amb	Judicial Sector Programme 2013-2016	2.300.000	Grant	Pending
Kosovo	EU	Further support to Kosovo legal education reform	2.000.000	Service	Unsuccessful
Kosovo	EU	Strengthening and modernising the forensic medicine services in Kosovo	900.000	Service	Unsuccessful
Mali	BuZA/UNDP	Studies for Ministry of Justice	100.000	Service	Successful
Moldova	EU	Project to support the coordination of justice sector reform in Moldova (previous title: development of a viable coordination structure of the justice sector)	2.500.000	Service	Unsuccessful
Montenegro	BuZA/Matra	CoPROL 2e ronde: Support to the probation service and the system for alternative sanctions in Montenegro	807.685	Grant	Successful
Montenegro	EU / grant	Reform of the Justice sector (judiciary and Judicial Training Centre) and the reform of the police and law enforcement system	2.999.270	Grant	Unsuccessful
Netherlands / France	BZK	Ondersteuning BZK in project 'Prettig contact met de overheid'	50.000 ⁵	Service	Successful
Serbia	EU	Implementation of new criminal procedure code-support to the rule of law system in Serbia	1.300.000	Service	Unsuccessful
Serbia and Montenegro	BuZa/POBB	Luris project	175.000	Service	Successful
Turkey	BuZA/Matra	COPROL 2e ronde: Enhancing criminal justice system	1.000.000	Grant	Pending

⁵ Invoice based services

Country	Donor	Title	Budget (€)	Type	Result
Turkey / Western Balkan	BuZa/Matra	CoPROL Leadership	101.276	Grant	Successful
Western Balkan	BuZA/Matra	CoPROL 2e ronde: Crossing the borders	1.965.595	Grant	Pending
Worldwide	EU	Framework Contract: Lot 7	19.000.000 ⁶	Service	Successful
Zimbabwe	Danida	Justice and Governance Implementation Unit, Democratic and Accountable Governance Component, Zimbabwe	unknown	Service	Unsuccessful

In 2013 CILC has filed twelve project applications to the Dutch government. As consortium leader CILC has submitted to the Dutch Ministry of Foreign Affairs three CoPROL applications (of which one application twice), but for the time being no contracts are acquired. An objection procedure for all three projects is still ongoing. As a partner CILC has won two CoPROL contracts (one under the lead of VNG International and one together with NHC). Two project applications for Indonesia have been awarded, one by Nuffic (training for legislative drafters) and another through the Rule of Law Knowledge Platform (clearinghouse coordinator). There is still an application to the Dutch Embassy in Jakarta in collaboration with the Supreme Court, the Council for the Judiciary and the Training and Study Centre for the Judiciary (SSR). Finally, smaller assignments at both the Ministries of Interior and Foreign Affairs have been acquired. Although the preliminary size of the portfolio acquired this year from the Dutch government is somewhat disappointing, the Dutch government remains a major CILC donor.

Figure 11 - CILC success rate (for a total of 23 project applications / proposals) in 2013

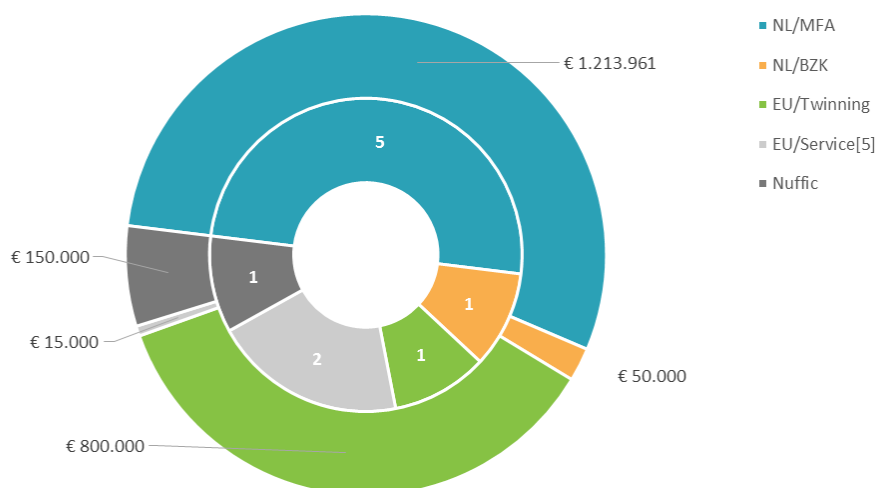


In 2013 CILC has submitted eight letters of interest for EU international service tenders whose outcome is already known. We have been shortlisted seven times, of which one as lead organisation. Of these two offers are currently still in preparation in 2014 (justice reform in Gambia, Lot 2-3 Instrument for Stability), and in January 2014 a project proposal

⁶ Total budget 19.000.000 EUR, current value 0 for CILC, but can bring CILC projects of up to 300.000 EUR per contract

was submitted for justice reform in Tunisia. In May 2013 a first EU offer as lead was submitted (Bosnia), but despite a good score this was unfortunately unsuccessful. No EU international service contracts were won in 2013. At present, we have submitted six letters of interest, one as lead, for which we have no result yet. Also this year competition in the European procurement market turned out to be strong, but we have demonstrated as lead that we are a party to be taken into account by the competition. The picture may still change for the positive as the results of still open offers and letters of interest become known. The EU has accepted the bid led by ECO3 for the new Framework contract Lot 7. This means that as of January 2014 we can tender for EU service contracts worth up to 300.000 EUR. In 2013, CILC has applied for two twinning projects, of which in one we have been appointed as partner of France. An application for an EU grant for Montenegro with GIZ as lead was not awarded in 2013.

Figure 12 - funding sources for new projects acquired in 2013 (outer ring donor budgets, total of 2.228.961 EUR , inner ring number of projects by donor, total of 10)



CILC has twice this year participated in tenders of new donors. We were not shortlisted for a Danida project in Zimbabwe, but have been awarded a study of the criminal justice chain in Mali by UNDP in Bamako.

4. COOPERATION

In line with our new statutes and the Multi-Annual Plan 2013-2017, CILC is developing its cooperation strategy both within the Netherlands justice sector and with other categories of preferred non-commercial partners.

4.1. DUTCH JUSTICE SECTOR AND COOPERATION WITH THE HAGUE BASED PARTNERS

In the Dutch justice sector, CILC continues its established cooperation with the Ministry of Security and Justice, the Council for the Judiciary, the Training and Study Centre for the Judiciary – SSR, the Supreme Court of the Netherlands, the Board of Prosecutors General, as well as (semi-)public and not-for-profit partners, such as the Netherlands Helsinki Committee, the Academy for Legislation, the Netherlands Forensic Institute, and VNG International.

In addition, CILC is strengthening its cooperation with Netherlands associations of legal professions:

- *Netherlands Association for the Judiciary – NVvR;*
- *Royal Dutch Association of Civil-law Notaries – KNB;*
- *Netherlands Mediation Institute – NMI;*
- *Netherlands Association of Company Lawyers – NGB;*
- *Royal Professional Organisation of Judicial Officers – KBvG;*
- *Netherlands Bar Association – NovA.*

4.2. ALLIANCES WITH LIKE-MINDED ORGANISATIONS IN OTHER COUNTRIES

The still prevalent paradigm for international cooperation and development aid projects (applying also to the justice sector) implies competition among providers of expertise from developed countries. This is especially the case when development aid interventions are funded by large, transnational donors (such as the European Union or the World Bank).

The main beneficiaries of this paradigm are a number of larger international consultancies, who have over the years accumulated the project management experience, technical expertise pools and actual track records in various intervention sectors and countries / regions, which allow them a significant advantage when tendering for new projects. Whereas they often set the standards for professional project management of development aid projects, the general nature of their competences and their focus on maximising profit can have a negative influence on the quality, impact and sustainability of specific interventions. Among these, interventions in the justice sector and in strengthening the Rule of Law are perhaps most likely of being affected, as this sector requires coherence, continuity, stability, time to grow and the most kind of special attention to local realities in order to yield the desired outcomes.

CILC is therefore developing its relationship with sister organisations and has been exploring the creation of a strategic alliance with other national gateways for international legal cooperation (such as *Deutsche Stiftung für Internationale Rechtliche Zusammenarbeit*

– IRZ, Germany; *Justice Coopération Internationale* – JCI, France; *Agency for Economic Cooperation and Development* – AED, Austria).

When considered in the above mentioned paradigm, the similar reputation, national and international status and track record of CILC, IRZ, JCI and AED recommend them as natural competitors. As such they have accumulated individual histories of joining (and to some extent being used by) various consortia led by commercial consultancies (by providing much needed content expertise / track records for the tender evaluation process and taking the back seat during subsequent project implementation). However, a new paradigm is slowly emerging in international development work, with more focus on respect for local culture, differences and resources, long term growth and quality assurance.

4.5. COOPERATION WITH OTHERS

It is the ambition of CILC to bring together practitioners, to share good practices, to facilitate listening to and learning from each other. Comparing and combining different experiences, practices, processes and tools, linking them with real problems, and building in feedback loops and accountable working methods in a local and regional context - to us that is what international cooperation and European integration are all about. Therefore, in addition to the Dutch and sister organisations, we have sustained our cooperation with European institutions and international umbrella organisations such as EUROJUST, EUROPOL, the European Judicial Network in Criminal Matters and the Union Internationale des Hussiers de Justice (UIHJ)⁷.

⁷ UIHJ considers CILC as a preferred partner in and beyond project work (to illustrate, UIHJ invited CILC to participate as part of their delegation to a large EC conference in Brussels in April 2013, to discuss training for all European legal professionals).