



CILC IN CONNECTION

ANNUAL REPORT 2009

**CENTER FOR INTERNATIONAL
LEGAL COOPERATION**

ANNUAL REPORT 2009



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Introduction by the Chairman of the CILC Executive Board, Marten Oosting

The CILC connections are crucial for improving the rule of law in the world. In 2009, CILC intensified and diversified its connections with its experts, partner organisations and donors from the point of view that a real impact can only be achieved with the right chemistry between the various players in the field. Also in 2009 CILC and its connections proved to be capable of generating this chemistry and translating it into concrete results.

The environment in which CILC is operating is dynamic. Striking is the new working area in the Western Balkans in the field of enforcement law, which also contributed to the substantially increased turnover of CILC in 2009. Interesting is the connection to The Hague Legal Capital as a result of the new CILC premises. Promising is the continuing professionalization of the CILC organisation. It is challenging to witness the effect of the international financial crisis on the CILC donor community.

CILC cherishes and values its connections. In 2009 CILC took pride in the balanced and complete report on the human rights situation in Afghanistan, the adoption in the Azeri parliament of the code of administrative procedure and the training of judges, the successful transfer of knowledge on administrative and maritime law to Montenegrin judges and

the training of Macedonian enforcement agents, the professionalization of the Russian bar and the contribution to the Russian legal aid system, improved training schools for prison and police personnel in Uganda, the upgrading of the teaching staff at two law faculties in Ethiopia and recommendations on the quality control procedure for the English translation of Dutch law.

The CILC connections are supposed to play an important role during the celebration of CILC's Silver Jubilee in 2010. The anniversary will consist of a Studium Generale, organised together with Leiden University's Van Vollenhoven Institute, and a seminar during the spring of 2011.

CILC takes most pride in the joint work that has made these results possible and would like to thank the experts and representatives of the partner organisations for their contribution and inspirational collaboration.

Marten Oosting



2009 in brief by the CILC Director, Marie José Alting von Geusau

Invictus

*Out of the night that covers me,
Black as the pit from pole to pole,
I thank whatever gods may be
For my unconquerable soul.*

*In the fell clutch of circumstance
I have not winced nor cried aloud.
Under the bludgeonings of chance
My head is bloody, but unbowed.*

*Beyond this place of wrath and tears
Looms but the Horror of the shade,
And yet the menace of the years
Finds and shall find me unafraid.*

*It matters not how strait the gate,
How charged with punishments the scroll,
I am the master of my fate:
I am the captain of my soul.*

This poem by William Ernest Henley (1849 – 1903) was a favourite of Nelson Mandela during his captivity on Robben Island. A wonderful inspiration and a reminder of the importance of identity in order to make the right connection with the outer world. Although CILC does not have to face institutional captivity, the danger of captivation lies everywhere, everyday: in assumptions, in hastiness, in superficiality, in dependency,

in pride, in hypocrisy et cetera, everything that threatens authentic communication and connection.

In 2009 CILC took the time to reflect on its identity in order to clarify its connection with its environment; this soul-searching took form in extensive debates between members of the CILC boards and experts on CILC's identity and sustainability. The importance of the independence of CILC was once more underlined, as was its demand-driven working method. Besides, CILC is defined by a number of high-profile experts, a high quality network in the Netherlands and abroad, its knowledge of the international donor community, its potential to focus on technical assistance, its broad geographical and thematic working area and its added value for neighbouring areas of the rule of law like the promotion of good governance, the protection and defence of human rights and combating corruption.

CILC expresses itself in many ways:

with a committed, flexible and highly educated staff who are acquainted with both the rule of law as well as the local situation and relevant connections;

through the open-minded and internationally-oriented attitude of its experts, who are well acquainted with other legal systems and international comparative law, without imposing Dutch legal concepts;

exposing internationally recognized high-quality legal assets:

attractive and modern administrative and civil legislation, experience in capacity building, court management, international law, especially in the context of The Hague Legal Capital, mediation and enforcement law;

its willingness and potential to align with multidisciplinary partnerships in order to make the connection between the rule of law and other working areas in order to push potential innovative and high-impact developments.

An important aspect of CILC's identity is its coherence as an organization. This is expressed in the quality of the internal organization and its capacity to respond to expectations in managing the processes in the acquisition and the implementation of projects. Thanks to the experience and knowledge of the long-standing project managers and their assistants, CILC's accountants KMPG, the CILC board treasurer and the consultancy agency Jac's den Boer & Vink the internal organization has improved substantially.

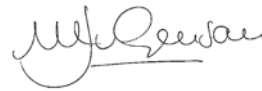
Because of the move to The Hague Legal Capital, special attention was being given in 2009 to the network of legal organizations in The Hague and the possibilities for collaboration. Two CILC Clinics were organized to present and explain CILC's involvement in the Balkans and in Palestine. From The Hague network a-typical connections have been made to promote and stimulate legal innovation in the context of the 'Innovative Rule of Law Initiative'. The Access to Justice Alliance was composed of Aim for Human Rights, Justitia et Pax and the Netherlands Helsinki Committee in order to join forces within civil society to strengthen the human rights-based approach.

Outside The Hague, CILC enjoyed a growing network in the Western Balkans to strengthen enforcement law and regional

cooperation, in close collaboration with the German consortium partner GTZ and the legal institutions involved in the region, such as, e.g., the Chamber of Enforcement Agents of the Republic of Macedonia, representatives from several ministries of Justice, legal experts and the *Union Internationale des Huissiers de Justice*. CILC is very proud to also welcome the *Amicale Hassania des Magistrats Marocains*, the professional organization of judges in Morocco and the Director, staff and stakeholders of the Judicial Studies Institute in Uganda to the CILC network.

The already existing CILC contacts remain invaluable and form an important part of CILC's identity. A great deal of mutual effort is being put into maintaining these relationships; it brings about stability, trust and solid opportunities for rule of law development. The right connection between CILC project managers, experts, donors and beneficiaries forms the basis for this. A special feature in this context is the peer to peer contact between the legal professionals; judges, prosecutors, law professors, whether they originate from the Netherlands, the Middle East or Africa, understand the essence of the rule of law, work for a common purpose and use common language. It is a crucial asset in the substantial exchange of knowledge and information and sustainable impact.

Embedded in this network, in 2009 CILC has been able to contribute to the rule of law in Europe, Asia and Africa...as the captain of its soul. Enjoying and nourishing the company.



An overview of the CILC presence in the world



CILC's Silver Anniversary 2010

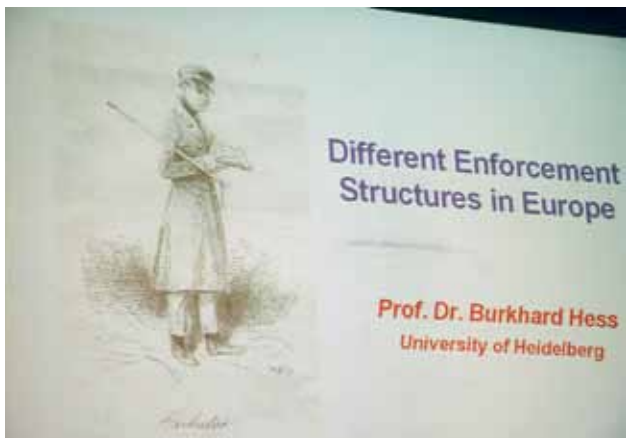
In 2010 CILC will celebrate its 25th anniversary with, among other events, a Studium Generale (together with Leiden University's Van Vollenhoven Institute) on international legal cooperation in countries in Europe, Asia and Africa. In the spring of 2011 a large-scale seminar will be organized in The Hague to discuss the role of CILC in the sustainable promotion of the rule of law, the importance of local ownership and the daily practice of international legal cooperation.



CILC staff

An overview of CILC results and connections

Central and Eastern Europe



BULGARIA

Strengthening the privatized system of civil enforcement in Bulgaria

In 2005, a system of private enforcement agents was introduced in Bulgaria. The system, which is characterized by more efficiency and professionalism, exists alongside the system of court-based state enforcement agents. The

Chamber of Private Enforcement Agents is a key institution for the functioning of the private system for the enforcement of judicial decisions in Bulgaria. The chamber has been established in order to improve the professional performance of private enforcement agents and to represent the profession towards other state and non-state actors. The chamber works closely with experts from the Royal Dutch Organization of Bailiffs (KBvG) and the Bureau for Financial Supervision (BFT) on a number of issues. The revised Code of Ethics for private enforcement agents was adopted at the Chamber's annual meeting in January 2009. The revision of the Code of Ethics took place with the assistance of Dutch key experts. Furthermore, the newly appointed training committee of the Chamber elaborated a training strategy. Following the adoption of this strategy a train-the-trainers course was organized in June 2009, as well as the first module of a course for private enforcement agents on relevant EU regulations. Some private enforcement agents attended a course on the use of office software for private enforcement agents. With the help of a representative of the Dutch Bureau for Financial Supervision over enforcement agents and the Dutch key expert, the Bulgarian disciplinary board and the ethics committee prepared a questionnaire as the main tool for inspections of all enforcement offices in Bulgaria. Finally, as an innovative element, a first Client Survey was facilitated, with a fairly positive assessment in the overall rating of clients and other stakeholders.

Supported by the MATRA programme of the Dutch Ministry of Foreign Affairs

2008 – 2011, with a total budget of € 576,410



MACEDONIA

Judicial Reform Implementation Project

As Macedonia introduced a system of private enforcement agents in 2006, it can be said that the country has made the most progress in the development and innovation of the enforcement system, in comparison with the other countries in the Western Balkans. In 2009, in close cooperation with the Chamber of Enforcement Agents of the Republic of Macedonia and the Macedonian Ministry of Justice, a three-day training course for newly appointed private enforcement agents was organized covering key topics for the functioning of private enforcement agents, the main changes in the legislative framework, the monitoring and control of private enforcement agents, and business skills. The training course took place within the framework of the USAID-funded Judicial Reform Implementation Project, implemented by DPK Consulting as the main contractor and CILC as a sub-contractor.

*Supported by USAID
2007 – 2009, with a total budget of € 67,579*



MONTENEGRO

Supporting the Judicial Training Centre

CILC provides for institutional assistance to the Judicial Training Centre (JTC) of Montenegro and the most urgent training needs. At the beginning of 2009 (during the last months of the project) two seminars for judges were organized on administrative law and on maritime law. During the seminar on maritime law, problems related to the seizure of commercial vessels and other private law and public law aspects of com-

mercial shipping were discussed. The president of the commercial court of Podgorica moderated the seminar. A specialist lawyer in maritime law from Rotterdam and a shipmaster from the Bar gave introductions and conducted the discussions during the two-day seminar. Following the seminar on administrative law, the project also supported the Judicial Training Centre in the publication of a compilation of judicial decisions from the administrative court of Montenegro.

*Supported by the Dutch Ministry of Foreign Affairs; the Dutch Embassy in Belgrade
2007 – 2009, with a total budget of € 194,820*



THE RUSSIAN FEDERATION

Professionalization of the Bar and reforming the legal aid system

In 2009 CILC continued its close collaboration with the Moscow-based organization Legal Studies concerning concrete steps towards the professionalization of the Russian Bar. Legal Studies coordinated the elaboration of standards for legal practice and brought them to the attention of prominent law firms and regional lawyers' chambers at congresses organized both in Moscow and in Ekaterinburg. As a result the standards were discussed and widely disseminated. Besides this, Legal Studies prepared the Russian publication of the Dutch legal texts on the bar. CILC assisted this process by committing Dutch expertise to the discussion on self-regulated standards and to the description of the Dutch experience in legislation on the profession of advocates. Reforms to the Russian legal aid system form the other focus. Through its dynamic office in Moscow, CILC's partner

Jos Uitdehaag

An energetic and competent CILC expert in CILC's largest current project in the Balkans, an enforcement agent, a member of the Board of the Royal Dutch Organization for Enforcement Agents, first questor of the scientific committee of the International Association of judicial officers (UIHJ, Paris), a (senior) expert at the Council of Europe and the European Union.



"I have been involved in a number of CILC projects since 2000, currently as a key expert in the large Balkans Enforcement Reform Project (BERP) in which CILC closely works together with the Union Internationale des Huissiers de Justice et des Officiers Judiciaires (UIHJ). UIHJ promotes the development of enforcement and the organization of enforcement in countries all over the world. Throughout legal history, enforcement used to be considered as the Achilles' heel of a legal system. It is only recently that the importance of improving enforcement and strengthening the capacities of enforcement agents has been acknowledged. Improving enforcement also contributes to the improvement of the economic climate in a country. An efficient enforcement system will attract investors, because they do not want to be faced with serious obstacles when seeking payment. Either they will not invest in such a country or will ask for extra (legal) guarantees. Enforcement agents include a wide range of legal professionals such as judges, civil servants subordinated to the Ministry of Justice, judicial officers subordinated to the courts, bailiffs, as well as self-employed agents. In many states, the role, responsibilities, organization and professional status of these persons vary considerably as do their working conditions and remuneration. In some systems the enforcement agent is considered an attractive and esteemed academic profession, whereas in other systems it is associated with hard, repelling and poorly paid jobs. Sometimes bailiffs are even regarded as the 'pariahs of the legal order' - those whose occupations and habits of life involve polluting activities such as sweeping unclean situations in which debtors do not want to (or cannot) fulfil their obligations.

The way CILC works is special. For a successful reform, it is required that the beneficiary organization expresses its demands as well as that the project is effectuated in close collaboration. As Western organizations or experts we cannot make their choices or decisions. Our contribution is to conduct assessments, analyze options and advise on the possible consequences. For the benefit of the beneficiary organization, we do this as much as possible in cooperation with other donors, not in competition. Cooperation is more important than competing."

the Public Interest Law Institute (PILI) played an active role in the reform process by both providing expertise on legal aid and fostering dialogue between the government, legal professionals and the public at large on the reforms. PILI became even more closely involved in the legislative process when it was invited to join the governmental working group drafting the law in early 2009. PILI prepared its comments on the draft law. Besides, it supervised and commented on the English translation thereof and submitted it to CILC's expert for assessment. At the beginning and at the end of the year, PILI organized, in cooperation with CILC, a meeting bringing together representatives of the Ministry of Justice, regional bar chambers, NGOs and the expert community to discuss, at both stages, the implications of the draft law for the provision of legal aid. These activities have notably contributed to attaining consensus among stakeholders on the necessity of cooperation between state and non-state agencies.

Supported by the MATRA programme of the Dutch Ministry of Foreign Affairs

2007 – 2010, with a total budget of € 629,864

A commercial register in Russia

CILC and the Supreme Arbitration Court renewed their solid collaboration on the commercial register for legal persons and entrepreneurs. As the highest judicial body for the resolution of commercial disputes, the Supreme Arbitration Court is authorized to elaborate, independently, proposals for the improvement of laws. Facing countless economic disputes concerning registration, the Supreme Arbitration Court approached CILC for assistance in the revision of the Federal Law “On state registration of legal bodies and private entrepreneurs”. The working group of the Court appointed

for this task prepared an analytical report on the main problematic issues together with two Dutch experts. The report was discussed in a round-table gathering all stakeholders, ranging from judges, representatives of ministries and the academic community to the tax services – which in the current system supervise the registration process. Moreover, members of the Supreme Arbitration Court were offered the opportunity to discuss the pros and cons of the Dutch system during a study visit to the Netherlands covering the Dutch institutions involved in commercial registration, such as the Chamber of Commerce and public notaries. They thereby gained a comparative yet critical perspective which contributed to designing solutions for the flaws in the Russian registration system from a broad perspective.

Supported by NL EVD International

2009 – 2010, with a total budget of € 129,962

Modernization of the Russian Civil Code

Continuing a long-standing tradition of cooperation with the Research Center for Private Law and the Council for Codification of Civil Legislation, CILC assisted in the modernization of the Civil Code in Russia. The first preliminary recommendations on the revision of the Civil Code concerned three topics: legal persons, property rights, and general provisions of the law of obligations. The revised Civil Code was submitted to President Medvedev by June 1st, 2009. The process of obtaining President Medvedev's approval took place during the autumn of 2009. CILC and the Research Center started collaborating on the provisions to be included in the articles on legal persons and property rights.

Supported by NL EVD International

2009 – 2010, with a total budget of € 99,989

THE WESTERN BALKANS

Balkans Enforcement Reform Project (BERP)

This project is a joint initiative by CILC, the *Union internationale des huissiers de Justice et des officiers judiciaires* (UIH) and the German *Gesellschaft für Technische Zusammenarbeit*/ Open Regional Fund for Legal Reforms in South East Europe (GTZ/ORF), supporting the reform of enforcement law and strengthening regional cooperation in enforcement in the countries of the Western Balkans (Albania, Bosnia-Herzegovina, Croatia, Kosovo, Macedonia, Montenegro and Serbia). The actual complex and labor-intensive activities are conducted by the BERP team (a project director, a key expert, a project assistant and seven local coordinators based at GTZ/ORF's offices in the seven countries), on the one hand, and the various key institutions in the region that are entrusted with the development of legislation and the training of enforcement agents on the other.

In 2009 the seven participating countries exchanged experiences and information at regional events, and the so-called 'Transition Road Map' and a regional Manual on Monitoring & Control were developed. Project activities carried out in each country very much depended on the specific state of affairs and the speed of the reform efforts. Examples included a Training Needs Analysis; a comprehensive training programme for court bailiffs and enforcement judges in Bosnia & Herzegovina; the provision of extensive legislative advice to the Montenegrin working group, resulting in a new legislative framework for the introduction of a system of private enforcement agents; the development and implementation of a comprehensive support programme for the Albanian Ministry of Justice in order to introduce the Law on Private Judicial Enforcement Service; and the organization of a roundtable discussion on the reform of the enforcement system in

Kosovo, which resulted in an action plan for short-term and mid-term activities to make the Kosovo enforcement system more efficient. See for more information the project website www.berp.info.

Supported by the Dutch Ministry of Foreign Affairs; the Dutch Embassy in Belgrade

2009 – 2011, with a total budget of € 2,476,186

CILC Central and Eastern Europe team



Project manager **Manon de Courten**, MA in the Russian language and culture, European history and European philosophy; PhD in philosophy; fluent in Dutch, French, English, Russian and German. Extensive experience in lecturing at universities in Nijmegen, Paris and Moscow. International experience in Eastern Europe.



Senior project manager **Eric Vincken**, MA in Russian studies specializing in Soviet and Russian law; fluent in German, English and Russian; extensive working experience in the former Soviet Union, Vietnam, Indonesia, Central Europe and the Balkans, including a three-year stay in Moldova.



Assistant project manager **Hilde Morre**, MA in Russian studies, specializing in Russian law; fluent in Dutch, English and Russian; finishing a Master's degree in law.

Roelof Jan Manschot

Currently a retired prosecutor. He has contributed substantively to the successful involvement of CILC in the Palestinian Authorities. A former representative of the Netherlands in Eurojust/Vice-president of Eurojust.



“In my opinion international legal cooperation is indispensable in the fight against cross-border, organized crime, but also important to guarantee a system in all countries which respects and upholds human rights.

I am currently working together with CILC in two projects in Turkey and in the Palestinian Territories. The Turkish project concerns training the trainers. A one-week module concerning European Criminal Law and Human Rights has been prepared and will be shown to around fifty Turkish prosecutors who will then teach the course to no less than a thousand Turkish colleagues. The Palestinian project will take five years and starts, in cooperation with the Office of the Attorney-General, with monitoring the daily work of five or six first instance prosecutors, but also how the Prosecution Service is working together with the police and the courts. The current legislation will be studied and suggestions for improvement will be formulated.

It takes a long, deep breath to complete these kinds of programmes. But if one does not do anything, nothing will change. And we can learn from each other as our systems are not infallible either. In the end the world may grow towards each other, instead of growing apart.

My first impression of CILC was that it is a dedicated organization which had learned quite well how to find the necessary experts to turn many different projects into a success.

CILC knows, through a rather broad network, how to rally the expertise which it does not have in the organization itself. It has wide experience concerning the logistics and other organizational problems concerning projects in other countries; it operates quite efficiently and effectively.”

The Caucasus



Poster for the exhibition of the project “Georgia: Improving the Human Rights Situation through Upgrading the Mental Health Care and Inclusive Education”



AZERBAIJAN

Administrative Procedure Code

CILC and GTZ collaborated closely with an Azeri Parliamentary Working Group in drafting an Administrative Procedure Law and an Administrative Court Procedures Code. Parliament adopted the Code with its third reading in June and thus crowned the result of the various consultations in Baku, Bremen and The Hague. The code was eventually published in

December and will enter into force as of 1 January 2010. In addition, a Commentary on the same Court Procedures Code was developed and published in late December. Unfortunately, the foreseen training of the administrative judges who will have to implement the newly introduced administrative law could not take place because the judges had not yet been appointed in 2009. Only two introductory seminars for judges were organized and they were conducted by Azeri trainers of civil servants. Within the framework of the campaign to popularize the law, Azeri experts contributed to two TV broadcasts and a radio programme.

Supported by the Dutch Ministry of Foreign Affairs; the Dutch Embassy in Tbilisi

2005 – 2009 (extended), with a total budget of € 389,991



GEORGIA

Mental Health Care and Inclusive Education

Improving the human rights situation in Georgia also covers the upgrading of mental health care and inclusive education. Therefore CILC, GIP Tbilisi and GHBSL cooperate on the implementation of the newly adopted Law on Psychiatry by training lawyers, judges and medical professionals. GIP Tbilisi succeeded in 2009 in forging a sound alliance with the Georgian Parliamentary Commission on Healthcare and Social Affairs. Various recommendations and suggestions to amend Georgian laws that are related to psychiatry and mental health care and which directly impact on detainees' rights were developed and advocated. In late December, Parliament adopted different laws on those recommendations. In light of the recent adoption of the new Georgian Criminal Proce-

Code, a great deal of advocacy in cooperation with Parliament will soon take place. Besides, GIP Tbilisi led a coalition of Georgian mental health-care organizations to support the Ministry of Labour, Healthcare and Social Affairs in revising and drafting a new Mental Healthcare Strategy. Also, three monitoring visits to Penitentiary Institutions in the regions were conducted and an exhibition of artworks by mentally-ill detainees was organized in Tbilisi. GHLBS focused its work in 2009 on an alliance with local NGOs that is aiming at drafting guidelines for inclusive pre-school education. Based on a Memorandum of Understanding with the Municipality of Tbilisi, the guidelines would be embraced by the Mayor and upheld in the twelve pilot Kindergartens in Tbilisi.

Supported by the MATRA Programme of the Dutch Ministry of Foreign Affairs

2007 – 2009, with a total budget of € 531,769

CILC Caucasus team



Senior project manager **Abdeljalil Taktak**, MA in international law and magistratura at the Pushkin Institute of the Moscow State University; fluent in Arabic, Dutch, French, English and Russian; international experience in Africa, the Middle East and Eastern Europe.



Assistant project manager **Hilde Morre**, MA in Russian studies, specializing in Russian law; fluent in Dutch, English and Russian; finishing a Master's degree in law.

The Mediterranean Region (MEDA)



Palais de Justice (Tribunal) Casablanca, Morocco



MOROCCO

During the last 30 years, Morocco has embarked on gradual but solid human development and political liberalization and has made significant progress in the field of human rights, both by increasing freedom of expression and establishing a commission to investigate past abuses. In 2004 a new family law, *Mudawwana al usra*, has been adopted which is widely regarded as progressive and which aims to improve the status of the woman and child. Though currently in progress, the implementation process of this law has however proved to be

a rather complex one. The judiciary is considered to be independent, but appreciates exchange of ideas and experiences on the actual implementation. In 2009 CILC was involved in two important programmes.

Implementation of the Family Code, Mudawwana 2004

CILC cooperates with the Ministry of Justice of the Kingdom of Morocco, the *Institut Supérieur de la Magistrature* (ISM), the Bar Association of Rabat and the *Union de l'Action Féminine* (UAF) in order to support a proper understanding and application of the new Moroccan Family Code by legal professionals and the general public. In 2009, Moroccan drafters worked in close cooperation with Dutch experts on developing nine courses for court clerks under the supervision of the director of the training programme for court clerks at the ISM. The ISM included the courses in its training strategy for 2010-2011. In addition, the ISM cooperated with CILC on organising various consultations and seminars aiming at training the future trainers of court clerks. In November, a Moroccan delegation representing those future trainers visited the Netherlands in order to become acquainted with the Dutch legal and judicial system in the field of family law. A conference for Moroccan judges was held at ISM to discuss the international conventions and standards that laid the basis for the progressive provisions of the new Moroccan Family Law. UAF also produced a short booklet explaining the most essential articles of the Mudawwana for secondary school pupils. Once finalized, the booklet will be used to raise awareness among pupils at various secondary schools in the

remote regions where UAF will be organizing campaigns and courses. Cooperation with the Bar Association of Rabat has been finally agreed in 2009 and it is expected to lead to fruition in early 2010.

Supported by the MATRA programme of the Dutch Ministry of Foreign Affairs

2007 – 2010, with a total budget of € 590,273

Moroccan Association of Magistrates

A quadri-partite cooperation between the Moroccan Association of Magistrates (*Amicale Hassania des Magistrats Marocains*), the Dutch Association for the Judiciary (*Nederlandse Vereniging voor Rechtspraak*), the *Centre Marocain pour la Promotion du Droit* (CMPD) and CILC aims to strengthen the Amicale Hassania technically, organizationally and financially. The project has opted for a twinning programme between the two sister organisations and the exchange of expertise and experiences between Dutch and Moroccan colleagues. On the occasion of and in parallel with the Congress of the International Association of Magistrates organized in Marrakesh in October 2009, the partners officially launched the current project. A diagnosis will be made of the Headquarters of the Amical Hassania in Rabat and the ten Regional Bureaus which will form the basis for their reform and strengthening.

Supported by the MATRA programme of the Dutch Ministry of Foreign Affairs

2009 – 2012, with a total budget of € 543,380

Abderrafi Erouihane

A trusted and appreciated CILC partner in Morocco, Judge/President of a chamber in the Administrative Court of Morocco, Director of the court clerks' training institution, the Institut Supérieur de la Magistrature

“My ambition is to make the training of clerks a key element in the reform of justice and to make the work of clerks more transparent, efficient and formal. International cooperation in legal and judicial matters is a crucial component in our training activities, because it allows us to open up other legal models, to reinforce our views on judicial reform and it helps us to gain better knowledge and technological know-how in the field of training.”

The main project together with CILC provides for the development of a training curriculum for clerks concerning the family code. This project aims to promote the application of new concepts for the protection of the family, women and children. It also aims to promote the values of judicial ethics in particular through a good organization, transparent and timely records and efficiency in the execution of judgments. The curriculum has been developed and now forms part of our continuing education programme.

CILC's approach to cooperation is very constructive. It is based on listening, making a diagnosis of the needs and a true sense of partnership, also because of the quality of its managers.

We are very satisfied with this cooperation, because it has enabled our management as well as many of our trainers to improve and better control the process of judicial training.”





TURKEY

The Turkish Judiciary and European Law

The Turkish Ministry of Justice represented by the Directorate General EU Affairs and the Department of Training is the main CILC partner in this project. In 2009, joint teams of Turkish and Dutch experts worked on and developed all planned training courses i.e. Competition Law, European Criminal Justice, Human Rights, Introduction to European Institutions and European Law. Besides, a train-the-trainers programme was started through conducting two introductory and intensive seminars on the European institutions and on European law.

Supported by NL EVD International

2007 – 2010, with a total budget of € 500,000

CILC MEDA team



Senior project manager **Abdeljalil Taktak**, MA in international law and magistratura at the Pushkin Institute of the Moscow State University; fluent in Arabic, Dutch, French, English and Russian; international experience in Africa, the Middle East and Eastern Europe.



Assistant project manager **Ingrid de Haer-Douma**, Bachelor's degree in Economics and Management (HEAO); fluent in Dutch, English and French; working experience as a senior relocation consultant at Voerman International.



Office manager **Annemarie Woudstra**, Bachelor's degree in Child Welfare and Pedagogy (HBO-J) and in English; fluent in Dutch and English; working experience in several companies, Humanitas and the International Institute of Social History.

Fragile States



Kabul Serena Hotel



AFGHANISTAN

Human Rights

Afghanistan, as a country in transition, faces many challenges, amongst which is the protection and promotion of human rights. Transitional justice is still a major issue, like corruption, poverty and (inter)national violence. Nevertheless, the Afghans take pride in their parliamentary democracy, improved education (especially for girls), health services, freedom of expression and the diversity of political parties and civil society. CILC has assisted the Ministry of Foreign Affairs

of the Islamic Republic of Afghanistan in compiling the national report (UPR) on the human rights situation and its presentation at the Human Rights Council in Geneva. In the process CILC had the opportunity to participate in surprisingly open-minded debates with representatives of governmental and non-governmental organizations. This is reflected in the quality, balance and completeness of the report, the substantial debate in the Human Rights Council on Refugees in Geneva and its recommendations and – hopefully – progress in this important area in the near future.

Supported by Dutch Ministry of Foreign Affairs; the Dutch Embassy in Kabul

2008 – 2009, with a total budget of € 158,716



PALESTINIAN TERRITORIES

Public Prosecution Service and the Police in the Palestinian Territories

In close cooperation and partnership with the Equity Legal Group, Ramallah, CILC carried out a study on criminal justice in the Palestinian Territories focusing particularly on the Public Prosecution Service, the Police and their cooperation. The study took place under the guardianship of the Netherlands Representative Office (NRO) in Ramallah. In addition, an extra organizational review of the Public Prosecution Service took place. Both the study and the review were adopted in April 2009. The most important conclusion of the study was that the Public Prosecution Service is the weakest link in the criminal justice chain. Therefore, the study advocated national and international interventions that should focus on strengthening and upgrading the Public Prosecution Service in terms

Ton Hol

A highly appreciated CILC expert with substantive experience all over the world, and especially in Rwanda and Uganda. A Professor at Utrecht University, Deputy Judge at the District Court of Haarlem, Deputy Justice at the Court of Appeal of Amsterdam.



"In the 1980s I taught law and politics at the University of Ghana for a while and even though I travelled around the globe I have loved Africa ever since. I had the opportunity to work together with CILC in Rwanda and later in Uganda to improve the rule of law through legal training and curriculum development. One of the challenges was to translate knowledge and experience to the context of these countries, all with a different heritage and history. It is not as simple as merely taking a blueprint and telling them how they should do it.

In addition, working in other countries forces me to rethink the very core of the system in the Netherlands. Improvisation is the key. And by improvising we enrich the thoughts about our own system. The connection of CILC with other countries and organizations is one of mutual benefit: they learn from us and we learn from them.

To communicate with each other in a globalized world one needs certain basic structures. A judicial structure is one of them. Jurists all over the world have the responsibility to help build the judicial infrastructure in countries where there is none. These infrastructures are complicated and in need of constant maintenance, but they can be a source of trust between states and countries.

I like it that CILC is a small organization in staff numbers. There is more direct contact and our way of working is similar, which is to work from the needs of the receiving country as a starting point. When I think about CILC connections, I think about CILC making connections with institutions abroad in the field of law. A connection implies reciprocity; to give and take. A willingness to learn from each other. In Rwanda, in particular, these connections were very real; we gave a little and received a lot in return."

of professional qualifications and the training of public prosecutors and their administrative staff. Further, the study recommended improving the management and organization within the Public Prosecution Service, particularly the case-flow management and its automation.

*Supported by the Dutch Ministry of Foreign Affairs; the Netherlands Representative Office in Ramallah
2009, with a total budget of € 124,144*

Palestinian Judicial System (Seyada 1 and 2)

CILC and Belgian Technical Cooperation (BTC) joined ICON-INSTITUT Public Sector GmbH (ICON) to assist in strengthening several Judicial Palestinian institutions such as the Judicial Training Institute, the High Judicial Council and the Constitutional Court. In addition, assistance is being given for the introduction of an Administrative Jurisdiction. Moreover, a permanent training mechanism has been developed (with the help of German and Dutch experts) for judges, newly recruited public prosecutors and court staff. The project continued in a second phase half way through 2009, adding support to the Bar Association and an exploration of the possibilities to develop a legal aid system. CILC's contribution is mainly focused on strengthening the Palestinian Judicial Institute.

*Supported by European Commission Technical Assistance Office (ECTAO) in Ramallah
2009 – 2012, with a total budget of € 4,432,388*

CILC Fragile States team



Senior project manager **Abdeljalil Taktak**, MA in international law and magistratura at the Pushkin Institute of the Moscow State University; fluent in Arabic, Dutch, French, English and Russian; international experience in Africa, the Middle East and Eastern Europe.



Freelance project manager **Ahmad Popal**, MA in international law at the Moscow State University and in development studies at the Institute of Social Studies; working experience as an interpreter and trainer; fluent in Farsi, Pashto & Dari, Russian, English and Dutch.



Assistant project manager **Hilde Morre**, MA in Russian studies, specializing in Russian law; fluent in Dutch, English and Russian; finishing a Master's degree in law.



Assistant project manager **Adeline Tibakweitira**, studied law at the University of Dar es Salaam, Tanzania, LL.M. in business and trade law at the Erasmus University Rotterdam; fluent in Swahili, English and Dutch.

Sub-Saharan Africa



The Supreme Court of Uganda



Supporting the law faculties of Bahir Dar and Jimma

Support for the law faculties of Bahir Dar and Jimma covers the follow-up to CILC's baseline study for Ethiopia's Justice System Reform Programme in 2005 consisting of recommendations on law making and law revision, the judiciary, the public prosecution service, the police, prisons and legal education. The Ethiopian law faculties of Bahir Dar and Jimma are being supported by Utrecht University and CILC in the upgrading of their teaching staff to LLM level, and the revision of their curriculum and teaching methodology. A smaller component

aims to improve teaching facilities. CILC's involvement focuses on the inception and concluding phases.

Supported by the Netherlands Organisation for International Cooperation in Higher Education (NUFFIC) 2006 – 2009, with a total budget of € 950,000



A new generation of better-trained lawyers relevant to the needs in post-conflict Rwanda since the 1994 genocide have to stand up to contribute to justice and the cohesion of Rwandese society. Since 2001, a major reform of the legal sector in Rwanda has been taking place with the aim being to increase performance in the sector guided by new structures, procedures and better qualified persons involved in the justice system. In addition, legislation is being modernized and adapted to Rwanda's recent integration in the East African Community and British Commonwealth. In 2009, CILC was involved in two important training programmes in the legal sector.

Law Faculties at NUR and ULK

The law faculties of the National University of Rwanda (NUR) in Butare and the Kigali Independent University (ULK) that provide training at LLB level have strengthened the development of their curriculum, staff, infrastructure and strategy in close cooperation with CILC expertise. The accent has been shifted from investments in didactic materials such as computer labs and library books in the first years to focus on staff and curriculum development in the second half of the project. At the end of the project, the complete teaching staff of both law faculties will be qualified and will have their scope broadened through LLM and PhD programmes in South Africa, the Netherlands, Ireland and France. The development of

the 4-year LLB curriculum takes place within the recently adopted module framework that focuses on a student-centred approach. For each course Rwandese lecturers have developed teaching materials under the supervision of experienced staff from Utrecht University.

Supported by the Netherlands Organisation for International Cooperation in Higher Education (NUFFIC) 2005 – 2010 (extended), with a total budget of € 2,500,000

Institute for Legal Practice and Development (ILPD)

Until recently, law education in Rwanda was only provided at LLB level at the law faculties and postgraduate training only through fragmented donor training programmes. In order to ensure quality training for legal professionals, the Rwandese government established the Institute for Legal Practice and Development (ILPD) that opened its doors in 2008 (Law No. 22/2006 of 28th April 2006). ILPD provides training in practical legal skills for legal professionals through its Diploma in Legal Practice (DLP) programme. More insight into (new) substantive law is provided by means of the Continuous Legal Education (CLE) programme. The MDF Training & Consultancy and CILC consortium is providing ILPD with assistance and advice to ensure the proper management and delivery of ILPD judicial training activities. By the end of 2009 the most important management systems had already been installed and were operational. Moreover, three DLP programmes had successfully taken place and about 30 short courses had been taught. Although the institute still faces many challenges, ILPD has, in its short existence, already established itself as an appreciated institute in the Rwanda justice sector.

Supported by the Netherlands Organisation for International Cooperation in Higher Education (NUFFIC) 2007 – 2010, with a budget of € 529,776



UGANDA

The Uganda justice sector institutions are organized under the umbrella of the Justice, Law and Order Sector (JLOS) that since 2001 has been involved in a reform process through a sector-wide approach. It increases communication, coordination and cooperation among stakeholders who collectively implement reforms that have been drawn from a single policy and expenditure plan, under the leadership of the Government of Uganda. In 2009 CILC was involved in the implementation of three major training programmes for JLOS institutions.

Training schools of the Uganda Prison Service (UPS) and the Uganda Police Force (UPF)

CILC and the Dutch Police Academy (NPA), together with the consortium leader Hogeschool Leiden, a Dutch university for applied sciences, assisted the Uganda Prison Service (UPS) and the Uganda Police Force (UPF) in their training programmes. Trainers from the Dutch National Agency of Correctional Institutions (DJI) were also involved.

The focus was placed on curriculum development and capacity-building activities both in educational and didactical themes. Staff development workshops and management training for UPS and UPF senior managers also took place. Moreover, the project successfully invested in setting up infrastructural facilities at the training schools. Joint workshops and regular meetings have improved cooperation between UPS and UPF.

Supported by the Netherlands Organisation for International Cooperation in Higher Education (NUFFIC) 2005 – 2009, with a total budget of € 1,399,964

Judicial Studies Institute

The Judicial Studies Institute (JSI) in Kampala was established in 2004 as part of the Judiciary. Previously, a training institution for magistrates and judges did not exist in Uganda. The lack of initial and continuous training for the Ugandan Judiciary has been identified as one of the major reasons for the slow disposal of cases, increasing backlogs and a poor administration of cases. Moreover, the population has low confidence in the Judiciary due to corruption practices. As a result, access to justice is limited and people face severe problems in the handling of legal cases. In order to reduce these problems, JSI wants to become a key institution offering judicial education to stakeholders within the Judiciary.

The implementation of the project started in 2009. The focus is placed on curriculum and education development, including technical infrastructure, the strengthening of internal management, and the initiation of research based on judicial practice. CILC leads a Dutch consortium which further consists of the MDF management consultancy and legal experts from Utrecht University.

Supported by the Netherlands Organisation for International Cooperation in Higher Education (NUFFIC) 2009 – 2012, with a total budget of € 1,500,000

Law Development Centre

CILC and its partner, Utrecht University, enhance the institutional capacity, staff competence, curricula and teaching infrastructure of Uganda's Law Development Centre (LDC). An important aspect is the co-ordination between the LDC, other legal education institutions, and further stakeholders, and the initiation of internal strategic discussions on the re-

form of legal education in Uganda. Workshops have been organized, based on the recommendations by the Legal Education Review committee and the stakeholders, as well as a working visit to the Netherlands.

Supported by the Netherlands Organisation for International Cooperation in Higher Education (NUFFIC) 2007 – 2011, with a total budget of € 1,600,000



Conflict over land

In October 2009, an inventory study was conducted on access to land and conflict in Koinadugu district, north Sierra Leone, in which CILC closely worked together with the Law and Governance group of Wageningen University. The research was carried out in the context of the Conservation Agriculture Project (CAP) which aims to, among other things, reduce and mitigate conflicts over land in this district, since many conflicts arise between crop growers and cattle farmers as a result of crop damage caused by cattle. The aim of the study was to obtain a rapid overview of conflicts and other sensitive issues surrounding land. It transpired that many of the measures taken, such as fencing and the elaboration of bye-laws, are not effective due to non-enforcement by traditional local leaders, who are largely bribed by cattle farmers. As a result, young crop growers are becoming increasingly angry with their local leaders – traditionally the elderly men who are assumed to have ritual power. However, since the young people fear these powers, they direct their aggression not towards the leaders but towards the cattle farmers who are

Dmitry Shabelnikov

An inspiring and dynamic CILC partner as the Country Director of the Public Interest Law Institute (PILI) in Moscow.

“In today’s global world, no legal order can – or should – exist in isolation, at least as long as a particular country sees itself as a respected participant in the global community. This is important not only at the level of intergovernmental cooperation but also at all other levels – institutional, economic, societal and even personal. Countries, businesses, organizations and individuals interact with each other much more than 30 years ago. At the same time, law (be it formal or informal) has become a foundation for many if not all human activities, especially in the West, and a very sophisticated one. The combination of these two factors makes international legal cooperation a crucial requirement.

Over the last five years I have been working for PILI, leading its efforts to contribute to the development of a legal aid system in Russia which would be responsive to the needs of indigent and other socially vulnerable groups. We at PILI believe that meaningful access to justice (secured, among other important preconditions, through an effective legal aid system) is a cornerstone of any rule-of-law state.

Our experience with CILC has shown that sharing experiences and expertise is very helpful in designing solutions for legal/institutional problems. For example, our project Improving Access to Justice for Russian Citizens has had a serious impact on both a draft civil legal aid act, developed by the Russian Ministry of Justice, and on regional legal aid programmes run by bar chambers in several Russian regions. However, we found that it only works when it is appropriately and carefully adapted to the needs of a particular country and a particular context, which means that there should be an intermediate partner or experts with an in-depth knowledge of the ‘recipient’ country’s context, able to both research and analyse best international practices and to convey them to the local audience.

CILC struck us as a clearly experienced organization that has implemented projects in a variety of fields and countries. We are impressed with its professional approach, attention to detail and also its sufficient flexibility to operate the project in a close partnership with us in constantly changing and politically challenging circumstances.

CILC does a great job in connecting countries, people and institutions. It also facilitates the connection between the needs and the existing resources. These kinds of connections are crucial for creating opportunities for change.”



responsible for the damage and, increasingly, these clashes seem to be becoming violent. Conflicts are therefore not just about competing land use, but involve deeper-seated conflicts between generations over authority. Consequently, land use agreements do not seem to be effective instruments to reduce and prevent conflicts. Instead a methodological manual for stakeholder analysis will be developed in order to diagnose conflicts and stakeholders and to develop procedures for dealing with conflicts. From November 2009 until May 2010 a Master's student from the International Development Studies programme at Wageningen University is continuing research on this topic.

Supported by CARE International in Sierra Leone 2009-2010, with a total budget of € 18,000



CILC Sub-Saharan Africa team

Project manager **Marja Lenssen**, MA in human geography at the University of Utrecht; fluent in Dutch, English, French, German and Spanish; wide experience in managing legal and judicial change projects in developing countries, amongst others in Mali, Ethiopia, Indonesia, Yemen and China.



Senior project manager **Karin Nijenhuis**, LL.M. at Groningen University (environmental and administrative law, the sociology of law) and MA in human geography of developing countries at the University of Amsterdam; doing her PhD on the mobility of farmers and conflicts over access to land in Mali at the African Studies Centre, Leiden; fluent in Dutch, French, English and German. International experience in Mali and Benin.



Assistant project manager **Ingrid de Haer-Douma**, Bachelor's degree in Economics and Management (HEAO); fluent in Dutch, English and French; working experience as a senior relocation consultant at Voerman International.



Assistant project manager **Adeline Tibakweitira**, studied law at the University of Dar es Salaam, Tanzania, LL.M. in business and trade law at the Erasmus University Rotterdam; fluent in Swahili, English and Dutch.

Asia



Strengthening Legislative capacity in Indonesia

Before the constitutional amendments of 1999-2002 it was mainly the President who initiated new legislation, assisted by the Cabinet of Ministers and thus supported by an entire government apparatus, including the Ministry of Justice and the National Legal Development Agency (*BPHN*). From 2002 onwards the role of the Indonesian Parliament and in particular its House of Representatives (*Dewan Perwakilan Rakyat* or *DPR*) as one of the two law-making bodies became more important and is now increasingly fulfilling its constitutional role as *the legislature*.

The historically strong ties between the Netherlands and Indonesia – a large number of Indonesian laws and statutes are still based on the old Dutch colonial law – were sufficient reason to invite CILC to assist in the training of legislative drafters in both the Parliament and the Ministry of Justice. Within the Department of Law and Human Rights, the Directorate-General

for Legislation is responsible for the training of all legislative drafters in Indonesia regardless of their place of employment. Two training sessions on legislative drafting techniques were conducted in Jakarta in May and October 2009 for around 50 legislative drafters from the Department for Law and Human Rights, the House of Representatives of Indonesia's Parliament, the National Law Development Agency (*BPHN*), Bank Indonesia and Banten Province. The courses consisted of introductions to various aspects related to legislation and legislative drafting such as the order of legislation, the language used in legislation, impact assessment techniques, and legislative policy, as well as practical assignments in which the participants developed, in groups, legislative solutions for current problems.

*Supported by the Dutch Ministry of Justice
2008 – 2010, with a total budget of € 199,425*

CILC Indonesia team



Senior project manager **Eric Vincken**, MA in Russian studies specializing in Soviet and Russian law; fluent in German, English and Russian; extensive working experience in the former Soviet Union, Vietnam, Indonesia, Central Europe and the Balkans, including a three-year stay in Moldova.



Assistant project manager **Adeline Tibakweitira**, studied law at the University of Dar es Salaam, Tanzania, LL.M. in business and trade law at the Erasmus University Rotterdam; fluent in Swahili, English and Dutch.

Ali Bilen

A long-standing friend and a CILC partner in Turkey, Judge/Deputy Director General for EU Affairs at the Turkish Ministry of Justice.

“The first time I worked together with CILC was in a project by the Turkish Justice Academy concerning Human Rights. This project was conducted in close collaboration with Utrecht University and Bilgi University of Istanbul. Currently we are working together in a project which focuses on the training of Judges and prosecutors in EU Law, because Turkey continues to prepare for its accession to the EU. The Turkish magistrates are trained by very prominent experts and academics from the Netherlands.

International legal cooperation is very important for the achievement of fast and fair justice for all. Through the exchange of judicial staff from different countries, one can benefit from each other’s knowledge and experiences. CILC is a very practical and fruitful institution with which to work on legal projects and it assigns the best experts!”



Non-Regional Legal Cooperation



Innovative Rule of Law Initiative (IRI)

Together with the Hague Institute for the Internationalisation of Law (HILL), the European Academy for Law and Legislation (EALL), and Microjustice Initiative – CILC started in 2009 a challenging discussion on methods and opportunities for the innovation of the rule of law. The Innovative Rule of Law Initiative develops and implements open innovation processes which can support innovation and innovative products and services that strengthen and improve the rule of law. In 2009 a first draft was being developed of an innovation model that can be offered as a service to legal institutions, governments, and legal professionals worldwide. Besides, preparations have been made for the CILC contribution to innovative products. Together with a selected group of CILC experts, the development of a toolkit for administrative law based on projects conducted in East-European countries has been started.

*Supported by NL EVD International
2009 – 2012, with a total budget of € 207,390*

Translation of Dutch legislation

In cooperation with the Dutch Ministry of Justice, CILC has designed and implemented a small-scale pilot project to establish a quality control procedure for the English translation of Dutch laws. With the assistance of a Dutch expert from the

University of Groningen, translation guidelines have been developed and applied in the translation of the Dutch *Algemene Wet Bestuursrecht* (General Administrative Law Act) into English, which was completed in November 2009. Another important outcome was the publication of a report on the findings of the project including the importance of such translation, the challenges involved and recommendations for the translation and publication of legal texts in English. Both the translation and the report are available on the CILC website.

*Supported by the Dutch Ministry of Justice
2007 – 2009, with a total budget of € 50,000*

CILC non-regional legal cooperation team



Project manager **Manon de Courten**, MA in the Russian language and culture, European history and European philosophy; PhD in philosophy; fluent in Dutch, French, English, Russian and German. Extensive experience in lecturing at universities in Nijmegen, Paris and Moscow. International experience in Eastern Europe.



Assistant project manager **Adeline Tibakweitira**, studied law at the University of Dar es Salaam, Tanzania, LL.M. in business and trade law at the Erasmus University Rotterdam; fluent in Swahili, English and Dutch.

Appendix I

Excutive Board

Dr. M. Oosting (Member of the Council of State), *Chairman*
S.I.H. Gosses (former Dutch Ambassador to Poland
and Turkey)
A. IJzerman (Dutch Ministry of Justice)
Judge R.H.M. Jansen (Dutch Training and Study Centre
for the Judiciary)
W.H.A.M. van den Muijsenbergh (Loyens & Loeff)
Prof. J.M. Otto (Van Vollenhoven Institute for Law,
Governance and Development)
J.B. Steevens (Erasmus School of Law)

Board of Trustees

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Leiden University Law Faculty
Prof. C.J.J.M. Stolker
Maastricht University Law Faculty
Prof. J.H.M. van Erp
Radboud University Nijmegen Law Faculty
Prof. Y. Buruma [until December 11]
Prof. P.H.P.H.M.C. van Kempen [as of December 11]
Urecht University Law Department
Prof. A.M. Hol

University of Amsterdam Law Faculty
Prof. C.E. du Perron
Vrije Universiteit Amsterdam Law Faculty
Prof. A. Oskamp
Council for the Judiciary
Judge J.J.I. Verburg, *Chairman of CILC's Board of Trustees*
Dutch Association for the Judiciary
Judge R.F.B. van Zutphen
Board of Prosecutors General
M.C.W.M. van Nimwegen
Netherlands Bar Association
A.C.M.J. van Eekelen
Netherlands Company Lawyers' Association (NGB)
P.C. de Jonge
Netherlands Mediation Institute (NMI)
D. de Snoo
Royal Netherlands Notarial Organization (KNB)
Prof. B.E. Reinhartz
Royal Dutch Organization of Court Bailiffs (KBvG)
A.C.C.M. Uitdehaag
T.M.C. Asser Institute for Private and Public International Law
Prof. F. A. Nelissen
Netherlands Helsinki Committee (NHC)
Prof. E.A. Alkema
Institute for East European Law and Russian Studies, Leiden University
Prof. F.J.M. Feldbrugge
The Hague Institute for the Internationalisation of Law (HiIL)
Dr. A.S. Muller

Appendix II

Staff

DIRECTOR

Marie José Alting von Geusau

PROJECT MANAGERS

Manon de Courten (as of March 15)

Servaas Feiertag (until February 1)

Marja Lenssen

Karin Nijenhuis (as of March 1)

Abdeljalil Taktak

Eric Vincken

ASSISTANT PROJECT MANAGERS

Ingrid de Haer-Douma

Hilde Morre

Adeline Tibakweitira

FREELANCE PROJECT MANAGERS

Marc Holtkamp

Ahmad Popal

FINANCIAL ADMINISTRATION

Alenka Bajc (until April 1)

Adrie van Dam (as of April 7)

Lenie van Rooijen (until June 1)

Albert van Rijn (until April 1)

Jakkus van der Salm (until June 1)

Bureau Jac's den Boer & Vink

SECRETARIAT

Annemarie Woudstra

INTERNS

Robin Gerretsen (March 1 – May 1)

VOLUNTEERS

Laure Vader (October 26 – December 24)

Appendix III

Project Partners

AFGHANISTAN

Ministry of Foreign Affairs

ALBANIA

Euralius II Mission

Ministry of Justice, Department of Enforcement

AZERBAIJAN

Academy of Public Administration

Azerbaijan Young Lawyers' Union (AYLU)

Azerbaijani Parliament, Administrative and Military Legislation Department

AUSTRIA

Human Dynamics

BELGIUM

IBF Consulting

BOSNIA-HERZEGOVINA

Center for Judicial and Prosecutorial Training of FBiH

Center for Judicial and Prosecutorial Training of RS

High Judicial and Prosecutorial Council

BULGARIA

Bulgarian Chamber of Private Enforcement

Ministry of Justice

Project Space

CHINA

China University of Political Science and Law

CROATIA

Croatian Association of Mediators

Croatian Employers' Association (CEA)

Croatian trade unions

Government Office for Social Partnership (GOSP)

Inter-University Center, Dubrovnik

Judicial Academy of Croatia

Ministry of Economy, Labour and Entrepreneurship

Ministry of Justice

ETHIOPIA

Bahir Dar University

Federal Ethics and Anti-Corruption Commission (FEAC)

Jimma University

FRANCE

École Nationale de la Magistrature (ENM) (National School for Judges and Prosecutors)

Institut International pour les Études Comparatives (IIEPC)

International Union of Judicial Officers (UIHJ)

GERMANY

Deutsche Gesellschaft für Technische Zusammenarbeit GmbH (GTZ)

Deutsche Stiftung für Internationale Rechtliche Zusammenarbeit (IRZ)

ICON Institute

GEORGIA

Association of Young Economists of Georgia (AYEG)
Georgian Health Law and Bioethics Society
Global Initiative on Psychiatry, Tbilisi office
Georgian Young Lawyers' Association (GYLA)
Ministry of Justice
Parliament of Georgia (Commission on Health Care and Social Affairs)
Training Centre of Justice of Georgia

INDONESIA

Centre for Indonesian Law & Policy Studies (PSHK)
House of Representatives (DPR)
Ministry of Law and Human Rights, Directorate-General of Law and Legislation
Regional Representatives Council (DPD)

KOSOVO

Kosovo Judicial Institute
Ministry of Justice

MACEDONIA

Academy for Training of Judges and Prosecutors
Chamber of Enforcement Agents
DPK Consulting
Ministry of Justice

MONTENEGRO

Judicial Training Center
Ministry of Justice
Supreme Court of Montenegro

MOROCCO

American Bar Association (ABA), Rule of Law Initiative (ROLI) – Morocco

Le Barreau des Avocats de Rabat
Le Ministère de la Justice du Royaume du Maroc
L'Institut Supérieur de la Magistrature
L'Union de l'Action Féminine (UAF)

PALESTINIAN TERRITORIES

Attorney General's Office
Equity Legal Group
Ministry of Justice
Palestinian Training Institute
Supreme Judicial Council

RUSSIAN FEDERATION

LegalStudies.RU, Moscow
Presidential Council for the Codification and Improvement of Civil Legislation
Public Interest Law Institute (PILI), Moscow office
Research Centre for Private Law under the President of the RF (RCPL), Moscow
Supreme Arbitration Court of the Russian Federation

RWANDA

Kigali Independent University (ULK)
National Institute of Legal Practice and Development (ILPD), Nyanza
National University of Rwanda (NUR), Butare

SERBIA

Judicial Training Center (JTC)
Ministry of Justice
Serbian Supreme Court

SIERRA LEONE

CARE International in Sierra Leone

THE NETHERLANDS

Academy for Legislation

European Academy for Legislation

Hague Institute for the Internationalisation of Law

Hogeschool Leiden

Law and Governance Group of Wageningen University

MDF Training & Consultancy

Microjustice

Van Vollenhoven Institute (VVI), Leiden University

TURKEY

Ankara Bar Association

Court of Cassation

Justice Academy of Turkey

Ministry of Justice

Union of Bar Associations of Turkey

UGANDA

Judicial Studies Institute (JSI)

Justice, Law and Order Sector Secretariat (JLOS)

Law Development Centre (LDC)

Uganda Police Force (UPF)

Uganda Prison Service (UPS)

UNITED STATES

DPK Consulting

Appendix IV

Income statement

	Realization 2009	Budget 2009	Realization 2008
	€	€	€
Funding			
Project allowances	2,707,828		1,917,782
Other funding	53,262		26,111
Total funding	2,761,090	2,839,678	1,943,893
Costs			
Personnel costs	775,839	807,981	688,216
Overhead costs	145,357	126,700	111,306
Direct costs related to projects	1,843,828	1,895,338	1,109,689
Total costs	2,765,024	2,830,019	1,909,211
Result	-3,934	9,659	34,682
The balance is mutated at			
- Contingency reserve	-3,934	9,659	34,682

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