



A VIEW OF CILC

ANNUAL REPORT 2011

**CENTER FOR INTERNATIONAL
LEGAL COOPERATION**

ANNUAL REPORT 2011



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

Continuity in a changing environment. This is a brief statement to characterize CILC in 2011!

In the face of global economic uncertainty and its implications for national and international donor communities, CILC continued to work on the rule of law worldwide, increasing cooperation with its partner organizations and engaging in new initiatives and new working areas. Promoting the rule of law and good governance, and building and strengthening institutional capacity in developing countries and countries in transition proved as much in demand as ever, and CILC is proud to have contributed to advancing these goals during the past year.

But there were also changes and adaptations. The decreasing funding opportunities in the Netherlands challenged CILC to adapt its acquisition strategy and to focus more than before on project programmes of the European Union and other international donors. As a result CILC strengthened its cooperation with European partner organizations that work in the same field and engaged in several successful project consortia, mostly for implementing EU Twinning Programmes and grants.

Another noteworthy change was the departure of CILC's director Marie José Altling von Geusau in April 2011, as a result of differences in views on how to manage CILC and its projects. CILC is grateful for her contribution to the organization during her almost three years of actively running the office. In April 2011 Jan van Olden, previously the director of CILC between 1985 and 2002, agreed to a temporary return as an interim director, on a part-time basis. He was supported

by long-serving CILC senior project manager Eric Vincken, who in late 2011 also officially became CILC's deputy director. Finally, in the early autumn of 2011 CILC started to investigate the possibilities for structural cooperation with The Hague Institute for Global Justice (THIGJ) and the Netherlands Helsinki Committee (NHC), both of which are affiliated Hague-based civil society and rule of law organizations. This resulted in a promising pooling of expertise. In late 2011 CILC's connection with the Netherlands Helsinki Committee became even stronger when the two organizations started exploring the possibilities of merging.

In even closer cooperation with affiliated partners in the years to come we will remain committed to providing technical legal assistance, tools and know-how to upgrade and modernize judiciaries and legal systems in countries all over the world. We will do so – just like before – with the open-minded, dynamic, confident and constructive attitude by an enthusiastic, dedicated and professional staff.

In 2011 this positive attitude has paid off. Together with the solid commitment of the experts and the representatives of partner organizations abroad it enabled CILC to achieve some remarkable results. It is my pleasure to invite you to acquaint yourselves with them by glancing through this annual report.



A handwritten signature in black ink, which appears to read 'Marten Oosting'.

2011 in brief by the CILC Director ad interim Jan van Olden

In many ways 2011 was a moving year for CILC. Changes in the internal organization, the need to redeem a negative 2010 balance, and the challenge to uphold a solid project portfolio were among the most pressing issues.

Within the organization itself several changes in personnel haven taken place during the past year. The most notable were the departures of Marie José Alting von Geusau, who had worked as the CILC Director for more than two and a half years, and of Assistant Project Manager Hilde Morre, who had strengthened the CILC team for nearly three years. CILC is grateful for their commitment to the organization. A new influx kept the CILC team in motion and ensured the professional handling of project acquisition and project management. I myself returned to CILC in my former position on a part-time basis. In close cooperation with Senior Project Manager Eric Vincken I have applied myself with considerable pleasure to what could only be a selection of the most urgent duties and responsibilities of the CILC Directorship.

These tasks primarily came down to ensuring continuity and streamlining the overall office management. In addition, I have focused on pooling the expertise and working towards a closer connection with affiliated civil society organizations in The Hague. This effort was partly inspired by an invitation from the new Dutch Minister for European Affairs and International Cooperation, Dr. Ben Knapen, to present an advisory note on the present state of affairs and the future of legal development cooperation. This invitation followed Dr. Knapen's 2011 Van Vollenhoven Lecture on *Rule of Law and Development* that was organized by CILC together with the Van Vollenhoven Institute. In September CILC and the Van Vollenhoven Institute presented a well elaborated vision of this specific area of development cooperation for which the

Netherlands, in comparison with surrounding countries, is well equipped. Concurrently I intensified the contacts with other players in the legal field in The Hague, such as The Hague Institute for Global Justice and the Netherlands Helsinki Committee.

In the meantime the CILC team worked hard to maintain a solid project portfolio. And this yielded considerable success. CILC concluded 10 projects in 2011, but acquired and entered into new ones at the same time. In Indonesia a training programme on legal drafting skills for the staff of the Indonesian President started; in Turkey CILC joined in a twinning project aiming to improve the interaction between mass media and the judiciary; in Georgia CILC uses its recent Balkan experiences in a project that will enhance the enforcement system; in the Western Balkans CILC is engaged in a new multi-party project to set up and strengthen a regional Prosecutor's network to effectively counter cross-border crime; and in Uganda a new project on upgrading the Ugandan forensic expertise was started.

These various new project initiatives will also help to improve the negative balance that CILC experienced in 2010. A considerable increase in project-related costs and a rise in personnel costs influenced the total result and left CILC with a negative balance in both 2010 and 2011. On the other hand, the prospects for 2012 and 2013 – based on the portfolio and the staffing – are encouraging.



An overview of the CILC presence in the world

Southeastern and Eastern Europe
Bulgaria, Croatia, Georgia, Macedonia, the Russian Federation, the Western Balkans

The Mediterranean region (MEDA)
Morocco, the Palestinian Territories, Turkey

Worldwide
Innovative Rule of Law Initiative (IRI 1), Innovative Rule of Law Initiative (IRI 2)

Sub-Saharan Africa
Rwanda, Uganda

Southeast Asia
Indonesia



An overview of CILC project activities

THE MEDITERRANEAN REGION (MEDA)



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. Another example of this progress is the adoption of a new family law in 2004, *Mudawwanat al usra*, which is widely regarded as progressive and which aims to improve the status of women and children.

The regime change in Tunisia gave the Arab people in different countries an example but also power and legitimacy to push for in-depth political, economic and social reforms. Besides, more and more voices have raised on the Arab streets asking for the justice system to be reformed, in particular the judiciary which should lead to its independence. Morocco is not an exception inasmuch as it has its own rioting movement, the so-called “Mouvement du 20 Février”, that wants to see the same reforms and “the independence of justice from the palace”. However, Morocco is an exception in that its King took the initiative once again and pushed for more reforms in the country. This was indeed the case in the Royal speech of 9 March 2011 which led to the setting up of a technical commission that was entrusted with reforming the constitution. This led to a national debate with the various stakeholders resulting in a new constitution that was adopted

in a national referendum on 1 July.

The new constitution brings about major changes on various levels in the country. Such are the new guarantees in respect of fundamental rights, equality between men and women and the affirmation of the supremacy of international conventions vis-à-vis national legislation. Chapter 7 of the new constitution is devoted to the judiciary and its independence. It provides for a newly composed Judicial Council whose *de facto* President is the President of the Supreme Court instead of the Minister of Justice. Besides, membership of the judiciary has been opened for non-magistrates from certain organizations and magistrates from first level jurisdictions. Also, the new constitution provides for the establishment of a Constitutional Court. New elections were held in November and the government will have as its main task the translation of the various constitutional changes into new reform programmes in the various fields, particularly the legal and judicial ones.

Implementation of the Family Code, Mudawwana 2004

CILC cooperated 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. The project lasted until December 2010. However, the first quarter of 2011 witnessed some of the final activities. After its development in October 2010, the concise booklet explaining the most essential articles of the Mudawwana was circulated in early 2011 in various regions of the country in order to increase awareness amongst secondary school students. Besides, the UAF continued its sensitizing campaigns and courses at selected schools using

the same booklet.

In addition, the first quarter of 2011 was used to work on the final technical and financial reports and the ultimate closure of the project.

Project Manager: Abdeljalil Taktak

Assistant Project Manager: Ingrid de Haer

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

2007 – 2010 [completed in early 2011] with a total budget of € 590,273

Moroccan Association of Magistrates

A quadripartite cooperation between the Moroccan Association of Magistrates (*Amicale Hassania des Magistrats Marocains*), the Dutch Association for the Judiciary (*Nederlandse Vereniging voor Rechtspraak; NVvR*), 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.

In 2011, a fruitful exchange of expertise and know-how between Moroccan and Dutch magistrates took place within the framework of various joint activities that were organized in Morocco and in the Netherlands. A first conference was organized in May in The Hague and it dealt with civil and criminal juvenile justice in both countries. The report *Juvenile Criminal Procedure: future-proof* by the *Raad voor de Strafrechttoepassing en Jeugdbescherming* (Council for the Administration of Criminal Justice and Youth Protection) paved the way and formed the background for the conference. In September, a second conference took place in The Hague. It was devoted to discussing the training systems for magistrates and the future challenges in the field of continuous and on

the job training in Morocco and the Netherlands. A third and last conference took place in April in Rabat. At the request of the Amicale Hassania, the conference dealt with relations between the judiciary and the media and the possible ways to dispel misunderstandings and enhance communication. In addition, four seminars were organized in 2011, i.e. two in Morocco and two in the Netherlands. While two seminars followed up on CILC's earlier project in the field of Family Law and exclusively focused on cooperation between family law judges, the third seminar dealt with judicial deontology and ethics. Four Moroccan judges visited the Netherlands and explained the principles of the recently adopted Moroccan Code of Conduct for Judges and Prosecutors that was initiated by the Amicale Hassania. The fourth seminar took place in June in Tangier. The seminar followed up on one of the recommendations of the aforementioned conference on relations between the media and the judiciary inasmuch as it zoomed in, closely and in depth, on the Dutch system of judges who are specifically responsible for briefing the press and public prosecutors with the same function and studied the necessary steps before introducing such a system in the Moroccan judiciary.

The Amicale Hassania endeavours to achieve a Moroccan judiciary that is strong, independent, objective and efficient. Through its joint activities in 2011, the project aimed at contributing to those ultimate goals through strengthening the Amicale Hassania itself and increasing its visibility and weight. A fruitful cooperation that will also be continued in 2012.

Project Manager: Abdeljalil Taktak

Assistant Project Manager: Ingrid de Haer

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

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



PALESTINIAN TERRITORIES

Empowering the Palestinian Judicial System (*Seyada 2*)

CILC and the Belgian Technical Cooperation (BTC) joined ICON-INSTITUT Public Sector GmbH (ICON) in this project that aims at contributing to a more independent, impartial, efficient, professional, transparent and modern Palestinian justice system. This is to be achieved through strengthening the various justice institutions and supporting the proper functioning of the courts, while preserving the freedoms and fundamental rights of citizens. The beneficiaries of this project are the High Judicial Council, the Palestinian Judicial Institute (PJI) that is responsible for training and developing judicial educational curricula for judges and prosecutors, and the Palestinian Bar Association, which regulates the legal profession and represents lawyers. In addition, the project views the Ministry of Justice as an important stakeholder guaranteeing access to justice.

CILC's contribution to the project focused mainly on the capacity building of the Palestinian Judicial Institute. In 2011, it has worked hand in hand with ICON and the beneficiary to develop a two-year judicial study. Also, CILC's judicial experts assisted in setting up measures and criteria for the selection of future candidate judges and public prosecutors. In addition, the management of the PJI has been strengthened through the activation of its board of directors and the development of a strategic plan.

Project Manager: Abdeljalil Taktak

Assistant Project Manager: Adeline Tibakweitira

Supported by ECTAO in Ramallah

2009 – 2012 with a total budget of € 4,432,388



Sign indicating the premises of the Court of First Instance and the Sulh Court in the governorate of Tulakarem, Public Prosecution

Support to the Palestinian public prosecution service (*Mateen*)

In 2009, a consortium led by CILC, in partnership with Equity Legal Group (ELG), was awarded the project 'Support to the Palestinian public prosecution'. Known under its Arabic acronym *Mateen* (which can be translated as 'solid'), the project has an overall objective to strengthen the rule of law and democracy in the Palestinian Territories. It aims specifically at upgrading the professional skills of the Palestinian public prosecutors and their administrative staff. The project intends to focus on six regional public prosecution offices whose case management and administration will be diagnosed, reorganized and streamlined. Making use of the IT system of Mizan 2, the case flow will be computerized in those selected pilot offices. Next to that, the project will develop a manual on case management and administration for the administrative staff of the public prosecution service. Also, the project will develop ten courses for administrative staff and five courses



Mr. Ahmed Almoghani, Attorney General, Dr. Ali Khashan, Minister of Justice, Mr. Ali Jarbawi, Minister of Planning and Administrative Development, Ms. Brigitta Tazelaar, Head of Mission for the Netherlands Representative Office to the Palestinian Authority, after signing a Memorandum of Understanding on Mateen on 18 July 2011.

for public prosecutors. Training is envisaged both based on the aforementioned manual and the developed courses as well as through a peer mentoring approach, whereby international and Arab public prosecutors will shadow their Palestinian colleagues during their day-to-day practice and performance. While the project witnessed a great deal of delay in 2010 which only allowed for activities in the public prosecution office of Nablus, it developed very well in 2011. In March the project embarked on the implementation of its activities in the public prosecution office of Jericho. By the same token, *Mateen* moved into the public prosecution office of Hebron in June and in Tulkarem in August. The project's activities in the public prosecution offices of Dura and Qualquilya started respectively in October and December.

The year 2011 witnessed a breakthrough in the field of the automation of the case flow of the Palestinian public prosecution service. *Mateen's* IT experts successfully upgraded the Mizan 2 software for the public prosecution service and its applications. Upon approval by the AG, Mizan 2 was installed in early June in Ramallah, Nablus, and Jericho paving the way towards the full automation of the case flow and management. In November, Mizan 2 was also installed at the public prosecution office of Tulkarem.

All remaining public prosecution offices are expected to be linked to Mizan 2 in early 2012. Since the installation of Mizan 2, *Mateen* teams in Nablus, Jericho and Tulkarem have embarked on the next phase of the project, i.e. data entry and automation of the various files which is a big leap forward in the internal professionalization of the Palestinian public prosecution service. Additionally, Mizan 2 also has important external implications, i.e. in relations with the other stakeholders of the Palestinian criminal justice system.

Under the guardianship of the NRO, a mid-term evaluation and financial auditing of the project took place in October. Based on the evaluation, the NRO decided to prolong the project until December 2012 making it possible for CILC to work further on

the implementation of activities that were planned within the framework of *Mateen*, i.e. finalizing the streamlining and the diagnosis in all six pilot public prosecution offices, developing training courses for public prosecutors and administrative staff and for the joint training of public prosecution officials and the police, developing a manual for administrative staff on case management and conducting various training seminars, conferences and study visits.

The cooperation between CILC and its partner ELG in the framework of *Mateen* unfortunately did not live up to the expectations of both sides. Therefore, CILC decided to end its cooperation with ELG and will embark on implementing the activities of *Mateen* alone.

Project Manager: Abdeljalil Taktak

Assistant Project Manager: Adeline Tibakweitira

*Supported by Netherlands Representative Office in Ramallah
2010 – 2014 with a total budget of € 4,176,271*



Mr. Murad Rumman, Mateen IT expert, training the administrative staff of the public prosecution on Mizan 2 system, May 2011



TURKEY

Improved relations between Mass media and the Judiciary

This is an EU Twinning project between the Republic of Turkey, Germany and the Netherlands that aims at improving relations between the Turkish judiciary and the media. The project consists of two main components. On the one hand, the project focuses on the judiciary inasmuch as 25 magistrates will be trained as judicial spokespersons and as future trainers of their colleagues. In this respect, various courses will be developed and different training seminars in Turkey as well as study visits to Germany and the Netherlands will be organized in order to acquaint the would-be Turkish spokespersons with the system of judges and public prosecutors who are specifically responsible for briefing the press. On the other hand, one hundred journalists will be trained in legal and judicial matters so that they will become legal and judicial correspondents who accurately report on judicial proceedings and other judicial matters. For this aim, a number of courses for the training of journalists will be developed and they will focus on legal issues such as the “presumption of innocence”, “the right to the protection of individual privacy”, “fair trial” and “the independence and impartiality of the judiciary”. Moreover, the project endeavours to induce journalists in the various regions of the Republic of Turkey to cooperate in developing a code of conduct for the media. Furthermore, the project is expected to result in various observations and recommendations in respect of Turkish legislation that will need to be brought into line with European and international best practices.

The Netherlands Council for the Judiciary and CILC joined hands and submitted a letter of interest to the European Commission in Ankara expressing their desire to assist Turkey with the implementation of the aforementioned Twinning

project. In early May, a Dutch delegation attended the selection meeting and presented the Dutch offer and vision on the implementation of the project. In July, the Central Finance and Contract Unit (CFCU) in Ankara informed CILC that the Netherlands had been selected (as junior partner) to cooperate with Germany and Turkey within the framework of the project. On the Turkish side, the Ministry of Justice will be the counterpart. On the German side, IRZ-Stiftung will be leading the project as senior partner. After the summer vacation, the stakeholders started to consult about the activities and work plan of the project which is expected to start in early 2012.

Project Manager: Abdeljalil Taktak

Assistant Project Manager: Ingrid de Haer

Supported by the EU Central Finance and Contract Unit in Ankara

Expected to start in early 2012 for a period of 24 months with a total budget of € 1,700,000

SOUTHEAST ASIA



Training course for Indonesian Legislative Drafters

Since 2007, CILC has been involved in the training of legislative drafters in Indonesia. Throughout the last couple of years, various training seminars have been held in Jakarta and Yogyakarta for legislative lawyers from the Ministry of Law and Human Rights, other Ministries, as well as the so-called *Legislative Council* of the Indonesian House of Representatives, one of the two chambers of Indonesia's Parliament. Anticipating a larger and more structured programme of cooperation in the area of legislative drafting in the years to come the Indonesian Ministry of Law and Human Rights requested a bridging seminar to be held in 2011. As in the past, the Dutch Ministry of Security and Justice provided the means to organize this seminar at the premises of the Directorate-General for Legislation in Jakarta. The seminar took place in the first week of July 2011 and coincided with the working visit of the Dutch Minister for European Affairs and International Cooperation, who, in order to stress the commitment of the Netherlands Government for further legal cooperation between Indonesia and the Netherlands, opened the seminar together with the Director-General for Legislation of the Indonesian Ministry of Law and Human Rights. Around 40 selected legislative lawyers from the Ministry of Law and Human Rights, the Ministry of Foreign Affairs, other departments, the House of Representatives and Bank Indonesia attended the seminar. At the seminar a number of selected topics such as problems in the vertical and horizontal harmonization of legislation, as well as quality checks in drafting legislation were discussed in depth

through presentations by a number of Indonesian and Dutch experts. Furthermore, participants had to prepare a number of assignments in order to put the newly acquired knowledge and skills into action.

Project Manager: Eric Vincken

Assistant Project Manager: Adeline Tibakweitira

Supported by the Dutch Ministry of Security and Justice 2011 with a total budget of € 35,000



Participants from the Ministry of Law and Human Rights at the Training course for Legislative Drafters, Jakarta July 2011

Training in Legal Drafting Skills

Under the so-called 'tailor-made training programme', the Ministry of the State Secretariat of the Republic of Indonesia approached NUFFIC-Neso with the request to fund a training programme for twenty legislative drafters from various (sub-) divisions of the Ministry. At the beginning of 2011, NUFFIC-Neso started a tender procedure, which finally resulted in CILC being selected to implement the project. The training mainly consists of a three-week course in the Netherlands for 20 legislative drafters and officers entrusted with scrutinizing bills and draft regulations from within the various structures in the

Ministry for the State Secretariat of the Republic of Indonesia. The background for the request is that, as the State Secretariat is the last resort in ensuring quality in legislation before bills will become laws after being signed by the President of the Republic of Indonesia, the staff of the State Secretariat should be highly qualified to ensure this important task. In order to select the participants for the three-week training course, a small team – consisting of the course leader and CILC’s senior project manager for Asia – visited the Training Centre of the Ministry of the State Secretariat in July 2011. The team conducted interviews with some thirty candidates. Based on a number of criteria, twenty participants were selected to come to the Netherlands for three weeks in November 2011. During this three-week programme, the participants familiarized themselves with all relevant actors in the Dutch legislative process and updated their skills in a number of specific issues related to the law-making process. A short follow-up course to discuss more in detail how the Indonesian legislative drafters can apply their upgraded skills in the Indonesian context will be organized in April 2012.

Project Manager: Eric Vincken

Assistant Project Manager: Adeline Tibakweitira



Left: Promotion to study in the Netherlands

Right: A moment of gratitude during the three-week training course in the Netherlands, November 2011

Supported by the NUFFIC-Neso

2011 – 2012 with a total budget of € 181,998

Working visit of the delegation of the Mahkamah Agung

Within the framework of the National Legal Reform Programme (NLRP), the president of the Netherlands Supreme Court (*Hoge Raad*) paid a visit to his colleagues from the Indonesian Mahkamah Agung (MA) in June 2010. During this visit the intention of a long-term commitment aiming at a regular exchange of experiences and information was discussed. As a first step in this direction it was agreed that a delegation from the MA would visit the Dutch Supreme Court and other judicial institutions in the Netherlands in 2011.

In order to organize this visit to the Netherlands, the president of the Supreme Court approached CILC to assist the Supreme Court and the Mahkamah Agung. The scope of the visit, which took place in the first week of November 2011, was to exchange information and to discuss further future cooperation on the following topics: the efficient implementation of the chamber system at the Supreme Court; efficient case management at the Supreme Court, including measures for the reduction of backlogs and to control the influx of cases; mechanisms and practice to secure the unity of law (*rechtseenheid*) in the Netherlands; a performance-based budgeting process for a national judiciary; mechanisms for the selection, training and assessment of judges; and an administrative justice system. For the discussion on all these topics, various meetings took place at the Dutch Supreme Court, the Council of State, the Council for the Judiciary and with representatives of the Netherlands Training and Study Centre for the Judiciary (SSR).

Project Manager: Eric Vincken

Assistant Project Manager: Adeline Tibakweitira

Supported by the Netherlands Embassy in Indonesia through UNDP 2011 with a total budget of € 15,000

A view of CILC by Rosa Jansen

Rosa Jansen first came into contact with CILC in the early 90s, as head of International Affairs of Training and Study Centre for the Judiciary (SSR). During this time CILC and SSR started cooperating on several projects in Europe. As time progressed, their shared portfolio expanded to other regions outside Europe, for example Mongolia. Since then, Rosa has worked for CILC as an expert in many countries.

Some of her most memorable memories as a CILC expert are from Yemen and Rwanda. The project in Yemen was special because rather than the usual broad approach involving courts, ministries, and other legal institutions, the project focused extensively on just four pilot courts. In those pilot courts, the project team was able to meet its goals by giving practical advice to the president of the court and court clerks. This 'best practice' method proved highly recommendable and efficient.

The project in Rwanda was very challenging because the whole range of the justice sector was addressed, the police, the public prosecution, the courts, but also the legal education institutes. Many different stakeholders in that project needed to work together in specific formats, which turned out to be sometimes counterproductive. But due to the commitment of the Rwandan partners, the project ended up being a success.

Rosa uses her experiences abroad to reflect on her own work and on the Dutch justice system as a whole. "A question which is often asked when abroad is how cases are being assigned to judges. But in the Netherlands we do not really have a system for this; sometimes we assign them alphabetically". This system can easily be misused, if you, deliberately or not, misspell a name which could influence the choice of judge. In other countries the notion of the power of assigning cases is much more evident. "When a question like this comes up, you cannot but reflect on your own system. In this way it is a blessing to work for CILC".

Not only has Rosa worked as a CILC expert, but she has also been on the CILC board for over 10 years. She notes that her experiences in both roles have been a tremendous benefit in her professional career. There are many reasons why she has been a board member for such a long time, but the



most important one is that Rosa feels CILC is a fascinating organization, having accomplished so much despite being small. But being a CILC expert, on the one hand, and a board member, on the other, is sometimes difficult to combine. Especially when hard decisions need to be made in the board meeting one day, and you are travelling as an expert the next day, a strict division of the two functions is necessary. “The combination of being a board member and being an expert, however difficult this is sometimes, makes me feel even more responsible for the well-being of the organization as a whole”.

There is a very important place for CILC in the future, but Rosa cautions that CILC may need to fight for that place. “In this sector, you are only missed when you are no longer there,” she states. A strong dependence on short-term funding therefore carries a risk, for example when public policy changes and budgets for development aid shrink. She notes that an organization like CILC does not only need support, but needs to embed supporters as well through longer-term partnerships and grants. Having other organizations invest in CILC’s future should help CILC to change into being an independent permanent factor in the legal development aid sector.

Rosa concludes by emphasizing that CILC has a bright future, with a unique selling point: being a small and modest organization making a great deal of difference. It’s character as a modern networking organization should be cherished because it makes one nimble and flexible. In addition, the added value of CILC is its practical approach and direct involvement in the implementation of its projects. Rosa hopes to be part of that bright future. She says, “Once CILC, always CILC”.

SOUTH-EASTERN 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 aim of the Matra project 'Strengthening the privatized system of civil enforcement in Bulgaria' is to enhance the capacities of the Chamber of Private Enforcement Agents in order to play this role in the Bulgarian enforcement system.

In 2011, during the last months of the project, two more roundtable discussions for journalists were organized in Bulgaria. Furthermore, a Practice Standard Manual was completed and disseminated among all private enforcement agents through a number of training seminars. Finally, a small working group prepared the so-called 'Legal Framework Analysis of the Civil Judgment Enforcement in Bulgaria'. This document, which identifies the main shortcomings in the legislative framework for private enforcement agents in Bulgaria, was officially presented and discussed at the closing conference of the project, which took place at the end of May 2011.

Project Manager: Eric Vincken

Assistant Project Manager: Hilde Morre/Ingrid de Haer

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

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



*Opening Panel at the Closing Conference of the Matra project
'Strengthening the privatized system of civil enforcement in Bulgaria'*



CROATIA

Enhancement of the capacities of the Croatian Ministry of Justice

The purpose of this project is to strengthen the capacity within the Croatian Ministry of Justice and the Judicial Academy of Croatia in order to implement the Strategy for the Reform of the Judiciary as well as the Anti-Corruption Strategy. The project is to be seen in the context of Croatia's accession to the

European Union that is now linked to the date of 1 July 2013. In order to ensure sufficient organizational and administrative capacity within the Ministry of Justice, which is necessary for meeting the EU requirements, the Dutch Minister of Security and Justice at the request of his Croatian counterpart made a so-called high-level advisor available. Within the framework of the project this high-level advisor directly provided counselling to the Croatian Minister of Justice on strategic directions related to the organizational and managerial capacities of the Ministry. At the high level advisor's proposal two coaches – one for the departments organization and one for human resource management – were recruited to act as mentors to their Croatian counterparts. During an inception mission in April 2010 the main needs of the Croatian Ministry and the Judicial Academy were identified. In the months that followed, specific advice missions on restructuring the Ministry were carried out by the three Dutch Ministry experts. Concurrently several activities were organized for Croatian Ministry staff to support EU law implementation in Croatia, focusing on legislative drafting, the coordination process between Brussels and the national governments, and EU institutions and powers. In addition, CILC experts carried out missions to strengthen the Croatian Judicial Academy by providing workshops for judicial trainees, judges and state attorneys on special topics of EU law, such as the preliminary reference procedure at the Court of Justice of the European Union and the mutual legal assistance of EU member states. The strength of this project is that the activities were all handled by practitioners who quickly dealt with the very heart of the matter, keeping a constant eye on procedures and practical implications.

Project Manager: Lino Brosius

Assistant Project Manager: Hilde Morre/Anna Demoed

*Supported by AgentschapNL/EVD International
2010 – 2011 with a total budget of € 297,585*



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, the Global Initiative on Psychiatry (GIP) Tbilisi and the Georgian Health Law and Bioethics Society (GHBSL) cooperate in the implementation of the newly adopted Law on Psychiatry by training lawyers, judges and medical professionals.

The first quarter of 2011 had been used to prepare the final technical and financial reports and to close the project. Indeed, Matra approved those reports in November and officially closed the project by providing notice to CILC to that effect. However, the sustainable effect of the project continued in 2011 inasmuch as the alliance forged with the Georgian Parliamentary Commission on Healthcare and Social Affairs has been quintessential in GIP's newly initiated projects. By the same token, GHBSL retained its alliance with the Municipality of Tbilisi and local NGOs but has not yet succeeded in finding funds to follow up on earlier activities and initiatives.

Project Manager: Abdeljalil Taktak

Assistant Project Manager: Hilde Morre

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

*2007 – 2010 [completed in early 2011] with a total budget of
€ 531,769*

Better Enforcement System Through Twinning

The overall objective of this EU-funded Twinning project is to support the rule of law in Georgia through improving the enforcement system. The project's purpose is to increase



Public service hall in Batumi (Georgia).

the efficiency of the National Bureau of Enforcement (NBE) by improving its performance, strengthening its capacities and increasing the public perception of the institution. This purpose will be achieved by organizing expert consultations, working group meetings, training sessions, missions of international and local short-term experts, and three study tours to France, the Netherlands and Finland/Estonia. These activities are intended to lead to (1) the enhancement of the legislative and administrative framework in the area of enforcement, (2) the further building up of human resources/ staff and administrative capacities at the NBE, and (3) a better public perception of the enforcement system in Georgia and the role of the NBE. The project will enable the NBE and the enforcement agents involved to capitalise on new expertise and will ensure alignment with European standards, best practices and requirements. The implementation period of the project will be 18 months and the project started on 1 September 2011. Besides the NBE on behalf of Georgia, the

project partners are CILC on behalf of the Netherlands (the lead member state) and the Swedish Enforcement Authority on behalf of Sweden (the junior member state). Furthermore, the International Union of Judicial Officers (UIHJ) supports the project. It is coordinated in Tbilisi by a so-called Resident Twinning Advisor (RTA). The overall responsibility for the project rests with CILC's deputy director, who has the role of Member State Project Leader.

Upon the installation of the RTA and the establishment of a project office at the premises of the NBE the following activities took place in the last four months of 2011: a kick-off event at which the project was officially presented in the presence of the Netherlands and Swedish Ambassadors to Georgia; the preparation of a comprehensive legislative framework assessment report; the preparation of a training needs analysis and the development of a training strategy; the elaboration of a communication needs assessment and a communication strategy; the organization of a workshop to discuss roadmaps for legislative improvements, and two steering committee meetings in Tbilisi.

Project Manager: Eric Vincken

Assistant Project Manager: Ingrid de Haer

Supported by the European Union ENPI

2011 – 2013 with a total budget of € 1,200,000



MACEDONIA

Macedonia Jurisprudence project

In 2010 CILC started a new 3-year project to strengthen the rule of law in Macedonia by focusing on the role and use of jurisprudence in the Macedonian legal system. The main objectives of this project are increasing awareness about

the role of jurisprudence, improving access to domestic and international case-law and enhancing the use of jurisprudence by legal professionals and Macedonian civil society. It is expected that the Macedonian legal system will profit from the project intervention in becoming more uniform, consistent and predictable, which will benefit not only the actors in the Macedonian judicial process, but Macedonian society at large. In the past year CILC and its partner the Academy for Judges and Public Prosecutors of the Republic of Macedonia (AJP) carried out multiple project activities. In May 2011 introductory seminars on including jurisprudence in training courses and law education curricula were held at the Academy for Judges and Public Prosecutors and the South East European University in Tetovo. In early June a comprehensive two-day seminar on the monitoring mechanisms of the European Court of Human Rights (ECtHR) and the effects of the ECtHR on domestic Macedonian legislation was organized for Judges of Macedonian first and second instance courts, representatives of the Macedonian Ministry of Justice, defence lawyers and AJP teaching staff. Subsequently, a selection of landmark ECtHR cases was drawn up for translation into Macedonian. In September CILC, together with an advisor on Legal Informatics at the Netherlands Council for the Judiciary, paid a visit to Macedonia to speak about the various ways to build up and maintain a functional open-access case law database containing domestic Macedonian and international judgments. Finally in December CILC organized a five-day study visit to the Netherlands for a delegation of Macedonian legal professionals. The visit was designed to inform the delegation about the way their Dutch colleagues use jurisprudence in their daily work. In the course of five days the delegation paid working visits to the Supreme Court of the Netherlands, the Council for the Judiciary, the Council of State, the Training and Study Centre for the Netherlands Judiciary, the District Court and the Court of Appeal of The Hague, and the Administrative High Court for Trade and Industry.

The next steps in the project include a seminar on the jurisprudence of the European Court of Justice (ECJ), working meetings on building a practical case law database, the translation into Macedonian of selected landmark ECtHR cases, and curriculum workshops at Macedonian universities and the AJP.

Project Manager: Lino Brosius

Assistant Project Manager: Hilde Morre/Anna Demoed

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

2010 – 2013 with a total budget of € 580,071



Seminar at the Academy for Judges and Public Prosecutors (Skopje) with Prof. dr. Steven Blockmans and Prof. Zdenek Kühn, Academy Director Judge Arnaudovska and project advisor Justice Rene van Boven, May 2011.



In December 2011 a high-level delegation of legal professionals from the Republic of Macedonia paid a study visit to the Netherlands. This one-week visit focused on the role of jurisprudence in a modern legal system. CILC designed this study visit to inform the Macedonian delegation about the way their Dutch colleagues use jurisprudence in their daily work. In the course of five working days the Macedonian delegation paid working visits to the Supreme Court of the Netherlands, the Dutch Council for the Judiciary, the Council of State, the Training and Study Centre for the Netherlands Judiciary, and various Courts in The Hague. During all these meetings the involved Dutch legal experts briefed the visiting delegation on the way they work with jurisprudence, highlighting approaches, practices and the various supporting systems. The picture shows a meeting at the Court of Appeal of the Hague.



THE RUSSIAN FEDERATION

A commercial register in Russia

The imperfections and limitations of the Russian federal law ‘On State Registration of Legal Entities and Individual Entrepreneurs’ that regulates the state registration of legal entities and individual entrepreneurs during their establishment, reorganization or liquidation, led to a renewed partnership between CILC and the Russian Supreme Commercial Court (SCC), the highest judicial body for the resolution of commercial disputes in Russia, in 2009. This law was subjected to a critical review, as it hampered economic development and frustrated legal safeguards for business actors in the Russian Federation. Following the inception phase, a logical path of activities was drawn up ranging from the design of an analytical report on the main problematic issues, to various consultation rounds and expert meetings in Moscow, a study visit to the Netherlands for broadening legal expertise, and a roundtable discussion on preliminary amendments to the current legislation. After this last roundtable discussion in October 2010, the working group of the SCC prepared the proposed amendments to the federal law and included them in a draft law for a final commentary by the Dutch experts involved. This draft law was handed over in December 2010 and commented upon in January 2011. Subsequently, the Russian working group would start discussions with the Ministry of Economic Development and Trade of the Russian Federation and then the Presidential Administration on the draft law and its introduction in the State Duma for consideration, approval and adoption. This, however, is a new phase that falls outside the scope of this project.

Project Manager: Lino Brosius

Assistant Project Manager: Ingrid de Haer

Supported by NL EVD International

2009 – 2011 with a total budget of € 129,962

Modernization of the Russian Civil Code

Over the past 15 years CILC has been working with two Russian legislative advisory bodies, the Research Center for Private Law and the Council for Codification of Civil Legislation, on the (re)codification of parts of the Russian Civil Code. In late 2009, this work obtained a new incentive when President Medvedev entrusted the Research Center with the design of a concept for the modernization of the Russian Civil Code, and subsequently, the task of amending certain parts of this Civil Code.

In the course of this project, members of the Russian working groups on Legal Persons and Property Law – the legal areas under scrutiny – have had several discussions with Dutch legal experts involved on predominant issues. The structure of the project provided two major platforms for exchanging ideas, views and comments on complex legal problems crucial for the modernization of the Civil Code; the consultation rounds in Moscow at the beginning of the project, and the consultation rounds in the Netherlands in a later phase. During these meetings the Dutch experts involved were consulted by working group members on the difference between contested deals and invalid deals, the state registration of legal persons, the reliability of register information, land registration and the Dutch system of the conveyance of real property.

The Russian working groups have thoroughly studied the views and recommendations of the involved experts and have successfully included elements and aspects of these views and recommendations in the design of the federal law ‘On the amendments of Parts One, Two, Three, and Four of the Civil Code of the Russian Federation’. This federal law was presented to the Center’s Codification Council in December 2010. In 2011, after the official conclusion of this project, the draft law and the proposed new elements were further scrutinized by

the Research Center for Private Law in various discussion rounds with the Presidential Administration, culminating in additional assignments to the Russian Minister of Justice. The follow-up to these meetings carried on through 2011 and the beginning of 2012, before the fine-tuned draft law was finally introduced in the Russian State Duma in April 2012.

Project Manager: Lino Brosius

Assistant Project Manager: Ingrid de Haer

Supported by NL EVD International

2009 – 2011 with a total budget of € 99,989



Legal expert Professor Martin Gramatikov and CILC project manager Lino Brosius at the Yekaterinburg State Legal Bureau with Director Elena Reznik and her team.

Implementation of the Civil Legal Aid System

In 2010 CILC entered into a new project on legal aid in

Russia with its longtime project partner, the Moscow-based organisation for Public Interest Law, PILnet. By focusing on the implementation of a professional civil legal aid system the current project aims at ensuring an effective access to justice for the Russian population and, more generally, the strengthening of the rule of law. By carefully assessing the legal needs of the population and by adapting the assistance of legal aid providers to those needs, the project works towards a tailor-made legal aid system.

After studying ways of measuring access to justice in 2010, the project team focused, in 2011, on drafting tools for assessing legal needs and measuring the social effectiveness of legal aid. These tools were subsequently used in a mass survey held in the Russian Sverdlovskaya Oblast' in March-April 2011. In late spring a working meeting with experts from the Dutch Legal Service Counters (Juridisch Loket) was organized in Moscow. This meeting focused on the provision of legal aid in the Netherlands and the software solutions that support the work flow of the Legal Service Counters. Subsequently the project team flew to Yekaterinburg for a roundtable discussion on the preliminary outcomes of the conducted survey and a working visit to the Yekaterinburg State Legal Aid Bureau. Throughout 2011 the pilot contact point Samara legal Aid hotline became operative and produced its first results. It has successfully provided basic first-line legal assistance and developed procedures for referring citizens to various legal aid providers in the region, taking into account their preferences, skills and workload. Another accomplishment of the last months of 2011 was the successful mobilization of the Russian expert community to comment on the draft law on legal aid that was discussed in the autumn session of the Russian State Duma. The project team succeeded in mobilizing a small NGO alliance that pushed for certain amendments to the law, some of which were adopted. A new phase in the project started when President Medvedev signed the new federal law on legal aid in November 2011, rendering 2012 a transitional year in



At the end of 2010 the Embassy of the Kingdom of the Netherlands in Moscow contacted CILC to organize an essay competition and study visit for Russian law students in Moscow and Saint Petersburg. In the first months of 2011 a competition that focused on the correlation between international law and the notion of state sovereignty was launched, and in May five winners were invited to come to The Hague in the first week of July. This study visit combined legal, political and cultural elements. The picture shows the Russian law students in front of the Kurhaus in Scheveningen for a welcome dinner.

the provision of legal aid. By 2013 all regions of the Russian Federation are expected to have developed their own regional civil legal aid system. In 2012 the project team will adjust and tailor its activities further so as to connect the project in the best way to the changes spurred by this new law.

Project Manager: Lino Brosius

Assistant Project Manager: Ingrid de Haer

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

2010 – 2012 with a total budget of € 490,861

International Law project for Russian students

At the end of 2010 the Embassy of the Kingdom of the Netherlands in Moscow contacted CILC to organize an essay competition and study visit for Russian law students in Moscow and Saint Petersburg. In the first months of 2011 a competition that focused on the correlation between international law and the notion of state sovereignty was launched, and in May five winners were invited to come to The Hague in the first week of July.

This study visit combined legal, political and cultural elements. It included a briefing on the Dutch legal system at the Council for the Judiciary, a visit to the Ministry of Foreign Affairs on the multifaceted bilateral relationship between the Netherlands and the Russian Federation, and a visit to the Ministry of Justice. Next to that, the student group visited the Lower House of Parliament and the Ridderzaal for an introduction to the Dutch political system. Subsequently the group was treated to a presentation at the International Criminal Tribunal for the former Yugoslavia (ICTY) and the International Criminal Court (ICC). In addition, visits were paid to Leiden University, Amsterdam city centre and the Legal Aid Board and the Legal Service Counter (Het Juridisch Loket) in Utrecht for an introduction to the Dutch

system of subsidized legal aid. The group also met with Dutch legal experts Ruth van der Pol, a judge at the Court of Appeal in Leeuwarden, Dr. Wim Timmermans, an attorney at law in Leiden, and Huub Willems, a professor of corporate litigation at Groningen University, who had commented on their submitted essays. At the CILC office a lively moderated discussion on the relation between international treaties and national domestic legislation and the various international courts and their jurisdiction followed. CILC is looking forward to organizing a similar competition and study visit in 2012.

Project Manager: Lino Brosius

Assistant Project Manager: Anna Demoed

Supported by the Netherlands Embassy in Moscow

2011 with a total budget of € 22,370

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* (UIHJ) and the German Gesellschaft für Technische Zusammenarbeit/ Open Regional Fund for Legal Reforms in South East Europe (GIZ/ORF). It supports the reform of enforcement law and strengthens regional cooperation in enforcement in the countries of the Western Balkans (Albania, Bosnia-Herzegovina, Croatia, Kosovo, Macedonia, Montenegro and Serbia). The actual complex and labour-intensive activities are conducted by the BERP team (a project director, a key expert, a project assistant and seven local coordinators based at GIZ/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 2011, project activities carried out in each country very much depended on the specific state of affairs and the speed of the reform efforts. With the support of BERP, a number of major steps could be undertaken in the various countries, for example: the preparation of a training needs assessment in Albania, the organization of a workshop on monitoring and control in Albania, the publication of some public awareness manuals and leaflets in Albania, and the establishment of an office for the Enforcement Agent's Chamber in Albania. In Bosnia & Herzegovina the project team supported the inaugural meeting and opened the office for a national association for court bailiffs, and it developed and disseminated a practical manual for court bailiffs. In Kosovo the further elaboration of the legislative framework for a new enforcement system was supported. In Croatia the team supported the development of a set of by-laws for the new enforcement system. In Serbia the project team provided expert advice to a new enforcement law, and in Montenegro legal expertise was provided for a new enforcement law and bailiff law. Next to these activities the project team successfully worked on the development of a regional manual on the transparency of assets, the publication and dissemination of the book 'Civil Enforcement in the Western Balkans', as well as the development of a concept for a regional convention on cross border enforcement. The project closed on 30 November 2011. It has been one of the larger projects implemented by CILC in the last couple of years. It was also one of the more complex regional projects for which some staff members from CILC have devoted much of their time during these years. The project also marked an intensive cooperation with GIZ and UIHJ, without the support of which the implementation of the project would not have been possible. It can be concluded that through the BERP project, the reform of enforcement law in the region was lifted to a higher level. In most of the countries, the reform will now be further supported by other donors and programmes, and will thus build upon the fundamental aspects laid down by BERP.

Project Manager: Eric Vincken

Assistant Project Manager: Hilde Morre/Ingrid de Haer

Supported by the Dutch Embassy in Belgrade

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



BERP Closing conference in The Hague, June 2011

'Fight against organised crime and corruption: Strengthening the Prosecutors' Network'

Within the framework of the IPA Regional Programme 2010, the European Commission (Directorate-General Enlargement) has provided a € 5,000,000 Grant to a consortium consisting of the German Development Cooperation (lead partner; www.giz.de), and CILC for the implementation of the project 'Fight against organized crime and corruption: Strengthening the Prosecutor's Network'. In the implementation of the project the two consortium partners will cooperate with the Dutch, German, and Slovenian Prosecution Service, the International Association of Prosecutors (IAP), as well as EUROJUST, and the European Judicial Network in Criminal Matters (both

based in The Hague). Additionally, the project will cooperate with the Southeast European Prosecutors Advisory Group (SEEPAG), as well as the Regional Cooperation Council (RCC). This regional project will cover all countries in the Western Balkans (Albania, Bosnia and Herzegovina, Croatia, the Former Yugoslav Republic of Macedonia, Montenegro, Serbia as well as Kosovo under UNSCR 1244/99) and has a duration of 24 months. The specific objective will be to strengthen the operational capacity and capabilities of the General/State Prosecutors' Offices in the beneficiary countries to prosecute and investigate cross-border organised crime and linked cases of economic and financial crime and corruption. This objective will be reached by capacity development of the beneficiaries' Prosecutorial offices by ongoing advisory services of seconded Prosecutors of EU Member states with regard to investigating and prosecuting cross-border cases of organised crime, economic and financial crime, corruption and terrorism. Other advice missions will focus on increasing and institutionalizing cross border capacities for joint investigations, the collection of evidence and requests for mutual legal assistance. Next to that, the project also aims at increasing the integration of the beneficiary countries in various international networks and at fostering and stimulating the cooperation with Eurojust and the European Judicial Network.

The project started on 15 November 2011 with a small-scale road show to all beneficiary countries by the management team of the project, consisting of the Senior High-Level Project Leader, the Project Manager for the Western Balkans and the International Project Manager. The first EU prosecutors will be seconded to the region from early 2012 onwards.

Project Manager: Eric Vincken

Assistant Project Manager: Ingrid de Haer

Supported by the European Commission (DG Enlargement) and the German Government

2011 – 2013 with a total budget of € 5,263,158

The European Union's IPA 2010 Regional Programme
for Western Balkans




**TAKE A ROLE
AGAINST ORGANIZED CRIME AND CORRUPTION!**

The new EU funded project
**"Fight Against Organized Crime and Corruption,
Strengthening the Prosecutor's Network"**
is looking for your help to create a unique and recognisable logo.

Send us your ideas as a pdf, jpg or tif document till 31 January, 2012 to the following
email-address: giz.law@giz.de and win one of the following prizes:

Prizes
1st price winner - 200 Euro
2nd price winner - 100 Euro
3rd price winner - 50 Euro

The contest addresses students of the countries of the Western Balkans.
Employees of the participating institutions and the contracting authorities are not eligible.
The winner of the contest will be invited at the first closing conference (opening of the project) in February 2012.



The Law Development Centre (LDC) is a key institution between university legal education and professional legal practice in Uganda. The institute provides training for legal practitioners through the Bar Course and through Continuous Legal Education. The picture shows LDC Teaching staff doing breathing exercises to improve their teaching methods, following the instructions of law expert Robert Tam.

SUB-SAHARAN AFRICA



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 ultimate aim to increase performance in the sector guided by new structures, procedures and better qualified justice system personnel. In addition, legislation is being modernized and adapted to Rwanda's recent integration in the East African Community and the British Commonwealth. All these recent legal developments have provided enormous challenges, requiring higher numbers of better-trained Rwandan legal professionals who are able to – depending on their specific legal profession – draft, apply or implement these new rules and systems. Since 2005 CILC has been involved in several training programmes in the Rwandese legal sector.

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 Rwandan 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 has provided ILPD with

assistance and advice to ensure the proper management and delivery of ILPD judicial training activities. By the end of the project in September 2011 the most important management systems were installed and operational and ILPD managed to provide three DLP's a year. Staff members have been trained in, among other things, internal organizational procedures, financial administration procedures, human resource management and communication. Moreover, ILPD was able to replace international Faculty staff (external trainers) by national experts, building continuity in this relevant legal educational institute. Also a new Diploma Programme on Legislative Drafting has been developed and its implementation will start in 2012. Both the DLP programme and the Diploma Programme on Legislative Drafting have been approved by the Higher Education Council.

With the support of the NUFFIC project ILPD was able to lay the foundation for a good functioning organization. In the three years since opening its doors the ILPD is able to deliver quality services to legal professionals in Rwanda because of its highly qualified Faculty members and the improved coordination of activities. This is a good point of departure to further improve on the quality of services delivered by ILPD and its contribution to the promotion of the rule of law in Rwanda.

Project Manager: Marja Lenssen

Assistant Project Manager: Ingrid de Haer

Supported by NUFFIC

2007 – 2010 (extended until September 2011) with a budget of € 529,776

Strengthening Human Resource Capacity of the ILPD

In the previous project, the ILPD was mainly supported by the MDF Training & Consultancy and CILC consortium to ensure that proper management tools and procedures were put in place. In the current project, in which the consortium

has been joined by Utrecht University, the focus will be on enhancing the capacity and skills of ILPD staff through long and short-term training. ILPD's mandate is to supervise all legal training in Rwanda. This is a huge task for the limited capacity which the institute has. The focus will therefore be on coordinating legal training and assuring the quality of training with support from the other institutions in the sector, thereby improving its own Continuous Legal Education (CLE). During the project period ILPD also intends to expand its activities to research and consultancy. Research is crucial for informing the Justice Reconciliation Law and Order Sector (JRLOS) on policy, legal and practice gaps, and to initiate reforms in those areas. ILPD's new Rector and Vice Rector academics are ambitious in raising quality standards at ILPD.

Project Manager: Marja Lenssen

Assistant Project Manager: Ingrid de Haer

Supported by NUFFIC

2010 – 2014 with a budget of € 999,494



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 of the legal sector through a sector-wide approach. JLOS has increased 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 2011 CILC was involved in the implementation of two major training programmes for JLOS institutions.

Judicial Studies Institute

The Judicial Studies Institute (JSI) in Kampala was established in 2004 as part of the Uganda Judiciary. Previously, there was no training institute for magistrates and judges in Uganda. The institute was established to address the shortcomings of the justice sector, namely the lack of adequate training for judicial personnel, the slow disposal of cases and hence the non-ability to reduce case backlogs and the poor case administration. Corruption is another problem that the justice sector is facing which hinders access to justice for many, especially the poor. With government initiatives and different donor support, efforts are being made to tackle the aforementioned problems. Since 2009 substantial financial support from the Dutch government has been offered to JSI to assist in strengthening its management and institutional capacity and to upgrade its curriculum and didactical training methods. Curriculum development and course development are considered to be key elements in the project on which all other project activities hinge.

Already in 2010 a task force of 14 members was established to develop new courses for the JSI curriculum. These new courses were to be more practical, planned and relevant to develop practical skills that the judiciary and supporting staff need for their daily work.

In 2011 a great deal of focus was put on the development of the new courses and the related teaching manuals and materials. Together with the curriculum task force new courses were selected and tasks were divided among the group. Members engaged in lively discussions with each other and received special guidance from the experts during the regular task force meetings and their one month visit to the Netherlands and the UK.

Various training programmes and workshops were organised in 2011 to guide the task force members in developing their courses and to improve their skills and teaching methodology. Despite these efforts, course development remained very

challenging and exhausting for the full-time employees of the judiciary. The actual course delivery is scheduled for the first half of 2012.

In this project CILC leads a Dutch consortium which further consists of MDF Training & Consultancy and legal experts from Utrecht University.

Project Managers: Karin Nijenhuis/Adeline Tibakweitira

Assistant Project Manager: Anna Demoed

Supported by NUFFIC

2009 – 2012 with a total budget of € 1,500,000

Law Development Centre

The Law Development Centre (LDC) is a key institution between university legal education and professional legal practice in Uganda. The institute provides training for legal practitioners through the Bar Course and through Continuous Legal Education (CLE). In response to increasing numbers graduating from university, LDC has faced increased intakes. LDC has to manage these without corresponding increases in resources, both human and infrastructural. Besides, student qualifications were declining, putting pressure on LDC to provide remedial teaching in substantive law.

The implementation of the project started in 2008 with a Legal Education Review (LER) which was carried out by two Ugandan and one Dutch professor. The LER resulted in recommendations that were adopted during a well-attended stakeholders' meeting in February 2009. The recommendations have been a guideline for further development at LDC. With support of the project the institute has reviewed its curriculum and a computer lab has been installed. LDC's organizational, financial and management structures have been reviewed and law reporting has again become an important activity.

In order to improve the quality of its products, LDC introduced

pre-entry examinations in July 2010 backed up by regulations put in place by the Law Council. As a result of the pre-entry exams, the student intake on the Bar Course reduced (from over 600 to 323).

LDC's decision to establish pre-entry examinations has taken strategic discussions on the reform of legal education in Uganda one step further and Law Faculties have raised standards accordingly. With the restructuring, which started at the end of 2011, LDC is making another effort towards improving quality.

Project Manager: Marja Lenssen

Assistant Project Manager: Anna Demoed

Supported by NUFFIC

2007 – 2012 with a total budget of € 1,600,000

Strengthening Forensic Expertise and Management of Scenes of Crime

In 2011 CILC entered into a new field of expertise, forensic sciences. In Uganda a rather unique consortium has been established, bringing together representatives of different fields of forensic expertise. The Uganda consortium consists of the Government Analytical Laboratory (GAL), the Forensic Service Department of Police (FSD) and the Regional Centre for Quality Health Care (RCQHC), representing the (forensic) pathologists. CILC and its consortium partner MUNDO Maastricht University, will support the Uganda consortium in strengthening policy and the legal and institutional framework for forensic science management in Uganda. Additional focus will be on enhancing the capacity and skills of the forensic experts from GAL, the Scenes of Crime Officers, (forensic) pathologists and clinical workers through long and short-term training. Apart from the forensic experts other target groups will be addressed as well. A Certificate Course in Forensic Sciences will be developed for law enforcement

and legal professionals and sensitization of the general public concerning crime prevention and detection will be set up. All the activities will be implemented with the support of the Netherlands Forensic Institute (NFI) and the Maastricht Forensic Institute (TMFI).

Project Manager: Marja Lenssen

Assistant Project Manager: Anna Demoed

Supported by NUFFIC

2011 – 2014 with a total budget of € 1,199,968



Entrance of the Government Analytical Laboratory, Kampala, Uganda

WORLDWIDE

Toolkits for Rule of Law **Administrative Law Toolkit**

Innovative Rule of Law Initiative

Together with three Dutch internationally-orientated institutions - the Hague Institute for the Internationalisation of Law (HiIL), the European Academy for Law and Legislation (EALL), and Microjustice Initiative, CILC started the Innovative Rule of Law Initiative (IRI) in 2009. The aim of IRI is to develop and implement open processes to support rule of law innovation. IRI also provides innovative products and services that strengthen the rule of law.

IRI 1

Toolkit 1 *Administrative Law* is being developed as a guide for legal professionals and organizations working in the field of administrative law. It is of great importance to provide information to the counterparts in the beneficiary countries on implementing a new administrative legal system. This Toolkit will facilitate this decision-making process, as it will contain a compilation of the experiences and lessons learnt from different administrative law projects in various countries. The research that has been carried out for the development of the Toolkit has led to interesting conclusions on innovative approaches regarding both the legislation processes and the project implementations. In consultation with Dutch experts in Administrative Law, knowledge, practices and experiences have been exchanged. This expertise was compiled in a draft Administrative Law toolkit. Subsequently international experts on Administrative Law and local partners in the field of Administrative Law have been consulted during an expert

meeting organized in October 2011 in The Hague. In addition, the project team has exchanged its experience in developing the toolkit during the 'Expert Conference on the Rule of Law and Administrative Justice', organized by the OSCE and the Folke Bernadotte Academy and held in Vilnius in November 2011. In December 2011 CILC visited one of its most successful projects in administrative law – in Georgia – to interview the Ministry of Justice, the President of the Supreme Court, the Head of the Judicial Training Centre and the Director of the Georgian Young Lawyers' Association. CILC examined the changes and developments that have taken place in Georgia after the conclusion of the administrative law project. One of the outcomes is a promising innovation with respect to the citizen-government relationship that will be realized as a best practice in the toolkit.

Project Manager: Rosalie Brasz

Assistant Project Manager: Anna Demoed

Supported by the Dutch Ministry of Economic Affairs & the Municipality of The Hague

2009 – 2011 (extended until April 2012) with a total budget of € 207,390



Co-creation day, The Hague August 2011

IRI 2

The IRI partners HiiL, Tisco and CILC continued their activities within IRI 2, and created an Innovation Model based on the innovation processes developed in conjunction with the experts. This model provides a generic description of an innovative product development process within the Rule of Law domain. In 2011 the innovative rule of law products and services have been made available on a virtual communication platform: www.innovatingjustice.com.

Within IRI 2 CILC also works on the development of a business model for the Toolkits to ensure their sustainability. In this perspective the IRI partners organized a Co-Creation Day for business models of innovations in the rule of law. The Administrative Law toolkit was one of the six cases that the participants – legal professionals and innovative entrepreneurs – were tasked to work on. The participants who co-created a business model for the Administrative Law Toolkit won a prize for developing the most promising business model.

As part of the IRI 2 project, CILC is working on three additional toolkits:

Toolkit 2 Court Administration

This toolkit will address the system related to the management of the judiciary as a whole, as well as the management aspects of the individual courts and individual judges. It underlines the process of case-flow management from filing to closure and therefore includes the analysis of processes needed to support this function. CILC has assisted various Eastern European and developing countries in enhancing their court administration. Extensive background research on a number of these projects has been carried out. Various experts were consulted as to their experiences and know-how in introducing and improving court administration in transitional and developing countries. This research and exchange of experience and know-how was an ongoing process in 2011. It has led to a report including a

framework of Court Administration processes.

Toolkit 3 Training of Legal Professionals

Supporting law faculties and judicial training institutions in modernizing their education and training for legal professionals has played an important role in CILC's focus on implementing and strengthening the Rule of Law. Therefore CILC analyzed projects on curriculum development and the training of legal professionals, focusing on management, staff development and infrastructure. This has led to an extensive report that experts are currently transforming into a promising framework.

Toolkit 4 Methodology/Enforcement Law

In its work on Toolkit 4, CILC started to develop an instrument that would provide a methodology by which supply and demand in rule of law issues can be matched in an orderly, professional and transparent way. Although this study on methodology was aborted prematurely in the spring of 2011, the results yielded up to then have been taken into consideration in all four toolkits. Meanwhile it was decided to shift the focus for a fourth toolkit to enforcement law, as CILC has a tremendous track record of experience with respect to enforcement law and enforcement law projects. Furthermore, enforcement law systems are of growing importance for the European and international institutions. An expert has been working on background research and has developed a framework for enforcement law, upon which this new fourth Toolkit will be based.

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Appendix I

CILC's Executive Board and Board of Trustees

Executive Board

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S.I.H. Gosses (former Dutch Ambassador to Poland and Turkey)

A. IJzerman (Dutch Ministry of Justice)

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Netherlands Company Lawyers' Association (NGB)

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Netherlands Mediation Institute (NMI)

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Royal Netherlands Notarial Organization (KNB)

S. Verbeek

Royal Dutch Organization of Court Bailiffs (KBvG)

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VU University Amsterdam Law Faculty

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Groningen University Law Faculty

C.H.M. Bartelds

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Isabel Garcia Canton (as of June 13)

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Appendix III

Project Partners

ALBANIA

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Office of the Prosecutor General

BOSNIA-HERZEGOVINA

Center for Judicial and Prosecutorial
Training of FBiH
Center for Judicial and Prosecutorial
Training of RS
High Judicial and Prosecutorial Council
Office of the Prosecutor General

BULGARIA

Bulgarian Chamber of Private
Enforcement Agents
Ministry of Justice
Project Space

CROATIA

Judicial Academy of Croatia
Ministry of Justice
Office of the Prosecutor General

FRANCE

International Union of Judicial Officers
(UIHJ)

GERMANY

Deutsche Gesellschaft für Internationale
Zusammenarbeit (GIZ)
GFA Consulting Group
ICON Institute
IRZ-Stiftung

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
National Bureau of Enforcement (NBE)
Parliament of Georgia (Commission on
Health Care and Social Affairs)
Training Centre of Justice of Georgia

GREAT BRITAIN

College of Law, London
School of Law, University of
Westminster

INDONESIA

House of Representatives (DPR)
Ministry of Law and Human Rights,
Directorate-General of Law and
Legislation
Centre for Indonesian Law & Policy
Studies (PSHK)
Ministry of the State Secretariat of the
Republic of Indonesia

KOSOVO

Kosovo Judicial Institute
Ministry of Justice
Office of the Prosecutor General

MACEDONIA

Academy for Training of Judges and
Public Prosecutors
Chamber of Enforcement Agents
Ministry of Justice
Office of the Prosecutor General

MONTENEGRO

Judicial Training Center
Ministry of Justice
Office of the Prosecutor General
Supreme Court of Montenegro

MOROCCO

La Cour Suprême du Royaume du Maroc

Le Ministère de la Justice du Royaume du Maroc

L' Institut Supérieur de la Magistrature

L'Amicale Hassania des Magistrats

Marocains (AHMM)

Le Barreau des Avocats de Rabat

L'Union de l'Action Féminine (UAF)

PALESTINIAN TERRITORIES

Equity Legal Group

Ministry of Justice

Office of the Attorney General

Palestinian Training Institute

Supreme Judicial Council

RUSSIAN FEDERATION

PILnet, Moscow office

Presidential Council for the Codification and Improvement of Civil Legislation

Research Centre for Private Law under the President of the RF (RCPL),

Moscow

Supreme Arbitration Court of the Russian Federation

RWANDA

National Institute of Legal Practice and Development (ILPD)

SERBIA

Ministry of Justice

Office of the Prosecutor General

SWEDEN

Swedish Enforcement Authority

Folke Bernadotte Academy

THE NETHERLANDS

Academy for Legislation

EUROJUST

European Academy for Law and Legislation

European Judicial Network in criminal matters

Groningen University Law Faculty

Hague Institute for the

Internationalisation of Law

Hogeschool Leiden

International Association of Prosecutors

Law and Governance Group of

Wageningen University

Leiden University Law Faculty

Maastricht University Centre for

International Cooperation in

Academic Development (MUNDO)

MDF Training & Consultancy

Microjustice Initiative

Nederlands Forensisch Instituut (NFI)

Regional Cooperation Council

T.M.C. Asser Institute

The Hague Institute for Global Justice

The Maastricht Forensic Institute

(TMFI)

Training and Study Centre for the

Judiciary (SSR)

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Court of Cassation

Justice Academy of Turkey

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UGANDA

Forensic Service Department of Police (FSD)

Government Analytical Laboratories (GAL)

Judicial Studies Institute (JSI)

Justice, Law and Order Sector

Secretariat (JLOS)

Law Development Centre (LDC)

Makerere University, College of Health Sciences

Regional Centre for Quality Health Care (RCQHC)

UNITED STATES

Checchi Consulting

DPK Consulting

National Center for State Courts

USAID

Appendix IV

Income statement

	Realization 2011	Budget 2011	Realization 2010
	€	€	€
Funding			
Project allowances	3.584.133	2.509.902	3.237.799
Other funding	44.945	10.000	21.564
Exchange Rate difference			-241
Total funding	3.629.078	2.519.902	3.259.122
Costs			
Personnel costs	1.092.686	804.911	874.587
Overhead costs	158.152	212.100	131.395
Direct costs related to projects	2.521.925	1.485.180	2.404.187
Total costs	3.772.763	2.502.191	3.410.169
Result	-143.685	17.711	-151.047

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