
Annual Report 2016

International Legal Assistance Consortium

ILAC is a worldwide consortium providing technical legal assistance to post-conflict countries.

Today, ILAC has 50 member organisations representing judges, prosecutors, lawyers and academics worldwide.

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International Legal Assistance Consortium

Annual Report 2016



International Legal
Assistance Consortium

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Dear Members and ILAC Friends

As we look forward to 2017, which will mark the 15th Anniversary of ILAC, 2016 provided us with an opportunity to review ILAC’s historical journey and consider how we should position ourselves within the development world as it exists today.

It was clear that we needed to strengthen our governance structure and internal processes so that we, our membership, our beneficiaries and our donors could be confident that we would deliver upon expectations and objectives with probity and reliability.

In this report you will see how we have progressed in terms of our expanding external programmes in the MENA region, Syria, and in Latin America. Further, we conducted two ILAC assessments during the year – both in difficult and demanding environments and politically sensitive contexts. Alongside this we have been working extensively to ensure that our internal mechanisms are robust and have also been preparing the groundwork for a new 5 year Strategic Plan for 2017-2021, including consultation with members and other stakeholders.

At our Annual General Meeting (AGM) in Stockholm in May 2016, we amended our By Laws to conform more accurately with Swedish law. Our Executive Committee became a Board of Directors-the primary decision making body of ILAC; The Chair became The President of ILAC and the ILAC Council was transformed

into a smaller Advisory Council –providing advice to the Board and the Secretariat upon key issues-such as the shape and substance of the Strategic Plan. During the AGM in Stockholm we also had a public seminar “Breaking the Cycle of Violations: Reforming Judiciaries as Prevention” together with the UN Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence, Pablo de Greiff. The Seminar was also the starting point for a continued dialogue between ILAC members, the UN and other International actors about the importance of judicial independence in transitional settings.

We welcomed 3 new members during 2016. The Tunisian Bar Association and two distinguished individual members, Ebenezar Kwaitoo from Ghana and Judge Keith Raynor from the UK. Judge Raynor was one of the experts engaged in the Syrian assessment. During the AGM we conferred honorary life membership upon Joan Winship, former Chief Executive of the International Association of Women Judges.

At the conclusion of the AGM, we were very pleased to accept an invitation from our Board member Kimitoshi Yabuki on behalf of the Japan Federation of Bar Associations in conjunction

with the Japanese International Cooperation Association(JICA) to hold our AGM for 2017 in Tokyo.

The Secretariat has expanded to accommodate the growing needs of ILAC. During 2016 a new Head of Administration and Deputy Director, Silvija Tolomanoska, was appointed following the departure of Per Lagerstrom, our office manager, to pastures new. A new Programme Manager for the MENA program, Ulrika Nilsson also joined us, as well as two interns.

Another signature event for ILAC in 2016 was the Stockholm Human Rights Award-which was awarded to President Mary Robinson. ILAC is a voting member for this prestigious award along with the IBA (International Bar

Association) and the Swedish Bar Association. The event was attended by more than a thousand people.

The final version of the ILAC Strategic Plan for 2017-21, clearly express and recognises the unique value of ILAC's membership through the expertise and insights that our members contribute for the benefit of those we support. We thank you for continuing with that support.

Elizabeth Howe
ILAC Preseident

Agneta Johansson
ILAC Executive Director

ILAC Assessments 2016



Syrian Arab Republic

In November 2016, a team of experts from ILAC's membership made an assessment of the current status of the justice system in Syria.



ILAC Executive Director, Agneta Johansson, led the mission with nine experts from the American Bar Association, German Bar Association, International Association of Women Judges, Law Society of England and Wales, and individual ILAC members.

Unable to enter the country, the team travelled to Syria's neighbouring countries and interviewed over a hundred Syrian lawyers, judges and civil society representatives in what is the only published study to date looking at justice institutions in all of Syria.

It reviews what justice sector institutions remain and what new institutions that have emerged during the conflict, and provides recommendations on how Syrians and the international community can work to increase institutional stability and improve access to justice.

Thanks to additional funding provided by Sida, ILAC was able to include a gender expert from the American Bar Association who undertook an expanded study of the status of women in the Syrian justice sector which was integrated in the final assessment report published in April 2017.

Central African Republic

With the support of the Ministry of Justice and UN Peace Keeping Mission, ILAC assessed the Central African Republic's justice sector in October 2016.



Christian Ahlund, ILAC's founding executive director, led the mission with four ILAC experts from the American Bar Association, International Association of Women Judges and the Cyrus R. Vance Center for International Justice.

The assessment mission came about after some in the international community questioned what can be done now in the Central African Republic to build a justice system after years of conflict and general instability.

ILAC's assessment focused primarily on institutions and actors in the Central African Republic's criminal justice system and provides a present state-of-affairs as well as concrete recommendations on how to improve. While the Central African Justice sector lacks even the most basic infrastructure and administrative capacities, the report provides a roadmap on how to prioritize professional

training for all actors in the system on key issues such as international standards on due process and fair trial, as well as gender justice.

The report also recommends various measures to be taken to help reverse the situation in the Central African Republic where alarming numbers of women and children are subject to sexual crimes with the perpetrators going unpunished. These measures include a victim and witness protection programs which would also help serve the Special Criminal Court.

ILAC published its Central African Republic justice sector assessment in April 2017 and has begun to roll out our findings through a series of meetings and events in Bangui, Stockholm, New York and Washington D.C.

ILAC's primary donor, Swedish Sida, funded the assessment.

ILAC PROGRAMMES 2016

MENA Programme

During 2016, ILAC and five of our member organisations implemented the third and final year of the 2014-2016 MENA Programme. This comprehensive programme included activities of a regional nature, as well as programs with specific country-focus in Tunisia and Libya.

It addressed e.g. issues of access to justice, strengthening the role of women in the judiciary, protection of human rights, public trust in the judiciary, and promotion of anti-corruption measures throughout the justice sector. Some of these projects still have activities left to do and ILAC has therefore agreed with Sida about a “Bridging Period” of 15 months, to continue these projects. During this period we will also develop a proposal for the next MENA Programme which hopefully can begin in April 2018.

Regional Projects



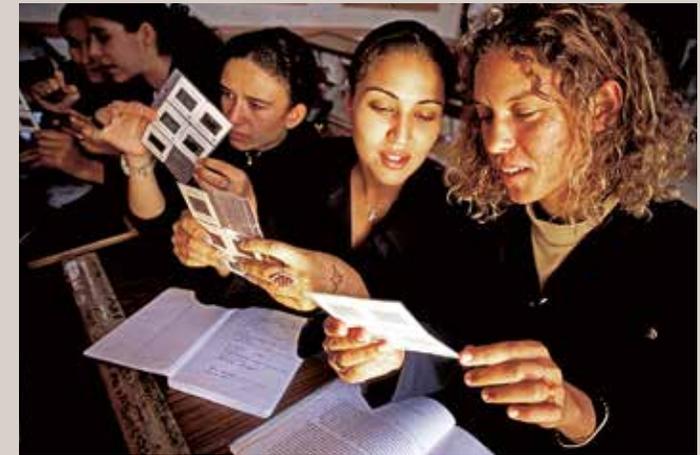
Supporting application of human rights standards by Arab courts

During 2016, Raoul Wallenberg Institute of Human Rights and Humanitarian Law (RWI) continued its work with seven judicial training institutes from the region (Algeria, Iraq, Jordan, Lebanon, Morocco, Palestine and Tunisia). This included the development of a manual introducing teachers to newly developed methodology for teaching international human rights standards alongside the national law. All the judicial training institutes have also conducted comparative research between a selected area of law and international human rights law aimed at identifying and analysing potential non-conformities between domestic laws and ratified international human rights conventions. The project will continue until March 2018.

Strengthening women judges' capacity to provide judicial leadership on gender and access to justice

In 2016, this project implemented by the International Association of Women Judges (IAWJ), continued to gather women judges from seven countries in the region to identify obstacles facing women as professionals in the judiciary, as well as those facing women litigants. A successful workshop was also held (together with the CEELI Institute) in Tunisia on the gendered aspects of corruption, i.e. 'sextortion'. The project will continue until July 2017.

Libya



The American Bar Association Rule of Law Initiative has continued its work under the MENA Programme to strengthen the capacity of human rights advocates in Libya.

Deteriorating conditions in the country led to the adjustment of activities, broadening the support to the National Council for Civil Liberties and Human Rights to also include legal professionals and civil society organisations in Libya. The support has involved training focused on effective monitoring, documentation, and reporting on human rights in Libya's tenuous security environment for senior NCCLHR staff, human rights legal professionals, and CSO leaders. The project will continue until March 2018.

Tunisia

Training of Tunisian judges

The CEELI institute and International Bar Association Human Rights Institute (IBAHRI) continued to work with Tunisian judges on topics the judges themselves identified as pertinent. During the year, the IBAHRI delivered five training-of-trainers workshops (together with the Danish organisation DIGNITY) to Tunisian judges and prosecutors regarding the role of the judiciary in combating torture and other forms of ill treatment.

The CEELI Institute developed and organised four judicial sessions supporting a group of highly motivated judges to work together to identify the main problems in building solid public trust in the judicial profession, and practical ways to improve the situation.

International criminal law training

During the year, the IBAHRI delivered two moot court sessions, based on an International Criminal Court (ICC) case. This provided an opportunity to the pool of judges and prosecutors who had participated in the phase I substantive legal trainings on international criminal law, to put their learning into practice and to get a sense of the adversarial legal system used before the ICC.

Strengthening the capacity of an institutional framework to combat corruption

In 2016, due to the delays in establishing the constitutionally-based anti-corruption agency, the CEELI Institute changed the focus of their sessions under this project, in coordination with the Tunisian Anti-corruption Agency (Instance Nationale de la Lutte Contre la Corruption, INLUCC) and ILAC. Instead of exclusively focusing on INLUCC's staff, the participants have since 2015 included a wide selection of professionals from various backgrounds related to the subject at hand. This enabled us to share relevant expertise with a much broader professional audience, and helped reinforce INLUCC's position as an institution to which these professionals can turn for world-class anti-corruption expertise.



Improving Court Administration in Tunisia

A new project implemented by the member National Center for State Courts (NCSC) and ILAC in cooperation with the Tunisian Ministry of Justice, mainly funded by the U.S. Department of State Bureau of International Narcotics and Law Enforcement Affairs (INL), started in February 2016.

The project will run for two years and aims to improve the court administration system and court management in Tunisia, targeting six focus courts in different parts of Tunisia (Ariana (in greater Tunis), Bizerte, El Kef, Sousse and Tozeur). During the first part of the year, local NCSC staff were recruited, new office premises were set up, and commitment from all Tunisian partners was ensured in order to officially launch the project during an event in Tunis in June.

Later in the year training sessions on record management and communication for a total of 74 court clerks were carried out. Following the training sessions, participating clerks have acted to introduce new tools to better control case flow and improve litigant welcome and orientation in their courts.

Syria

2016 marked the final year in the ILAC Syria Programme. The programme, which was funded by the Swedish Sida, was designed as a life-line project to support law professionals in their efforts to maintain basic institutional services in Syria during the conflict.

The Programme's flagship component has been the successful establishment of 15 documentation centres to uphold provision of civil documentation services to the Syrian population in areas where the Syrian government is no longer in control. These centres fulfil the role previously played by Syrian civil registries where such services are no longer available to the Syrian public.

ILAC works with local administrations and with organisations of Syrian law professionals to ensure that the documents issued are secure and adhere to the same rules and procedures as those issued in other parts of Syria. ILAC now supports centres in Aleppo, Idlib, Homs, Quneitra and Daraa. In 2016, a centre in Daraya was forced to relocate after opposition forces there surrendered and returned the area to the Syrian government after four years of siege and starvation.

In total, documentation centres supported through the ILAC Syria Programme had issued nearly 100 000 marriage certificates, birth certificates and similar personal status

documents between November 2014 and the end of 2016. Nearly 80 000 of these were issued in 2016 alone.

The Syria Programme also includes a component aimed at strengthening the capacity of Syrian law professionals and justice sector institutions. In January 2016, ILAC and the German Bar Association (Deutscher Anwaltverein – DAV) arranged a two-day seminar for Syrian lawyers and judges on the topic of "Representation of interests of the legal profession and selected aspects of International Criminal Law". The meeting focused on an exchange of experiences between the DAV and Syrian participants on the constitution and working conditions of the Legal Profession in pre-war Syria and the role of Syrian legal professionals in the diaspora in supporting justice, as well as thematic discussions on the possibilities of seeking accountability for war crimes and crimes against humanity in the Syrian context.



In April 2016, ILAC arranged another training for eleven Syrian judges, lawyers and civil society activists on the topic of "Human rights-based responses to internal displacement". The training centered on UN standards on human rights protection in humanitarian settings regarding issues such as property restitution and missing persons.

AIJA English Courses

In addition to the above, the ILAC Syria Programme also includes one component that is funded by the Association Internationale des Jeunes Advocats (AIJA). Together, ILAC and AIJA provide targeted English courses to lawyers and judges in the Syrian diaspora to help building the capacity and independence of the Syrian legal civil society. Thanks to a decision by AIJA to provide additional funds, the courses were able to continue on its second year in 2016. This year, several of the participants in the English course have been able to participate in other activities without

translation and at least one of the judges has begun work as a consultant for an English speaking international organisation from previously having been unable to communicate in English.

New ILAC Syria Programme 2017-2019

During the year, ILAC successfully submitted an application for continued funding for a new programme period, which was granted by Sida. The new programme will cover three years between 2017-2019. In addition to continued funding for documentation centres, the new programme will expand support for Syrian law professionals and will be implemented together with ILAC member organisations.

Latin America

During 2016, ILAC worked with its member the International Bar Association (IBA) to support a ground-breaking course in international commercial law for Cuban lawyers. A group of forty lawyers selected by the Cuban national partner, the National Organization of Law Firms (Organización Nacional de Bufetes Colectivos, or ONBC) attended four three-day modules on key doctrinal areas of international commercial law (international sales, partnerships and joint ventures, intellectual property and arbitration).



In June of 2016, ILAC President Elizabeth Howe, Executive Director Agneta Johansson and Senior Legal Expert Rhodri Williams travelled to Havana to discuss the course with the leadership of the ONBC and to explore possible future cooperation with other justice sector actors, including the Office of the General Prosecutor, the Supreme Court and the Faculty of Law of the University of Havana. In November, Mr. Williams returned to Havana with Swedish Bar Association Secretary General Anne Ramberg to observe the fourth and final ONBC course and continue exploring possibilities for cooperation with other actors.

ILAC also continued exploring possibilities for broader engagement in the Latin America region. In June 2016, ILAC life members

Joan Winship and Mike Enwall presented ILAC's work at a well-attended panel at the Inter-American Bar Association (IABA) Annual Meeting in Miami, Florida. The panel was chaired by Juan Bennazar, member of the IABA Council and the ILAC Board of Directors, and was attended by IABA President Dr Carlos E López-López, IABA Secretary General Carolina Obarrio; AIJA President Orsolya Görgényi, and IBA Vice President Horacio Bernardes-Neto.

In September 2016, ILAC began discussions with the ICJ Central America Regional Office and the Guatemalan Association of Judges for Integrity (Asociación Guatemalteca de Jueces por la Integridad - AGJI) regarding possible ILAC activities in Guatemala in 2017.

Policy Dialogue - Transitional Justice and Prevention



During 2016, ILAC initiated contact with the UN Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence, Pablo de Greiff, as well as the then- Special Rapporteur on the independence of judges and lawyers, Monica Pinto.

The aim of the dialogue was to contribute to a broader discussion Mr. de Greiff had initiated on how institutional reform measures – including judicial reform – could help prevent the recurrence of conflict and atrocities in societies undergoing transitions. Given that holders of the “judges and lawyers” mandate have frequently carried out missions to conflict-affected countries, the aim was to convene both rapporteurs and contribute with ILAC’s experience.

Mr. De Greiff participated in ILAC’s seminar on “Breaking the Cycle of Violations: Reforming Judiciaries as Prevention” held at ILAC’s

Annual General Meeting (AGM) in Stockholm in May 2016. At the seminar, de Greiff introduced his findings on prevention and expressed his hope that organizations such as ILAC’s members could contribute with their experiences to the development of policies on dealing with the intricacies of judicial reform. Given ILAC’s experience working with justice sector institutions, he saw a particular opportunity to reinforce the effectiveness of transitional justice policies in this area.

After the AGM, ILAC has developed a Discussion Paper on Judicial Reform and Prevention and the dialogue with the two rapporteurs continues.

Stockholm Human Rights Award

Mary Robinson, the seventh – and first female – President of Ireland, held office between 1990 and 1997. She is widely regarded as having been a transformative figure for Ireland and is credited with revitalising and liberalising the presidency. Upon taking up post at the UN in 1997, she was given the mandate to set the human rights agenda within the organisation and internationally.

Presently, as President of the Mary Robinson Foundation – Climate Justice, Mary Robinson staunchly advocates for global justice for people most vulnerable to the impacts of climate change – the poor, the disempowered and the marginalised across the world. She lectures tirelessly on the topic, travels the globe to engage with all who are concerned for global justice, and calls constantly and persuasively on world leaders for swift, far-reaching and ambitious climate action. The impact of climate change on people and their rights – to food, safe water, health, education and shelter – is what drives her work.

Ms Robinson has spent most of her life as a human rights advocate and is the recipient of numerous honours and awards throughout the world, including the Presidential Medal of Freedom from President Obama. She is a member of the Elders, former Chair of the Council of Women World Leaders and a member of the Club of Madrid.

The Stockholm Human Rights Award was established in 2009 by the Swedish Bar Association, the International Bar Association (IBA) and the International Legal Assistance Consortium (ILAC). It is awarded annually to a person or an organisation for outstanding services in the support of human rights and the rule of law.



Past recipients of the Award:

2015	Prince Zeid Ra'ad Al-Husseini
2014	B'Tselem
2013	Professor Cherif Bassiouni
2012	Thomas Hammarberg and the European Roma Rights Centre
2011	George Soros and Aryeh Neier
2010	Navi Pillay
2009	Richard Goldstone

Member Organisations

Organization	Contact:
American Bar Association	www.abanet.org
American Judicature Society	www.ajs.org
Arab Lawyers Union	–
Arab Organization for Human Rights	–
Association Internationale des Jeunes Avocats	www.aija.org
Bar Association of India	–
Bar Council of England and Wales	www.barcouncil.org.uk
Bar Council of Ireland	www.lawlibrary.ie
Canadian Bar Association	www.cba.org
CEELI Institute	www.ceeliinstitute.org
Center for Court Innovation	www.courtinnovation.org
Commonwealth Lawyers Association	www.commonwealthlawyers.com
Council of Bars and Law Societies of the EU	www.ccbe.org
Cyrus Vance Center for International Justice	www2.nycbar.org/vancecenter
Danish Bar Association	www.advokatsamfundet.dk
Faculty of Advocates	www.advocates.org.uk
FIDIAM	–
Finnish Bar Association	www.asianajaliitto.fi
German Bar Association	www.anwaltverein.de
Hong Kong Bar Association	www.hkba.org
Inter-American Bar Association	www.iaba.org
International Association for Court Administration ..	www.iaca.ws
International Association of Prosecutors	www.iap-association.org
International Association of Women Judges	www.iawj.org
International Bar Association	www.ibanet.org
International Bridges to Justice	www.ibj.org
International Commission of Jurists	www.icj.org
International Criminal Defense Attorneys Association ..	www.aiad-icdaa.org
International Human Rights Law Institute	www.law.depaul.edu
International Judicial Academy	www.ijaworld.org
International Senior Lawyers Project	www.islp.org
Japan Federation of Bar Associations	www.nichibenren.or.jp
Law Society of Botswana	–
Law Society of England and Wales	www.lawsociety.org.uk
Law Society of Scotland	www.lawscot.org.uk
Law Society of South Africa	www.lssa.org.za
Macedonian Lawyers Association	www.mla.org.mk
Magna Carta – Human Rights Network International .	www.magnacartainstitute.org
Malaysia Bar Association	–
National Association of Women Judges	www.nawj.org
National Center for State Courts	www.ncsc.org
Nepal Bar Association	www.nepalbar.org
Norwegian Bar Association	www.jus.no
Organization of Commonwealth Caribbean	
Bar Associations	–
Palestinian Centre for Human Rights	www.pchrgaza.org
Pan African Lawyers Union	–
Public International Law and Policy Group	www.pilpg.org
Raoul Wallenberg Institute	www.rwi.lu.se
RCN Justice & Democratie	www.rcn-ong.be
Swedish Bar Association	www.advokatsamfundet.se
Tunisia Bar Association	–
Union Internationale des Avocats	www.uianet.org

Individual Members

Member	Country:
Lord Abernethy	Scotland
Ljubica Acevska	Macedonia
Nasser Amin Abdallah	Egypt
Samir Annabi	Tunisia
Sareta Ashraph	UK
Juan Bennazar Zequeira	Puerto Rico
Giuseppe Bisconti	Italy; Life Member
Rodger Chongwe	Zambia; Life Member
Hans Corell	Sweden
Param Kumaraswamy	Malaysia
Francisco Diaz Rodriguez	El Salvador; Life Member
Farouk Abu Eissa	Sudan
Mark Ellis	USA
Michael Enwall	USA; Life Member
Alfred Fofie	Ghana
Elisabeth Fura-Sandström	Sweden
Richard Goldstone	South Africa
Barry Hancock	UK
Paul Hoddinott	UK; Life Member
Ivana Hrdlicková	Czech Republic
Kabineh Ja'neh	Liberia
Natasa Kandic	Serbia
Dianna Kempe	Bermudas
Karim A.A. Khan	UK
Ebenezar Kwaitoo	Ghana
Nina Lahoud	USA
Kadhim Lami	Iraq; UK
Pius Nkonzo Langa	South Africa
Suzannah Linton	Malaysia
Finn Lynghjem	Norway
Peter Maynard	Bahamas
Susan McCrory	Northern Ireland
Lawrence Mchome	Tanzania
Amiin Mekki Madani	Sudan
William D Meyer	USA; Life Member
Zoran Pajic	Serbia; UK
Shelby Quast	USA
Keith Raynor	UK
Paul Francis Rutledge	Australia
Nicholas Stewart	UK
Joan Winship	USA; Life Member
Georgina Wood	Ghana
Christian Åhlund	Sweden; Life Member

ILAC Board of Directors

President of ILAC	Elizabeth Howe	UK
	Juan Bennazar Zequeira	Puerto Rico
	Rolf Ring	Sweden, Treasurer
	Raji Sourani	Gaza, Palestine
	Kimitoshi Yabuki	Japan
ILAC Executive Director	Agneta Johansson	Sweden

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ILAC AGM

2003	Stockholm, Sweden
2004	Cairo, Egypt
2005	New Delhi, India
2006	San Juan, Puerto Rico
2007	Stockholm, Sweden
2008	Rom, Italy
2009	Edinburgh, Scotland, UK
2010	Accra, Ghana
2011	Lisbon, Portugal
2012	Stockholm, Sweden
2013	Prague, Czech Republic
2014	Tunis, Tunisia
2015	Helsinki, Finland
2016	Stockholm, Sweden
2017	Tokyo, Japan

ILAC Council

Organizational Members

Represented by:

American Bar Association	Salli Swartz
Association Internationale des Jeunes Avocats	Gülsüm Aslan
Arab Lawyers Union	Lamia Mobada
Bar Association of India	Prashant Kumar
Finnish Bar Association	Kari Lautjärvi
Inter-American Bar Association	Juan Bennazar Zequeira
International Association of Prosecutors	Elizabeth Howe
International Association of Women Judges	Lisa Davis
International Bar Association	Mark Ellis
Japan Federation of Bar Associations	Kimitoshi Yabuki
Palestinian Center for Human Rights	Raji Sourani
Raoul Wallenberg Institute	Rolf Ring
Swedish Bar Association	Anne Ramberg
Union Internationale Des Avocats	Nick Stewart

Individual Members

Rodger Chongwe
Paul Hoddinott
Kabineh Ja'neh
Susan McCrory
William D. Meyer
Shelby Quast

Annual Accounts

**International Legal Assistance Consortium (ILAC)
For The Fiscal Year 1 January – 31 December 2016.
(802411-1869)**

Tokyo, May 11th 2017

About the Organisation

ILAC formally registered as a non-profit association under Swedish law on 29th December 2001. On September 1, 2002, ILAC began its operations, with office and staff, headquartered in Stockholm.

ILAC's objective as a consortium is to coordinate efforts geared toward rebuilding justice systems in post-conflict and fragile countries in accordance with the rule of law and to protect human rights.

Programmes

In 2016, ILAC managed five of its consortium's members in the implementation of the third-year of ILAC's MENA programme.

ILAC has also continued coordinating and supporting Syrian judges and lawyers in their work to offer Syrians beyond the regime's reach the possibility to formally register marriages, divorces, births, deaths etc. The programme includes 15 documentation centres in Syria, contributing to the issuance of nearly 80 000 documents in 2016 alone. ILAC's member organisations have also contributed to these efforts through various capacity-building trainings for Syrian lawyers in exile.

Through a joint initiative with ILAC's member International Bar Association, ILAC held four courses in commercial law for Cuban lawyers in Havana with local partner, the Organización Nacional de Bufetes Colectivos (the National Organisation of Collective Law Offices in Cuba.)

ILAC's programmes are implemented in highly volatile and conflict-stricken environments and our risk analyses constitute a vital part in our programme planning. Through our adopted Result Change Management mechanism, we are able to manage different types of risk that arise in our work.

Throughout the implementation of the MENA programme, ILAC has measured and analysed all its activities against indicators, benchmarks and measurable annual targets. ILAC's programme outcomes are measured against ILAC's overarching objectives as a consortium. The results are submitted to SIDA biennially.

According to our financial report covering 2016 (2015), 93% (91) of the total revenue was programme-restricted funding, divided between 69% (61) on the MENA programme, 14% (13) on the Syria programme, 3% (0) on improving court administration system in Tunisia, 2% (1) on a project aimed at developing a lawyers' network in Latin America, and 12% (24) on program-related activities on SIDA's core funding.

Assessments

In 2016, ILAC prepared and conducted two assessments, i.e. appraisals of a country's legal system. Upon invitation by the Ministry of Justice, ILAC sent a team to the Central African Republic between October 19th and 31st.

Between November 7th and 17th, ILAC conducted an assessment on the functioning of the Syrian legal system given the ongoing conflict. The team departed from Syria's condition in 2011 and examined what has changed thereafter, and to what extent the various regions in the country differ from one another.

Policy Dialogue

As a consortium, ILAC's operating model consists of coordinating action and identifying synergies among its members. We also seek cooperation with other organisations and partners. In 2016, ILAC initiated a partnership with UN Special Rapporteurs Pablo de Greiff (Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence) and Monica Pinto (Special Rapporteur on the independence of judges and lawyers). Mr. de Greiff participated in ILAC's seminar "Breaking the Cycle of Violations: Reforming Judiciaries as Prevention", held in conjunction with ILAC's annual general meeting May 19th to 21st in Stockholm.

ILAC was also responsible for a panel at the SIPRI International Forum. The panellists were part of a week-long study visit in Sweden, which ILAC arranged for a group of Tunisian judges and lawyers, and for Egyptian judges.

The Stockholm Human Rights Award, established in 2009 as a collaboration between ILAC, International Bar Association and the Swedish Bar Association. In 2016, the Mary Robinson, who today is working towards climate justice in her position as Chairwoman of the "Mary Robinson Foundation – Climate Justice" received the award. She was Republic of Ireland's first female president, and thereafter, amongst other positions, UN High Commissioner for Human Rights.

Organisational Consolidation

Since 2014, ILAC has been working on its organisational development from a variety of approaches. In 2015, an efficiency audit was carried out at ILAC by PwC at SIDA's initiative. Its aim was to assess the reliability and relevance of ILAC's internal systems in regards to organisational structure, operational and financial management, as well as how SIDA's funds are managed in accordance with their agreements.

Acting upon the observations raised by the efficiency audit, ILAC initiated a process of restructuring its internal systems with the help of an organisational consultant, on SIDA's initiative. Jointly with the consultant, ILAC developed a process plan encompassing ten areas, including organisational management and structure, governance, the Head Office's division of responsibilities, strategic plan, implementation system, budgetary and financial management. As a result, ILAC developed a series of manuals throughout the process and provided to SIDA for review. The consultant concluded that ILAC has grown as an organisation throughout the restructuring process and presently fulfils all of SIDA's grant requirements.

In 2016, ILAC also developed a new five-year strategy covering the years 2017-2021. It has been a consultative process in which we involved members, staff, as well as stakeholders and experts within the fields of law and development. The strategy will be discussed and finalised at ILAC's annual general meeting in May 2017.

Members

By the end of 2016 (2015), the consortium comprised a total of 51 (51) member organisations and 43 (41) individual members and 24 (24) member organisations and 9 (9) individual members paid their membership dues. During the year, the Tunisian Bar Association became a new organisational member, and Ebenezer Kwaitoo (Ghana) and Keith Raynor (UK) were elected as new individual members. At the AGM in Stockholm, Joan Winship, former Executive Director of the International Association of Women Judges was elected as an ILAC Honorary Life Member.

Head Office, Staff and Consultants

By the end of 2016, the Head Office in Stockholm was staffed by an Executive Director, Head of Administration, Finance Manager, Finance officer, Director of Programmes, Senior Advisors, MENA Programme Manager and Syria Programme Manager.

In 2016, ILAC employed two new co-workers in parallel with Per Lagerström's resignation. Silvija Tolomanoska was hired as Head of Administration & Deputy Director, and Ulrika Nilsson as MENA Programme Manager. Throughout the year, ILAC has had two interns.

All ILAC employment contracts are based on individual agreements. The Head Office staff receives a physical wellness contribution, as well as the opportunity to partake in capacity-building activities. In 2016, ILAC became a member of IDEA, an NGO employers' association in Sweden.

During 2016, ILAC has upheld its presence in Tunis, Gaziantep and Washington D.C. through contractual agreements with 6 consultants.

Future Development

The larger programmes in the MENA-region, Syria and Cuba will continue in 2017. Activities conducted within the MENA and Syria programmes are managed and monitored in close cooperation between the Head Office in Stockholm and the regional offices in Gaziantep and Tunis.

The consortium's fundraising activities and programme proposals are developed in close cooperation between the ILAC's Head Office and the ILAC's Washington representative.

Governance

Since the Annual General Meeting (AGM) in 2016, the Executive Committee is now reconstituted as the Board of Directors. In 2016, it was comprised of five members. The Executive Director participates in all meetings ex officio. ILAC also has an Advisory Council, which after the AGM in May 2017, will comprise 15-20 members.

The *Board of Directors* has had six board meetings in 2016, four of those meetings we held via teleconference.

Prior to AGM 2017, the ILAC Board of Directors appointed a Nominations Committee under the supervision of Christian Åhlund, who at ILAC's 2017 AGM will present nominations to the Board and Advisory Council.

INCOME STATEMENT	(Footnote 1)	2016-01-01	2015-01-01
		2016-12-31	2015-12-31
Operating income			
Membership fees		63 361	62 632
Contributions	(Footnote 2)	78 886	82 856
Grants	(Footnote 2)	<u>42 947 985</u>	<u>31 578 427</u>
Total operating income		43 090 232	31 723 915
Operating expenditure			
	(Footnote 3,4)		
Purpose costs		- 40 553 423	- 28 931 792
Administrative costs		- <u>2 471 089</u>	- <u>2 615 323</u>
Total operating costs		- 43 024 512	- 31 547 115
Operating result		65 720	176 79
Result from financial income & costs			
Financial income	(Footnote 5)	6 925	8 977
Financial costs	(Footnote 6)	- 3 155	- 618
Banking costs		- 37 159	- 72 601
Total result from financial income & costs		- 33 389	- 64 242
Result		<u>32 330</u>	<u>112 557</u>

BALANCE SHEET		2016-12-31	2015-12-31
ASSETS			
FIXED ASSETS			
Financial assets			
Long-term securities	(Footnote 7)	648 316	580 184
Short term assets			
Tax receivables		45 306	-
Advances to Partners	(Footnote 8)	6 364 537	12 120 066
Other receivables		53 262	2 243
Pre-paid expenses	(Footnote 9)	<u>580 108</u>	<u>52 901</u>
Total short term assets		7 043 213	12 175 210
Cash and bank balances		8 369 292	17 513 064
TOTAL ASSETS		<u>16 060 821</u>	<u>30 268 458</u>
EQUITY AND LIABILITIES			
		2016-12-31	2015-12-31
Equity			
	(Footnote 10)		
Earmarked capital Syria		13 149	44 425
Capital brought forward		679 593	580 184
Year-end result		<u>32 330</u>	<u>68 132</u>
		725 072	692 741
Current liabilities			
Account payables		330 369	360 251
Tax liabilities		-	49 541
Liabilities not used grants	(Footnote 11)	13 692 736	28 250 460
Other liabilities		219 270	215 668
Accrued expenses and deferred income	(Footnote 12)	<u>1 093 374</u>	<u>669 777</u>
Total current liabilities		15 335 750	29 575 717
TOTAL EQUITY AND LIABILITIES		<u>16 060 821</u>	<u>30 268 458</u>

FOOTNOTES

1 Accounting principles

Applied accounting principles are in accordance with Swedish law and approved practices.

Applied accounting principles

Income

Income is accounted for based on the amount to be received. Grants are accounted for based on the principle of revenue recognition. Hence a grant is considered as a debt until expenses occur to be covered by the grant.

Program costs for Partner Organisation

Disbursement to Partner Organisations is considered as a claim until the required reporting has been received from the Partner. It will, once reporting is received, be accounted for as program costs.

Receivables and Liabilities

Receivables and Liabilities are individually accounted for as the amount to be received or reimbursed.

Exchange rate

Receivables and Liabilities in any foreign currency are, with the exception of claims to Partner Organisations, recalculated to SEK based on the exchange rate from the last day of the fiscal year.

2 Contributions and Grants

2016

2015

Contributions

Public	1 300	5 500
Other NGO:s	<u>77 586</u>	<u>77 356</u>
	78 886	82 856

Grants

Sida CORE	5 281 078	6 981 624
Sida MENA	29 579 875	21 031 580
Sida Syria	6 106 256	2 823 983
Foreign Ministry Morocco	-	514 129
Sida Other	779 597	185 829
Other NGO:s	<u>1 201 180</u>	<u>41 281</u>
	42 947 985	31 578 427

3 Staff Costs

2016

2015

Number of Staff, Gender:		
Women	4,3	3,0
Men	<u>3,3</u>	<u>4,0</u>
Total	7,6	7,0

Gender Board of Directors and management

2016

2015

	Total	Men	Total	Men
Board Members	6	4	6	4
Secretary General and Head of Office	2	0	2	1

Salaries, Fees and payroll taxes	2016	2015
Salaries and fees:		
Board members and Secretary General	988 516	1 186 010
Other employees	<u>3 750 297</u>	<u>3 122 842</u>
Total salaries and fees	4 738 813	4 308 852
Payroll taxes		
Payroll taxes	1 459 287	1 257 042
Pension premiums to board members and SG	295 449	134 984
Pension premiums to other employees	293 278	352 126
Pension premium tax	<u>142 825</u>	<u>118 282</u>
	2 190 839	1 862 884
Total salaries, fees and related benefits	6 929 652	6 171 736

4 Operational leasing	2016	2015
The current operational leasing at ILAC is mostly for Office rents and rental cars. The total expenditure for operational leasing 2016 amounted to 1 263 866 (519 554) SEK.		
Future operational leasing commitments:		
Within 1 year	766 000	892 211
1-5 years	1 889 000	1 406 016

5 Financial Income	2016	2015
Interest	169	11
Exchange rate gains on short term assets	<u>6 756</u>	<u>8 966</u>
	6 925	8 977

6 Financial costs	2016	2015
Interest	-	618
Exchange rate losses on short term assets	3 155	-
	3 155	618

7 Long-term securities	2016	2015
Opening acquisition value	580 184	562 443
Acquisition	68 132	17 742
Realisations	-	-
Closing acquisition value	648 316	580 184

8 Advances to Partners	2016	2015
Advances to Partners per program:		
MENA	6 364 537	12 120 066

9 Pre-paid expenses	2016	2015
Pre-paid rents	62 836	-
Other expenses	99 239	52 901
Accrued income	<u>418 033</u>	-
	580 108	52 901

10 Equity	Purpose defined capital, Syria	Equity	Total Equity
Opening balance	44 425	648 316	692 741
Earmarked by Donor	77 582	- 77 582	0
Usage	- 108 858	108 858	0
Year-end result	- 31 276	32 330	32 330
Closing balance	13 149	711 922	725 072

11 Liabilities not used Grants	2016	2015
SIDA CORE	718 922	164 167
Foreign Ministry	1 952 322	1 952 322
SIDA MENA	10 107 091	23 631 966
SIDA Syria	729 827	1 913 583
Foreign Ministry Morocco	-	124 252
SIDA other.	<u>184 574</u>	<u>464 171</u>
	13 692 736	28 250 460

12 Accrued expenses and deferred income	2016	2015
Salary for vacation	211 384	103 107
Payroll taxes	198 209	155 295
Other accrued expenses	<u>683 782</u>	<u>441 375</u>
	1 093 374	699 777