

**ILAC's Five-year**

# **Strategy**

**2017 - 2021**

**Rebuilding Justice Systems**



**International Legal  
Assistance Consortium**

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## Introduction

**ILAC is a Consortium of over 50 professional legal organisations and experts from all over the world that gathers wide-ranging legal expertise and competencies from various contexts and legal traditions to help rebuild justice systems in countries that are in conflict, post conflict, or in transition toward peace and democracy. We work in close partnership with local ministries, judges, prosecutors, court administrators, lawyers and lawyers' associations when there are strategic openings to provide expert guidance and/or when there exists political will to prevent further conflict and re-occurrence of atrocities, and build peaceful means for conflict resolution through the Rule of Law.**

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What follows is ILAC's strategic plan and priorities for the years 2017 to 2021 as adopted at our Annual General Meeting in May 2017.

Our *vision* is equal access to justice for all.

Our *mission* is to rapidly respond to and assess the needs of the justice sector in conflict-affected and fragile countries, and help strengthen the independence and resilience of justice sector institutions and the legal profession.

Our *strategic objectives* for this five-year period, 2017 – 2021, are:

1. The capacity of justice sector institutions, bar associations and their members to address public demands for accountability and justice in accordance with international standards, is enhanced.
2. International policy and practice in rule of law reform have been influenced.
3. Internal ILAC systems and capacities for demand-driven, flexible and coherent operations are further developed, and synergies within the membership to better capitalise on cutting-edge expertise are improved.



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## 1. Contextual Analysis

**Working in a global context means constantly responding and adapting to changing environments and highly unpredictable contexts. Shared global threats and challenges, such as climate change, terrorism, war and political unrest are becoming ever more prevalent, producing millions of refugees and migrants. While global poverty is in decline, most of the world's population living in extreme poverty are found in countries and societies affected by violent conflict.**

In total, 1.4 billion people currently live in societies deeply affected by war or armed conflicts. Inter-state wars still occur, but most violent conflicts today are intra-state in nature, with rebels or secessionist groups fighting the government or each other, or one-sided violent acts with armed groups attacking civilians.

A variety of underlying economic, political and religious causes are drivers of these conflicts, and yet, one root cause common to most of these conflicts is the failure of the State and its institutions to deliver the same rights and protections to all its citizens. The reason for this, in some cases, is not the lack of the State's capacity, but rather an unwillingness by the 'political elite' to share its political and economic powers. The Arab Spring uprisings ignited because people, particularly young men and women, demanded equal socio-economic rights and the provision of protection and services by State institutions.

When various armed factions, or other States engage in proxy wars, it further complicates the situation and often leads to long and intractable conflicts that are extremely difficult to resolve. Examples include the Central African Republic, Somalia, Libya, Syria and Yemen. In these prolonged conflicts, we typically witness the collapse of the country's infrastructure and institutions, as well as gross and systematic violations of civilians' human rights.

When a conflict ends, the humanitarian needs can often overwhelm international relief efforts and overshadow justice sector reform needs. Consequently, when civil servants are not paid their salaries, taking bribes often becomes the only way to survive. This was the case in Liberia, where police, judges and court personnel did not receive salaries for over three years until the war ended. The result is deep-rooted systemic corruption which is one of the main obstacles to sustainable peace and any success in rebuilding state institutions in fragile and post-conflict countries.

After a conflict, justice sector institutions are confronted by the public's demand for justice and accountability. There are often strong desires for revenge and to respond to the repression and gross human rights violations that occurred during the conflict. Demands for compensation or property restitution are common. Often when the demands for justice are at their peak after conflict, justice sector institutions are at their lowest capacity to deliver. Even when some institutional structures remain, a conflict usually leaves the system with high caseloads, few human and financial resources, and very often ineffective and antiquated methods that all result in case backlogs.

Yet it is exactly in these critical moments, between conflict and peace, that effective, responsive justice institutions are needed most. Although they will rarely be able to meet all the expectations facing them in the wake of conflict and violations, such institutions can do crucial work to lay the ground for restoring order and ensuring accountability. This work can in turn increase respect for the Rule of Law, build trust in institutions, and ultimately play a preventive role, discouraging a resumption of conflict and abuses.<sup>1</sup>

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<sup>1</sup> The UN Special Rapporteur on transitional justice issues has pointed out that judicial reform and the role of the judiciary is a crucial but unexplored aspect of preventing the recurrence of atrocities. See, UN General Assembly, "Report of the Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence, Pablo de Greiff", UN Doc A/HRC/30/42 (04 September 2015). In a discussion paper addressed to Mr. de Greiff, ILAC concurred and offered lessons learned on these issues from its own experience of assessment and programme work, particularly in the MENA region. See ILAC, Discussion Paper: Views of the International Legal Assistance Consortium on Justice Sector Reform and Prevention (March 2017)

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## **1.1 Role of Justice Systems for Sustainable Peace**

**A society built on the Rule of Law is one in which the balance between the legislative, the judiciary and the executive powers are regulated by laws that all branches respect. The principle of the Rule of Law applies equally to all persons and institutions, as well as to the State itself. Everyone is accountable to the laws that are publicly promulgated and enforced in accordance with international human rights norms and standards.**

Resilient institutions with qualified and professional personnel that work with integrity are necessary to keep this balance. Recent examples that show how the integrity of each individual judge matters when upholding this Rule of Law balance include occasions when the High Court in Kenya ruled against the Kenyan government's decision to close a refugee camp, when American judges temporarily restrained executive orders to institute travel bans against several Muslim-majority countries, and when Syrian judges refused to apply terrorist legislation against protesting teenagers.

After a conflict, one primary focus should be to establish and strengthen justice institutions: Ministries of Justice that can develop the right legislation for parliaments to enact, judiciaries and courts that can justly apply these laws and legal professionals/bar associations which can serve as bridges between those seeking their rights and the institutions of justice.

If judicial actors have sufficient resources, independence, capacity and public trust to be able to do an effective job, the justice system can absorb disputes, dispense ordinary justice and play a strategic role in addressing larger accountability issues. From a practical standpoint, a functioning justice system can also provide a degree of legal predictability that allows for investment by both domestic and international actors, fostering sustainable economic recovery and growth.

By contrast, if justice institutions remain fragile, predictable stressors in conflict settings will progressively reduce their ability to perform crucial functions on behalf of States that are themselves ill prepared to deal with the consequences of such systemic failures. For example, as ILAC assessed in Libya after the 2011 revolution, courts weakened by four decades of authoritarian rule struggled to cope with dealing with attacks on personnel by radical Islamists, public demands for judges to be subjected to vetting for past malfeasance, and simultaneous pressure to process 8,000 highly sensitive cases involving alleged Gaddafi supporters who were held without charge or access to lawyers.

To maintain peace, ordinary men and women also need to trust that they are equal under the law and that perpetrators of committed atrocities are held accountable. Without as much, they may take justice into their own hands and conflict may be renewed. Resilient and functioning justice institutions are key to conflict prevention and transition towards sustainable peace.

In a country transitioning from conflict to peace, each and every judge who has remained in that country can provide basic but essential legal services, and can also form the nuclei of legal institutions to come. Whilst in any country, the judiciary plays an important role in protecting rights and promoting the Rule of Law, in post conflict and fragile countries the judiciary plays a particularly important role in establishing a sense of peace and security by building the public's trust of a functioning and independent adjudicating body.<sup>2</sup> Judges explain their decisions and decision-making process, and guide the public to a better understanding of their rights, especially in times of transition.

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2 The judiciary is commonly understood as comprising the main actors in the judicial branch of government, i.e. judges, as well as staff such as clerks or court administrators that answer to them. The broader justice system includes other actors, including those such as prosecutors and police. (NB – prosecutors are classified as part of the judiciary in some legal systems). Other justice sector actors include the legal profession, which is usually privately constituted but can be accorded public functions and regulated by law.



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## 1.2 Global Trends and Challenges

**The international community, together with the United Nations system, has played a crucial role in assisting nations to rebuild justice systems shattered by war since the 1990s. Some of these efforts have been successful while all too often, organisations offering assistance have arrived in countries uninvited, each acting independently of one another and often duplicating efforts or working at cross-purposes.**

Recognising the setbacks, and having learned from previous examples, local ownership of the development process is regarded as a priority in recent international frameworks. The New Deal for Engagement in Fragile States, the Sustainable Development Goals of Agenda 2030, and the Sustaining Peace Agenda (SCR 2282 (2016)) are examples of frameworks influencing the global discussion and policy on development cooperation.<sup>3</sup> As many of these frameworks are agreements between fragile and conflict-affected states, development partners and civil society, they imply a commitment to supporting greater aid effectiveness and nationally-owned and led development processes.

Due to the initiative and engagement of the g7+ states<sup>4</sup>, justice and the Rule of Law have been placed at the centre of development, included in the SDG Goal 16, “Peaceful and inclusive societies, access to justice for all and effective, accountable and inclusive institutions.”<sup>5</sup> Several of the targets under SDG 16 are relevant to ILAC’s mission and to the changes that ILAC aim to achieve. As an actor working to rebuild and support justice systems in conflict-affected and fragile states, ILAC will contribute to current international policy development and practice and position itself within these frameworks that clearly emphasise the importance of supporting the ‘supply side of duty bearers’ to meet their obligations, respecting men and women’s specific demands for their rights.

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3 The New Deal for Engagement in Fragile States is a landmark global policy agreement between development partners committed to supporting nationally-owned and led development plans and greater aid effectiveness in fragile situations, and g7+ governments committed to inclusive planning processes, grounded in context. Both parties are committed to pursuing the five Peacebuilding and Statebuilding Goals: legitimate politics, justice, security, revenue and services and economic foundations. <https://www.pbsbdialogue.org/en/new-deal/about-new-deal/>

4 The g7+ is a voluntary association of countries that are or have been affected by conflict and are now in transition to the next stage of development. The group was established to give a collective voice to conflict-affected states, and a platform for learning and support between member countries. The g7+ currently has 20 member countries.

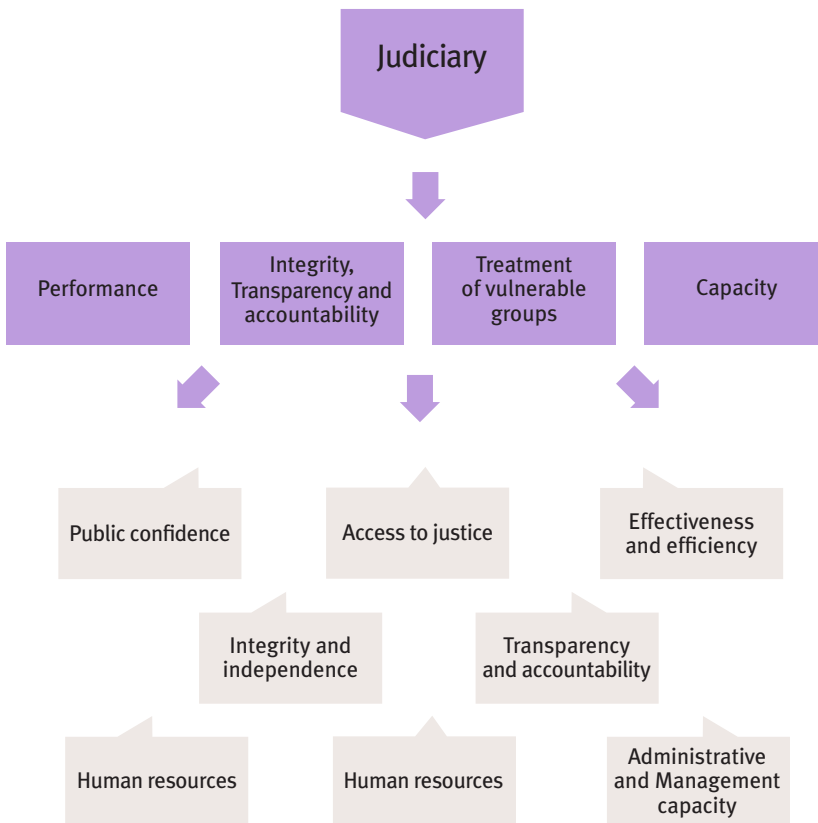
5 SDG 16 sets out a commitment to “promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”. See Transforming our world: the 2030 Agenda for Sustainable Development, UNGA Res. A/RES/70/1 (21 October 2015).

Working on an institutional level to strengthen independence of the justice sector, ILAC thus assumes an approach in which development is a comprehensive exercise, encompassing both duty-bearers and the perceptions of justice of the right-holders they are accountable to, e.g. women and youth but also combatants and supporters of the losing side in a conflict who are particularly likely to be mistreated.

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## 1.3 International Rule of Law Frameworks

Development generally takes a long time. Institution building or justice sector reform not only includes legal, technical and practical administrative support, but also changes in values, attitudes and behaviours of justice sector professionals. It therefore requires special endurance. Many of the international frameworks and the discourse around development and aid coordination highlight that development is a continuous process that must be approached in a comprehensive manner.



That includes a deep understanding of the political contexts in the countries where we operate, the power relations affecting the national institutions as well as relations and coordination with other international actors in the same field. Hence, effective support to the justice sector must consider the wider Rule of Law implications to ensure synergy across the justice system. ILAC also continuously considers reports from the United Nations, as well as other international and regional actors, regarding the strengthening and coordination of Rule of Law activities and missions in fragile and post-conflict settings.

The United Nations Department of Peacekeeping Operations and the Office of the High Commissioner for Human Rights have designed a framework (instrument) including indicators that help monitor changes in the performance and fundamental characteristics of criminal justice institutions, and Rule of Law reform in conflict-affected situations.<sup>6</sup> The model divides Rule of Law reform into three broader sectors: police, judiciary and prisons. ILAC's focus is on the judiciary (see Figure) and the Consortium applies those aspects of the framework and the indicators that are relevant to its operations when measuring its contribution to Rule of Law reform.

Justice support should be tailored to the country and the context. There are no 'one-size fits all'-solutions to Rule of Law development anywhere in the world. To start with an assessment of needs and priorities for rebuilding the justice sector before providing solutions is therefore part of any successful method. Lessons learned from country assessments and Rule of Law programmes influence future work, and can also, through professional networks contribute to the wider policy dialogue on Rule of Law development in countries in transition.

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<sup>6</sup> United Nations – Rule of Law Indicators. [http://www.un.org/en/events/peacekeepersday/2011/publications/un\\_rule\\_of\\_law\\_indicators.pdf](http://www.un.org/en/events/peacekeepersday/2011/publications/un_rule_of_law_indicators.pdf)

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## 2. Why ILAC?

**ILAC's member organisations work together as a Consortium in the most fragile and challenging countries and contexts. We are a Rule of Law consortium of legal practitioners operating in transitional settings.**

**Our aim is to rapidly deliver politically and contextually relevant roadmaps of strategic needs and priorities in failed, fragile and conflict affected countries, and then provide assistance in short time to help rebuild justice systems.**

ILAC's mission is to rapidly respond to and assess the needs of the justice sector in conflict-affected and fragile countries, and help strengthen the independence and resilience of justice sector institutions and the legal profession.

“ILAC's vision is equal access to justice for all”

Further, based on ILAC's members collective experience and our fifteen-year experience as a Consortium, ILAC contributes to the international dialogue on best practice in justice sector reform design and implementation in transitional settings to enhance the long-term independence of judges and lawyers.

We work in partnership with local justice institutions, when they exist, as well as the legal profession operating within these institutions. We work with lawyers' associations and consult with civil society organisations. We coordinate our legal sector assessments and programmatic activities with the United Nations and complement other actors within the larger international community through our unique niche as a community of legal practitioners.

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## 2.1 Added Value

**ILAC's added value is in our membership. ILAC is comprised of more than 50 legal organisations and experts representing over 3 million legal professionals worldwide – judges, lawyers, prosecutors, and court administrators – who routinely apply Rule of Law principles as part of their daily practice in a variety of contexts and cultures. Due to our broad and extensive membership, we can rapidly engage anywhere in the world and respond to requests for legal expertise or practitioners in all legal fields or subjects.**

ILAC complements other major international organisations providing Rule of Law assistance; UNDP (United Nations Development Programme), IDLO (International Development of Law Organization), ICTJ (International Centre for Transitional Justice) etc. ILAC differs from these organisations in that we specialise in the earliest stages of transition, building national capacity for reforms and institutional development. We also provide assistance and engage in dialogue as professional peers – judges to judges, lawyers to lawyers – not as consultants nor as an international agency with hired experts. Our members are committed practising judges, lawyers and other legal professionals, donating their time, expertise and vast experience *pro bono*. In addition to this legal expertise, many of ILAC's members have competencies within development programme management, and the complementarity of the two capabilities allows for effective and relevant programming.

As a global consortium – professionally and regionally – we can assess and help rebuild justice systems at all levels, from the courts to lawyers' associations, and from the judiciary to national human rights institutions. We engage in a dialogue as colleagues and work informally, without unnecessary bureaucracy, and our assessments, recommendations, and assistance are complementary and non-duplicative.

ILAC is a non-profit organisation with its headquarters in Sweden, where a small **Secretariat** coordinates the Consortium and our work. ILAC's elected **Board of Directors** comprises diverse member representatives and provides strategic guidance and oversight. ILAC also benefits from guidance provided by an **Advisory Council** drawn from its membership. ILAC's primary funder is the Swedish International Development Cooperation Agency but funding is also received from the Swedish Ministry of Foreign Affairs and the United States Government.

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## 2.2 Theory of Change

**ILAC intervenes and operates in the most fragile contexts during or immediately after conflict to rapidly deliver politically and contextually relevant assessments and assistance to rebuild justice systems. ILAC's interventions effect change in three principal ways.**

**Firstly**, upon request from national actors, a United Nations peacekeeping mission, or other international or regional special political missions or peacebuilding efforts, ILAC assesses the status of the judicial system, or parts thereof in a given country or state. From our assessment, we produce a roadmap for national stakeholders and the international community, including ILAC's member organisations, on how to invest in programming and infrastructure to rebuild the justice sector and/or key institutions. At this level, change is effected to the extent that the assessments leave relevant actors better-equipped to develop strategies to address needs and priorities aimed at rebuilding justice.

**Secondly**, ILAC affects change thorough the coordination and implementation of its members' programmatic work based on the recommendations of our full-scale assessments and/or other needs analyses. Through this coordinating aspect, we run effective and relevant interventions that aim to be complementary and avoid duplication of effort. Through peer-to-peer based programming, ILAC aims to strengthen the independence and resilience of often fragile and embryonic justice sector institutions and the legal profession. This frequently involves working to change the attitudes, values and perceptions of key justice sector professionals. ILAC's support augments the capacity of said national institutions and professionals in their position as duty-bearers, so that they are better equipped to respond to the demands of the rights-holders and uphold their rights.

Ultimately, this should contribute to more independent and well-functioning justice systems that facilitate rights-holders' access to justice, and that are composed of resilient institutions able to withstand future shocks and help prevent the recurrence of violence and/or instability.

**Thirdly**, ILAC effects change through its contribution to international policy and development dialogue. By broadly disseminating and making our reports and findings public, ILAC subscribes to improved coordination of international support to justice sector reform. Additionally, by consolidating and sharing lessons learned and best practices for strengthening the capacity and independence of the justice sector and by engaging in public dialogue with United Nations mechanisms under international frameworks, ILAC strives to influence international policies and standards on how to help strengthen the independence and resilience of justice sector institutions and the legal profession during conflict or in countries in transition. Thus, ILAC plays a part in the change and improvement of international approaches to justice sector reform beyond the scope of its network.

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## Theory of Change in Rule of Law Reform

# 1

### TARGET GROUPS

"Duty-bearers"

Justice sector professionals

Judiciary and lawyers' associations

Executive branch

International policy dialogue

# 2

### METHODS

Strategies and approaches to Rule of Law Reform

Key actors supported to uphold basic legal services during fragility and conflict

Changed skills, attitudes and courage to address public demands for justice and accountability per international standards during transitions towards peace

A trustworthy roadmap for sequencing justice sector needs and priorities for reconstruction and reform during transition

Tailored individual and institutional professional development support to address public demands

Improved international policies and practices for Rule of Law during transitions

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**3****OUTCOMES**

Necessary changes facilitated by international capacity support

**4****MISSION / VISION**

Desired societal level change

**Short  
Term**

Increased capacity and competence in delivering justice and preventing conflict

Use of changed perceptions and values in day-to-day work by justice sector professionals

Increased opportunities for peer exchange for justice sector professionals

Increased capacity in coordinating justice sector reform with international actors and applying best practice during transition

**Medium  
Term**

Improved administration of courts

Stronger bar associations supporting the legal profession and demanding reform

Improved quality of judicial education

Independence of judiciary institutionalised in legislation or structures

Increased independence and resilience of justice sector institutions addressing public demands for justice and accountability during transition from conflict, creating preconditions for peaceful conflict resolutions

Equal access to justice for all and increased public trust in the judiciary

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## 2.3 Guiding Principles

1. ILAC actively engages in a country when invited by appropriate bodies, such as the national government, representatives of the judiciary, lawyers' associations, UN peacekeeping missions or other mandated international or regional bodies.
2. ILAC is politically neutral and committed to the principles of impartiality and respect for local legal traditions in accordance with international standards and human rights.
3. ILAC's teams are always made up of local and regional experts, subject matter experts, international law scholars, and practical and technical legal experts.
4. ILAC is committed to gender equality and applies a gender perspective and includes a rights-based approach in all our work.
5. ILAC complies with the principles for aid effectiveness of the New Deal for Engagement in Fragile States, and with the Sustainable Development Goals of Agenda 2030.
6. ILAC is conflict sensitive and cautious to do no harm.
7. ILAC consults and coordinates closely with local civil society.
8. ILAC is committed to transparency in our work and all our reports and findings are made public.

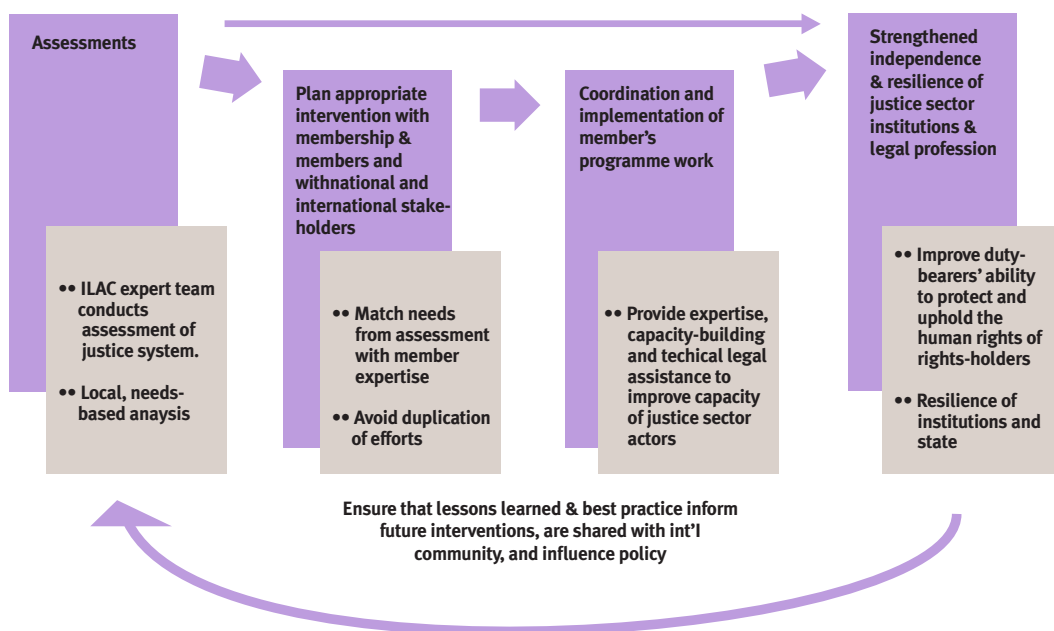
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## 2.4 How We Work

**ILAC's work principally encompasses country assessments of judicial systems, coordination of international development assistance, capacity building of legal actors and institutions and policy dialogue.**

ILAC intervenes when a country may still be extremely fragile, still deeply affected by conflict, and when institutions have collapsed and authorities do not yet have the capacity to coordinate or absorb international assistance. ILAC maintains a coordinating role developing programmes when it benefits our national partners. When a national government, or its institutions, have the capacity and a willingness to engage in more regular development programmes, ILAC as a Consortium should depart and may leave our member organisations to continue to implement programmes and build institutional capacity, partnering directly with the local stakeholders.

ILAC members source qualified individuals for assessments and technical assistance and identify where ILAC should intervene. ILAC members translate expertise from other countries and contexts and highlight gaps in Rule of Law development aid. It is ILAC's Secretariat that matches relevant expertise within our members to the country's needs as identified through pre-missions and assessments.



ILAC's endeavours to be conflict sensitive in all our work. Since change inevitably follows conflict, ILAC is aware of the importance of thoroughly understanding the contextual drivers where we function and the interaction between said contexts and our interventions. It is also vital that we understand the power relations between national actors and that we use this knowledge to maximise the positive impact of our work and minimise any negative consequences.

ILAC also aims to be gender sensitive in our work based on the principle that the experience of women, men, girls and boys differ and should be understood independently of one another, whilst also grasping the context-specific dynamics between the different groups. ILAC's ambition is for our work to be guided by evaluating these different experiences of conflict or post-conflict settings, as well as the differing implications of our planned interventions on said groups. These evaluations may lead to the design and implementation of assessments and programmes that can specifically target gender dynamics, promote gender-aware dialogue or mainstream gender issues appropriately and contextually within our programme work.

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## 2.4.1 Assessments

**ILAC draws upon our international membership to rapidly deliver unbiased and comprehensive assessments of the status of legal institutions during and immediately post conflict or transition. ILAC's assessments are a roadmap for national stakeholders and the international community on how to invest in programming and infrastructure to rebuild the justice sector and/or key institutions. Depending on the identified needs, assessments can encompass entire judicial systems or parts thereof or can focus on specific thematic areas.**

This is a collaborative process with local stakeholders, but our assessments and findings are entirely independent and always made public. ILAC crafts our recommendations based on our experts' first-hand knowledge from working on these issues, as well as from lessons learned from experiences in other post conflict countries.

In many cases, ILAC conducts pre-assessments to determine the feasibility of and interest in a full-scale assessment. The Secretariat has a continuous dialogue with ILAC's Board of Directors, Advisory Council and members upon how and where we should prioritise and engage in a five-year window. However, for ILAC to engage in a country, the following criteria must be met:

1. An assessment fits ILAC's strategic objectives and priorities.
2. ILAC has been invited by national or international stakeholders in a context in which key actors recognise and support the need for rule of law reform.
3. ILAC members are interested in the country in question, have relevant regional experience and knowledge, and include members qualified as candidates to join the assessment team.
4. An assessment could be carried out securely, would not exacerbate existing tensions and conflicts, would be gender sensitive and would not be redundant in the light of any similar activities by other actors.
5. Funding is available to conduct the assessment, and there is some commitment by donors to support our recommendations.

Through our assessments and other fact finding missions, ILAC identifies needs and priorities and provides unique short and long-term recommendations on how to rehabilitate the justice system. We explain our recommendations to the national stakeholders, international actors, United Nations bodies and State governments.



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## 2.4.2 Coordination of Assistance and Capacity Building Programmes

**Based on recommendations from an ILAC country assessment or a direct request from a non-assessed country, together with an expressed commitment from national stakeholders and funding possibilities, ILAC may identify a niche opportunity where the added value of our global network would be relevant and effective.**

ILAC-coordinated programmes are developed in line with ILAC's priorities and procedures including thorough problem and needs analyses and solid local ownership.

Sometimes there is an immediate need for a more flexible approach to the coordination of international assistance following an assessment. It might still be too early to develop a comprehensive programme and instead a lighter and more 'finely-tuned' level of support to national stakeholders can be more relevant and effective. So-called "light teams" of senior experts can be very useful just after a conflict in the first phase of the rebuilding process. ILAC has, for example, embedded senior experts with significant professional experience in the Ministry of Justice in Haiti and within the judiciary in Liberia. These senior experts acted as advisors and mentors to their local counterparts during a substantial period of time (one year) and assisted national actors in prioritising needs, efforts and coordinating international assistance until local capacity to manage further institutional development was in place.

Based on established exit criteria, ILAC-coordinated programmes are eventually phased out and continued development support can be undertaken directly by ILAC member organisations. When more stable peace has been established together with local capacity to coordinate technical assistance, we can relinquish our role as a coordinator of Rule of Law programmes. Ideally, if funding allows, ILAC would first reassess the country's justice system against the findings of our original assessment. ILAC's Secretariat would then together with our Board of Directors and guided by our Advisory Council, members and local partners determine whether we should exit from a country and if so when and how.

### **Exit Criteria:**

1. There is local capacity to coordinate international assistance to continue to rebuild justice systems which accord with the Rule of Law and the protection of human rights.
2. Our members and/or local partner organisations can continue to implement ILAC's findings and recommendations where they remain relevant.
3. Our members and local partner organisations can fund or source funding for reform efforts.

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## 2.4.3 Policy Dialogue and Lessons Learned

**Whilst ILAC is not an advocacy organisation, we promote good practice, professionalism and advance the discourse through research and public dialogue. Together with our members ILAC has extensive experience of Rule of Law assistance and shares lessons learned with other international actors in the Rule of Law development field.**

By engaging with international policy dialogues, ILAC's aim is to pool the experience and expertise of its members to inform the direction of policy and normative processes that will affect the Rule of Law field. ILAC will also seek natural counterparts in undertaking such activities. Such strategic partnerships allow ILAC to compile the collective experience and insights of its members, contributing substantively to the development of policies, standards and best practice guidelines.

For instance, in 2016 ILAC initiated a dialogue with the *United Nations Special Rapporteur on the promotion of truth, justice, reparation and guarantees for non-recurrence*, Pablo de Greiff, and the United Nations Special Rapporteur on the independence of judges and lawyers, Diego García Sayán. The aim of the dialogue is to apply ILAC's experience and pool the expertise of its members to further international understanding of how justice sector reform can contribute to the prevention of recurring violations in countries experiencing transitions. Having drafted a discussion paper setting out its views on these issues, ILAC has been invited to join the core group of organisations relied on by Mr. de Greiff in developing human rights-based approaches to national prevention policies, and anticipates continued work supporting both mandates.

Another strategic partnership is currently being developed with the g7+ group of conflict-affected and fragile states. This partnership reflects the instrumental role of the g7+ group in highlighting the significance of Rule of Law and access to justice to sustainable development. The inclusion of justice goals not only in the "New Deal" on peace building and state building in conflict-affected and fragile states, but also in the globally applicable United Nations Sustainable Development Goals represents something of a revolution. For both development and Rule of Law actors, the necessity of working together to achieve shared goals represents both an opportunity and a challenge. By seeking to work with the g7+ group, ILAC aims to contribute to meeting this challenge by drawing on the unparalleled expertise of its membership.



<b>Vision</b>				
Equal access to justice for all				
<b>Mission</b>				
To rapidly respond to and assess the needs of the justice sector in conflict-affected and fragile countries, and help strengthen the independence and resilience of justice sector institutions and the legal profession				
<b>Strategic Objectives (five years)</b>				
1. The capacity of justice sector institutions, bar associations and their members to address public demands for accountability and justice in accordance with international standards, is enhanced		2. International policy and practice in rule of law reform has been influenced		3. Internal ILAC systems and capacities for demand-driven, flexible and coherent operations are further developed, and synergies within the membership better capitalise on cutting-edge expertise are improved
<b>Strategic Outcomes (five years)</b>				
1.1 ILAC programmes contribute to increased capacity, performance and integrity of courts, prosecutors' offices, bar associations or embryos of justice structures	1.2 ILAC assessments contribute to international community and national governments or other national actors being better equipped to develop strategies to address needs and priorities to rebuild justice systems	2.1 ILAC policy dialogue, research, and lessons learned have contributed substantially to the development of policies, standards and best practice guidelines led by the UN Special Rapporteurs and other rule of law policy makers	3.1 Members have increased their awareness of the scope and strengths of the network and are more engaged in ILAC's operations	3.2 The Secretariat has deepened its competence and continuously refined its internal management and control mechanisms for high quality results

## Indicators

<ol style="list-style-type: none"> <li>1. Degree to which internal /external reviews and/or programme evaluations demonstrate the successful achievement of results in accordance with work plans and results frameworks.</li> <li>2. Degree to which the programmes address the needs of women and men equally/and contribute to access to justice for women and men equally.</li> <li>3. Number of new programmatic initiatives based on ILAC assessments explores and/or initiated.</li> <li>4. ILAC's internal programmatic tools, templates and documents reflect increased knowledge and conscious application of lessons learned with regards to conflict and gender sensitivity, results management and Rule of Law in transitional, fragile and conflict-affected settings.</li> </ol>	<ol style="list-style-type: none"> <li>1. Number of high quality<sup>1</sup> ILAC country assessments, pre-assessments, and thematic assessments completed.</li> <li>2. Number of well-executed dissemination plans that highlight and promote local ownership and international coordination.</li> <li>3. Number of recommendations from an ILAC country assessment that have been addressed through locally driven measures.</li> </ol>	<ol style="list-style-type: none"> <li>1. Number of substantive and high quality partnerships with Rule of Law policy makers.</li> <li>2. Number of cases in which ILAC's recommendations, research and lessons learned are reflected in Rule of Law policies, standards and guidelines.</li> <li>3. Number of cases in which ILAC is requested to provide expertise in public seminars and expert groups.</li> </ol>	<ol style="list-style-type: none"> <li>1. Number of members participating in internal workshops and teleconferences on current developments related to ILAC activities.</li> <li>2. Number of instances in which ILAC members, including the Advisory Council, engage in the preparation, implementation and follow-up of ILAC activities.</li> <li>3. Degree to which ILAC's website contains relevant and updated information for members.</li> </ol>	<ol style="list-style-type: none"> <li>1. Degree to which ILAC secretariat staff use inhouse manuals and follow routines stipulated in steering documents and tools.</li> <li>2. Internal/external reviews and/or audits demonstrate well-functioning internal management and control mechanisms, including the capacity to contribute to women's and men's need equally, in line with donors' requirements.</li> <li>3. Number of donors contributing substantially to ILAC's operations.</li> </ol>
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<sup>1</sup> ILAC defines Quality as a standard that includes local relevance, international human rights standards, and the needs of women and men equally.

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

ILAC's mission is to rapidly respond to and assess the needs of the justice sector in conflict-affected and fragile countries, and help strengthen the independence and resilience of justice sector institutions and the legal profession.

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

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