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Delivering on people-centred justice: Practical approaches to engaging with customary, informal and community justice services

Outcome Report of the virtual TED RoL Clinic, 26 November 2024

Overview

The TED Working Group 1.1 “Rule of Law and Access to Justice” has identified as one of its goals for the period 2024-2025, “enhancing understanding on people-centred justice (PCJ) and its application in programming.” In taking forward this goal, and subsequent to the first clinic on “Using data and evidence to deliver justice services” that took place in October 2024, the TED network organised the second clinic in this series co-convened by HiiL, IDLO and WJP. This clinic built on a webinar organised in May 2024 on the theme of customary, informal, and community justice services, which highlighted: the benefits to communities using these mechanisms; the need for a collaborative, evidence-based approach to scaling up best practices; the need of a positive approach in the interplay between formal and informal justice systems; as well as the requirement of long-term financial and legal sustainability of programmes supporting customary, informal and community justice mechanisms.

As a follow up to the prior webinar, the co-convenors at this clinic shared practical insights on the use of data and evidence for understanding the context-specific advantages offered, risks posed, and challenges faced by customary, informal, and community justice services using examples from Mexico, Somalia, Uganda and the Sahel. The participants discussed how to balance local customs of informal mechanisms with formal system’s safeguards (e.g. human rights) and explored ways to link formal and informal systems.

Key Takeaways

- **Advantages:** Customary and informal justice systems are often faster, more accessible, more culturally relevant, and cheaper for most people. Globally, a vast majority of justice seekers turn to customary, informal and community justice services. In fragile contexts, peacebuilding and statebuilding agendas can only be possible through strong institutions, and this includes informal justice institutions.
- **Diversity:** Yet, these systems are not without challenges (legitimacy, gender concerns etc.) and demonstrate significant diversity across contexts. As regards concrete, practical guidance on how development actors may engage with those justice providers, there is no one-size-fits-all end point that all CIJ programmes have, rather, the intended results will need to be context-specific and engagement will vary accordingly.
- **Prospects for donors ensuring PCJ within CIJ systems include:** figuring out who and where the changemakers are and working with them by taking the overarching approach that traditions are not set in stone; creating monitoring and accountability mechanisms that foster change; creating guidelines and standard operating procedures for CIJ adjudicators; fostering legislative harmonisation; and relationship-building between the formal and informal systems, including encouraging cross-fertilisation between both systems.
- **Ways in which data can contribute to PCJ within CIJ systems:** by improving the availability / number of people using CIJ systems; improving the quality of the decision-making; improving the efficiency of justice decisions; improving the coordination between the formal and informal systems.





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- **Risks associated with attempts at scaling and sustainability of CIJ programmes include:** the very nature of top-down scaling can impact on the features that make CIJ systems sought after (cultural relevance, flexibility); recognition of CIJ systems can come with the risk of feelings of marginalisation from the magistrates; scaling can also lead to coordination difficulties by multiplying the number of partners to work with; fast decreasing funding for A2J, where even the formal justice systems are at capacity of the funding available; the risk of simulation, whereby justice centres were opened in communities but not used by justice seekers there.

The full summary of the clinic can be found in the annex below. It was attended by about 50 participants.



Annex: Full minutes

Content

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1. **Opening remarks** by Julia Fechner, Policy Advisor RoL and Governance, GIZ (on behalf of BMZ), Germany (co-chair TED WG 1.1)

- These RoL clinics are primarily designed for you, the practitioners implementing RoL programmes around the world. The purpose is to enhance our understanding and implementation of PCJ. The clinics provide a platform for sharing best practices, which is essential for our common goal of ensuring PCJ approaches in European RoL programmes – ultimately implementing more coherent RoL and A2J programmes in partner countries.
- The first RoL clinic took place a few weeks ago on the topic of data. It explored critical issues on the use of data and evidence in ensuring the application of PCJ. The TED Secretariat has put together a [practical toolkit](#) covering the contents and key takeaways from this clinic. One key insight from that clinic that I would like to highlight is the statement ‘what happens in streets isn’t reflected in what happens in the institutions.’ This shows most issues don’t reach formal justice institutions. It is important here to explore how we can interact with informal justice systems to ensure gender and human rights are protected.

Opening remarks by Michael J. Warren, Customary and Informal Justice Advisor

- The fundamental reason we are here today is that the vast majority of justice seekers claim their rights outside the formal justice systems. While we do not have global numbers on this, we can look at a number of surveys conducted by a variety of institutions. For instance, a HiilL Survey found that 51% of Ugandans used informal justice systems as opposed to only 10% that made recourse to formal justice. A 2017 justice needs survey in India also found that 39% of individuals referred problems to their local leaders, while only 15 % went to formal courts.
- The reasons for this greater use of informal justice systems include the fact that they are faster, more accessible, more culturally relevant, and cheaper for most people.
- We need concrete, practical guidance on how development actors may engage with those justice providers.

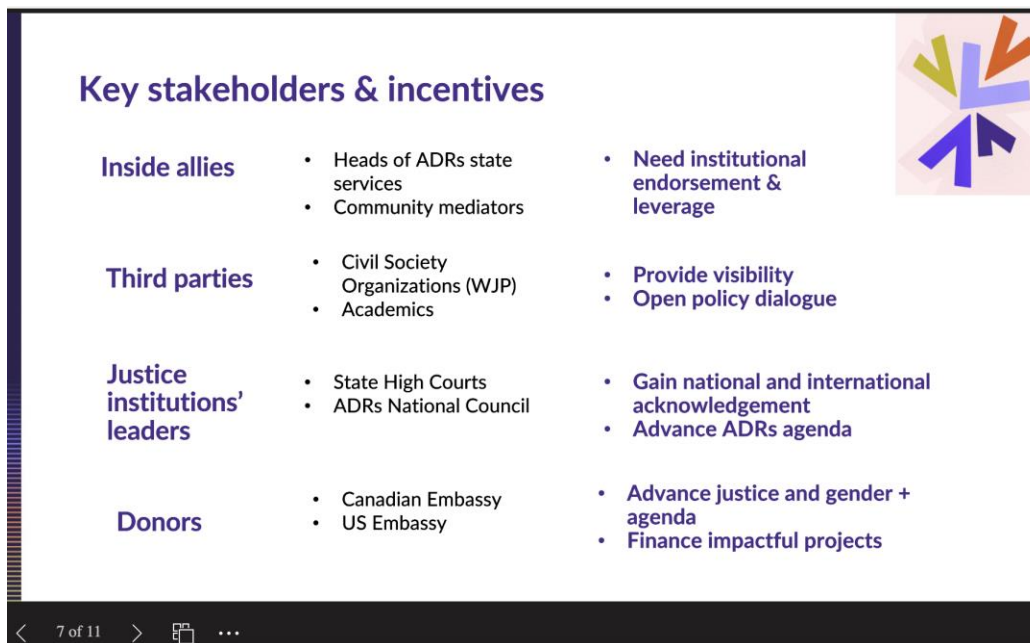


2. Proven and promising entry points and intervention models

Case Study Mexico - Ana Cardenas, Director of Justice Projects, Mexico, WJP

WJP's research focuses on both the global (disparities in CIJ services) and local perspectives (challenges and risks experienced). Two models of community justice to be highlighted are the Hidalgo model and that in the state of Mexico: The Hidalgo model was developed in 2009 whereby representatives of indigenous communities were trained in alternative dispute resolution methods, certified and paid for by the state judiciary. 40 ADR centres are operational, but this model is under threat of disappearing despite its effectiveness. The model in the state of Mexico has its offices in the communities' buildings, and they are run by mediators assigned by the communities' authorities - thereby ensuring ownership.

The key stakeholders and their incentives in this regard are as follows:



Key stakeholders & incentives

Inside allies	<ul style="list-style-type: none">• Heads of ADRs state services• Community mediators	<ul style="list-style-type: none">• Need institutional endorsement & leverage
Third parties	<ul style="list-style-type: none">• Civil Society Organizations (WJP)• Academics	<ul style="list-style-type: none">• Provide visibility• Open policy dialogue
Justice institutions' leaders	<ul style="list-style-type: none">• State High Courts• ADRs National Council	<ul style="list-style-type: none">• Gain national and international acknowledgement• Advance ADRs agenda
Donors	<ul style="list-style-type: none">• Canadian Embassy• US Embassy	<ul style="list-style-type: none">• Advance justice and gender + agenda• Finance impactful projects

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The core strategies applied by WJP include to conduct research and increase the visibility of the programmes on the ground. Multi-stakeholder policy dialogue is also conducted that involves formal and informal justice actors, indigenous mediators, and international partners.

Key challenges experienced include the lack of information with which to conduct research and the need to travel to remote locations. A key risk was that of simulation, whereby these justice community centres were opened but not used by justice seekers.

The main lessons and takeaways from these projects were:

- We made women more visible throughout the process;
- We underlined the relevance of producing data;
- We contributed to fostering harmonisation / policy dialogue between formal and informal justice systems





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Case Study Somalia - Adam-Shirwa Jama, Country Director, Somalia, IDLO

I want to highlight an ADR mechanism applied by Somalis. This programme was developed to address the significant justice gaps in what can easily be described as a relatively fragile context. The traditional Somali dispute resolution system (Xeer) allowed relative stability in large parts of the country despite the absence of state institutions in the 1990s, but wasn't a panacea especially regarding women and gender issues. To resolve issues, the Somali government undertook a participatory process with IDLO support to develop a dispute resolution policy.

IDLO's ADR Centres programme was then set up between 2018 and 2023. The steps in the process for setting up the IDLO programme were as follows:

- First aimed to secure community engagement - in this way, cultural relevance and wide acceptance was ensured.
- We also focused on the legal framework and alignment, particularly regarding international law and human rights.
- Capacity building seminars were held, bringing elders together to sensitise them on Somali law and the constitution, as well as women and children's rights. These seminars also allowed for women to become part of these systems as adjudicators, a novelty in the Somali context.
- Monitoring and evaluation of the programme (not the focus of today's clinic)

Our aim was to eventually look towards formalising these systems. IDLO also supported mobile ADR centres which provided adjudication, legal advice, representation and psychosocial support to rural areas.

Crucial in the success of these centres was the development of guidelines, including standard operating procedures (SoPs), codes of conduct and referral mechanisms for cases that are outside of the centres' remit. The adjudicators come from the communities and we train them on the law and procedure.

One key factor to consider was the buy-in of state institutions, which increasingly recognise ADR centres, especially through a consultative process that included training sessions for judges and law enforcement personnel. This collaboration has resulted in an overall increased trust in the justice system. Donor engagement was also of importance – prior to this programme, there was zero donor funding for ADR, but we made the case for it. Our argument was that the peacebuilding precedes statebuilding; these agendas can only be possible through strong institutions, and this includes informal justice institutions.

Case studies Uganda and the Sahel - Lilian Keene-Mugerwa, Justice Transformation Lead, Uganda, and Britt van der Donk, HiIL

This presentation aims to show how CIJ plays a wide role in Uganda and the Sahel. These mechanisms that were initially perceived as endogenous have gained increasing legitimacy and focus from international development partners, for the reasons highlighted by Michael in the introduction.





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In Burkina Faso and Niger, customary sources of help are the ones most turned to and are seen as the most helpful. They are used more by men than by women. When women make use of these sources, they would often ask a male relative to intervene on their behalf.

What do we do with data? We have conducted diagnostics that have identified 2 modalities that we want to solve for:

- First, we want to improve CIJ system's availability / number of people using them. This modality is also of interest to the formal justice systems as they want to prevent backlog.
- We also want to improve the quality of the decision-making. How can a decision-making process be improved to take PCJ into account? We also want to improve the efficiency of justice decisions - can they be overturned by another customary ruler?

CIJ is often seen as the panacea for A2J, but the very nature of top-down scaling and the high standards it requires can impact on the features that make it sought after, such as its flexibility, local legitimacy, etc.

In Uganda (Lilian) the data has intrigued the judiciary, spurring it to review why people prefer CIJ and develop a traditional/alternative justice strategy. This has in turn led to greater provision of Magistrate courts.

One challenge faced with scaling is that in the transition from a sector-wide approach to a programmatic approach, HiiL had to work with two independent bodies: the A2J subsector within the MoJ, and the Administration of the Justice Programme within the Judiciary. This created coordination difficulties. This especially highlights the importance of collaborative and transparent work, acknowledging the different mandates and how they complement each other.

[Round up, Michael J. Warren, Customary and Informal Justice Advisor, IDLO](#)

A number of red threads can already be identified in our discussion so far:

- The need for coherence between formal and informal justice systems
- A need to review the prevailing legal framework and its alignment with international human rights norms
- The importance of participation and leadership by women

3. Break Out Group 1

[Mentimeter survey:](#)

- In which country or regional context is your work focused? - Global, Africa, Netherlands, Sahel, Niger, Ethiopia
- Q3 - What are you most interested in learning about today?
 - Relationship between formal and informal justice.
 - Quality of CIJ mechanisms' decisions.
 - Interested in interfacing legal systems, challenges and opportunities, emphasis on the importance of evidence-based approaches in designing interventions.
 - Does CIJ really matter so much for women? At least in Uganda, it seems it doesn't.



- Very new to the topic of access to justice and customary justice, learning more about what our partners and members do in the field.
- Best examples and models for aligning customary justice with the formal justice system.
- I would like to reflect about what an ideal approach could [do to] balance upholding democratic and human rights standards, while also acknowledging and respecting local customs and traditions.

Points of Discussion:

What is the prospect for customary justice? Is the aim for it to become formal at some point? Is it a stopgap to manage the present moment or are we working on developing a future formalised system?

- In Somalia, we don't call it informal justice, it is called ADR. The aim is to ensure justice using customary norms. We don't see it as informal in that sense, since 90% of people are using it and it is part and parcel of the society.
- The terminology of formal/informal is used to rarefy the former system which is recognised by the state. The aim is not to at some point merge both, but rather to serve different people with different kinds of needs.
- It depends on the context. Take the Sahel for instance: in Burkina the CIJ system in place was not formal but was still used by justice users. So, the best way to protect them was to formally recognise the system and to frame it in such a way that it is protective of human rights. In Niger, it is formal and the work can therefore focus on the quality of it. The issue was regarding the quality of the system and its inclusivity. --> Could be helpful to go back to data: what do people need and want?
- At community (village) level, chiefs enforce decisions and hold the power – meaning that formal decisions cannot be enforced without their buy-in.
- However, recognition of CIJ systems can come with the risk of feelings of marginalisation from the magistrates, as was the case in Burkina.

How to ensure that the quality of decisions work in favour of all customers of these mechanisms/rights holders, particularly women? What resources are available that give clear guidance on how to tackle these issues?

- One of the aims of our programme in Somalia was to strengthen women's rights through the ADR system. Inclusivity was brought about through ensuring that women are part of the adjudicators. When we started there were no women adjudicators, but now we have 22% of adjudicators being women. We also engaged with the communities and the elders. Continuous education of the elders and some of the adjudicators is also important.
- It would be important to have some kind of outcome-based monitoring mechanism, as was identified in Ethiopia. Regarding the issue of openness to look at CIJ, there was a roadmap in Ethiopia.
- There is no simple answer. It's indeed a question that should be asked regarding all marginalised groups, not only women. Some of the chiefs were lawyers in past lives. We have to remember that customs change and evolve over time.



- The notion that customary or community-based justice practices are ancient and unchanging is often used as a cudgel by actors in the formal system. These practices are always evolving, adapting, and in a state of flux. Figuring out who and where the changemakers are, and how to create accountability mechanisms that foster change, is often the key. The scholar Lisa Denney tells a wonderful anecdote about a chief in Sierra Leone who kept the accoutrements of customary power on his desk, and his certificates from UNICEF and UN Women trainings on the wall behind him. He viewed them all as sources of legitimacy – his grounding in local tradition, as well as his knowledge of international norms. I always like to keep that image in mind.

Reflection about what an ideal approach could be to balance upholding democratic and human rights standards, while also acknowledging and respecting local customs and traditions and ensuring coherence between formal and informal systems:

- The Legal Impact assessment in Oromia is guided by principles from the national Model Law (Ethiopia) and the Oromia Regional Customary Courts Proclamation, which establish foundational criteria for recognising and operationalising customary courts. These principles include:
 - Accessibility – Customary courts must ensure both geographic and procedural accessibility, making justice available to all community members.
 - Complementarity – Customary justice mechanisms should function as supplementary systems that enhance, rather than replace, the formal judicial process.
 - Human Rights Compliance – The recognition and operation of customary courts must align with constitutional and human rights standards, ensuring that justice processes uphold fundamental rights.
 - Do-No-Harm – Customary courts should preserve the cultural integrity of justice mechanisms, allowing them to operate without compromising traditional values and practices.
- Furthermore, Ethiopia developed a 3-year justice transformation plan prioritising community justice.
- In Burkina, a series of consultations was organised at regional level with 50% traditional leaders, 50% CSOs and representatives of formal justice sector.
- Another example: the right of review in Kenya. Kenyan framework balances the usefulness of local practices, but asserts supremacy of national law and right of review of CIJ decisions for Kenya's Supreme Court.
- Somalia: we have conducted lots of surveys to determine perceptions around rights protection. We also have guidelines to ensure that sensitivity to Somali customary norms doesn't undercut HR protections.
- Main question here is how do you scale an intervention that is uniquely local while maintaining that level of balance? The law in Burkina will provide the option to use CIJ / not mandatory - which for me is a good balance, as it is responsive to people's needs and wishes. In Niger, you can always go to court if the conciliation was not successful
- In other contexts – Sierra Leone for example – customary courts are, in effect, the courts of first instance in most communities – here isn't really an alternative. You can appeal out of those chief courts into a magistrate's court, but it's hard to avoid customary law for most



everyday problems. <https://www.hiil.org/research/community-justice-services-policy-brief-2022-01/>

4. Break Out Group 2

Mentimeter survey and discussion points:

In which country or regional context is your work focused? Global, Burkina Faso, Niger, Zambia, Ethiopia

To achieve justice and fair outcomes, how can justice needs of disadvantaged groups be placed at the centre of efforts:

- This could begin through an understanding of the issues and or challenges, adoption of polic(ies) to address these issues, capacity building and follow-up and monitoring of the outcomes
- Paralegals
- Civil society organisation providing local or grassroots legal advice clinics or mediation services
- Data suggested that women use CIJ systems less than men. Culturally complex, you need to follow up the conversation (of the justice needs surveys) --> bring colour to the data; get first hand information what barriers they face, get their sense of what can be done

What models or practical tools exist for improving coordination or linkages between formal and customary justice systems?

- Paralegals
- Legal frameworks providing legal recognition to customary systems
- Joint seminars to raise questions on formal recognition of CIJ services
- Policies that acknowledge the traditional justice system mechanism
- Challenges: Resistance from a segment of the formal justice system, lack of support or commitment from government to sustain the gains achieved through development support, inability to institutionalise the system
- Sometimes it can help to provoke discussions, moderated by “outsiders” who can raise uncomfortable questions, like: why do we not get paid for if we also provide the service?
- If CIJ is pro-bono, it impacts on the quality and innovation – we tend to underestimate the need for financial models, because projects have short lifespans or expect government to come in while they are also grappling with low justice funding
- If financial support cannot be provided, “in-kind” contributions/aid can be offered (time, expertise, education etc.) which helps to improve quality
- How to reconcile decisions under customary law with (contradictory) legislation, e.g. on FGM, land rights, criminal law etc. Which countries have successfully integrated the two systems (with precedence of the law, hierarchy of norms, appeal right, etc.)? Kenya is a great example; look into Botswana

What has your experience been in scaling community justice models regionally or nationally?



- Some standardisation of services is needed to scale community justice mechanisms

5. Plenary

Key insights from Group 2

- Sustainability of interventions - how can any intervention on CIJ become more sustainable? If you recognise CIJ in the formal systems, you can anchor it with attention and funding.
- Make sure you partner with a very strong vocal actor that can advocate for you, where you can get, if not funding, but at least in-kind aid. This recognises the limits of funding.
- Reconciling CIL decisions with formal laws. In Botswana, codification of CIL is done. A more bottom-up approach can also be taken.
- Recognition vs responsibility questions - how far does a state go when recognising CIJ? Kenya focused on balancing recognition and legitimacy.
- It is also important to emphasize the interlinkages between formal and customary justice systems, which are constantly evolving, with each influencing the other.

Key insights from Group 1

- Formal/informal linkages - ensuring buy-in on both sides and ensuring that the formal justice systems recognise CIJ ones.
- Entry-points for ensuring inclusivity, including appointing women and other representatives of marginalized groups to these CIJ mechanisms.
- Overall objectives - integration vs managing the present situation. Context specific, to be determined by the data.
- Practical tools for monitoring and evaluation.
- We should take the overarching approach that traditions are not set in stone, in order to identify change makers who you can work with
- Cultural sensitivity, including inclusive dialogue, is needed.

Discussion:

- How to create financially sustainable mechanisms, given that the formal system is already struggling from a perpetual lack of financing for justice?
 - Research by ODI found that financing CIJ is cheaper and represents a cost-effective way to address the global justice gap.
 - Formal-informal policy dialogue goes both ways and a case can be made for both actors learning from each other. For example, in Mexico, the formal justice actors are frequently trained on gender sensitivity, which informal actors can benefit from. Constant dialogue and learning should be fostered, including by organisations like ours.
- How can we provoke discussions and ensure openness between both sectors? While any approach must be context-specific, what would be good examples?



- South Sudan - Trust-building visits where customary authorities and judges are brought into direct contact.
 - Burkina - Coordination platforms as a form of routine meetings, including criminal matters and conflict de-escalation.
 - Kenya - alternative justice systems policy and framework is exemplary. Infrastructure for engagement between micro-local justice providers and the formal justice sector, right up to the Supreme Court, which is very effective.
- IDLO, WJP and HiiL are all members of the customary law WG on SDG 16. We all actively engaged in developing the WG's output on '[diverse pathways to justice](#)'
 - Also see the [recent report](#) of the UN Special Rapporteur on the independence of lawyers and judges. **We are also currently grappling with the fast decreasing funding for A2J, where even the formal justice systems are at capacity of the funding available.**

6. Closing remarks – by Simona Gallotta, Policy Officer Governance, DG INTPA G1, Belgium

- CIJ is particularly important in territories where justice might not normally be available, particularly in remote areas
- It is also important to close the global justice gap and attainment of SDG 16.
- For us to engage around PCJ, there is also a need to equip ourselves with robust data to support the efforts of the national and local counterparts in our programmes. Important to invest in analysis/assessment
- Thank you to rapporteurs for the perfect summary, thank you to HiiL, IDLO, WJP and TED Secretariat for organising the clinic
- Next clinic in February on land rights and access to justice, possibly at a different time to be able to include colleagues in Asia.

7. Resources to help with decision-making

TED Secretariat

- [Documentation of the Customary, Informal and Community Justice Services Webinar in May 2024](#)
- [Report of the first RoL Clinic on Data and Evidence in PCJ Programming](#)

HiiL

- [Policy Brief on Community Justice Services](#)

IDLO

- [Accessing Justice: Somalia's Alternative Dispute Resolution Centres](#)



- [Inclusive Practices in Alternative Dispute Resolution: Delivering People-Centred Justice in Somalia](#)
- [Enabling Access to Justice for Survivors of Sexual- and Gender-Based Violence Against Women in Somaliland](#)

WJP

- [Report on Disparities, Vulnerability, and Harnessing Data for People-Centered Justice](#), as it has a section on non-formal mechanisms; (report available in English)
- [Report and short documentary on Hidalgo's model](#) of ADRs in indigenous communities (the short documentary is in Spanish and has English subtitles)
- [Report on Estado de Mexico's model](#) of ADRs in indigenous communities (available both in English and Spanish)

8. Participants List

	Name	Title/ Organisation/ Country
1.	Adam-Shirwa Jama	Country Director, IDLO, Somalia
2.	Alfred Hill	Field Programme Manager, HiiL, Netherlands
3.	Alisa Schaible	Advisor, I-IDEA, Belgium
4.	Ana Cardenas	Director of Justice Projects Mexico, WJP
5.	Anna Perchuk	EU Engagement Consultant, IDLO, The Netherlands
6.	Arthur van Buitenen	Policy, Advocacy & EU Engagement Advisor, IDLO
7.	Britt van der Donk	Director of Programmes, HiiL, Netherlands
8.	Carlos Abaitua-Zarza	Justice and human rights programme officer, EU Delegation Guinea Bissau
9.	Christiane Wolowiec-Musich	Senior Advisor RoL and Governance, GIZ, Germany (co-chair WG 1.1)
10.	Clare Manuel	Senior Research Associate, ODI Global, Great Britain
11.	Daouda Hain	Expert, IDLO
12.	David Kenny	Governance Policy Officer, Department of Foreign Affairs, Ireland
13.	Edith Nakiyaga	Project Officer, HiiL, Uganda
14.	Ellen van Uytvanck	Advisor Governance and Knowledge, TED Secretariat, Belgium
15.	Emilie Dajer	Justice Sector Advisor, HiiL, Netherlands
16.	Enya Braun	Programme Officer, EU Delegation The Gambia
17.	Julia Fechner	Advisor RoL and Governance, GIZ, Germany (co-chair WG 1.1)
18.	Felix Bruch	Trainee, MFA Austria
19.	Friederike Herzer	Policy Advisor, Facilitator WG 1.1, TED Secretariat, Belgium
20.	Giuliano Borter	Partnership Developer, HiiL, Netherlands
21.	Heidi Embonga de Pourq	Expert Human Rights, development cooperation and justice, TED Secretariat, Belgium
22.	Ivan Kantardjiski	Policy Advisor, Facilitator WG 1.2, TED Secretariat, Belgium
23.	Jamal Adan	Programme Officer, EU Delegation Somalia
24.	Jelmer Brouer	Researcher, HiiL, Netherlands
25.	Jonathan van Meerbeeck	Head Of Sector, Democratic Governance, G1 DG INTPA, Belgium
26.	Julia Fechner	Co-Chair WG 1.2, Policy Advisor RoL and Governance, GIZ, Germany



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27.	Lilian Keene Mugerwa	Justice Transformation Expert, HiiL, Uganda
28.	Marie Duprez	Senior programme manager for Sahel, HiiL, Netherlands
29.	Marie Paule Neuville	Programme Manager, EU Delegation Liberia
30.	Mark Lewis	Chief Of Public Sector Partnerships, WJP, USA
31.	Markus Handke	TED Coordinator, DG INTPA G1, Belgium
32.	Mia Sichelkow	Intervention Manager Team Europe Democracy, Enabel, Belgium
33.	Michael James Warren	Customary and Informal Justice Adviser, IDLO, Netherlands
34.	Muriel Cersovsky	Desk officer Rule of Law, German Federal Foreign Office, Germany
35.	Nair Srivani	Thematic intern, IDLO, Italy
36.	Nathalie Vandevelde	Intervention Officer Governance & Rule of Law, Enabel, Belgium
37.	Nneka Okechukwu	Independent Consultant
38.	Oda Dushime	Advisor, Facilitator WG 3, TED Secretariat, Germany
39.	Pamphile Sebahara	Advisor, Facilitator WG 2, TED Secretariat, Belgium
40.	Patricia Kapolyo	Programme Manager, EU Delegation Zambia
41.	Pierre Berman	Expert en gouvernance, organisation, gestion de projet et de ressources, EU Delegation Mali
42.	Rachael Ampaire	Programme Manager, HiiL, Netherlands
43.	Silvia Razeto	Intern, European Commission, Belgium
44.	Simona Gallotta	Policy Officer Governance, DG INTPA G1, Belgium
45.	Stefan Sindelar	CEO, European Capital of Democracy, Austria
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47.	Tim van den Bergh	Justice Sector Advisor, HiiL, Netherlands
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