

2016
Annual
Report

ISLP International Senior
Lawyers Project



Executive Director's Note

Dear Friends

In the past year, ISLP has gone from strength to strength. Since our 2015 strategy refinement ISLP has continued to evolve as a leader in the pro bono space, through the tremendous enthusiasm of its volunteers and the dedication and expertise of its staff.

There are a variety of reasons for this, both internally and externally. For our key clients and partners, the fast changing environment, with increased capital flows and fluctuating commodity cycles, combined with the dark side of increased illicit funds flows, requires vigilance and attention. In this complex and challenging environment, there is an increasing demand both to execute increasingly sophisticated transactions and to maintain the long view on policy within the framework of just and accountable development.

The organization's renewed energy and focus has come at an opportune time. For everyone working in this space, whether clients or partners, the acceleration of change has been nothing short of extraordinary. The speed with which large transactions are executed has increased, as has their complexity. This requires clients, whether they be emerging governments or communities interacting with multi-national corporations, to balance increasingly complicated variables in order to reach difficult decisions quickly.

As a result, the demands by clients on their legal advisors has increased exponentially. Clients require legal advice that is sophisticated, commercial, and timely. They also require lawyers who see the big picture, and have a sophisticated understanding not only of transactional complexity, but policy nuance and political imperatives. ISLP's seasoned volunteer lawyers, with

their vast array of technical and soft skill, and our senior, sophisticated staff have responded to the historical moment in which our clients find themselves. It is in this context that ISLP's novel approaches to complex development related challenges can level the playing field between developing country governments and affected communities on the one side, and multinational corporations and investors on the other.

As described in more detail in this year's annual report, ISLP's new strategy is creating exciting and innovative approaches to the work itself. Our extensive legal network allows us through our transactional experience to provide increasing insights at the policy level as well as the debate as to what constitutes just, accountable and inclusive development. It is our program staff that are driving this debate, helping clients shape their strategic direction. This interactive, dynamic process, in the context of a changing security and economic landscape, advances ISLP's vision from creating a virtual, global law firm that is responsive to clients, to building out an organization that is helping to drive the debate as to what in fact it means to be just, accountable and inclusive.



Katherine Mulhern, Executive Director

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Mission

ISLP provides pro bono legal assistance to governments and civil society organizations in developing countries, leveraging global legal resources in alignment with client needs to support just, accountable and inclusive development.

"2016 saw the first full year of implementation of our refined strategy and it has been a great success as evidenced by the range of projects undertaken and depth of engagement with trusted partners. It has been gratifying to see how increased specialisation has enabled staff to play a greater role in developing and shaping the practice areas for which they are responsible and for the US and UK offices to be working together closely to achieve our mission."

Susan Hazledine, Executive Director ISLP-UK

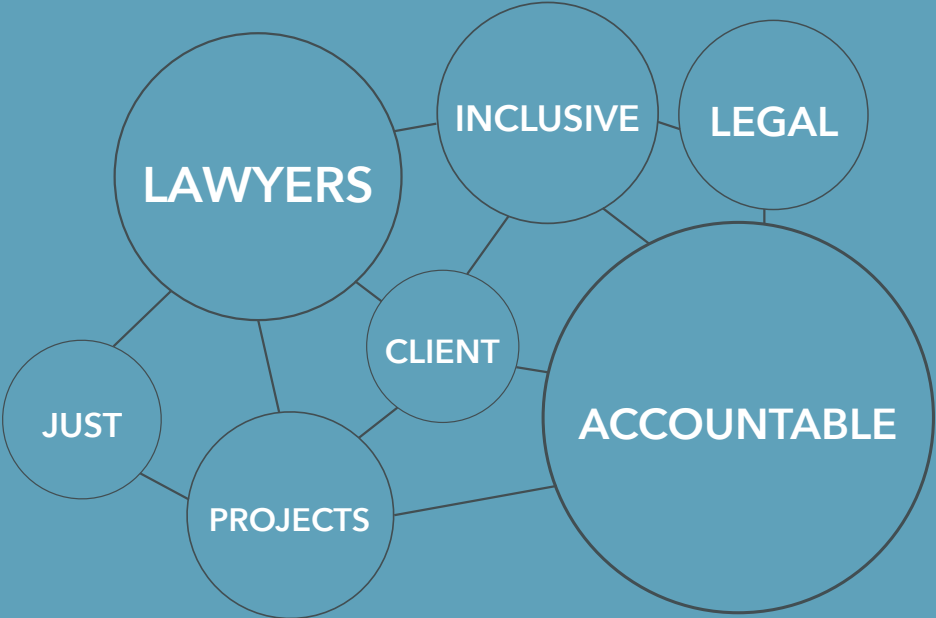
Who We Are

During 2016 ISLP utilized **16** experienced Program Directors and support staff to leverage approximately **250** volunteer lawyers from over fifty legal firms. We undertook a total of **211** projects in more than **47** different countries.

We received funding from numerous international law firms and **58** different additional funders as well as multiple foundations, grants and operations and program specific funds. We delivered over **\$7,000,000** in legal advice and support.

What We Do

We strategically mobilize highly experienced **LAWYERS** to empower our **CLIENTS** to achieve **JUST, ACCOUNTABLE, AND INCLUSIVE** development outcomes. Our **PROJECTS** directly help beneficiaries and contribute to achieving innovative **LEGAL** outcomes.



What We Do

Natural Resource Management

ISLP supports least-developed country governments to manage their resources to the benefit of their people by advising on the negotiation of resource-related contracts, training and mentoring government officials and drafting or revising relevant laws, regulations and policies.

Civil Society Space

ISLP helps journalists and watchdog NGOs investigate and report on poor practices related to development through technical assistance and capacity-building support, including with respect to managing legal risks associated with their reporting activities.

Economic & Social Development

ISLP helps build capacity, professionalism and accountability among legal professionals (including judges and prosecutors) to better support sustainable, inclusive growth. This can include sophisticated legal expertise for social entrepreneurs and designing innovative investment tools that contribute greatly to sustainable development.

Community-Inclusive Development

ISLP empowers civil society to engage more effectively in the decisions and processes driving large-scale development projects by providing the perspective, advice, and assistance of high-level corporate lawyers who well understand the financing, contractual, and other legal arrangements that typically govern or underlie these projects.

Anti-Bribery & Corruption

ISLP assists civil society clients to investigate and report on corrupt practices and helps governments to improve legal and investigative capacities to prosecute those responsible for corrosive, economic, political and social impacts.

Investment, Trade & Tax

ISLP assist least-developed country governments to build their economies through well-structured foreign investment, increased trade opportunities and establishment of fair revenue streams. Beyond government clients, trade work also supports non-profit organizations that help improve entrepreneurs' access to trade opportunities.

2016 Program Work

ISLP's **Civil Society Space** focus area helped ensure civic engagement and debate by providing practical and strategic guidance to key actors such as journalists, watchdog NGOs and human rights defenders, to protect their fundamental freedoms. 2016 program work included:

- Protecting rule of law, freedom of expression, and judicial independence in support of a group of judges in Botswana
- Deploying a trial observer to Colombia in support of a lawyer and human rights activist who gave testimony about her father's murder
- Collaborating on a conference, Disability and the Law, to support civic engagement of potentially marginalized groups in India
- Developing an initiative, in collaboration with ISLP client Sutyajnik, to build capacity among local human rights lawyers to challenge systemic human rights abuses in Russia
- Providing media law support to the European Center for Constitutional and Human Rights (ECCHR), including pre-publication reviews and workshops
- Providing media law training for Eurasian media lawyers and NGOs

ISLP's **Community-Inclusive Development** team spent much of 2016 helping to advocate for equitable benefits from the development of natural resources, as well as the protection of adjacent environments, including:

- Continuing support of the Kerio Valley Community Organization (KVCO) in its efforts to improve engagement with Tullow Oil on behalf of communities impacted by exploration
- Providing strategic guidance to the Civic Enlightenment Network (C-Net) Kenya to support their legally challenging the government on corporate facilitation of illegal sand mining in Makueni County
- Delivering analysis of oil & gas contracts in the Central African Republic
- Researching and providing technical assistance to public interest law firm, the Vishnu Law Group, which worked closely with the Cambodian Ministry of Environment to develop the new environmental code finalized in December 2016

2016 Program Work

ISLP's [Economic & Social Development](#) initiatives seek to build capacity among legal professionals and strengthen the institutions and communities they serve. With a particular emphasis on underserved legal communities in developing and transitional economies, 2016's work encouraged meaningful civic engagement and economic equality, including:

- Delivering specialist seminars for judges, prosecutors, and students in support of the national justice reform program, Albania
- Providing commercial law training to lawyers from traditionally disadvantaged backgrounds so as to enable them to participate more fully in their country's economic development, South Africa & Zimbabwe
- Mentoring women lawyers to help them maximize professional opportunities in their home countries, Africa
- Providing Pro Bono assistance to those undertaking or promoting impact investment, Africa

ISLP supports governments to undertake sound and beneficial [Natural Resource Management](#). Program work in 2016 included:

- Renegotiating multi-million dollar contracts relating to investment in extractives, agriculture & infrastructure, Afghanistan, Liberia & Malawi
- Successfully resolving natural resource-related disputes on behalf of an LDC government, safeguarding millions of dollars in government revenue
- Drafting progressive new petroleum laws for the Government of Liberia, which were adopted in October 2016
- In-country training for government officials and negotiation teams for:
 - \ Oil & Gas agreements, Ghana
 - \ Mining contracts, Malawi
 - \ Oil & Gas Host Government Agreements
 - \ Production sharing agreements for petroleum, Zanzibar Tanzania
 - \ Hydroelectric project finance and public-private partnerships, Zambia and Zimbabwe
- Review and drafting of mining and environmental regulations to implement Myanmar's new mining laws

2016 Program Work

ISLP's **Investment, Tax & Trade** team supports developing country governments to attract investment, better capture tax revenue and negotiate fair trade agreements, helping to fund the provision of basic goods and services, as well as strengthen state institutions. Program work in 2016 included:

- Developing strategies at both national and regional levels to address inequitable taxation, Africa
- Facilitating a regional dialogue for senior government officials regarding taxation and extractive industries, east and southern Africa
- Advising on tax laws and policies relating to cross border transactions in key economic sectors, as well as more general international tax and transparency initiatives, Liberia
- Drafting and reviewing legislation and regulations to support Liberia's June 2016 accession to the WTO
- Training lawyers from state-owned enterprises on negotiations with prospective foreign investors, Iraq
- Developing an assessment tool for the exportation of peanuts, cassava, refined copper and precious stones under the African Growth and Opportunity Act (AGOA), Zambia
- Assisting the Foundation for a Unified Business Law in Africa (FOUBLA) on the English commentary of the Organization for the Harmonization of Business Law in Africa's (OHADA) uniform laws

ISLP's 2016 **Anti-Bribery & Corruption** work focused on advancing three themes:

- Transparency, such as by providing technical advice to Transparency International to encourage British overseas dominions to adopt greater transparency about ownership of company shares, and by advising on the impacts of proposed new legislation in the EU regarding trust disclosure
- Integrity, by supporting the independence and autonomy of the judiciary, including including by assisting a newly formed commission on its strategy to tackle judicial integrity in Madagascar
- Accountability, in enhancing the skills of those on the front line against corruption, training police prosecutors and judges in Malawi with a focus on particularly complex economic crimes



CASE STUDY

Anti-Bribery and Corruption

The Client: The Government of Malawi

The Brief: Support judicial reforms in the wake of the Cashgate corruption scandal

The consequences of Cashgate, a far-reaching corruption scandal involving the embezzlement of tens of millions of dollars through manipulation of the government's financial management, continued to have a devastating impact on Malawi in 2016. Reporting on the gravity of the situation, the Nyasa Times highlighted the abrupt withdrawal of support from Development Finance Institutions, as well as high inflation triggered by the scarcity of staple foods such as maize, as key factors in the country's overall economic collapse, which "pushed the cost of life to unbearable levels."

As part of a multi-year program with the Government of Malawi, ISLP responded by sending Louisiana Supreme Court Justice Greg Guidry and renowned

international anti-corruption litigator Peter Strasser to continue its efforts working with the country's nascent Anti-Corruption Bureau. Specifically, Guidry and Strasser facilitated a dialogue with senior Malawian judges on topics including judicial independence, judicial ethics, understanding plea negotiations, effective sentencing, money laundering, asset forfeiture and tracing, as well as case management.

Additionally, ISLP organized a workshop for police prosecutors, credited with the handling of 85% of prosecutions in Malawi including fraud and corruption cases, on rules of evidence, advocacy techniques, trial strategy, witness preparation and witness examination.

Postscript:

Speaking after the mission, ISLP expert volunteer Peter Strasser emphasized the progress made despite extremely difficult circumstances. *"The fifteen convictions to date and the Anti-Corruption Bureau's increasing use of plea bargaining, money laundering laws and, to some degree, asset forfeiture provide cause for guarded optimism."*

CASE STUDY Investment, Trade and Tax

The Client: The New Partnership for Africa's Development (NEPAD)

The Brief: Facilitate a dialogue for southern and eastern African government officials on contract negotiation and tax issues within the context of the extractive industries

In 2016, for the second consecutive year, ISLP in partnership with NEPAD assisted with organizing and facilitating a regional dialogue on the pressing issues facing African governments. The particular focus was countries from Eastern and Southern Africa, and regarded the capture of revenue from activities within the extractive industry.

ISLP expert volunteers helped structure and guide discussion around the practical and technical challenges of mobilizing revenue for the public good, including strategic approaches to natural resource-related contract negotiation. In particular stabilization clauses were covered. Also included in the dialogue

were tax issues, including transfer pricing and the deductibility of cross-border payment flows, risks posed by weak double tax treaties, including the potential long-term limits these can impose on a government's ability to mitigate tax base erosion, as well as transparency and accountability regarding benefit flows to local communities from natural resource taxation.

Postscript:

One participant at the regional dialogue commented, "There are certain practices in my country that are not up to date, so I was inspired to expose them and exchange ideas. I believe this experience will make me more effective." While another said, "Being one of the stakeholders in contract preparation, my department will have a positive attitude when gaining such high quality knowledge and information. We will be sharing the information when we return home."





ISLP has had a country-focused program in Myanmar since 2013, which we began as the country transitioned from an autocratic military regime to a democratically elected government. During the transition, Myanmar's reforms and changes opened it up to an influx of international investment. The isolation the government and population had suffered under decades of military rule, however, had left the country with weak capacity and little experience with the governance tools needed to ensure that investment is regulated in a way that encourages development while providing safeguards against significant environmental, social, and other harms. ISLP's work in Myanmar has focused on empowering both civil society and government actors to establish and engage with constructive development mechanisms.

The Client: EarthRights International (ERI)

The Brief: Training in Community-Driven Operational Grievance Mechanisms

Special Economic Zones (SEZs) have become a favored way in Southeast Asia to invite investment and development into countries. In particular, it has been a way for governments to transition their rural/agrarian economies towards more industrialized economies. The Myanmar government has begun work in or is in negotiations for multiple SEZs. ISLP has been working with communities affected by the Thilawa SEZ by assisting partners with legal research, workshops and legal advocacy and advice regarding engagement with project-proponents for over two years.

ISLP trained Thilawa community representatives and advocates on strategies to improve the design and negotiation of a community-driven operational grievance mechanism to govern the handling of past and future harms caused by development project operations. These trainings were conducted in collaboration with ERI.

ISLP also delivered two half-day workshops aimed at improving the design of the grievance mechanism and training both members of the Thilawa Social Development Group, a community-based organization, and grievance mechanism Design Committee on strategies to engage effectively with project proponents. At the Thilawa resettlement site, ISLP consulted with and advised members of the grievance mechanism Design Committee as to potential improvements to the current draft grievance mechanism, with particular attention to sections on complaint procedures and the selection of an ombudsperson and neutral decision-maker.

An ISLP lawyer met with various key stakeholders to discuss the ongoing development of a grievance mechanism and the long-term potential for negotiating a community benefit agreement.



The Client: Karen Environmental and Social Action Network (KESAN)

The Brief: Establishing a framework within which the Karen people can effectively and sustainably manage their lands and natural resources

Since 2015, when the Nationwide Ceasefire Agreement was signed, the Karen National Union and relevant CSOs have been working to establish a framework within which the Karen people can effectively and sustainably manage their lands and natural resources. ISLP has worked with its long-term partner, KESAN, to support this effort both by commenting on specific proposed policies for land and resource governance and by leading capacity-building trainings and providing strategic guidance with respect to specific projects in development.

ISLP helped KESAN develop a report recommending strategies to maximize community input and representation in the planning, implementation, regulation, and monitoring of the Salween hydropower projects—with a view to helping KESAN and the communities it represents to engage meaningfully with hydropower project proponents and achieve improved outcomes.

We also provided legal research and drafting support on a human rights impact assessment briefer prepared by KESAN in relation to the Asian Highway expansion. The brief was submitted to the Asian Development Bank (ADB), followed by a full impact assessment report, with the intention of reducing negative effects of ADB investment in Myanmar.

Desk-based research and analysis has been undertaken by ISLP volunteers as well. This includes on Myanmar's Electricity Law, Environmental Conservation Law and Rules, draft Investment Law and the National Environmental Policy, all of which are currently being (and will continue to be) used by KESAN and its partners to engage more effectively with the new government and project proponents.

ISLP has proudly assisted the Government of Liberia since shortly after the country emerged from a long and brutal civil war. Our expertise and technical legal support have helped Liberia to better manage its natural resources, set tax policy and strengthen revenue streams, and better structure and regulate its healthcare system. Further, we have helped the government manage the process of acceding to the WTO and handle crucial litigation and arbitration matters. With ISLP's support Liberia reached a number of milestones in 2016.

The Client: Ministry of Commerce and Industry, Liberia

The Brief: Drafting and reviewing laws and regulations to meet WTO requirements

Continuing our longstanding commitment to assist the Government of Liberia, ISLP provided comprehensive legal services in support of the country's accession to the World Trade Organization (WTO).

The Government of Liberia has since 2007 sought to become a member of the WTO. Such membership can enable a country to grow its economy, attract investment, and be represented in the global trading system. But meeting the conditions for WTO accession can be a formidable challenge, especially for countries with weak or outdated legal and regulatory regimes.

To help the Government of Liberia meet these challenges, ISLP supported the Ministry of Commerce and Industry in the process of reviewing the relevant legislative and regulatory frameworks and drafting the necessary new legislation. The three laws drafted by an ISLP expert—the

Small Business Empowerment Act, Competition Law, and Foreign Trade Law—have all been passed. Additionally, ISLP's lawyers reviewed a series of Liberia's trade-related and commercial regulations to assess their compliance with WTO requirements.

Liberia's accession to the WTO was finalized in July 2016. Liberia was praised for the efficiency with which the negotiations were carried out and the WTO's requirements were met, being highlighted as a model for other least developed countries seeking WTO membership.





The Client: Office of the President, Liberia

The Brief: Drafting new laws to govern Liberia's emerging petroleum sector /supporting tax transparency

In October 2016, ISLP saw the successful passage into law of two petroleum sector laws on which we contributed drafting support and technical legal expertise. These laws—the New Petroleum (Exploration and Production) Reform Law of Liberia and the National Oil Company of Liberia (NOCAL) Act—have been received positively by both the Liberian press and the international community. Corruption watchdog Global Witness described the reform as “a significant step towards the transparent management of the country's oil sector”. The laws are anticipated to strengthen practical anti-corruption elements of the procurement process, among other aspects of the sector.

This success was the culmination of work that began in 2013 and continued through two years of debating and drafting revisions. To ensure that Liberia benefits from this progressive new legal regime, ISLP continues to provide assistance in the practical implementation of the laws.

Following extended ISLP support on tax transparency matters, ISLP congratulated Liberia on successfully passing through phase one of the peer review process of the Global Forum on Transparency and Exchange of Information for Tax Purposes. This is an important step in Liberia's engagement as a member of the premier international body for ensuring the implementation of the internationally agreed standards of transparency and exchange of information in the tax area.

Growing Focus: Impact Investing - Structuring Private Investment to Scale Up Private Capital

ISLP's Impact Investing program aims to stimulate social impact investment opportunities and support access to finance for small to medium-sized enterprises and nascent investment vehicles that embed social or environmental benefits into their business models.

Legal Practitioners Track Meeting

The Legal Practitioners Track, a multi-year initiative ISLP launched in 2015 in collaboration with the Global Impact Investing Network, held its second annual convening on November 3, 2016. The event continued to solidify the credibility of the Legal Practitioners Track as a network and platform for thought leadership.

The meeting brought together about 60 high-level practitioners in the field - lawyers representing investors, foundations, development finance institutions, and other key stakeholders - to explore some of the most pressing issues they face. The interactive sessions allowed participants to delve into topics such as structuring investment vehicles to deploy impact investments, strategies and features being used in investments to incentivize impact behavior, tackling issues of corruption during due diligence and over the course of investment, and challenges posed in exiting impact investments.

Supporting Social Enterprises

In 2016 we supported a social enterprise specializing in the construction of disaster-resilient, energy-efficient and affordable buildings. It builds homes, schools, medical facilities and emergency shelters in Haiti, whose inhabitants are still trying to recover from the 2010 earthquake. The island still contains numerous buildings that were constructed using inadequate materials and engineering practices. This business was at risk of going under due to onerous terms in a loan agreement but ISLP has provided support targeted to renegotiate the terms of the loan with the expertise of a volunteer banking lawyer.



Publications

ISLP, in collaboration with the Columbia Center for Sustainable Investment, prepared a Guide to Land Contracts: Agricultural Projects, which is a resource available on CCSI's OpenLandContracts.org to help users understand the technical provisions and language typically found in the contracts governing large-scale agricultural investments in developing countries. The Guide was published in March 2016. ISLP and CCSI also prepared a second, more comprehensive edition of its Guide to Land Contracts: Forestry Projects, which is slated for publication in January 2017.

Through our network of highly expert legal practitioners, ISLP is able to engage teams to track industry developments in connection with key legal and regulatory issues. In 2016, we published our first such briefing paper under the auspices of the Legal Practitioners Track. The paper, authored by Clifford Chance, examined implementation across various European jurisdictions of the EU's Alternative Investments Fund Managers Directive and presented a user-friendly matrix for lawyers that breaks down the seemingly complex regulatory requirements that managers of non-EU based funds marketed to EU investors must navigate across various EU jurisdictions that have implemented that directive. This is a tool that lawyers can use to provide informed advice to their clients regarding compliance with this nascent directive.

Looking Ahead

In 2017, we will continue to focus and refine our strategic direction with a view to developing and executing increasingly sophisticated projects for our clients. This in turn will allow us to develop a deeper understanding of a particular region, its actors and its challenges.

- Deepening and strengthening our relationships with The Gambia
- Expanding the Community-Inclusive Development Program into Latin America
- Pushing a dramatic increase in our Impact Investing work
- Working with our partners to undertake Capacity Building - Commercial Legal Training Program
- Continuing our judicial strengthening program in Albania

Financials

CONSOLIDATED STATEMENT OF ACTIVITIES 2016

INCOME	USD\$
Individuals and Board Members	126,464
Law Firm	146,682
STEP Campaign	118,846
Foundation & Corporate Grants	804,719
Fees for Services	31,556
Other Revenue	434
Total Income	1,228,701
<i>(not including in-kind donations)</i>	
DONATED GOODS AND SERVICES	
Legal Services and related costs	7,119,918
Total Donated Services Income	7,119,918
EXPENSES	
Program Services	8,372,028
Administrative and General	126,733
Fundraising	153,972
Total Expenses	8,652,688

STATEMENT OF FINANCIAL POSITION

ASSETS	USD\$
Cash, Investments & Equivalents	1,004,239
Contributions	478,355
Accounts Receivable	17253
Other Assets	50,275
Total Assets	1,550,122
LIABILITIES	
Accounts Payable & Accrued	65,851
Total Liabilities	65,851
NET ASSETS	
Unrestricted	674,059
Board Designated	340,000
Restricted	470,212
Total Net Assets	1,484,271
Total Liabilities and Net Assets	1,550,122

For every \$ raised, ISLP leveraged almost \$7 in pro bono legal assistance from our global network

Legal Partners

ISLP's work would not have been possible without the pro bono contributions of the experienced and dedicated lawyers who provided substantive legal analysis and strategic advice to our clients. We are grateful to all of you.

In addition to the commitment of each individual lawyer, we are grateful for the support of the law firms and other institutions who donate their resources to advance just, accountable and inclusive development:

- / 20 Essex Street Chambers
- / Akin Gump
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- / National Center for Lesbian Rights
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- / Park Energy Law
- / Pinsent Masons
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- / Steptoe & Johnson
- / Tanikella Rastogi Associates
- / Tory's
- / Webber Wentzel
- / White & Case
- / Winston & Strawn

NGO Partners

ISLP is proud to collaborate with leading nonprofit organizations, and is grateful to the following groups for their expertise and commitment to just, accountable and inclusive development:

African Legal Support Facility
African Minerals Development Centre
American Bar Association Center for Human Rights
Amnesty International
Avaaz
Canon Collins Educational & Legal Assistance Trust
Center for Democracy and Rule of Law
Child Rights International Network
Columbia Center on Sustainable Investment
Commonwealth Human Rights Initiative
EarthRights International
Equal Education Law Centre
European Center for Constitutional and Human Rights
Foundation for a Unified Business Law in Africa
Ghana Oil & Gas for Inclusive Growth
GLBTQ Legal Advocates & Defenders
Global Impact Investing Network
HelpAge International
Human Rights Law Network
International Federation of Red Cross and Red Crescent Societies
International Protection Centre
International Research and Exchanges Board

Jose Alvear Restrepo Lawyers' Collective
Justice & Corporate Accountability Project
Law School of Tanzania
Law Society of South Africa
Law Society of Zimbabwe
Mass Media Defence Centre
Namati
National Center for Lesbian Rights
Natural Resource Governance Institute
New Partnership for Africa's Development
New Markets Lab
Open Society Justice Initiative
Oxfam
Strathmore Extractives Industry Centre
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The AIRE Centre
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UNDP-UNEP Poverty Environment Initiative
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ISLP is grateful for the generous support of our board of directors and other individual donors, the tireless commitment of our expert volunteers, and the following law firms, foundations, corporations, and government entities without whom our work would not be possible:

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- / Open Society Justice Initiative
- / Rule of Law Expertise Programme (ROLE U.K.)
- / The William and Flora Hewlett Foundation
- / Thompson Family Foundation
- / Society for Trust & Estate Practitioners (STEP)
- / UK Foreign & Commonwealth Office (FCO)
- / U.S. Department of Commerce, Commercial Law Development Program
- / U.S. Department of State, Bureau of Democracy, Human Rights & Labor
- / U.S.-Russia Peer-to-Peer Program

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ISLP - UK Board

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Director, Strategy

Carol Thomas
Financial Manager (consultant basis)

Lauren Waugh
Program Officer, Sustainable Development



ISLP
110 West 40th Street
Suite 700
New York, NY 10018
info@islp.org

ISLP-UK
Development House
56-64 Leonard Street
London EC2A 4LT
info-uk@islp.org

www.islp.org



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