STRATEGY
2020

IDLO
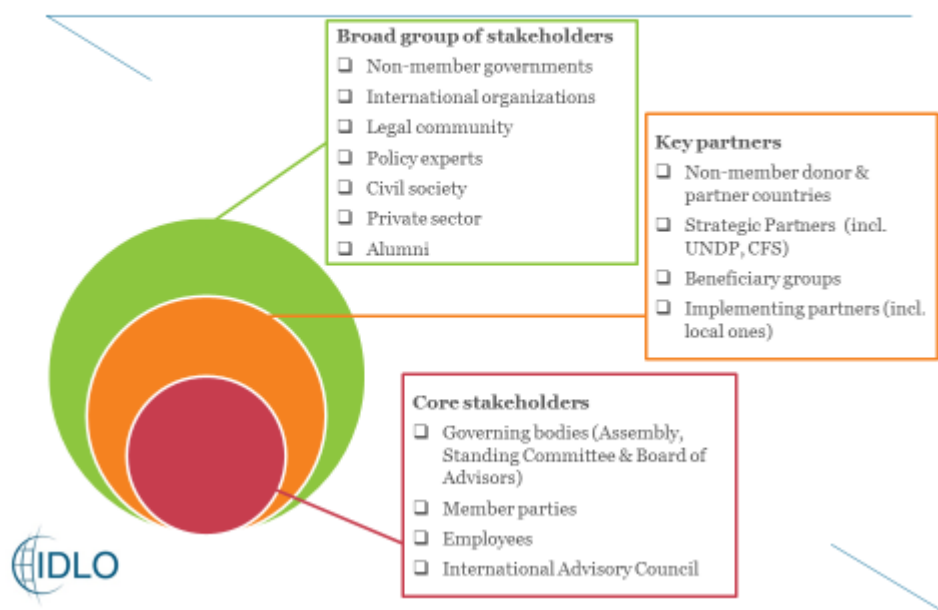
Creating a Culture of Justice

International Development Law Organization

IDLO'S STRATEGIC PLAN 2017 – 2020

1.   IDLO's Strategic Plan 2017 – 2020 (*Strategy 2020*) outlines the direction we will take and changes we envisage over the next four years. The 2030 Agenda for Sustainable Development, adopted at the United Nations Summit in September 2015, has brought a sea change in international development policy by incorporating access to justice and the rule of law as critical components of sustainable development. IDLO is inspired by the 2030 Agenda and ready to contribute to the achievement of the Sustainable Development Goals (SDGs) in line with its mandate.

2.   Building on the achievements of the past four years and making hard choices in light of external realities and internal capacities and resources, Strategy 2020:

   ▪   Establishes IDLO's direction for the next four years;

   ▪   Sets out the goals and objectives in line with our comparative advantage;

   ▪   Strives to consolidate the significant gains we made under the last Strategic Plan; and

   ▪   Identifies the areas where we will invest to strengthen our capacities and resources.

Consultations with our stakeholders

Broad group of stakeholders
❑ Non-member governments
❑ International organizations
❑ Legal community
❑ Policy experts
❑ Civil society
❑ Private sector
❑ Alumni

Key partners
❑ Non-member donor & partner countries
❑ Strategic Partners (incl. UNDP, CFS)
❑ Beneficiary groups
❑ Implementing partners (incl. local ones)

Core stakeholders
❑ Governing bodies (Assembly, Standing Committee & Board of Advisors)
❑ Member parties
❑ Employees
❑ International Advisory Council

3.   Taking an inclusive approach, we reached out to our Member Parties and governing bodies, governments, international organizations, policy makers, policy thinkers, local partners, practitioners, our employees and, to the extent possible, justice seekers. Our consultation methodology varied from interviews of opinion leaders and senior officials to meetings with partners, workshops

and focus groups with employees, and on-line surveys for a broader group of stakeholders. We also took the opportunity of various UN events and our major conference in Dar es Salaam, Tanzania, on the rule of law in Africa to canvas views from participants. Through these various means we gained insights into external trends, opportunities and challenges as well as our own strengths and weaknesses, and advice on our strategic choices.

4.   Strategy 2020 is also informed by our research and that of other leading organizations in the field of law and development. We have drawn lessons from recent program assessments, evaluation reports, program strategy documents, external audits and the Independent Management Review (IMR) conducted in May 2016.

5.   Through this consultative process and research, we have sought to understand the world around us, draw lessons from our previous Strategic Plan and articulate our priorities in line with our values, ways of working and comparative advantage.

HOW WE SEE THE WORLD

A new development paradigm

6.   The most momentous change in the field of international development policy since our last Strategic Plan has been the adoption by the UN of the 2030 Agenda for Sustainable Development. Comprising of 17 universally applicable Sustainable Development Goals (SDGs) it promotes an interconnected set of priorities to promote inclusive development, prosperity and planetary protection through partnerships. In a major breakthrough from the past, the 2030 Agenda acknowledges access to justice and the rule of law as a goal and a target of sustainable development. That understanding is explicit in SDG 16 - "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels" - and embedded implicitly in various other goals and targets across the Agenda through references to equality, inclusion and equity, rights, legal frameworks and accountable institutions.

7.   The 2030 Agenda sets the context for IDLO's Strategy 2020. It is a source of inspiration, gives political legitimacy to our ambitions and creates practical opportunities for advancing our vision and mission.

External trends

8.   Below we list the key external trends that are likely to impact our work in the coming years.

▪   **Growing inequality and exclusion**

9.   Discriminatory laws and policies are aggravating inequality and exclusion. Women and girls, the elderly, indigenous peoples, refugees and migrants are among those adversely affected. Sexual and gender-based violence is a major

barrier to sustainable development and impairs the agency of women and girls. The 2030 Agenda is committed to ensuring that "no one is left behind" and includes specific goals on equality (SDG 10), gender equality (SDG 5), and refers also to age discrimination.

- **Norms under fire**

10. International human rights and humanitarian norms have come under attack against a background of violent conflict, authoritarian trends and growing concerns about extremist violence, terrorism and uncontrolled migration. Discrimination, religious intolerance, racial violence and hate speech, attacks against foreigners and minorities are growing in a climate of fear of "the other" and economic and political uncertainties. Civil society space is being restricted in many countries.

- **Demand for accountability**

11. Ordinary people around the world are demanding greater participation in decision-making, and more transparency and accountability from their governments and institutions. Even as human rights are being restricted in some countries, technology and social media are expanding the possibilities for individuals to interact and civil society to connect locally and globally.

- **Weak institutions**

12. Effective, accountable institutions are essential for building people's confidence in the state and investors' trust in the economy. Judicial and legal institutions in many countries lack capacity, may be opaque and unresponsive to the needs of their citizens, or corrupt and mismanaged. The independence of the judiciary is under threat from executive power in some countries. At the international level, there is a backlash against the International Criminal Court in a number of countries. SDG 16 in the 2030 Agenda calls for effective, accountable and inclusive institutions at all levels.

- **Customary justice**

13. In developing countries poor people often turn to informal, traditional or customary systems of justice because they are more accessible, affordable and familiar. However, such systems can be skewed against disadvantaged groups, especially women and girls, for instance on issues of land and family. There is growing realization of the need to engage with these systems and to work with communities and those affected to ensure equity and justice.

- **Recurring conflict and violence**

14. Recurring conflict and political instability are major setbacks to justice sector development in countries emerging from conflict or striving towards democracy. In many rapidly growing urban areas a combination of poverty, exclusion and weak, corrupt institutions is leading to high levels of violence and organized crime that prey on youth, women and migrants. SDG 16 promotes peaceful and inclusive societies.

- **Influx of refugees and migrants**

15.   Population displacement has reached record levels, straining international solidarity and leaving large numbers of refugees, asylum seekers, migrants and displaced persons in precarious conditions. Strengthening vital legal and justice institutions in countries of origin, transit and destination are necessary to protect them from exploitation or life-threatening danger and to prevent and find solutions to forced displacement. The 2030 Agenda recognizes the importance of safe and regular migration.

- **Opportunities for economic growth**

16.   Many developing countries lack legal and judicial capacity, skills and systems to negotiate contracts, protect assets, resolve commercial disputes and regulate the private sector. Weak institutions, bribery and corruption erode investor confidence, increase transaction costs and the risks of financial crimes and illicit transfer of funds. Governments and the private sector both recognize that predictable, fair and effective legal systems are essential for trade, investment and economic growth.

- **Sustaining the planet**

17.   The Paris Climate Agreement and the SDGs relating to the environment land, natural resources and environmental protection in the 2030 Agenda, have created a political momentum to fight climate change. Sustainable development of natural resources, including equitable access to land, requires laws, regulations and mechanisms. Many countries are developing constitutional, regulatory, and other legal protections and need technical legal support. Communities affected by climate change need to be empowered to protect their rights and participate in their development.

- **Shifting powers**

18.   As the global South asserts itself, new multilateral institutions are emerging, creating new laws, policies and jurisprudence at the international, regional and sub-regional levels. Countries need to develop their capacity to absorb and apply these rules. Within countries, the demand for more democratic governance is leading to devolution of power to regional, local and municipal governments, generating constitutional and legal reforms and requiring the new entities to develop the capacity to administer the new systems.

- **Competition for aid**

19.   The political support for the 2030 Agenda for Sustainable Development has not yet been matched by the requisite financial support to deliver it. Instead, international aid budgets have come under pressure from increased humanitarian needs. In a crowded field of many competing demands and multiple players vying for funds, a new imperative has emerged for organizations to demonstrate comparative advantage and impact, gain donor trust and confidence, promote public support for development aid and strengthen strategic partnerships to optimize resources and results.

Summary: *There is great demand globally for the rule of law, but also many challenges. IDLO must be astute and selective, focusing on what it knows and does best and where it can bring the greatest value.*

WHAT WE HAVE LEARNT

20. We have drawn lessons from our experience of the Strategic Plan 2013 - 2016 (see diagram on goals and objectives below), based on external and internal reviews, evaluations and audits, including an Independent Management Review (IMR) in 2016. A summary of the key findings is given below:

IDLO's Strategic Plan 2013-2016

- Institution-building & legal reform (goal 1)
- Access to justice & rights (goal 2)
- Legal innovation for sustainable development (goal 3)
- Policy advocacy & research (goal 4)
- Program growth, quality and organizational reforms (goal 5)
- Mobilize resources (goal 6) / Build membership (goal 7)

- <u>Institution-building and legal reforms</u> (Goal 1) have been the largest part of IDLO's program portfolio most commonly in fragile, post-conflict situations. The work has been challenging because of insecurity, political uncertainties and lack of political will. While IDLO successfully met its program objectives, the broader impact of its work remains to be seen over a longer period of time and will be affected by issues outside its remit and influence. Partners and donors are interested in continuing to support IDLO on institution-building, especially in the criminal justice sector. We acknowledge the need to strengthen our ability to better analyze the context and identify openings where there is both political demand and political will to change.

- <u>Access to justice</u> (Goal 2) was most successful in the area of women's rights, thanks to a successful Gender Strategy that enabled distinct programs and projects to be developed while also mainstreaming gender across the organization. IDLO should build on its success and on emerging innovative programs on community justice and customary law to help women and other marginalized groups protect their rights. The linkage between customary law and women's land rights could make this an area for more work in future.

- Sustainable development and economic opportunity (Goal 3) remained the smallest part of our portfolio, despite efforts to expand, indicating the need to better define our comparative advantage. A mapping exercise on economic and commercial law revealed the potential to expand our capacity development activities in this area. IDLO piloted some projects on legal issues relating to climate change and biodiversity but was not able to identify resources for larger programs. On the other hand, policy research, discussions with potential partners, including the Rome-based agencies, and the successful development of our work on women, indicate openings for IDLO in the area of gender, land and food security.

- Policy advocacy and research (Goal 4) brought distinct value to the 2030 Agenda discussions at the UN. IDLO enhanced its profile as a thought leader and a champion of the rule of law. The success of its June 2016 conference on the rule of law in Africa demonstrated its capacity to convene a high-level multi-stakeholder dialogue. IDLO made important strides in its research but recognized that more needs to be done to expedite research findings and publications so that they can bring value to programs in a timely manner. Under the new Strategy 2020 policy research will be better integrated on the one hand with IDLO's programs – both in terms of topic/content and timing - to encourage learning and innovation, and, on the other, with IDLO's advocacy to give more weight to our voice.

- IDLO's programs and organizational reforms (Goal 5):

  - Programs were successfully scaled up and diversified into new geographic areas, mitigating operational risks. Pockets of good practice on capacity development have emerged and will be extended organization-wide through shared standards and tools for innovation and impact measurement.

  - Organizational redesign led to a multi-sited organization, headquartered in Rome with a substantive Branch Office in The Hague and Liaison Offices in New York and Geneva, as well as new Field Offices established in Honduras, Indonesia, Jordan, Mali, Mongolia, Myanmar, Tunisia and Ukraine, in addition to the already existing offices in Afghanistan, Kenya, Kyrgyzstan, South Sudan and Tajikistan. While the structure is now established and stable, more work needs to be done to improve communication and coordination and ensure better support to the field.

  - Organizational reforms were launched in 2014 and after some initial delays, produced important changes in budget, finance and new organizational policies in 2016. Implementation of the human resources review and ICT systems update will be carried forward into 2017.

- Resource mobilization (Goal 6) led to significant financial growth, more than doubling unrestricted funds, nearly trebling program funds and establishing healthy reserves. However, a narrow donor base remains a source of vulnerability. The resource mobilization strategy will be refreshed with a view to consolidating current support, identifying new and diverse donors, increasing predictability of funding and strengthening accountability and impact reporting.

- Membership (Goal 7) grew from 26 Member Parties at the beginning of 2012 to 30 at the end of 2015. There is significant interest in membership of IDLO, and new members are expected in the coming years. Governance reform and more engagement of current Members in the further expansion of membership need to be encouraged and supported.

Summary: *The last strategic cycle brought considerable growth in programs, research, advocacy, visibility and financial stability as well as a significant level of organizational reforms. The new Strategy should build on what has been achieved, consolidate growth and take the time to embed the reforms well before moving into further expansion.*

OUR VISION & MISSION

Our vision
A world in which every person lives with dignity and under the rule of law.

Our mission
To enable governments, empower people and strengthen institutions to realize justice, peace and sustainable development.

21. Our vision and mission are founded on the notion of the rule of law as embodying both substantive justice and good governance as well as procedural fairness.

22. The rule of law is about rules, institutions and norms, the overall purpose of which is to regulate relations between state and individuals and among members of society, constrain the arbitrary exercise of power and ensure a just process.

23. It is also about equal protection. Everyone is equal in the eyes of the law and equally accountable before the law. Affirming legal equality and impartial justice, the rule of law is concerned with the integrity of institutions and good governance.

24. Most importantly, the rule of law is about safeguarding rights. The rule of law protects not only procedural rights through legal supremacy, certainty and due process, but also important substantive rights through an independent and impartial judiciary and laws consistent with international human rights standards. In many countries of the world, the rule of law operationalizes

human rights through constitutional and legal protections, institutions for effective implementation and accountability, judicial and administrative remedies, and the legal empowerment of people to access justice and claim their rights.

25.   The rule of law is relevant to all three dimensions of sustainable development: economic, social and environmental. By ensuring stable and transparent legal regimes, the rule of law promotes economic development. By ensuring equal opportunity and equitable access to basic services, it promotes social development. By strengthening the legal framework to protect the environment and set regulatory frameworks for natural resource management that provide fair and sustainable development outcomes, it advances the environmental dimension of development.

Summary: *Strategy 2020 is informed by a vision of the rule of law that encompasses substantive justice as well as procedural fairness. It is about protecting rights as well as promoting good governance. It is relevant to all three dimensions of sustainable development: economic, social and environmental.*

HOW WE WORK

26.   Creating a culture of justice requires both state institutions that are well-functioning, honest, accountable, and citizens who are aware of their rights and empowered to claim them. Effective institutions are key to providing justice, upholding rights and facilitating development. But institutions work best when an empowered citizenry holds them to account. The healthy interaction between the two, based on democratic principles and international human rights standards, is the bedrock of a just and inclusive society. A key ingredient for institutional change is political will, often generated through the efforts of informed and empowered citizens.

27.   Using capacity development, legal empowerment strategies and policy advocacy, IDLO works with governments and civil society to bring about change through a "top down" approach focused on institutions and a "bottom up" strategy aimed at empowering citizens. We seek to encourage inclusive, participatory processes and consistency with international human rights standards while remaining non-prescriptive, sensitive to local context and supportive of legal pluralism in our approaches.

28.   We enable institutions by strengthening their capacity and integrity as well as their responsiveness to the people whom they are meant to serve. We empower civil society organizations such as women's groups, Non-Governmental Organizations (NGOs), bar associations and the legal community by enhancing their capacity to spread rights awareness, legal literacy, and provide legal aid and other legal services. We engage in research and advocacy at global and increasingly at national levels with other partners to generate political will for policy change.

29. An important and emerging aspect of our work is to bring together justice seekers and those who represent them with institutional service providers in various ways in order to build people's trust and confidence in institutions as well as improve service delivery and accountability.

30. Our stakeholders see our comparative advantage as:

- Intergovernmental status combined with the ability to implement directly as well as through local partners;

- Capacity to design tailor-made solutions to meet local demands and needs;

- Commitment to legal pluralism and non-prescriptive way of working;

- Wide-ranging legal expertise and network of trusted experts, "alumni" and partners;

- Ability to respond flexibly and speedily to diverse situations;

- Ability to work sensitively with diverse actors in post-conflict environments; and

- Ability to convene broad ranging multi-stakeholder groups (including governments as well as legal and judicial actors and civil society).

Summary: *Exploiting IDLO's comparative advantage, Strategy 2020 seeks to bring change through "top-down" institution-building and "bottom-up" strategies to empower people, backed by research and advocacy to change the underlying laws and policies.*

OUR VALUES & GUIDING PRINCIPLES

31. In advancing Strategy 2020, we will be guided by the following values and principles:

- **People focused**

32. The ultimate beneficiaries of our work are justice seekers – the people who claim justice and seek the protection of the rule of law, although our immediate beneficiaries are often state institutions, government officials and civil society groups. We will strive to empower people and build their trust and confidence in the rule of law.

- **Justice oriented**

33. We subscribe to a vision of the rule of law that encompasses substantive justice as well as procedural fairness, and is consistent with international human rights norms and standards. We will promote and uphold our understanding of the

rule of law without being prescriptive or peremptory and with sensitivity to local context.

- **Gender sensitive**

34. We are committed to promoting gender equality through non-discriminatory gender-responsive laws and institutions, enhancing women's access to justice and increasing their legal empowerment to achieve sustainable development. We will ensure that all our programs, projects and activities are gender-informed and benefit from gender analysis.

- **Local ownership**

35. We recognize that reforms are most likely to be sustainable when they are owned by those whom they intend to benefit. While anchoring our work in international standards and values, we will align our assistance with local priorities, seek local support and ownership from a wide range of societal stakeholders, and work closely with local partners to meet local needs based on locally defined parameters.

- **Context specific**

36. We will take account of the distinct nature of each situation in which we work and invest in understanding the context, including the political and social structures, any gender imbalances and human rights issues. We will seek to identify the best entry points for programmatic intervention and for policy advocacy, taking into account the political dynamics and keeping in mind the needs of the end-users of justice, especially women, the poor, marginalized and vulnerable groups.

- **Legal pluralism**

37. Although the values and standards of the rule of law are universal and must be universally respected, we accept the plurality of legal systems. We believe that it requires us to engage with all formal legal systems and where relevant also with informal or customary and community-based justice.

- **Empowerment**

38. We are committed to promote empowering solutions through capacity development and partnership-building. We foster the ability of institutions, individuals and the sector itself to deliver timely, good quality justice with an efficient use of resources. We help justice seekers to learn about their rights, asserting and using them to improve their own well-being. In so doing, we acknowledge the importance of inclusive participatory approaches.

- **Transparency and accountability**

39. We recognize the importance of being held accountable for our results and the use of our resources. We will work to enhance transparency and accountability to our program partners, beneficiaries, funding partners and governing bodies.
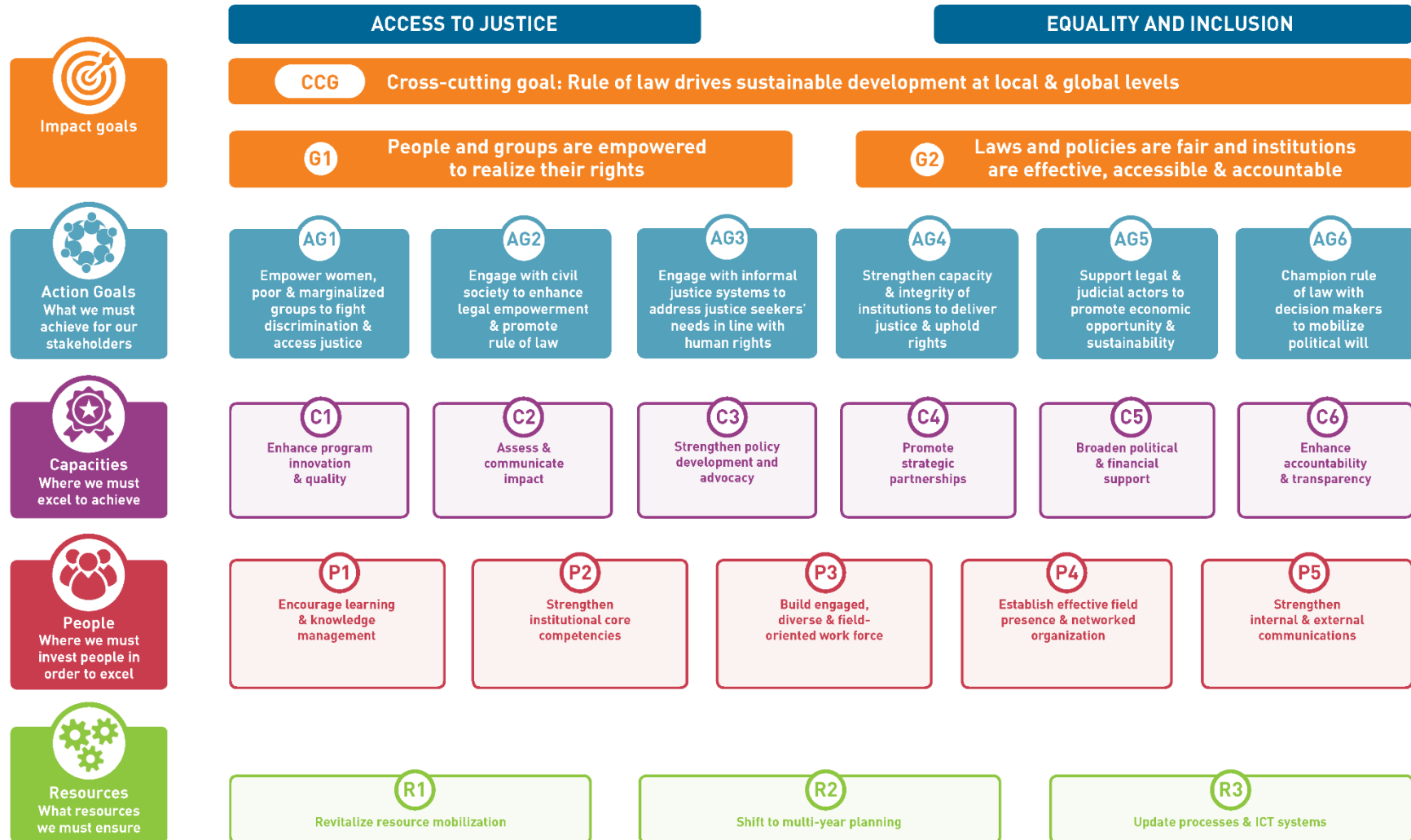
We are committed to continue reporting according to the International Aid Transparency Initiative (IATI).

Strategy 2020 is guided by our values and principles.

STRATEGY 2020

40.   The Diagram attached in the next page is the Strategy Map which sets out the goals and objectives as follows:

- Impact we wish to achieve (impact goals G1 and G2 and a cross-cutting impact goal);

- Action we will take to achieve the impact (objectives S1-S6);

- Organizational areas we will prioritize for improvement (objectives C1-C6);

- Learning areas in which we will invest (objectives P1-P6); and

- Financial and technological resources we will develop (objectives R1-3).

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VISION: A world in which every person lives with dignity and under the rule of law.
MISSION: To enable governments, empower people and strengthen institutions to realize justice, peace and sustainable development.

STRATEGY 2020

	ACCESS TO JUSTICE	EQUALITY AND INCLUSION

Impact goals

CCG Cross-cutting goal: Rule of law drives sustainable development at local & global levels

G1 People and groups are empowered to realize their rights

G2 Laws and policies are fair and institutions are effective, accessible & accountable

Action Goals
What we must achieve for our stakeholders

AG1 Empower women, poor & marginalized groups to fight discrimination & access justice

AG2 Engage with civil society to enhance legal empowerment & promote rule of law

AG3 Engage with informal justice systems to address justice seekers' needs in line with human rights

AG4 Strengthen capacity & integrity of institutions to deliver justice & uphold rights

AG5 Support legal & judicial actors to promote economic opportunity & sustainability

AG6 Champion rule of law with decision makers to mobilize political will

Capacities
Where we must excel to achieve

C1 Enhance program innovation & quality

C2 Assess & communicate impact

C3 Strengthen policy development and advocacy

C4 Promote strategic partnerships

C5 Broaden political & financial support

C6 Enhance accountability & transparency

People
Where we must invest people in order to excel

P1 Encourage learning & knowledge management

P2 Strengthen institutional core competencies

P3 Build engaged, diverse & field-oriented work force

P4 Establish effective field presence & networked organization

P5 Strengthen internal & external communications

Resources
What resources we must ensure

R1 Revitalize resource mobilization

R2 Shift to multi-year planning

R3 Update processes & ICT systems

CHANGING THE WORLD IN WHICH WE WORK

41. **GEOGRAPHIC FOCUS**. In line with our global mandate and the universal nature of the SDGs, we see no geographic boundaries to our work in promoting the rule of law and access to justice. However, we will seek to allocate our resources according to where our expertise and experience are most needed, relevant, and have the greatest impact. In practical terms, in the early years of this strategic cycle most of our operations are likely to be in countries where we are already present and in those neighboring them.

42. We foresee the bulk of our resources being devoted to countries emerging from conflict and transitioning towards democracy or seeking to build a viable economy. Careful risk assessment, including a thorough analysis of the political, social and security context, will be undertaken prior to engagement in post-conflict countries to ensure that we can make an effective contribution towards peace and stability and that we "do no harm".

43. Where we believe we have good prospects for partnerships we will work in middle-income countries to strengthen laws and institutions and promote access to justice to reduce inequalities.

44. We will work at the global level and in all regions of the world to champion the rule of law, advocate for policy changes and, where appropriate, mobilize political and financial support.

45. **SUBSTANTIVE FOCUS**. The 2020 Strategy Map highlights two overarching themes that frame our substantive work: access to justice, equality and inclusion. The themes are derived from the 2030 Agenda for Sustainable Development which is committed to leaving no one behind and recognizes access to justice as a Goal.

▪ **ACCESS TO JUSTICE** enables people to resolve conflicts, claim their rights and seek and obtain remedies for grievances through formal or informal institutions of justice. It helps to level the playing field between the vulnerable and the powerful by deterring corruption, impunity and policies that disempower the poor, marginalize women and others, and deprive them of opportunities. IDLO's Strategy 2020 seeks to enhance access to justice both through institutional and legal reforms and through strategies to empower justice seekers and their advocates.

▪ **EQUALITY AND INCLUSION** – key objectives of Strategy 2020 – are promoted through fair laws and policies, effective and accountable institutions and the empowerment of people. Inequalities grow when the rule of law does not function properly to protect people against discrimination, allows corruption to flourish, and distorts access to services for the poor and marginalized. There is a strong focus in Strategy 2020 in fighting legal and other forms of discrimination and encouraging social inclusion.

IMPACT GOAL (G1): **People and groups are empowered to realize their rights**

46.   Legal and non-legal empowerment strategies are critical in helping people to access justice and claim their rights. IDLO has significant experience on legal empowerment, including through rights awareness, legal literacy, legal aid and other legal services. IDLO also has experience in developing the capacity of legal service providers and facilitating civil society networks, and other innovative ways of building local capacity and collaboration among groups representing justice seekers.

   ▪   We will use our legal empowerment expertise to combat discrimination and reduce social exclusion of marginalized people and groups, including women and girls, those living with HIV and others. We will explore our comparative advantage with refugees and migrants and identify how best we can support them or the communities that receive them.

   ▪   We will work with the legal community and women's groups to empower women and girls to access justice to fight sexual and gender-based violence and all forms of gender discrimination. We will promote women's economic empowerment, especially in relation to land and food security.

   ▪   We will engage with customary or informal legal systems to sensitize them to international standards and find ways to improve their services to women, girls and other disadvantaged groups.

   ▪   We will work with civil society and community groups to:

      •   Build their capacity to work for justice seekers;

      •   Strengthen their capacity as our implementing partners;

      •   Develop community-based approaches to legal empowerment;

- Protect their space to carry out their work; and

- Improve services and uphold rights through networking and other forms of collaboration.

▪ Using our convening power in the justice sector, we will connect civil society organizations with justice and legal institutions to enhance access to justice and build people's confidence in the rule of law.

IMPACT GOAL (G2): Laws and policies are fair and institutions are effective, accessible and accountable

47. Confidence in the justice sector is key to criminal justice as well as commercial and other civil transactions. Capacity development of justice sector institutions, especially in post-conflict countries, is IDLO's core competency.

▪ We will develop tailored responses to improve judicial and legal capacity, promote the independence and integrity of judiciary and establish systems for transparent, timely and competent decision-making.

▪ In developing capacity and supporting institutional reforms, we will focus not only on individual knowledge building, but also institutional, organizational and sectorial capacity and effectiveness.

▪ We will seek to ensure that the institutional reforms benefit from inclusive, multi-stakeholder engagement, including consultations with civil society and user groups.

▪ We will promote transparency, public accountability and integrity of institutions through a multifaceted approach using a variety of measures, including state mechanisms, civil society engagement and technology.

- In line with our commitment to improve women's access to justice, we will:

  - Enhance the capacity of judicial and legal institutions to combat gender-based violence;

  - Improve women's access to institutions that are particularly relevant to their needs, such as family courts and small claims tribunals; and

  - Promote women's participation in the justice sector.

- In post-conflict societies we will work with national actors and the international institutions to strengthen national legal systems to ensure accountability for international crimes, especially sexual and gender-based violence in conflict situations.

- We will strengthen legal and judicial capacity to support economic development, including alternate dispute resolution, economic and commercial law adjudication and enforcement of judicial decisions as well as capacity to deal with financial crimes.

- We will support developing countries to enhance their access to legal advice on trade, investment and natural resource management.

- We will develop our comparative advantage on legal issues with institutions relating to sustainable development, particularly in relation to land, gender and food security, and seek strategic partnerships with UN Agencies.

48. IDLO has a well-established competency in technical legal assistance for drafting and implementation of laws, which we will expand along with our work on institutional reforms.

    - We will provide technical assistance and legal advice on constitutional and legal reforms in line with international norms, based on locally defined parameters and respectful of legal pluralism.

    - We will engage with parliamentary institutions and help develop their legislative capacity.

    - We will promote the abolition of discriminatory laws and the adoption of equality laws and policies (particularly relevant to our work for women and girls).

    - We will assist in the reform of commercial and civil codes with a view to promoting investment and economic development.

    - We will encourage and facilitate participatory approaches and multi-stakeholder consultations to improve the quality of legal reform

initiatives and assess their implementation. Where appropriate, we will build the capacity of civil society organizations to engage in reform and implementation processes.

Cross-cutting Impact Goal (CCG): Rule of law drives sustainable development at local and global levels

49. The 2030 Agenda has created an important opening for championing the rule of law. Building on IDLO's successful policy advocacy record of 2015 – 2016 and its ability to convene high-level multi-stakeholder discussions on the rule of law, we will seize that opportunity.

50. As a cross-cutting Impact Goal, it will underpin all our programs, research as well as advocacy and allow us to pursue the 2030 Agenda in four distinct ways during the lifecycle of Strategy 2020 as follows:

   ▪ Develop and implement concrete programs and projects to advance SDG 16 and contribute to the achievement of other SDGs relating to equality, gender equality, health, land and food security and other issues as appropriate and feasible.

   ▪ Ensure that our overall approach in programs, research and advocacy is aligned with the aim of the 2030 Agenda to promote inclusion and equality, "leaving no one behind".

   ▪ Support national plans and strategies to implement the 2030 Agenda from the perspective of the rule of law.

   ▪ Contribute to UN policy discussions on the 2030 Agenda and the rule of law, and strengthen collaboration with UN agencies, including Rome-based agencies to advance the 2030 Agenda and relevant SDGs.

51. The Goal supports IDLO's role as a policy advocate and a champion and contributor to the implementation of the 2030 Agenda at global, regional and national levels.

   ▪ We will advance policy advocacy on critical rule of law related issues by combining our research and lessons learned from programs with our capacity to convene high level multi-stakeholder dialogue.

CHANGING THE WAY WE WORK

52. We will not be able to bring about the impact we want to make on the world unless we are ready ourselves to strengthen our own capacity and competencies. Our programming and learning, our policy advocacy and communications and how we gain political support, raise funds, spend and report on them must continue to evolve and be strengthened. The Organization went through major changes in the previous strategic cycle in order to modernize itself. The changes that we now seek will consolidate the successes of the previous cycle and ensure that we are on a firm basis on which to build for the future.

53. We have identified eight Major Initiatives or organizational priorities that we will implement, monitor and report on through the life of Strategy 2020.

1.   Program Change Initiative
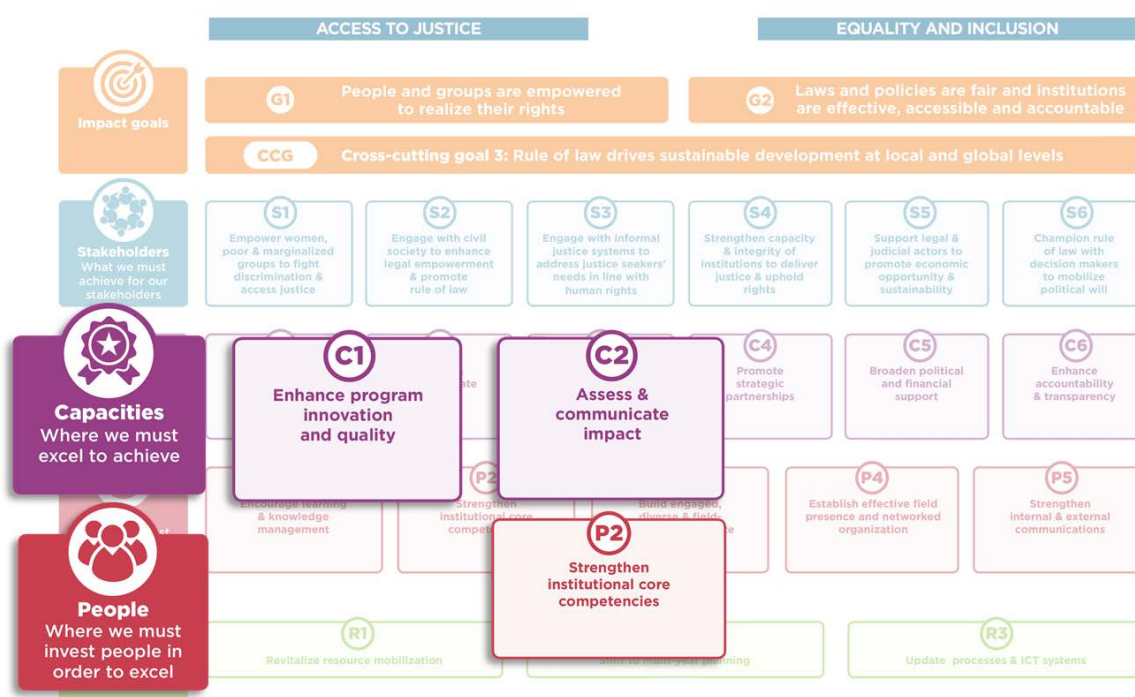
54. Programmatic excellence is key to promoting innovation, enhancing impact and gaining support from new program and funding partners. IDLO is committed to innovation. The Program Change Initiative, linked with the Learning Initiative, will create an environment that will encourage innovation.

55. Through an organization-wide initiative, we will continue to enhance the quality of our programs.

56. We will review the quality of all stages of a program – from development and design to implementation and assessment of results and set common standards to ensure all components and teams work in alignment to achieve "best in class" results.

57.   Program quality is not only a technical matter of procedural improvements but also a substantive issue of instilling institutional values and standards in the work of the organization. We will incorporate our values and guidelines into learning and employee skills development as well as program policies, systems and processes.

58.   A major component of this Initiative is impact assessment. To remain competitive IDLO needs to be able to show clearly its tangible results for justice seekers and stakeholders and that means shifting from reporting on outputs to reporting on outcomes or impact. It will require a better understanding of the challenges of rule of law programming as well as changing IDLO's organizational culture and approach to learning.

59.   The five concrete deliverables of the Program Change are:

▪   Developing a program quality framework (shared definition, standards and criteria);

▪   Shifting from a project-based approach to a program strategy approach that is more strategic and results-oriented;

▪   Improving program development, design and planning;

▪   Developing concepts, guidelines and impact assessment reports, linked to a robust M&E system; and

▪   Encouraging an environment for innovation.

## 2.   Learning and Knowledge Initiative
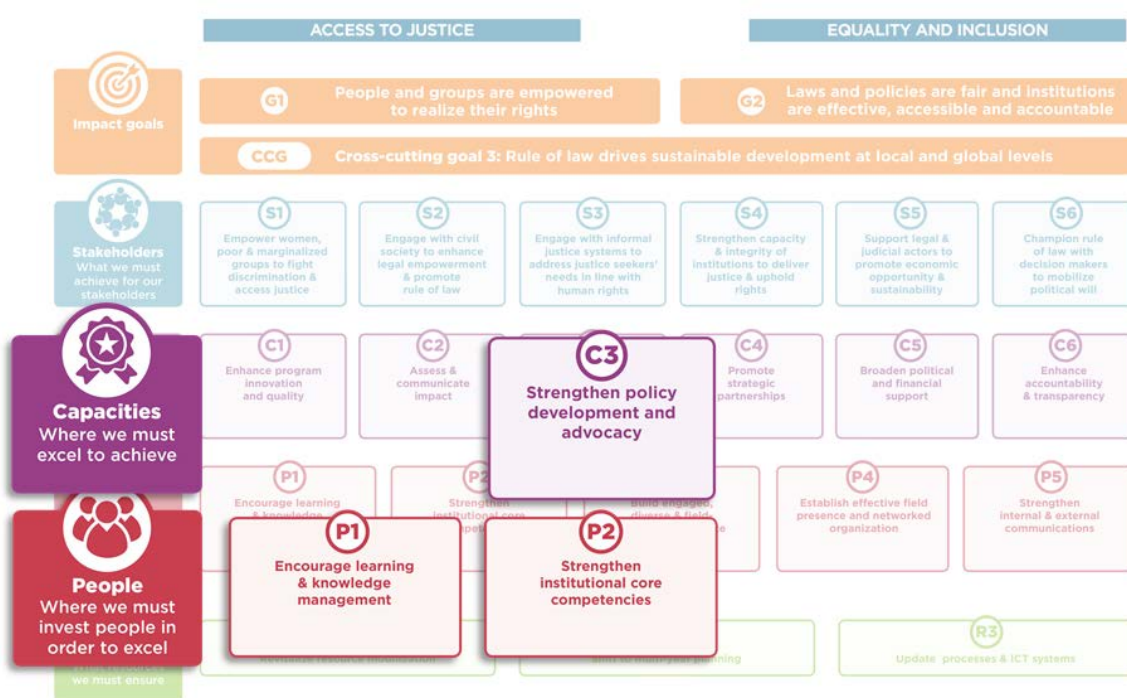
60. IDLO is committed to being a learning organization and this Initiative, together with the Talent Management Initiative, will lead us to that goal. The Learning and Knowledge Initiative calls for a shift in mindset or organizational culture and the development of concrete knowledge products, skills, tools and systems.

61. This Initiative will seek through a range of measures to encourage learning from program results and remove barriers to learning including through more opportunities for horizontal training, communications and information exchange, and better knowledge management data bases. We will also give special attention to learning from innovative programs in IDLO and with partner organizations and improve dissemination and communication of lessons learned.

62. A related component of the Learning and Knowledge Initiative will be strengthening IDLO's policy development capacity. It will add substance to IDLO's role as a thought leader on the rule of law and sustainable development.

63. Key deliverables of the Learning and Knowledge Initiative will be:

  ▪ Research Agenda, taking into account our program priorities and advocacy opportunities, and knowledge products, delivered to a timetable that is relevant for our programs as well as advocacy;

  ▪ Knowledge platform and organizational learning opportunities and processes; and

  ▪ Legal and policy expertise, through a mix of in-house skills, network and partnership arrangements.

3. Transparency and accountability
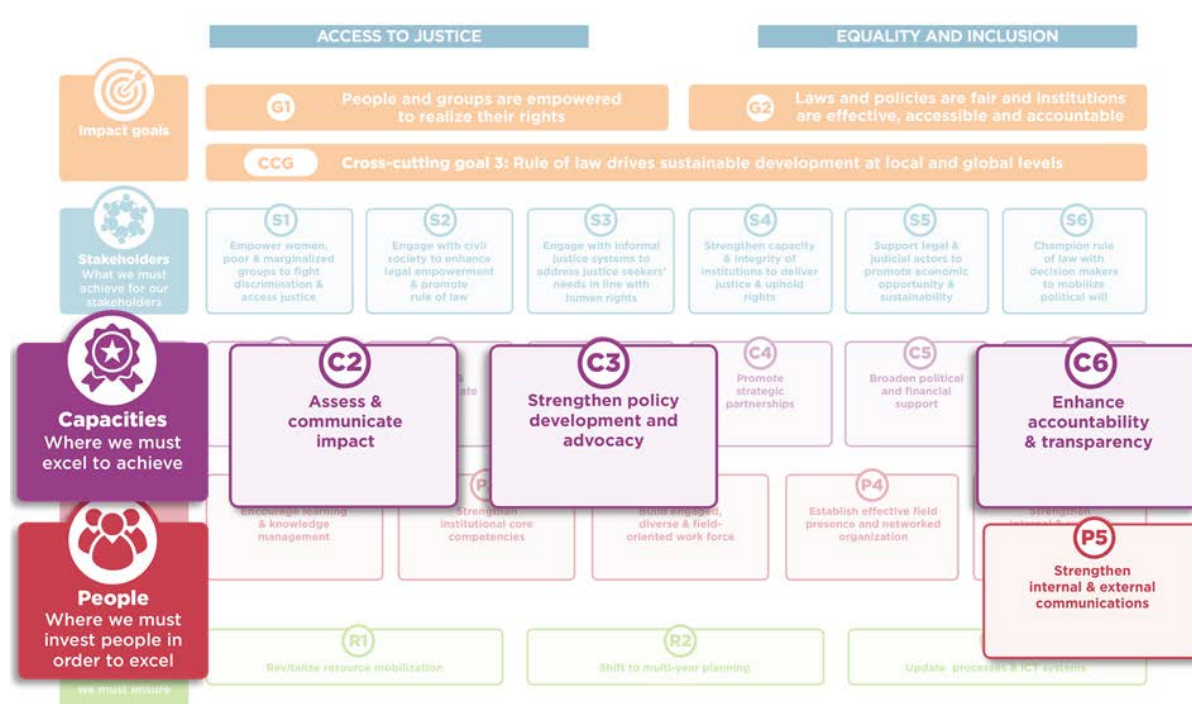
64. Transparency and accountability are essential for retaining the trust and confidence of program and funding partners as well as our governing bodies. We also recognize the importance of accountability to our beneficiaries.

65. Mutual accountability internally, at all levels, fosters responsibility and commitment which increases organizational effectiveness and quality. It enhances employee engagement and adherence to processes and procedures, and promotes best practices.

66. IDLO is fully committed to enhancing transparency and accountability internally and externally. We apply a result-based management framework in our programming. In 2016, IDLO became a member of the International Aid Transparency Initiative (IATI), and is reporting on programs according to its standards. Following the introduction of output-based budgeting in 2016, IDLO is reporting on the utilization of resources against outputs both at the organizational and programmatic levels.

67. We recognize the need to report to our stakeholders not only on the impact of our programs (see Program Change Initiative above) but also on the overall impact of the organization, and we will do so by using the Strategy Map and Balanced Score Card methodology.

68. We will further improve transparency and accountability in the following ways:

- Increase program impact reporting to donors through better data analysis and "story telling" including reporting tools emerging from the Program Change Initiative;

- Report on Strategy 2020 and overall organizational impact using the Balanced Score Card methodology and developing key performance indicators in consultation with our governing bodies;

- Further improve the transparency of IDLO's budget process and financial reporting;

- Improve dissemination of policy and program information through targeted communications, workshops and other means as well as the website; and

- Update intranet facilities to enhance internal transparency and information sharing.

## 4. Communication and stakeholder relations
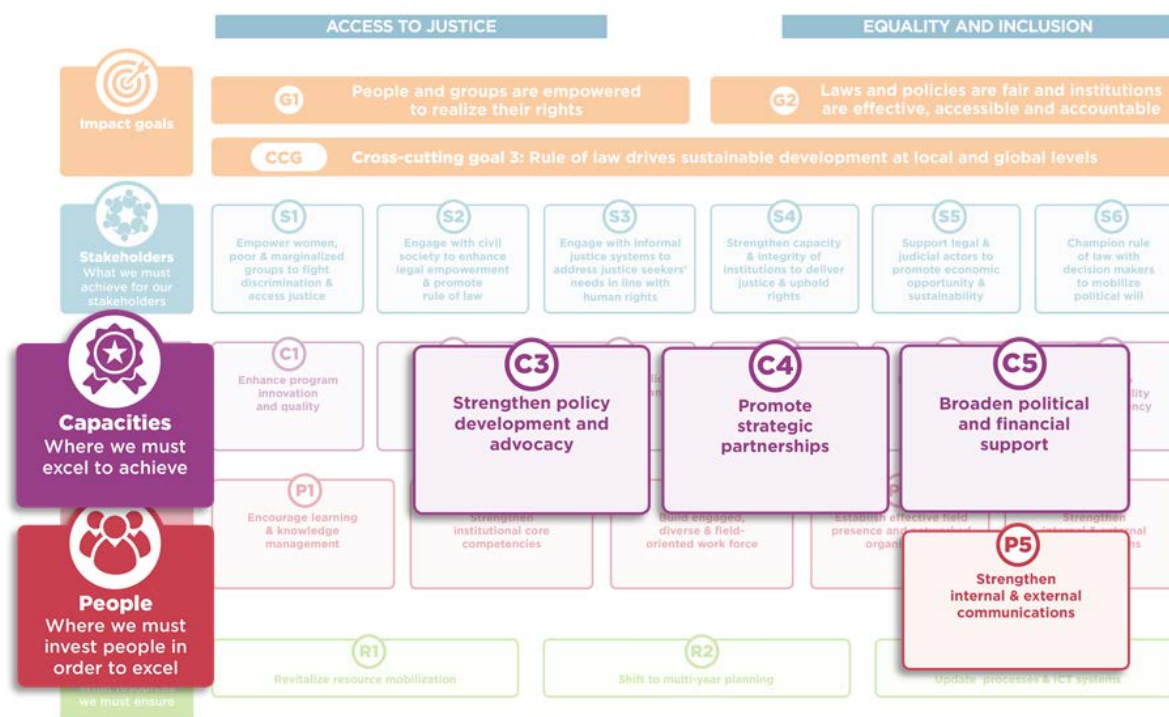
69. Communication and stakeholder relations cut across a range of functions and add value to programs, research, learning, transparency and accountability, policy advocacy and mobilizing political and financial support.

70. We will:

- Strengthen our relations with strategic partners, including in the UN system, relevant international and regional organizations and civil society organizations.

- Facilitate networks and communities of practitioners, policymakers and academia to further build support for the rule of law and development.

- Continue to build our profile as a champion of the rule of law and development across our various locations including Rome, The Hague, Geneva and New York, as well as relevant field locations.

- Refresh the Communication Strategy to meet the needs of Strategy 2020 and ensure that communication is better tailored and made more relevant to the various audiences.

- Develop new tools and systems, including digital, to share results and impact stories with IDLO's stakeholders.

5. Resource mobilization
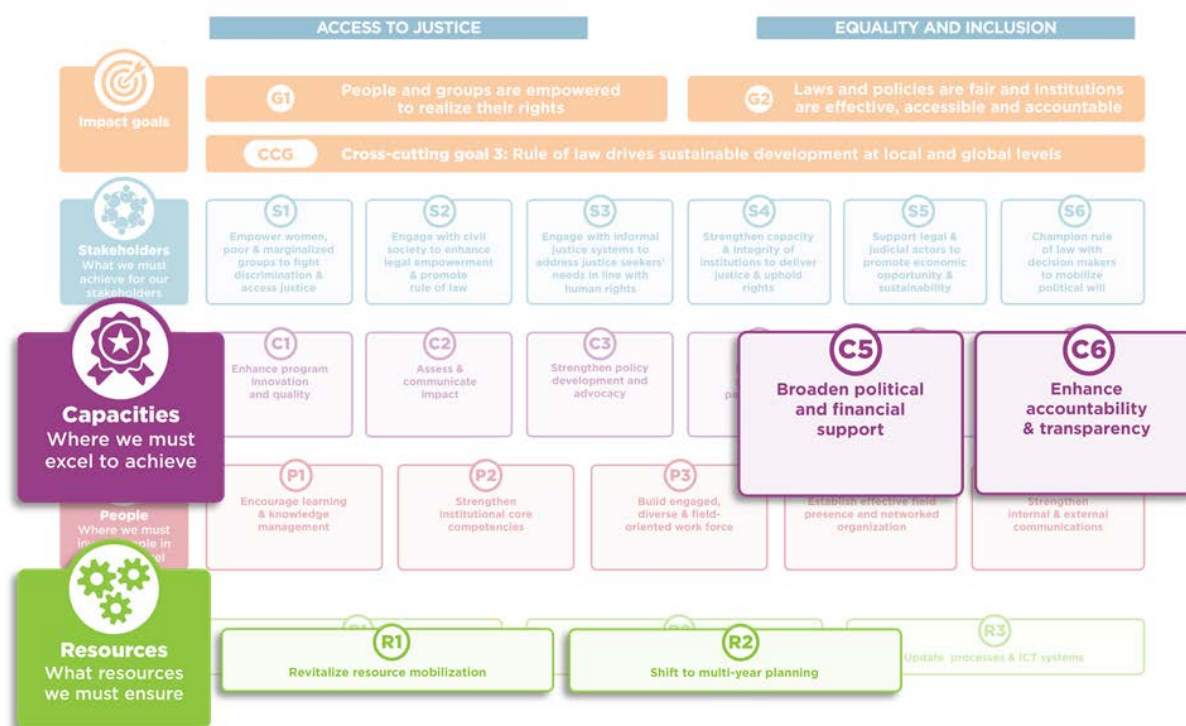
71. While IDLO managed to significantly improve its funding situation over the past 3 years, the main vulnerability is its narrow donor base.

72. Looking forward IDLO will need to intensify and diversify its efforts to secure high quality and stable financial support from a wider range of funding sources. The volume of international assistance funds from governments for the rule of law sector as a whole could be reduced in the short to medium term because of other demands, such as the humanitarian emergencies. That is likely in particular to affect sources of unrestricted funds. Furthermore, many donors have shifted decision-making on program design and funding to their embassies in-country, making IDLO's country offices important interlocutors on resource mobilization.

73. We will:

   ▪ Develop a new Resource Mobilization Plan in early 2017, in consultation with current and potential donors. The emphasis will be on quality, predictability and sustainability of funds as well as growth. The key features of the new Plan will be to consolidate acquired gains while identifying new sources of funding from sovereign donors as well as other sources including foundations and the private sector.

   ▪ Organize regular partnership consultations, with the support of our Member Parties, to engage donors and explore new sources of funding, with the first such consultation in 2017.

- Explore new, more innovative forms of funding, including, subject to the availability of core funds, leveraging IDLO's self-funded program mechanism to match program funds from donors.

- Enhance our reporting to donors, including impact reporting, both to enhance and retain the trust of current donors and increase our appeal to future donors.

- Strengthen our internal capacity for resource mobilization and donor relations, including at the field level. We will also introduce multi-year planning to bring greater clarity to resource mobilization.

74. We will work with our Member Parties and current donors to launch and implement the new Resource Mobilization Plan.

6. Membership and governance
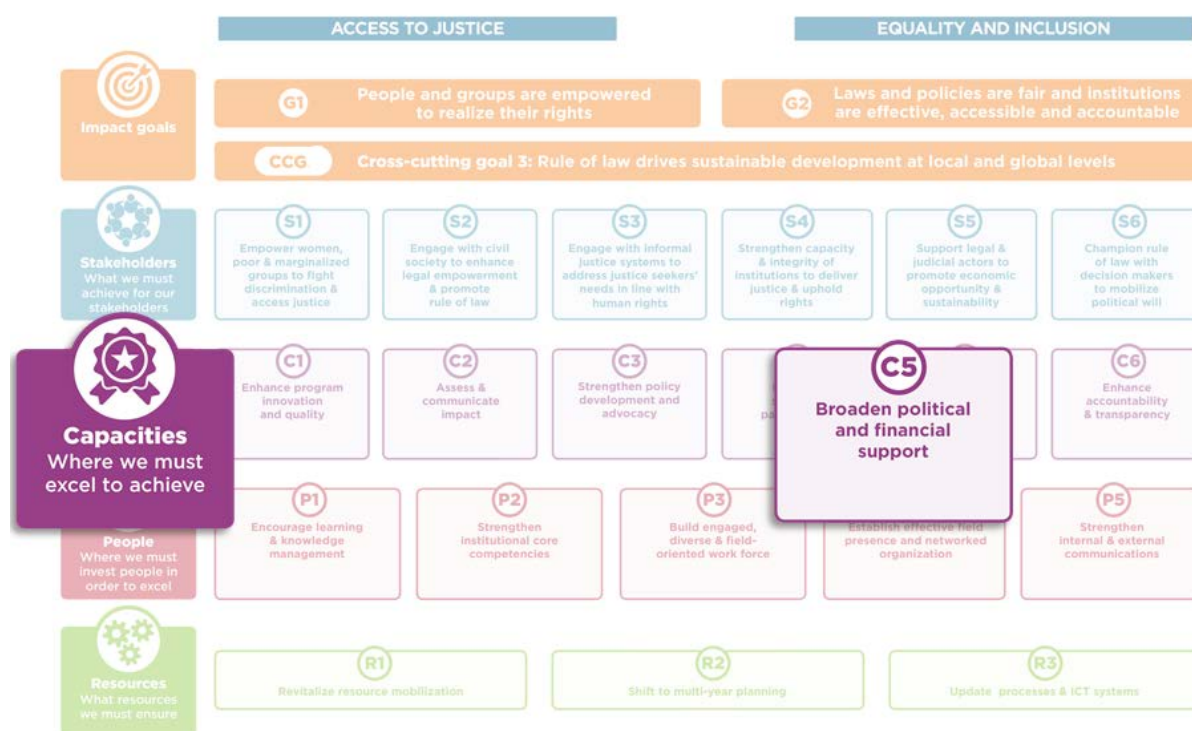
75. IDLO's growth and visibility over the past strategic cycle have been both cause and consequence of its increased political support, demonstrated through new membership and additional funding. Over the life of the previous Strategic Plan, IDLO increased its membership from 26 to 31, with several governments actively exploring membership. However, the engagement of Members varies enormously.

76. A well-balanced and committed membership is vital for IDLO's credibility and effectiveness as an intergovernmental governmental organization. Further expansion of membership as well as better engagement of Members are

important objectives of Strategy 2020 and will be pursued actively with support and guidance from existing Members.

77.   We will:

- Expand Membership and engagement. In consultation with the Standing Committee and other Member Parties we will develop a strategy for membership expansion and to better engage Members and those actively in the process of becoming Members. Several governments have indicated their interest in IDLO membership and we will work with them to facilitate their early membership of IDLO.

- Promote Governance reform. IDLO's Standing Committee and Board of Advisers launched an initiative to update the Organization's governing structures and processes and ensure that they are best matched to IDLO's needs. This initiative will focus on clarifying responsibilities, strengthening oversight, eliminating overlaps and making processes and structures more effective.

- Assist the governing bodies, with Secretariat support, to make the meetings more effective, efficient and accessible, including through video conferencing.

- Work with the Standing Committee to develop and implement a Membership engagement strategy.

7.   Talent management
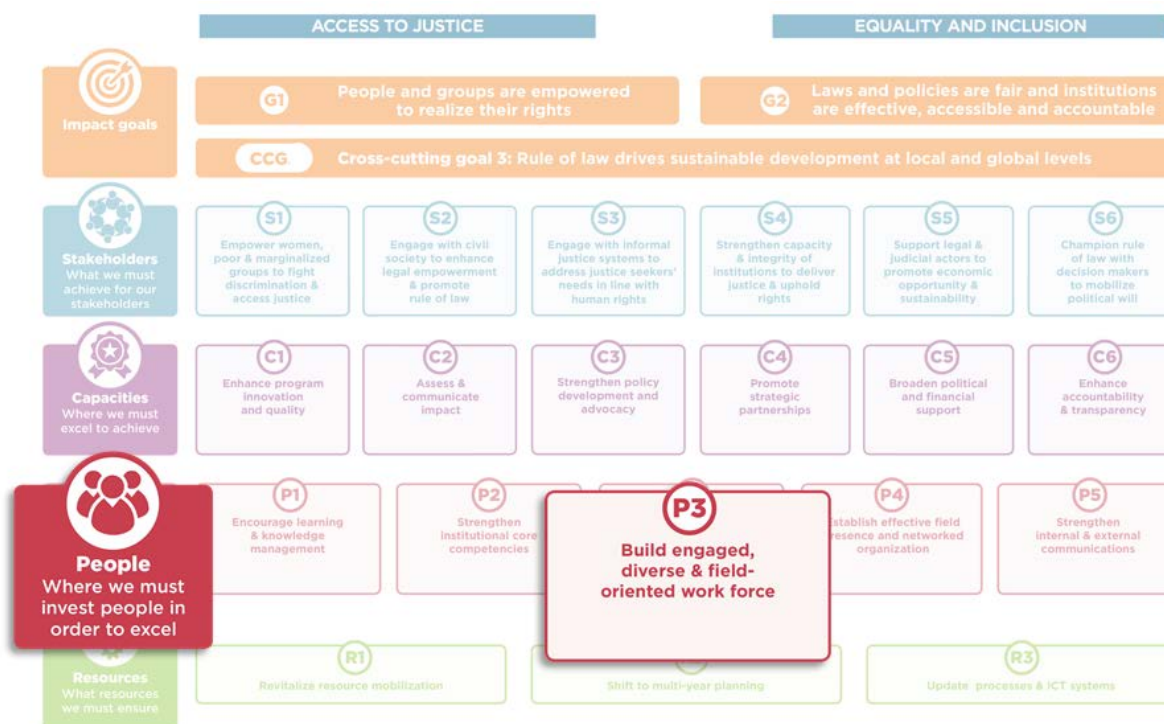
78. As part of its organizational change initiative, IDLO completed a major HR review in 2015 - 2016 and the resulting employment model and related policies will be implemented in Strategy 2020.

79. The dynamic pattern of IDLO means that the workforce needs to continue to evolve towards a greater mix of skills, diversity, flexibility and mobility. We will:

   ▪ Adopt and implement policies to create a high performing, diverse, gender-balanced, flexible and field-oriented workforce to meet organizational needs;

   ▪ Enhance learning and professional development to help employees develop their full capacity to contribute to organizational needs;

   ▪ Promote healthy staff management relations; and

   ▪ Ensure engagement, ownership and commitment of employees across all IDLO offices through shared values and robust communications systems and an open, inclusive organizational culture.

8. Field orientation and reforms
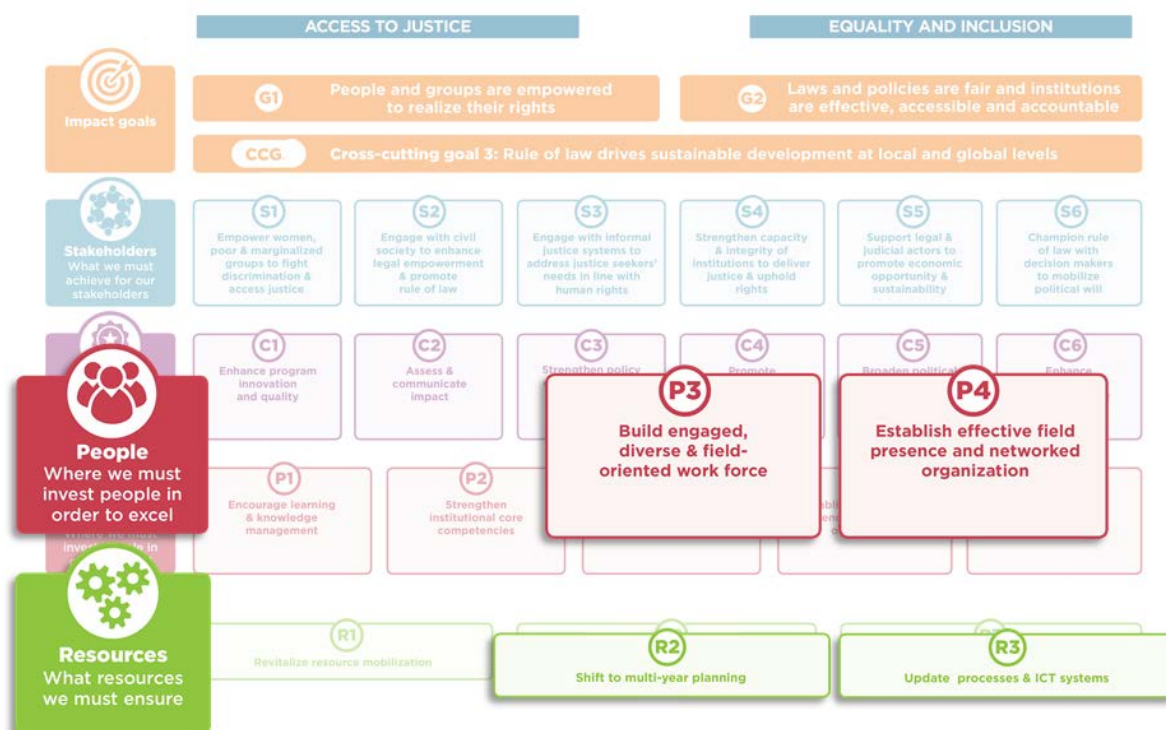
80. IDLO's field presence has significantly expanded in recent years, with 15 offices outside HQ and more of them likely to emerge in the future. In addition, there is a substantial Branch Office in The Hague and small UN Liaison Offices in New York and Geneva.

81.   The commitment to strengthen field operations cuts across several goals, objectives and major initiatives in Strategy 2020, from program design and delivery nurturing partnerships and building healthy stakeholder relations to workforce planning and ICT systems. It encompasses changes in organizational culture as well as policies, procedures and systems. As such we envisage it to be a multi-year endeavor.

82.   Given our heavy engagement in insecure environments, we will continue to give particular attention to risk assessment and mitigation, including operational and employee security and business continuity planning.

83.   Organizational reforms have been a major objective of the 2013-2016 current Strategic Plan. While important progress was made on HR, Finance/Budget and ICT, the dynamic nature of IDLO's work requires management and administrative systems to be constantly updated to keep pace with changing needs. Furthermore, the 2016 Independent Management Review (IMR) identified some areas of focus going forward and we will ensure the implementation or resulting program of reforms into the next cycle to ensure the smooth transition of the Organization to its next level of development.

84.   We will:

- As programmatic, financial, procurement and human resources systems are updated and improved, we will delegate appropriate authority from HQ to field offices and set up systems for accountability and reporting from the field to HQ.

- Invest in human resources in field offices to ensure effective presence and ability to meet diverse organizational needs. The new employment model, to be rolled out progressively from mid-2017, will improve significantly the conditions of local employees. In the interests of continuity and improved management of field operations, some core positions will be established in the field. Mobility will be introduced for the professional category.

- Enhance coordination and communications between and among all IDLO locations and ensure that the perspective of field based employees is captured in major change processes.

- Keep under constant review and strengthen as necessary risk assessment and mitigation strategies for financial, legal, reputational and operational risks, at the country as well as organizational levels, including development of business continuity plans.

- Introduce improvements in financial planning, including biennial budgeting, and identify efficiencies and cost-effectiveness through improved and/or simplified procedures and systems.

- Update ICT systems to support organizational needs.

/ENDS