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**REPORT OF THE DIRECTOR-GENERAL  
ANNUAL MEETING OF THE ASSEMBLY OF PARTIES  
30 November 2022**

**I. INTRODUCTION**

1. I am pleased to present my third report to the Assembly of Parties. As this report demonstrates, IDLO was able to make significant progress across all Strategic Objectives and Organizational Enablers at the mid-point of the current Strategic Plan 2021-2024, despite facing a challenging external environment.
2. The impact of the COVID-19 pandemic has lingered, intersecting with pre-existing challenges and exacerbating inequalities and fragilities. The result has been increased global volatility and a growing backlash against human rights, multilateralism, and democratic governance.
3. While this makes IDLO's task more challenging, with over 50% of our work carried out in fragile contexts, it also underlines the fundamental importance of our mandate and mission. We remain committed to engaging where our support is needed most.
4. A major area of concern has been the war in Ukraine and its global ramifications. In addition to its mounting human cost, the crisis has profound implications for human rights, the rule of law, and international peace and stability. IDLO has been drawing on its longstanding relationships and understanding of the context to support partner institutions, including the Office of the Prosecutor General, to address emerging needs.
5. IDLO also continued to engage in Afghanistan. Following a careful assessment of conditions on the ground, operations were resumed in May and national and international personnel have returned to our Kabul Office. I am pleased to report that we successfully negotiated the return of female staff to the office with the de facto authorities. IDLO has been working to identify entry points for justice support to women and girls and civil society in the current context.
6. Staff safety and security in these and other crisis contexts remains my foremost concern. IDLO continues to monitor the security situation closely and is proactively adopting mitigation measures, including through an increased emphasis on the negotiation of Host Country Agreements.
7. IDLO's contribution to the global pandemic response and recovery also remains a key element in our new strategic cycle and is incorporated throughout the Strategic Plan. As described in the following sections, our work includes both targeted



initiatives that contribute directly to the crisis response and recovery as well as broader support under each strategic objective.

8. A significant portion of these initiatives have been in the areas of inclusive economic development, food security and nutrition, climate justice and health law. I am pleased to report that IDLO has supported partners in all these areas through our programmes, research, and advocacy.
9. We also invested in our own systems, capacities, and resources to better deliver results, increase efficiency and deliver on our Strategic Goals.
10. Over the past year, IDLO reviewed and strengthened its programme cycle, including our ability to measure and drive results and learn from our own experience, as well as that of others. We invested in our people by introducing and starting the implementation of a comprehensive human resources strategy that seeks to attract, develop, and retain a diverse and talented workforce. We also undertook several initiatives to streamline our systems and processes to increase efficiency and transparency.
11. Strengthening IDLO's partnerships to leverage impact, amplify advocacy and broaden our resource base has been a key priority. In 2022, we prioritized outreach to reinforce existing partnerships and build new ones; advocated for justice and the rule of law at the global, regional, and national levels; and strengthened our resource base.
12. The 2023-2024 Management Plan will build on this progress and guide the work of the Organization in the second half of the current Strategic Cycle. The draft Plan, along with the proposed 2023 Operating Budget, have been approved by the Standing Committee and are presented to the Assembly for adoption.
13. The three cross-cutting principles of inclusion, integration, and innovation, which have been central to my approach as Director-General, will continue to guide all IDLO's efforts.
14. The achievements presented in the sections below would not have been possible without the support of our partners and the dedication and ingenuity of IDLO colleagues around the world.

## **II. IMPLEMENTING THE STRATEGIC PLAN: PROGRAMMES, POLICY, RESEARCH AND ADVOCACY**

15. Anchored in the 2030 Agenda for Sustainable Development, the Strategic Plan 2021-2024 structures IDLO's work around two Strategic Goals and six Strategic Objectives based on our commitment to putting people's needs at the centre of justice systems and making the rule of law a driver of peace and sustainable development.

16. The first Strategic Goal focuses on people-centred justice and seeks to make justice systems more effective and responsive to people's needs and respectful of their human rights. It builds on IDLO's traditional expertise in legal empowerment and access to justice (Strategic Objective 1), institutional strengthening and reforms (Strategic Objective 2), and addressing key justice barriers faced by women and girls (Strategic Objective 3).
17. The second Strategic Goal links IDLO's work more closely to the 2030 Agenda, through the lens of SDG 16. Under this goal, IDLO leverages the contribution of the rule of law to advance broader peace and development objectives including inclusive economic development (Strategic Objective 4), climate justice, food security and sustainable use of natural resources (Strategic Objective 5), and healthy lives and well-being for all (Strategic Objective 6).
18. Strategic Goal 1 has historically represented the majority of IDLO's work. While this trend continued in 2022, we also invested in building up our work in newer areas under Strategic Goal 2.

## **Justice systems are more effective and responsive to people's needs**

### *Empowering justice seekers*

19. A central element in IDLO's approach to people-centred justice is empowering justice seekers to claim their rights through increased rights awareness, legal aid, and other assistance and advisory services. This work is particularly important for those living in situations of poverty and vulnerability, who rely most on legal protection and services.
20. Our experience has been that justice systems are more effective if they are built around people's needs and lived realities. For this reason, we support access to justice through both formal and informal pathways, increasingly including digital platforms. We also work to promote participatory decision-making at the community level.
21. In **Afghanistan**, following the resumption of operations in May, IDLO pivoted its support to non-state and community level actors. We conducted a mapping of civil society organizations (CSOs) still active on justice issues, focus group discussions with lawyers on the formation of a potential Advocates' Union, and a roundtable discussion with religious experts on improving legal aid services in the country. Drawing on the findings, IDLO launched an open call for concept notes to support justice sector CSOs in providing legal services to women and girls, ethnic minorities, and those facing human rights violations. IDLO also began the development of an online database to strengthen non-state justice actors' engagement with each other and their ability to navigate the evolving justice sector and related security challenges. The website, called the Afghanistan Rule of Law

Observatory (ARLO), will provide legal analysis of new laws and changes in Afghan laws and policies to practitioners and service providers.

22. In the context of increasing instability and democratic backsliding across the region, IDLO's programme in the **Sahel** seeks to improve respect for human rights and increase public trust in the criminal justice chain. It promotes greater collaboration between justice officials and the communities they serve through innovative community platforms called the Cadres de Concertation (CdCs). The CdCs are groups composed of a broad range of criminal justice actors, traditional authorities, and civil society representatives to identify and address priority criminal justice concerns within their regions and propose solutions.
23. This year IDLO facilitated the launch of two new CdCs in **Burkina Faso**, in the regions of Bobo-Dioulasso and Ouagadougou, as well as a pilot CdC in Tillabéry, **Niger**. The CdCs have now been formally recognized by the Government of Niger through a Ministerial Order. IDLO organized a conference of the CdCs to strengthen coordination and an exchange of views between CdCs in Mali, Burkina Faso, and Niger.
24. In **Niger**, IDLO also supported the National Agency for Legal and Judicial Assistance to train forty court-appointed defenders (DCOs). The DCOs play an important role in providing legal services and ensuring access to justice in remote parts of the country. The training enabled DCOs to strengthen their knowledge and skills on standards for arrest and detention, the legal and institutional system of paralegals, and the processing of criminal cases. In partnership with the General Inspectorate of Judicial and Penitentiary Services (GIJSP), IDLO also organized a national workshop on internal control mechanisms within courts and prisons. This workshop gathered representatives from the GIJSP, the Ministry of Justice, and prosecutors' offices, as well as chief clerks of the country's courts and prosecutors' offices, to discuss ways to strengthen internal oversight and monitoring in the criminal justice system.
25. In **Mongolia**, as part of our work to mitigate the impact of COVID-19 on children's access to justice, IDLO conducted extensive trainings of Legal Committees on Child Rights (LCCR) members, covering ten provinces in Western and Central Mongolia for a total of 171 trainees. This was followed by the organization of a national training for LCCR Secretariat Officers from all twenty-one provinces to provide technical guidance on integrating LCCR and multi-disciplinary team activities at the local level.
26. In **Myanmar**, IDLO expanded its support to civil society organizations and legal practitioners to safeguard justice seekers' rights through training, peer-exchange, and mentorship. As part of this work, IDLO will develop tools and resources, including e-learning courses, to support lawyers, paralegals, and customary and informal justice actors. The goal is to increase awareness on everyday justice issues that affect communities and build the capacity of service providers to respond to priority concerns at the community level.

27. In **Uganda**, IDLO supported legal aid providers to assist vulnerable and marginalized persons in more than fifteen districts across the country. In 2022, a total of 10,040 people, including 5,241 women and girls received legal aid and information services through IDLO support. IDLO also worked to address systemic barriers to justice such as prison congestion, case backlog, overstay on remand, and observance of constitutional guarantees on the right to bail and police bond. We are planning a one-year pilot programme to support defence lawyers to represent indigent clients under the government's State Brief Scheme.
28. Customary and informal justice (CIJ) systems play an important role in promoting access to justice by offering affordability, flexibility, speed, and cultural relevancy. IDLO works to increase access to justice through these systems while ensuring greater respect for international norms and standards.
29. IDLO participated in the [launch](#) of the Working Group on Customary and Informal Justice and SDG16+, a global alliance comprising IDLO and over 70 justice organizations to accelerate action on achieving access to justice for all through effective engagement with CIJ systems. A High-level Dialogue engaged senior justice stakeholders at national and global levels in a dynamic discussion on CIJ.
30. In **Kenya**, IDLO continued its work to strengthen the capacity of CIJ systems and promote the inclusion of women in traditional dispute resolution mechanisms. IDLO hosted the inaugural convening of the Council of Elders, a traditionally all-male body, with women leaders from Meru County. The meeting was the first of its kind for the Council and was attended by sixty male elders and fifty women leaders. Following the meeting, the Council committed to ensuring the participation of women leaders in the resolution of cases concerning women.
31. IDLO also supported the development of three publications to build the capacity of the Kenya National Legal Aid Service (NLAS) to carry out its mandate. These include the NLAS Strategic Plan (2021-2025), the NLAS Status Report, and the NLAS Handbook on Frequently Asked Questions during Self-Representation in Criminal and Family Matters.
32. In **Somalia**, IDLO continued to support 15 Alternative Dispute Resolution (ADR) Centres across the country. While operations have been impacted by increasing insecurity and the prevailing drought conditions, the Centres continue to provide justice services in their communities. In 2022, the ADR Centres received 2104 cases, of which approximately fifty percent were brought by women. A total of 1,515 people benefitted from the ADR systems and over fifty from legal advice services and guidance. In addition, the ADR Centres have been providing outreach and legal awareness sessions, especially in schools and Internally Displaced Persons camps characterised by a high number of new arrivals. In 2022, IDLO supported the operationalization of four additional ADR Centres in Somaliland. Between March and October, these Centres handled 691 disputes related to GBV, family,

land, and business issues. Notably, over eighty percent of these cases were brought by women.

### *Making laws and institutions work for people*

33. Making laws and institutions work for people is the largest part of IDLO's programme portfolio. IDLO promotes smart legal reform and works to improve the delivery of essential justice services, strengthen criminal justice chains, support anti-corruption initiatives, and increase digital innovation.
34. In **Burkina Faso**, IDLO facilitated a workshop to develop a performance evaluation guide for the High Courts. The guide will provide a benchmark for measuring the performance of the High Courts by identifying and defining evaluation criteria and developing a minimum threshold for satisfactory performance.
35. As follow up to the Strategic Analysis of Needs of the Judicial Branch conducted last year, IDLO organized a mission to **Colombia** during which we held a meeting with the Superior Council of the Judiciary to present the conclusions and findings of the analysis. The findings will also be an input into the development of the 2022-2025 Colombian Justice Sector Sectional Plan.
36. IDLO has also been supporting **Liberia** in its effort to combat trafficking in persons over the past few years, including through legal reform, strengthening capacity and coordination across different elements of the justice chain, and promoting greater participation of women in the justice and law enforcement systems. I am pleased to report that in the 2022 Trafficking in Persons Report, published by the US State Department, Liberia was upgraded from the Tier 2 watchlist because of progress made over the past year.
37. In the **Philippines**, IDLO continues to support partner institutions to increase the institutional capacity of prosecutors. With the easing of pandemic restrictions, we also delivered a Training of Trainers (ToT) for the Philippine Judicial Academy on participant engagement in hybrid sessions. This was supplemented with a writing workshop for the Department of Justice in June, focusing on the development of a new training module on the Philippine revised Penal Code for new prosecutors.
38. IDLO has also partnered with the Legal Education Board (LEB) of the Philippines to strengthen legal education in the country. Drawing on experience pivoting training programmes to virtual platforms during COVID-19, IDLO will support the introduction of interactive adult learning methodology and different learning environments (distance, blended, or hybrid) tailored for LEB officials and representatives of Philippine law schools.

39. In **Somalia**, IDLO continued to provide comprehensive support to the justice sector. We signed a significant new programme, the Somalia Justice Support Programme (SOMJUST), which seeks to enable national criminal justice institutions to deliver effective, efficient, accessible, and accountable justice services. The project will support institutions across the criminal justice chain including police, prosecutors, the judiciary, corrections, and the bar association. In addition, IDLO held a three-day national workshop to validate the curriculum developed for the Somalia Judicial Training Institute.
40. IDLO supported the judiciary of **Uganda** to revise its court rules and guidelines to improve service delivery and address case backlogs. The updated rules also increase transparency and predictability of bail and bond processes for accused persons. These reforms were carried out in conjunction with policy changes including the roll-out of daily hearings of criminal cases and the gradual phasing out of the session system as well as implementation of case backlog strategies. IDLO also supported the development of a regular interface between high court circuits, divisions, and the monitoring committees. As a result of these reforms, the time required to solve a criminal case went from an average of 2,190 days to 365 days or less.
41. In **Ukraine**, IDLO continues to provide institutional and capacity-development assistance to the Office of the Prosecutor General (OPG) and other institutions in their efforts to promote accountability for violations of international criminal and humanitarian law. IDLO provided on-demand legal support to the OPG including through the review and evaluation of draft guidelines, protocols, and strategies, as well as in the preparation of advisory briefs on various legal issues. These efforts are coordinated with other international actors, including through partnership with the Atrocity Crimes Accountability Group, a joint US-UK-EU initiative.
42. IDLO supports justice institutions to develop context-specific and nationally owned approaches to digital innovation.
43. In **Armenia**, IDLO piloted the development of a system for ensuring confidentiality of online meetings between advocates and their detained clients.
44. In **Honduras**, IDLO continued its partnership with the Supreme Court of Justice (SCJ) in improving the efficiency of its systems, with particular emphasis on case management systems (CMS). IDLO also provided recommendations to the Communications Department of the SCJ on how to enhance data availability for public access and worked on capacity-building plans on transparency for judges in partnership with the judicial school.
45. In **Indonesia**, IDLO has identified a team of experts who will conduct a series of assessments of the Attorney General Office's electronic CMS. The assessment will identify needs and ways to strengthen capacity in handling performance-based budgeting with a focus on narcotics and environmental crime cases.

46. In **Kenya**, IDLO provided support for the development of the Blueprint on Social Transformation through Access to Justice (STAJ), a strategic document which seeks to implement the Chief Justice's vision for the judiciary. The STAJ seeks to standardise services throughout courts, leverage technology for improved productivity, improve physical access to courts, and reduce case backlog. IDLO supported the preliminary meeting of the STAJ Blueprint Development Committee in Naivasha, which resulted in the identification of flagship initiatives for the STAJ.
47. In **Ukraine**, IDLO helped engage specialists to assess IT vulnerabilities in the data collection tool used by the Office of the Prosecutor General to process case-specific evidence of alleged war crimes, helping ensure the reliability and accuracy of information received.
48. Anti-corruption continues to be an increasingly important area of work for IDLO. We support partners to combat corruption at the national level, and through cross-border efforts focusing on the prevention and prosecution of corruption and related offenses.
49. In **Armenia**, IDLO provided ongoing support to the establishment of the Specialized Anti-Corruption Court. IDLO was the only international organization providing expertise within the framework of this key institution-building initiative. Once established and operational, the court will serve as an essential link in the chain of a new institutional framework targeting corruption. IDLO led technical and legal assessments to facilitate the competitive selection of Armenian prosecutors and the Anti-Corruption Committee's operative investigators. IDLO also supported qualifications verification processes and integrity interviews for over 250 candidates for various judicial, prosecutorial, and other anti-corruption roles.
50. In **The Bahamas**, IDLO held consultations with the Attorney General's Office, Office of Public Prosecutions, Office of Freedom of Information, and Office of the Public Defence to discuss priorities and update country programming to align with national needs. Based on these discussions, IDLO launched a new programme, focusing on capacity building for public prosecutors and police, and the Office of the Freedom of Information Commissioner.
51. IDLO launched a six-month inception phase in the **Democratic Republic of the Congo** for a project to support the operationalization of the recently established Agency for Prevention and the Fight against Corruption (APLC).
52. IDLO launched a new self-funded project on 'Strengthening Anti-Corruption in the LAC region' with a focus on **Ecuador, Honduras, and Peru**. The project will build on IDLO's established presence in Honduras and its wide network of partners in the region. It will seek to capitalize on increasing political willingness to tackle corruption in Honduras, while leveraging the successful experiences from Ecuador and Peru. The goal is to expand IDLO's activities in Latin America and the Caribbean and advance innovative ways of tackling corruption across the region.



53. In **Kenya**, IDLO supported the development of several knowledge products on anti-corruption and public oversight for use by Kenyan County Assemblies. The publications include a Training Needs Assessment and Training Curriculum for County Assemblies on Budget-Making and Oversight, a Case Digest on Anti-Corruption and Economic Crimes, a Case Digest of the Public Procurement Administrative Review Board decisions, and a Compendium of Cases on Devolution. These documents will serve as reference tools for judicial officers, litigants, and other stakeholders in their interaction with cases on anti-corruption and public procurement.
54. In **Moldova**, IDLO continues to support the work of the Independent Anti-Corruption Advisory Committee (CCIA) by providing advice, expertise and technical support ensuring operationalization of its Secretariat and facilitating the work of the Committee members. IDLO supported the CCIA to develop a website to increase transparency and public awareness of its work including a recent report on systemic fraud, ‘The Offshore Republic: Review of Factors Leading to Systemic Fraud and Money Laundering in Moldova’s Banking, Financial and Insurance Sectors.’
55. In **Mongolia**, the Institutional Integrity and Transparency project is now fully underway. IDLO engaged with stakeholders on anti-corruption efforts at the National Anti-Corruption and National Human Rights Forums and held a consultation with the new Public Oversight Body regarding independent functioning, research best practices, and the establishment of Public Oversight Body sub-councils in provinces. IDLO partnered with the Judicial Disciplinary Committee to develop several rules and regulations on judicial ethics and integrity. The new rules have been approved and will support the Committee to ensure fairness and efficiency in disciplinary proceedings for judges. IDLO also completed an initial evaluation of Mongolia’s implementation of its previous National Anti-Corruption Programme (2016-2023) and its subsequent 2017 Action Plan. This evaluation is currently under review by the Strategy Working Group of the Independent Authority Against Corruption.
56. In **Rwanda**, IDLO concluded the implementation of a training programme for Rwandan justice sector actors. The final stage of this programme included conducting a training for fifty-two judges and a ToT for eighteen judges on the Rwandan Anti-Money Laundering Law. This was an important step in the realisation of Rwanda’s 2018-2024 Strategic Plan of the Judiciary, which focusses on prioritizing the processing of corruption cases and building the capacity of authorities in the analysis, investigation, and prosecution of these crimes.
57. In **Somalia**, as part of our ongoing work with the Financial Reporting Centre (FRC), which investigates and prosecutes terrorism-related financial crimes, IDLO has begun supporting the FRC with the formulation of its Strategic Plan 2022-26. The Plan will enable the FRC to enact its priorities over the coming years. IDLO also deployed four additional experts and mentors in the FRC that will help to

strengthen the Centre's capacity and enhance awareness of its work with key stakeholders. The mentors provided thirty training and mentoring sessions to FRC compliance and management staff to prepare them to qualify for certification by the Association of Certified Anti-Money Laundering Specialists (ACAMS).

58. Building on our work to counter corruption and foster transparency in the public service, we have also continued to engage with multilateral processes aimed at strengthening the integrity of public institutions and combatting corruption.
59. In December last year, I led IDLO's delegation to the 9<sup>th</sup> session of the Conference of States Parties to the UN Convention against Corruption, where I [underlined](#) the fundamental role of the rule of law and participatory decision making in addressing corruption at all levels. IDLO also hosted a high-level [side event](#) on 'A rule of law approach to promoting integrity and building trust'. The event brought together a range of stakeholders, including the Minister of Justice of Namibia and the Chief of the Financial Prosecution Office of France, to discuss the importance of ethics and integrity standards in countering corruption and building trust in public institutions.
60. In May, IDLO participated in the 31<sup>st</sup> session of the Commission on Crime Prevention and Criminal Justice, which is hosted annually by the UN Office on Drugs and Crime in Vienna. The delegation attended several plenary sessions focusing on strengthening the use of digital evidence in criminal justice and countering cybercrime, as well as on follow-up to the 14<sup>th</sup> Crime Congress held last year. The delegation also attended side events on digital innovation in criminal justice, and countering gender-based violence.
61. IDLO continued to participate in the G20 Anti-Corruption Working Group with support from the Governments of Indonesia and Italy. At the meeting of the Working Group in September, we shared IDLO's experience from Ukraine and other countries on promoting greater integrity in the public sector.
62. As part of its growing engagement with the OECD, IDLO will also be participating for the first time in the High-level Roundtable of the OECD Anti-Corruption Network for Eastern Europe and Central Asia, as well as the ministerial Rebuilding Trust Summit in Luxembourg in November.

### *Reducing the justice gap for women and girls*

63. Under the third Strategic Objective, IDLO promotes gender equality by pursuing it as a stand-alone goal, as well as by mainstreaming it throughout our work.
64. Our interventions help protect women's rights through the promotion of gender-responsive legal, regulatory and policy frameworks; the elimination of discriminatory laws and barriers to the full participation of women in society; and the empowerment of women professionals in the justice sector.

65. In partnership with the **Kenya** Judiciary Training Academy, IDLO has been producing an analysis of commercial decisions from the Chief Magistrates Court, Milimani Commercial Court and the Commercial and Tax Division of the High Court of Kenya on gender biases in the resolution of disputes between 2018 and 2021. The assessment will inform institutional strengthening on the administration of gender justice in commercial matters. The analysis is one of the initiatives supported by IDLO to address gender-discriminatory norms affecting women entrepreneurs and to develop a training manual for commercial courts to engender commercial law jurisprudence.
66. In **Mongolia**, IDLO has taken further steps to strengthen the response to gender-based violence (GBV) through a pilot mobile clinic. Its mobile team provided 1,260 people with primary legal advice, psychological counselling, and referral services for victims of GBV and domestic violence. IDLO and civil society partners also participated in consultations and submitted feedback on the National Committee on Gender Equality's Strategic Plan for Promoting Gender Equality in Mongolia 2022-2031, and co-organized a training for court administrative staff to raise awareness on GBV and how to provide victim-centred services with the Judicial General Council.
67. In **Tunisia**, IDLO commenced the implementation of a new project which aims to improve access to justice for women and girls, especially survivors of GBV, in cooperation with the Ministry of Justice, the High Judicial Council, and the National Observatory for the Elimination of Violence against Women. As part of this project, IDLO will help develop the capacity of judges, prosecutors, and law enforcement officers to implement a survivor-centred approach. IDLO also undertook a needs assessment to identify progress and gaps in the implementation of Law 58 on gender equality by justice and security service providers.
68. In **Uganda**, IDLO worked with partners to promote gender justice through formal and informal justice mechanisms at the community level through mediation and community legal volunteers in six districts. We also continued to strengthen the capacity of women judges to lead on gender-responsive reforms. IDLO supported the National Association of Women Judges of Uganda (NAWJU) to conduct regional trainings on gender-responsive adjudication of sexual and gender-based violence (SGBV) offences. IDLO also supported the NAWJU to undertake a learning visit to the International Association of Women Judges **Kenya** chapter to share experiences on emerging jurisprudence in the adjudication of SGBV cases and the enactment of gender-related laws.
69. In October, as part of the East Africa Justice Week in Kampala, IDLO partnered with NAWJU and the International Association of Women Judges (IAWJ) to co-organize the 17<sup>th</sup> IAWJ's Africa Regional Conference on the theme "Women Judges Breaking Barriers to Equal Justice". The meeting was opened by the President of the Republic of Uganda and included delegations from across Africa and beyond. In my opening remarks, I highlighted the ground-breaking role that women judges have played, both in Africa and globally, to promote greater and more equitable

access to justice and the need to support and invest in women's leadership and participation in the judiciary and justice systems more broadly. During the Conference NAWJU formally became the latest national chapter of the IAWJ.

70. In **Burkina Faso** and the **Philippines**, IDLO began the implementation of a self-funded project on 'Climate Justice for Women and Girls,' working with government institutions and other partners in these countries to improve capacity of state institutions on gender-transformative climate action policy and legal frameworks. The project seeks to strengthen the ability of women and girls to promote and protect their environmental rights and shape climate action through the rule of law.
71. Our advocacy for justice for women and girls builds on the insights from our programmatic work and research to inform global policy dialogue.
72. IDLO participated in the UN General Assembly discussion on international cooperation on access to justice for survivors of sexual violence, which took place prior to action on the draft resolution on 'International Cooperation for Access to Justice, Remedies and Assistance for Survivors of Sexual Violence' (A/76/L.80). Our statement built on IDLO's work on combatting gender-based violence, including the [report](#) on 'Survivor-Centred Justice for Gender-Based Violence in Complex Situations'.
73. IDLO has also continued its partnership with UN Women to implement the global strategy for the elimination of discriminatory laws, 'Equality in Law for Women and Girls by 2030: A Multistakeholder Strategy for Accelerated Action'. Building on this strategy and its work on the ground, IDLO has been working in four countries to support efforts to provide a gender-responsive legal framework for women and girls, including through legal assessments and multi-stakeholder dialogues and capacity building activities to facilitate legal reform.
74. The Philippines legal assessment, '[Strengthening Gender Equality in Law: An Analysis of Philippine Legislation](#)', was launched at an event on the 'Elimination of Discriminatory Laws: Accelerating Action for Gender Equality', jointly organized with UN Women to commemorate International Women's Day. In my opening [statement](#), I highlighted the urgent need to accelerate action towards the adoption and enforcement of gender-responsive laws and ensure lasting reform in the legal status of women and girls worldwide.
75. IDLO is currently planning the launch of the **Sierra Leone** legal assessment in partnership with UN Women and the Office of the Attorney-General and Minister of Justice of Sierra Leone through the Justice Sector Coordination Office.
76. IDLO participated in the 66<sup>th</sup> session of the Commission on the Status of Women (CSW66), where I delivered a [statement](#) addressing the session's priority theme 'Achieving gender equality and the empowerment of all women and girls in the

context of climate change, environmental and disaster risk reduction policies and programmes’.

77. IDLO also co-organized a [side event](#) on ‘Feminist Climate Action and the Rule of Law’ with the support of the Permanent Missions of Italy, the Republic of Maldives and the Philippines to the United Nations; the International Fund for Agricultural Development (IFAD); the American Bar Association; and the Rights and Resources Initiative on Feminist Climate Action and the Rule of Law. During the event, IDLO launched its new [policy brief](#) on ‘Climate Justice for Women and Girls: A Rule of Law Approach to Feminist Climate Action’, which builds on IDLO’s commitments to the Generation Equality Action Coalition on Feminist Action for Climate Justice and explores ways in which rule of law-based approaches can accelerate feminist climate action.
78. In September, I joined global leaders, including the Minister of Europe and Foreign Affairs of France; the Minister of Foreign Affairs of Mexico; the Minister of Gender, Children and Social Protection of Liberia; and the Executive Director of UN Women, at the Generation Equality Forum 2022 Accountability Moment at UNGA77. The initiative was an important moment to highlight momentum towards the Generation Equality agenda and to review and track initial progress. During my intervention, I highlighted IDLO’s work to advance our Generation Equality commitments in the areas of GBV, Economic Justice and Rights, Feminist Action for Climate Justice and Feminist Movements and Leadership.

## **Rule of law drives peace and sustainable development**

### *Inclusive economic development*

79. Under the fourth Strategic Objective, IDLO assists national partners in strengthening public-private partnerships; developing efficient economic frameworks and enhancing state regulatory enforcement capacities; supporting dispute resolution and the negotiation of investment agreements; and promoting the economic empowerment of women and girls.
80. Following a series of national consultations with over 170 representatives from the legal and economic sectors of **Jordan**, the country’s Ministry of Justice has approved IDLO’s functional analysis of commercial mediation, and a proposed national action plan aimed at strengthening domestic mediation practices. These documents have been sent to the Judicial Council of Jordan for final input before implementation.
81. As part of our programming on commercial justice sector reform in **Kenya**, we supported the establishment of four Small Claims Courts (SCC) in Machakos, Nyeri, Naivasha, and Nakuru. IDLO assisted the SCC Secretariat in establishing and hosting staff inductions on registries, organizing stakeholders’ sensitization meetings with court users, and officially launching the SCCs in these regions.

82. IDLO supported the drafting of model mediation clauses for commercial contracts in **Kyrgyzstan**. An animated video that promotes the use of commercial mediation was also developed. A handbook on how to conduct online mediation developed earlier this year will be used to organize two training sessions for Kyrgyz mediators. As part of our work to promote and facilitate the use of commercial mediation on a national scale, IDLO conducted a training on mediation in court proceedings for twenty-six sitting judges at the High Justice School of the Supreme Court.
83. IDLO continues to support the Government of **Moldova** to promote the use of arbitration and mediation for commercial disputes. IDLO developed content for an e-learning course on judicial mediation for the National Institute of Justice and established a working group in partnership with the Ministry of Justice to develop and implement necessary changes in the current legislation on commercial mediation. IDLO also supported the organization of a National Mediation Forum in Chisinau.
84. To promote the use of commercial mediation on a national scale in **Montenegro**, IDLO organized an advanced training on commercial mediation for twenty practitioners and developed a handbook and training module for the replication of similar trainings in the future. IDLO also carried out a ToT on commercial mediation for nine experienced mediators.
85. IDLO continues to support the **Palestinian** High Judicial Council and the Palestinian Judicial Institute on areas of commercial law including commercial acts and disputes, commercial negotiable instruments, and specific commercial contracts. Technical experts developed specialized training modules which are being transferred into e-learning course modules to be uploaded to the Judicial Institute e-learning platform for the sustainability of the project results. In-person training was conducted for fifty judges.
86. In **Serbia**, IDLO continues to support the Ministry of Justice to reform its alternative dispute resolution framework. The Ministry of Justice validated IDLO's comprehensive analysis of comparative legal frameworks on commercial mediation. The analysis will be used as a reference tool for the Ministry of Justice to align national legislative and institutional frameworks to international best practices.
87. IDLO provided technical support to four meetings of the **Tajikistan** Ministry of Justice's Working Group on Developing a Draft Law on Commercial Mediation. Once complete, the law will create a legal basis for mediation as a dispute resolution tool. This is expected to help improve the investment climate and will reduce the current burden on courts and law enforcement agencies.
88. Following the approval of the inception report of its commercial mediation project in **Uzbekistan** by the Ministry of Justice, IDLO also developed model mediation

clauses to be included in commercial contracts. IDLO is also working on developing a wide-ranging public awareness campaign on commercial mediation in Uzbekistan.

89. Developed in collaboration with the UN Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS), IDLO's Investment Support Programme for Least Developed Countries (ISP/LDCs) extends legal and technical assistance, and related capacity building in investment negotiation and dispute settlement, to LDC governments and eligible private sector entities. In the past year, the Programme supported initiatives in several countries.

In Liberia, experts developed a report for the National Investment Commission, (NIC) setting out the elements of a strategy to deal with a potential dispute with a foreign investor in the extractive sector. The study analyzed the options available to the NIC to respond to the investor's claims, including arbitration and contract renegotiation, which helped local authorities make informed choices on how to address the potential dispute going forward.

90. In **Malawi**, IDLO provided specialized assistance to a state-owned enterprise to assist it in the development of a joint venture agreement template to structure its partnership with foreign investors for joint agricultural projects, in line with national development objectives.
91. Following a scoping mission, IDLO received a request for assistance from the Ministry of Mineral Resources and Energy of **Mozambique**. The request concerns the provision of capacity development support on the negotiation of extractive contracts. Activities will be implemented between November 2022 and August 2023.
92. In **Rwanda**, IDLO has been providing support to the Ministry of Commerce with capacity building on Investment Law. In May, IDLO provided training for government representatives from a range of Ministries on Investment Negotiations. IDLO will now draw on this work in conducting a study on the link between international, regional, and domestic legal frameworks on investment in Rwanda, helping build a more integrated approach to investment support in the country.
93. Following the submission of a Model Bilateral Investment Treaty (BIT), developed under the ISP/LDCs programme, to the Ministry of Trade and Industry of **The Gambia**, IDLO participated in consultations with members of parliament and the executive branch. The Model BIT seeks to introduce investors' business and human rights obligations as a shield for Host States in IIAs, to reduce power imbalances in investors-state dispute settlement between developing states and investors and to promote more equal sharing of risks and benefits in modern investment treaty practice.

94. IDLO contributed to the work of the Preparatory Committee for the 5<sup>th</sup> UN Conference on the LDCs, to be held in Doha in March 2023. This engagement led to the inclusion in the Doha Programme of Action of a commitment to further strengthen IDLO's ISP/LDCs programme, and an invitation to donors to fund the programme and for LDCs to make wide use of its facilities.

### *Climate justice and sustainable use of natural resources*

95. Climate change represents the single largest threat to peace and sustainable development and has been identified by many as the most pressing challenge of our time. It is recognized by the 2030 Agenda under SDG 13 (Climate Action) as a cross-cutting issue with disproportionate effects on vulnerable and marginalised people. IDLO has continued to scale up efforts to promote rights-based approaches for environmental action and advocate for the sustainable use of natural resources.

96. IDLO convened a series of expert group meetings to review and validate its draft Climate Justice Strategy. Each meeting addressed a different substantive focus area and included representatives from governments (including the Netherlands, Sweden, and the United States), intergovernmental organizations (including the International Renewable Energy Agency, UNDP, and UN Women), development foundations (including Open Society Foundations and the Climate Finance Fund), and civil society groups.

97. As part of the East Africa Justice week, IDLO partnered with the Intergovernmental Authority on Development (IGAD) and others, to organize a High-Level Regional [Conference](#) on Land and Conflict in the East and Horn of Africa in October. The Conference brought together ministers, senior government officials, development partners, civil society, and private sector representatives from IGAD member countries. Following the deliberations, the Ministers responsible for Land, Environment, and Justice from **Djibouti, Ethiopia, Kenya, Somalia, South Sudan, Sudan, and Uganda** issued a communique agreeing to a “Transformative Agenda, which aims to reduce conflict, secure land rights and, thus, promote the sustainable development of the East and Horn of Africa.” The communique called on IGAD, IDLO and other partners to support its implementation and we are currently exploring these options with development partners in the region.

98. IDLO's self-funded project on ‘Advancing Climate Justice for Women and Girls’ aims to strengthen the ability of women and girls to promote and protect their environmental rights and shape climate action through the rule of law. It seeks to improve the capacity of institutions and other stakeholders to develop gender-transformative climate laws, policies, and actions; facilitate women's increased understanding of their environmental rights; strengthen the evidence base on the impact of climate change on women and girls; and enhance engagement in policy dialogues on feminist climate justice.



99. As part of the programme's inception phase, IDLO is undertaking comprehensive gender assessments of climate – and environment – related legal and regulatory frameworks in **Burkina Faso** and the **Philippines**. Roundtables were held on the project with key government actors in the Ministry of Gender and Family and the Ministry of Environment, Energy, Water and Sanitation of Burkina Faso to review plans for implementation.
100. In **Kenya**, IDLO continued its work to advance the sustainable use of natural resources by supporting the Ministry of Environment and Forestry to develop the Forest Professionals Bill. The Bill provides for the registration, licensing, and regulation of the practice of professional forestry and forestry business organizations, helping provide clear frameworks that ensure a fair regulatory regime promoting climate justice.
101. In **Rwanda**, following a successful inception phase, the implementation of IDLO's project to promote strengthened dispute resolution on land issues officially started. IDLO plans to enhance the capacity of the different land dispute resolution actors through the development of a Practice Manual for state mandated mediation committees (Abunzis), Dispute Resolution Guidelines for the National Land Authority, and through the design of in-person training sessions.
102. In **Tunisia**, IDLO hosted a national dialogue to analyse challenges and legal barriers to enhance smallholder producers' access to markets in partnership with the Ministry of Agriculture. This meeting convened a wide number of actors from various domestic sectors and territories, including the Ministries of Agriculture and Finance, national banks, and rural institutions, as well as representatives from international agencies such as the Italian Agency for Development Cooperation, the German Agency for International Cooperation, and the African Development Bank. After the dialogue, a reflection meeting was held with the Ministry of Agriculture, which expressed its satisfaction with the results of the dialogue and interest in continuing its partnership with IDLO.
103. IDLO recently published a new [issue brief](#) on 'Rule of Law Responses to Climate Insecurity' which highlights three key challenges that contribute to climate insecurity and, drawing on case studies in **Burundi**, **Indonesia**, **Rwanda**, and **Somalia**, identifies three broad rule of law responses to climate insecurity. The issue brief concludes that people-centred justice systems and inclusive governance arrangements can together serve as a robust framework for enhancing climate action and mitigating climate insecurity risks and proposes that climate-related threats to peace and security must be addressed through coherent multilateral action at all levels.
104. We also continued our advocacy on climate justice through participation in multilateral dialogues and other global events.

105. Our most significant engagement in this area in 2022 will be COP27. At the time of writing, I plan to lead IDLO's delegation to Sharm el-Sheikh. The purpose of our engagement will be to highlight the key interlinkages between rule of law, human rights and gender equality and climate action and to keep "climate justice" high on the agenda. At the Conference, I will meet with the Director General of IRENA (International Renewable Energy Agency) to conclude a Memorandum of Understanding on future collaboration.
106. Representatives from IDLO participated in the 5<sup>th</sup> UN Environment Montevideo Programme in Nairobi and contributed expertise to discussions on the role of legal experts to assist in designing and implementing legal responses to the climate crisis and the intersection between human rights and environmental laws, with a focus on synergies and opportunities for enhanced implementation.
107. Another opportunity for climate justice advocacy was the Stockholm Forum on Peace and Development. Co-hosted by the Stockholm International Peace Research Institute (SIPRI) and the Swedish Ministry for Foreign Affairs, the theme of the event was 'From a Human Security Crisis Towards an Environment of Peace,' exploring ways in which environmental degradation and climate change are affecting human security. IDLO co-organized a virtual side event as part of the Forum on 'Inclusive Land and Natural Resource Governance', along with the Geneva Centre for Security Sector Governance, Search for Common Ground, and the International Peace Information Service.
108. IDLO participated in Stockholm+50, convened by the UN General Assembly and hosted by the Governments of Sweden and Kenya to commemorate the 50<sup>th</sup> anniversary of the 1972 United Nations Conference on the Human Environment, the first large-scale environmental conference organized by the UN.
109. I delivered a plenary [statement](#) reiterating the importance of putting issues of justice, human rights, fairness, and equity at the heart of the response to climate change.
110. IDLO also hosted a [side event](#) on 'Feminist Climate Justice: Empowering Women and Girls through the Rule of Law', organized with the support of the Swedish International Development Cooperation Agency (Sida) and the Ministry of Foreign Affairs of Peru, and in partnership with Rights and Resources Initiative (RRI), UN Women and the Generation Equality Action Coalition on Feminist Action for Climate Justice. The event focused on identifying the climate justice gaps and barriers that women and girls face, and identifying concrete actions and rule of law-based solutions to enhance climate justice for women while catalysing action on climate initiatives and sustainable development.
111. The Stockholm+50 Leadership Dialogues were tasked with identifying key actions and recommendations as part of the outcomes of the event. In the leadup to the conference, IDLO participated in the Informal Working Group for Leadership Dialogue 3, which focused on accelerating the implementation of the

environmental dimension of sustainable development in the context of the Decade of Action. We submitted a written statement highlighting the importance of rule of law initiatives to create the enabling conditions for climate-resilient development and investment in climate initiatives.

### *Food Security*

112. IDLO recognizes the urgent need for fair and effective food systems to ensure access to affordable, safe, and nutritious food for all, especially the most vulnerable. Over the last year, we continued to work at local, national, and international levels to advance the right to adequate food through the rule of law.
113. IDLO is finalizing a global legal assessment and an issue brief on ‘Food Security and the Rule of Law in times of emergencies,’ and an issue brief on ‘Safeguarding the right to adequate food in **Uganda** in times of emergency.’ These publications were developed through a participatory approach, involving consultations and validation processes by national authorities and the Food and Agriculture Organization (FAO).
114. Engagement with the UN Food System Coordination Hub brought the opportunity to co-organize the Solutions Dialogue ‘Strengthening governance for more just, inclusive, and effective food system transformations’ to support countries in the implementation of their national pathways for food systems transformation, in line with rule of law principles and standards. IDLO was featured both as a moderator and part of the experts’ panel, together with FAO and the Swedish National Food Agency.
115. In March, IDLO participated for the first time in the Committee on Food Security’s Bureau and Advisory Group meeting organized by FAO, and in October participated as an in-person observer for the first time at the Committee’s annual session here in Rome. Through our engagement, we sought to highlight the contribution of the rule of law to a rights-based approach to global food security.

### *Healthy lives and well-being for all*

116. IDLO works at the nexus of health, sustainable development, and the rule of law to promote greater access to healthcare and pandemic preparedness, and to strengthen capacity to prevent and manage non-communicable diseases (NCDs).
117. IDLO concluded the pilot phase of its Pandemic Preparedness and Response Project (PPRP). The programme provided technical assistance and support to the governments of **Uganda** and **Zambia** to strengthen national capacities to use the law to address public health crises, which has led to the development of two legal analysis reports through a participatory and consultative process. In Zambia, IDLO also supported the development of three regulations for the operationalization of the National Public Health Institute. IDLO has been

working with the Ministry of Health and other relevant government actors in Uganda to develop a technical assistance action plan and mobilize financial support for follow-on work.

118. This year, IDLO joined the Global Health Security Agenda (GHSA). IDLO was also one of the founding members of the GHSA Legal Preparedness Action Package (LPAP), an initiative to advocate and raise awareness on the need for coordinated action around legal preparedness for public health emergencies. IDLO was invited to co-lead a sub-working group on capacity building for legal preparedness, together with Italy and the Global Health Law Consortium.
119. The second phase of IDLO's Global RECAP programme started in July. Over the next three years, the programme will strengthen national regulatory and fiscal environments to promote healthy diets and physical activity, contributing to the longer-term vision of reducing NCDs. The programme will continue the partnership between IDLO, the World Health Organization (WHO), and Canada's International Development Research Centre (IDRC). It will build on the results and lessons from the first phase to sustain progress and promote longer-term change in current countries of intervention (**Bangladesh, Kenya, Sri Lanka, Tanzania, and Uganda**), while at the same time extending coverage to new partner countries.
120. In line with its integrated approach, IDLO complements its programmes with research and advocacy in policy forums.
121. At its 75<sup>th</sup> Assembly, the World Health Assembly (WHA) approved the agreement between IDLO and WHO that grants IDLO Observer Status in all future Assemblies. This decision further expands the already strong commitment to a strategic partnership with WHO and underscores the positive role that IDLO plays in advancing health law globally.
122. As a founding member of the UN Interagency Task Force on the Prevention and Control of Noncommunicable Diseases, IDLO co-sponsored two global advocacy events. The first, on mobilizing resources and technical support with and for Member States to deliver the NCD and mental health-related SDG targets, was organized by the Government of Uruguay and the WHO and was held on the margins of the General Assembly. The second, on Prevention and Treatment of NCDs as a Human Rights Issue, was co-organized by the Government of Portugal, the Office of the United Nations High Commissioner for Human Rights, the UN Interagency Task Force on the Prevention and Control of Non-Communicable Diseases (UNIATF), and WHO, and was held during the 51<sup>st</sup> Session of the Human Rights Council.
123. IDLO participated as an Observer in the UNAIDS Programme Coordination Board, delivering a statement underscoring the importance of addressing inequality through enabling legal environments, legal literacy, legal support, and

the elimination of discriminatory laws in promoting health rights and combating HIV/AIDS.

### **III. DELIVERING ON THE STRATEGIC GOALS: ORGANIZATIONAL ENABLERS**

124. The Strategic Plan 2021- 2024 identifies four Organizational Enablers to strengthen key aspects of our systems, capacities, and resources to optimally implement our Strategic Goals and Objectives and deliver the increase quality and value our partners expect.

#### **Innovation, integration, and impact**

125. The first Enabler seeks to further strengthen the quality, integration, and innovation of IDLO's work and increase our focus on evidence and outcomes.
126. Following an extensive consultation process, IDLO finalized an integrated programme cycle review. The findings of the review, including recommendations to increase quality, integration and learning at different steps of the programme cycle, will be implemented in a phased manner.
127. To further improve the quality of its programmatic work, IDLO adopted new Theory of Change (ToC) Guidelines. The new ToC Guidelines will help promote evidence-driven programming, facilitate effective monitoring and reporting on results, and promote the systematic integration of gender and human rights base approach in IDLO programming. The Guidelines will be implemented across the Organization through a series of trainings and capacity building workshops.
128. As an integral part of its results-based management approach, IDLO developed a Strategic Results and Resources Framework (SRRF) that translates the Strategic Plan into a set of development and organizational results, with the aim of promoting a results-oriented culture.
129. Over the past year, IDLO made progress on operationalizing the SRRF. IDLO disseminated new Monitoring Guidelines to support the integration of the SRRF indicators in project-specific monitoring frameworks. The new Guidelines, as well as the ToC guidelines, are being operationalised through the updated IDLO Programme Monitoring Toolkit. Furthermore, IDLO completed the data collection for the SRRF for the first year of the Strategic Plan 2021-2024, and the information collected is currently being analysed and validated.
130. As part of our commitment to strengthen the rigour and quality of our evaluations in line with international best practice, IDLO has been updating its

Evaluation Guidelines to ensure continued alignment of its organizational practice and evaluation approaches with OECD/DAC evaluation criteria.

131. IDLO has established cross-departmental “Thematic Clusters,” to strengthen thematic focus and enhance substantive focus and cross-organizational collaboration in priority areas. The Thematic Clusters meet regularly under the guidance of senior management and substantive experts, and include colleagues across IDLO departments and offices. The Thematic Clusters — which cover Climate Justice, Criminal Justice and Anti-Corruption, Customary and Informal Justice, Digital Innovation, Food Security, Health Law, Inclusive Economic Development, and Justice for Women and Girls —to discuss substantive entry points for future IDLO programming and resource mobilization.

### **Investing in people**

132. As a specialized, knowledge-based organization, IDLO’s main asset is our people. This year, security emergencies in many operating countries have required continuous crisis monitoring and adaptation. I am grateful to staff and management for their continued commitment to our mandate, and for working around the clock to ensure the safety and wellbeing of IDLO colleagues.
133. IDLO developed a Human Resources Strategy 2021-2024 that provides a comprehensive map for the management of human resources in the coming years. In accordance with the Strategic Plan, the Human Resources Strategy covers all key areas of human resources management, aims to strengthen IDLO's organizational culture of continuous learning and high performance, and outlines organizational priorities and investments to ensure the sustainability of an enabling work environment.
134. Following the introduction of the Strategy, IDLO is making progress on its implementation. IDLO has launched a new recruitment platform to improve user experience and process for job applicants and hiring managers. The new platform is cloud-based and intuitive, fit for IDLO’s talent management needs. It will permit better tracking and administration of processes and improve reporting on talent acquisition activities. A career webpage is in the process of development and will provide prospective job applicants with information.
135. IDLO also strengthened its ability to advise staff and managers on ethics-related issues and promptly and professionally address and resolve grievances and potential disciplinary matters. A revised code of conduct and a more transparent and streamlined grievance handling process have been issued.
136. Earlier this year, IDLO introduced an organization-wide systematic change management process to strengthen the management culture and enhance staff engagement. This process will continue into the coming year to ensure wide participation by all staff members including those in the field offices. During 2022 several change management and teambuilding workshops were organized in

headquarters and in The Hague. The recommendations from these workshops will help to inform future change management efforts.

## **Improving systems and processes**

### *Systems improvement*

137. In line with IDLO's commitment to improve organizational efficiency and coordination over the course of the current strategic cycle, we have invested in updates to systems and business processes to better align them with institutional needs and priorities.
138. Following a pilot period in select countries, a new procurement module has been integrated within IDLO's Enterprise Resource Platform, which aims to support greater transparency and accountability in IDLO's procurement practices. Virtual trainings on the functionalities of the new system have been organized each month and have been supplemented by weekly e-communications sent to improve users' proficiency.
139. A weeklong training was conducted in Rome for forty-five staff from fifteen country offices as well as Headquarters, Hague, Geneva, and New York in October. The training covered, Finance, HR, Legal and Procurement policies, procedures, and systems. The objective was to build staff capacity and strengthen compliance, across the organization.
140. To improve efficiency, IDLO has been engaging with UN agencies to benefit from the procurement agreements they have reached with suppliers of goods that are regularly required by IDLO. This reduces the time to complete purchases and offers improved rates as we benefit from the larger contract values of the UN agencies. We have secured some agreements and have been engaging to expand such arrangements.
141. Training and guidance on IDLO's revised Personal Data Protection Policy has been provided to support all staff. A dedicated portal on Data Protection has been established on the IDLO intranet, and an online learning course on the Policy has been introduced.
142. IDLO has also updated its Financial Management Framework and strengthened its policies on ICT security, procurement and working with implementing partners, as part of efforts to strengthen management.
143. Based on a survey launched at the end of 2021, changes were made to the Organization's Timekeeping System to facilitate consolidated data collection and more effective analysis of employees' allocated time, thus improving IDLO budgeting.

144. IDLO piloted the first integrated country review, a forum that brings together relevant teams across the Organization to assess and plan on individual country operations. These integrated reviews will be implemented for country and thematic areas in a phased manner.

### *Security Risk Management*

145. At a time of elevated risks and instability, IDLO's foremost priority is ensuring our staff's safety and wellbeing while they carry out their critical work in some of the most challenging operating environments around the world.
146. Senior management continued to closely monitor the security situation in many of IDLO's countries of operations due to increased volatility. The Security Adviser has also conducted missions to several IDLO Country Offices to advise managers on updating and implementing security procedures and business continuity arrangements and to train staff on security awareness.
147. Particular attention was given to conflict-affected contexts including Afghanistan, Myanmar, the Sahel, and Ukraine. IDLO continues to monitor evolving security contexts, particularly in Burkina Faso, Mali, Niger, and Somalia, and has implemented country-specific mitigation measures to safeguard our staff and operations.
148. The deterioration of the security environment in Ukraine has remained a matter of significant concern for IDLO. Our Security Management Team has been in regular contact with country office personnel to ensure their wellbeing and verify their location. Safety guidance, as well as advice concerning health and welfare, was conveyed to staff. IDLO undertook multiple missions to consult with partners.

### *COVID-19 Risk Management*

149. As Italy, and the rest of the world, continues to transition out of the COVID-19 pandemic, IDLO has updated its COVID-19 protocols regarding access to HQ in line with the latest guidance from the national health authorities and the measures adopted by Rome-Based Agencies.
150. In particular, the HQ physical occupancy ceiling was lifted, with vaccination proof no longer required for IDLO personnel to access the premises. While temperature checks and masks are now voluntary, IDLO will continue to track developments and retains the option to reinstate measures should the evolution of the epidemiological situation require.



151. It has been a pleasure to welcome staff back to HQ and to witness a return to a vibrant, energized, and inclusive workplace where staff work in an integrated manner across departments.
152. As several other regions where IDLO is present have progressively eased public health restrictions, similar arrangements are being made in country and branch offices. While the overall aim of revised guidelines is to bring us closer to the much desired and anticipated “new normal,” we are keeping a number of protective measures in place to guarantee staff safety, and may adjust our posture depending on the epidemiological situation.

### **Strengthening Partnerships**

153. The Strategic Plan’s fourth Enabler aims to maximize IDLO’s impact through enhanced partnerships, strengthened communications, and impactful advocacy for political and financial support for the rule of law.
154. As an independent, mid-sized intergovernmental organization, partnerships are a crucial way for IDLO to pool expertise and resources, enhance our convening power, and leverage our impact. During the reporting period, IDLO continued its engagement with partners in Rome, Geneva, The Hague, New York, and globally.

### *Stakeholder Outreach*

155. Strengthening IDLO’s outreach to key partners, including Member Parties and partner countries, the UN system, civil society, academia, and the private sector, has been a major priority.
156. As part of our ongoing dialogue with our Host Country, I met with senior officials from the Italian Ministry of Foreign Affairs and International Cooperation, and the Italian Agency for Development Cooperation, to discuss current and future collaboration. I also met with Italy’s recently appointed Special Envoy for Climate Change to explore future collaboration on climate justice issues. I had an introductory discussion with Italy’s first-ever Special Envoy for the Human Rights of LGBTQI+ people.
157. I also engaged with Ambassadors and Representatives of our Member Parties in Rome to thank them for their support and partnership during challenging period.
158. The IDLO Board of Advisers held its first in-person meeting since 2019 at Headquarters in September. The Director-General and IDLO senior management briefed the Board on progress in the implementation of the Strategic Plan and highlighted programme, research, and advocacy priorities. The discussion covered ways in which the Board can assist the Organization in delivering on its priorities

and strengthening its partnerships. A special consultation on the Climate Justice Strategy was organized with members of the Board.

159. IDLO also participated in the Second National Conference on Development Cooperation, organised by the Italian Development Cooperation Agency.
160. We have continued to strengthen engagement with Rome-based agencies. IDLO met with UNIDROIT to explore areas for potential partnership, given the cooperation between our mandates and thematic focus. At UNIDROIT's invitation, IDLO agreed to participate as an observer in the UNIDROIT-FAO-IFAD project on the Legal Structure of Agricultural Enterprises.
161. We welcomed the Chief Justice of Indonesia and a delegation from its Supreme Court to Headquarters in June to discuss the complexities and challenges of the execution of civil judgments in Indonesia, and to discuss potential avenues for future programming on strengthening Indonesia's enforcement mechanism. IDLO additionally conveyed its strong interest in continuing engagement with the G20 Anti-Corruption Working Group, of which Indonesia has been President during 2022.
162. We also hosted the Minister of Justice and Constitutional Affairs of Somalia to discuss justice priorities in the country and to explore ways to strengthen our longstanding partnership.
163. IDLO facilitated the visit of a delegation from the Armenian Prosecutor General's Office, connecting them with a range of Italian institutions working on combating corruption.
164. We have strengthened our links with the United Nations system through bilateral engagement and cooperation with UN entities including the UN Secretariat, FAO, IFAD, OHCHR, UNDP, UNICEF, UNICRI, UNHCR, UNODC, UN Women, WFP and WHO on programming, research, and policy advocacy.
165. During missions to New York to represent IDLO at Commission on the Status of Women, High Level Political Forum on Sustainable Development (HLPF) and the high-level week of the UN General Assembly I met with government representatives, heads of UN entities and other senior UN officials, representatives of other international organizations, and civil society.
166. While in New York, I had discussions with the State Department's Assistant Secretary of State for the Bureau of International Narcotics and Law Enforcement and the State Department's Coordinator on Global Anti-Corruption.
167. I also met with the President of the Economic and Social Council (ECOSOC) to discuss ways to strengthen cooperation and to highlight justice issues during the

2023 High Level Political Forum which will review progress on SDG 16, leading up to the SDG Summit in September 2023.

168. During a meeting with the new Under-Secretary-General of Department of Economic and Social Affairs, the former Ambassador of China in Rome, we agreed on the importance of continuing the close collaboration with DESA, including on the annual SDG16 Conference in collaboration with the Italian government.
169. In October, I participated in the first U.S.-IDLO Strategic Dialogue in Washington, D.C. The Dialogue brought together different geographic and thematic bureaus within the State Department, as well as other government departments and offices, to review progress in key areas and explore opportunities for future engagement.
170. While in Washington, I also met with a number of other current and prospective partners including the Department of Health and Human Security, the National Security Council, the White House Gender Policy Council and USAID.
171. In The Hague in May, I was pleased to meet with the Deputy Director-General for Development Cooperation at the Ministry for Foreign Affairs of the Netherlands, as well as the Minister of Justice of Niger, and the Secretary-General of International IDEA.
172. On the side-lines of Stockholm +50, I shared with the Director-General for Global Affairs at the Ministry of Foreign Affairs of Mexico., IDLO's work on climate justice.
173. IDLO continues to pursue a strategic partnership with the European Union (EU) through the completion of a pillar assessment, which will enhance our ability to enter into funding agreements with EU institutions. Over the past year, an external auditor conducted the pillar assessment for IDLO, and an initial report was submitted to the European Commission's Directorate-General for International Partnerships. The report highlighted that IDLO met the required standards in all material respects. It is hoped that the EU will finalize the assessment shortly.

### *Policy Advocacy*

174. In addition to the work already highlighted under the relevant Strategic Objectives, we engaged in several policy advocacy initiatives over the past year to further position IDLO as a thought leader and champion for SDG 16 as an enabler of peace and sustainable development.
175. The most significant of these was the organization, in partnership with the United Nations Department of Economic and Social Affairs (UNDESA) and the

Government of Italy, of the third global [SDG 16 Conference](#), focusing on ‘People-centred governance in a post-pandemic world’.

176. Held in hybrid format at the Italian Ministry of Foreign Affairs, the Conference provided a timely multi-stakeholder global platform to address how a people-centred approach to governance can help rebuild trust, accelerate progress towards sustainable development and tackle the challenges facing a post-COVID world.
177. High-level speakers—including senior government officials, executive heads of UN entities and other multilateral organizations, policymakers, and representatives from civil society, academia, and youth organizations—participated in broad-ranging discussions on how to prevent conflict and sustain peace in an increasingly fragile world; build institutional resilience and enhance the effectiveness, accountability and responsiveness of institutions; develop a new vision for the rule of law to address global challenges; and ensure inclusion, protection and participation.
178. In addition, the Conference included a dedicated civil society track, which resulted in the elaboration of the [2022 Rome Civil Society Declaration on SDG16+](#).
179. Conference deliberations aimed to inform the 2022 HLPF, the theme of which was ‘Building back better from the coronavirus disease (COVID-19) while advancing the full implementation of the 2030 Agenda for Sustainable Development’. At the invitation of the President of ECOSOC, I moderated a session on SDG 17 on the role of capacity development and partnerships in maximizing the benefits of science, technology, and trade for sustainable development.
180. IDLO also partnered with Namati, the TAP Network, and other civil society organizations to co-organize on the side-event ‘SDG16+ in Peril’, where I joined Italy’s Director-General for Development Cooperation and the Assistant Secretary-General for Policy Coordination from DESA, to share some insights from the 2022 SDG 16 Conference.
181. IDLO engaged with multilateral forums to highlight the importance of access to justice, rule of law and human rights to sustaining peace and promoting sustainable development as an essential part of COVID-19 response and recovery efforts.
182. In February, IDLO contributed to the General Assembly’s second thematic consultation on the “Our Common Agenda” report, which focused on ‘Accelerating the Sustainable Development Goals (SDGs) Through Sustainable Financing and Building Trust.’ In our [intervention](#), IDLO welcomed the Secretary-General's call for a new, people-centred vision for the rule of law and expressed its full support in helping to inform and elaborate that vision.

183. IDLO also delivered statements in the General Assembly on meaningful engagement of youth in the work of the General Assembly, at the High-level Forum on the Culture of Peace, and at the General Assembly's Sixth Committee, on the importance of rule of law at national and international levels.
184. IDLO followed consultations and negotiations on three General Assembly resolutions related to the "Our Common Agenda" report. They included the establishment of the UN Youth Office, the modalities resolution on the Summit of the Future, and Financing for Peacebuilding. IDLO provided written comments on the elements paper on the Declaration on Future Generations, highlighting the importance of including rule of law and justice in the declaration. In November IDLO convened a group of "like-minded" IGOs, NGOs, think tanks and UN entities to prepare for various processes related to the Summit of the Future, which will take place in September 2024 with a preparatory ministerial meeting in September 2023.
185. We also continued our engagement with the Human Rights Council in Geneva.
186. In March, I addressed the high-level segment of the 49<sup>th</sup> session of the Human Rights Council. My [statement](#) highlighted the mutually reinforcing relationship between human rights, sustainable development, and the rule of law, and underlined the importance IDLO places on putting people and their rights at the centre of our work.
187. At the Human Rights Council Special Session on the Situation in Ukraine, IDLO made an [intervention](#) expressing its deep concern about the consequences of Russia's invasion of Ukraine, calling for tangible investments in the rule of law and pledging its continued support to rule of law engagements in Ukraine and globally.
188. In June, as part of the 50<sup>th</sup> session of the Human Rights Council, I participated in a panel on 'Good governance in the promotion and protection of human rights during and after the COVID-19 pandemic' at the invitation of the President of the Council. My [statement](#) underlined the importance of people-centred and human rights-based approaches to the governance and the use of new technologies, and of ensuring that such technologies reduce rather than exacerbate the digital divide, including for women and girls.
189. In May, IDLO participated as a co-producing partner of the World Justice Forum in The Hague, as part of The Hague Justice Week. The event, which convened high-level experts, scholars, and justice practitioners from around the world, covered three intersecting themes: access to justice, anti-corruption and open government, and equal rights and non-discrimination.
190. As co-producing partner, IDLO supported the development of the Forum's programme and outcome document, and participated in several Justice Week

activities, including a roundtable on justice in Niger, and Working Sessions on ‘People-Centred Innovations in Community Justice’ and ‘Customary and Informal Pathways to People-Centred Justice.’ I was also invited to be a judge of the World Justice Challenge, a global competition to identify and promote good practices and high-impact projects that protect and advance the rule of law.

191. IDLO continued to engage with the Justice Action Coalition, a group of like-minded countries and international organizations working to promote people centred justice, including participation in ministerial and senior level meetings of coalition members.
192. IDLO took part in the 84<sup>th</sup> session of the UNHCR Standing Committee, including as a panellist, to discuss key rule of law elements as a tool to address statelessness and promote sustainable development.
193. IDLO attended the 101<sup>st</sup> Session of UNIDROIT’s Governing Council, which took place in Rome in early June. During the session, the Council discussed the UNIDROIT workplan for the triennial period 2023-2025, and agreed on the relevance of the project ‘Corporate sustainability, due diligence, and global value chains’, in collaboration with IDLO and |EBRD.
194. IDLO participated in the Indonesia-Netherlands Legal Update 2022 in Jakarta, joining a panel discussion on the Indonesian Access to Justice Index developed through previous IDLO support.
195. The OECD Global Roundtable on Access to Justice held in Riga brought together representatives from OECD member countries, practitioners, and researchers to discuss ways to rebuild trust in governance through improved access to justice. IDLO moderated a session on Responsive and Effective Justice Systems for a Changing World and shared its approach to climate justice.
196. IDLO seeks to link policy to practice through its work and convening power. An important example was the recent East Africa Justice Week in Uganda, organized in Kampala by IDLO in partnership with several key stakeholders in the East and Horn of Africa regions. Organized around three major events, the Regional Conference on Land and Conflict, the International Association of Women Judges Africa Regional Conference and the East Africa Court of Justice Judicial Conference, the Week brought together bring together Ministers, senior government officials, judges, legal professionals, and experts from seventeen countries from the region and beyond around priority justice issues.
197. The week generated several important insights and outputs (listed in the relevant sections above) which will help guide efforts on land governance, judicial capacity development and the participation of women in the justice sector in the region. It also helped to further strengthen IDLO’s role as a partner of choice on justice, rule of law and sustainable development issues in the region and beyond.

## *Legal Status*

198. IDLO continues to prioritize efforts to secure recognition of its legal status as an intergovernmental organization, including through Host Country Agreements (HCAs). HCAs are indispensable in facilitating our operations in a country and provide a solid basis for expanding IDLO's partnerships. I welcome the opportunity to provide an update on our efforts and on the progress we have made.
199. IDLO has HCAs with fourteen countries and other mechanisms of recognition of legal status in several others.
200. With respect to new agreements, IDLO and Tunisia have successfully concluded the negotiation stage, and we are making arrangements for the finalizing and signing of the agreement.
201. Working with the Philippines, we have recently reinvigorated the negotiations, and we anticipate good progress.
202. Negotiations continue with a number of other countries, including Armenia, the Bahamas, Democratic Republic of the Congo, Moldova, and Ukraine.
203. IDLO is also focused on ensuring full and effective implementation of HCAs. For example, with Kenya, where our HCA has been in force on a provisional basis since 2016, IDLO is awaiting the final step of gazetting the agreement.
204. I am grateful for the interest of Member Parties on issues related to our legal status and their efforts to support us.
205. And I am also grateful to Italy, our host country, for successfully registering IDLO's Establishment Agreement and the Headquarters Agreement with the United Nations treaty office.

## **IV. FINANCIAL RESULTS**

206. IDLO's programme implementation is on track with 63% of the forecasted revenue for 2022 realized at the end of August. Expenditures on institutional projects and institutional activities are also higher than at the same period last year, reflecting an increase in implementation.
207. Programme revenue is projected to meet the 2022 Budget approved by the Assembly. We recognize, however, that our ability to implement will depend on how the COVID-19 crisis and the global security situation evolve over the next months and we are continuing to monitor the situation closely and take appropriate mitigating measures.

208. The proposed 2023 IDLO Operating Budget was prepared in alignment with the 2023-2024 Management Plan. It takes a prudent approach in anticipating income and related expenditure and is informed by careful analysis of the expected forecast of activities for the remaining months in 2022. The budget reflects a 16% increase in unrestricted revenue and 14% increase in restricted programme revenue for 2023 compared to the budgeted amount for 2022.

## **V. LOOKING AHEAD**

209. The multiple intersecting crises we face demand concerted global action. To be effective our actions must be grounded in multilateralism, rule of law and human rights. IDLO is committed to doing its part in the joint global effort. This has been one of the guiding principles behind our work since the pandemic began.

210. The draft Management Plan 2023-2024 seeks to build on the progress of the past two years. It aims to maximize the contribution of the rule of law to peace and sustainable development, ensure flexible and efficient systems and processes, and mainstream integration, innovation, and inclusion across IDLO's work to ensure the delivery of high-quality programming, research, and policy advocacy.

211. I look forward to working with you to help make these goals a success. Let us rededicate ourselves to the values of the UN Charter and collaborating to address our common problems. Working together we can help build a world that is more peaceful, just, and sustainable.

ENDS/