



INTERNATIONAL DEVELOPMENT LAW ORGANIZATION

STATEMENT BY THE DIRECTOR-GENERAL, MS JAN BEAGLE

**PRESENTATION OF THE PROPOSED THE MANAGEMENT PLAN FOR 2023-2024 AND
OPERATING BUDGET 2023**

Assembly of Parties, 30 November 2022

I am pleased to present IDLO's Management Plan 2023-2024, and Operating Budget for 2023.

The draft Management Plan aims to implement the second half of IDLO's Strategic Plan, adopted by the Assembly of Parties in 2020.

As Member Parties are aware, IDLO developed its Strategic Plan 2021-2024 during the first months of the COVID-19 pandemic.

You may also recall that our Strategic Plan identified some key trends that we predicted were going to shape IDLO's operating environment in the medium-term.

Many of the issues we had identified have metastasized into major, intersecting crises, most significantly, the lingering COVID-19 pandemic, the rise in violent conflict, and the increasingly severe effects of climate change.

They have been accompanied by erosion of trust in governments and institutions at the national level, and a pushback against multilateral norms and processes, including sustained attacks on human rights and the rules-based international order.

Collectively, these trends represent a significant challenge to peace and sustainable development. And, I believe, reinforce the relevance of IDLO's mandate.

Despite being almost half-way through the period for implementing the 2030 Agenda, the world is behind on achieving all seventeen Sustainable Development Goals.

The IDLO Strategy was designed to maximize the organization's ability to address existing global challenges, while providing flexibility to tackle new and emerging issues.

The first two years of the strategic cycle have shown us the appropriateness of this ambitious, but flexible approach.

As I highlighted earlier in my report, in the face of a number of challenges, including crises in several of our largest countries of operation, IDLO has made significant progress over the first half of the strategic cycle.

The Management Plan 2023-2024 builds on the progress of the past two years, and seeks to continue this approach to achieve the goals of the Strategic Plan, and advance the rule of law at a critical time.

Our Management Plan has three main objectives:

First, to continue to maximize the contribution of the rule of law to peace and sustainable development;

Second, to ensure flexible and efficient systems and processes, supported by strong organizational resources; and

Third, to mainstream integration, innovation, and inclusion across IDLO's work to ensure the delivery of high-quality programming, research, policy, and advocacy.

As members are aware, the Strategic Plan 2021-2024 is based on our values and comparative advantages and is anchored in the 2030 Agenda.

The Plan structures IDLO's substantive 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 sustainable development.

It also identifies four Organizational Enablers to strengthen key aspects of our operations.

I will briefly highlight how we plan to advance these priorities over the next two years.

The first Strategic Goal advances 'people-centred justice.' It is guided by the understanding that people around the world use diverse pathways to seek redress for wrongs, and to resolve their disputes.

It seeks to empower justice seekers and emphasizes that justice systems must be built around a better understanding of people's needs.

People-centred justice prioritizes reforms and innovations that will lead to greater access and inclusion and produce fairer and more satisfactory outcomes for the end user.

Working from the bottom up, we will support people to access justice and claim their rights through formal and informal pathways, including digital platforms.

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A special emphasis will be placed on IDLO's engagement with customary and informal justice systems to increase access, while ensuring respect for human rights, especially of women and girls.

We will promote participatory decision-making at the grassroots level that is inclusive of civil society.

We will place a special emphasis on engagement and inclusion of young people and other traditionally excluded groups.

IDLO will support partners to strengthen national institutions, promote smart legal reform, accelerate the delivery of essential justice services, strengthen criminal justice chains, and enable equitable digital innovation.

Our work to combat corruption and promote greater integrity is becoming an increasingly large and important part of IDLO's portfolio, and will be further expanded.

We will complement gender mainstreaming with focused interventions to reduce the justice gap for women and girls.

These will include eliminating gender discriminatory laws, promoting women's participation and leadership in the justice sector, and combatting gender-based violence.

The second Goal links our work more closely to the 2030 Agenda.

It seeks to leverage the contribution of the rule of law to peace and sustainable development.

Under this Goal, IDLO promotes inclusive economic development, climate justice, food security and sustainable use of natural resources, and healthy lives and well-being for all, through the rule of law.

Building on progress over the past two years, IDLO will work to promote enabling legal frameworks, and strengthen government capacities to enforce commercial and economic laws, negotiate and implement investment agreements, and resolve disputes.

A key priority will be scaling up IDLO's work on the economic empowerment of women and girls.

Climate justice and sustainable use of natural resources is a growing area of work.

In line with IDLO's draft climate justice strategy, we will support the realization of environmental rights and climate justice, and promote climate-resilient development and access to land and natural resources, through the law.

An important part of this work is at the intersection of gender and climate, which is an area we will further emphasize over the next two years.

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We will strengthen our efforts to improve food security for marginalized and vulnerable groups through the rule of law.

We will also promote greater access to health services, support preparedness for public health emergencies; and strengthen regulatory capacity to prevent and manage non-communicable diseases.

Geographically, IDLO will continue to operate in all regions of the world.

Our portfolio in Africa continues to grow and it will be IDLO's largest region of operations in 2023 by a significant margin.

We will explore the possibility of expansion where feasible, particularly in regions where IDLO has a limited presence and our support is needed, including MENA and Latin America and the Caribbean.

IDLO will also seek to deepen its engagement in areas where it is already present, including through sub-regional approaches.

Engagement with regional organizations such as the African Union, ASEAN and the European Union will be a part of our strategy.

Thematically, the three objectives of Strategic Goal 1 (legal empowerment, legal and institutional reform, and justice for women and girls) will continue to comprise the majority of IDLO's programme portfolio.

However, you can see the shift within the Strategic Goal, between Strategic Objective 1 on empowering justice seekers, and Strategic Objective 2 on laws and institutions.

This reflects greater engagement with civil society and communities to promote access to justice, particularly in contexts like Afghanistan and Myanmar.

In 2023-2024 we will build on the progress in these areas.

Achieving the goals of our Strategic Plan and delivering the high-quality results our partners expect, require that IDLO's systems, capacities and resource base is robust, resilient and fit for purpose.

This is even more important in a rapidly changing and increasingly competitive operating environment. The four Enablers help achieve these objectives.

The first Enabler is enhancing Innovation, integration and Impact.

Priorities in the coming two years will include adopting more integrated approaches and strengthening the links between programmes, research, policy and advocacy.

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We will work to mainstream gender equality and a human rights-based approach, and place an increased emphasis on innovation, learning and data.

Improving our ability to monitor and report on results, including through the Strategic Results and Resources Framework, will be a major priority.

The transition to a programme-based approach will continue through the development of country strategies.

IDLO's staff are our most valuable resource.

Under Enabler 2 we will invest in their development through implementing our overarching Strategy for human resources and talent management.

IDLO will work to attract, develop and retain a diverse, motivated and talented workforce, enhance performance management and organizational learning, and strengthen human resources capacity across the organization.

The third Enabler, improving systems and processes, seeks to increase efficiency and transparency and update our operating model.

Our goal will be to leverage technology and adopt smarter, greener and more flexible ways of working to ensure that IDLO is able to deliver the best possible quality and value for our partners.

We are implementing a number of initiatives to streamline business processes, strengthen transparency and accountability, and improve internal communications and our ability to mitigate and manage risks.

As I mentioned in my report today, I consider partnerships and collaboration to be key to IDLO's success.

Enabler 4 takes a strategic approach to external relations with clear priorities and objectives for engagement with both current and new stakeholders.

In this area we will work in a coordinated way to strengthen current and prospective partnerships, improve communications, and enhance our advocacy in support of the rule of law.

We will aim to diversify our funding base, build funding partnerships with traditional and non-traditional donors, and adopt a more proactive approach to membership expansion.

The 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.

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The Operating Budget also provides a broad forecast for 2024, for information purposes. Approval is sought for the 2023 budget only.

Unrestricted revenue, estimated at 10.5 million euro, which is a 19% increase over the amount received in 2022.

The budgeted programme revenue of 36.2 million reflects a 14% increase compared to the budgeted amount for 2022.

Over 85% of projected programme revenue is already secured through existing agreements.

These are positive developments, which gives us some confidence to plan during an overall uncertain environment.

Investing in our people, and strengthening internal capacities essential for improving overall effectiveness, is a key commitment in IDLO's Strategic Plan, and a priority for me as Director-General.

We will continue the implementation of institutional projects that include organizational improvements and systems enhancements to strengthen efficiency, effectiveness, and overall policy coherence within the organization.

IDLO is proposing a total budget of 1.5 million euro for institutional projects in 2023.

Overall the budget takes a prudent perspective, but also reflects IDLO's ambition to capitalize on emerging opportunities, respond to partners' needs, and introduce innovation.

In conclusion, the Management Plan sets out an approach for the final two years of the strategic cycle that is realistic, but ambitious.

It builds on current strengths, while preserving IDLO's ability to respond quickly and innovatively to emerging opportunities.

The 2023 Operating Budget reflects IDLO's conservative, but flexible, approach to budgeting and financial management in a challenging and fast evolving global environment.

The Management Plan has been approved by the Standing Committee, and the Operating Budget has been approved by the Standing Committee following the review and positive recommendation of the Audit and Finance Committee.

I am confident that, through this Plan, we will be able to make a tangible contribution to peace and sustainable development.

Thank you for your partnership and support.