
MANAGEMENT PLAN

2023-2024



I. INTRODUCTION

1. The Management Plan 2023-2024 will guide the implementation of the second half of IDLO's Strategic Plan 2021-2024. It has been developed during a period of continuing global uncertainty characterized by multiple, intersecting crises, most significantly, the lingering COVID-19 pandemic, the rise in violent conflict and the increasingly severe effects of climate change.
2. These crises have been accompanied by the 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.
3. Collectively, these trends represent a significant challenge to peace and sustainable development. Despite being almost half-way through the period for implementing the 2030 Agenda, the world is behind on achieving all seventeen Sustainable Development Goals. In some cases, there has been a backslide on decades of hard-fought development gains.
4. IDLO began a new strategic cycle in 2021, guided by its Strategic Plan 2021-2024.
5. The Strategic Plan 2021-2024 was designed to maximize IDLO's ability to address existing global challenges, while providing flexibility to leverage the contribution of the rule of law to tackle new and emerging challenges. Over the last two years, many of these emerging challenges have developed into significant global crises in their own right.
6. The inequalities exposed by the pandemic and the uncertainty of the global situation, including acute crises in a number of IDLO's countries of operation, have underlined both the fragility of IDLO's operations and the necessity of its mandate.
7. Despite these challenges, the Organization has made considerable progress in all areas of the Strategy. As we move into the second half of the strategic cycle, our focus is on consolidating progress while navigating around the realities of our operating environment.
8. The Management Plan 2023-2024 has been drafted with this balance in mind. Specifically, it aims to:

- Continue to maximize the contribution of the rule of law to peace and sustainable development through integrated programming, research, policy, and advocacy;
- Ensure flexible and efficient systems and processes, supported by strong organizational resources; and
- Mainstream integration, innovation, and inclusion across IDLO's work to ensure the delivery of high-quality programming, research, policy, and advocacy.

II. STRATEGIC FRAMEWORK

9. IDLO's Strategic Plan 2021-2024 structures the Organization's substantive work around two Strategic Goals achieved through six Strategic Objectives. These Goals and Objectives are based on our commitment to putting people's needs and human rights at the centre of justice systems and making the rule of law a driver of peace and sustainable development. The Plan aims to advance the mutually reinforcing connection among human rights, democracy, and the rule of law.
10. The first Strategic Goal (Goal 1) seeks to make justice systems more effective and responsive to people's needs and help protect their human rights. It builds on IDLO's expertise in legal empowerment and access to justice (SO 1), institutional strengthening and reforms (SO 2), and addressing key justice barriers faced by women and girls (SO 3).
11. The second Strategic Goal (Goal 2) seeks to leverage the contribution of the rule of law and human rights to peace and sustainable development. It aims to promote inclusive economic development (SO 4), climate justice and sustainable use of natural resources (SO 5), and healthy lives and well-being for all (SO 6).
12. The Strategic Plan also identified four Organizational Enablers to streamline and strengthen key aspects of operations to deliver on IDLO's Strategic Goals.
13. Gender equality is mainstreamed throughout IDLO's work to ensure that women and girls are empowered to claim their human rights, and that institutions are responsive

to the justice needs of women and girls. In addition, IDLO also undertakes targeted initiatives to reduce the gender justice gap under Strategic Objective 3.

III. STRATEGIC FRAMEWORK

14. The Management Plan 2023-2024 is divided into two sections: (A) Strategic Goals and Objectives and (B) Organizational Enablers.

A. Strategic Goals and Objectives

15. IDLO will seek to achieve the following results through our programmes, research, policy, and advocacy in line with the Strategic Plan 2021-2024.

16. **Strategic Goal 1: Justice systems are more effective and responsive to people's needs.** We will promote people-centred justice systems through:

- **Strategic Objective 1: Empowering justice seekers:** supporting people to access justice and claim their human rights through formal and informal pathways, including digital platforms, and promoting participatory decision-making at the grassroots level that is inclusive of civil society;
- **Strategic Objective 2: Making laws and institutions work for people:** promoting smart legal reform, enabling the delivery of essential justice services, strengthening criminal justice chains, combatting corruption, increasing accountability, and enabling equitable digital innovation; and
- **Strategic Objective 3: Reducing the justice gap for women and girls:** complementing gender mainstreaming with focused interventions to support the full enjoyment by women and girls of their human rights, including through the elimination of gender discriminatory laws, promoting women's participation in the justice sector, and combatting gender-based violence.

17. **Strategic Goal 2: Rule of law drives peace and sustainable development.**

Through the lens of SDGs 16 and 5, IDLO will promote the rule of law's contribution to realizing human rights and different dimensions of peace and sustainable development in line with our mandate, resources, and comparative advantage, in the following areas:

- **Strategic Objective 4: Inclusive economic development:** promoting enabling legal frameworks; strengthening governmental capacities to enforce commercial and economic laws, negotiate and implement investment

agreements, and resolve disputes; and supporting the economic empowerment of women and girls;

- **Strategic Objective 5: Climate justice and sustainable use of natural resources:** supporting the realization of environmental rights and climate justice; promoting climate-resilient development and access to land and natural resources; and strengthening food security for marginalized and vulnerable groups; and
- **Strategic Objective 6: Healthy lives and well-being for all:** promoting greater access to health services; supporting preparedness for public health emergencies; and strengthening regulatory and fiscal capacity to prevent and manage non-communicable diseases.

18. Under the Management Plan 2021-22 IDLO developed thematic programming in priority areas including gender-based violence, eliminating discriminatory laws, anti-corruption, customary and informal justice, inclusive economic development, climate justice, and food security. In 2023-2024 we will build on the progress in these areas.

19. Geographically, IDLO will maintain its diverse field of operations and explore the possibility of expansion where feasible. IDLO will also deepen its engagement in areas where it is already present, including through sub-regional approaches. As was the case for the Management Plan 2021-22, Africa will continue to be IDLO's largest region of operations in 2023-2024.

Enablers



20. **Organizational Enablers:** The plan includes four organizational Enablers to strengthen IDLO's ability to deliver on our Strategic Goals:

- **Enabler 1: Enhancing innovation, integration, and impact** by strengthening the quality of interventions, fostering innovative and multi-sectoral approaches, developing an evidence base for policy and decision-making and improving the ability to capture and report on results;
- **Enabler 2: Investing in people** through a strategic approach to human resources management, including enhancements in recruitment, workforce planning, performance management, staff engagement, learning and professional development;
- **Enabler 3: Improving systems and processes** by adopting smarter, greener, and more flexible ways of working; leveraging technology and digital innovation; enhancing transparency and accountability; and promoting greater internal communication; and a coherent change management approach;

- **Enabler 4: Implementing a strategic approach to partnerships** through clear, prioritized and mutually reinforcing efforts to enhance outreach and communications, advocate for the rule of law, and diversify and strengthen political and financial support.

21.IDLO will adopt a cross-cutting Gender Action Plan to promote gender parity and mainstream a gender focus throughout our work.

IV. STRATEGIC GOALS AND OBJECTIVES

22. IDLO's forecasted programme revenue for 2023 is 36.2 million euro, which represents a 14% increase compared to the budgeted programme revenue for 2022. This increase resumes the positive trend of programme growth following the disruption caused by the COVID-19 pandemic, as well as crises in many of IDLO's country operations.

Thematic Focus

23. A breakdown of the relative proportion of IDLO's expenditures on programme, research, policy, and advocacy in 2021 allocated towards the Strategic Objectives and Enablers of the Strategic Plan is shown in the figure below:

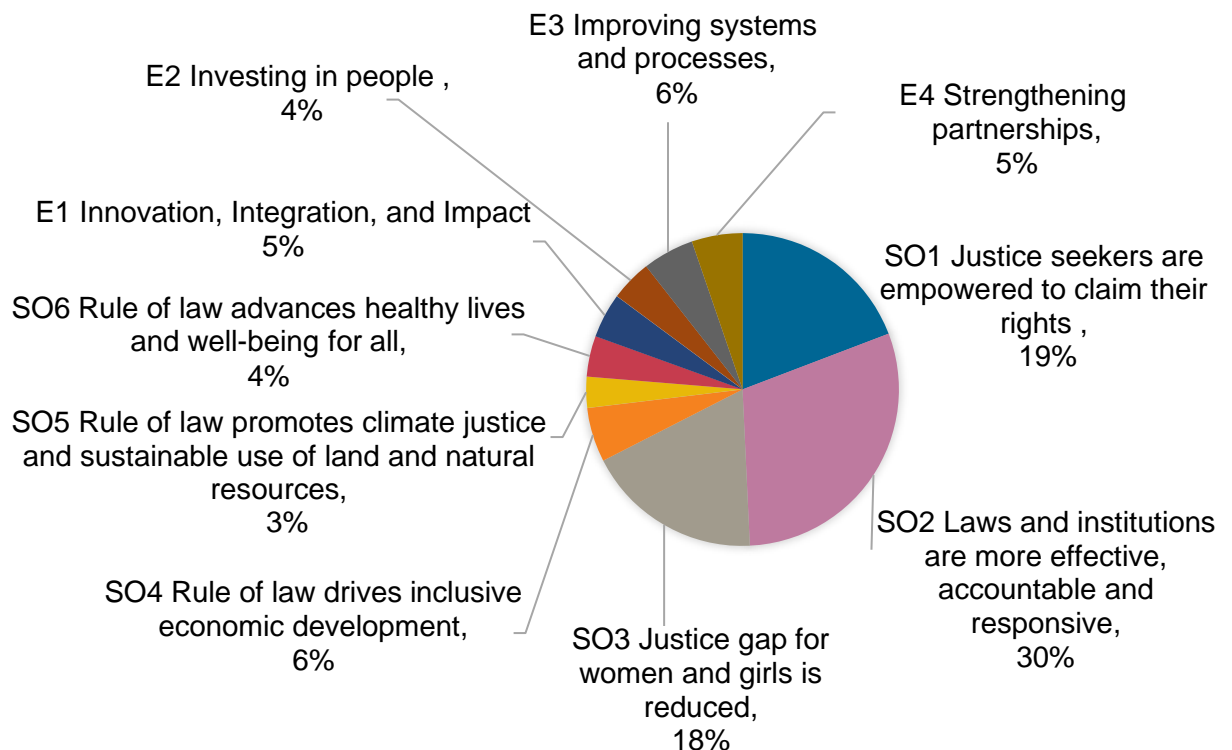


Diagram 1: Breakdown of operating expenditures by Strategic Objective and Enabler

24. Strategic Goal 1 remains the largest part of IDLO’s work, with the three objectives of Strategic Goal 1 (legal empowerment, legal and institutional reform and justice for women and girls) representing 67% of total planned expenditures in 2023.
25. During 2021-2022 IDLO made significant progress in advancing programmes, research, and policy advocacy under the three Strategic Objectives of Goal 2. In addition to building on IDLO’s existing work by developing thematic programming on customary and informal justice, anti-corruption, gender-based violence, and eliminating discriminatory laws, we also initiated thematic programmes on several newer areas under Strategic Goal 2 including inclusive economic development, climate justice, food security, the sustainable use of land and natural resources, and health law.
26. We will build on this progress during the second half of the strategic cycle. In doing this, IDLO will continue to draw on a broad range of partnerships, including with the UN system and other international organizations, to increase coordination, leverage resources and maximize the prospects for sustainable impact.

Geographic Focus

27. IDLO’s mandate and operations are global, and the Organization works with partners in all regions of the world. Under the Management Plan 2023-2024 IDLO will consolidate its presence in current countries of operation and explore the possibility of limited expansion to ensure support in contexts where it is most needed.

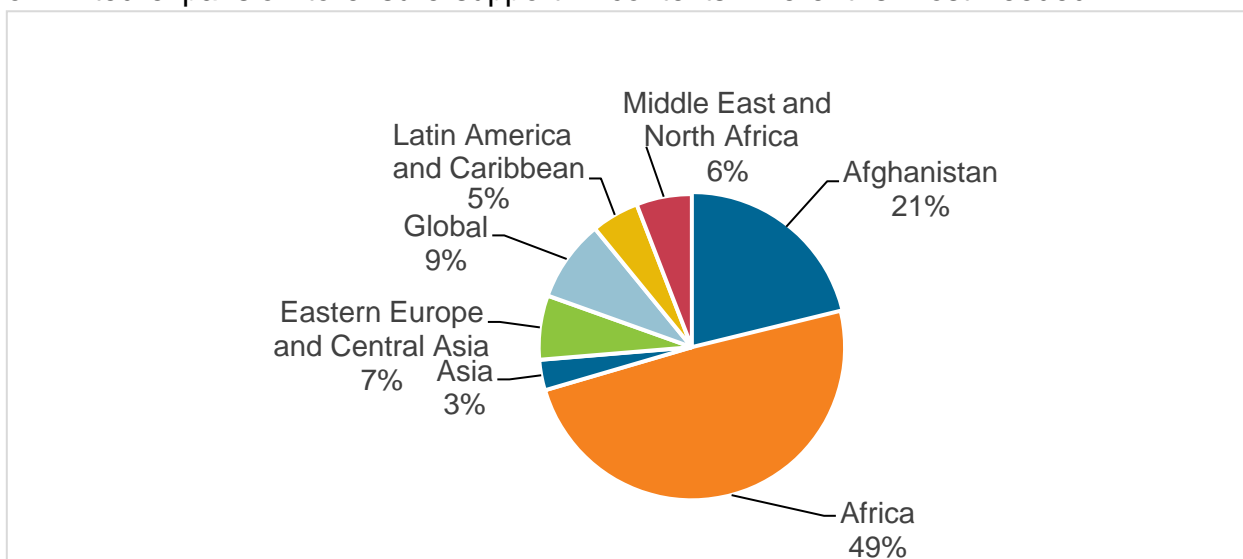


Diagram 2: Geographic distribution of IDLO programmes in 2023 by programme revenue

Africa: The Africa region will continue to be IDLO's single largest region of operations in 2023-2024. In this period, IDLO will strengthen its presence in our current countries of engagement and explore the possibility of new opportunities in neighbouring ones.

Asia and the Pacific: Despite the challenging operating environment in some countries of operation, IDLO will continue to provide tailored support to justice institutions and other partners.

Europe and Central Asia: IDLO has expanded operations in the region over the past two years. In 2023-2024 we will consolidate our presence and strengthen the delivery of specialized support.

Latin America and the Caribbean: IDLO will explore the possibility of further expanding in the Latin America and Caribbean region, building on its existing portfolio, including through regional approaches and programmes.

Middle East and North Africa: IDLO will explore ways to strengthen its work in the Middle East and North Africa, reflecting the relevance of its mandate to the region.

Goal 1: Justice systems are more effective and responsive to people's needs



Diagram 3: Strategic Goal 1 and accompanying Objectives

28. IDLO's work under Strategic Goal 1 focuses on empowering justice seekers to claim their rights (SO 1); making laws and institutions work for people (SO 2); and reducing the justice gap faced by women and girls (SO 3). Our approach is based on the concept of people-centred justice and emphasizes that justice systems must be built around a better understanding of people's needs and their human rights.

Strategic Objective 1: Empowering justice seekers to claim their rights

29. IDLO works both directly and in partnership with civil society to promote human rights awareness, legal literacy, legal aid and other assistance and advisory services. We have extensive experience in working with alternative methods of dispute resolution and pluralistic legal systems and have a demonstrated track record in helping communities and rights holders to engage with decision-makers on key justice priorities. We will work to:

Increase people's ability to access justice and services

- Increase access to justice, legal aid, and advisory services, including by working with legal aid providers, paralegals, and civil society.
- Facilitate access to justice for vulnerable groups, including those in overlapping and intersecting conditions of poverty, inequality, and marginalization, particularly

women and girls, youth, refugees, internally displaced people, migrants, and victims of trafficking in persons.

- Advocate for justice for women and girls, and marginalized or vulnerable groups, such as refugees, internally displaced people, migrants, stateless persons, victims of trafficking in persons and those experiencing inequality and discrimination at the national and global levels. This work will be carried out in partnership with the UN system, the SDG 16+ community, civil society and other partners, including through research and learning and advocacy.

Engage Customary and Informal justice systems (CIJ)

- Empower justice seekers, particularly women and girls, youth and people living in conditions of poverty, to engage with informal justice systems.
- Promote reforms to advance accessible, inclusive, and accountable CIJ systems that respect human rights, including by linking customary and statutory systems.
- Strengthen the evidence base for engagement with CIJ systems, in particular around availability of data, financing models, and cooperation between CIJ and formal justice systems.
- Explore the intersection between CIJ systems and women's agency, and support women leaders in CIJ through programming and research.
- Advocate for the inclusion of CIJ at the centre of the global justice agenda.

Promote participatory governance and policymaking

- Support communities and civil society groups as they engage with decision-makers and promote participatory and inclusive processes that build mutual trust, confidence, and greater accountability.
- Promote the meaningful participation of youth in decision making and public life, including through increased IDLO's institutional engagement.

Strategic Objective 2: Making laws and institutions work for people

30. Government institutions are effective when they are accessible, responsive, and accountable. Helping enable justice institutions to uphold human rights and deliver essential services, particularly in countries experiencing or emerging from conflict and fragility, remains the largest component of our operations, representing 30% of our work in 2023.

31. IDLO provides support that advances national priorities and that is grounded in an understanding of the social, cultural, and political contexts in which we work. We will implement programmes, and undertake research and policy advocacy to:

Support smart legal reform

- Provide assistance to enable justice institutions, executive bodies, and parliaments to develop inclusive, evidence-based legal reforms and policies in line with national priorities and international standards.
- Support justice institutions to implement context sensitive and nationally owned and led reforms

Enable the delivery of essential justice services

- Enhance the capacity of justice institutions, including courts, prosecutors, public defenders, complaint and oversight bodies, anti-corruption agencies, ministries of justice, national human rights institutions, and ombudsmen to deliver essential justice services and meet priority needs.
- Build the capacities of justice institutions to exercise core institutional functions and resolve justice challenges exacerbated by emergencies, such as COVID-19.

Strengthen the criminal justice chain

- Enhance coordination across the criminal justice chain.
- Support justice institutions and other partners to reduce pre-trial detention.
- Promote greater respect for the reintegration and rehabilitation of prisoners, including through restorative justice approaches.
- Assist national efforts to prevent, identify, and prosecute cases of Trafficking in Persons, and provide support to survivors.
- Support national accountability efforts by providing expert advice, capacity building, and other technical expertise as required.

Enhance anti-corruption and transparency

- Provide technical assistance to help reduce corruption and promote greater transparency, accountability, and integrity in public institutions, particularly in the justice sector, in line with the UN Convention against Corruption and other relevant international instruments.
- Support the role of civil society to advocate for transparent, accountable, and inclusive public institutions and services.
- Engage with key global forums on anti-corruption to promote knowledge exchanges and partnerships.

Promote equitable digital innovation

- Support nationally led efforts to improve access and efficiency in justice systems through digital solutions.

- Advocate for the protection and maintenance of human rights in the digital space and explore the impacts of digital innovation on the justice sector.

Strategic Objective 3: Reducing the justice gap for women and girls

32. Gender equality is both a human right and an essential prerequisite for peace and sustainable development. It is mainstreamed throughout IDLO's work. Our approach embraces the full set of women's human rights recognized under international law, including sexual and reproductive rights, to allow women and girls to live their lives with dignity and equality.

33. Initiatives under all of IDLO's Strategic Objectives and Enablers seek to reduce different aspects of the gender justice gap. We also implement targeted measures to promote the human rights of women and girls.

34. We will take the following measures to promote justice for women and girls:

Advance elimination of discriminatory laws and practices

- Build national capacities to repeal or reform discriminatory laws, regulations and policies and support the adoption and implementation of gender-responsive legal and policy frameworks.
- Contribute to the evidence base on the elimination of discriminatory laws and practices.
- Advocate for the elimination of discriminatory laws at the national, regional, and global levels.

Combat Gender-Based Violence (GBV)

- Support justice institutions to become more responsive to the justice needs of women and girls, including through legal and policy reform;
- Improve the ability of justice partners to prevent, investigate, and prosecute gender-based violence and provide protection and support to survivors;
- Facilitate legal awareness campaigns and community dialogues on GBV issues; and
- Strengthen partnerships on GBV, including for the implementation of IDLO's Generation Equality commitments on essential services and gender-responsive policing.

Promote women's participation and leadership in the justice sector

- Increase the participation of women justice professionals in formal and informal justice systems by addressing systemic barriers, including through national level assessments.
- Engage with international and national associations of women judges and support professional development for women justice sector officials.
- Advocate for women's participation in the justice sector at international policy fora, including through global initiatives and coalitions.
- Increase engagement with young women leaders and empower young women and girls to participate in the justice sector.

Goal 2: Rule of law drives peace and sustainable development



Diagram 4: Strategic Goal 2 and accompanying Objectives

35. Strategic Goal 2 focuses on: the broader contribution of SDG16, the rule of law and human rights to different dimensions of peace and sustainable development. Goal 2 seeks to promote this catalysing role in line with IDLO’s mandate, resources, and comparative advantage.

36. Under the Strategic Plan 2021-2024, our efforts are focused on three priority areas where IDLO has relevant expertise and has identified entry points where it can add value. These are: inclusive economic development (SO 4), climate justice and sustainable use of natural resources (SO 5), and healthy lives and well-being for all (SO 6).

Strategic Objective 4: Rule of law drives inclusive economic development

37. The rule of law can help drive inclusive economic development by providing legal clarity and stability, promoting legal and policy environments conducive to economic inclusion. It can help to level the playing field in international trade and investment relations, and promote the speedy and fair resolution of commercial and investment disputes. Over the next two years IDLO will seek to expand our partnership with developing countries at diverse levels of development. We will:

Develop enabling laws and policies

- Support partners to develop laws and policies that promote sustainable development and equitable economic growth.

- Support the implementation of the Doha Programme of Action for Least Developed Countries (LDCs) and explore engagement with the new Programme of Action for Landlocked Developing Countries and Small Island Developing States 2023-2033.
- Advocate for inclusive economic development at the national, regional, and global levels.

Strengthen enforcement and dispute resolution

- Increase national capacities to enforce commercial and economic laws and resolve commercial and investment disputes, including through alternative dispute resolution mechanisms such as arbitration and mediation.

Provide investment support to developing and Least Developed Countries

- Provide technical support to LDCs and graduating LDCs to develop legal and policy frameworks for sustainable investment to negotiate and implement investment contracts, and to resolve investment disputes, in line with the Doha Programme of Action.

Promote women's economic empowerment

- Address systemic barriers to the realization of women's economic rights by supporting national efforts to develop a more gender equal business climate and building the capacity of women entrepreneurs and workers to engage with legal and regulatory processes.

Strategic Objective 5: Rule of law promotes climate justice and sustainable use of land and natural resources

38. Climate change has been identified as the defining challenge of our time. It is a threat multiplier, disrupting livelihoods, especially in rural areas, driving migration and displacement, fueling conflict and undermining human security.

39. Climate justice and the sustainable use of land and natural resources are increasingly important areas of IDLO's work. Building on the progress made under the Management Plan 2021-2022, we will aim to:

Promote environmental rights and climate justice

- Empower communities, especially women and girls, youth, indigenous groups, and other marginalized populations, to claim their environmental rights and actively participate in environmental decision-making processes.
- Strengthen IDLO's work on feminist climate action, including through increased engagement with community women's groups, youth organizations, indigenous peoples, and local communities.

- Enhance the capacity of formal and informal justice actors to resolve climate-driven disputes over land and natural resources at the local level.
- Promote a justice-centred approach to climate action through advocacy on climate justice in global policy forums.

Support climate resilient development

- Enhance the capacity of institutions to implement fair and effective policies that support climate resilient development and engage stakeholders through inclusive, human-rights-based approaches.
- Strengthen the evidence base for rule-of-law approaches to climate justice, particularly those led by women and/or indigenous peoples and local communities.

Improve governance of land and natural resources

- Promote more inclusive, equitable, and participatory governance arrangements for the sustainable use of and access to land and natural resources, including through engagement with customary and informal systems.

Strengthen food security

- Support countries to strengthen their regulatory frameworks and institutional capacity to promote food security and the good governance of food systems, especially for marginalized and vulnerable groups.

Strategic Objective 6: Rule of law advances healthy lives and well-being for all

40. The law is a powerful tool to ensure well-functioning health systems and to advance the right to health, including through the prevention and management of public health emergencies, such as the COVID-19 pandemic. Drawing on IDLO's experience working at the intersection of law, development, and health, as well as the progress made over the last two years, we will seek to:

Increase access to health services, including through legal empowerment

- Empower those living in conditions of vulnerability to exercise their right to health and access health services, including through combatting discrimination in the distribution of health services, for example in the context of HIV/AIDS.

Prevent and manage public health risks

- Promote the development and review of effective legal and policy frameworks to address public health emergencies and reduce public health risks, including through increased emergency preparedness.

Tackle non-communicable diseases, including by strengthening regulatory and fiscal measures

- Strengthen the capacity of governments to develop and implement regulatory and fiscal measures, to address non-communicable diseases.
- Enhance the knowledge and capacity of justice seekers and civil society organizations, to advocate for laws and policies on non-communicable diseases.

Organizational Enablers

41. The Strategic Plan 2021-2024 envisions improvements and investments in IDLO's capacity system and resources to support the effective implementation of IDLO's Strategic Goals and Objectives. These organizational goals are grouped under four Organizational Enablers.

42. IDLO has made good progress under each of the Enablers during the first half of the strategic cycle, despite facing a significant number of external crises. We will continue to build on this momentum. Priorities for 2023-2024 under each Organizational Enabler are listed in the section below.

Enabler 1: Enhance innovation, integration, and impact

43. **Improve quality:** To continuously increase the quality and impact of IDLO's interventions, we will:

- Continue to strengthen and integrate the programme cycle through improved processes for programme development, implementation, evaluation, and learning.
- Implement tools to improve the quality of the programme management cycle, including Theory of Change Guidelines, Monitoring Guidelines, and Guidelines for Working with Implementing Partners.
- Continue to promote integration among IDLO's programmes, research, policy, and advocacy, including through coordination mechanisms such as thematic clusters.
- Conduct regular, integrated country reviews.
- Develop and implement context-specific country and thematic strategies to ensure alignment of activities with IDLO's Strategic Plan 2021-2024.

44. **Foster innovation:** Promote greater innovation in IDLO's programming, research, and advocacy, including through piloting and iterative approaches, greater

engagement of colleagues across the organization and the implementation of an innovation hub.

45. Strengthen evidence base: We will continue to improve the collection and use of data across decision making and strengthen results reporting across IDLO's interventions, including through the Strategic Results and Resources Framework (SRRF). We will:

- Implement an institutional data and knowledge management strategy, and associated tools.
- Improve monitoring and analysis of institutional results, including through the incorporation of lessons learned from the first SRRF data collection cycle, and the development of systems for the collection and monitoring of data under SRRF indicators.
- Design and implement a programme monitoring system and refine tools to improve programming data collection and results reporting.
- Conduct external programme evaluations consistent with the principles of results-based management and transparency.

46. Emphasize results: To better demonstrate the results achieved through IDLO's programmes, research, and advocacy, we will:

- Produce issue briefs containing data and lessons learned from the field.
- Develop evaluation briefs and hold evaluation learning opportunities to enhance institutional learning and knowledge management.
- Conduct a mid-term evaluation of progress against IDLO's Strategic Plan 2021-2024 and incorporate lessons learned.

Enabler 2: Investing in people

47. In line with the Management Plan 2021-2022, IDLO recently adopted a Human Resources Strategy. The Strategy is the outcome of consultations across the organization and provides a comprehensive map for the management of human resources in the coming years.

48. In accordance with our Strategic Plan, the Strategy aims to strengthen IDLO's organizational culture of continuous learning and high performance and outlines priorities and investments to ensure the sustainability of an enabling work environment.

49. To implement this Strategy over the next two years, IDLO will:

- Develop a new Performance Management Framework and Policy to mainstream a performance-based culture across the organization and develop an institutional performance management platform.

- Drawing on the results of a Learning Needs Assessment, develop an internal learning system to promote learning opportunities for employees.
- Develop and implement a flexible working policy.
- Strengthen the institutional ethics framework including by ensuring transparent and accountable investigations as well as disciplinary processes.
- Strengthen workforce planning to improve our ability to acquire and retain talent.

Enabler 3: Improving systems and processes

50. IDLO is committed to delivering the best possible quality and value for our partners by continuously strengthening our systems and processes. Over the next two years, we will:

Adopt new ways of working

- Improve coordination and integration of the thematic clusters.
- Increase cross-departmental collaboration, including through dedicated coordination mechanisms.

Invest in technology and digital innovation

- Conduct a review of IDLO's ICT systems to ensure alignment with organizational needs and objectives.
- Improve information sharing and coordination on partnership through the implementation and mainstreaming of a Customer Relationship Management (CRM) system across the organization.
- Introduce continuous improvements to the Enterprise Resource Planning (ERP) system, to increase operational efficiency and transparency.
- Introduce an online system for the management of tenders.

Enhance transparency and accountability

- In line with the organizational Transparency Policy adopted in 2020, continue the publication of IDLO data in the International Aid and Transparency Initiative (IATI) Registry.
- Develop an IDLO Finance Manual to serve as a single point of reference for the organization's finance guidelines.
- Adopt and introduce a system to ensure compliance with anti-money laundering regulations within IDLO's ERP.

Promote internal communications and knowledge management

- Strengthen information sharing, including through better use of an updated intranet that is more user-friendly and responsive to staff needs.
- Strengthen knowledge management to capture and store information, encourage learning, and ensure that we can make the best use of our accumulated research and experience.

51. Strengthen change management: IDLO will continue to implement an organizational change management process to strengthen organizational culture and create a more dynamic, collaborative, and inclusive workplace, incorporating new ways of working and encouraging staff engagement, innovation, and creativity to deliver on IDLO's mandate in a tough external environment. This will include the provision of coaching, management support, and workshops across the organization.

52. Manage risks: To strengthen organizational risk management, including security risks, IDLO will:

- Develop and introduce security standards across the organization.
- Continue to develop and amend policies to mitigate the risks of COVID-19 on IDLO's staff and operations.
- Continually monitor and ensure Occupational Health and Safety compliance across IDLO offices and introduce updated guidelines where necessary.
- Pursue the conclusion of Host Country Agreements or other measures to secure legal status in our countries of operation, including through the implementation of targeted plans and better engagement.
- Strengthen ICT security policies and procedures across IDLO offices and increase awareness of security risks and responses.

Enabler 4: Strengthening partnerships

53. As an independent mid-sized intergovernmental organization, IDLO places a high value on partnerships with other organizations and entities to pool expertise and resources, strengthen our convening power and leverage our impact.

54. In line with the Strategic Plan 2021-2024, IDLO aims to position itself as a partner of choice on SDG16. Drawing on work undertaken over the past two years, IDLO will:

- Implement a strategic approach to partnerships and develop tailored plans for increased engagement with existing and new partners, including in the UN system, governments, other international organizations, civil society organizations, youth, parliamentarians, and other priority stakeholders.

- Engage and actively contribute to multi-stakeholder partnerships to increase political and financial support for the rule of law.

55. Our strategic approach to partnerships will be supported by targeted and integrated approaches to communications, resource mobilization, and advocacy, as described below.

56. **Enhance communications:** Effective communications help build IDLO's visibility, generate understanding and enhance support for our work. We will work to:

- Improve internal and external communications, including through increased support to branch, liaison, and field offices.
- Complete the update of IDLO's website, based on user analytics, and re-launch a refreshed website that is more user-friendly and accessible.
- Strengthen institutional branding and messaging based on IDLO's Strategic Plan 2021-2024.
- Produce written and multimedia content that highlights our work in the field, and integrate our communications messaging across programming, research, advocacy, and policy.
- Strengthen IDLO's engagement across social media channels, including by developing ways to measure the effectiveness and impact.

57. **Advocate for the rule of law:** Despite the growing consensus around the importance of the rule of law to peace and sustainable development, international norms, human rights, and justice continue to face sustained pressure globally. This is made evident by rising conflict, rights violations, and the narrowing of civic space, as well as the decline in funding for justice and the rule of law in national budgets and development assistance. Advocating for greater political and financial support for the rule of law is therefore a key priority for IDLO.

58. Our goal is to strengthen IDLO's role as a thought leader and advocate for the rule of law and SDG 16 as a driver and enabler of peace and the 2030 Agenda, in partnership with a broad range of stakeholders. We will continue to advance key advocacy priorities including justice for women and girls, upholding the rule of law and human rights, and engagement with customary and informal justice as noted under the relevant Strategic Objectives. To achieve this, IDLO will:

- Develop key messaging and knowledge products to communicate the contribution of the rule of law to peace and sustainable development, building towards major policy and advocacy events including the HLPF, the second SDG Summit and the Summit of the Future.

- Implement an integrated research and advocacy agenda which ensures the alignment of programming, research, and policy priorities in the identification and prioritisation of advocacy opportunities.
- Organize and participate in international policy debates on rule of law, justice, and human rights, drawing on IDLO's presence in New York, Geneva, Rome, and The Hague and globally.
- Partner with like-minded organizations and initiatives to promote synergies and magnify the impact of advocacy.

59. **Diversify and strengthen our resource base:** IDLO aims to develop an integrated approach to resourcing, including achieving a better balance between restricted and unrestricted funding and generating revenue from traditional and non-traditional donors.

60. In 2023-2024 we will implement this approach through targeted action plans for priority partners. Specifically, IDLO will:

- Promote resource mobilization as a shared corporate responsibility, including through improved coordination and information sharing.
- Retain existing partners while engaging with priority target countries and donors.
- Strengthen and diversify the partnership with the European Union, including through greater engagement with Brussels-based institutions and delegations in countries of operations.
- Develop and implement a plan to mobilize resources in support of IDLO's work on inclusive economic development, climate justice, food security and health law.

61. **Expand membership and engagement:** As an intergovernmental organization, IDLO relies on the active engagement and political support of its Member Parties for its governance, policy engagement and multilateral partnerships. We will:

- Continue a structured approach to membership enlargement to promote balanced and representative growth, with a priority on countries with an active interest in our mandate and programming.
- Strengthen engagement with current and prospective Member Parties with a view to increasing understanding of the value of membership in the Organization.

ENDS/

V. ANNEX: IDLO'S STRATEGIC FRAMEWORK 2021-2024

