

# ANNUAL REPORT 2021



# Our vision

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A world in which every person lives in dignity and equality under the rule of law.



# Our mission

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We champion people-centred justice and promote the rule of law to advance sustainable development and help build more peaceful, inclusive, and resilient societies.

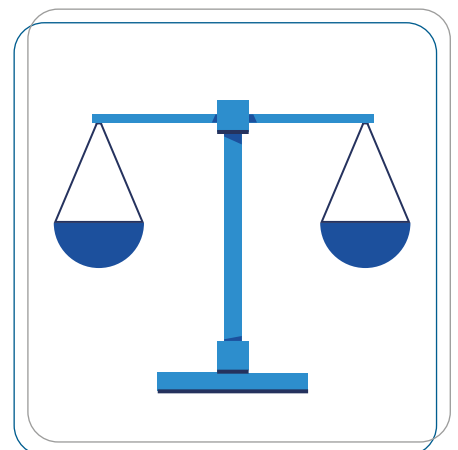


# Who we are

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The International Development Law Organization (IDLO) is the only global intergovernmental organization exclusively devoted to promoting the rule of law to advance peace and sustainable development.

IDLO partners with governments and people to reform laws and strengthen institutions to make justice systems fairer and more effective. Our programmes, research and policy advocacy cover the spectrum of rule of law from peace and institution building to social development and economic recovery, including in countries emerging from conflict and striving towards democracy.



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# Foreword

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In 2021, the fragilities exposed and compounded by COVID-19 ignited into a set of interconnected humanitarian and development emergencies: from crises in Ethiopia, Myanmar, Afghanistan, the Sahel and most recently, the war in Ukraine, to increasingly severe weather events, and a global economic downturn. Against this grim backdrop and in the face of profound uncertainty as to what comes next, the importance of the rule of law to both peace and sustainable development shone through clearly.

The past year challenged IDLO to innovate, reinvent and explore alternative approaches as we supported our partners to meet rising justice needs in some of the most complex parts of the world. This report presents just a few examples of the results we helped achieve during the first year of our new Strategic Plan 2021-2024.

Under its new Strategic Plan, IDLO committed to putting people and their needs at the centre of justice systems and to promote the rule of law as a driver of peace and development.

Responding to the rising need for protection, we supported empowerment initiatives to increase legal aid, advice and access to justice services. A promising area is work with customary and informal justice systems, which are used by the vast majority of people to resolve their disputes. Through initiatives like the Alternative Dispute Resolution Centres in Somalia, we worked with traditional leaders to raise awareness, build capacity and link informal systems to formal courts to expand access while ensuring greater respect for human rights.

We also helped justice systems to better understand and respond to people's needs. In the Sahel, for example, we supported community platforms called Cadres de Concerta-

tion to convene criminal justice officials, traditional leaders, and civil society representatives to identify and address local justice issues, from resolving court backlogs to improving prison conditions. To make the adjudication of civil disputes both simpler and faster, IDLO partnered with the Kenyan judiciary to implement a new Small Claims Courts initiative.

Corruption has a corrosive effect on public trust and combatting it is becoming an important area of work. In 2021 IDLO implemented programmes in Armenia, the Bahamas, Indonesia, Moldova, the Philippines and Ukraine to build capacity to investigate and prosecute corruption, counter illicit financial flows and recover assets. We also promoted preventive measures, including increasing transparency and integrity in the judiciary and public sector and strengthening the monitoring role of civil society.

Closing the justice gap for women and girls continued to be a priority. In the Philippines, a broad review of legislation identified remaining sources of gender discrimination, opening the door for more comprehensive transitional justice and improved conditions for informal labour. Our work on gender equality was particularly challenging in conflict-affected contexts, particularly Afghanistan, where IDLO had worked over a decade to promote survivor centric responses to gender-based violence. While the events of the past year put these gains in jeopardy, IDLO is committed to staying engaged and is currently partnering with civil society organizations to provide legal aid and women's protection services and ensure that justice providers can safely advocate on behalf of themselves and their clients.

Through research and advocacy, IDLO highlighted the importance of the rule of law to global efforts to combat the climate crisis by showing the tangible benefits of a

climate justice approach. We also put these insights into action on the ground. In climate-pressured countries such as Rwanda and Somalia, IDLO is pioneering new pathways to justice so people can fairly manage climate fallout and prevent conflict.

Innovative programmes have also been developed to promote inclusive economic development, food security and pandemic preparedness through the rule of law.

IDLO strengthened its own capacity to deliver results in uncertain times, including through investments in our people, systems and processes to make them more resilient, agile and effective.

With tough circumstances demanding collective action and the best use of resources, we took many partnerships to new levels. This included bringing together diverse constituencies, from governments to senior United Nations officials to civil society activists, to champion greater political and financial support and faster action on the rule of law and SDG 16.

Putting justice and the rule of law at the heart of our efforts can enable governments to act quickly and effectively while respecting human rights. It can ensure that those living in conditions of exclusion of inequality, insecurity and injustice are able to access essential services and seek the protection of the law. It can tackle corruption and help rebuild trust, catalyse green development, and lay the foundations for a more just, inclusive and sustainable future.

I hope the following pages inspire you to join the growing movement for justice.



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*The past year challenged IDLO to innovate, reinvent and explore alternative approaches as we supported our partners to meet rising justice needs in some of the most complex parts of the world.”*



2021-2024

# Strategic Plan

## GOAL 1

- › Empowering justice seekers
- › Making laws and institutions work for people
- › Reducing the justice gap for women and girls

## GOAL 2

- › Rule of law drives inclusive economic development
- › Rule of law promotes climate justice and sustainable use of land and natural resources
- › Rule of law advances healthy lives and well-being for all

## ORGANIZATIONAL ENABLERS

- › Enhancing innovation, integration, and impact
- › Investing in people
- › Improving systems and procedures
- › Strengthening partnerships

Anchored in the 2030 Agenda, the Plan promotes a more holistic and people-centred approach to the rule of law. It structures IDLO's work around two interconnected goals: to put people's needs at the centre of justice systems and advance the rule of law's enabling contribution to broader dimensions of peace and sustainable development.





Developed during the onset of the pandemic, the Strategic Plan 2021-2024 Plan reflects IDLO's ambition to put the rule of law at the centre of the recovery as well as global efforts to promote peace and sustainable development.

Effective justice systems help tackle inequalities by constraining the arbitrary and unfair exercise of power and ensuring everyone is able to enjoy their human rights, including persons in marginalized or vulnerable situations. Such systems are also essential for upholding democratic principles, and challenging the discriminatory laws, policies, social norms and stereotypes that hold people back from realizing their development potential.

The rule of law can play a key role in sustaining peace by helping to address the root causes of conflict and insecurity, which often lie in issues such as discrimination and marginalization, lack of respect for human rights, unequal distribution of public goods and services, corruption, impunity, and lack of accountability.

Anchored in the 2030 Agenda, the Plan promotes a more holistic and people-centred approach to the rule of law to catalyse this potential. It structures IDLO's work around two interconnected goals: to put people's needs at the centre of justice systems and advance the rule of law's enabling contribution to broader dimensions of peace and sustainable development.

The first Strategic Goal is guided by the understanding that people around the

world use diverse pathways to resolve their disputes and seek redress. It emphasizes that justice systems must be built around a better understanding of people's needs and prioritizes reforms and innovations that lead to greater access and produce fairer outcomes for the end user.

The Plan seeks to empower justice seekers by arming them with the tools and knowledge they need to claim their rights and participate in decision-making. It aims to help institutions better understand and meet people's justice needs, tackle the corrosive influence of corruption and resolve disputes before they can spiral into violence. It also places an emphasis on closing the justice gap for women and girls and ensuring that they can participate as full and equal members of society.

The second Strategic Goal promotes the rule of law's contribution to the 2030 Agenda, through the lens of SDG 16, to help address some of the most pressing and complex global development challenges.

Many SDGs draw on the principles of inclusivity, equity and non-discrimination and require the creation of new legal frameworks and institutional capacity for their implementation. For example, the rule of law can provide the clarity and predictability developing countries need to attract investment and promote economic development, while ensuring that it is both sustainable and inclusive.

Under this goal, IDLO leverages the contribution of the rule of law to advance broader peace and development objec-

tives including inclusive economic development, climate justice, food security, and healthy lives and well-being for all.

The Plan also identifies four Organizational Enablers to ensure that IDLO's systems, capacities and resources are robust and resilient in a volatile and rapidly evolving operating environment.

The problems we face are too big and too complex for any of us to solve alone and IDLO places a premium on partnerships to pool resources, leverage impact and amplify advocacy. In keeping with this spirit, the Strategic Plan 2021-2024 was informed by a broad range of perspectives and expertise, including the most extensive consultation process undertaken by IDLO at global, regional and national levels.

Building a culture of justice requires time, effort, and sustained commitment. IDLO looks forward to working with all our partners to help realize our shared vision of a world in which every person lives in dignity and equality under the rule of law.

*“The Strategic Plan builds on IDLO's existing strengths and guides investment in new areas to capitalize on emerging opportunities.”*

## STRATEGIC OBJECTIVE 1

# Empowering justice seekers



## COUNTRIES WITH PROGRAMMES IN SUPPORT OF STRATEGIC OBJECTIVE 1

- > Afghanistan
- > Armenia
- > Burkina Faso
- > Honduras
- > Indonesia
- > Kenya
- > Kyrgyzstan
- > Liberia
- > Mali
- > Moldova
- > Mongolia
- > Myanmar
- > Niger
- > Philippines
- > Sierra Leone
- > Somalia
- > Tajikistan
- > Tanzania
- > Tunisia
- > Uganda
- > Ukraine
- > Uzbekistan
- > Yemen

Legal empowerment is a bottom-up approach that arms people with knowledge and tools to engage with laws and institutions that affect their daily lives. IDLO empowers justice seekers to participate in decision-making at the grassroots level, helping build greater trust and confidence in the justice system and public institutions.

IDLO's work on legal empowerment is particularly important for those living in situations of poverty and vulnerability—the ones who often do not have access to the legal protection and services they need.

IDLO's support for people-centred justice prioritizes reforms and innovations that will lead to greater access and inclusion and produce fairer and more satisfactory outcomes for rights-holders. This support includes actions to increase rights awareness and provide legal aid and legal advice.





# Mali bolsters justice systems in areas affected by instability



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How do you uphold the rule of law—and build the confidence of justice seekers—in territories where corruption and transnational terrorism and crime are prevalent? This is the challenge that Mali is taking on with the help of IDLO, in the border region with Niger and Burkina Faso, known as Liptako-Gourma.

The instability affecting Liptako-

Gourma has hampered the work of Mali's public institutions and eroded public trust in them. The courts, for example, have been chronically overloaded and slow to bring offences, ranging from domestic violence to banditry and kidnapping, to trial.

According to one estimate from 2015, more than half of Mali's prison population

had not yet had their day in court. A lack of capacity and coordination has stymied investigations, processes, and the administration of justice on the whole.

Malian authorities with support from IDLO are taking steps to make the justice system work for people and rebuild trust in it, little by little, on many fronts, from many angles. Since 2016, IDLO's

approach has been to help Mali shore up the criminal justice system through *Cadres de Concertation*, loosely translated as consultation frameworks. By regularly bringing together diverse criminal justice actors with civil society, the Cadres help clear bottlenecks and encourage transparency, accountability, build efficiency, and oversight across the justice sector.

In each of four target areas in Mali, IDLO, in partnership with the Ministry of Justice and MINUSMA (the United Nations stabilization mission), deployed a regional coordinator and secretariat responsible for planning and documenting monthly meetings of the Cadres. IDLO also manages specific trainings to fill skills gaps among various criminal justice actors.

The Cadres are not courts where cases are adjudicated, but places where justice system actors meet to discuss and follow up on issues, building on a customary approach to resolving disputes in the Sahel.

At a March 30 meeting in Ségou, for example, Vice-President Mamadou Dia of the Ségou High Court welcomed 21 persons, five of them women. They represented police and gendarmerie, the Prison Administration, Office Central des Stupéfiants (the anti-narcotics agency), the Public Prosecutor's Office, and IDLO, as well as nine members from local non-governmental and human rights organizations.

After a round of introductions, small corrections were made to the minutes of the previous meeting. Carefully recorded minutes serve to track the status of ongoing tasks and clarify roles and responsibilities in carrying them out. At this meeting, for instance, the lack of progress on one project was noted in the minutes, "and the persons concerned were asked to quickly get down to the accomplishment of this activity, which is eagerly awaited...by the next meeting."

Plans for an upcoming visit by Cadre members to the Ségou detention centre were discussed as part of an ongoing effort

to build better relationships between the criminal justice system and the people who live in the area. IDLO also reported on two trainings it had organized to improve this interface. One, a three-day session for 23 judicial police officers focused on "welcoming, listening and orienting litigants" and addressed everything from the physical environ-



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*"Cadres help clear bottlenecks and encourage transparency, accountability, and oversight across the justice sector."*



ment that met justice seekers to the quality of listening to their complaints.

Upcoming trainings were discussed as well: for criminal justice actors, a workshop on protecting survivors of gender-based violence and another on human trafficking, slavery and the smuggling of migrants; for prison administrators, an overview of United Nations Standard Minimum Rules for the Treatment of Prisoners, or Nelson Mandela Rules; and for support staff, training on registries and procedures for documenting meetings. These routine procedures are critical to the overall functioning of the system, according to Major Idrissa Maiga, the head of a gendarme brigade in Ségou, "Now the police custody register is filed every day and is transmitted to the hierarchy. This is of paramount importance for the

proper functioning of the penal chain because it respects procedural standards and the rights of the defendants."

Seemingly small improvements can have outsized benefits. In the Mopti region, the designation of gender focal points by IDLO in investigative units and the setting up a WhatsApp group improved communications and trust

between advocates and investigators, according to Hamsatou Maiga, head of the Mopti legal clinic. These relationships, once fraught, have become "rather good," she stated, adding that it is now easier for them to follow up on cases. "We [advocates] now have unrestricted access to investigative units to the delight of litigants."

*"Now the police custody register is filed every day and is transmitted to the hierarchy. This is of paramount importance for the proper functioning of the penal chain because it respects procedural standards and the rights of the defendants."*



## Somalia's alternative dispute resolution centres expanding access to justice



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In Somalia, the need to expand access to justice is illustrated by the case of Amina [not her real name], a mother of two from Mogadishu whose husband had left the country five years before and never returned. Without his financial support, she struggled even to feed her family. Unable to get a divorce because of her husband's absence, Amina did not get relief through the formal justice institutions. Trapped in her situation, she turned to the Alternative Dispute Resolution (ADR) Centre operating in Mogadishu, which receives training, technical advice as well as operational assistance from IDLO.

In Amina's case, ADR centre staff were able to convene a committee of the traditional *Xeer* dispute resolution mechanism and to arrange a meeting with her absent husband's relatives. The ADR centre staff explained Amina's plight to the family, and how the situation violated her rights on social and cultural grounds as well as how they went against Islamic *Shari'a* law. The husband's family

responded on his behalf—supporting the divorce and relinquishing his rights to the children. They ended up providing financial support to Amina and the children, which she receives on a regular basis to continue their education.

The ADR mechanism is particularly important in Somalia because more than 80 per cent of the Somali population access justice through the traditional *Xeer* system, where village elders are responsible for mediating disputes and dispensing justice. The *Xeer* system is often better placed to respond to the immediate justice needs of everyday Somalis since it holds legitimacy within the communities and is more accessible to users. However, this traditional system is not always responsive to the rights of women and other vulnerable groups as guaranteed in Somalia's Provisional Constitution.

IDLO worked with Somali institutions to set up 19 ADR centres, beginning in 2018. IDLO engaged with these centres to ensure that they respected

and reinforced the rights of all justice seekers while strengthening the link between formal and informal justice and ensuring compliance with Somali laws and international human rights standards. In 2021, half of the 1,780 cases in the ADR centres were brought by women, and they were assisted by women paralegals who were employed in each of the centres to help ensure that women clients were heard and got the representation they needed.

The centres operate using an IDLO-developed standard operating procedure, which is key to promoting a uniform approach, as well as ensuring equal, fair and transparent processes. While cases involving bodily injury and serious crimes are dealt with in the formal justice sector, the ADR centres handle a range of less serious offences and civil cases similar to Amina's, including family, commercial, and land disputes and some domestic violence cases. They have proven to be an effective mechanism for providing justice for vulnerable people like Amina.



## Uganda's community justice programme empowers people to exercise their rights



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Since 2017, IDLO has implemented a community justice programme in Uganda to secure accessible, quality, and sustainable justice services for all Ugandans, particularly for women and marginalized groups. Given their expense and inaccessibility, many citizens lack confidence in the formal justice system, leading many of them to use informal justice systems that often better meet their needs.

IDLO works with both the formal and informal systems to provide people with access to justice. This includes training justice actors in both systems to strengthen their knowledge and their capacity to facilitate access to justice services; providing advice and expertise to decision makers on criminal justice reforms; strengthening the capacity for forensic investigation, prosecution, and adjudication of crimes; and using data

to advise on reforms in the commercial and land justice sectors.

In 2021, implementation of the community justice programme focused on the capital of Kampala and the nearby suburb of Wakiso, Lamwo district in the north, and Iganga district in the east. Working in these areas, IDLO's programme ensured mediation, legal representation, legal advice and counselling, and referral services for over 600 justice seekers in 2021.

The community justice programme is based on empowering justice seekers by communicating with people so that they understand their rights and how to exercise them. IDLO engages with people and communities to increase legal awareness through a variety of communications media. In 2021, for example, IDLO organized radio talk shows in two districts to inform listeners about their rights related to inheritance and succession.

## Realizing the potential of paralegals to expand access to justice

Trained community paralegals, working at the intersection of formal and customary and informal justice (CIJ), support people to realize their rights. They make it possible for people in many countries to access justice quickly and affordably.

An IDLO working paper, *Community Paralegals and Customary and Informal Justice*, published in August 2021, explored how community-based paralegals can enable CIJ systems to serve the people who need them most.

While customary and informal justice systems offer timely, flexible, and culturally relevant means for protecting legal rights and resolving disputes, evidence shows that these systems may also perpetuate structural discrimination, unequal power relations, and harmful traditional practices. IDLO's work around the world shows that paralegals can be agents of change who can promote access to people-centred and non-discriminatory justice within the context of customary and informal justice systems.

Paralegals engage through referrals, providing legal advice, conducting community awareness sessions on the law and individual rights, and facilitating mediation of disputes. The legal empowerment services provided by paralegals increase

people's knowledge of the extent of their rights, entitlements, and obligations, as well as of the existence and availability of services, irrespective of social and economic means.

Seeking to increase awareness about the role of paralegals,

*“Community paralegals support people to realize their rights.”*

IDLO hosted a 2021 regional dialogue for sub-Saharan Africa on paralegals and CIJ that brought together senior judicial officials, legal professionals, customary justice actors, legal aid practitioners, and civil society advocates to share practical examples of how paralegals can improve access to justice.

Informed by the IDLO working paper on paralegals, the dialogue identified recommendations to empower paralegals to fulfil their role in providing access to justice for all: establishing national frameworks that recognize the roles of paralegals in both formal and CIJ systems; ensuring legitimacy for paralegals in the community; placing gender equality at the centre of paralegal interventions; and collecting and analysing data on paralegals' work and justice gaps at community level to inform evidence-based reform and policy.

The IDLO working paper provides examples of actions that have enabled paralegals to realize their potential contribution to justice systems. Cambodia, for instance sent supervisors to hold local forums to receive feedback on the work of paralegals and to provide trainings—as well as to raise awareness about the paralegal programme. Through these forums and in-person assessments, paralegal supervisors were able to understand the needs of paralegals working in the field. They requested more training on criminal law, land law, marital law and contract law. They also identified the need for further training on conflict diffusion and resolution tactics. Paralegals also raised the need for identification cards marking them as “citizen advisors” (particularly female paralegals) to increase their legitimacy when dealing with clients.

## Helping civil society sustain responses to gender-based violence in Myanmar

Since 2013, IDLO has promoted legal awareness for individuals and cooperation between justice service providers and communities in Myanmar. Following the military takeover in February 2021, IDLO pivoted its support to civil society, legal aid providers, and informal justice actors. Through various projects, IDLO focused on increasing legal awareness and access to justice, particularly for vulnerable populations, including survivors of violence, the poor, and marginalized groups. In one state, support for paralegals has accompanied awareness-raising on gender-based

“  
IDLO  
focused on  
increasing  
legal  
awareness.”

violence so that survivors understand their rights and know where to find assistance. IDLO also co-chairs the Southern Shan Working Group on Gender-Based Violence, comprising representatives of non-governmental organizations and international development partners. The working group facilitates information exchange and coordination among an array of actors involved in delivering services for survivors. In addition, IDLO continued to engage with community and informal justice actors to increase the number of women who participate in, and benefit from, these local systems.

## STRATEGIC OBJECTIVE 2

# Making laws and institutions work for people

## COUNTRIES WITH PROGRAMMES IN SUPPORT OF STRATEGIC OBJECTIVE 2

- > Afghanistan
- > Armenia
- > Bahamas
- > Bangladesh
- > Burkina Faso
- > Colombia
- > Honduras
- > Indonesia
- > Kenya
- > Kyrgyzstan
- > Liberia
- > Mali
- > Mexico
- > Moldova
- > Mongolia
- > Montenegro
- > Myanmar
- > Niger
- > Philippines
- > Rwanda
- > Serbia
- > Sierra Leone
- > Somalia
- > Sri Lanka
- > Tajikistan
- > Tanzania
- > Tunisia
- > Uganda
- > Ukraine
- > Yemen
- > Zambia



Well-functioning judicial institutions deliver justice—to everyone. They uphold human rights, deliver essential services, prevent insecurity, and sustain peace. When crisis strikes, they steady individuals and communities, ensuring resilience, laying foundations for recovery, and safeguarding development gains.

Many countries, however, face continued challenges in making justice institutions effective, transparent, and accountable, particularly in fragile and conflict-affected contexts. Underinvestment and outdated laws and procedures may leave judicial institutions buckling under unmanageable caseloads. IDLO helps countries close these gaps and improve judicial systems as a whole.

IDLO works across multiple levels of laws and services, always paying close attention to unique social, cultural, and political contexts. IDLO programmes focus on smart legal reforms grounded in evidence, a spectrum of better-quality legal services, fair and humane criminal justice systems, and stepped-up actions to stop corruption.







# Liberia taking action against trafficking in persons



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Being a woman can be advantageous in detecting traffickers of women and children, said Captain Izeta Martin of Liberia's Immigration Service, as they will "somehow feel more secure talking with a woman."

Children and adolescents are common victims of trafficking in Liberia, which remains a hub for domestic, and to some degree, international trafficking in persons, according to the U.S. Department of State's 2021 report on Trafficking in Persons. Typically, victims of trafficking are lured to the city from rural areas by promises of educational opportunities and a rosy future, often by someone they know, even a relative.

IDLO has been helping Liberia's National Anti-Trafficking Task Force by developing protocols to assist and protect victims. It helped draft an amended law

on trafficking of persons, adopted in 2021, which ensured that punishments for persons convicted of these crimes is in line with other serious offenses and international standards.

Because Liberia is a place where people help each other, these promises are often believed, said Counsellor Cornelius Wennah, a judge who has trained many of his counterparts to prosecute human traffickers and adjudicate cases. "Most of those who are engaged with trafficking in persons are acquaintances of those who they victimize. What they are doing may not be easily detectable," he added. Frequently their rosy promises dissolve into nightmares of domestic servitude, forced labour, street begging, or prostitution.

IDLO is working with the Government

of Liberia on many fronts to address trafficking in persons, including by strengthening skills throughout the criminal justice system.

One approach is funding career advancement opportunities, in the form of scholarships, for female law enforcement officers, many of whose jobs involve identifying traffickers and protecting their victims. Martin, who has twice taken courses funded through an IDLO-administered Professional Development Scholarship Fund, saw her career path advance after each learning opportunity. She is now a Deputy Commander, has been selected for a mentoring programme implemented with IDLO support, and holds high aspirations.

"Now, with the knowledge acquired, I will want to serve as a Commissioner

for this agency and, through mentorship, help other young people,” Martin said.

Theresa Juah Grandoe, who recently became the first woman to lead INTERPOL-Liberia, has also benefited from the scholarship fund. “I have proven I am capable of running INTERPOL,” she says. “What men can do, women can do as well.” She

is mentoring several younger women to carry on her legacy on the force.

The ambition of these women is notable, given Liberia’s ranking near the bottom (156 out of 162) of the Gender Inequality Index. The scholarship fund has helped build the skills and confidence of 197 women in 2021 alone (around

575 altogether). And it has proven to be a cost-effective tool for improving the gender balance in law enforcement, according to Dorah Caroline Mafabi, the Liberia Country Manager for IDLO.

IDLO is also helping the Government implement several of the recommendations for Liberia outlined in the U.S. Department of State’s report, which placed Liberia on its Tier 2 Watch List. That report, however, also noted the significant efforts the Government is making in partnership with IDLO and others.

IDLO experts have also advised on clear legal definitions that enable law enforcement to better identify and prosecute human traffickers. These definitions became part of the 2021 amended law.

IDLO has also developed curricula for training Liberian law enforcement and judicial officials on trafficking in persons, including a bench book for judges, a handbook for prosecutors, and standardized case-monitoring protocols and procedures for law enforcement officers. Counsellor Wennah was one of the people who helped validate the materials and make sure they were relevant in the Liberian context. “I have carried out trainings throughout Liberia—in eight of 15 counties, but the participants have come from all over Liberia,” he said. In 2021 alone, through a cascading approach, IDLO trained 100 law enforcement officers, 176 prosecutors, and 171 circuit court judges and magistrates.

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## Reforms in Honduras to make prisons more humane and prevent recidivism

In Honduras, where the prison system has struggled with issues such as overcrowding and gang conflicts, IDLO has worked with penitentiary institutions over several years to build their capacity to operate in line with international and regional human rights standards. In 2021, the National Penitentiary Institute adopted a Prisoners Treatment Plan, which guides improved psychological, educational, and legal services for people deprived of liberty, all of which are fundamental for successful rehabilitation and eventual reintegration into society.

Experience with inclusive, human-rights based prison reforms in other countries in Latin America over the past decade shows that effective rehabilitation and reintegration of offenders into their communities can help break the vicious cycle of recidivism, which is more common when prison

systems fail to provide targeted training and support services for inmates, especially youth.

The plan draws on IDLO’s long-term partnership with Pastoral Penitenciaria, a civil society group authorized to work with prisoners in Honduras. The two organizations piloted a promising rehabilitation and reintegration model that comprehensively responds to the complex risks and vulnerabilities faced by many incarcerated people, from social stigma to drug abuse.

*“Effective rehabilitation and reintegration can help break the vicious cycle of recidivism.”*

## New web portal in Sierra Leone expands access to legal information

IDLO partnered with the Ministry of Justice in Sierra Leone to improve the quality and accessibility of judicial services, making strides through a new public web portal launched in 2021. It provides extensive legal resources, including training manuals and legal research, for law practitioners and the general public. Training for ministry staff built their capacities for keeping current records and managing information related to courts and laws. A new data-management system will enable better monitoring of progress on access to justice and inform

policies and plans to enhance services.

IDLO also worked with the Sierra Leone Justice Sector Coordination Office to develop the Sierra Leone Justice Sector Communication Strategy (2021–2025). Training on monitoring and evaluation for justice and security officials built new skills to track progress on access to justice in line with the global Sustainable Development Goals. Designed to bolster public outreach and engagement with strategic partners, the training was among the key recommendations of a national judicial reform plan.

## Niger striving to end slavery practices

As part of the Sahel programme, IDLO is working to improve respect for human rights and increase public trust in the criminal justice chains of Burkina Faso, Mali, and Niger.

In Niger in August 2021, IDLO partnered with the National Human Rights Commission to conduct two missions to investigate slavery practices in the western regions of Tillabéry, Dosso, and Tahoua, as well as to organize a workshop to report the findings. The two missions covered 13 departments and 17 communes and villages where there have been reports that people are enslaved.

The missions found that enslavement and discrimination against groups of people who had been enslaved continue to exist. In some localities, it is hidden and affects landless peasants who are forced to labour for traditionally dominant landowners; in at least one locality, however, slavery practices are barely veiled. One village had a number of formerly enslaved women who had fled their oppressors in neighbouring Nigeria. It was reported that in the region of Dosso, 320 villages were still divided into “noble” neighbourhoods and slave quarters.

The missions posed questions from an interview guide to gauge the knowledge and attitudes of the people they met. They recorded some significant findings, including that a relative majority claimed to know of current cases of slavery while only a small percentage was aware of legis-

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”

lation designed to combat the practice. According to more than 50 per cent of respondents, lack of awareness and poverty were underlying reasons for the persistence of slavery practices.

To report on these findings and to develop an action plan to address them, IDLO organized a workshop with the members of the missions, representatives of the courts and tribunals, governmental agencies, customary chiefs, donor representatives, and international and national non-governmental organizations. Together, they made 17 recommendations for follow-up by the different actors.

The most important of these recommendations concerned a 2003 law against slavery practices: it needed to be amended to account for the multiple ways that modern-day slavery is “hiding” in Niger, and it needs to be widely publicized so that people who are being exploited can be made aware of their rights. Other recommendations were to continue to carry out in-depth studies on the phenomenon, continue to send out follow-up missions in areas where slavery is embedded, and, most urgently, set up a support system for victims of slavery, including a compensation fund and legal assistance. IDLO is committed to pursuing all of these objectives and supporting Niger in its efforts to address the problem.



## Multidimensional approach to tackling corruption in Ukraine

All aspects of justice and development depend on stopping corruption, which erodes trust in institutions and diverts public resources from investments in essential services and the economy in general. IDLO's steadily expanding portfolio of anti-corruption work responds to requests for assistance on this critical issue from national and international partners and promotes greater transparency, accountability, and integrity in public institutions, particularly the justice sector. IDLO's anti-corruption projects are increasing and are aligned with the United Nations Convention against Corruption.

Over the course of 2021, IDLO's technical assistance in Ukraine focused on bolstering the integrity of the judiciary and enhancing institutional capacities of national criminal justice actors, particularly prosecutors.

The effort, which began in 2019 and continued into 2021, aimed to support the Office of the Prosecutor General in administering an organization-wide re-attestation process by identifying prosecutors who lacked the necessary skills or who had conflicts of interest that prevented them from pursuing cases effi-

ciently and fairly, free from influence, and in full alignment with the law. Prosecutors who were confirmed to have conflicts of interest or lacked the knowledge needed to do the job were dismissed.

At the same time, IDLO in 2021 provided technical assistance and training for Ukraine's Office of the Prosecutor General and specialized agencies in adopting integrity-based personnel management. IDLO helped the Office of the Prosecutor General, for example, develop a digital performance evaluation system for prosecutors and deployed human resources experts to contribute to the drafting of performance criteria. These experts, along with information technology specialists, oversaw the piloting of the system in selected regional offices. The new system, which

includes incentives and rewards for high-performing prosecutors, is intended to help accelerate processing pending cases.

In 2021, IDLO also initiated work on the reconstitution of Ukraine's High Council of Justice and provided experts and legal and secretariat support for the Selection Commission mandated to vet the composition of the High Qualification Commission of Judges. The High Council of Justice oversees disciplinary sanctioning procedures involving certain judges, and the High Qualification Commission of Judges is responsible for filling vacant judicial positions.

While this work has been disrupted by the war, IDLO is continuing to engage to meet new needs as well as to preserve progress on anti-corruption.



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## Kenya's small claims courts offer quicker path to justice

In 2021, Kenya established small claims courts, which hear civil cases with awards or damages totaling a maximum of KES 1 million (about 8,200 euros). The new courts are a simpler and faster way of adjudicating civil cases, which had accounted for the bulk of backlogged cases in the judiciary.

From the establishment of the first small claims court, in Milimani, in April 2021, through December 2021, 3,556 cases were registered, and 1,700 cases were heard and determined.

IDLO organized training for newly appointed adjudicators

and informational workshops about the purpose and workings of the new courts, facilitated the development of guidelines for the costs of proceedings, and contracted clerks to enter data about cases onto a new web portal.

IDLO also provided technical support to the Kenya Judiciary Academy to establish an e-learning platform, which enabled judicial officers to benefit from online training programmes that would otherwise have been inaccessible because of the COVID-19 pandemic.

## STRATEGIC OBJECTIVE 3

# Reducing the justice gap for women and girls

## COUNTRIES WITH PROGRAMMES IN SUPPORT OF STRATEGIC OBJECTIVE 3

- > Afghanistan
- > Burkina Faso
- > Honduras
- > Kenya
- > Liberia
- > Mali
- > Mexico
- > Mongolia
- > Myanmar
- > Niger
- > Philippines
- > Rwanda
- > Sierra Leone
- > Somalia
- > Tanzania
- > Tunisia
- > Uganda
- > Yemen



Investing in justice for women and girls is a both a fundamental human right and yields high returns in human development, economic growth, and peace. However, laws and institutions often discriminate against, or are unresponsive to, the needs of women and girls, and initiatives to promote greater access to justice for women and girls do not attract sufficient support or investment.

In ensuring that justice systems work for women and girls as well as men, IDLO influences policymaking at the global level and follows through with projects at national and local levels to directly reach women and girls who are seeking justice when their rights to equality and freedom from violence are violated.







# Legal support project also economically empowers survivors of gender-based violence



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Through a landmark 2017 law, Tunisia offers strong protection to women against gender-based violence, which, broadly defined, includes physical, moral, sexual, economic, or even political dimensions.

Despite the law, the problem still runs deep: an estimated three in four Tunisian women are survivors of some form of gender-based violence, usually at the hands of their husbands. The COVID-19 pandemic and the restrictions on movement that came with it exacerbated the situation, resulting in an estimated five-fold increase in cases.

Strong as it is on defining gender-based violence, the 2017 law, commonly referred to as Law 17-58, lacks effective

enforcement mechanisms, and its protections are not widely applied, according to Najla Triki, a human rights attorney. Other factors impede women's access to justice.

"Many Tunisian women, due to their culture and their distance from police stations or courts, cannot report the violence that they have experienced," she said. Patriarchal attitudes and pressures "prevent battered women from denouncing their husbands' aggressions to preserve their family cohesion," she continued, adding "there are abused women who suffer from violence and who cannot claim their rights," sometimes because relatives pressure women to stay with their abusive husbands for "moral" reasons,

and sometimes because women simply lack the means to start new lives on their own. The situation is particularly acute in rural communities where support services are not readily available.

A needs assessment initiated by IDLO confirmed that legal advice and adequate protections are often out of reach for Tunisian women. Many do not even realize that their situations constitute abuse, according to Alia Gharbi, who has served as a judge for over a decade in several governorates. "I was exposed to cases in which women were in a fragile psychological situation and were totally unaware of their rights, or that Law 17-58 grants them rights and protections if they are subjected to any form of

violence,” she said in an interview. The needs assessment also found that access to existing legal aid services depended mainly on whether women already knew where to find them; the system lacked outreach that could make more women aware of the support available to them.

In response, IDLO, in collaboration with *Avocats Sans Frontières*, or ASF, in 2020 piloted a revamped legal aid scheme in El-Kef and Tunis that included better outreach and referrals to free legal advice. Then in 2021, IDLO and the Tunisia Bar Association organized free legal consultations for 484 survivors in El-Kef. Through these consultations, however, it became clear that while legal advice is important, services supporting women’s economic independence are also important but are rarely available. Even when women have access to legal aid and are aware of their rights, some remain trapped in abusive situations because they lack the means to start new lives on their own.

That is why IDLO also worked to address the economic dimensions of gender-based violence. Through an initiative designed to economically empower survivors, the Tunisian Government and IDLO adapted and promoted a web- and mobile device-based application that enables women

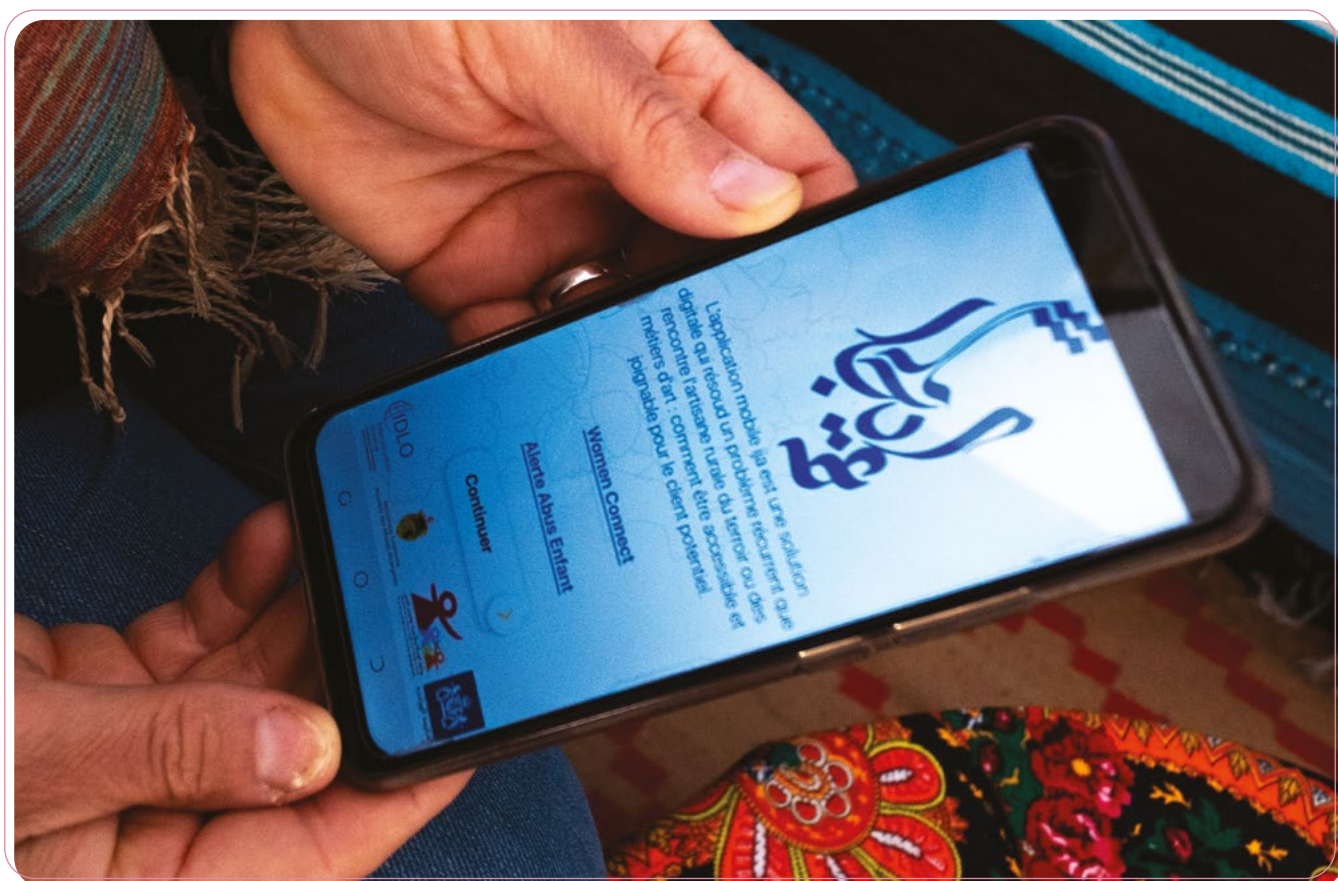
artisans to list and sell their products. The application also enables women to network with each other and access information about their rights.

The popular IJA (the Arabic abbreviation for “come with us”) platform is now included in Tunisia’s Five-year National Strategy for Economic Empowerment and is prominently featured on a Ministry of Family, Women, Children and Seniors website, “All and All United against Violence.”

The application has boosted the economic resilience of women as well as their spirits. “This application is the first of its kind in Tunisia that uses information technology and communication as a space to counter violence against women and to exchange experiences and data,” said Afef Chograni, a weaver from El-Kef who founded a local association of craftsmen.

She said the wide media attention it has received has further encouraged women artisans and small business owners to join. She said such IDLO activities, which concluded in 2021, have reinforced their “spirit of competition and enthusiasm, especially on the economic level.” The initiative aims to enable more women to claim their socio-economic rights as part of a comprehensive response to gender-based violence.

*Services supporting women’s economic independence are rarely available.*



## Mongolia's response to gender-based violence focuses on prevention and meeting survivors' needs

IDLO's training and technical assistance backstopped Mongolia's efforts in 2021 to prevent gender-based violence and make legal and support services accessible to survivors. Mongolia amended its gender-based violence law in 2017 to make it more survivor-centred, and IDLO has been focusing on identifying gaps in the law's implementation, building the capacities of civil society organizations that provide legal aid, and leading awareness-raising campaigns.

For example, IDLO trained 53 public defenders in the provision of legal aid for survivors in the capital and provinces in 2021. Alongside the Legal Aid Centre and the Mongolian Bar Association, IDLO held a workshop for 30 defence lawyers on their role in ensuring survivors' access to justice. IDLO also supported the establishment of a legal clinic at the Internal Affairs University in 2021. Since its opening, the clinic has provided legal advice to 22 clients in Ulaanbaatar.

IDLO also organized training aimed

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in 2021.

at bolstering civil society's advocacy and awareness-raising efforts. For example, at an annual Civil Society Forum, IDLO organized sessions for 58 representatives from 35 organizations on best practices in providing legal aid and referral services to survivors. At the Forum, IDLO also organized workshops for men and boys on preventing violence against women and discussions about how ending violence depends on changing current norms around masculinity. Yet another workshop in 2021 informed persons with disabilities about legal assistance available to survivors and raised awareness about the connection between gender inequality and gender-based violence.

Other IDLO actions to address gender-based violence in 2021 included the piloting of mobile counselling and referral services for survivors in Arkhangai Province. In 24 days, a team consisting of a social worker, a psychologist, and two paralegals travelled more than 2,000 kilometres and provided services to 1,260 women and men.

## Sustained commitment to justice for women and girls in Afghanistan

Over the last two decades, IDLO established itself as a leading supporter of the justice sector in Afghanistan, and over the past 10 years, Afghanistan was the site of IDLO's largest programme to address gender-based violence.

In 2010, for example, IDLO began providing technical guidance to the Office of the Attorney General to establish and operationalize a Directorate for the Elimination of Violence Against Women. Since then, IDLO technical assistance and training focused on developing capacities of women and men in the justice sector, including governmental and non-governmental institutions, and on improving the delivery of services.

Until August 2021, IDLO programmes placed an emphasis on protecting the rights of women and girls through legal empowerment and by promoting a survivor-centric approach to gender-based violence. The current political situation, however, threatens

to undermine gains in women's rights made in the past 20 years.

Despite the events of August 2021, IDLO continues to lead efforts to assist civil society in strengthening policies, procedures, and capacities to improve the safety and security of justice workers and the people they serve, with the objectives of expanding access to justice in rural and remote areas and fostering women's meaningful participation in the justice sector.

IDLO is exploring engagements through which we will contribute to broader humanitarian and development outcomes by supporting the Afghan people in accessing justice and securing greater recognition for their rights. Moving forward, IDLO continues to focus its support on civil society, to secure and expand the space for it to function and to enable it to meet key justice needs at a time of diminished state capacity.



## Calling for action to promote gender-equal justice at CSW65



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In March each year, the UN Commission on the Status of Women, the principal global intergovernmental body exclusively dedicated to the promotion of gender equality and the empowerment of women, deliberates and sets policies to advance the world's agenda for gender equity and equality and the empowerment of women. In conjunction with the sixty-fifth session, in 2021, IDLO convened two high-level events, addressed by the IDLO Director-General, to increase investment and action on justice for women and girls to enable the achievement of Sustainable Development Goal 5, for gender equality and the empowerment of women and girls, and Goal 16, for peaceful, inclusive societies.

The first event, entitled “Women Delivering Justice: Achieving Gender Parity in the Justice Sector”, focused on the importance of the equal participation of women in the delivery of justice. The equal representation of women in the justice sector is a human right, guaranteed by the Convention on the Elimination of All Forms of Discrimination against Women

and reinforced by the Beijing Platform for Action. However, despite incremental progress in achieving gender parity, social and institutional barriers stand between women and their equal participation in the justice sector.

Research has shown that women judges contribute to women's increased access to justice. Yet, the representation of women on judicial benches is disproportionately small around the world. Building on IDLO's work on women's equal participation in the justice sector as documented in IDLO's 2018 report, *Women Delivering Justice: Contributions, Barriers, Pathways*, panelists examined approaches that can facilitate women's participation and leadership in the sector.

The second event, entitled “Eliminating Discriminatory Laws: Achieving Gender Equality on Paper and In Practice during Challenging Times”, focused on the importance of achieving both de jure and de facto gender equality to fully guarantee the rights of women. Discriminatory laws are widespread. For example, in a number of countries,

there are laws that prevent a married woman from registering a business or signing a contract or travelling outside the family home without her husband's permission. The event was organized by IDLO, the World Bank, the International Fund for Agricultural Development, and the Government of the Philippines.

Informed by IDLO's work on eliminating discriminatory laws and strengthening gender-equal legal frameworks, the event identified promising approaches to bringing about gender-equal legal reform, including through drafting gender assessments of legal frameworks, convening multistakeholder dialogues, supporting roadmaps for legal reform, and capacity-building on gender and law.

*The equal representation of women in the justice sector is a human right.*



# Philippines takes steps to eliminate legal obstacles to gender equality



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If a woman in the Philippines disagrees with her husband on a decision about shared property or their children, she may not have the last word. That is because legally, he is entitled to make the final decision, unless the wife goes to court. If she is raped and agrees to marry her rapist, he will not be charged with a crime—that too is allowed by law.

If she works in an informal job, struggling to make ends meet as a street vendor or house cleaner, she will have no legal guarantees that her working conditions will be decent and safe, that she will have access to social security, or that she can join other workers to organize a labour movement.

In the Philippines, as in many other

countries, the legacy of gender discrimination is still written in the law. The 1987 Constitution guarantees the equality of men and women, and progressive national policies have, for instance, brought more women into political leadership. In 2009, the Philippines adopted the innovative Magna Carta for Women, a framework law on women's rights designed to correct outstanding legal obstacles to equality and promote the rights of Filipino women.

Yet discriminatory provisions remain as do legal gaps where women's rights are overlooked and unprotected. Their persistence helps explain why the Philippines and other countries agreed in the global Sustainable Development Goals that

ending discriminatory laws is a precondition for achieving gender equality and women's empowerment. An astonishing 2.5 billion women and girls worldwide still live under multiple discriminatory laws, despite almost global ratification of the landmark women's human rights treaty, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

Slow progress in realizing equality before the law in the Philippines has stemmed in part from limited resources to systematically analyse all remaining points of national legislation that need to be revised, discarded, or adopted in line with gender equality principles and the rights of women and girls. In 2021, a part-

nership between the Philippine Commission on Women as the main national institution committed to gender equality, IDLO and UN Women accelerated this process by conducting a comprehensive gender review of the legal system, a critical first step towards reforms.

Commission Chairperson Sandra Sanchez Montano said, “Conducting a legal assessment related to gender equality in the Philippines is vital to determine if our laws do cover and promote gender equality. It is a way for us to determine the status of the country’s progress as we push forward our women’s priority legislative agenda... considering that having laws is one of the best strategies to mainstream gender.”

“IDLO took a deep dive into laws and policies and came up with very good recommendations,” added Commission Deputy Executive Director for Operations Maria Kristine Balmes. “We have had priorities for the legislative agenda, but IDLO took this further by specifically identifying laws and crucial concerns that should be addressed.”

The review considered national laws in light of international and national commitments to gender equality. Based on extensive consultations with legislators, civil society leaders, academic experts, and others, it also developed a roadmap to jump-start changes over the next several years. A report drafted in 2021, *Strengthening Gender Equality in Law: An Analysis of Philippine Legislation*, recommended repealing four discriminatory laws altogether, revising 39 laws in line with CEDAW and other international treaty obligations, adopting seven new laws, and ratifying international labour conventions, including on home-based work and maternity protection.

Balmes singled out particularly important advances in recommendations related to transitional justice, a long-standing issue, and the online exploitation of children, a still nascent area of law. A proposed new law on transitional justice would go beyond the traditional payment of reparations to address systemic abuses against long exploited groups of women, such as those from indigenous communities or displaced by internal conflict. It would hold judicial institutions to a higher standard of both responding to existing violations and preventing new ones. Another new law to stop the online sexual exploitation of children would include prosecuting the live-streaming

of content, a violation not yet covered by anti-child pornography laws.

As Balmes noted, “We can both address the atrocities of the past and pave the way for preventing future crimes accelerated by digitalization. Both are issues of the human rights of women and girls.”

To draw attention to the report, IDLO and UN Women planned to release it at the 2022 session of the United Nations Commission on the Status of Women, an annual meeting drawing thousands of government and non-governmental representatives from around the world.

Within the Philippines, 70 lawmakers have taken part in training on how to be a gender-responsive legislator. A training guide, based on the assessment, provides a resource as new legislators are elected. “It is not enough to assess laws. We also have to train people working on them,” Balmes emphasized. “To move forward on gender equality in the Philippines, we have to start in our legislative body with people who will champion it and have a deep appreciation of these concerns.”



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**2.5**  
billion women  
and girls  
worldwide  
still live under  
multiple  
discriminatory  
laws.



## STRATEGIC OBJECTIVE 4

# Inclusive economic development



## COUNTRIES OR TERRITORIES WITH PROGRAMMES IN SUPPORT OF STRATEGIC OBJECTIVE 4

- > Armenia
- > Ethiopia
- > Gambia
- > Jordan
- > Kenya
- > Kyrgyzstan
- > Liberia
- > Malawi
- > Moldova
- > Mongolia
- > Montenegro
- > Rwanda
- > Serbia
- > Somalia
- > Tajikistan
- > Uganda
- > Ukraine
- > Uzbekistan
- > West Bank and Gaza

The economic devastation unleashed by COVID-19 will require years to repair. It has taken an enormous toll on international trade, leading to volatility in commodity prices, disruptions in regional and global value chains, and an explosion of bankruptcies and commercial disputes. At the same time, foreign direct investment flows continue to decline precipitously, especially in least developed countries (LDCs). Countries and whole industries need to prepare for a changed landscape for commerce and economic development.

IDLO's mission has always been to support developing countries to promote inclusive and sustainable economies through the rule of law. The pandemic has renewed the urgency of this work. IDLO assists countries to develop legal frameworks for inclusive recovery and growth, to enforce commercial and economic laws, and to resolve commercial disputes. IDLO partnerships with LDCs help level the global playing field through strengthened capacities to negotiate and implement fair and sustainable international investment agreements and investment contracts.





# Making foreign direct investment work for least developed countries

Rich in natural resources with a youthful population and a dynamic economy, Uganda is well-positioned to become a regional hub of foreign trade and investment. But realizing the potential benefits of foreign investments can be challenging for Uganda, as it is for other least developed countries, or LDCs. Much depends on how deals are structured and trades are negotiated.

"Foreign direct investment has had great benefits, both to the country and to the legal profession," said Okwalinga Moses, the Chief Executive Officer of the Ugandan Law Society. And, he pointed out, a lot of activity is ongoing now in Uganda, including complex negotiations and financing of an oil refinery that is expected to attract hundreds of billions of dollars over the next decades.

Ideally, this investment will benefit Ugandan businesses and people broadly. But for the legal profession, much depends on whether multinationals are required to hire local expertise, as called for by a much-debated Local Content bill.

IDLO, through its Investment Support Programme for Least Developed Countries, aims to reduce disparities in capacity and help countries benefit from foreign investment by offering *pro bono* or low-cost legal services, on request, to eligible private sector as well as government entities.

IDLO has assembled a global roster of legal experts that can level the playing field by helping negotiate investment deals, establish investment frameworks, or resolve commercial disputes with foreign counterparts. For instance, in an arbitration over an oil and gas drilling lease in The Gambia, a firm engaged by IDLO supported the Government in the damages phase of the proceedings. And in Malawi, IDLO helped a state-owned enterprise prepare a Model Joint Venture Agreement to streamline negotiations with foreign investors in the agricultural sector.



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**250** *Ugandan law firm representatives trained.*

**900** *attended workshop on intellectual property rights.*

The programme also helps build capacity, which was what the Ugandan Law Society requested of IDLO. In 2021, IDLO delivered two training courses to a total of over 250 private sector representatives from Ugandan law firms and industry associations. One focused on international banking and project finance law and another on mergers and acquisitions.

“As an institution, we’ve deliberately focused on trade and on building the capacities of the legal profession in that regard, because it’s the future,” said Okwalinga. His group is doing their best to make sure that Ugandan lawyers are able to help shape that future. It recently formed a group focusing on sustainable development and good governance of extractives, and “the Government has started involving us in negotiations,” he said. The group is also working with other private associations and bodies “that can put us on a platform where decisions and discussions are made on investment within the country.”

In 2021, IDLO also arranged workshops on intellectual property rights for the Ugandan Law Society’s Annual Meeting, which was attended by some 900 advocates and stakeholders. That subject garnered considerable interest, given the current brisk business in registering or buying Ugandan trademarks and patents.



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## Montenegro streamlines commercial mediation

Montenegro has undertaken a multi-year process of preparing to accede to the European Union. One important part has been strengthening its system for mediation and alternative resolution of disputes. This ensures that the judicial system operates smoothly and efficiently and, for businesses, means reaching a faster and less costly conclusion to commercial disputes. That can translate into a boost for business and the broader economy, needed now more than ever.

IDLO has been a longstanding partner with the European Bank for Reconstruction and Development (EBRD) in helping Montenegro develop commercial mediation on a national scale. Early steps included harmonizing national legislation on alternative dispute resolution with European norms.

Yet progress has been stymied to some extent by a heavy backlog of commercial cases, a problem compounded by the COVID-19 pandemic, which shut down conventional in-person

mediation. In response, IDLO and the EBRD in 2021 created a toolkit that Montenegro is using in rolling out online commercial mediation procedures. The guidance helps mediators tailor their skills to effectively manage online mediation and outlines core principles and technical requirements. IDLO also developed standard mediation clauses for business contracts, now readily accessible online and regularly shared during outreach to small enterprises and other commercial entities.

*Montenegro is strengthening its system for mediation and alternative resolution of disputes.*

## STRATEGIC OBJECTIVE 5

# Climate justice, sustainability, food security



## COUNTRIES WITH PROGRAMMES IN SUPPORT OF STRATEGIC OBJECTIVE 5

- > Bangladesh
- > Honduras
- > Kenya
- > Rwanda
- > Somalia
- > Sri Lanka
- > Tanzania
- > Uganda

Climate change is an existential challenge to people and the planet and poses the most significant long-term threat to peace and sustainable development. All people experience its effects, but the brunt falls most heavily on those who are vulnerable and marginalized, with the fewest resources to cope.

IDLO promotes climate justice and environmental rights by empowering communities to claim their rightful roles in decision-making. It pushes for climate-resilient development through stronger regulatory frameworks grounded in human rights. Programmes to improve the governance of land and other natural resources draw on IDLO's longstanding work with women, youth, indigenous peoples, and local communities to claim customary and non-customary rights. Complementary steps bolster legal empowerment and strengthen institutions.





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# Mitigating the disaster of displacement in Somalia



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“The majority of these families were farmers and pastoralists from Bay and Bakol regions,” explained Ahmed [not his real name], the camp leader of a settlement of 84 households outside the city of Baidoa, Somalia, through a translator. “The droughts have affected them, and all their livestock died.”

Like many of the nearly 3 million internally displaced people (IDPs) in Somalia, those in the group Ahmed has led for the past seven years are essentially climate migrants, forced to abandon their traditional way of life and settle closer to town to survive. Most of Somalia is experiencing severe drought, the result of a third consecutive season with little or no rain. The COVID-19 pandemic, the ravaging of crops by swarms of locusts, and contin-

uing violence in the region have made the situation all the more dire.

Over 430,000 IDPs live in camps in and around Baidoa, a fast-growing centre of commerce in Somalia’s Southwest state. Many settlements, typically clusters of plastic-covered tents, have informal agreements, at best, with landowners, and are under constant threat of eviction, according to the Norwegian Refugee Council (NRC). With help from a local Alternative Dispute Resolution Centre, or ADR Centre, Ahmed’s group, which was facing this threat, has successfully resettled and is now engaged in buying new land, a place to call home.

“We talked with the committee of elders who listened to us carefully,” Ahmed said. “Then the elders helped us to negotiate

to allow us more time to relocate. They also advised me to look for public land and promised to look with me. We found new land that looked free—there were no other households living on it. We identified a plot that could accommodate our 84 households.” All this occurred within the space of two weeks.

Subsequent negotiations with the landowner were complicated, but even-

*“The droughts have affected them, and all their livestock died.”*

tually the group decided to buy the land, rather than rent it. Ahmed was able to collect funds for a down payment from his extended clan, with the remainder to be paid within the year. Throughout Somalia, clan and sub-clan members help one another when they can, creating an informal social safety net.

Afterwards, Ahmed wrote to various organizations asking for support. NRC helped with the resettlement costs. They also surveyed the area to formalize the contract with GPS coordinates. “Then they constructed 14 latrines, and each household was given \$150 for transport. This is how we moved to this area. AVORD [African Volunteers for Relief and Development] brought us 84 plastic tents. Since that day we settled in the new land, and the ADR Centre team regularly visits us.”

The resettlement was successfully managed. “Our place is here, and for now we are happy and in peace,” said Ahmed. However, he also spoke of ongoing challenges.

“This land is farther from town than the previous land, and now it is more difficult to commute. The young members can walk but for the oldest members it is more difficult to go to town and to work. However, we have now bought our land, and we are finally closing the process.

“I wish this were a temporary solution, but the truth is that we cannot go back. We cannot go back where we come from, as we lost everything. We hope the best for our future in terms of our settlement and livelihood.”

Addressing the underlying issues of climate justice is well beyond the purview of these customary courts—the crisis demands concerted efforts on a global scale over decades. Yet the resolution of this case has brought a measure of peace and security to dozens of families and prevented the conflict from escalating.

The Baidoa ADR is one of 15 established since 2018 by the Federal Ministry of Justice and the State Ministries of Justice. According to an IDLO study, *Accessing Justice: Somalia Alternative*

*Dispute Resolution Centres*, the ADRs are accessible, culturally resonant, fast, and free. In Baidoa, Ahmed and other surveyed users generally say they received a fair judgment and saw an improvement in justice in their community since the opening of the local ADR.

IDLO is providing technical assistance to national institutions striving to bring the customary and well-respected system of justice into alignment with Somalia’s Provisional Constitution and international human rights standards. IDLO assistance, which includes training for national institutions’ staff on principles of human rights, is contributing to stronger links and referrals with the formal justice system and enhancing the legitimacy and national ownership of the ADRs.



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“  
We cannot go  
back where we  
came from. We  
lost everything.”



## The nexus of climate action and food security



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The climate crisis, along with the COVID-19 pandemic, poses mounting threats to sufficient, safe, and nutritious food. As part of mass global consultations for the 2021 Food Systems Summit, the first of its kind dedicated to looking at all aspects of food production and consumption, IDLO hosted a dialogue

*The climate crisis poses mounting threats to food security.*

on links between conflict, climate, and food security in the Sahel. Participants included representatives from the Ministry of Agriculture of Burkina Faso and civil society organizations. The event explored the urgent need to advance rule of law-based governance of food systems and respect for human rights as part of tackling a variety of challenges, from soil degradation and low agricultural productivity to banditry and illegal detentions. Participants highlighted concrete solutions to enhance the coherence of food system policies and laws and strengthen institutional capacities for effective and just implementation.

To enhance the legal frameworks for food security in individual countries, IDLO and the Food and Agriculture Organization of the United Nations are piloting assessments of national laws in Honduras and Uganda. These are testing capacities to meet food needs in times of crisis, including during the pandemic, and defining how legislation can uphold the right to affordable and nutritious food for the most vulnerable people. As a first step in Uganda in 2021, IDLO hosted a people-centred, participatory assessment to pinpoint needs in food-insecure communities and shape inputs for policy and legislative reforms.

## Resolving climate-related disputes

In Rwanda, high population density, limited territory, and recent conflict make fair adjudication of land disputes an imperative for peace and sustainable development. Extra urgency now comes as climate change pressures the land and the people who depend on it. Rwanda has made advances in land-use policies and has a

system in place for the local mediation of disputes. Yet decisions on cases are not yet systematically analysed for alignment with the Constitution, national laws, or human rights standards, leaving room for gaps in justice. To ensure that decision-making routinely follows legal norms, IDLO has launched a comprehensive review of

challenges that local communities face in resolving disputes. It is also assessing past decisions, with a focus on how well they uphold gender equality principles and on analysing local institutional capacities. New findings will help improve Rwanda's overall system for dispute resolution, contributing to fairer outcomes.

## Moving beyond climate action to climate justice

On the eve of major global climate talks at the twenty-sixth Conference of Parties to the United Nations Framework Convention on Climate Change, or COP26, IDLO championed a new agenda for climate justice. Before and during the talks, through events, statements, and the launch of a policy brief, *Climate Justice: A Rule of Law Approach for Transformative Climate Action*, IDLO drew attention to a rule of law approach to transformative climate action. This hinges on investing in people-centred laws and institutions that back ambitious climate action and ensure an equitable distribution of costs and benefits. The policy brief outlined seven policy recommendations touching on core elements such as empowering climate-vulnerable communities, championing feminist climate action, strengthening frameworks to govern land and natural resources, and using the power of the law to respond to climate impacts that cut across food security, nutrition, health, and gender equality.

At COP26, IDLO's Director-General signed the Glasgow Women's Leadership Statement on Gender

*Climate justice hinges on investing in people-centred laws and institutions.*

Equality and Climate Change, committing to greater efforts to empower women and girls to lead climate action initiatives in their communities and nations. The Director-General had earlier in the year, at the Generation Equality Forum in Paris, presented IDLO's commitments to feminist action for climate justice.



©UNDP Cambodia

## Towards climate security

In the lead-up to COP26, IDLO hosted an exchange at the Berlin Climate Security Conference on how customary and informal justice providers can reduce conflicts over natural resources. In countries and communities on the margins of survival, climate shifts are intensifying pressures on already scarce land, water, and other essentials, raising risks of disputes and instability. Experts, practitioners, and customary leaders came together to share experiences and solutions for how more inclusive, responsive, and accountable justice services can strengthen access to resources, especially for women, young people, and indigenous communities, while also preventing and easing risks of conflict.

## STRATEGIC OBJECTIVE 6

# Healthy lives and well-being for all



## COUNTRIES WITH PROGRAMMES IN SUPPORT OF STRATEGIC OBJECTIVE 6

- > Bangladesh
- > Kenya
- > Sri Lanka
- > Tanzania
- > Uganda
- > Zambia

At a time when health issues are a global priority, IDLO is promoting rule of law solutions to attain Sustainable Development Goal 3 on health and well-being and advancing the right to health by using a human rights-based approach for equitable and non-discriminatory access to services.

In 2021, this work included legal preparedness for public health emergencies, building legal capacities to prevent and manage non-communicable diseases, strengthening legal frameworks for promoting healthy lifestyles, and promoting the role of the law in addressing the social determinants of health.







# Using the law to promote healthy lives and well-being



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An estimated 6 million people died in 2021 from COVID-19-related causes. Yet, according to the World Health Organization, non-communicable diseases, or NCDs, kill more than twice that many people between the ages of 30 and 69 *each year*, making them the leading cause of death worldwide. About 85 per cent of these mostly preventable deaths occur in low- and middle-income countries. Unhealthy diets and physical inactivity are two of the leading risk factors for NCDs.

Reversing the epidemic of chronic

NCDs has been an important focus of development for the past decade. For example, Target 3.4 within Sustainable Development Goal 3 commits to reducing premature NCD mortality by one-third by 2030.

In response, IDLO, the World Health Organization, and the International Development Research Centre are collaborating on RECAP, the Global Regulatory and Fiscal Capacity Building Programme. IDLO heads up the social mobilization pillar of the project in five pilot countries:

Bangladesh, Kenya, Sri Lanka, Tanzania, and Uganda. It works with civil society in each of these pilot countries to build an enabling environment for legislation and policy reforms to prevent NCDs.

In Bangladesh, where NCDs are on the rise, the Centre for Law and Policy Affairs or CLPA, leads a RECAP sub-project on promoting an enabling environment for healthy diets and physical activity.

But what's the law got to do with it?

Quite a bit, in fact. Laws, regulations, and fiscal policies, if appropriately

crafted, can encourage healthier eating and increased levels of physical activity, which can, in turn, significantly reduce risk factors for NCDs and thus enable more people to enjoy their right to health.

In Bangladesh, some 16 policies and 30 laws address the supply, formulation, labelling, marketing, and distribution of food, according to CLPA Founder and Secretary Syed Mahbubul Alam Tahin, who has been a public health expert and advocate for the past 20 years. Mapping and analysis of relevant laws has been a first step in changing the policy conversations around diets and physical activity. "This is not a short-term project," he added.

His country is a major producer of fruits and vegetables. Yet Bangladeshis are consuming less of these than they need, increasing the burden of malnutrition in all its forms, from undernutrition to overweight and obesity. Eating more fresh fruits and vegetables could save the lives of some 2.7 million Bangladeshis every year, and policies related to the production, supply, marketing, distribution, and consumption of fresh fruits and vegetables, could all have an impact, Tahin said at an event co-hosted by CLPA and the ARK Foundation in July 2021.

The event was one of several workshops and trainings CLPA hosted in 2021 to initiate discussions among civil society, academia, policymakers, and advocates about the importance of encouraging healthy diets and more physical activity through relevant laws and regulations. And to reach a wider audience, CLPA conducted social media campaigns to promote healthy lifestyles, including improved diets and more activity.

With more and more Bangladeshis living in cities, policies related to urban planning also contribute to increased physical activity, Tahin recently told parliamentarians. Member of Parliament Barrister Shameem Haider Patwary agreed that supporting healthy lifestyles is critical. "If we don't take effective action, we will lose our health

and working capacity, and our nation can't afford that," he said in a recorded statement. "And from a consumer lens, people have the right to know what they are eating." He said packaged food should include mandatory labelling so that people can make informed decisions about their diets, which will have an impact on their health.

# 30

*laws address the supply, marketing, and distribution of food.*





## Reducing risks of non-communicable diseases

In 2021, IDLO, in collaboration with the World Health Organization and in coordination with the International Development Research Centre (IDRC), implemented the Global Regulatory and Fiscal Capacity Building Programme (RECAP) to promote healthy diets and physical activity. The programme aims to strengthen countries' capacity to reduce the risks contributing to non-communicable diseases, in particular unhealthy diets and physical inactivity.

The RECAP initiative is based on the growing awareness that global food systems and human dietary patterns have changed substantially over the past five decades, resulting in a growing burden of obesity and other diet-related noncommunicable diseases such as cardiovascular diseases, cancer, respiratory diseases, and diabetes.

Through RECAP, IDLO supports States to build regulatory and fiscal capacity to support the development, adoption, implementation, and monitoring of cost-effective interventions to improve diets and encourage physical activity while upholding the right to health. Moreover, IDLO's Health Law Programme embraces principles of equality and non-discrimination, participation and inclusion, transparency, and accountability as the foundation of programming, research and policy work.

In 2021, IDLO and IDRC launched a cutting-edge research programme to support researchers, civil society organizations, and government actors in Kenya, Uganda, and Tanzania to strengthen their understanding and application of human rights-based approaches in promoting healthy diets through regulatory and fiscal interventions. The research is being carried out in collaboration with the Law and Non-communicable Diseases Unit at the University of Liverpool and the O'Neill Institute for National and Global Health Law at Georgetown University.



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*The  
**RECAP**  
initiative is based on  
the growing awareness  
that global food  
systems and dietary  
patterns have changed.*

## Pandemic preparedness and response

As the COVID-19 pandemic intensified, IDLO responded with its Pandemic Preparedness and Response Project (PPRP), developed in collaboration with the World Health Organization, with the aim of strengthening legal and policy frameworks to prevent, detect, and promptly respond to international public health emergencies, like COVID-19, in line with International Health Regulations and other international standards. The International Health Regulations were agreed in 2005 as a legally binding instrument requiring States to develop the capacity to rapidly detect and respond to public health emergencies. IDLO has provided technical assistance to countries for strengthening national legislation in line with the requirements of the Regulations as one tool in fighting the pandemic.

Through the PPRP, IDLO provided targeted responses in two African countries. In Uganda, IDLO provided technical support to the Government in analysing legislation and providing technical recommendations on ways to strengthen public health emergency prevention and response in line with international standards. In Zambia, IDLO assisted the Government in operationalizing the National Public Health Institute through the development of statutory instruments, also in line with international standards.

IDLO also provided guidance on legal frameworks to help combat COVID-19. In cooperation with the Global Health Security Agenda (GHSa), IDLO took part in a working group that develops technical tools to build countries' legal preparedness capacity as well as advocating globally on the role that legal preparedness plays in addressing health emergencies. The GHSa is a collaboration between 70 countries, international organizations, non-governmental organizations, and private sector companies to keep the world safe from infectious diseases.

Through its participation in the COVID-19 Law Lab, IDLO contributed to the gathering and sharing of legal documents from more than 190 countries across the world to help States establish and implement strong legal frameworks to manage the pandemic.

IDLO also served as an active member of the Global Health Security Legal Coordination Group, which meets informally to discuss technical aspects of strengthening the legal and policy frameworks for public health emergency preparedness and response. As part of its international outreach, IDLO led a seminar in February 2021 on the overriding issue of leaving no one behind in COVID-19 response and recovery plans.

## The response to HIV/AIDS

In June 2021 at the United Nations High-Level Meeting on AIDS, the IDLO Director-General cited the important role that law, human rights, and access to justice play in the global HIV/AIDS response. Her statement emphasized that achieving Sustainable Development Goal 16 on peace, justice, and strong institutions was key to reaching all the other goals, including Sustainable Development Goal 3 on healthy lives and promotion of well-being.

The Political Declaration from the High-Level Meeting called on Member States to create an enabling legal environment for combating HIV/AIDS by reviewing and reforming restrictive legal and policy frameworks, including discriminatory laws; adopting and enforcing legislation that prevents violence and other rights violations against people living with, at risk of, and affected by HIV; and ending impunity for violations of those rights.

“  
The social  
determinants  
of health are  
fundamentally  
human  
rights issues.

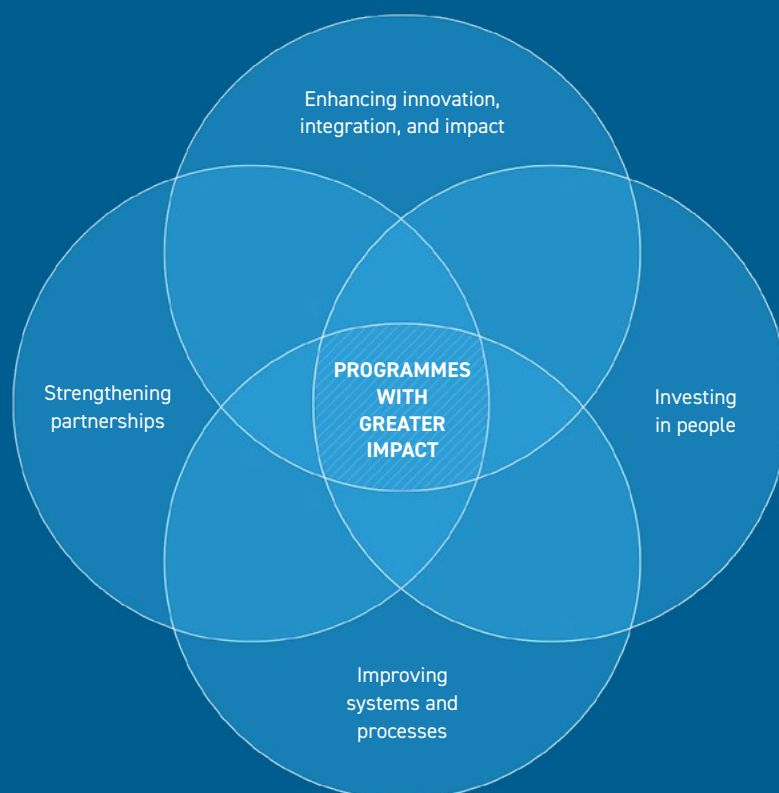
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## Social determinants of health

In May 2021, the World Health Assembly adopted a resolution on the social determinants of health that called on governments to increase efforts to address the social, economic, and environmental factors that hinder positive health outcomes and perpetuate health inequities. IDLO later convened a group of experts to explore how the rule of law can provide an important tool for realizing the objectives of the World Health Assembly resolution and accelerating sustainable development. The social determinants of health are fundamentally human rights issues because they involve the rights to food, non-discrimination and gender equality, safe working conditions, adequate housing, clean water, and education, among others, which are enshrined in the International Covenant on Economic, Social and Cultural Rights as well as other international and regional treaties. Social determinants of health are also institutional issues: functioning legal systems are essential to achieving Universal Health Coverage by transforming ambitious health policies into clear and effective legislation.

## ORGANIZATIONAL ENABLERS

# Management and finance



To achieve the goals of IDLO's Strategic Plan 2021–2024 and deliver high-quality results, IDLO took steps in 2021 to ensure that systems, processes, capacities, and resources are robust, resilient, and fit for purpose. The COVID-19 pandemic has accelerated trends that are reshaping the development sector, requiring IDLO to renew its ways of working. IDLO has also identified four organizational enablers to strengthen systems, capacities, and resources to deliver the highest possible value for our partners.





## Strengthening partnerships



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As an independent, mid-sized inter-governmental organization, IDLO values partnerships with other organizations and entities to pool expertise and resources, leverage its convening power, and achieve greater impact. Upholding the rule of law involves all actors and a “whole of society” effort, which is why IDLO considers partnerships fundamental to its work. IDLO brings together local, national, regional, and international expertise, resources, and people; working together helps forge consensus, prevent duplication of efforts, and steer agendas, leading to collective actions that accelerate change.

IDLO partners with governments, United Nations entities, regional organizations, civil society, the private sector, academia and think tanks on program-

ming, research, policy, and advocacy. A multi-year partnership with UN Women for example, has encompassed path-breaking research on justice for women, and a series of national legislative reviews aimed at eliminating discriminatory laws. Coordinating with UN Women, IDLO carried out reviews in the Philippines and Sierra Leone and planned to release them during the 2022 Commission on the Status of Women at the United Nations. The two organizations also began collaborating on similar reviews in Kenya and Mali.

IDLO collaboration with UN Women to end violence against women and girls (VAWG) has encompassed global advocacy and new approaches to deliver justice to survivors. IDLO made ambitious commitments to extending essential services for survivors of violence

at the 2021 Generation Equality Forum in Paris and is an active member of the Generation Equality Action Coalition on VAWG. It has championed an Action Coalitions Accountability Framework to help translate commitments into action.

As an input to new UN Women guidance on survivor-centred programmes to end violence against women, IDLO drew from real-world case studies from Afghan-

*Upholding the rule of law involves all actors and a whole of society effort.*



istan, Honduras, Papua New Guinea, the Philippines, South Sudan, and Tunisia, prepared with the Global Women's Institute at George Washington University. Another collaboration with UN Women and the UN Office on Drugs and Crime (UNODC) resulted in the development of tools to expand gender-responsive policing.

The signing of a Memorandum of Understanding in 2021 boosted IDLO's growing partnership with UNODC, reinforcing complementary mandates to advance justice and the rule of law. The two organizations have joined forces through a special event drawing attention to the role of the rule of law in promoting integrity and rebuilding trust.

IDLO has been partnering with the United Nations Development Programme in implementing Somalia's Joint Justice Programme, with the aim of establishing independent, accountable, and efficient justice institutions. Under this initiative, IDLO has provided technical assistance to the Office of the Attorney General and the Somali Bar Association and led the establishment of a Judicial Training Institute.

IDLO enjoys an array of other partnerships within the United Nations system,

including with the Food and Agriculture Organization, the International Fund for Agricultural Development, the Office of the High Commissioner for Human Rights, the United Nations Children's Fund, the United Nations Interregional Crime and Justice Research Institute, the United Nations High Commission for Refugees, the World Food Programme, and the World Health Organization, as well as with the World Bank and the European Bank for Reconstruction and Development.

With deep expertise in the justice sector, IDLO and DCAF, the Geneva Centre for Security Sector Governance, have a natural affinity. The two organizations signed a Memorandum of Understanding in 2021 to work together on initiatives around good governance and the rule of law.

IDLO's continued close relationship with the Italian Alliance for Sustainable Development, ASviS, includes building momentum behind the rule of law in accelerating climate action. At the organization's annual sustainable development festival in 2021, IDLO spotlighted how the rule of law can pave the way to resilience and adaptation to climate change and

empower local communities to have a say in decisions that can affect every aspect of their lives.

IDLO worked with the Alliance Biodiversity International-CIAT in the lead-up to the second International Agrobiodiversity Congress in 2021. At the conference, IDLO emphasized how the rule of law can enhance agrobiodiversity across three thematic areas: consumption, conservation, and production. It endorsed the Congress' Rome Declaration, which is closely aligned with IDLO's Strategic Plan objectives on environmental rights, climate justice, health, and well-being. Moving forward, visibility and new relationships will enhance IDLO's impact in this area of work, on issues ranging from secure land tenure to rights to genetic resources.

IDLO welcomes continued collaboration with the American Bar Association, the Bar Association of Rome, and the International Bar Association Human Rights Institute. In addition, in April 2021 IDLO joined the Justice Action Coalition, founded by the Netherlands Ministry of Foreign Affairs, The Elders, G7+, and Pathfinders for Peaceful, Just and Inclusive Societies.

## Investing in people

IDLO reviewed its human resources systems, policies, and procedures to enable staff to work together in new ways and strengthen support for each other across the organization. A Human Resources Strategy integrating all aspects of human resources management is being developed through a consultative process and will guide future work in this area. It aims to strengthen the organizational culture of continuous learning and high performance and creates the enabling work environment IDLO needs to fulfil its mission.

A cross-cutting Gender Action Plan is under implementation to mainstream gender equality not only throughout programmes, research, and advocacy, but also within the organizational structure. The plan will support increased organizational learning on gender equality and women's empowerment. Over the past year, IDLO achieved gender parity in senior management for the first time—women now constitute 50 per cent of the Senior Leadership Team, compared to 20 per cent in 2020.

To help staff better cope with the pandemic and with a world fraught with crises and uncertainties, IDLO in 2021 introduced support services to promote health and well-being and created opportunities and spaces for colleagues to talk about their experiences. As part of this effort, IDLO launched a series of health and well-being webinars that offered insights and practical advice on managing stress through self-care, building resilience through a positive mindset, and identifying and managing burnout. Classes for managers were also introduced to help them foster an inclusive, non-judgmental, and psychologically safe work culture. The health and well-being series continued into 2022.

*In 2021  
women  
constituted  
**50%**  
of the Senior  
Leadership  
Team of IDLO  
compared to  
20% in 2020.*



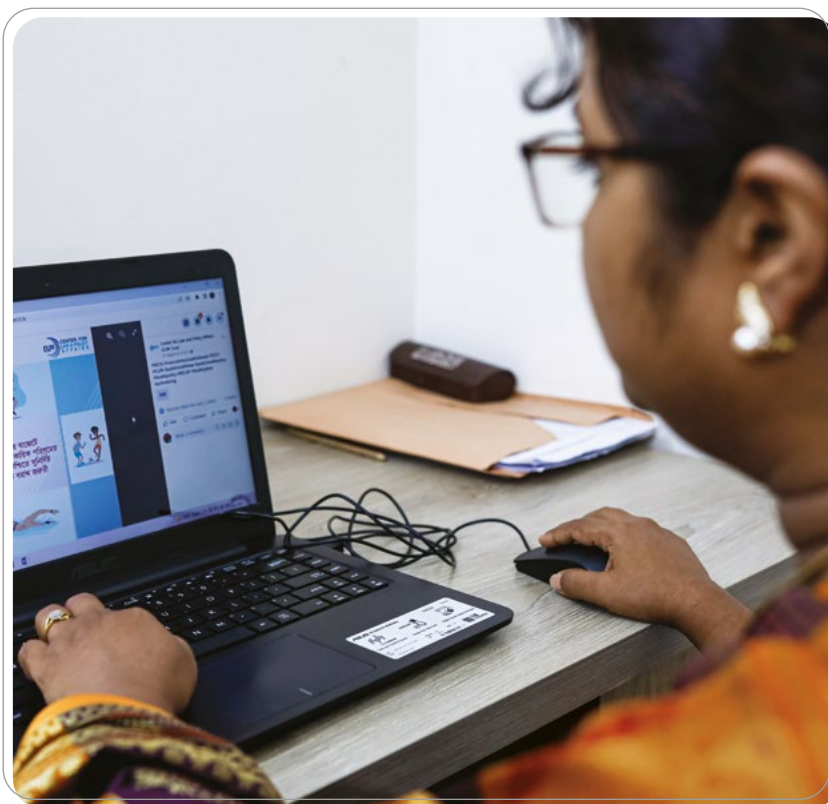
## Improving systems and processes

IDLO's ICT platforms expanded to meet additional remote working requirements and open new avenues for collaboration and communication. Support for flexible working arrangements to accommodate both organizational and individual needs included the expanded use of, and training in, collaboration and meeting platforms. Thirty-four high-level Zoom webinars and two major international events took place, as well as 220 on-line meetings and training sessions for programmes. Additional IT equipment was procured and induction sessions were conducted remotely for new employees.

A major achievement in 2021 was the inclusion of a new procurement module within the organization's Enterprise Resource Programme. The integration of payroll and human resources management modules streamlined processes and enhanced efficiency, while improvements in the finance module will enhance reporting. Better reporting is also expected through the expanded use of data analytics.

A revised Personal Data Protection Policy was adopted to strengthen IDLO's internal regulatory framework for the processing of personal data consistent with the best international standards of protection recognized by international organizations. The revision clarifies roles and responsibilities for the implementation of the policy.

IDLO strengthened its security risk management frameworks and continued to monitor the evolving security situation, particularly in countries with volatile situations including Myanmar, Burkina Faso, Mali, Niger, and Somalia, and has implemented country-specific mitigation measures to safeguard our staff and operations.



© IDLO/H. Dicko

*IDLO strengthened its security risk management frameworks.*

## Enhancing innovation, integration, and impact

As an integral part of the results-based management, IDLO developed a Strategic Results and Resources Framework, or SRRF, that translates the Strategic Plan into development and organizational results. The framework will help to strengthen an organization-wide results-oriented culture and management based on performance.

This is the first time IDLO is implementing quantitative monitoring at the institutional level. The SRRF provides a simplified snapshot of the key outputs and outcomes achieved as a result of IDLO support. Framework indicators, which are both qualitative and quantitative, are being

incorporated across project-specific monitoring frameworks, accompanied by data on baselines and targets to ensure common understanding and consistent application of the framework.

IDLO updated its Theory of Change Guidelines, which are applicable to all programmes. The review focused on integrating emerging practices in adaptive programming and provides updated guidance on mainstreaming gender, human rights, and research into programme design. A specialized training module for staff on Theory of Change design was also developed and is currently being implemented.

# SDG16 Conference 2021

Global gathering focused on rebuilding and transforming governance in times of COVID-19



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Among IDLO's advocacy and policy initiatives to champion the rule of law, the most significant in 2021 was the global SDG16 Conference, which focused on transforming governance for a more peaceful, just, and inclusive future.

The three-day event organized by the United Nations Department of Economic and Social Affairs, the Government of Italy, and IDLO, drew more than 500 participants from government, partner organizations, civil society, the United Nations and other inter-governmental organizations, stakeholder groups and academia.

Speakers included ministers, judges, heads of United Nations entities, human rights scholars and advocates, youth leaders, representatives of supreme audit institutions, as well as experts on gender equality, governance, anticorruption, and the integrity and management of public institutions.

The Conference took stock of how COVID-19 had negatively impacted many dimensions of SDG16 and threatened to derail progress on the 2030 Agenda for Sustainable Development more broadly. The pandemic's impact was most severe on the people who were already at risk of being left behind, including women and girls, older people, people with disabilities, and marginalized groups.

The pandemic hampered the functioning of public institutions, yet governments, citizens, civil society, and other actors joined forces to design and implement effective and innovative practices to strengthen COVID-19 response and recovery.

At the Conference, IDLO launched a *Roadmap for a Rule of Law Based Recovery*, which built on the eight priority actions laid out in an IDLO Policy Brief on Rule of Law and COVID-19. An advocacy campaign, "16 Voices for SDG16," amplified the initiative through messages from prominent speakers including United Nations High Commissioner for Human Rights, Ms. Michelle Bachelet, World Health Organization Director-General, Dr. Tedros Adhanom Ghebreyesus, and Co-Chair of the Independent Panel for Pandemic Preparedness and Response, Ms. Helen Clark.

The results of the SDG16 Conference served later in the year as an input to the 2021 High-Level Political Forum on Sustainable Development. At the invitation of the President of ECOSOC, IDLO's Director-General Beagle moderated a thematic discussion on building peaceful, equal and inclusive societies, which reviewed progress on SDGs 3, 10, 16, and 17.

The Conference also served as an input to the Secretary-General's *Our Common Agenda* report, which was launched in advance of the General Assembly and presented an ambitious plan to address global challenges through the restoration of the social contract and strengthened multilateralism. The report recognized respect for international law, ensuring justice, and promoting a "new vision" of the rule of law as key to building back better after COVID-19. IDLO welcomed the report's acknowledgement of the need for a new vision for the rule of law.

At the Meeting of the Sixth Committee of the General Assembly on the theme of the Rule of Law at the National and International Levels, IDLO expressed its commitment to cooperating with Member States and the United Nations to help shape and promote the new vision through our work.

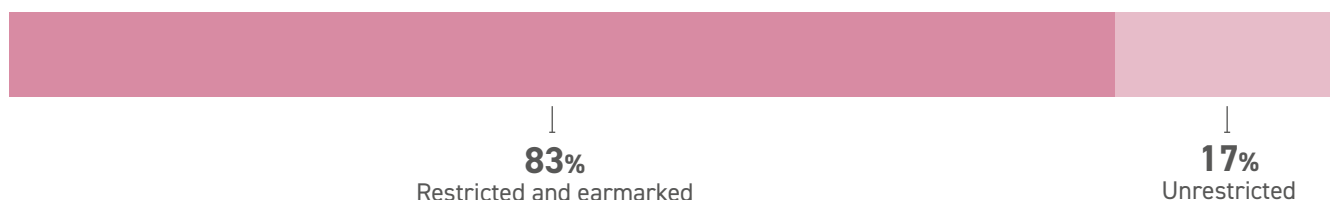
In November 2021, during the Assembly of Parties, IDLO hosted a Partnership Forum on the theme of "A New Vision for the Rule of Law to Deliver Our Common Agenda." The online event brought together high-level speakers, including Volker Türk, Assistant Secretary-General for Strategic Coordination in the Executive Office of the Secretary-General, as well as the Chief Justice of Kenya, the Minister of Justice of Burkina Faso, and representatives from partner organizations.

*The Conference took stock of how COVID-19 had negatively impacted many dimensions of SDG16.*

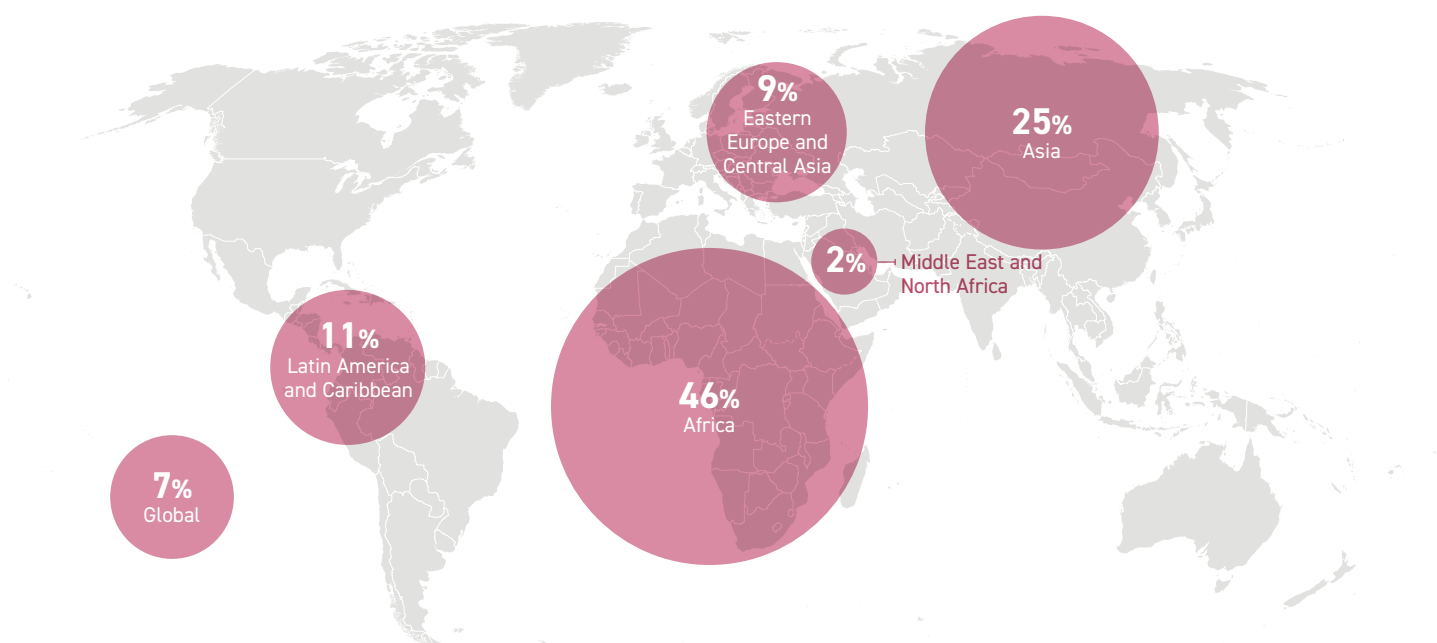
# Revenue and expenses

## Revenue by type

Unrestricted revenue includes contributions in support of IDLO's mission. Restricted revenue comprises grants in support of specific programmes or projects, and earmarked revenue is intended for specific purposes with set objectives.



## Programme revenue by region



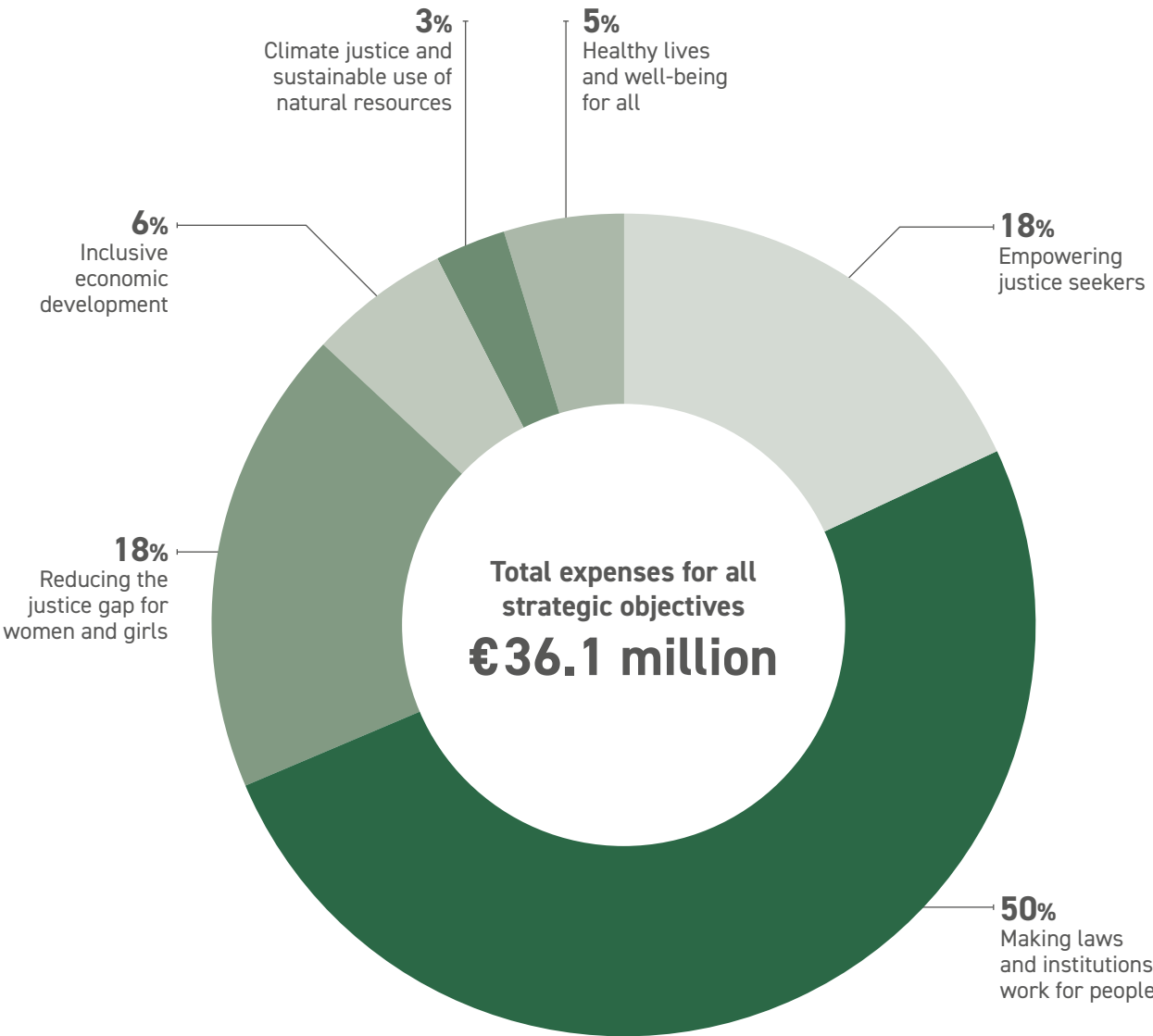
Total for all regions and global programmes **€35.4 million**

## Our donors

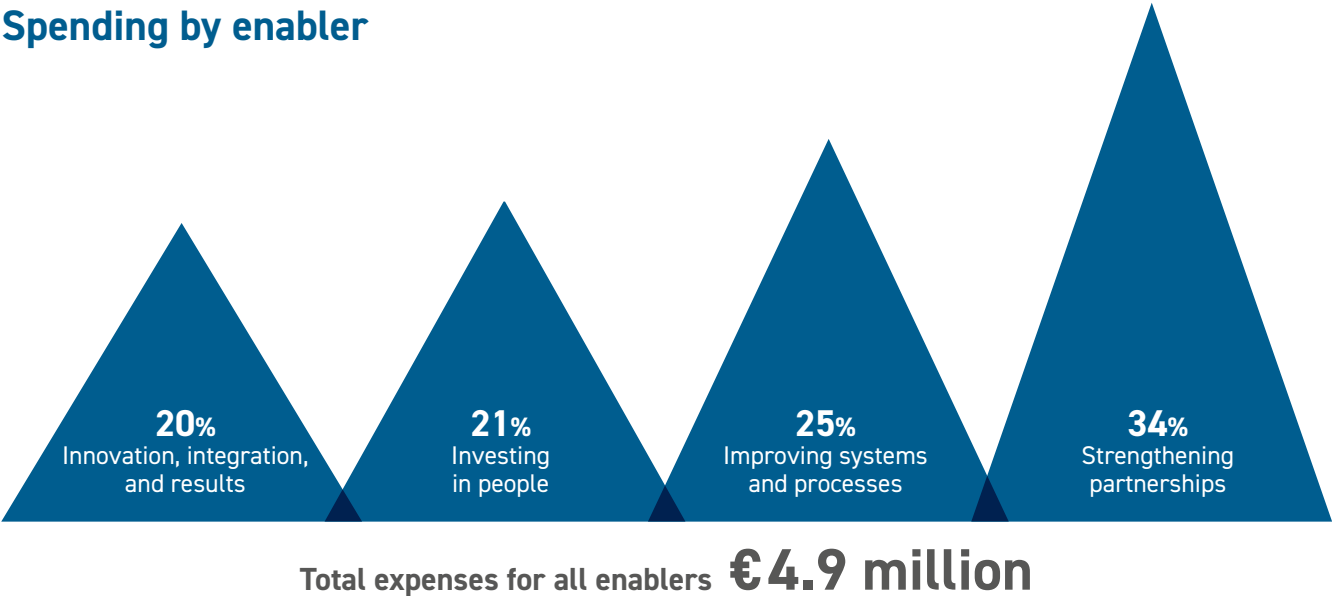
- \* Bill & Melinda Gates Foundation
- \* British Council
- \* Canada
- \* China
- \* Denmark
- \* Development Alternatives, Inc.
- \* European Bank for Reconstruction and Development
- \* European Union
- \* Germany
- \* Italy
- \* The Netherlands
- \* OPEC Fund for International Development
- \* Sweden
- \* Switzerland
- \* United Nations Children's Fund
- \* United Kingdom
- \* United Nations Department of Economic and Social Affairs
- \* United Nations Development Programme
- \* United Nations Population Fund
- \* United States of America



Spending by strategic objective



Spending by enabler



# Governance



## STANDING COMMITTEE

*As of November 2021*

- > Pakistan (President)
- > United States (Vice-President)
- > Italy (Vice-President ex officio)
- > Ecuador
- > Kuwait
- > Philippines
- > Senegal

## AUDIT AND FINANCE COMMITTEE

*As of November 2021*

- > Italy (Chair)
- > China
- > Kenya
- > Kuwait
- > Turkey
- > United States

## BOARD OF ADVISERS

- > Ruth Aura-Odhiambo
- > Hassane Cisse
- > Mehmet Hasan Göğüş
- > Hoang Ly Anh
- > Stefano Manservigi (Chair)
- > Githu Muigai
- > Patrick O'Brien
- > Zhou Xiaoyan

## MEMBER PARTIES

- |                |   |
|----------------|---|
| > Afghanistan  | > Montenegro                              |
| > Australia    | > Mozambique                              |
| > Austria      | > Netherlands                             |
| > Bulgaria     | > OPEC Fund for International Development |
| > Burkina Faso | > Pakistan                                |
| > China        | > Paraguay                                |
| > Ecuador      | > Peru                                    |
| > Egypt        | > Philippines                             |
| > El Salvador  | > Qatar                                   |
| > France       | > Romania                                 |
| > Honduras     | > Senegal                                 |
| > Italy        | > Sudan                                   |
| > Jordan       | > Sweden                                  |
| > Kenya        | > Tunisia                                 |
| > Kuwait       | > Turkey                                  |
| > Liberia      | > Uganda                                  |
| > Mali         | > United States of America                |
| > Mauritania   | > Viet Nam                                |
| > Mongolia     |   |



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## Governing bodies

IDLO was established as an inter-governmental organization in 1988 by treaty—the Agreement for the Establishment of the International Development Law Organization.

IDLO is governed by the Assembly of Parties, composed of representatives of Member Parties, which determines the organization's policies and elects the Director-General and guides her work.

The Assembly of Parties convenes annually in Rome. Member Parties elect a President and a Vice-President for a three-year term. As host country of IDLO headquarters in Rome, Italy is Vice-President ex officio.

The Assembly also elects a Standing Committee and an Audit and Finance Committee from among the Member Parties. The Standing Committee reports to the Assembly of Parties

and provides appropriate oversight of the organization on behalf of the Member Parties between sessions of the Assembly. The Audit and Finance Committee assists the Assembly of Parties, through the Standing Committee, in its financial oversight responsibilities, particularly with respect to audit and compliance, and maintaining the effective and efficient financial performance of IDLO.

## Assembly of Parties 2021

In November 2021, the annual meeting of the Assembly of Parties took place at the Italian Ministry of Foreign Affairs, for the first time in a hybrid (in-person and online) format.

At the meeting, opened by the Italian Vice Minister for Foreign Affairs and International Cooperation and attended by 35 IDLO Member Parties, a majority at ambassadorial level, the Assembly commended the Director-General for the progress made during 2021 and welcomed Mauritania as IDLO's newest Member Party.

The following Member Parties were elected to governing bodies:

- ✳ Kuwait and the Philippines as ad hoc members of the Standing Committee to serve two-year terms, expiring at the 2023 annual meeting of the Assembly of Parties.
- ✳ Italy, Kuwait, and Turkey as members of the Audit and Finance Committee to serve two-year terms, expiring at the 2023 annual meeting of the Assembly of Parties.
- ✳ Italy was also appointed as Chair of the Audit and Finance Committee.









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