

STRATEGIC PLAN 2025–2028



I. INTRODUCTION

1. The Strategic Plan 2025-2028 will guide IDLO's work during a turbulent time, marked by profound social, economic, political, and environmental challenges. The world is grappling with complex, interrelated crises that threaten to reverse decades of development gains, undermine human rights, and destabilize societies.
2. The Plan is grounded in the belief that the rule of law is not just an abstract principle but a powerful tool that can promote peace and prosperity, unlock development potential, and protect human rights for all. The principles of equity, inclusion, accountability, and transparency guaranteed by the rule of law are key to addressing the root causes of conflict, poverty, and inequality, and to ensuring that no one is left behind.
3. At a time when the rule of law is under pressure in many parts of the world, the Plan seeks to demonstrate its tangible value in addressing global challenges. By providing targeted rule of law solutions, IDLO is committed to helping people and governments achieve their objectives more effectively. Whether it is enhancing access to justice for vulnerable populations, combatting corruption, advancing gender equality, or fostering climate justice, IDLO's approach is tailored to the specific needs and contexts of its partners, ensuring that the rule of law contributes meaningfully to improving people's lives.
4. Reflecting on its experience over the 2021-2024 strategic cycle, IDLO remains committed to promoting people-centred justice, building more effective, accountable, and inclusive justice systems, and strengthening the link between the rule of law and sustainable development. The Strategic Plan 2025-2028 sets out a forward-looking vision for the Organization, balancing ambition with pragmatism and building on IDLO's strengths. It sets our strategic direction for the next four years, leveraging IDLO's comparative advantages to advance peace, justice, and sustainable development worldwide.
5. The Plan is informed by extensive consultations with stakeholders, a thorough analysis of emerging trends, and lessons learned from IDLO's past strategic cycles. It is designed to be flexible and adaptable, recognizing the rapidly changing global landscape and the need for innovative, integrated, and inclusive approaches that respond to our partners' needs. IDLO will continue to leverage its unique position as an intergovernmental organization with strong field presence and trusted partnerships at the global, regional, and national levels.
6. The Strategic Plan 2025-2028 reflects our understanding of the rule of law as both an outcome and an enabler of peace and sustainable development. The plan also identifies key areas to strengthen IDLO's systems, capacities, and resource base to achieve our strategic goals and deliver high-quality results for our partners and beneficiaries.
7. In a world of unprecedented challenges and opportunities, IDLO remains steadfast in its commitment to the rule of law as the foundation for achieving a more just, equitable, and sustainable future for all. This Strategic Plan provides a roadmap for the Organization to navigate the complexities of the coming years, adapt to new realities, and continue to champion justice and the rule of law globally.

Developing the Plan

IDLO's Strategic Plan for 2025-2028 was developed through a structured, multi-phased process designed to ensure that the new Strategy is informed by the views of our stakeholders, aligns with the evolving global environment, and builds on experience.

IDLO conducted an extensive consultation process through interviews, focus groups, and surveys, engaging our governing bodies, Member Parties, Board of Advisers, and a broad group of current and potential partners. These included senior government officials, parliamentarians, donors, and entities within the United Nations system focused on political affairs, peacebuilding, peacekeeping, development, gender equality, humanitarian work, and human rights. We consulted civil society, academia, women's organizations, and youth. We also engaged extensively within IDLO, gathering insights from colleagues across our offices. An overview of the stakeholder groups consulted is presented in the figure below.



We also commissioned a mid-term review of IDLO's Strategic Plan 2021-2024, which provided valuable insights into the Organization's strengths, and areas for improvement, as well as recommendations for the new strategic cycle.

As part of the lessons-learned exercise, IDLO reviewed the substantive and organizational results from the Strategic Results and Resources Framework, introduced in 2021, to identify competencies, strengths, and points for further development.

II. OUR STRATEGIC ENVIRONMENT

8. IDLO's Strategic Plan 2025-2028 is informed by an analysis of key external trends and lessons from our previous strategic cycles, as well as an assessment of IDLO's comparative advantages:

A. Trends

9. The COVID-19 pandemic exposed and accelerated existing tensions in an already fragile world. The result can be seen in multiple crises, from proliferating conflicts, accelerating climate change, and the difficulties in finding common solutions to effectively regulate technologies such as Artificial Intelligence.
10. These crises have intersecting causes and effects, and their combined impact poses a formidable threat to peace and sustainable development. Progress on the 2030 Agenda is significantly off track and in some cases even regressing. As of 2024, only 17 percent of the targets for the Sustainable Development Goals (SDGs) are on track to be achieved by 2030, while over a third have either stalled or regressed. This is closely correlated to an extended decline in the rule of law, which has come under pressure across the world.
11. With growing polarization, heightened risks, and the possibility of backsliding on decades of hard-won gains on peace, development and human rights, the next few years are likely to be an extreme resilience test of governance at all levels. Within this context, IDLO has identified the following trends that are likely to shape the next strategic cycle:

Rule of law in recession



The world is experiencing a sustained decline in the rule of law. This trend is characterized by violations of international law, including international humanitarian law, a turn towards authoritarianism, pushback against human rights, attacks on the independence of the judiciary and human rights defenders, and closing civic space. Spending on justice and rule of law has also declined in national budgets and development assistance.

Reversing this decline is crucial to address global challenges and accelerate progress on sustainable development. The rule of law serves as the bedrock for protecting rights, ensuring accountability, and maintaining social stability, especially in times of crisis. It can address the underlying causes of key global challenges, and help countries unlock their development potential.

Conflict and fragility on the rise



Violent conflicts have proliferated and are at their highest levels since World War II. They are also becoming more complex, entrenched and harder to resolve at a time of increased geopolitical tensions. In addition to a large cost in death and human suffering, conflicts and fragility pose one of the largest impediments to sustainable development. An estimated three-fourths of the world's extremely poor live in fragile and conflict-affected contexts, with this number projected to rise to 86 percent by 2030.

The rule of law, as enshrined in the UN Charter, is the guarantor of sovereign equality and the basis for peace and security at the international level. At the national level, effective justice systems help to prevent conflicts by addressing their root causes and resolving disputes before they can spiral into violence. They also play a critical role in laying the foundations for reconciliation, peace and recovery.

Growing inequality



Despite assurances that “we are all in this together”, inequality has accelerated since the lopsided recovery from COVID-19, with a disproportionate impact on women and minorities. The rise in extreme inequality is characterized by extreme income disparities both within and among countries, and the emergence of new forms of inequality related to issues such as digital access or climate vulnerability. The growing divide between the wealthy and the poor is a source of discontent and socioeconomic tensions, and undermines the 2030 Agenda's promise to leave no one behind.

The principles of equality and non-discrimination are key to addressing systemic biases and barriers that perpetuate inequality. Fair laws administered by effective, accessible, and accountable justice institutions can be powerful engines for equality. People-centred approaches to justice can level the playing field by promoting fairer distribution of resources and opportunity and empowering those living in conditions of marginalization and vulnerability to claim their rights and participate in decision-making.

Slow and uneven response to climate change

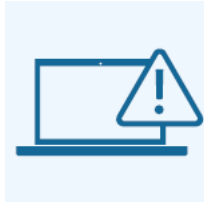


The consequences of climate change, including extreme weather events, food insecurity, health threats, and competition over natural resources, have become increasingly clear. While the transition to renewable energy and a more sustainable development model is underway, its pace is slow and uneven, and it risks leaving behind countries and communities at the frontline of the climate crisis that have done the least to contribute to climate change.

Applying a justice lens to climate action can enable governments to meet their climate commitments, transform food systems, and empower climate-vulnerable communities to participate in decision making on land and natural resources. It can help ensure that costs and

benefits are distributed fairly and help balance the needs of the present with the interests of future generations.

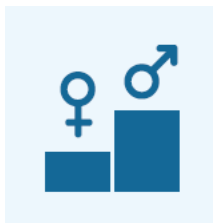
Promises and perils of technology



The rapid development and adoption of frontier technologies, including Artificial Intelligence, brings the promise to revolutionize access to services, enhance transparency, and drive innovation across sectors. It also poses challenges ranging from surveillance abuses, misinformation and disinformation, the erosion of individual freedoms, and the perpetuation of a digital divide for those who lack access to new technologies and platforms.

By establishing clear, inclusive and enforceable legal frameworks, the rule of law can guide the ethical use of technology, balancing the benefits of innovation with the protection of rights. It can promote equitable access to digital tools and services, ensuring that technological advancements benefit all countries and all segments of society.

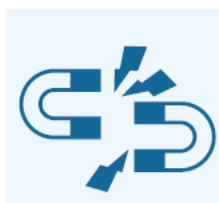
Persistent gender gap



Women's ability to enjoy their rights and fully participate in public life is a prerequisite for peace and sustainable development. While there has been significant progress towards equality for women and girls, it has slowed in recent years. The gender gap is showing signs of widening in many countries due to multiple factors, including the impact of COVID-19, rising conflicts, and a backlash against women's rights. Legal, cultural and economic barriers further exacerbate these disparities.

Ensuring equality for women and girls is a human rights obligation and an urgent development priority. Eliminating discriminatory laws and practices can enable women to fully participate in social, economic, and political life, fulfilling international obligations, including those contained in the Convention on the Elimination of All Forms of Discrimination Against Women. By empowering women and girls and ensuring that justice systems are more responsive to their needs, countries can foster peace and stability, boost economic growth, improve health and education outcomes, and accelerate climate action.

Polarization and lack of trust



Polarization and the erosion of public trust in institutions have reached alarming levels, fuelled by political fragmentation, disinformation, and rising inequality. These developments have deepened divisions within societies and undermined the perceived legitimacy of public institutions. As trust in governments, media, and other key sectors has declined, there is growing risk of social unrest, which can destabilize countries and hinder

development.

Restoring public trust requires effective laws and inclusive, transparent and accountable institutions that operate with integrity. A fair and impartial justice system that holds all actors accountable, regardless of their status, can help rebuild confidence and restore faith in governments. Empowering people and groups who have been traditionally excluded, and engaging with them as equal partners, can help promote social cohesion and reduce polarization.

A contested global order



The multilateral system is increasingly under strain, with rising geopolitical tensions, challenges to international law and shifts in power, making consensus and collaboration more difficult. The weakening of rules and institutions, that have traditionally underpinned international security and cooperation, threaten to undermine efforts to address global challenges, such as climate change, public health emergencies, and conflict.

Values enshrined in the UN Charter, including sovereign equality, human rights, the peaceful settlement of disputes and respect for the rule of law, provide an enduring basis for a renewed multilateralism in a multipolar world. Upholding international law and norms ensures that disputes are resolved through peaceful means. The rule of law will also be instrumental in developing fair and efficient mechanisms that incentivize concerted global action around transnational issues and shared challenges.

B. Lessons learned from Strategic Plan 2021-2024

12. To inform the development of the Strategic Plan, IDLO drew lessons from the 2021-2024 strategic cycle, including through conducting a mid-term review, drawing on results from the Strategic Results and Resources Framework (SRRF), and extensive consultations with stakeholders.
13. The findings from this exercise provided valuable insights into progress and areas for enhancement, reaffirming the relevance and impact of our work while also highlighting opportunities for growth and improvement.
14. The mid-term review found that IDLO's Strategic Plan remains highly relevant, with our vision and mission effectively responding to the justice needs of our partners. Our commitment to people-centred justice, a cornerstone of IDLO's approach, and the emphasis on inclusive dialogue has empowered justice seekers, and helped make justice systems more responsive to the needs of the communities we serve.
15. The development of the SRRF has been key to advancing IDLO's Results-Based Management approach. The phased implementation of the SRRF has allowed us to collect valuable data, which has provided a clearer understanding of the results we have achieved. Between 2021 and 2023, IDLO empowered 150,000 justice seekers, provided

capacity development to over 16,000 justice officials, and supported nearly 600 legal and policy reform efforts worldwide.

16. The last few years have been extraordinarily volatile, marked by the COVID-19 pandemic and conflicts in several countries where IDLO operates. The review acknowledged IDLO's agility in adapting to these crises, maintaining operations, and supporting justice seekers in innovative ways, particularly in challenging contexts, such as Afghanistan and the Sahel. Our Gender Strategy is helping to reduce the justice gap for women and girls through its focus on eliminating discriminatory laws, tackling gender-based violence, and empowering women leaders in the justice sector. This success highlights the importance of continuing to prioritize justice for women and girls in IDLO's work.
17. IDLO's role as a thought leader and partner of choice on rule of law is a key element in the Organization's effectiveness. Our relationships of trust have allowed us to convene multistakeholder groups around key issues, transforming and enhancing our partnerships, and amplifying the impact of our work. There was continued emphasis on the importance of evidence-based approaches. Drawing from IDLO's experience through research to inform programmes and advocacy is key to our value added.
18. The review noted the efficient design, implementation, and monitoring of projects, allowing IDLO to meet targets despite resource constraints. It found the need to further embed the integrated approach across the entire programme cycle and for a more balanced allocation of resources between the two Strategic Goals of the 2021-2024 Strategic Plan.
19. Several investments were made in internal systems and processes, and completing systems development will be a significant step for the Organization to strengthen IDLO's efficiency and transparency. The development of new systems and processes should be accompanied with support for training, implementation and embedding new ways of working into the organizational culture
20. The review emphasized the importance of investing in human resources and enhancing communication at all levels, strengthening teamwork, breaking down silos, and fostering a shared understanding of the Organization's work. It also highlighted the need to broaden IDLO's resource base and secure more predictable unrestricted funding through multi-year agreements to support investment in our programming and systems.
21. These lessons will guide IDLO as we continue to pursue our mission, ensuring that our strategies are informed by past experiences and aligned with the evolving needs of our partners.

C. IDLO's comparative advantages

22. At a time of increasing needs and diminishing resources, IDLO seeks to ensure that its work maximizes the contribution of the rule of law to peace and sustainable development. This requires focusing on our core strengths, adapting to a dynamic environment, and partnering with like-minded organizations to increase impact, while ensuring complementarity.
23. Through extensive consultations with our partners, we identified the following areas that are viewed as comparative advantages for IDLO:
 - Focused mandate and emphasis on rule of law as both an outcome and enabler of peace and sustainable development;
 - Subject matter expertise at the intersection of rule of law and development, including on issues such as climate, inclusive economic development and health, which are traditionally not addressed through a rule-of-law lens;
 - Ability to link policy to action through global field presence and integrated approach to programmes, research and policy advocacy;
 - Experience working across different legal systems, and across the justice chain, to provide tailored and pragmatic rule of law solutions based on national needs;
 - Trusted development partner able to promote cooperation between government and civil society and within different branches of government; and
 - Flexible and agile, offering a good return on investment to national partners and development partners.

III. VISION, MISSION AND VALUES

Vision

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

Mission

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

Rule of Law

IDLO's approach to its mandate is driven by our vision of a more just and equal world. We work to enable governments, empower people, and strengthen institutions to realize justice, peace, and sustainable development.

The rule of law is a principle of governance in which all persons and entities, including the state itself, are accountable to the law.

IDLO believes that the rule of law encompasses both procedural fairness and just outcomes. It requires clear, prospective laws that are available publicly and adjudicated with due process by an independent judiciary. It also incorporates the substantive element of justice, which emphasizes equality, inclusivity, fairness, and non-discrimination, and includes a commitment to democratic principles and good governance.

The rule of law protects human rights and provides a framework for their realization through constitutional and legal protections, institutions for effective implementation and accountability, judicial and administrative remedies. It also empowers people to use the law to access justice and claim their rights.

Only through the application of such an understanding of the rule of law can the ambition of the 2030 Agenda to "leave no one behind" be properly realized.

Values

All of IDLO's work is guided by the following values and principles:

Sustainability

Sustainability is a key principle of development and crucial for balancing the needs of the present while preserving the rights of future generations. IDLO believes that the rule of law is essential to equitably balance the complex interests that lie at the heart of sustainable development and to promote its economic, social and environmental dimensions. IDLO works to ensure that the gains of peace and development can be sustained over the long-term by seeking to achieve lasting impact for our partners at individual, institutional, and ultimately, societal levels.



People-centred

Putting people, their needs and human rights at the centre of justice systems is essential to IDLO's approach. Whether we work with governments, justice institutions, civil society, or customary and informal systems, the end goal is ensuring that the law, and the institutions that help administer it, protect, empower and enable people to enjoy their human rights and live their lives in dignity and equality.



Gender equality

Gender equality, including the ability of women and girls to enjoy the full range of their human rights and meaningfully participate in all aspects of society, is a key aspect of human rights and a necessary condition for progress towards the entire 2030 Agenda. Given its critical importance, IDLO promotes gender equality by pursuing it as a stand-alone goal, as well as by mainstreaming it throughout our work.



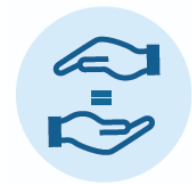
Local ownership

Rule of law entails fundamental and politically sensitive choices about justice, human rights, and values and helps define the relationship between individual and state and the distribution of power and resources within society. These decisions are best made by those to whom they will apply. If legal reforms are to be sustainable, they cannot be dictated by outsiders, but must be locally driven and nationally owned in the broadest possible sense.



Human rights

Human rights protect against the arbitrary exercise of power and enable people to hold governments accountable. They help provide the essential substantive content of the law and give meaning to the rule *of* law as distinct from rule *by* law. IDLO situates its work in a system of rights and corresponding obligations established by international law and guided by principles of equality, non-discrimination, inclusivity, participation, transparency and accountability.



Legal pluralism

IDLO appreciates that countries have diverse legal traditions and people resolve their disputes through diverse pathways. We are committed to engaging with the plurality of legal systems in ways that increase peoples' ability to access justice and realize their rights, consistent with international standards.



Transparency and accountability

IDLO is committed to maintaining the highest standards of transparency and accountability. We recognize the importance of being held accountable for our results and the responsible use of our resources and will continue to ensure transparency and accountability for our partners, beneficiaries, governing bodies and stakeholders.



Partnership

The most pressing global problems transcend borders and can only be tackled effectively through international cooperation and solidarity. Progress towards more peaceful, just and inclusive societies requires “whole-of-society” efforts. IDLO places a high value on working collaboratively with a wide range of actors at the international, regional and national levels to pool expertise and resources, strengthen our convening power, and maximize our impact.



IDLO Strategic Plan 2025 - 2028

VISION

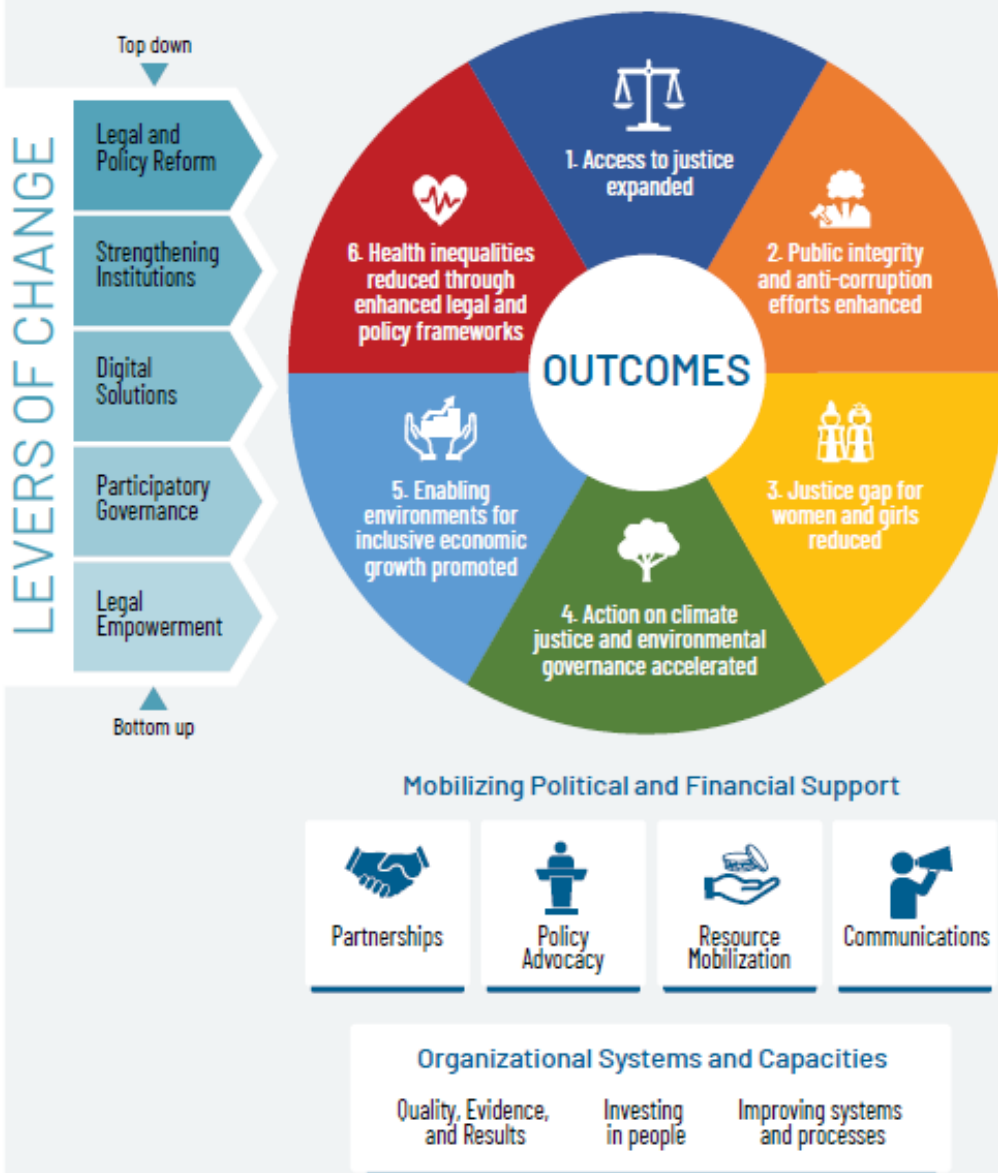
A world in which every person lives in dignity and equality under the rule of law

MISSION

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

STRATEGIC GOAL

Rule of law accelerates progress towards peace and sustainable development



STRATEGIC PLAN 2025-2028

24. In a world reeling from conflicts, climate change, and extreme inequalities, the rule of law is essential for tackling global challenges effectively and advancing peace and sustainable development.
25. The rule of law addresses grievances that often lead to conflict if left to fester. It ensures that legal systems are fair, accessible, and responsive, helping to resolve disputes before they escalate. At a time when the world is facing a crisis of confidence in public institutions, people-centred justice systems can help rebuild trust by holding the powerful to account and giving individuals assurance that institutions are working in the interest of all rather than a privileged few.
26. The rule of law can help governments and people achieve their development priorities. Its vital contribution as an essential enabler of the economic, social and environmental dimensions of sustainable development is recognized in the 2030 Agenda, most prominently in SDG 16 on peaceful, just and inclusive societies. Effective laws and institutions are needed to end poverty, promote gender equality, enhance equitable access to public services and ensure economic growth.
27. At the international level, the rule of law promotes equality, predictability and transparency through the laws and norms that guide the behaviour of nations and form the basis of the multilateral system. It facilitates international cooperation and can help ensure that global responses to shared challenges are fair and effective. The rule of law can provide a framework to manage complex transnational issues such as climate change, terrorism, displacement, migration and cyber threats, which do not respect borders.
28. IDLO's Strategic Plan 2025-2028 is designed to leverage its comparative advantages to maximize the rule of law's contribution to addressing global challenges, building and sustaining peace, and accelerating progress towards sustainable development.
29. The Plan seeks to achieve this through six interrelated Outcomes, which respond to our partners' priorities and address many of the root causes of global crises. Over the next strategic cycle, IDLO will advance tailored rule of law solutions to expand access to justice, enhance public integrity, reduce the justice gap for women and girls, promote climate justice and inclusive economic growth, and reduce health inequalities.
30. At a time when the rule of law is under pressure, the Plan emphasizes the importance of mobilizing political and financial support. IDLO will endeavour to keep the rule of law high on the international agenda through strategic partnerships, policy advocacy, resource mobilization, and effective communications.
31. To help IDLO deliver on its Strategic Goal, the Plan identifies areas where we need to strengthen our organizational systems and capacities over the next strategic cycle. These include improving quality, evidence and results; investing in staff development; and optimizing systems and processes for greater efficiency and accountability.

32. Three cross-cutting elements continue to guide IDLO's work:
33. **Inclusion:** At a time of extreme inequality and growing discrimination, the 2030 Agenda's principles of "leaving no one behind" and "reaching the furthest behind first" are at the core of IDLO's approach. We are committed to focusing our efforts on those who face the harshest conditions of injustice and inequality, including women and girls, people living in conflict zones, youth, children, refugees, migrants and stateless people. While our mandate and operations are global, the Organization will continue to provide support in fragile and conflict-affected settings, including in countries undergoing democratic transitions and in least-developed and developing nations. The inclusion of women, youth and other historically excluded groups is not only a matter of equity, but also essential for the "whole of society" approaches needed for peace and sustainable development.
34. **Integration:** The complexity and interconnectedness of global challenges demand integrated multidisciplinary solutions. Drawing on data, evidence and its own extensive experience, IDLO recognizes that addressing such issues requires holistic, tailored interventions that address the specific needs of justice seekers. We will continue to strengthen the synergies among programming, research and policy advocacy to maximize the impact of the Organization's efforts, enabling more effective responses to complex justice and development challenges.
35. **Innovation:** In an environment characterized by rapid change and unprecedented challenges, IDLO's ability to innovate is more crucial than ever. The Organization will focus on being evidence-driven, adapting its methods to meet new and emerging issues. Our emphasis on innovation involves fostering a culture of experimentation and learning from both successes and failures. By prioritizing innovation, IDLO will not only enhance its responsiveness to global challenges, but also position itself as a leader in pioneering new approaches to justice and sustainable development.

Levers of Change: Putting People at the Centre of Justice through Tailored Rule of Law Solutions



36. IDLO’s approach to people-centred justice is built around the understanding that individuals around the world use diverse pathways to resolve their disputes and claim their rights – from courts and institutions to traditional leaders and community groups. To be effective, justice systems must be grounded in people’s lived reality and built around a better understanding of the challenges they face and respect for their human rights.
37. We partner with governments to ensure that laws and institutions are inclusive, equitable, and foster peace and sustainable development. In tandem, we work to empower individuals and communities to claim their rights, address their justice needs and engage actively with decision-makers.
38. In line with this “top down and bottom up” approach, IDLO seeks to effect change at multiple levels through five Levers of Change:
- **Legal and Policy Reform:** Effective laws and policies are needed for everything from ending poverty and hunger to promoting gender equality. IDLO is committed to promoting inclusive legal and policy reforms that respond to the evolving needs of our partners. By collaborating with governments and other stakeholders to review, draft, and revise legislation and policies, and through inclusive dialogue, IDLO works to create an enabling legal environment for peace, sustainable development and the protection of human rights.
 - **Strengthening Institutions:** IDLO's work on institutional strengthening focuses on enhancing the responsiveness, effectiveness and integrity of formal and informal institutions in the justice ecosystem including courts, administrative tribunals, and prosecutorial and law enforcement agencies. We work to enhance the technical, operational, and strategic capacities of our partners to deliver effective, accessible and accountable services that are in line with national priorities and the needs of justice seekers.

- **Digital Solutions:** Harnessing digital technologies, from Artificial Intelligence to blockchain, is an important new frontier for the rule of law in an increasingly online world. By leveraging technology, IDLO promotes innovative approaches to expand access to justice, improve transparency, and facilitate the delivery of legal services. Promoting the responsible use of technology will be critical in addressing emerging challenges in the digital space, such as cybercrime and digital gender-based violence. As recognized in multilateral frameworks, such as the Global Digital Compact, it is particularly important that digital solutions be used responsibly to expand access, instead of replicating or exacerbating existing inequalities or creating new ones.
 - **Participatory Governance:** IDLO promotes governance models that involve communities in the decision-making processes that impact their lives. By supporting mechanisms for community involvement in legal and policy decisions, we facilitate direct dialogue between people and government, fostering an environment of mutual understanding and cooperation at a time of shrinking civic space. This engagement encourages transparency and accountability, allowing community members to monitor public services and participate actively in governance
 - **Legal Empowerment:** Empowering individuals to understand and utilize the law effectively is a fundamental aspect of IDLO's approach. We provide legal aid and advisory services to ensure that individuals can advocate for their rights and resolve disputes. Legal literacy campaigns are conducted to educate people on their rights and responsibilities, and we support individuals and organizations that assist communities in navigating legal challenges.
39. IDLO takes a “justice ecosystems” approach, drawing from the Levers of Change to develop targeted rule of law solutions suited to the unique justice needs and lived realities in diverse contexts.
40. Understanding the political economy of the rule of law – the nature of legal and institutional reforms, their impact on diverse interests, and the power dynamics that drive or hinder change – is essential for success. This requires identifying the most critical justice challenges in particular contexts – from arbitrary detention and corruption to access to land or economic opportunity – and building customized solutions that help bridge the gap between international norms and local realities. In line with its guiding principle of inclusion, IDLO places a particular emphasis on ensuring that the justice needs of women and girls and marginalized groups are at the heart of our work.
41. We seek to bring justice closer to the people leveraging local systems and capacities wherever possible. Recognizing that a significant portion of the global population relies on customary and informal justice mechanisms to resolve justice problems, IDLO works to ensure that such mechanisms are more accessible, integrated with the formal justice system, and aligned with human rights standards.
42. As part of its integrated approach, IDLO invests in monitoring, evaluation, and research to track the effectiveness of interventions and draw insights from its experience. These tools also provide insights that inform ongoing and future initiatives and contribute to global dialogues on the rule of law through policy advocacy.
43. Through this holistic approach, IDLO seeks to ensure that its interventions put people at the centre of justice and help partners find rule-of-law solutions that are the best fit for their development priorities.

STRATEGIC GOAL: Rule of law accelerates progress towards peace and sustainable development

OUTCOMES



44. The rule of law can be a powerful driver of peace and sustainable development, as acknowledged in the 2030 Agenda and the Pact for the Future. It provides the framework for building just, inclusive, and resilient societies where rights are protected, institutions are accountable, and all people have equal access to justice. IDLO's Strategic Plan focuses on leveraging the rule of law to accelerate progress across multiple dimensions of development, addressing the complex challenges facing the world today.
45. To achieve this Goal, the Plan seeks to advance six interrelated Outcomes that target critical areas, namely access to justice, public integrity, gender equality, climate justice, inclusive economic growth, and health equity. By focusing on these areas, IDLO seeks to build a world where everyone can exercise their rights and participate fully in society.
46. IDLO will achieve these outcomes through the five Levers of Change: legal and policy reform, strengthening institutional capacity, promoting digital solutions, fostering participatory governance, and advancing legal empowerment. These Levers integrate programming, research, and policy advocacy to drive meaningful and lasting impact. Through collaboration with governments, civil society, and other partners, IDLO will ensure that the rule of law remains at the heart of efforts to build a more peaceful, just, and sustainable world.

OUTCOME 1 Access to justice expanded



47. Justice is a fundamental right, but for much of the world's population, it remains out of reach. Barriers such as financial constraints, lack of awareness, exclusionary laws, and complex legal procedures make justice unattainable for many. Cases often drag on for years, communities lack advocates, and many people remain forgotten by the system.
48. In crisis and emergency contexts, such as conflict settings, the ability to resolve disputes and seek redress becomes even more critical. This is particularly true for those living in poverty, inequality, and insecurity, who rely most on the protection of the law. To close the justice gap, there is need for significant investment, innovation, and a refocusing of justice systems on the most pressing challenges facing the most vulnerable populations.
49. IDLO's Strategic Plan 2025-2028 is rooted in the concept of people-centred justice to address this mismatch between the rising demand and limited supply of justice. Our approach emphasizes reforms and innovations that enhance access, inclusion, and produce fairer outcomes for rights-holders.
50. IDLO is committed to ensuring that justice becomes a lived reality for all, especially those who are most in need. By placing people at the centre of justice, IDLO aims to create systems that are accessible, fair, and capable of delivering meaningful outcomes for everyone. IDLO will work to:
- **Support evidence-based legal reforms:** IDLO will support partners to develop legal frameworks that enhance access to justice for all, with special attention to the needs of those who are marginalized or vulnerable. We will promote inclusive legal reforms, grounded in evidence, and tailored to the unique justice needs of each country through the development of laws and policies that encourage prevention, avoid the escalation of disputes, promote fairer outcomes and reduce the burden on justice systems.
 - **Strengthen institutional capacities to deliver people-centred justice services:** IDLO will partner with justice institutions - including customary and informal institutions - to enhance their capacities to design and deliver accessible and effective services based on their mandates, and the justice needs of the communities they serve. To achieve this, we will support nationally led justice reforms, strengthen criminal justice chains, improve sectoral coordination, and provide technical support in priority areas.
 - **Promote digital innovation to enhance access to justice:** Leveraging digital technology can greatly improve access to justice by making legal services more accessible and efficient. We will promote digital innovations, including through technologies such as Artificial intelligence, which have the potential to enhance the fairness and equity of justice delivery. This includes expanding digital platforms and tools that facilitate advice, dispute resolution and other legal processes with a particular focus on ensuring that women, girls, and marginalized groups are not left behind.
 - **Support civil society and communities to engage with service providers:** Empowering civil society and communities to actively engage with justice service providers is critical for promoting participatory decision-making and protecting civic space. IDLO will support initiatives that strengthen the capacity of communities and civil society organizations, including human rights defenders to interact with justice

providers and policymakers, promoting collective efforts to identify and address justice needs at the community level.

- **Enhance justice seekers' ability to navigate diverse pathways to justice:** Access to justice is not only about the availability of legal services, but also about individuals' ability to effectively navigate the justice system. IDLO will work to enhance the ability of justice seekers to understand their rights and make informed decisions when facing justice problems. This includes providing resources and support to help individuals navigate courts, administrative tribunals, and customary or informal justice systems, ensuring they have the knowledge, and tools needed to seek justice successfully.

OUTCOME 2 Public integrity and anti-corruption efforts enhanced



51. Corruption undermines the trust in governments and public institutions and is a major impediment to peace and sustainable development. It diverts public funds from essential services such as healthcare, education, and infrastructure. Corruption significantly hinders economic development and contributes to slower growth, reduced opportunities, and a lack of social mobility, particularly affecting the poor and marginalized.
52. Combatting corruption requires transparency, accountability, and equality under the law. The rule of law provides the necessary tools and institutions to detect, prevent, and punish corrupt practices. It promotes transparency by enforcing regulations that require public disclosure of information and, by protecting whistleblowers who expose corruption, ensuring those in positions of power are held accountable, regardless of their status.
53. The implementation of existing legal instruments, such as the United Nations Convention Against Corruption, is critical to ensure that public resources are effectively spent and promote greater transparency, accountability, and integrity at national and international levels. Justice institutions, working in partnership with other parts of government and civil society, can play a key role in the fight against corruption, and ensuring their independence and integrity must be a priority. We will:
 - **Strengthen legal and policy frameworks to promote transparency, integrity, and accountability:** IDLO will work with governments and stakeholders to develop and reinforce legal and policy frameworks that promote transparency, integrity, and accountability in both public and private sectors. By ensuring that these frameworks are robust and enforceable, we aim to create environments where corruption is minimized, and integrity is upheld at all levels of governance.
 - **Support institutions to prevent, detect, investigate, and prosecute corruption:** Effective anti-corruption efforts require institutions that can prevent, detect, investigate, and prosecute corruption. We will provide support to the justice sector and specialized anti-corruption institutions to enhance their capacities in these areas, ensuring that they have the tools, resources, and expertise needed to combat corruption and promote integrity. This support will also extend to promoting ethical standards and practices within the justice sector itself.
 - **Leverage digitization processes to enhance transparency and reduce corruption:** Digital innovation plays a critical role in reducing opportunities for corruption by increasing transparency and efficiency in governance. We will promote the development and

implementation of digitization processes that enhance transparency, streamline operations, and reduce the potential for corrupt practices. These digital tools will be designed to ensure that public services are delivered in a manner that is open, accountable, and less prone to manipulation.

- **Enhance civil society engagement with prevention and accountability mechanisms:** Civil society plays a key role in promoting accountability and ensuring that anti-corruption efforts are effective. We will support initiatives that enhance civil society's engagement with prevention, civic participation, and accountability mechanisms. By empowering communities and civil society organizations to actively participate in anti-corruption efforts, we aim to foster a culture of integrity and transparency across society.
- **Increase awareness of rights and ability to seek redress for corruption:** Raising public awareness about rights and the mechanisms available to seek redress is essential in the fight against corruption. We will support efforts to educate individuals and communities about their rights and how they can hold corrupt actors accountable. This includes providing information on reporting mechanisms, legal recourse, and support systems that are available to those affected by corruption.

OUTCOME 3

Justice gap for women and girls
reduced



54. Women and girls often face unique legal and societal barriers that prevent them from accessing justice, leaving them vulnerable to discrimination, violence, and exploitation. Addressing this justice gap is essential to ensuring that half of the global population can enjoy equal rights and protections and fully participate in society. Laws and institutions can provide a strong enabling environment for the promotion of women's rights. However, they often discriminate against women, are unresponsive to their needs, or are administered without their participation.
55. Societies cannot thrive when half of their population is excluded from justice. Closing the justice gap for women and girls is critical in sustaining peace and accelerating progress on sustainable development. IDLO puts women and girls, in all their diversity, at the centre of its efforts. In addition to mainstreaming gender equality across IDLO's programmes, research and policy advocacy, we have dedicated interventions to address the specific justice needs of women and girls to:
 - **Promote the elimination of discriminatory laws and practices:** We will work towards the elimination of discriminatory laws and practices that hinder women's and girls' ability to fully participate in public life. This includes identifying laws and policies that discriminate against women and supporting the development of gender transformative ones.
 - **Support institutions to address the justice needs of women and girls:** We will support justice institutions to understand and address the unique challenges faced by women and girls across the justice chain. This includes supporting holistic, survivor-centred solutions for gender-based violence, training for justice sector personnel, the development of specialized services, and the promotion of laws and policies that prioritize the safety and dignity of women.

- **Protect women and girls' rights in digital spaces:** As digital spaces increasingly become sites of violence and discrimination against women and girls, we will work to develop legal and institutional responses to crimes against women and girls in digital environments, including online harassment, exploitation, and abuse. By enhancing protections in these spaces, we aim to create safer digital environments where women and girls can participate fully and exercise their rights freely.
- **Champion women's leadership in the justice sector:** The full and meaningful participation of women and girls in decision-making processes is critical for achieving gender justice. We will support women leaders, civil society organizations, and advocates in their efforts to advance gender equality and ensure that women and girls have a voice in decision-making at all levels. This includes fostering leadership opportunities, providing capacity-building support, and promoting policies that facilitate women's engagement and leadership in the justice sector.
- **Empower women and girls to claim their rights:** Empowering women and girls to claim their rights is a foundational element of reducing the justice gap. We will implement initiatives that enhance legal literacy and awareness among women and girls, provide legal assistance, and support legal and social accountability measures. By equipping women and girls with the knowledge, tools, and resources they need, we aim to empower them to navigate the justice system effectively and advocate for their rights.

OUTCOME 4

Action on climate justice and environmental governance accelerated



56. The impact of climate change cuts across all aspects of the sustainable development agenda, posing urgent challenges not only to environmental conservation, but to the protection of human rights, food security and nutrition, health, and progress toward a more peaceful world. Urgent action is needed to mitigate the causes of climate change by rapidly reducing greenhouse gas emissions while adapting to the effects of climate change that cannot be avoided.
57. Issues of justice, human rights, fairness, and equity are fundamentally intertwined with the causes and effects of climate change and addressing them must be at the core of the response. IDLO's approach to climate justice takes a people-centred lens to accelerate climate action, while ensuring the rights of the most vulnerable and disproportionately affected are protected. We seek to achieve this objective by ensuring that people are legally empowered, institutions are effective, accessible, responsive and accountable, and that there is broad participation in climate decision-making. IDLO also advocates for balancing present needs with the interests of future generations, in line with commitments in the Declaration on Future Generations.
58. The impact of climate change on women and girls is multifaceted and significant, ranging from risks of livelihood loss and increased gender-based violence to heightened exposure to natural disasters and denial of access to essential resources. **For this reason, IDLO takes a gender-transformative approach to climate justice, placing women and girls at the forefront of climate action. We will work to:**

- **Support the development of equitable laws and policies on climate action and natural resources:** We will work to strengthen laws and policies that govern environmental protection and the equitable use and management of land, food systems and other natural resources, including those related to reducing emissions, promoting a just transition to renewable energy, and climate adaptation. Our efforts will support people and communities, especially women and girls, and others most vulnerable to climate change, to secure recognition of their formal and customary rights and access to the resources they depend on for their livelihoods.
- **Build legal capacity to enable green development and implement climate commitments:** Fulfilling climate commitments such as Nationally Determined Contributions and promoting green development will require new institutional capacities, including in the justice sector. Legal capacity is crucial for achieving green development and fulfilling climate commitments.
- **Explore digital solutions for climate justice:** IDLO will explore digital solutions to promote climate justice, such as e-courts and digital tools that improve access to climate information and support advocacy efforts. These solutions can help reduce the environmental impact of the justice sector and better equip communities and justice actors to protect environmental rights and respond to the effects of climate change.
- **Promote participatory approaches to climate and environmental decision-making:** We will support initiatives that engage communities, particularly those at the forefront of the climate crisis in decision-making processes, ensuring that their voices are heard, and their needs are addressed. This includes fostering community participation in the governance of natural resources, the development of climate policies, and the implementation of sustainable agricultural practices.
- **Empower climate-vulnerable communities to claim environmental rights:** Empowering communities that are most vulnerable to climate change is essential for ensuring that they can protect their rights related to food, land, and the environment. We will implement programmes that enhance the capacity of these communities to advocate for their rights, access legal assistance. This includes raising awareness of legal rights, legal aid, and supporting community-led initiatives that address climate impacts.

OUTCOME 5 Enabling environments for inclusive economic growth promoted



59. Clear and effective legal frameworks promote trade, investment, and economic growth. They provide stability and certainty, check coercive and predatory behaviour, and enhance competition. Enabling laws and regulations are a precondition for levelling the playing field for economic actors, encouraging investment and supporting entrepreneurship and innovation.
60. The promotion of inclusive and sustainable economic growth through the rule of law must be geared toward the needs of those most at risk of being left behind. Fostering inclusive economic growth entails developing enabling laws and policies, strengthening national capacities to implement commercial and economic laws, manage trade and investment,

and enhancing the resolution of commercial disputes through courts and tribunals, as well as through alternative dispute resolution (ADR) mechanisms. To achieve this, IDLO will:

- **Support partners to develop laws and policies for inclusive economic growth:** We will collaborate with partners, particularly in developing countries, to formulate and implement laws and policies that create an enabling environment for sustainable and inclusive economic growth in line with national priorities. These efforts will focus on ensuring that laws and policies are equitable, support broad-based growth, and are aligned with the principles of the rule of law.
- **Build institutional capacities to manage trade, investment, and commercial disputes:** Effective trade and investment management, and the resolution of commercial disputes, are critical to fostering a stable and predictable economic environment. We will support institutions to build their capacities to negotiate trade agreements, manage investment flows, and resolve trade or investor disputes in a fair and efficient manner. We will also support the use of ADR systems, small claims courts, and other specialized mechanisms to promote inclusive economic growth.
- **Advance digital solutions for inclusive economic development:** Digital technology has the potential to drive inclusive economic development by increasing access to markets, financial services, and legal resources. We will promote digital solutions that advance economic development through the rule of law, focusing on innovations that enhance inclusivity and ensure that marginalized groups can participate fully in the economy.
- **Promote legal solutions to enhance community livelihoods and promote entrepreneurship:** Micro, small, and medium enterprises are the backbone of many economies, particularly in developing countries. IDLO will support the development of legal solutions to improve access to finance, simplify regulatory requirements, and ensure that legal systems are conducive to the growth and sustainability of these enterprises.
- **Support economic empowerment of women and underserved communities:** Ensuring that women, girls, and other excluded groups can claim their economic rights is essential for achieving inclusive growth. We will implement programmes that raise awareness of economic rights, provide legal assistance, and empower these groups to advocate for their rights within the economic sphere. This includes supporting initiatives that address gender-based disparities in economic opportunities and outcomes.

OUTCOME 6

Health inequalities reduced through enhanced legal and policy frameworks



61. The COVID-19 pandemic highlighted both the importance and challenges of building, managing, and coordinating effective health systems. At global, national, and local levels, the law serves as a powerful tool to advance the right to health. It helps ensure access to health services and effective prevention and management of public health emergencies while upholding human rights, and rule of law principles.

62. IDLO works at the intersection of law, development, and public health to tackle health inequalities and support the right to health for all. We help partners strengthen legal and policy frameworks, expand access to health services and reduce health disparities, including by addressing the underlying determinants of health. Our aim is for all people, especially underserved communities, including women and girls, to achieve the highest standards of physical and mental health. We will work to:

- **Strengthen legal frameworks to advance the right to health:** We will work to strengthen legal frameworks that advance the right to health for all, ensuring that they are comprehensive, equitable, and enforceable. This includes advocating for laws and policies that address the social determinants of health, expand equitable access to health services, and protect the rights of vulnerable populations.
- **Build legal capacity to address public health emergencies and tackle infectious and non-communicable diseases:** Effective legal systems are crucial for preventing and addressing public health emergencies, as well as tackling both infectious and non-communicable diseases. We will support the capacity of relevant institutions to prevent, respond to, and manage public health crises, through rule of law approaches, ensuring that they can operate effectively.
- **Contribute to digital solutions to reduce health inequalities:** Digital solutions offer significant potential to reduce health inequalities by improving access to health services and health-related information. We will promote digital tools that increase awareness of health rights, particularly in underserved communities.
- **Promote participatory and inclusive public health decision-making processes:** Participatory and inclusive decision-making processes are essential for ensuring that public health laws, policies, and programmes respond to the needs of all communities. We will build the capacity of civil society and communities to meaningfully participate in public debate and promote participatory approaches that involve communities in decision-making, ensuring that their voices are heard and that public health interventions are responsive to their needs.
- **Empower people and communities to exercise health rights:** Empowering individuals and communities to exercise their health rights is key to promoting equality in health. We will implement initiatives that raise awareness of health rights, provide legal support, and enable people to advocate for their health needs and rights on an equal basis. This includes supporting community-led efforts to improve health outcomes and empowering individuals to access health services and justice mechanisms.

Mobilizing Political and Financial Support for the Rule of Law

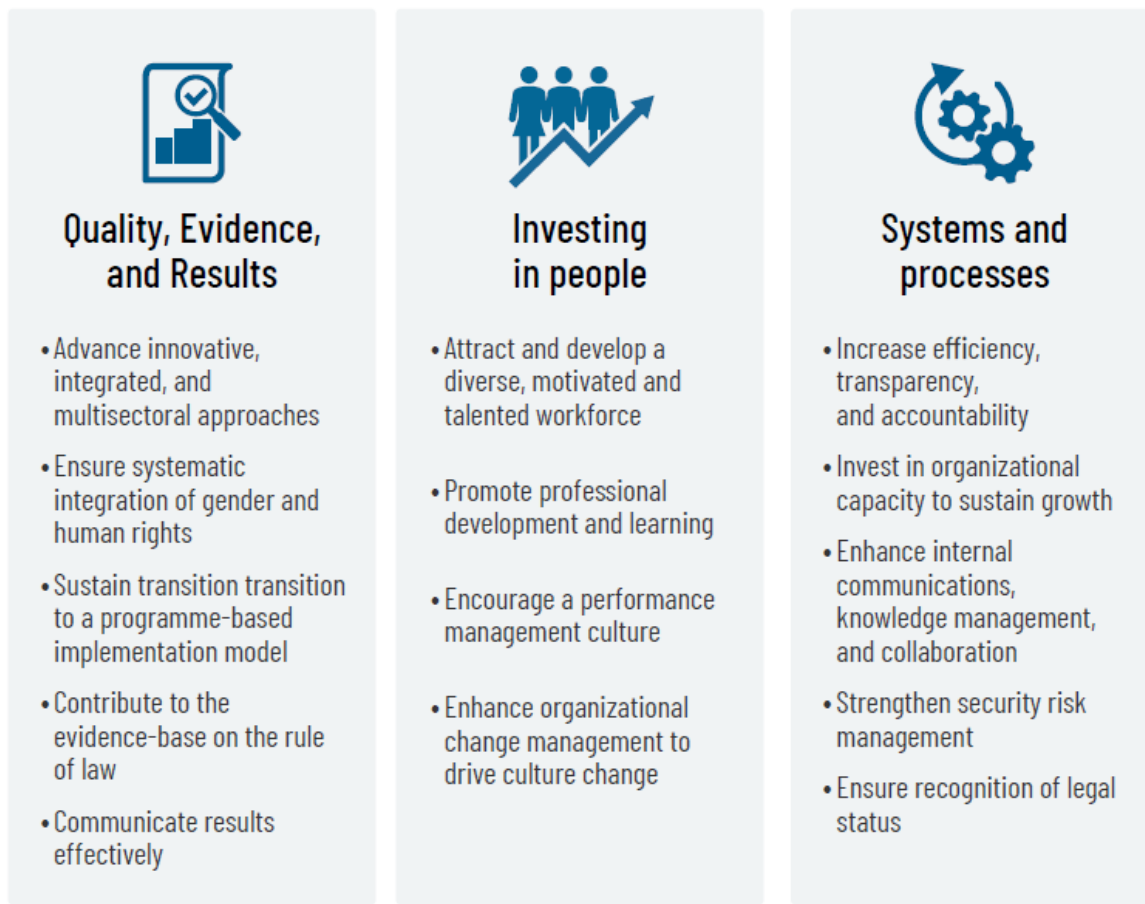


63. The contribution of the rule of law and access to justice to peace and sustainable development is recognized in multilateral instruments, including the 2030 Agenda, and more recently, the Pact for the Future. It is, therefore, particularly concerning that the rule of law is facing a sustained decline globally, fuelled by conflicts, inequality, and a backlash against human rights and democratic governance. Domestic budgets and development assistance are also coming under increasing pressure from a growing number of crises and an uncertain economic environment. It is important to keep political and financial support for justice and the rule of law high on national and international agendas in such an environment.
64. IDLO was proud to be a member of the coalition that successfully campaigned for the inclusion of SDG 16 on peaceful, just, and inclusive societies in the 2030 Agenda. We have continued to leverage our global presence, multilateral engagement, and convening power to mobilize political and financial support for the rule of law as a critical enabler of peace and sustainable development. Over the next strategic cycle, we will build on this through:
65. **Partnerships:** Strengthening partnerships with key stakeholders is vital for advancing the rule of law and achieving our mission. IDLO will engage in targeted outreach to consolidate and expand our network of allies, including governments, judiciaries, parliaments, inter-governmental organizations, regional and subregional bodies, civil society, academia, private sector, and youth.
66. A balanced approach to membership will be pursued, focusing on deepening engagement with current members and encouraging new members aligned with IDLO's mandate and values. By fostering collaborative relationships and leveraging our intergovernmental status, IDLO will use its convening power to bring diverse stakeholders together in support of justice and the rule of law.
67. **Policy Advocacy:** IDLO's advocacy is a key part of our integrated approach and an important way that the Organization contributes to strengthening political and financial support for the rule of law. We will intensify efforts at global, regional, national, and local levels, and engage with policymakers to highlight the rule of law's role as a cross-cutting enabler of peace, security, and sustainable development.
68. IDLO will position itself as a thought leader on SDG 16 and its importance for achieving the 2030 Agenda, including through the organization of an SDG 16 Conference. By contributing evidence-based research and policy recommendations, participating in key policy

forums, and partnering with like-minded organizations, we will advocate for increased investments in justice systems, legal empowerment, and inclusive governance frameworks, which are crucial for building more just and peaceful societies.

69. **Resource Mobilization:** IDLO will contribute to the business case for investing in the rule of law as a foundation for long-term peace and development and advocate for nationally led, people-centred justice initiatives. We will strengthen and diversify our own resource base to enable strategic planning and innovation, ensuring that the Organization remains flexible and responsive to emerging challenges.
70. Over the next strategic cycle, we will continue to strengthen IDLO's relationships with governments, while expanding engagement with non-traditional funders, including philanthropic organizations, the private sector, and international financial institutions.
71. **Communications:** Effective communication is critical to generating support for IDLO's mission and increasing awareness of the importance of the rule of law. IDLO will generate high-quality content that highlights the impact of its programming, research, and advocacy initiatives. A strategic approach to communications will ensure timely and targeted dissemination through relevant media channels, including publications, social media, and other digital platforms, and direct engagement with stakeholders.
72. We will focus on building IDLO's brand, enhancing visibility, and strengthening outreach efforts across our locations to reinforce our position as a global champion for the rule of law and access to justice.

Organizational Systems and Capacities: Strengthening Innovation, Integration, and Inclusion



73. To effectively deliver on our mission to promote the rule of law and people-centred justice, IDLO must continue to strengthen its organizational systems and capacities. Building on the progress made in the previous strategic cycle, we will focus on enhancing innovation, integration, and inclusion within the Organization by prioritizing quality and results, investing in people, and optimizing systems and processes.

A. Quality, Evidence, and Results

74. To ensure that our interventions effectively address complex global challenges and respond to our partners' needs, IDLO will enhance the integration between its programmes, research, and policy advocacy, and continually seek to strengthen their quality through innovation and evidence-based approaches. We will:

- **Advance innovative, integrated, and multisectoral approaches:** IDLO will strengthen the link between programmes, research, and policy advocacy, and develop holistic, context-specific interventions that leverage diverse expertise and partnerships.
- **Ensure systematic integration of gender and human rights:** IDLO will continue to mainstream gender equality and the human rights-based approach throughout its

work. A gender and human rights-based approach will be systematically applied to programme design, implementation, monitoring, and evaluation to ensure that these principles are embedded across all levels of our work.

- **Sustain transition to a programme-based implementation model:** IDLO will advance its shift from a project-based approach to a programme-based model that focuses on longer-term, sustainable impact. We will develop thematic, and country strategies tailored to the needs of specific contexts while ensuring that they are aligned to IDLO's global strategy.
- **Contribute to the evidence-base on the rule of law:** Building a robust evidence base is critical to informed decision-making and effective interventions. IDLO will prioritize research that generates insights and data to inform policy, advocacy, and programme design, ensuring our work is grounded in evidence and can drive systemic change.
- **Highlight and communicate results more effectively:** IDLO will invest in enhancing its Monitoring Evaluation and Learning (MEL) systems to more effectively measure and communicate our results. By adopting a strategic results and resources framework and leveraging data-driven insights, we will ensure that our contributions to advancing the rule of law are clearly demonstrated and articulated to stakeholders and partners.

B. Investing in people

As a specialized, knowledge-based organization, IDLO's greatest asset is its people. IDLO will continue the implementation of its comprehensive Human Resources Management Strategy which aims to foster an inclusive and supportive work environment, attract and develop high performing staff, and build the capacity and resilience of its workforce to address evolving global challenges. We will:

- **Attract and develop a diverse, motivated and talented workforce:** IDLO will continue to build an inclusive organizational culture that exemplifies its core values. We will strengthen human resources management systems to enhance processes to attract and develop skilled staff to deliver on the Organization's mission.
- **Promote professional development and learning:** A learning and development strategy will be implemented to equip staff with the necessary skills to adapt to a dynamic operating environment and to promote a culture of continuous learning.
- **Encourage a performance management culture:** IDLO will strengthen performance management, encouraging staff to exemplify IDLO's core values in their daily work, strengthen accountability, and foster a culture of excellence.
- **Enhance organizational change management to drive culture change:** As IDLO continues to grow and adapt, effective change management will be critical to embedding reforms and ensuring organizational resilience. We will strengthen our capacity for change management to support strategic thinking to deliver on the Plan, build staff engagement, strengthen teamwork, and promote the implementation of new processes and systems.

C. Systems and processes

To enhance its ability to deliver impactful interventions and respond to evolving global challenges, IDLO is committed to improving its operational systems and processes. By increasing efficiency, transparency, and accountability across all levels of the Organization, IDLO will ensure that it remains agile and adaptable in a rapidly changing development landscape. We will:

- **Increase efficiency, transparency, and accountability:** IDLO will adopt smarter, more flexible, and greener ways of working by enhancing its operational processes and systems. We will continue efforts to strengthen transparency and accountability through systems improvement and strengthening oversight and compliance. Digital innovation will be a cornerstone of this effort, enabling us to operate more efficiently, reduce costs, and increase transparency in our work.
- **Invest in organizational capacity to sustain growth:** To build a solid foundation for scaling up IDLO's work at a time of growing needs, we will invest in strengthening our internal support functions, including finance, human resources, procurement, ICT, and administration. This will enable more agile and responsive operations and ensure that our systems are fit for purpose in a rapidly changing development landscape.
- **Enhance internal communications, knowledge management, and collaboration:** Effective internal communication and knowledge management are critical to building an integrated and cohesive organization. IDLO will prioritize the development of platforms and processes that facilitate better information sharing, collaboration across teams, and the use of evidence and experience to inform decision-making and management.
- **Strengthen security risk management:** Given the complexity of IDLO's operating environments, we will continue to enhance our security risk management framework to safeguard our people, assets, and operations. We will also ensure alignment with global standards for data protection and cyber-security to protect our information systems and digital assets.
- **Ensure recognition of legal status:** IDLO will work to secure appropriate recognition of its legal status in countries where we operate, ensuring that we can carry out our mandate effectively and efficiently. This includes mitigating political and legal risks and fostering trust and cooperation with national authorities.

V. CONCLUSION

75. As the IDLO embarks on a new strategic cycle, we reaffirm our unwavering commitment to advancing the rule of law as a practical means for addressing the world's most pressing challenges. In an era marked by increasing inequalities, persistent conflicts, and global crises, IDLO's work is more critical than ever. By focusing on expanding access to justice, strengthening public integrity, reducing the justice gap for women and girls, accelerating climate justice, promoting inclusive economic growth, and reducing health inequalities, IDLO is well placed to contribute to meaningful change across the globe.
76. The Strategic Plan 2025-2028 emphasizes the importance of inclusion, innovation, and integration in all aspects of IDLO's work. By prioritizing those most at risk of being left behind, fostering multidisciplinary approaches, and embracing new technologies, IDLO aims to ensure that its interventions are both effective and sustainable. The Organization's commitment to evidence-based, nationally owned legal reforms, the empowerment of civil society, and the enhancement of justice institutions, will further solidify its role as a global leader in promoting justice and sustainable development. IDLO will continue to build strong partnerships, advocate for the rule of law, and mobilize resources to support its mission.
77. This Strategic Plan is not just a roadmap for the next four years; it is a call to action for all stakeholders to join in the pursuit of a world where every person can live in dignity and equality under the law. Together, by reinforcing the rule of law, we can create peaceful, just, and resilient societies as envisioned in the 2030 Agenda for Sustainable Development.

ENDS/