

PROCEEDINGS
Meeting of the Assembly of Parties
November 6, 2014

1. The Annual Meeting of the Assembly of Parties (the Assembly) of the International Development Law Organization (IDLO) was held at the “Sala della Protomoteca”, Rome City Hall, on November 6, 2014. In addition to representatives of IDLO Member Parties, representatives of 21 states, as well as representatives of the European Union, UNDESA, IFAD, DEVEX, and the Sovereign Order of Malta attended the meeting. [A list of representatives is attached as Annex A.]

A. OPENING AND ADOPTION OF THE AGENDA

2. Ambassador David Lane, the Permanent Representative of the United States to the UN Agencies in Rome, President of the Assembly, welcomed Member Party representatives, along with other representatives and distinguished guests to the Assembly.
3. The Agenda (AP/2014/1.2) [attached as Annex B] was adopted by consensus.
4. Ambassador Lane thanked the members of IDLO’s governing bodies and Director-General (DG) Irene Khan, as well as IDLO’s staff, for their work leading up to the Assembly. He expressed gratitude to the Municipality of the City of Rome for providing such a prestigious venue for the Assembly, and invited Mr. Franco Marino, Senior Vice-President of the Capitoline Assembly, to address the Assembly.
5. Mr. Marino welcomed the gathering and stated that it was an honor for the Municipality of Rome to host IDLO, praising the Organization for its extensive, effective work in developing and post-conflict countries, and noting Italy’s support for international cooperation and the rule of law.
6. In his opening address, Ambassador Lane recalled that the US’s term as IDLO President at IDLO would come to an end following elections at the current session of the Assembly. He

said that it had been an honor for the US to hold the position of President since March 2011, and for him personally to serve in that capacity since July 2012. Reviewing IDLO's achievements during this time, Ambassador Lane described IDLO's progress as "a success story with a positive trajectory". He noted that, under the leadership of DG Khan, IDLO was now working with more resources and staff in more places than ever before, and was set to benefit from an expanding international presence, including new offices in Geneva and The Hague, the latter thanks to the generosity of the Dutch government. This growth represented also a renewed affirmation of the relevance of IDLO's mission to a range of pressing development challenges and the post-2015 development agenda. Recalling that the US is IDLO's largest programmatic donor, Ambassador Lane noted that several IDLO flagship programs are funded by the US, including in Afghanistan. The US has chosen IDLO to execute these programs because of its consistent record of providing top quality programs. Ambassador Lane reaffirmed the US's commitment to remain engaged and support IDLO programmatically and institutionally after its term as President comes to an end, and encouraged Member Parties and non-members to recognize the remarkable turnaround of the Organization and invest in its success. [The full statement of Ambassador Lane is attached as Annex C.]

7. H.E. Benedetto Della Vedova, Under Secretary of State at the Italian Ministry of Foreign Affairs and International Cooperation, addressed the opening of this year's Assembly of Parties on behalf of the Italian government. Recalling that Italy is both IDLO's host country and a long-time supporter, he affirmed the advancement of the rule of law as a central element of Italian policy, and stressed that development is not only about economic growth but also about protecting the most vulnerable against violence and discrimination, and ensuring the well-being of those most at risk. He praised IDLO's Management Plan, which, he said, rightly focuses on legal empowerment, the rights of women and girls and access to justice, to advance the rule of law. He expressed his satisfaction that IDLO shared one of Italy's priorities for the post-2015 development agenda: the promotion of the rule of law as a universal principle. Welcoming governments' increasing support for IDLO, Mr. Della Vedova made a specific reference to Sweden and Mexico's interest in the Organization. He concluded by thanking Ambassador Lane for his important contribution, including his effort to advocate for long-term flexible funding for the Organization. [H.E. Della Vedova's full statement is attached as Annex D.]

8. H.E. Peter Oganga Mangiti, Principal Secretary, Ministry of Devolution and Planning, Kenya, in his keynote address on behalf of his Cabinet Secretary, noted that a key lesson to be drawn from the evolution of the rule of law in his country was that gender equality and women's empowerment are fundamental to the promotion of development, and he thanked IDLO and DANIDA for the strong technical assistance they have provided to the Government of Kenya in this regard. He recalled that a commitment to the advancement of the rights of women is reflected in Kenya's new Constitution, as well as in "Vision 2030", the blueprint for Kenya's ongoing development program, which recognizes the key role that gender equality plays in creating economic, social and political opportunities. In the same context, he referred to the progress made in 2014 towards the implementation of Kenya's National Policy on Gender-Based Violence. He further recalled that Kenya's new Constitution stipulates that a minimum of one third of parliamentarians should be women and that a significant proportion of women now serve as cabinet ministers. He concluded by assuring the Assembly that Kenya would continue to work in collaboration with civil society, development partners and citizens to advance its gender agenda. [H.E. Mangiti's full statement is attached as Annex E.]

9. H.E. Neila Chaabane Hammouda, Tunisia's Secretary of State for Women and Family, in her keynote address, praised IDLO's efforts to promote equality and justice through the rule of law. She highlighted the long-standing collaboration between Tunisia and IDLO, which, she said, continues to expand. She observed that the evolution of women's rights in Tunisia has been emblematic of overall change in society: while the new Constitution, adopted following the revolution, clearly supports the advancement of the rule of law and while important measures for upholding women's rights – such as the ratification of major international instruments, including CEDAW - have been taken, there remains much to be done to narrow the gap between law and practice. On the positive side, she said that, while prior to the revolution it had been difficult for Tunisian women to have access to public life, 59 women were elected in the 2011 National Assembly elections, representing 27% of all available seats, with this figure growing by 3% in 2014. She advocated several steps to be taken to engender greater progress in practice for the advancement of women's rights and equality, including the revision of electoral laws and the elaboration of accompanying strategies to support the participation of women in political life, further measures to prevent violence against women, and the mainstreaming of gender policies across the spectrum of political, economic and social policy. [H.E. Hammouda's full statement is attached as Annex F.]

B. STATEMENT BY DIRECTOR-GENERAL AND REPORT ON IDLO'S ACTIVITIES IN 2014

10. Director-General Irene Khan began her address with a video presentation of IDLO's work in 2014 (available at <http://www.idlo.int/news/videos/justice-development-and-everything-between>).
11. The DG stated that in 2014, the second year of implementation of the Strategic Plan (2013-2016), IDLO had made steady progress as evidenced by its impressive growth trajectory of programs, good financial health and recognition as a credible champion for the rule of law at both national and international levels. However, noting certain risks such as IDLO's heavy dependence on a small number of donors and a program portfolio concentrated on a few large projects in countries with fragile security, the DG acknowledged that there is no room for complacency.
12. The DG reported on progress made on the five Critical Strategic Initiatives (CSIs) – or priority outcomes – that she had submitted to the Assembly previously in the 2014 Management Plan.
13. In relation to the first Initiative of deepening and diversifying the portfolio, the DG explained that, recognizing the importance of its peace-building work, IDLO had deepened its involvement in Kenya, Kyrgyzstan, Afghanistan and Somalia. The DG underlined that growing insecurity was a major concern in Afghanistan, while, in South Sudan, the outbreak of conflict had caused significant setbacks to the operation, although the Organization had succeeded in keeping its Juba office open in spite of the forced retrenchment of operations following the suspension of donor funding. The DG added that, while deepening its engagement in geographic and thematic areas within the existing portfolio, IDLO has sought to diversify its work within the parameters of the Strategic Plan, expanding its programs on health law, access to justice, sustainable development and economic opportunity, and increasing its presence in West Africa and the Arab world, as well as Asia.
14. With regard to the Initiative on thought leadership and strategic partnerships, the DG affirmed that IDLO has demonstrated its added value by linking research to programming, and underpinning both with policy advocacy and cutting-edge communications. She noted

that the Organization actively participated in post-2015 development agenda discussions at the UN and that IDLO had strengthened relations with key partners in the UN system, especially UNDP, UNICEF, UNAIDS and WHO. The DG further noted that, through its Branch Office in The Hague, the Organization is developing closer relations with institutions based in the Netherlands, while its presence in Geneva has helped strengthen relations with the international organizations based in that city. She added that work on issues related to sustainable development, gender and food security has brought IDLO closer to the Rome-based agencies. Referring to the 2014 Kabul launch of IDLO's report on women's participation in the justice sector, the DG emphasized that IDLO is increasingly taking its voice to where its work is.

15. Addressing the Initiatives to improve programming and undertake organizational reform, the DG noted that the generous contribution of flexible funds from the Netherlands has enabled IDLO to strengthen its capacity and expertise and launch major improvements. The DG reported on the opening of a Branch Office in The Hague as a central repository of the Organization's research, learning, legal expertise and program development. Highlighting measures to improve the quality of IDLO's field operations, the DG mentioned that she had initiated IDLO's first-ever field office management assessment in Afghanistan earlier in 2014, and that the Organization is in the process of implementing the resulting recommendations. She also explained that IDLO is setting up a small regional office in Amman and plans to expand its office in Nairobi into a regional operations hub upon the finalization of a host country agreement with Kenya. The DG stated that the Organization's program development capacity and processes have been reinforced, an endeavor which is already beginning to bear fruit: to date in 2014 IDLO had signed new contracts worth 24 million euro, ensuring the Organization's programmatic survival into 2016. She added that IDLO's monitoring, evaluation and impact assessment capacity has also been strengthened. The DG noted that under the leadership of the new Chief Operating Officer (COO) a two-year comprehensive internal reform process to revamp IDLO's financial processes, human resources policies and information technology infrastructure has been started.
16. Noting that IDLO is also making progress in relation to the initiative to expand political and financial support, the DG thanked IDLO's partners, in particular Italy, the Netherlands and the US for their consistent support. She explained that program revenue has risen consistently over the past two years and is expected to be higher in 2014 than that recorded

for 2013, despite insecurity, political uncertainty and other such factors affecting some programs. The DG emphasized that the Organization expects to end the year with a balanced budget and a healthy surplus.

17. Emphasizing that the Organization's performance record, positive profile and readiness to reform has helped to put it in a strong position with emerging donors and partners, the DG pointed to some positive developments with regard to efforts to broaden IDLO's donor base. Sweden had just completed an organizational assessment of IDLO, and a visit by the DG to Bern to discuss partnerships had been confirmed. The DG urged all Member Parties to contribute financially to IDLO. She stressed that IDLO's pursuit of new partnerships and new members would be immensely strengthened by the message that IDLO's own Member Parties deem the Organization worthy of their investment.
18. The DG concluded her report by paying special tribute to Ambassador Lane for his guidance and leadership on behalf of the US Government as outgoing President of the Assembly. She also expressed gratitude to Nawaf al-Mahamel for his support on behalf of Kuwait as outgoing Vice-President of the Assembly. [The DG's full statement is attached as Annex G.]

C. GENERAL DEBATE ON THE CONTRIBUTION OF THE RULE OF LAW TO JUSTICE AND DEVELOPMENT

(i) High-level panel discussion: Summary

19. The General Debate was opened by a high-level panel discussion, titled "The Contribution of the Rule of Law to Justice and Development" and moderated by Giampaolo Cantini, Director-General for Development Cooperation, Ministry of Foreign Affairs and International Cooperation, Italy. Participants included Neila Chaabane, Secretary of State for Women and Family, Tunisia; Oscar Urviola Hani, President of the Constitutional Court, Peru; Hans Correll, former Under-Secretary-General for Legal Affairs and Legal Counsel of the United Nations, as well as a former Ambassador of Sweden; and Hassane Cisse, Global Practice Director, Governance and Inclusive Institutions, World Bank.
20. Reflecting the diversity of participants the discussion covered national experience as well as international perspectives. Underlining the rule of law as key to sustainable development, participants discussed constitutional protection of fundamental rights and the separation of

powers, participatory democracy, empowerment of women, equitable distribution of the benefits of economic growth, and the role of local governments. [A full account of the panel discussion is attached as Annex H.]

(ii) Statements by Member Parties and other delegations

[The full statements are available online at: <http://www.idlo.int/assembly2014/statements>]

21. Afghanistan. The Ambassador congratulated Ambassador Lane for his leadership in representing the US as President, and praised the Director-General for her outstanding contribution to IDLO's successful promotion of the rule of law. Given the monumental task facing Afghanistan as it sought to rebuild its judicial architecture after the fall of the Taliban regime, the Ambassador noted that the country has made significant progress in a very short period and IDLO's role in efforts to restore the rule of law and strengthen vital institutions has been crucial to this process. The Ambassador outlined IDLO's work in Kabul and across various provinces to build the capacity of key justice sector stakeholders within Afghanistan's Ministry of Justice and Judiciary, including the Supreme Court, and the Afghan Independent Bar Association. He particularly emphasized the importance of IDLO's support to advancing access to justice for Afghan women, addressing and preventing violence against women, and promoting women's participation in the justice sector. Emphasizing the commitment of the national unity government to the rule of law in Afghanistan, the Ambassador thanked those within IDLO who implement its work on the ground, often in difficult and dangerous circumstances.

22. Italy. The Italian Ambassador and Permanent Representative to the UN Agencies in Rome praised the quality of the panel discussion, and reiterated the priority that his country places on the rule of law as key to fostering peace, security and development, and as a central component of the Sustainable Development Goals (SDGs). Italy appreciated the crucial role of IDLO in advancing legislative reform, institution building, access to justice and innovation, and acknowledged the significant progress made by the Organization in the implementation of its Strategic Plan. Italy also appreciated IDLO's ongoing efforts to expand its partnerships, including in particular its enhanced and visible collaboration with UN agencies in Rome, Geneva and New York. Stressing the importance of unrestricted funding for IDLO's institutional development, the Ambassador recalled that Italy's unrestricted contribution had

doubled in the current year, and appealed to other potential donors to further strengthen their support to IDLO in this respect. He also welcomed Yemen's impending IDLO membership status as evidence of the impact of IDLO's programs in the country, which are politically and financially supported by Italy. The Ambassador cited recent instances of very fruitful partnership between IDLO and Italy, including, among others, a project on freedom of religion or belief, as well as several high-level events. He added that Italy considers IDLO its privileged partner in the field of rule of law and development, and is committed to further reinforce ties between IDLO and Rome-based agencies, as well as with other international organizations based in Italy that work in the fields of justice and international law.

23. El Salvador. The Ambassador of El Salvador stated that it was an honor to be a member of the Organization. He pointed out that his country had suffered serious human rights violations, and that it was extremely important to garner support to address those problems. Referring to the inhuman conditions faced by some migrant children in El Salvador, he stressed that the struggle for the rule of law was important with regard to such children. He called for efforts to put an end to the trafficking of children.
24. China. The Representative of China congratulated IDLO on progress made in promoting the rule of law, as well as in advancing access to the rule of law for many people across various countries and areas. He praised IDLO's increasing presence in China, referring in this context to the positive contribution of the Organization's Special Envoy to China and to collaboration in areas of commercial and investment law. Recalling the discussion to devote a plenary session of the 18th Central Committee of the Communist Party of China to the rule of law, the Representative stressed the growing significance of the issue as a key element of domestic reform and development, and a tool to enhance China's international priorities.
25. Mozambique. The Ambassador of Mozambique expressed appreciation for IDLO's work and the leadership of the DG. She said that IDLO's activities in recent years and its innovative approaches had contributed significantly to placing the rule of law high on the international agenda. She added that Mozambique had benefitted from legal training by IDLO on land and forest management, capacity-building and awareness-raising initiatives, particularly in rural communities where illiteracy is still high and many are deprived of opportunities. The Ambassador called on Member Parties of the Organization to continue to play their part in strengthening the rule of law around the world.

26. Chair of IDLO's Board of Advisers. The Chair recalled the declaration of the high-level meeting of the General Assembly on the rule of law at the national and international levels, which reaffirmed the rule of law as an indispensable foundation for a more peaceful, prosperous and just world. He noted that there is renewed impetus on the need for the effective promotion of the rule of law, particularly given the demand for greater accountability and justice driving major changes in places such as the Middle East and North Africa. The Ambassador acknowledged IDLO's role as a thought leader and as a highly-specialized implementing organization, and its efforts to put the rule of law at the core of discussions regarding the post-2015 development agenda. In his capacity as Chair of IDLO's Board of Advisors, he thanked IDLO's President and the Director-General for their strong support of the Board, and expressed the Board's pride in having contributed to significant IDLO research and advocacy work. He reaffirmed his personal commitment to supporting the mission and work objectives of IDLO.
27. Yemen. The Representative highlighted ongoing reforms of Yemen's judicial system, including measures to enhance judicial independence, and pointed to areas of Yemen's potential future collaboration with IDLO. He stressed the vital need for increased support from international and regional stakeholders in ensuring the positive resolution of Yemen's current transition period. Acknowledging the significant role played by IDLO in promoting the rule of law and good governance across the world, the Representative announced that the Republic of Yemen had recently taken the decision to become a full member of the Organization. He concluded by stating that he was looking forward to continuing and expanding cooperation between IDLO and Yemen in building the capacity of the country's judiciary.
28. Mexico. The Representative expressed her country's interest in further strengthening its working relationship with IDLO, which has evolved over the course of several years. She noted that the aims and activities of IDLO are consistent with Mexico's effort to strengthen its position as a global actor and promoter of a more just and sustainable international order. The Representative also referred to the challenges facing Mexico as it strives to implement structural reforms in the area of energy, telecommunications and broadcasting, finance, employment, and education. In particular, she emphasized the importance attached to reforms to bolster the protection of fundamental rights against arbitrary executive action, and

to enhance the delivery of criminal justice throughout Mexico. These reforms, she said, highlight Mexico's commitment to the rule of law as a tool to strengthen institutions, promote economic development, and improve the life of its people. The Representative expressed Mexico's keen interest in benefiting from the expertise and experience of IDLO, and in sharing its own experiences and lessons learned with Member Parties, all with a view to supporting the rule of law as a core element of global development.

29. Pakistan. The Ambassador of Pakistan emphasized the growing recognition of the rule of law as a central element of development, as evidenced from the inclusion of the rule of law in Goal 16 of the SDGs. She outlined measures within Pakistan to consolidate the rule of law, including steps to facilitate access to justice and increase its affordability, and the introduction and implementation of new legislation to fight corruption. The Ambassador also referred to amendments to laws adopted by Parliament to strengthen women's rights. In this as in other areas, IDLO's advice, given the Organization's wealth of experience, would be most welcome, she said. The Ambassador recalled that her country had already benefited in the past from IDLO's capacity development activities, and that IDLO alumni were now making a contribution to the development of Pakistan's legal system. Mentioning steps taken by her government on the issue of membership of IDLO, she expressed confidence that Pakistan would be able to participate in the 2015 Assembly as a Member Party.

30. Sweden. The Representative concurred that IDLO is on a "positive trajectory". He mentioned that a review of IDLO's internal controls system had been undertaken by Ernst and Young at the behest of the Government of Sweden. The ensuing report contained recommendations, all of which, the Representative noted, had been acknowledged and, to a large extent, implemented by IDLO. Following a joint mission of officials from the Ministry of Foreign Affairs and the Swedish International Development Cooperation Agency (SIDA) to Rome, the Representative confirmed Sweden's confidence in IDLO as an important global actor in the field of rule of law. With the assessment in its final stage, the Representative announced that Sweden intends to enter into a multi-year agreement, starting in 2015 that would entail unrestricted funding, which would in turn release Dutch matching funds. The Representative expressed hope that Sweden's move would inspire other donors to follow suit.

D. SIGNING OF THE MEMORANDUM OF UNDERSTANDING BETWEEN IDLO AND THE CONSTITUTIONAL COURT OF PERU

31. DG Irene Khan and Dr. Oscar Urviola Hani, President of the Constitutional Court, Peru signed a Memorandum of Understanding (MoU) between IDLO and the Constitutional Court of Peru.
32. In his remarks, Dr. Hani said that the MoU would be instrumental in helping the two parties to work together to strengthen the rule of law. Referring to shared goals, and calling for a renewed impetus in transforming the utopian spirit of the Constitution of Peru into a reality, Dr. Hani said the Peruvian Constitutional Court would be bolstered by its partnership with IDLO.

E. IDLO'S MANAGEMENT PLAN AND BUDGET FOR 2015 (AP/2014/2.1)

i) Presentations by the Director-General and Chief Operating Officer

33. The DG introduced the key features of the proposed 2015 Management Plan (AP/2014/2.1) [The PowerPoint presentation is attached as Annex I].
34. IDLO's Chief Operating Officer elaborated on some of the key elements of the 2015 Proposed Budget. The Budget presentation, as shown in Annex J, highlighted the 2015 revenue and expenses, as well as the 2015 net operating surplus of Euros 500,000.

ii) Discussion by Member Parties

35. The Representative of the Netherlands congratulated the DG and her staff on the 2015 Management Plan. Referring to IDLO's goal to achieve a more balanced portfolio, he advised that, in diversifying the portfolio, care should be taken to avoid duplication of work with other organizations. He specifically referred in this context to activities in the field of human rights and biodiversity. The Representative further expressed satisfaction with the focus placed in the Plan on partnerships, but suggested that IDLO should also look beyond the UN system in this regard. The Representative sought clarification on the concept of self-funded projects.

36. The Representative of France congratulated IDLO for its efforts to concentrate its work in areas where it has a clear comparative advantage, adding that his country would like to see IDLO further expand the geographic scope of its program portfolio. A focus on quality, he noted, should be the main consideration to guide the further development of the portfolio. He also agreed with the previous speaker regarding the desirability of strengthening partnerships not only within but also outside the UN family. He further stressed the importance for IDLO to ensure full transparency in its management. He urged the Organization to focus its attention on proposed Goal 16 of the SDGs.
37. Responding to the points raised, the DG agreed that this was indeed the right time for IDLO to recalibrate the portfolio, focusing on quality. On the issue of IDLO's proposed activities in the area of human rights, the DG noted that IDLO was sensitive to the need to avoid duplication and the intention was to enhance collaboration with OHCHR, as well as to strengthen IDLO's work on access to justice with a strong human rights underpinning to ensure greater effectiveness. With regard to biodiversity, the DG acknowledged that IDLO's comparative advantage in this area required further examination, and indicated that the Secretariat was planning to carry out a specific review of this area of work in 2015. Regarding the prospect of self-funded programs, the DG mentioned it would require further elaboration in 2015, and would draw on the lessons learned from the Opportunity Review Committee and other program development processes in IDLO and elsewhere.
38. Turning to France's observation regarding the SDGs, the DG confirmed that IDLO is participating very actively in the post-2015 debate in New York, using its programmatic experience to demonstrate the practical relevance of the rule of law to the development agenda. Referring to IDLO's major report on the topic, "Doing Justice to Sustainable Development", the DG said that the Organization would be justified for taking some credit for the consensus-building process that has resulted in the inclusion of SDG 16 - the proposed goal that includes the rule of law and access to justice – among the SDGs recommended to the General Assembly by its Open Working Group (OWG). She added that IDLO would pursue actively its advocacy effort in the year ahead, which she hoped would lead to the adoption by the General Assembly of a truly transformative development agenda for the post-2015 period rooted in human rights and the rule of law.

39. Noting that delegates had been provided for the first time with a detailed list of outputs achieved under the 2014 Management Plan, the DG assured the Assembly of her personal commitment to enhance transparency and strengthen accountability. [Please see Annex K.]
40. The OFID Representative commented that the objective of achieving a balanced program portfolio to address the risks inherent in the current programming portfolio, focused mainly on post-conflict countries, should not prejudice the response of the Organization to needs where they are most pressing.
41. The DG responded that, in seeking a more diversified portfolio, care would be taken that the process continues to be guided by responsiveness to needs across the areas where the Organization has a clear comparative advantage. Reverting to the issue of partnerships, which had been raised earlier, she said that IDLO was indeed already partnering with several non-UN bilateral and multilateral agencies, and cited as an example growing cooperation with the International Institute for Democracy and Electoral Assistance (International IDEA) on policy advocacy.

iii) Adoption of resolution on IDLO's Management Plan and Budget for 2015 (AP/2014/2.2R)

42. The Assembly adopted by consensus Resolution No. 1/2014 (AP/2014/2.2R) [attached as Annex L], approving the IDLO Management Plan and Budget for 2015 [attached as Annex M].

F. REPORTS OF THE GOVERNING BODIES

(i) Report of the Standing Committee (AP/2014/3.1R)

43. The Report of the Standing Committee (AP/2014/3.1R) [attached as Annex N] was presented by Mr. Nawaf al-Mahamel, the representative of the newly elected President (Kuwait). He thanked IDLO governing bodies and Standing Committee members for their work in 2014 and presented the highlights of the Committee's activities during the year. He noted that the DG and IDLO's senior management team had provided the Committee with regular updates on IDLO's program implementation, financial developments and new

initiatives in the pipeline, as well as reports on specific management issues. Ambassador Ghisi commended IDLO for implementing quality programs at a higher rate than in the previous year and for its judicious use of available resources, while initiating new and promising resource mobilization efforts. He concluded by saying that 2014 has been another year of growth and strengthening for IDLO, and that the Standing Committee was confident in the Organization's ability to succeed in realizing the institutional vision set out in the Strategic Plan.

(ii) Report of the Audit and Finance Committee (AP/2014/3.2R)

44. Mr. Lex van der Hoeven, Chair of the Audit and Finance Committee (AFC), stated that he would welcome questions based on the Report (AP/2014/3.2R) [attached as Annex O], being submitted by the Committee to the Assembly. He informed the Assembly that the Committee planned to focus in 2015 on organizational processes and mechanisms and on output-based budgeting. He took the opportunity to thank Committee members for their active participation during the current year.

45. The Representative of the Netherlands, in its capacity as Ad Hoc member of the Standing Committee, acknowledged the gains made to lower overheads and asked whether steps were being considered to further reduce this figure.

46. The AFC Chair responded by assuring the Assembly that the AFC and the Secretariat were working together to develop a revised methodology for cost and overhead recovery, as part of the move to Output-based Planning, Budgeting and Performance Reporting to be developed as part of the 2015-2016 Continuous Improvement Plan. This intention was confirmed by IDLO's COO.

G. GOVERNING BODY ELECTIONS AND ADOPTION OF RELEVANT RESOLUTIONS

(i) Election of the President and Vice-President

47. To avoid a conflict of interest, Ambassador Lane invited Ambassador Ghisi in his capacity as the ex officio Vice-President, to chair this part of the proceedings.

48. Ambassador Ghisi, recalling that the terms of the President and Vice-President were coming to an end, expressed appreciation to both incumbents for the excellent work they had accomplished. He added that both had contributed greatly to the revival of the Organization. He announced that, in response to an invitation by the Secretariat soliciting candidature for the posts, Kuwait had now put forward its candidacy for the post of President, and the US for that of Vice-President.
49. Ambassador Ghisi proceeded to call for other candidates and, in their absence, Kuwait was elected by consensus to the post of President and the US to the post of Vice-President, each for a three-year term.
50. Mr. Nawaf al-Mahamel told the Assembly it was a great honor for his country to contribute as President to the work of IDLO. He recalled that he and his country had been actively engaged in the Organization since its creation in 1983, and reaffirmed his belief in the causes underlying IDLO's mandate and in the Organization's capacity to advance them. He noted that the current focus of the international discourse on the post-2015 development agenda and on the central role of the rule of law in achieving the SDGs made IDLO's mandate and programs more relevant than ever before. He encouraged states that were represented at the Assembly, but were not as yet Member Parties, to pursue actively IDLO membership and thanked all for the trust bestowed on Kuwait.
51. Ambassador Lane highlighted the strong commitment of the US to IDLO which had prompted its readiness to serve the Organization as the Assembly's Vice- President in the next term. He added that he looked forward to engaging personally with IDLO in that new capacity as long as he was posted in Rome. He expressed the hope that, in future elections, more Member Parties would come forward to serve in the Presidency of the Assembly.
52. Ambassador Ghisi agreed with the sentiments expressed by Ambassador Lane and told the Assembly that he looked forward to enhanced interaction among Member Parties in the governance of the Organization.

(ii) Election of one *ad hoc* member of the Standing Committee

53. Resuming the role of representative of the President of this Assembly, Ambassador Lane announced that as the term of Peru, which had served very ably, was coming to an end, the Secretariat had solicited interest from other Member Parties to fill the position of *ad hoc* member of the Standing Committee, and that Mozambique had come forward. In the absence of other candidates, the Assembly elected Mozambique by consensus. Ambassador Lane welcomed Mozambique to the new role.

(iii) Election of members of the Audit and Finance Committee

54. Ambassador Lane announced that three of the five current members of the AFC (the Netherlands, China and Kenya) had expressed interest in renewing membership. He asked for expressions of interest for the two remaining positions and announced a brief break in the proceedings to enable Member Parties to consult on the matter. Following the break, Ambassador Lane announced that France and Romania had indicated their willingness to put forward their candidacy. All five candidates were then elected by consensus. Ambassador Lane congratulated all elected members.

(iv) Election of the Chair of the Audit and Finance Committee

55. Ambassador Lane announced that the sitting AFC Chair, the Netherlands, represented by Mr. van der Hoeven, was willing to continue in the post. The Netherlands was elected by consensus to continue in its role as Chair of the AFC.

(v) Adoption of resolutions (AP/2014/4R)

56. Resolutions No.2/2014 on the “Elections of the President and the Vice-President of the Assembly of Parties”, No. 3/2014 on the “Election of the Ad Hoc Member of the Standing Committee”, and No.4/2014 on the “Election of the Members and Chairman of the Audit and Finance Committee of the Assembly of Parties” [attached as Annex P] were adopted by consensus, in accordance with the election results.

H. ANY OTHER BUSINESS

57. Ambassador Lane drew the attention of the Assembly to draft Resolution No. 5/2014 (attached as Annex Q), which called for acceptance of Yemen's accession to the Assembly of Parties. The Assembly adopted by consensus the resolution and Ambassador Lane announced that Yemen would become the 28th Member Party, following its ratification and deposition of the country's instrument of accession.
58. The DG asked for the floor. She said she knew she was speaking on behalf of all IDLO, Member Parties as well as staff, to express deep appreciation and admiration to Ambassador Lane for his inspiring leadership and commitment to IDLO. Ambassador Lane, she remarked, had come to Rome as the "food ambassador" but had soon become the "food *and* law ambassador". The DG presented Ambassador Lane with a Certificate of Appreciation, noting that IDLO and the wider rule of law community were greatly indebted to him for his strong advocacy and commitment to the inseparable causes of justice and development.

I. CLOSURE

59. Ambassador Lane announced that the IDLO Secretariat would prepare a Summary of Proceedings and decisions to be distributed to all Member Parties.
60. Ambassador Lane suggested that the date for next year's meeting, which ought to be held in the final quarter of 2015, would be finalized following consultation via email.
61. Ambassador Lane brought the Assembly to a close by congratulating the new President and the new members of the governing bodies, and by thanking the DG, staff and all Member Parties and others who had contributed to such a constructive session.

LIST OF REPRESENTATIVES
Meeting of the Assembly of Parties
November 6, 2014

Country	Name	Affiliation	Title
SPEAKERS			
	H.E. Hans Corell		Former Under-Secretary-General for Legal Affairs and the Legal Counsel of the United Nations/Former Ambassador, Sweden
ITALY	H.E. Benedetto Della Vedova	Ministry of Foreign Affairs and International Cooperation of Italy	Vice-Minister
ITALY	Giampaolo Cantini	Ministry of Foreign Affairs and International Cooperation of Italy	Ambassador
KENYA	H.E. Peter Oganga Mangiti	Ministry of Devolution and Planning of Kenya	Principal Secretary
PERU	Dr. Oscar Urviola Hani	Constitutional Court of Peru	President
TUNISIA	H.E. Neila Chaabane Hammouda	Ministry of Women and Family of Tunisia	Secretary of State for Women and Family
WORLD BANK	Hassane Cisse	World Bank	Global Practice Director, Governance and Inclusive Institutions

MEMBER PARTIES

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AUSTRALIA	H.E. Michael David Rann	Embassy of Australia	Ambassador
AUSTRALIA	Elizabeth Ames	Embassy of Australia	Second Secretary
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CHINA	Xue Mingzhi	Department of Treaty and Laws, Ministry of Commerce of China	Employee of Comprehensive Laws Division
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ITALY	Teodora Danisi	Ministry of Foreign Affairs and International Cooperation of Italy	Attaché
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KENYA	Katherine Muoki	Gender-Ministry of Devolution and Planning of Kenya	Director
KENYA	Mary Kabaru	Ministry of Devolution and Planning of Kenya	Gender Directorate
KENYA	Mr. Charles Ooko Otieno	Embassy of Kenya	Second Counsellor

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MOZAMBIQUE	Lourenço Jeremias Cumbe	Embassy of the Republic of Mozambique	Counsellor
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NETHERLANDS	Lex Van der Hoeven	Stabilization & Humanitarian Aid Department, Dutch Ministry of Foreign Affairs	Controller
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SUDAN	Eltayeb Mohammed Abdallatief A. Algadir	Embassy of Sudan	Third Secretary
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TUNISIA	Hazar Sassi	Embassy of Tunisia	Counsellor
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TURKEY	Sefa Özturk	Embassy of Turkey	Second Secretary
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USA	Natalie E. Brown	US Mission to the UN Agencies	Deputy Permanent Representative
USA	Stetson A. Sanders	US Mission to the UN Agencies	Alternate Permanent Representative
USA	Hanh Nguyen	US Mission to the UN Agencies	Regional Legal Advisor
USA	Brittany Bowen	US Mission to the UN Agencies	Intern
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CÔTE D'IVOIRE	Wroly Danielle SEPE-SERY	Embassy of Côte d' Ivoire	Counsellor
CÔTE D'IVOIRE	Marie-Hortense GUEI	Embassy of Côte d' Ivoire	Chargé d'Études
ETHIOPIA	Tareken Tsegie	Embassy of Ethiopia	Minister Counsellor
HOLY SEE	Vincenzo Buonomo	Permanent Observer Mission of the Holy See to the UN Agencies in Rome	Head of Mission
INDONESIA	S.E. AUGUST PARENGKUAN	Embassy of Indonesia	Ambassador
INDONESIA	AGUS PRIHATIN SAPTONO	Embassy of Indonesia	Minister Counsellor

IRAN	H.E. Seyed Aminollah Taghavi Motlagh	Permanent Representative of the Islamic Republic of Iran to FAO	Ambassador
IRELAND	Eóin Duggan	Embassy of Ireland	Deputy Head of Mission
KOSOVO	Gjeneza Budima	Embassy of the Republic of Kosovo	Counsellor
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LIBERIA	Mohammed S.L. Sheriff	Embassy of Liberia	Minister Plenipotentiary
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PAKISTAN	Ahmad Farooq	Embassy of Pakistan	Counsellor
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SAN MARINO	H.E. Daniela Rotondaro	Embassy of San Marino	Ambassador
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SOMALIA	Awes Abukar Awes	Embassy of Somalia	Second Secretary
SWEDEN	Erik Jonsson	Embassy of Sweden	Counsellor
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SWITZERLAND	Andreas Schiess	Embassy of Switzerland	Counsellor
SWITZERLAND	Severin Meier	Embassy of Switzerland	
TANZANIA	Amon F. Ruvurula	Embassy of Tanzania	Minister Counsellor
VENEZUELA	Luis A. Alvarez F	Permanent Representation of Venezuela at UN Mission in Rome	Counsellor

YEMEN	Haytham A. Shoja'aadin	Embassy of the Republic of Yemen	Counselor, Chargé d'Affaires
YEMEN	Abdullah Al-Na'ami	Embassy of the Republic of Yemen	Alternate Permanent Representative
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EU	Grazia Manisera	Alternate Permanent Representative of the EU Delegation	Intern
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IFAD	Gerard Sanders	International Fund for Agricultural Development	General Counsel
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OFID	Hanno Scheuch	OPEC Fund for International Development	Senior Counsel
OFID	Nastaran Sharif	OPEC Fund for International Development	OFID Legal Department
ORDER OF MALTA	H.E. Giuseppe Bonanno di Linguaglossa	Sovereign Order of Malta Permanent Observer to the UN Agencies in Rome	Ambassador
ROME	Franco Marino	Rome Municipality	Senior Deputy Chairman of the capitolin Assembly

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ANNEX B

AGENDA
Meeting of the Assembly of Parties
November 6, 2014

*Sala della Protomoteca - Rome City Hall,
Piazza del Campidoglio, Rome
10.00 a.m. – 5.00 p.m.*

Registration and welcome coffee from 9.30 a.m.

Morning session (10.00 a.m. – 1.30 p.m.)

1. Opening of the Assembly and adoption of the Agenda (AP/2014/1)
 - a. Opening remarks by the President of the IDLO Assembly of Parties, H.E. Ambassador David Lane
 - b. Address by H.E. Benedetto Della Vedova, Undersecretary of State, Ministry of Foreign Affairs and International Cooperation, Italy
 - c. Keynote address by H.E. Neila Chaabane Hammouda, Secretary of State for Women and Family, Tunisia
 - d. Keynote address by H.E. Peter Oganga Mangiti, Principal Secretary, Ministry of Devolution and Planning, Kenya
 - e. Statement by IDLO Director-General and report on IDLO's activities in 2014
 - f. General debate on the contribution of the rule of law to justice and development
 - i. High level panel discussion moderated by Min. Plen. Giampaolo Cantini, Director General for Development Cooperation, Ministry of Foreign Affairs and International Cooperation, Italy
 - H.E. Neila Chaabane Hammouda, Secretary of State for Women and Family, Tunisia
 - H.E. Peter Oganga Mangiti, Principal Secretary, Ministry of Devolution and Planning, Kenya
 - Dr. Oscar Urviola Hani, President of the Constitutional Court, Peru
 - H.E. Hans Corell, Former Under-Secretary-General for Legal Affairs and the Legal Counsel of the United Nations/Former Ambassador, Sweden
 - Mr. Hassane Cisse, Global Practice Director, Governance and Inclusive Institutions, World Bank
 - ii. Statements by Member Parties and other delegations
 - g. Signing of the Memorandum of Understanding between the Constitutional Court of Peru and IDLO

Lunch will be served in the Terrazza Caffarelli, Musei Capitolini

Afternoon session (3.00 p.m. – 5.00 p.m.)

2. IDLO's Management Plan and Budget for 2015 (AP/2014/2.1)
 - a. Presentation by the Director-General
 - b. Discussion by Member Parties
 - c. Adoption of resolution on IDLO's Management Plan and Budget for 2015 (AP/2014/2.2R)
3. Reports of the governing bodies
 - a. Report of the Standing Committee (AP/2014/3.1R)
 - b. Report of the Audit and Finance Committee (AP/2014/3.2R)
 - c. Remarks by Member Parties
4. Elections to governing bodies and adoption of relevant resolutions (Background note on elections)
 - a. Election of the President and Vice-President
 - b. Election of one *ad hoc* member of the Standing Committee
 - c. Election of three or five members of the Audit and Finance Committee
 - d. Election of the Chair of the Audit and Finance Committee
 - e. Adoption of resolutions (AP/2014/4R)
5. Any other business
6. Closure

**WELCOME REMARKS OF THE PRESIDENT
Meeting of the Assembly of Parties
November 6, 2014**

INTRODUCTION

The U.S. has held the Presidency of IDLO since March 2011, and I have had the honor of representing the United States at IDLO since July 2012. As you can see from the agenda, we will hold elections today and this will be my final meeting as president of the Assembly, so I want to take a moment to share a few thoughts about my close association with the International Development Law Organization over the past two-and-a-half years.

When I was preparing for my confirmation as American Ambassador to the UN Agencies in Rome, I was focused mostly on the work of the Food and Agriculture Organization and the World Food Program. That was appropriate given the importance of figuring out how to feed 9 billion people by 2050 and the importance that the U.S. Government places on improving food and nutrition security around the world. But one of the great, pleasant surprises of this job has been my engagement with IDLO.

A STRENGTHENED ORGANIZATION

When I began my involvement with IDLO in 2012, the organization's primary focus was to stabilize itself after several difficult years. Working together, we effectively navigated that delicate period, building support and securing new contributions to create a strengthened organization. IDLO is widely recognized as a success story with a positive trajectory. Under the leadership of Director-General Khan, IDLO has more resources and better staff than ever before. It is working in more places than ever before and has new offices in both Geneva and The Hague, the latter thanks to a generous contribution by the Dutch government.

THE RULE OF LAW

Part of the reason that IDLO is thriving is because of the importance of its mission. IDLO's unique mandate to promote sustainable development through the rule of law places the Organization at the center of a range of pressing development challenges and opportunities for progress. It's hard to think of an item in the news that doesn't have a connection to the work that IDLO does, from the health crises that dominate the news cycle to the many conflicts and natural disasters around the world. Whether we are talking about creating new medicines and ensuring equal access to them, facilitating free and fair elections – and abiding by their outcomes – fighting discrimination, or building inclusive institutions that are available to everyone, the rule of law is essential for creating the infrastructure for safe, equitable, and accessible development.

TIMING

Over the next 10 months, the development community will focus increasingly on the post-2015 development agenda. Tremendous strides have been made since launching the Millennium Development Goals and we have some laudable successes, such as significant progress in the fight against HIV & AIDS, Malaria, and Tuberculosis and a dramatic decrease in the number of people living in extreme poverty. And while we still have a long way to go, we also have greater knowledge and more tools about how to get there. We've learned a lot.

One of the things that we've learned is that good governance and the rule of law are critical to truly sustainable development. As President Obama recently said, the issue of governance is critical:

“Regardless of the resources a country possesses, regardless of how talented the people are, if you do not have a basic system of rule of law, of respect for civil rights and human rights, if you do not give people a credible, legitimate way to work through the political process to express their aspirations, if you don't respect basic freedom of speech and freedom of assembly, if there are not laws in place in which everybody is equal under the law so that there's not one set of rules for the well-connected and another set of rules for ordinary people, if you do not have an economic system that is transparent and accountable so that people trust that if they work hard they will be rewarded for their work and corruption is rooted out – if you don't have those basic mechanisms, it is very rare for a country to succeed. I will go further than that: That country will not succeed over the long term.”

It remains to be seen whether rule of law will be included as its own pillar in the post-2015 development agenda, but I'm certain that it will be reflected and incorporated as a theme throughout the final agreement. IDLO and DG Khan have been intimately involved in those discussions, and is a forceful leader, so I think she'll succeed in ensuring that the rule of law gets the recognition it deserves.

U.S. COMMITMENT

The United States has been a proud member of IDLO since its founding because we recognize the centrality of the rule of law in creating just societies and sustainable development. We are currently the largest programmatic funder of IDLO's work in the field. Some of IDLO's flagship programs are in Afghanistan, and I am honored to say that several of those are funded by the U.S. State Department. Just a few months ago, IDLO and the State Department signed a new \$14.5 million agreement for a program called Supporting Access to Justice in Afghanistan. The program will build on the work of IDLO and other organizations to ensure that all members of Afghan society, but especially girls and women, are not only aware of their rights, but have access to the levers and protections of justice. The program will expand the number of units focused on Elimination of Violence Against Women from 8 to 19 and train staff at other women's protective shelters in conjunction with the Afghan Shelter Network. That program is just one of many that the U.S. Government funds and just one of dozens that IDLO is executing around the world.

Our State Department chose IDLO to execute this program because of the Organization's unique and sustained experience in the field and consistent record of providing top quality programs and results. IDLO was the right partner for this and many other programs, and you will hear today that many other countries and donors are finding the same to be true. They are also choosing to implement programs through IDLO in a variety of countries on a broad range of topics, because they are confident that IDLO can deliver results. If you already know IDLO, you will be pleased with today's report. And, if you are still learning about the Organization, I think you'll be impressed with the breadth and impact of IDLO's work.

CLOSING

After the election this afternoon, the United States will no longer be serving in the capacity of President of the Assembly. But that doesn't mean that we will not be involved. We will remain engaged and support IDLO programmatically and institutionally.

I encourage everyone here today to listen to the speeches and discussions, to consider the impact of IDLO's work on the ground, to recognize the remarkable turnaround the Organization has gone through, and to think about how your country can contribute to IDLO's important mission. There are many opportunities for member states to support the further development and strengthening of this revitalized organization. I encourage all member parties and observers here to get involved with IDLO, commit resources – institutional, financial, or political – and support the important work of creating a culture of justice in the world. Whether your government's foreign policy and development priorities emphasize women and gender issues, transparency and good governance, the environment, farming, or high technology, IDLO is working to support those broader policy aims. We are no longer asking for contributions to keep IDLO stable. We are now able to recommend – enthusiastically – that you invest in its success.

Thank you.

**STATEMENT DELIVERED BY
THE UNDER SECRETARY OF STATE OF ITALY,
BENEDETTO DELLA VEDOVA
Meeting of the Assembly of Parties
November 6, 2014**

Excellencies,

Director-General,

It is a great pleasure for me to address you on behalf of the Italian Government at the opening of this annual Assembly of Parties of the International Development Law Organization. It is a privilege indeed to participate in this opening along with such distinguished and inspiring high level representatives of diplomatic missions.

IDLO is today the only intergovernmental organization wholly devoted to advancing the rule of law worldwide, a topic of growing importance if we really want to give every person a chance to live in inclusive, pluralistic societies where all are enabled to contribute to progress and can equally share its benefits.

That is why Italy is proud to be the host country and a longtime supporter of an Organization whose mandate aims at addressing the root causes that can thwart social inclusion, justice, human rights and rule of law, peace, security, education and health (at a much lower cost than curing the negative effects!). All these issues prove that development is not just economic growth or improved statistics, but it concerns the protection of the most vulnerable against violence and discrimination. Not only must we “leave no one behind”: we have to work and guarantee the wellbeing and the quality of life of “those most at risk”. I mean disadvantaged people as the unemployed youth, the migrants, women and children in context of crisis and the disabled, since equity and equal chances are key components of an authentic progress.

I applaud the renewed emphasis that IDLO’s strategic plan places on human rights, on the rights of women and minorities, on access to justice and on legal empowerment as an integral part of its mission to advance the rule of law. As a matter of fact, by assisting countries emerging from conflicts to rebuild or reform their justice systems or in advising governments on regulations to enhance economic opportunities and to guarantee a more equitable access to land for women and indigenous people, IDLO shares one of the main priorities of the Italian approach to the post-2015 Agenda.

Of course, the promotion of good governance is part of the global effort to allow more equitable societies by “creating a culture of justice”, that indeed we all, individually and collectively, as governments and as citizens, should seek to advance.

The rule of law needs to have universal coverage, recognizing national ownership and common responsibilities: it is of utmost importance that at the end of the post 2015 negotiating process we can have a new UN agenda that contains all the key elements to properly guide the International community towards attaining a sustainable development: Italy believes that the rule of law is a natural component of this future agenda. Though knowing that views vary in New York, Italy has

already voiced this idea during the ongoing discussions. We continue to believe that the possibility of a specific goal on “good governance and rule of law” would be an important value added.

We are also strongly convinced that gender equality and the elimination of violence against women and of domestic violence are crucial, as expressed in the Istanbul Convention.

In this context, the work of IDLO is necessary to build the confidence of people in the laws and in the state institutions that are meant to protect them and serve their needs. This is a long term process that requires dedication, a careful examination with the sharing of best practices and of success stories and the engagement of all.

One component of life which relates to confidence building towards domestic Institutions is the freedom of religion or belief. As you all know, Italy is thoroughly committed to guarantee this human right. That is why the Government of Italy has totally financed IDLO to run a project aiming at generating original knowledge on domestic legal frameworks on freedom of religion and belief, supporting enhanced dialogue on the legal aspects surrounding the promotion and protection of freedom of religion or belief at the domestic level. Through the publication and launch of a global report on domestic legal frameworks on the right to freedom of religion or belief, IDLO highlighted both good practices and challenges in the domestic legal protection and promotion of the right to freedom of religion or belief, with a view to enhancing dialogue and strengthening religious tolerance.

Just before concluding, I would also like to stress the importance that the Italian Government places on the work that IDLO is committed to accrue in order to strengthen the legal Institutions responsible for managing economic opportunities in their countries, bearing in mind that it will be necessary for the private sector to take accountability and transparency commitments. Businesses need to be re-oriented towards actions that also contribute to eradicating poverty, inequalities, unstable and non-decent employment and ecosystems degradation, also through corporate social responsibilities operations.

Now, I want to close my intervention by reminding that all of us who chose to be Parts of this Assembly are also responsible for contributing to ensure that the Organization is up to this important challenge, not only year by year but in the long haul. Italy will continue to do its part. The out-going President, which I warmly thank for his precious contribution, has been untiring in calling for stronger, flexible support by all members, seeking for multi-year funding agreements (for which I wish I can soon congratulate the Swedish Government), according to the capacity of each Member, in order to enable this organization beyond the specific technical cooperation projects in which it is engaged, to do the analytical and advocacy work and the exploration of good practices and innovative programs that are necessary for IDLO to make a truly distinct contribution to the construction of a new and, so sorely needed, “culture of justice”.

Thank you for your attention.

**ADDRESS BY ENG. PETER MANGITI, PRINCIPAL SECRETARY,
STATE DEPARTMENT OF PLANNING, MINISTRY OF
DEVOLUTION AND PLANNING, KENYA**

**Meeting of the Assembly of Parties
November 6, 2014**

The President of the International Development Law Organization, US Ambassador David Lane
Director-General of IDLO, Irene Khan

Representatives from various countries across the world

Distinguished Guests

Ladies and Gentleman

I am delighted to address this esteemed gathering of the Annual Assembly of Member Parties of the International Development, Law Organization (IDLO). Let me begin by appreciating the technical assistance that IDLO and the Danish Embassy in Kenya (Danida) are providing in support of the Government of Kenya's agenda for the advancement of Gender Equality and the empowerment of women. The support has contributed towards realizing the rights of women at all levels of the society.

Mr. President

The Government of Kenya is committed to the realization of gender equality and women's empowerment. This commitment is enshrined in the Constitution of Kenya (2010), our Vision 2030, and various Gender related regional and international commitments, conventions and treaties that Kenya is a signatory. But beyond this, the government's agenda for women is premised on a genuine conviction that empowering women is key to the development of any nation.

Kenya is party to a number of instruments and frameworks outlining internationally agreed norms and standards aimed at addressing gender equality and empowerment of women. These include: The Universal Declaration of Human Rights (UDHR, 1948); the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW, 1979); Declaration on the Elimination of Violence Against Women (DEVAW 1993); Beijing Platform for Action (BPFA 1995); Millennium Development Goals (MDGS 2000); The Protocol to the Africa Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol, 2003); The Solemn Declaration on Gender Equality in Africa (2004); Protocol on the Prevention and Suppression of Violence Against Women and Children (2006) and the International Conference of the Great Lakes Region; among others

In addition, the Constitution of Kenya under the Bill of Rights (Chapter 4) recognizes the rights and fundamental freedoms of all citizens, and guarantees equality and freedom from discrimination on any ground, including sex. Article 27 stipulates that women and men have the right to equal treatment including the right to equal opportunities in political, economic, cultural and social spheres. Article 27 further provides that the State shall not directly or indirectly discriminate against any person on any ground, including sex.

Kenya Vision 2030 which is the government's development blue print and the first and second Medium Term Plans for its implementation for the years 2008-2012 and 2013-2017 respectively highlight Gender Mainstreaming and the empowerment of women as key priorities in order to ensure equality between men and women in access to economic, social and political opportunities. Further, the National Policy on Gender and Development 2014 provides a comprehensive framework for gender equality and women's empowerment. In addition, the National Policy for Prevention and Response to Gender Based Violence (2014) provides a comprehensive framework on Gender Based Violence to guide institutions and ensure establishment of mechanisms for the prevention and response to Gender Based Violence at the National and County level

Mr. President

The Government of Kenya has a clear institutional Framework for the advancement of Gender Equality and Empowerment of Women. The Ministry of Devolution and Planning in the Presidency, is responsible for coordinating Gender Mainstreaming and the Empowerment of Women. There are Gender Officers deployed in all line ministries and are located in the Central Planning and Projects Monitoring Units which coordinate the planning process in the ministries. At the County level, County and Sub-county Youth and Gender officers in collaboration with the county Governments coordinate Gender related programmes and activities. In carrying out its mandate the Ministry works with Ministries, Departments and Agencies of Government both at the National and County levels, Constitutional offices, Civil Society Organizations, Development Partners, Private Sector, Legislators and others. The National Gender and Equality Commission is a constitutional office which has the oversight role in ensuring Gender equality in Kenya.

The Kenya Constitution stipulates that a minimum of one third (1/3) of either gender must be represented in the composition of parliament and in all government appointments. Today, women in parliament form 25% of elected representatives up from 9.9% in 2007, an immediate and significant improvement achieved within one election cycle. In the public service, women comprise of 37% of all positions. In order to increase the number of women in political leadership, the Government has set up a Technical Working Group to fast track the Implementation of a Supreme Court ruling on 2/3 Gender Rule in electoral positions.

The Kenyan cabinet is a demonstration of the Government's commitment to women empowerment. The total Cabinet portfolio is 18 Ministries; out of which women comprise 33% of cabinet ministers. The Kenya Government is moving beyond just counting positions in affirmative action, to giving women key decision making positions.

Mr. President

In an effort to eradicate poverty and improve the economic status of women, the Government has put in place a number of measures aimed at empowering women and increasing their participation in the country's development in all sectors. The Government has established catalytic funds such as the Women's Enterprise Fund, the Youth Enterprise Fund and the Uwezo Fund. In addition, the government has introduced the 30% affirmative action for women, youth and PWDs. These funds have enabled women to access funds for starting or growing their business ventures without burdensome conditions. The Women Enterprise Fund (WEF) was established in 2007 and is 100% government funded. The fund is a holistic integrated approach to addressing the challenges women faces in starting or expanding their enterprises especially with regard to lack of capital, low financial literacy, accessibility to markets, decent work spaces and linkages with big enterprises. The total disbursement to date since inception of the Fund is Shs4.7 Billion to a total of 866,683 beneficiaries. The fund has been successful in promoting women empowerment and gender equality by reducing barriers and impediments that hinder access to financial services. The Women Enterprise Fund as a model of moving women from poverty to gainful economic activities has been recipient of the 2011 MDG Award by the MDGs Trust Fund.

The UWEZO (Ability) Fund was established in 2013 and exists to expand access to finances in promotion of youth, women and PWDs businesses and enterprises at the constituency level for economic growth towards the realization of Vision 2030; to generate gainful self-employment for youth, women and PWDs and to model an alternative framework in funding community driven initiatives. The fund adopts a hybrid concept of the table banking and revolving funds, designed to ensure that women and youth groups are able to employ availed resources for credit, while similarly promoting and sustaining a savings culture.

The Youth Enterprise Development Fund was established in year 2006 with the objective of reducing unemployment among the youth who account for over 61% of the unemployed in the country. The target of the fund is young men and women within the age bracket of 18 to 35 years who number about 13 million. The Fund's strategic focus is on enterprise development as a key strategy that will increase economic opportunities for, and participation by Kenyan youth in nation building. To date the Fund has financed over 377,436 youth enterprises to the tune of Kshs. 16 billion (inclusive of leveraging funding), trained over 200,000 young entrepreneurs, supported 9,603 youths to take up jobs overseas through the Youth Employment Scheme Abroad (YESA) programme and helped create over 2 million jobs.

The Government is implementing the 30% affirmative action policy for women, youth and persons with disabilities in public procurement. According to the Public Procurement and Disposal Preference and Reservations Amendment Regulations, 2013, a procuring entity shall allocate at least 30 per cent of its procurement budget for the purpose of procuring goods, works and services for micro and small enterprises owned by women, youth and Persons with Disabilities. This translates to a minimum of USD 2.4 billion per year worth of business from the government to women, youth and people with disabilities. This is the first such initiative around the world.

Mr. President

The Campaign against Gender Based Violence including FGM; and Child Early and Forced Marriage are key flagship programmes of the Government. Among the priorities include; establishment of integrated one stop sexual and gender based violence response centres in all healthcare facilities in Kenya and establishment of boarding schools and rescue centres for girls and young boys at risk. The Government established the Anti-FGM Board in 2013 with the mandate of implementing the FGM Act 2011. A key achievement has been the deployment by the Director of Public Prosecution of prosecutors to accelerate the prosecution of FGM perpetrators and sensitize communities on the FGM legislations. The campaign against FGM just last week received a major boost with the launch in Kenya, of the Global Media Campaign to end FGM by the Secretary General of the United Nations, His Excellency Ban Ki Moon.

Mr. President

The Government is committed to improving the maternal health situation in the country. Some of the initiatives include the Beyond Zero Campaign, which is spearheaded by Her Excellency, the First Lady of Kenya, Margaret Kenyatta. This is a campaign against HIV and promotion of maternal and child health. Further the Government in 2013 introduced free maternal healthcare services which has resulted in a 10% increase in deliveries in hospitals. Other initiatives include comprehensive PMTCT targeting mothers and their spouses by providing voluntary counseling and testing, which has resulted in an increase of women tested from 50.4% to 78%, and mass immunization against tetanus in women of reproductive age 15 – 49 yrs. in high endemic regions.

In regard to Women, Peace and Security, the Government of Kenya is finalizing the action plan for the implementation of United Nations Security Council resolution 1325 on Peace, Women and Security. This process is spearheaded by a multi sectoral committee consisting of government ministries, CSOs, relevant Constitutional Offices and Development Partners. The action plan will be launched in November, 2014.

Mr. President

Despite the gains made in advancing Gender Equality and Empowerment of Women, a number of challenges continue to be faced. These include deeply rooted cultural beliefs and practices such as FGM and Child, Early and Forced Marriages that have negatively impacted on school completion rates for girls thus impacting on young women's ability to compete on level ground with young men in the employment sectors. Maternal mortality remains high in Kenya with regional disparities. Inadequate sex disaggregated data to inform policy, planning and targeting also remains a challenge.

Mr. President

As I conclude, I wish to restate the key lessons that we have learned in Kenya relating to women empowerment and gender equality:

Firstly, an enabling legal and policy framework coupled with political will is critical. Political will in Kenya starting from the Presidency has provided the necessary impetus to implement the Constitution, the Vision 2030 and related legislation that I mentioned earlier in this address. It is important to note that the Ministry of Devolution and Planning, which is responsible for providing leadership in mainstreaming of Gender and empowerment of women is strategically situated in the Presidency.

Affirmative action is key in reducing gender inequality – for instance the 30% Affirmative Action Policy for Access to Government Procurement Opportunities for Youth, Women and Persons with Disability has resulted in opening up various economic opportunities for the target groups at the notional and the grassroots level.

Moving beyond numbers is key – His Excellency the President of Kenya, while appointing his Cabinet went beyond just filling slots to assigning women in key portfolio that were previously male dominated –These are Ministry of Devolution and Planning, Ministry of Foreign Affairs, Ministry of Defense, Ministry of Lands, Housing and Urban Development, Ministry of Environment, Water and Natural Resources and East African Affairs, Commerce and Tourism.

Mr. President

Incorporation of Gender Mainstreaming and Women Empowerment activities in Performance Management tools is key in fast tracking implementation of Gender Policies in a Country. Kenya has incorporated Gender Mainstreaming and Women Empowerment targets in the Performance Contracts which each Ministry has to implement. These include development and implementation of Sector specific Gender Policies, collection, analysis and dissemination of sex disaggregated data and implementation of 30% Affirmative Action Policy for Access to Government Procurement Opportunities for Youth, Women and Persons with Disability.

Sex disaggregated data is critical for Policy Planning and assessing the effects of policy measures on women and men, boys and girls. The Kenya National Bureau of Statistics which is the custodian of data in Kenya has ensured data in its Key Policy documents are disaggregated in terms of Sex. These are Kenya Demographic and Health Survey and Kenya Integrated Household Budget Survey among others

For a country to realize gender sensitive policies and legislations there must be continuous efforts in lobbying and advocacy on gender and women empowerment issues. It is through this we now have a gender sensitive Constitution in Kenya. The Constitution has brought many gains to aid in reduction of Gender Inequality and Women Empowerment. These include provision that not more than two thirds requirement for either gender for any elective and appointive positions.

Finally, Multi- stakeholder and Sector collaboration increases and sustains the gains for Gender mainstreaming and empowerment of women. Kenya has established Gender Sector Coordination Group consisting of Government institutions, Constitutional Commissions, Civil Society Organizations, Private sector, Academia and Development partners which has resulted into meaningful engagements and partnerships ; taking recognition of comparative advantage and reducing duplication in efforts.

Mr. President

In conclusion, The Government of Kenya is therefore committed to the full implementation of policy and legislation governing various elements of gender equality and empowerment of women. For sustained positive results and impact, the Government will continue to work in collaboration and partnership with Development Partners, Civil Society Organizations Private Sector, Community Organizations , Groups and leaders both at the national and county levels to advance the gender agenda;

Thank you.

ADDRESS BY H.E. NEILA CHAABANE HAMMOUDA
Meeting of the Assembly of Parties
November 6, 2014

(Translation pending)

Monsieur le président de l'assemblée de l'OIDD

Madame la Directrice Générale de l'OIDD

Messieurs les membres de l'assemblée

Mesdames et messieurs

Au début de mon intervention, je tiens à remercier vivement Mr DAVID Lane Président de l'OIDD Ainsi que Mme Irène Khan, Directrice Générale de cette même honorable Organisation pour leur invitation à assister en tant qu'invitée d'honneur, aux travaux de l'Assemblée annuelle des parties membres, organe de décision de l'OIDD, afin de prendre part au débat de haut niveau sur les opportunités et les défis de l'état de droit pour les femmes sur le plan national et international. Je tiens aussi à leur exprimer ainsi qu'aux membres de l'Assemblée toute ma gratitude pour l'honneur qu'ils m'ont procuré pour être parmi vous aujourd'hui.

D'autre part je tiens à saluer :

1. Les efforts que ne cesse de déployer l'OIDD pour instaurer, de par le monde, l'égalité des genres à travers notamment, la promotion de l'état de droit en sa qualité d'unique organisation défendant l'accès des femmes à la justice et au développement durables ;
2. La collaboration fructueuse de longue date entretenue par mon pays la Tunisie et l'OIDD et dont les champs ne cesse de s'étendre et qui va bientôt couvrir l'accès des femmes à la justice

Je saisis l'occasion pour dresser aux honorables membres de l'Assemblée succinctement l'état des lieux des droit des femmes tunisiennes aujourd'hui et les perspectives offertes dans le domaine suite à la promulgation de la nouvelle constitution intervenue le 27/01/2014 et la tenue le 26/10/2014 de la première élection législative démocratique et pluraliste en Tunisie et dont le déroulement dans des conditions transparentes à été reconnu par l'ensemble des observateurs internationaux présents. Cet évènement historique marque la rupture définitive de mon pays avec l'ère dictatoriale et la clôture d'un processus de transition démocratique difficile et assez long que la volonté, l'engagement et la cohésion du peuple tunisien, a permis de le franchir avec un minimum de dégâts.

Les événements qui se sont produits en Tunisie se sont attachés à consacrer un État de droit respectueux du droit des citoyennes et des citoyens car le peuple et ses dirigeants sont convaincus après des années de pouvoir personnel qu'ils ne veulent plus revenir vers ce schéma et que l'état de droit est le meilleur rempart contre cette forme d'exercice du pouvoir.

La question du droit des femmes est emblématique de cette problématique. Il ne peut y avoir une consécration du droit des femmes en dehors d'un État de droit et non seulement d'un

État légal. La Tunisie est passée par cette dernière étape et malgré tous les droits qui ont été reconnus légalement, il y avait un décalage entre le droit et la réalité des femmes. La révolution tunisienne a démontré la fragilité de la situation des droits des femmes puisque les voix rétrogrades se sont élevés au lendemain de la révolution avec un discours moyenâgeux pour essayer de remettre en cause les droits acquis par les femmes durant les cinquante premières années de l'indépendance.

1. L'état actuel des droits des femmes tunisiennes

Depuis l'indépendance de la Tunisie en 1956 la femme tunisienne a bénéficié d'une place de choix dans le projet sociétal de la Tunisie moderne qui ancré les bases légales et institutionnelles nécessaire à garantir un cadre juridique approprié lui permettant une participation certaine et efficace dans le développement économique et social du pays.

Le code du statut personnel promulgué en 1956 constitue le premier jalon de cet édifice, et a permis à la femme tunisienne Des acquis révolutionnaires dont nous citons :

- La fixation de l'âge minimum du mariage des femmes à 18 ans
- Le mariage devant un officier d'état civil
- L'abolition de la polygamie
- L'instauration du divorce juridictionnel et la suppression de la répudiation

Depuis, le législateur tunisien a constamment fait évoluer la législation relative au statut de la femme afin qu'il soit en harmonie avec une véritable émancipation. A ce titre tous les textes législatifs se rapportant au travail, la nationalité, le droit pénal, le droit civil..... ont été mis en harmonie afin de dégager un cadre de référence permettant à la femme de jouir pleinement de tous les droits dans tous les domaines. A titre d'exemple je cite :

- L'institutionnalisation de la notion de partenariat entre époux en remplacement de la soumission
- La désignation de la mère en tant que tutrice de ses enfants mineurs
- La consécration du droit de la femme d'octroyer la nationalité tunisienne à ses enfants nés d'un père étranger
- L'égalité des salaires et de l'accès au marché de l'emploi entre hommes et femmes

Il est signalé par ailleurs que la Tunisie a ratifié la quasi-totalité des conventions internationales relatives au droit des femmes et a procédé à la levée des réserves émises lors de la ratification de la CEDAW et achevé les procédures de sa notification auprès des Nations Unies.

Sur le plan institutionnel, je signale que l'existence permanente d'un département ministériel (Ministère ou Secrétariat d'Etat) chargé des affaires de la femme et de la famille, avec ses représentations régionales et ses institutions spécialisées dont le CREDIF, traduit un engagement indéfectible pour l'amélioration des conditions de la femme tunisienne. D'autre part je ne manque pas de mentionner l'importance des associations civiles actives dans le domaine de consécration des droits de la femme et de la promotion de légalité de genre et qui constituent un partenaire incontournable des pouvoirs publics pour la promotion des valeurs d'égalité .

Malgré l'importance de cet arsenal juridique et institutionnel mis en place en faveur de la femme et garantissant du moins sur le plan textuel, ses droits dans tous les domaines de la vie quotidienne, cependant le constat de la pratique de tous les jours laisse apparaître certaines inégalités qui continuent à subsister et entravent le droit de la femme à une représentativité à la hauteur de son poids dans la société.

A titre d'illustration et dans le domaine de l'emploi nous constatons que le chômage est plus élevé chez les femmes (21,9 %) que chez les hommes (12,8 %) et touche deux fois plus de diplômés du supérieur féminin (41,9 %) que chez les hommes (21,3 %) le taux d'analphabétisme national (15 ans et plus) est de 20,3 % en 2011 pour les femmes contre 12,3 pour les hommes.

Quant à la participation de la femme à la vie publique et politique elle demeure en deçà des attentes des femmes et de leur poids réel dans la société. Ce constat qui peut être expliqué par l'inaccessibilité aisée à la vie publique sous le régime dictatorial, constitue un défi à lever pour la Tunisie de l'ère démocratique à travers la conjugaison des efforts de tous les intervenants (Pouvoirs publics, partis, Société civile...)

En effet les élections de l'ANC en 2011, n'ont débouché que sur l'accès de 59 femmes à cette institution comptant 217 membres (soit 27 % des sièges). Celle d'octobre 2014 a enregistré une amélioration de 3 % avec 67 femmes, mais la présence de la femme tunisienne dans les partis politiques et syndicats aux postes de commandement reste timide et ne traduit pas son poids réel.

Ainsi l'inégalité des chances entre hommes et femmes pose de réels défis nécessitant un réordonnement des priorités afin de mieux répondre aux objectifs de promotion de la situation de la femme.

L'avènement de la constitution du 27/01/2014 et l'accès de mon pays, que j'espère irréversible à l'ère démocratique constituent une opportunité de taille pour aller de l'avant dans la consécration d'une égalité effective de genre à la consolidation et l'amélioration de la situation de la femme qui constitue déjà l'exception dans le monde arabo-musulman et en Afrique. En optant pour la consécration de l'Etat civil républicain, la sauvegarde des droits humains de la femme, et la consolidation de l'égalité des citoyens devant la loi et dans les droits et les devoirs sans discrimination, la constitution du 27/1/2014 a été bien accueillie par les femmes tunisiennes qui ont milité massivement après la révolution pour barrer la route aux tentatives d'atteinte à leur acquis à travers une conception rétrograde de la société.

Ainsi l'article 34 de la constitution impose à l'Etat l'obligation de garantir une représentativité proportionnelle de la femme dans les conseils élus, le code électoral a instauré la parité parmi les candidatures aux élections législatives, quant à l'art 46, il oblige l'Etat de sauvegarder les droits acquis de la femme ; les consolider et les faire évoluer et lui assigne la tâche de garantir l'égalité des chances entre les femmes et les hommes en ce qui concerne l'accès aux responsabilités dans tous les domaines. Avec de telles dispositions notre nouvelle constitution a réussi à donner un nouvel élan à notre avenir. Elle offre par ailleurs aux pouvoirs publics, ONG et citoyens l'opportunité d'œuvrer pour la réussite des défis relevés et dont l'impact positif jaillira sur toute la nation.

2. Les perspectives

Parmi les défis à relever je cite :

- La traduction des prescriptions constitutionnelles en textes législatifs et réglementaires avec la mise en place de l'ensemble des mécanismes de contrôle de constitutionnalité des lois et d'application des textes;
- La suppression de tous les textes en vigueur des dispositions revêtant un caractère discriminatoire à l'égard des femmes;
- La révision de la loi électorale afin d'assurer une véritable parité aussi bien verticale qu'horizontale, ce qui serait de nature à consolider la participation effective des femmes dans la vie publique et politique;
- La mise en place d'une stratégie incitative à la participation de la femme dans la vie politique, et ce en collaboration avec la société civile;
- La poursuite des efforts pour la promotion économique et sociale de la femme rurale en mettant l'accent sur l'économie sociale et solidaire;
- La poursuite de la l'opérationnalisation de la stratégie nationale de lutte contre la violence faite aux femmes;
- L'intégration de l'approche genre dans les politiques publiques et la planification.

Malgré l'ampleur des défis, les tunisiennes demeurent sereines et optimistes quant à leur acquis et à leur avenir car la Tunisie démocratique d'aujourd'hui offre la chance à tous d'avoir un lendemain meilleur, et le peuple tunisien a toujours fait preuve de bon sens, de patriotisme et de cohésion face aux défis et challenges et ces femmes toujours vigilantes pour préserver et améliorer leur statut en tant que citoyennes, en tant qu'êtres humains.

STATEMENT OF THE DIRECTOR-GENERAL

Meeting of the Assembly of Parties

November 6, 2014
Rome, Italy

Mr. President,
Excellencies,
Our Special Guests,
Members of our Board of Advisors,
Distinguished delegates, ladies and gentlemen,

Let me begin by welcoming you, especially our special guests and those who have traveled a long way and at some cost to their schedule to be here with us today.

Let me also at the outset pay tribute to my colleagues, who are working with great courage and commitment in the most difficult, deprived and insecure parts of the world.

Standing in this beautiful Renaissance room - for which we are, of course, deeply grateful to the City of Rome - the world in which IDLO works seems very far away. The rule of law too seems an obscure, academic concept. So, I hope the short film has helped to give you a sense of the complex and compelling nature of what we do to make justice real, transparent, accessible and affordable for all – for women victims of violence and small shopkeepers, as well as investors and entrepreneurs. Working “top down” with governments and institutions, and “bottom up” with the legal community and the “end users” of justice, our aim is to make laws and institutions meaningful in people’s lives.

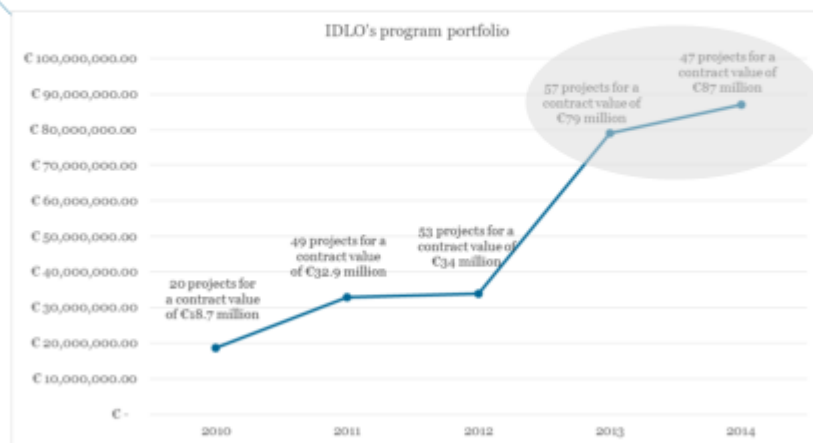
Effective institutions are key to providing justice and upholding rights. Institutions in turn function better when citizens are empowered. Together they provide an essential framework for equitable and sustainable development. That is why IDLO’s Strategic Plan, which this Assembly endorsed two years ago, calls on us to work simultaneously on three fronts: to strengthen the institutions of justice, to enhance people’s access to justice and rights, and to support institutional and legal reform to promote sustainable development. To achieve these substantive goals, the Plan asks us also to reform and redesign the organization, and expand our political and financial support.

IDLO’s Strategic Plan 2013-2016



It is an ambitious Plan but I am pleased to report that two years down the road, we are making steady progress. IDLO is flourishing, enjoying the strong tailwinds generated by the growing realization of the international community that the rule of law is an essential building block for advancing peace and stability, improving the economy, building inclusive societies and promoting sustainable development.

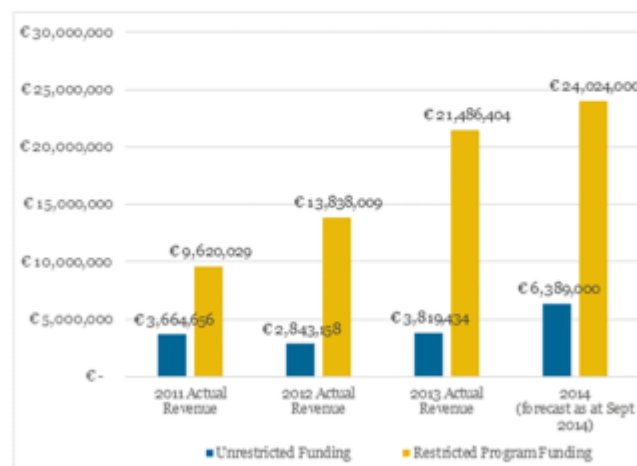
IDLO'S PROGRAM PORTFOLIO



My statement will focus today on results, reforms and risks. Our programs show good results and our research is of high quality. We are being recognized as a credible champion for the rule of law at international and national levels. Our growth trajectory remains impressive. Our financial health is good. Our organizational changes are broadly on track, including the setup of our Branch Office in The Hague, which is a valuable addition to IDLO.

IDLO'S FINANCIAL HEALTH

Trend in Unrestricted and Restricted Revenue 2011 -2015



But our success is not without its challenges; our growth is not without risks. We remain too heavily dependent on a small number of donors and members. Our portfolio is too heavily concentrated on a few large projects in a few countries with fragile security. These risks were identified in our 2014 Management Plan. We have worked intensively to mitigate them in 2014 and will continue to do so in 2015.

So in one brief sentence: we are doing well, but there is no room for complacency. We need your political and financial support.

You have before you today a document that gives a detailed account of the outputs we promised in our 2014 Plan. It describes what we have managed to deliver during 2014 and are in the process of delivering in the last quarter of this year. You will see that much has been accomplished. This is the first time that the Secretariat has produced such a document for the Member Parties, demonstrating our commitment to transparency and accountability.

Moving from outputs to outcomes, you will recall that in our 2014 Plan we set out five critical strategic initiatives – or priority outcomes – that we would aim to achieve in 2014. How well have we fared in relation to them?



I would like to share with you some highlights on these Critical Strategic Initiatives.

Let me start with the first initiative: deepening and diversifying our portfolio.

As the film so amply demonstrated, legitimate, effective and responsive institutions are key to breaking the cycle of violence and laying the foundations for political stability, economic recovery and social development in post-conflict countries. In our 2014 Plan, which you approved last year, we acknowledged the importance of our peace-building work and our commitment to continue it. During the year, we deepened our work in Kenya, Kyrgyzstan, Afghanistan and Somalia.

As we heard from the Kenyan Permanent Secretary, we have played a part, with support from DANIDA, SIDA and USAID, to help maintain the momentum of reform and assist Kenya in

the implementation of the new and potentially transformative Constitution, including by ensuring that gender is mainstreamed in the devolution process and in the judicial system.

Inclusion brings legitimacy to institutions. So, do transparency and integrity.

In Kyrgyzstan, IDLO has been working for several years to strengthen the integrity and performance of the courts. Earlier this year, with our support, the Kyrgyzstan Judiciary successfully lobbied Parliament for more funds and greater independence for judges. With additional support from USAID, we are implementing a program of 'e-justice', using information technology to make proceedings and decisions more transparent to the public, including innovative measures such as reality TV. As the judge in the film said, it has generated great public interest in the work of the courts and boosted their performance - a great example of the top down/bottom up theory of change.

Creating legitimate institutions takes time. IDLO has been a partner in Afghanistan's justice sector development for more than a decade. Today, with US and Dutch support, we are one of the largest providers of justice sector development assistance in Afghanistan. Growing insecurity is a major concern, as courts, judges, prosecutors and lawyers are being targeted by extremist violence from those who do not want to see an effective state justice system. Earlier this week, another attack in Kunduz killed nine people, including two prosecutors who were our program participants and the brother of one of our staff members. But despite the attacks, with the support and encouragement of Afghan participants of our program, we have maintained the pace of training, completing over 200 courses for nearly 4,000 judges, lawyers, prosecutors and other officials across the country. A mid-term program review confirmed the quality and timely delivery of the training component. The key challenge now is transition: building the capacity of the Afghan institutions to take over the program by the end of 2015. We look forward to working with the new government so that Afghans can take full ownership of the professional development of their criminal justice sector.

Insecurity is also hampering us in Yemen, where we have successfully completed a program of judicial training funded by Italy, but we find that new donors are hesitant to make a commitment under the current circumstances.

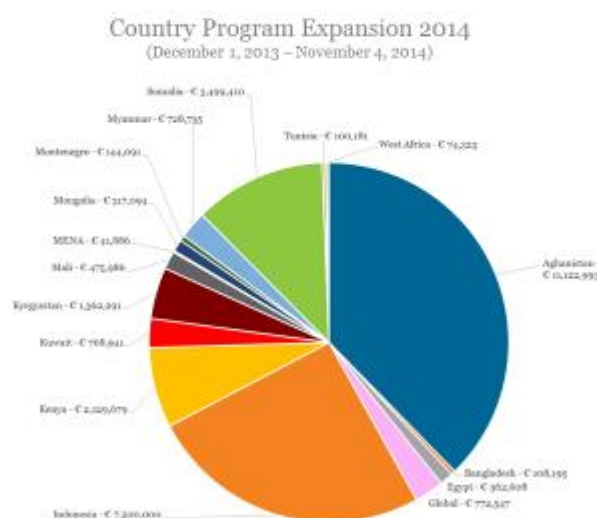
It is in South Sudan that we faced our greatest setback in 2014. It was our second largest operation until the outbreak of conflict late last year. The subsequent suspension of donor funding compelled us to retrench staff but we kept our office in Juba open, serving as a link between the judiciary and donors who had left the country. Eventually, with one donor restoring its funding, we are now carrying out a modified program.

We worked intensively for five years in South Sudan, building the capacity of the judiciary – training every single High Court judge in the country. How should we now measure that achievement in the light of what has happened? When I put that question to our former country director, he reminded me of the trials of the 11 political opponents of the government earlier this year. The judges had displayed integrity, authority and independence, conducting the trials in accordance with the law and opening the courts to the public, the media and the international community. Justice was both done and seen to be done. For me, that's a true key performance indicator. We are right to persist. That should give some food for thought to justice sector donors.

It is precisely when peace is under threat that the rule of law is most needed. That is why in 2014, IDLO has committed itself to deepening its engagement in post-conflict countries, but at the same time, as a measure of risk mitigation, has also sought to expand its geographic and thematic coverage within the parameters of the Strategic Plan.

Here you see graphically the "new" countries and new programs that we opened in 2014.

IDLO'S PROGRAM EXPANSION



We have expanded our work in Somalia dramatically in the past year, as we carry out a range of projects with the Ministry of Justice, the Judiciary and civil society – from legislative drafting to traditional dispute resolution and combatting gender-based violence.

We are just launching our first program in Mali and actively exploring other opportunities in West Africa, including national capacity building for prosecution of international crimes. Using the resources of our Branch Office in The Hague, we have reached out to the International Criminal Court and jointly organized regional consultations on criminal justice in Dakar last month.

We are also expanding in the Arab region, especially Egypt, Tunisia and Jordan, and in that context, welcome warmly the decision of Jordan to allow us to open a small office in Amman to cover North Africa and the Middle East.

We are making further inroads in Asia, building on the work we have done this past year on legal development in Myanmar, seeking to strengthen the capacity of the National Human Rights Commission in Bangladesh, and launching, with Dutch support, a Rule of Law Fund in Indonesia.

Alongside geographic balance, we have also sought greater thematic diversity of work, within the parameters of the Strategic Plan, on access to justice, sustainable development and economic opportunity.

Institution-building is state centered, access to justice is people centered. Experience shows that laws and institutions by themselves do not always provide equitable results. Laws can discriminate against women and minorities. Institutions can exclude the poor and the marginalized. That is why our work on access to justice is deeply embedded in human rights principles and standards.

As the Tunisian State Secretary emphasized in her keynote address, access to justice is essential for women. It has been the corner stone of our program to combat gender-based violence in Afghanistan, where, since 2010, with support of the US, we have supported the Attorney General's Office to prosecute gender crimes, built a legal aid program and helped

Afghan NGOs to provide shelter to victims of violence. Starting with just one Elimination of Violence Against Women Unit in 2010, today there are 11 units, with 1200 new cases registered. Two months ago, we successfully completed the program and have signed a new agreement with the US for a similar program to extend the work to other parts of Afghanistan.

While access to justice for women has been receiving substantial attention globally, access to justice for children is often overlooked. Partnering with UNICEF, IDLO has opened a new portfolio of work on children's access to justice in both Central and Eastern Europe, and on juvenile justice issues in the Arab region.

Our health law program has also added diversity to our portfolio, empowering people living with HIV to fight discrimination and gain access to services, and building awareness about the legal dimensions of tackling non-communicable diseases. Earlier this year I signed an agreement with Dr. Michel Sidibe, the Executive Director of UNAIDS to collaborate on programs to fight discrimination against people living with HIV.

As part of the EUROsocial initiative funded by the EU, in seven countries of Latin America we helped governments to bring justice services closer to poor and marginalized people. Although this program will be completed this year, we look forward to greater engagement in Latin America in other ways. With that in mind, we signed a Memorandum of Understanding for cooperation with the Constitutional Court of Ecuador. Today, we will sign a similar agreement with the President of the Constitutional Court of Peru.

We have also sought to diversify our program portfolio with work in the area of economic opportunity and sustainable development.

Our commercial law program has expanded in Mongolia, bringing both geographic and thematic diversity to our portfolio. In partnership with the European Bank for Reconstruction and Development, we are supporting the full spectrum of business dispute resolution, from setting up mediation centers to building the capacity of the judiciary and strengthening the system for enforcing judicial decisions.

Energy poverty is widely acknowledged to be holding back inclusive economic and social development in Sub-Saharan Africa. With support from the OPEC Fund for International Development, a Member Party of IDLO, IDLO undertook a pilot project, analyzing Kenya's legal reforms to show how the law plays a major role in shaping the incentives for growth in the energy sector. We are now discussing with OFID the possibility to expand this work elsewhere in Africa.

In 2014 our sustainable development work covered projects on sustainable land use in Africa, legal preparedness for climate change in Latin America and legal preparedness for achieving the Aichi Biodiversity Targets. As all three programs will be successfully completed this year, we are now assessing how best to take forward our work on these issues.

Let me now turn to the Critical Strategic Initiative on thought leadership and strategic partnerships. Over the past the year I believe we have amply demonstrated the added value we bring by linking our research to programming, and underpinning both with policy advocacy and cutting-edge communications. We have successfully managed to raise our visibility as the world's only intergovernmental organization with an exclusive mandate to advance the rule of law. The most successful example of that in 2014 has been our active participation in Post-2015 Development Agenda discussions at the UN.

As we diversify and expand our work, partnerships have taken on new meaning. In 2014, we strengthened our relations with partners in the UN system, especially UNDP, UNICEF, UNAIDS and WHO. Through our presence in The Hague, we are developing closer relations with institutions based in the Netherlands, and through our office in Geneva, with human

rights and health agencies there, while our work on sustainable development, gender and food security has brought us closer to the Rome-based agencies.

We are increasingly taking our voice to where our work is – one example of that in 2014 being the launch in Kabul of our report on women’s participation in the justice sector. Our message: justice by women produces better outcomes of justice for women.

Now let me say a few words on the two Critical Strategic Initiatives to improve our programming and strengthen the Organization.

The success of our programming, research and advocacy is due in large part to the improvements we launched under our Strategic Plan two years ago. Thanks to the generous contribution of flexible funds from the Netherlands, which began to flow into our coffers at the beginning of this year, we were able to significantly improve our capacity and expertise in 2014.

The opening of our Branch Office in The Hague in March this year was an important organizational milestone. We are building it up as the central repository of our research, learning and legal expertise, as well as program development capacity, which we will use strategically to pursue new programs and initiatives globally.

With a view to improving the quality of our field operations, I initiated IDLO’s first ever field office management assessment earlier this year in Afghanistan, and made the report available to all colleagues in Afghanistan and to our donor. We are now in the process of implementing those recommendations.

We are now proceeding to establish a small regional office in Amman and will seek to expand our office in Nairobi into a regional operations hub as soon as our host country agreement is finalized.

We have strengthened our program development capacity and processes – and that is already beginning to bear fruit. This year to date, we signed new contracts worth 24 million euro, comfortably assuring our programmatic survival into 2016. At the other end of the program cycle, we have strengthened our capacity for monitoring, evaluation and impact assessment.

Under the leadership of our Chief Operating Officer, Mira Bacelj, we will be launching a comprehensive and well-paced internal reform process to revamp our financial processes, our human resources policies and our information technology infrastructure. You will hear more about that when I present the 2015 Management Plan.

Now I come to the Critical Strategic Initiative on expanding our political and financial support.

Political support through the expansion of our Membership is important to IDLO and so, I would like to congratulate Yemen for concluding its membership procedures for joining IDLO.

On the financial side, IDLO is in a healthy state with a good prognosis. We are very grateful to Italy for its consistent support, to the Netherlands for its generous multi-year agreement and to the US for making us their program partner of choice.

Our program revenue has grown steadily and consistently. We expect it to be higher in 2014 than in 2013, but because of insecurity and other conditions affecting a number of our programs operating in high risk situations, the actual revenue is likely to be lower than the budget approved by the Assembly last year. However, I want to reassure you that we will still end up with a balanced budget and a good surplus.

The uncertain external environment in which many of our programs are implemented makes it all the more important that we increase significantly our unrestricted revenue. Our donor base is too narrow and we have worked hard this past year to broaden it.

I am very pleased with the progress we have made with Sweden, which has just completed an organizational assessment of IDLO, and we look forward to hearing the positive results soon. I will be travelling to Bern in late November to explore the possibility of future partnership and support from Switzerland. I am grateful to the Netherlands for its offer of matching funds which is a motivating factor for potential new donors. But along with that, our performance record, our readiness to reform ourselves and our positive profile have also helped to put us in a strong position with emerging donors and partners.

I promise you that my colleagues and I will do everything possible to continue to make this organization worthy of your trust and confidence. I promise you we will pursue new partnerships and potential Members with evangelical fervor. But to do this successfully we need the support of our Member Parties. Nothing would be a more eloquent sign of your support than a financial contribution, especially from our OECD Member Parties, but also a token contribution from other Member Parties. As someone who goes knocking on the doors of donors, I feel that my hand would be immensely strengthened to push open those doors if I could say that IDLO's own Member Parties see this Organization as being worthy of their investment.

I cannot end my remarks without paying a special tribute to you, Mr. President, for your guidance and leadership through some exciting but also turbulent times, as we sought together to put this ship called IDLO on a steady keel. I want also to thank Vice-President Nawaf al Mahamal, as he steps down from his current position. He has been a long-standing and strong friend of IDLO and I am very grateful for all that he has done to encourage us and support me personally.

Mr. President, Excellencies, ladies and gentlemen, we see around us, across the world, a dangerous deficit of public trust in institutions - a global crisis of the rule of law. People are calling for justice - not the kind that lawyers seek in courts but the kind of justice that people instinctively recognize. With both development and law embedded in our name, we know the value of the rule of law for creating equitable and inclusive societies. With your support we remain committed to making our contribution to that global endeavor.

Thank you.

**HIGH-LEVEL PANEL DISCUSSION MODERATED BY MR.
GIAMPAOLO CANTINI, DIRECTOR GENERAL FOR
DEVELOPMENT COOPERATION, MINISTRY OF FOREIGN
AFFAIRS AND INTERNATIONAL COOPERATION, ITALY**

**THEME: THE CONTRIBUTION OF THE RULE OF LAW TO
JUSTICE AND DEVELOPMENT**

**Meeting of the Assembly of Parties
November 6, 2014**

Participants:

- H.E. Neila Chaabane Hammouda, Secretary of State for Women and Family, Tunisia
- Dr. Oscar Urviola Hani, President, Constitutional Court, Peru
- H.E. Hans Corell, Former Under-Secretary-General for Legal Affairs and the Legal Counsel of the United Nations/Former Ambassador, Sweden
- Mr. Hassane Cisse, Global Practice Director, Governance and Inclusive Institutions, World Bank

MODERATOR

The Moderator welcomed to the Assembly the high-level panel participants and praised the timeliness of the panel's theme, now that the international community is poised to launch the last round of negotiations on the post-2015 development agenda. Referring to the opening statement to the Assembly of IDLO's Director-General, he emphasized the inextricable relationship between the eradication of poverty and the rule of law, and the need for people to be placed at the core of all sustainable development strategies. He understood rule of law to mean, first and foremost, access to affordable and transparent justice, predictability of the law, and women's empowerment – all central elements of any process of sustainable economic development. He viewed the current discussion as presenting an important opportunity for the Assembly to contribute to the international discourse towards an ambitious, transformative and universal post-2015 agenda.

The Moderator turned first to Ambassador Hans Corell, highlighting the Ambassador's wealth of experience in the spheres of international diplomacy, and national and international law. In particular, the Moderator asked the Ambassador to discuss the opportunity posed by the negotiations on the post-2015 Sustainable Development Goals to ensure a high place in the international agenda for rule of law issues, and to elaborate upon the relationships between the rule of law, governance, and processes of economic growth and sustainable development.

**AMBASSADOR HANS CORELL, Former Under-Secretary-General for Legal Affairs
and the Legal Counsel of the United Nations/Former Ambassador, Sweden**

The Ambassador thanked IDLO for the opportunity to participate in the discussion of such an interesting theme. He began by recounting the intersection of his career path with the rule of law,

including time spent as part of the judiciary, the Ministry of Justice and the Ministry of Foreign Affairs of his home country of Sweden. He then went on to recall his involvement in various seminal milestones in relation to international law at the behest of Sweden and, later, the United Nations, including the signing of the Rome Statute, which also took place at the Campidoglio.

Turning to the issue of international security, the Ambassador stated that the absence of democracy and of the rule of law constitutes the “universal recipe for conflict”. He referred at the same time to challenges in existence today that exacerbate these root causes of conflict, including population growth, cycles of poverty and climate change. Stressing the interlinkages between the rule of law, development and security, he recalled a letter to the United Nations Security Council, of which he was a signatory, advocating for the establishment of a strategic study group to monitor, analyze and anticipate the increasing threats to peace and security generated by global factors that make the international community vulnerable to a variety of human and natural disasters.

Concurring with the President’s opening statement, the Ambassador underlined the cross-cutting nature of the rule of law, stating that the global community cannot fight poverty, combat disease or preserve the environment without the rule of law. Applying to the rule of law the metaphor of the “great circle” - used for sea and air navigation, of which the center of the globe is the common denominator - the Ambassador said that the rule of law should be viewed as “the common denominator in the great circle of the legal field”. There is simply no way, the Ambassador stated, to deal with all the challenges faced in the world today without the rule of law. Finally, he called the attention of the Assembly to a guidebook titled “Rule of Law – a guide for politicians”, produced by the Hague Institute for the Internationalisation of Law and the Raoul Wallenberg Institute, emphasizing that rule of law is not just for lawyers, but for everyone.

MODERATOR

The Moderator thanked Ambassador Corell for his overview of the importance of the rule of law to both development and security at the international level. The Moderator then asked H.E. Neila Chaabane Hammouda to contribute a nationally-oriented perspective, and to elaborate upon the responsibilities of governments in advancing a post-2015 development framework rooted in human rights and the rule of law.

H.E. NEILA CHAABANE HAMMOUDA, Secretary of State for Women and Family, Tunisia

H.E. Hammouda noted that access to justice is a very timely issue in Tunisia, and has been at the center of citizens’ calls for the vindication of their rights. Although many of the principles intrinsic to the rule of law were already enshrined in Tunisia’s previous constitution, years of dictatorship had stifled them. H.E. Hammouda went on to elaborate on reform initiatives currently underway in Tunisia, focusing on ensuring a separation between the legislative power and the executive power, as well as independence of attorneys and other justice sector actors.

H.E. Hammouda also emphasized that access to justice must be enhanced not only from a procedural point of view but also in terms of the costs of such access, and referred in this perspective to the ongoing reform of Tunisia’s criminal codes and procedures. Emphasizing the need for a participatory approach if justice is to be transparent and accessible to all, including the most vulnerable citizens, she called for the publicization of all laws and procedures to ensure that citizens are fully aware of their basic rights.

MODERATOR

The Moderator thanked H.E. Hammouda for elaborating upon fundamental aspects of the rule of law, including the independence of the judiciary, and transparent and accessible justice. Concurring with the thrust of her intervention, he emphasized the pressing need for reforms in the justice sector to be rooted in an inclusive, participatory approach that puts people at the center.

The Moderator then invited Dr. Oscar Urviola Hani to elaborate upon issues integral to advancing the rule of law, including reform and independence of the judiciary, effectiveness of the judicial system, and the overarching and crucial point of fair, transparent and affordable access to justice.

DR. OSCAR URVIOLA HANI, President, Constitutional Court, Peru

Dr. Hani emphasized the key role that a constitution plays in a state based on the rule of law, which implies a focus on limiting political power and protecting fundamental rights, including those of an economic, social, political and legal nature. He stressed the potential of international human rights instruments to act as a reference point for any country that is set to develop within a sustainable trajectory and in accordance with the rule of law. However, Dr. Hani remarked, the mere presence of a constitution does not guarantee the effective implementation of both its letter and its spirit, and highlighted the seminal role that constitutional courts play in this respect. In Peru, he recalled, rulings of the constitutional court have served to vindicate not only rights explicitly enshrined within the constitution, but also rights that should be inferred from constitutional text, such as the right to water and the right to a pension, which are instrumental to fostering an inclusive society.

Beyond constitutional courts, Dr. Hani underscored the more general need for strong institutions, as well as strong regulations around them, stressing their pivotal role in stemming corruption, and fostering the overall contribution that the rule of law makes to sustaining development. Hence the importance of delivering effective education and training to members of these institutions as an integral part of the effort to ensure that the rule of law and fundamental rights are firmly embedded in the fabric of society.

MODERATOR

The Moderator thanked Dr. Hani for drawing on his vast experience to touch upon some key features of the rule of law, including the issue of corruption, which is both an obstacle to the enjoyment of individual rights and a stumbling block for economic growth.

The Moderator then invited Mr. Hassane Cisse, given his long standing experience with international financial institutions, to address the relationship between the rule of law and strategies for economic development, noting that the protection of human rights is crucial for the effective implementation of national, regional and international strategies of economic growth.

MR. HASSANE CISSE, Global Practice Director, Governance and Inclusive Institutions, World Bank

Mr. Cisse thanked IDLO for inviting him to participate in such a topical debate. He pointed to the significant paradigm shift underway, whereby economic growth is now recognized as inextricable from issues related to the social discourse, human rights and justice. Demonstrating the role of

the rule of law as a driver of growth, he recalled that a clear legal framework is needed to ensure that a climate is created in which enterprises can thrive, and to ensure that businesses adhere to a set of rules and an ethos conducive to a fair distribution of the benefits deriving from growth. He emphasized the need for strong institutions – in particular the judiciary, given its role as a mechanism of accountability - to ensure both peaceful settlements of disputes and access to services for all, beginning with fundamentals such as citizenship rights and legal identity – the latter an area on which the World Bank has a heavy focus. Concurring with the Director-General’s statement, and noting that institutions are also capable of discrimination and exclusion, Mr. Cisse stressed the role of human rights and citizen-based approaches in public reform agendas.

Mr. Cisse noted that people should be placed at the beginning and end of development, and that sustainable growth is not possible without citizens serving not only as the ultimate beneficiaries of the process but also its drivers. Mr. Cisse recalled that the World Bank strives for both inclusive and sustainable growth, neither of which can occur without placing dimensions of justice and the rule of law at the core. Having read IDLO’s Strategic Plan, Mr. Cisse noted the alignment between the Organization’s objectives and many of those of the World Bank, and stressed his confidence in an enhanced partnership that works towards a world in which everyone lives in dignity and under the rule of law.

MODERATOR

The Moderator thanked Mr. Cisse for outlining, in a very clear manner, the concept of inclusive growth, which is at the heart of the post-2015 development agenda. He then gave the floor to Ambassador Corell to elaborate on the prospects of achieving international consensus on a new development agenda rooted in the rule of law.

AMBASSADOR HANS CORELL

Ambassador Corell outlined what he saw as the four core elements of the rule of law: democracy; proper legislation meeting relevant international standards, in particular with regard to human rights; strong institutions - administrative as well as judicial – to administer the law; and individual civil servants and other officials, including judges, with the necessary knowledge and integrity to carry out this responsibility effectively. He concurred with Dr. Hani Urviola that corruption is the worst enemy of the rule of law. The Ambassador pointed then to the growing recognition - encapsulated by the Declaration stemming from the September 2012 high-level meeting of the General Assembly - that the rule of law must be addressed not only at the national but also the international levels. He felt that much of the onus for translating the Declaration into action rests with Western powers which, he said, should lead by example. Finally, the Ambassador called for enhanced recognition of the need for women’s empowerment; unless women are allowed to participate in the administration of justice and other public services, and to be empowered members of their communities, the post-2015 development agenda will simply not succeed, the Ambassador said. He ended by highlighting the special responsibility to “make a difference” vested in those more capable of doing so.

MODERATOR

The Moderator thanked Ambassador Corell for his passionate words and invited H.E. Hammouda to contribute her perspective to the issues raised by Ambassador Corell.

H.E. HAMMOUDA

H.E. Hammouda stated that, in the past, economic development had not benefitted everyday Tunisians. Now, however, there is a growing recognition, within both Tunisia and the wider international community, that economic development is sustainable only if it goes hand in hand with respect for human rights and the rule of law. H.E. Hammouda added that people everywhere are now asserting their rights and calling for inclusive, participatory processes of governance. The international development debate, she said, simply cannot avoid reflecting this call. She especially advocated, in that context, the prioritization of economic independence of women, focusing on the most vulnerable women, particularly those in rural areas.

MODERATOR

The Moderator thanked the panelists for their contributions to this topical and timely discussion.



**PRESENTATION BY THE
DIRECTOR-GENERAL
Meeting of the Assembly of Parties
November 6, 2014**

IDLO's Strategic Plan 2013-2016



**Relevance
& focus**

Institution-
building & legal
reform
(goal 1)

Access to justice
& rights
(goal 2)

Legal innovation
for sustainable
development
(goal 3)

**Quality &
results**

Be a thought leader (goal 4)
Develop quality programs
(goal 5)

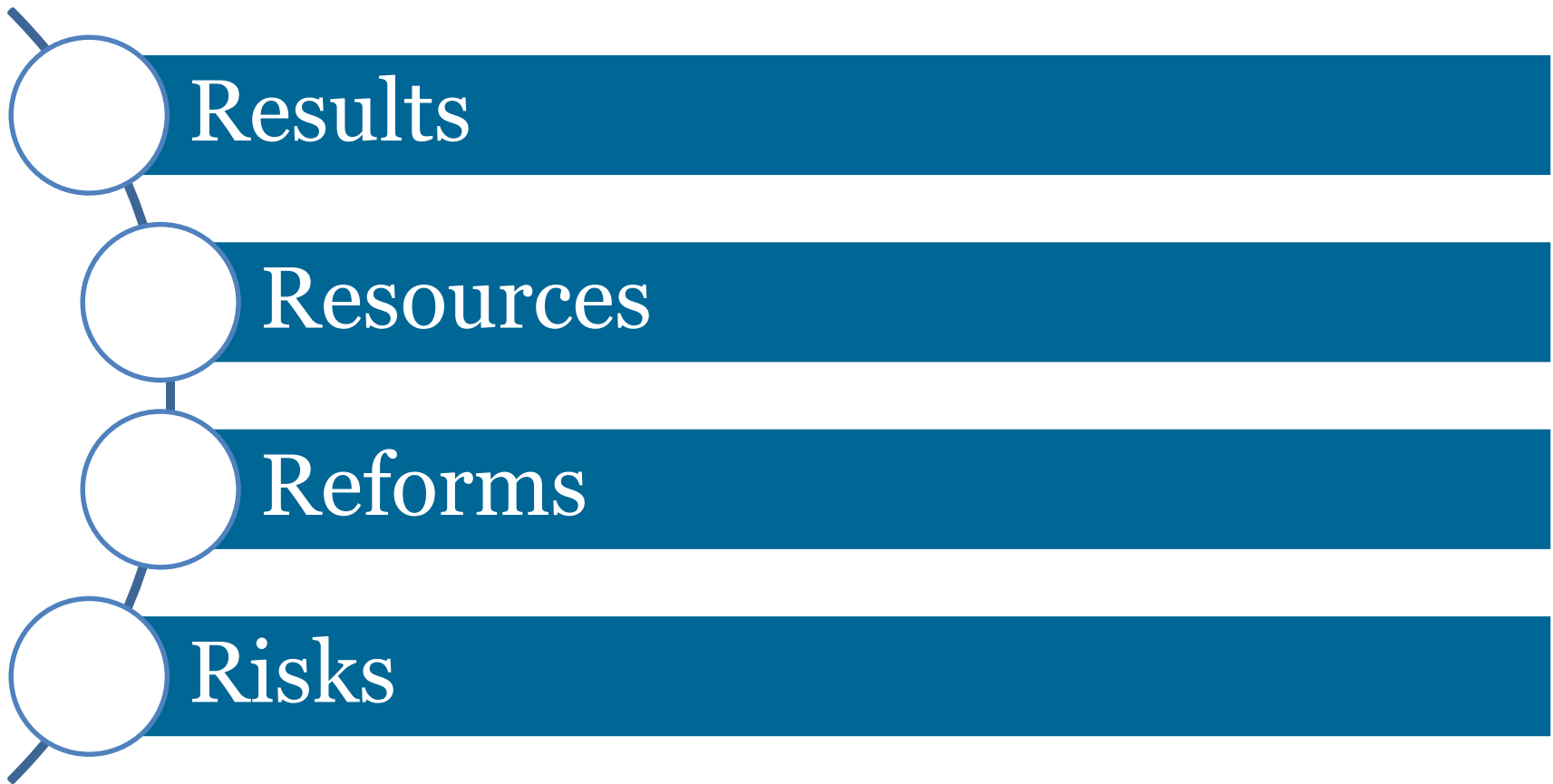
Reform institution (goal 5)
Manage risk (goal 6)
Invest in people (goal 7)

**Effective
Efficient**

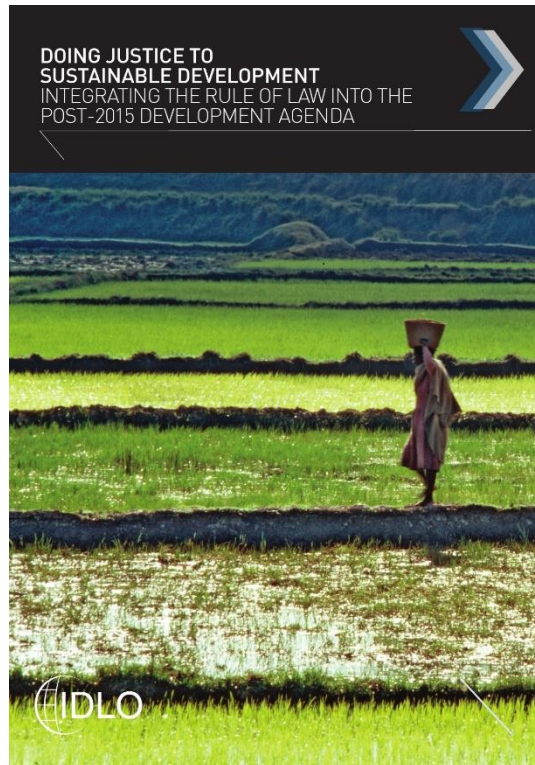
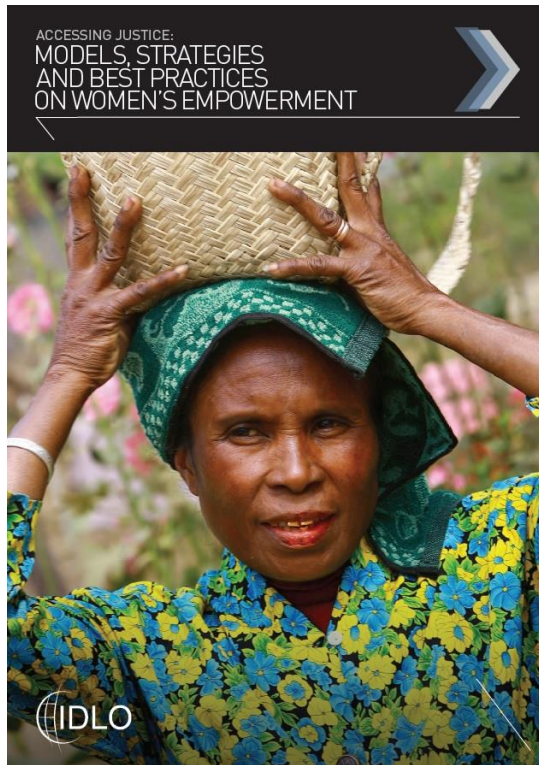
Mobilize resources (goal 8)
Build membership (goal 9)

**Political &
financial
support**

2014 HIGHLIGHTS



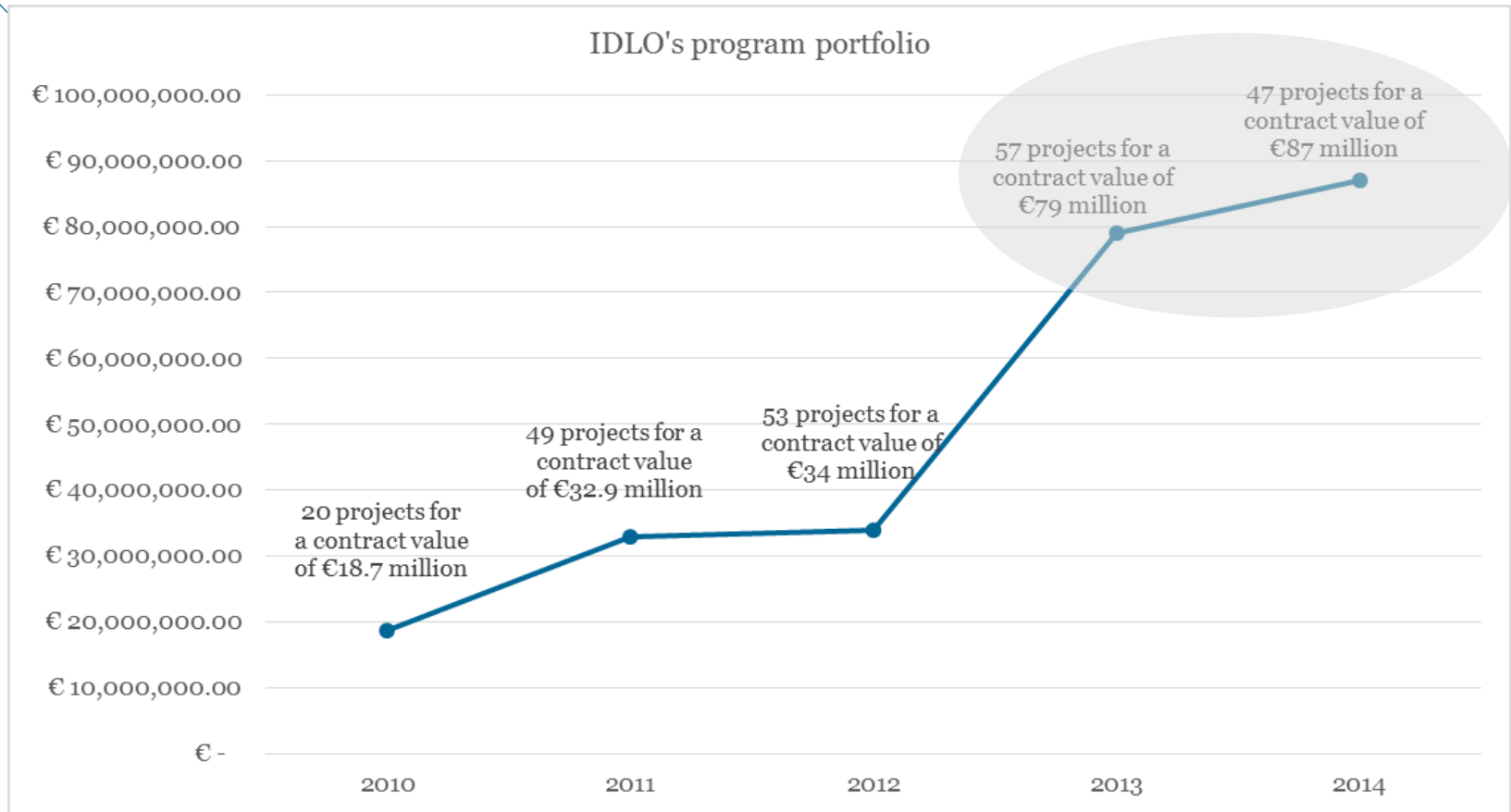
OUR RESEARCH & ADVOCACY



OUR “VOICE” IS BEING HEARD ON THE INTERNATIONAL STAGE



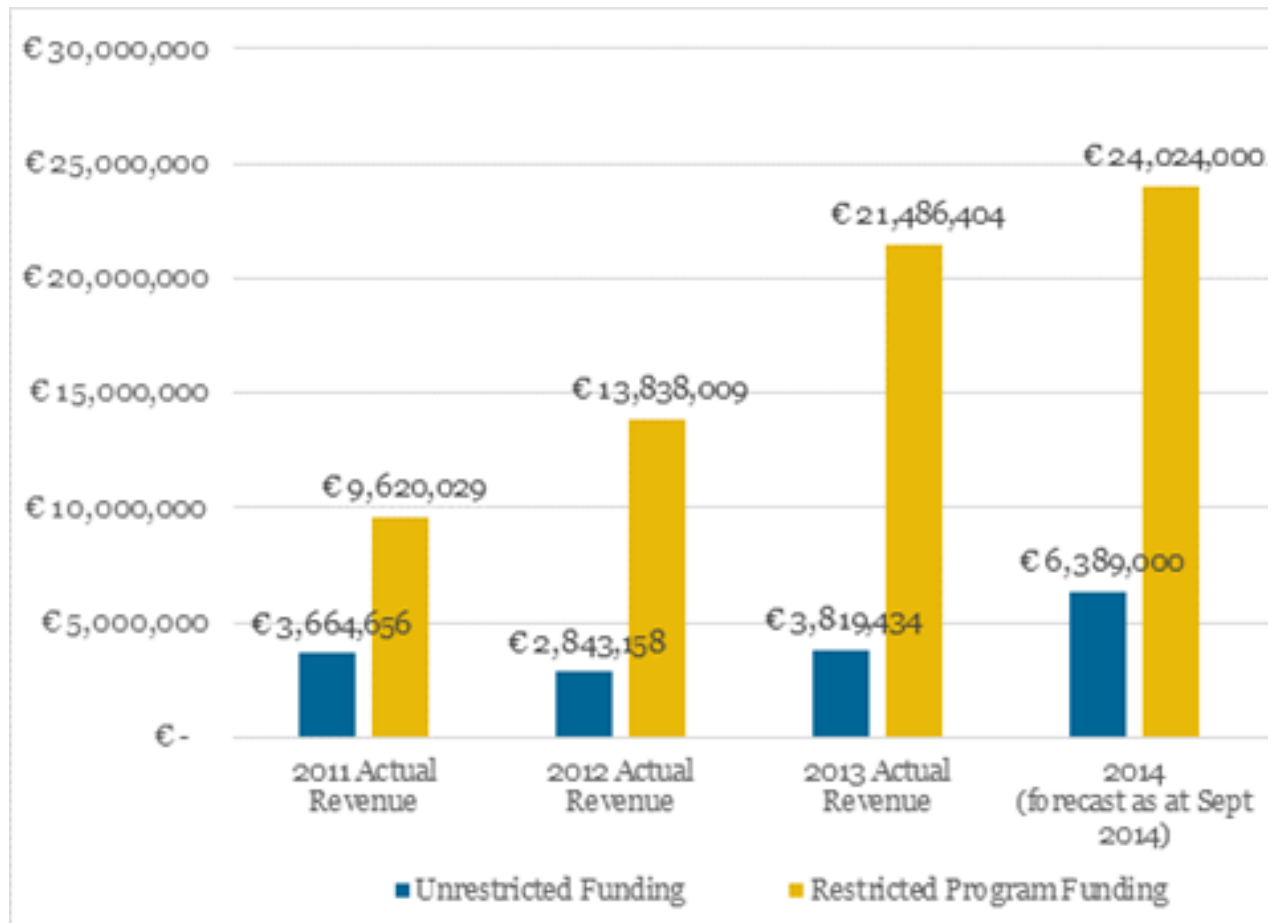
IDLO'S PROGRAM PORTFOLIO



IDLO'S FINANCIAL HEALTH



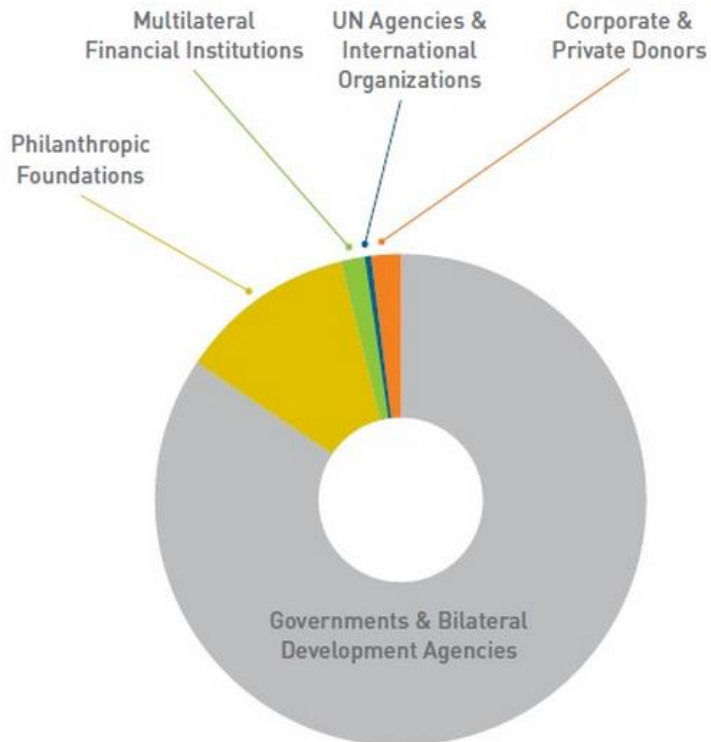
Trend in Unrestricted and Restricted Revenue 2011 -2015



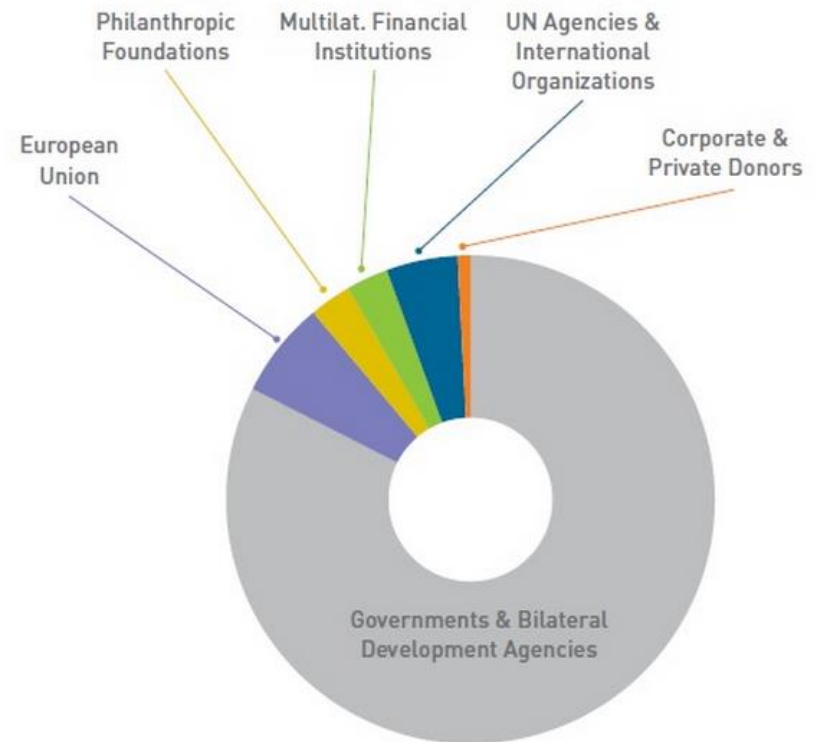
OUR DONORS



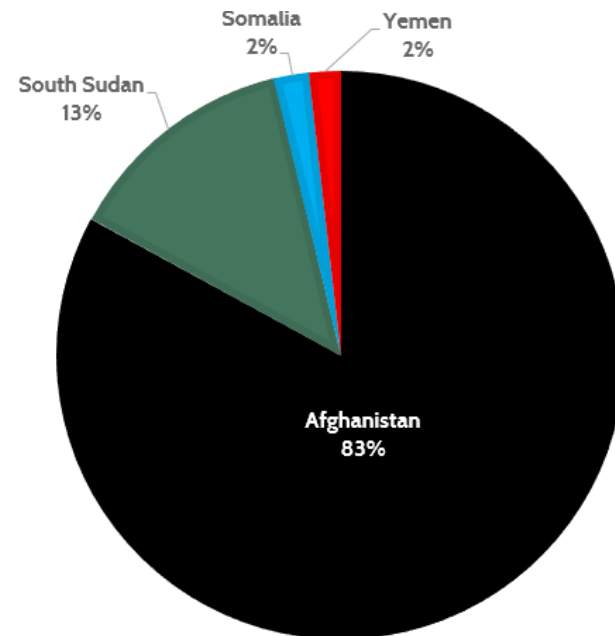
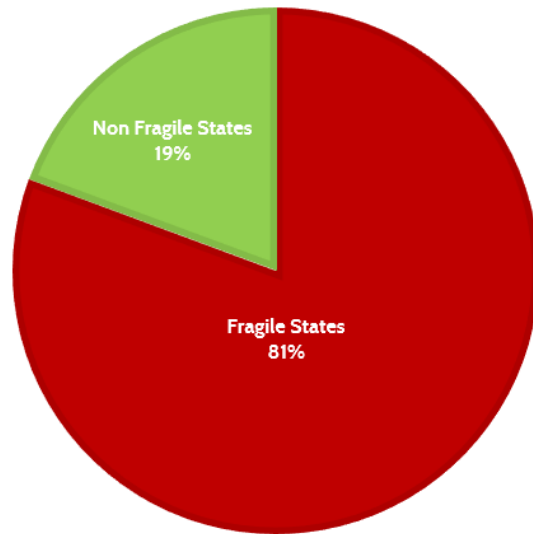
Unrestricted and Soft-Earmarked Revenue by Donor Category in 2013



Program Revenue by Donor Category in 2013



OPERATIONS IN FRAGILE SECURITY SITUATIONS



- 81 % of IDLO's programmatic work takes place in fragile security situations
- 83% of our work in fragile security situations is in Afghanistan

AFGHANISTAN



The Washington Post

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Asia & Pacific

10 killed in Taliban attack on Afghan prosecutors



By Associated Press October 27

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- In an attack earlier this week in Kunduz, nine people were killed, including two prosecutors who were JTTP program participants

SOUTH SUDAN



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South Sudan: the state that fell apart in a week

Eyewitness reports from Juba where there has been a brutal and sudden descent into civil war

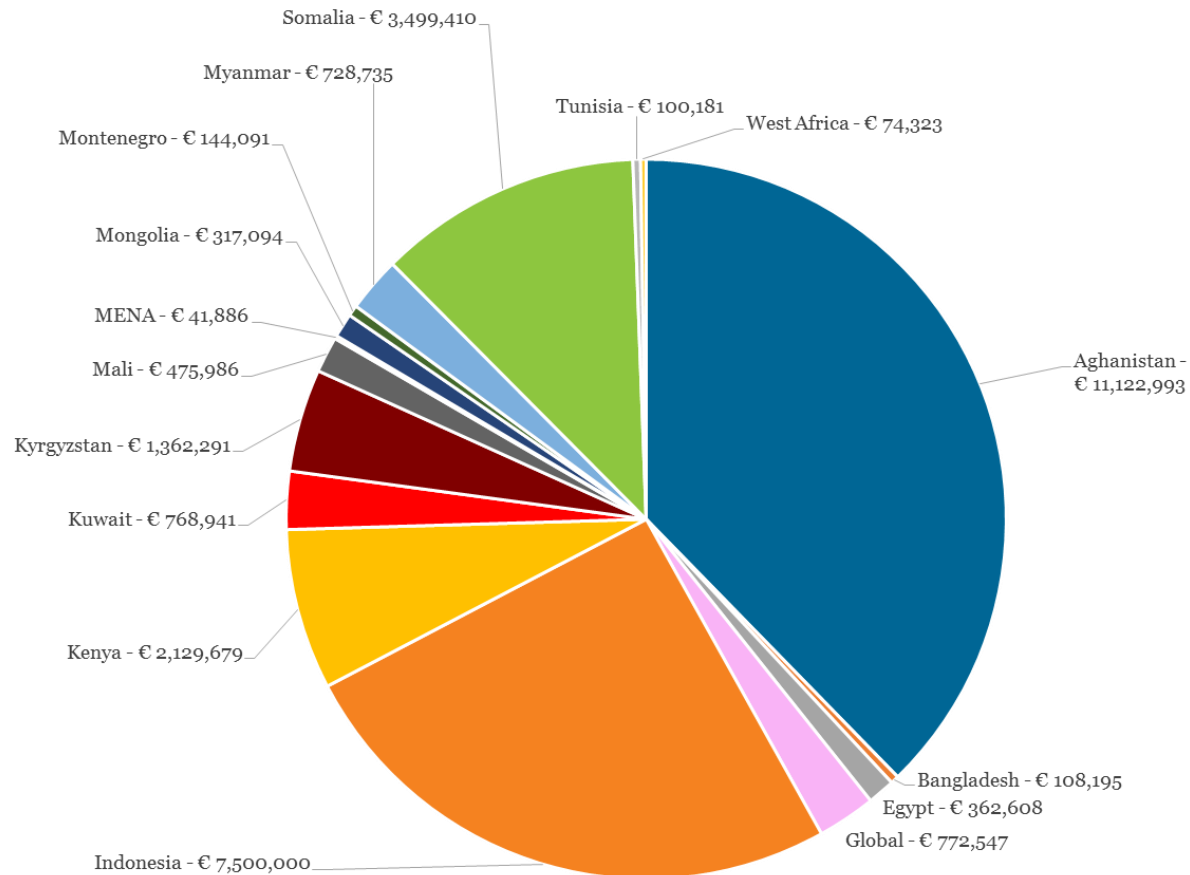
Daniel Howden in Juba

The Guardian, Monday 23 December 2013 20.00 GMT

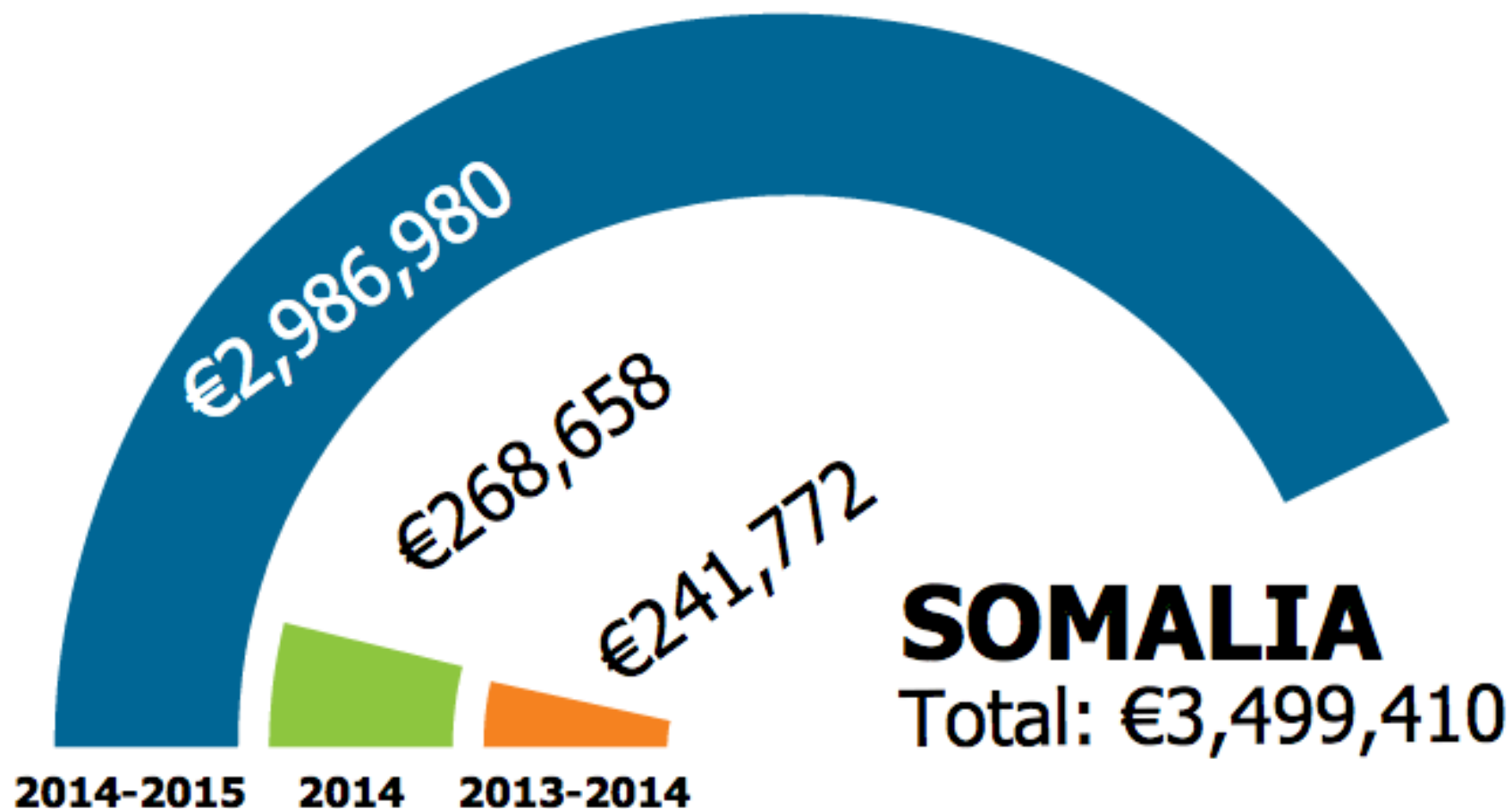
IDLO'S PROGRAM EXPANSION



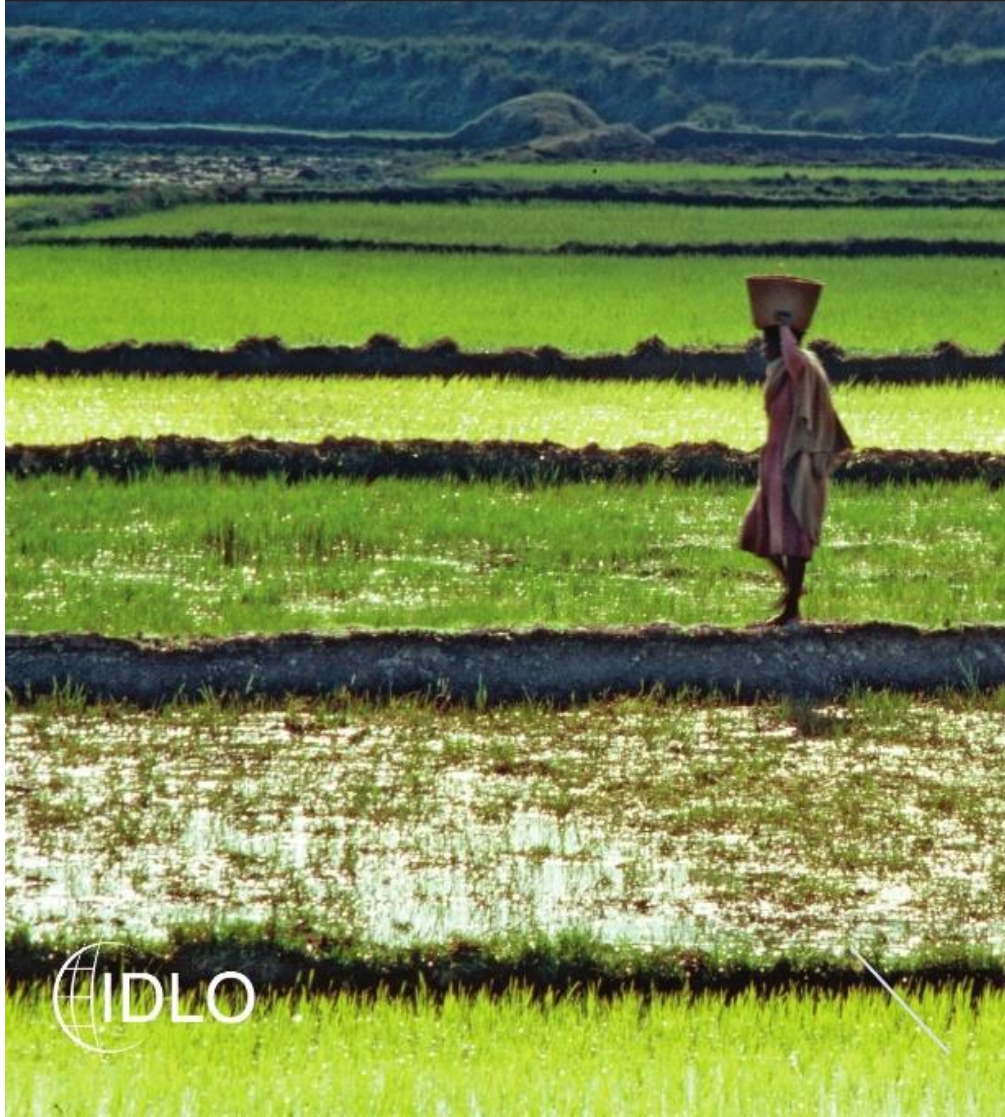
Country Program Expansion 2014
(December 1, 2013 – November 4, 2014)



SCALING UP IN SOMALIA



**DOING JUSTICE TO
SUSTAINABLE DEVELOPMENT**
INTEGRATING THE RULE OF LAW INTO THE
POST-2015 DEVELOPMENT AGENDA



WOMEN'S PROFESSIONAL PARTICIPATION
IN AFGHANISTAN'S JUSTICE SECTOR:
CHALLENGES AND OPPORTUNITIES

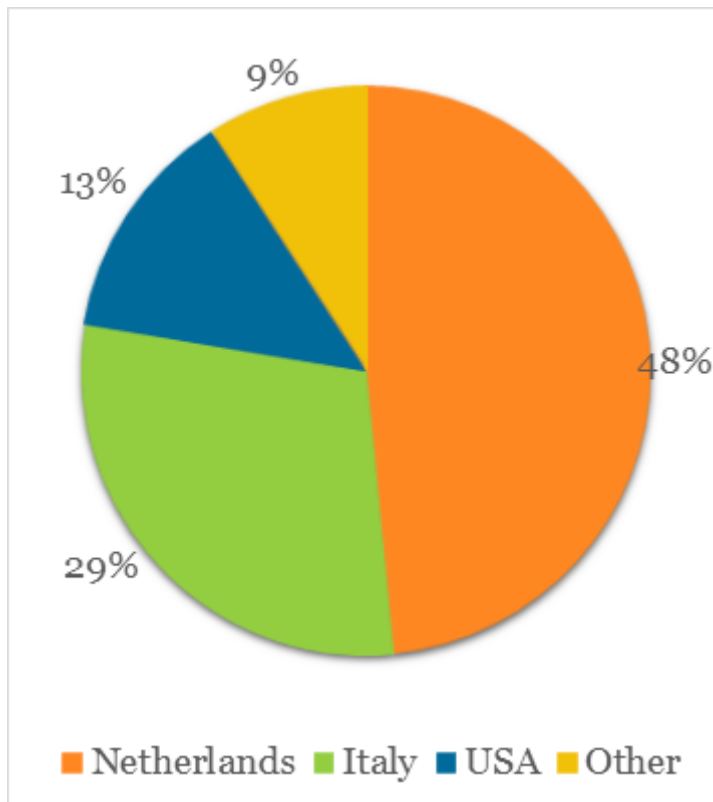


OUR DONOR BASE IS TOO NARROW



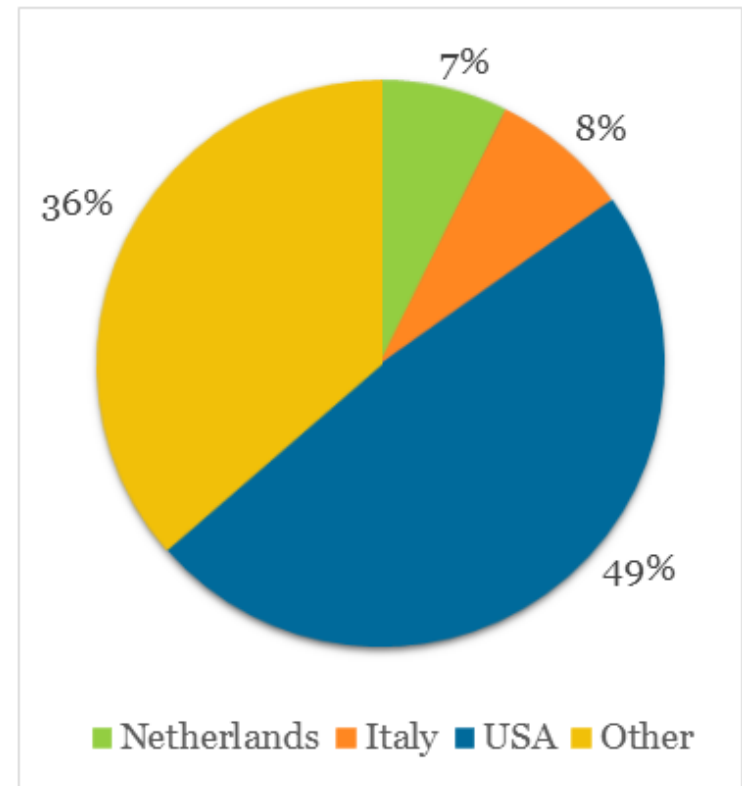
2011-2014 Funding Breakdowns (in value)

Program Funding Breakdown



› 97% of unrestricted revenue is generated by three donors

Flexible Funding Breakdown



› 75% of program grants are generated by three donors



The International Development Law Organization (IDLO) enables governments and empowers people to reform laws and strengthen institutions to promote peace, justice, sustainable development and economic opportunity.

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2015 Proposed Budget

2015 Proposed Budget	
<i>Euros</i>	
Revenue	
Unrestricted revenue	7,249,000
Gross Program Revenue	27,963,618
Total Revenue	35,212,618
Expenses	
Salaries	6,662,012
Functional Specific Activities	2,500,000
Office and Other Support	2,142,200
Direct Program Activities	22,609,801
Self-funded Direct Programs	798,000
Total Expenses	34,712,013
Net Operating Surplus	500,600



REPORT ON OUTPUT ACHIEVEMENTS ON IDLO'S MANAGEMENT PLAN 2014

(AS OF NOVEMBER 5, 2014)

Meeting of the Assembly of Parties

November 6, 2014

Strategic Goal 1: Institutional & Legal Reforms

Outcome: Increased Legitimacy and Public Confidence in Institutions

1.1. JUSTICE SECTOR DEVELOPMENT

<i>Planned Outputs</i>	<i>Results</i>
<p>AFGHANISTAN: JUSTICE SECTOR DEVELOPMENT, TRAINING AND TRANSITION</p>	<p>The <i>Justice Training Transition Program (JTTP)</i>, funded by the U.S. State Department, is IDLO's largest program. Started in early 2013, it is expected to be completed in 2015. The mid-term program review indicated that the training is on track. From January to August 2014, JTTP delivered 214 training courses, comprising a total of 2,334 training days and 13,875 training hours, to approximately 3,825 participants (3,250 male, 575 female). Mobile trainings were also undertaken to provide trainings in areas not easily accessible due to security constraints. IDLO has designed a number of measures to support the transition of the program's implementation into the hands of national officials, including secondment programs for relevant Afghan officials. During 2014, IDLO also transferred a substantial part of the management of training from international employees to their national counterparts.</p> <p>The program funded by the Government of the Netherlands, titled Supporting the National Justice Sector Strategy, strengthened IDLO's partnership with the Supreme Court of Afghanistan, including through IDLO's representation on the Supreme Court's donor coordination mechanism, as well as with the Ministry of Justice. This program is expected to be completed in early 2015.</p> <p>The <i>Support to Local Justice in Kapisa and Surobi</i> program, supported by France, was completed in 2014. Building on an earlier phase completed in 2013, the program helped to strengthen the linkages between the</p>

	<p>formal and informal justice mechanisms in Afghanistan, and enhanced alternative dispute resolution programs through extensive work with Peace Councils in the Kapisa and Surobi regions.</p>
<p>KYRGYZSTAN: STRENGTHENING THE JUDICIARY</p>	<p>IDLO's program to strengthen the capacity and integrity of the judiciary of Kyrgyzstan has been supported by EBRD and USAID. The EBRD program was completed in 2014, while the USAID program is scheduled to continue into 2016. The adoption of the National Target Program for the Judiciary of Kyrgyzstan by the Parliament was a key achievement of the program, made possible through advocacy on the part of the Judiciary, supported by IDLO. Pioneering advancements have also been made within Kyrgyzstan's e-justice system, allowing individuals to follow their cases online and improving both the transparency of the justice system and the quality of judicial decisions.</p> <p>IDLO received funds from the UN Peacebuilding Fund mechanism, through UNDP, to support dialogue on the rule of law and access to justice as a means of strengthening peace and stability.</p>
<p>MONGOLIA: COMMERCIAL LAW JUDICIAL CAPACITY</p>	<p>IDLO's program, funded by EBRD, is on target and is to be completed towards the end of 2015. In late 2013, IDLO launched a commercial mediation project in Mongolia, piloting alternative dispute resolution tools and establishing two commercial mediation centers to simplify dispute resolution for the growing Mongolian business community. The centers began processing their first cases in 2014. To further improve the commercial climate in Mongolia, IDLO focused on improving the enforcement of commercial judicial decisions, and, with EBRD support, hosted an international conference on judicial decision enforcement.</p>
<p>SOUTH SUDAN: STRENGTHENING JUDICIAL CAPACITY AND LEGAL EDUCATION</p>	<p>IDLO's programs in South Sudan were delayed as a result of the outbreak of conflict in late 2013, the ensuing insecurity and political uncertainty, and the decision of the donors (the European Commission and the U.S. State Department) to suspend funding. Notwithstanding these setbacks, IDLO's office in Juba remained open throughout most of 2014. As soon as the suspension by the European Commission was lifted, IDLO resumed its program activities. An important achievement was the successful implementation of the EU-funded training program for 25 newly appointed members of the Judiciary who will be assigned to courts across South Sudan in order to reduce case backlogs and instances of prolonged arbitrary detention.</p> <p>In consultation with the European Commission and national stakeholders, IDLO redesigned some aspects of its program to benefit the broader legal community in South Sudan.</p>
<p>SOMALIA: TRADITIONAL DISPUTE RESOLUTION</p>	<p>IDLO established a unit in the Ministry of Justice focused on traditional dispute resolution and the use of transitional justice mechanisms for disengaged combatants of low-risk, undertaking ground-breaking research</p>

	with communities in four districts in Somalia. IDLO also assisted in developing a strategy on the role of traditional dispute resolution mechanisms vis-à-vis the formal justice system including by organizing consultative meetings.
TAJIKISTAN: COMMERCIAL LAW JUDICIAL CAPACITY	Funded by EBRD, this program is on target and is expected to be completed by the end of 2014. The program includes training of the judiciary and updating of legal materials. IDLO also conducted a feasibility study and action plan to establish a judicial decision database for the commercial courts and to install a commercial law library.
TUNISIA: FIGHTING FINANCIAL AND ECONOMIC CRIMES	With funding from Italy, IDLO provided training on the adjudication of economic and financial crimes to judicial police officers, first instance judges, judges of the appeal court, and counsellors from the Final Court of Appeal. The training was the first of its kind in Tunisia. During 2014 IDLO also organized, and will continue to organize, activities with national entities dealing with integrity, anti-corruption and related issues. The program, supported by additional funding from Italy, will continue in 2015.
YEMEN: JUDICIAL CAPACITY BUILDING	IDLO supported the Judicial High Institute to improve the knowledge and skills of judges in commercial and maritime law topics, and assisted in the development of benchbooks. The project, funded by Italy, is currently being completed.
KENYA: ADMINISTRATION OF JUSTICE	An independent evaluation found that the work undertaken by the Judiciary Working Committee on Elections Preparations, with technical assistance from IDLO, had significantly contributed to the efficient resolution of electoral disputes, including the determination of all election disputes within the statutory period of six months. IDLO also provided technical legal advice and support to the Kenyan Judicial Training Institute, including in developing policies on addressing sexual harassment within the judiciary.

1.2 CONSTITUTIONAL & LEGAL REFORM

KENYA: CONSTITUTIONAL AND LEGAL REFORM	Under a USAID funded program, IDLO provided technical legal assistance to the Commission for the Implementation of the Constitution on a range of proposed legislation, including on energy, mining, land, evictions and resettlement.
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	<p>IDLO is also assisting the Ministry of Planning and Devolution in strengthening the capacity of county governments to efficiently and effectively enact county legislation, and in adhering to financial accountability in compliance with the Constitution of Kenya.</p>
<p>SOMALIA: LEGISLATIVE SUPPORT OF LEGAL REFORMS</p>	<p>With financial support from UNDP, IDLO established a Policy and Legal Drafting Unit in the Ministry of Justice which began reviewing key draft legislation, including an assessment of conformity with the Constitution and international standards. The Unit will provide legislative drafting assistance to other ministries and will assess the overall legislative drafting capacity of the Government.</p> <p>IDLO also established a Joint Implementation Support Unit (JISU) in the Ministry of Justice to develop an Implementation Plan for the Justice Sector Action Plan 2013-2015 and coordinate the Government's reporting on the progress of the Somali Compact Peace and State Building Goal 3.</p>
<p>ECUADOR: SUPPORT TO CONSTITUTIONAL COURT</p>	<p>IDLO signed a Memorandum of Understanding with the Ecuador Constitutional Court as a mechanism for future cooperation.</p>

1.3 TRANSPARENCY AND ACCOUNTABILITY

<p>KYRGYZSTAN: PROMOTING JUDICIAL INTEGRITY</p>	<p>IDLO's USAID-funded program on judicial capacity building included a component on integrity and transparency (see 1.1 above), e.g. measures to improve funding for the judiciary, establish virtual tools and increase public awareness. This project is expanding through additional funding from USAID as well as through IDLO's involvement in a consortium of European public institutions funded by the European Union.</p>
<p>CIS COUNTRIES: PROPOSED PROGRAM ON PROCUREMENT AND INTEGRITY</p>	<p>This program was cancelled in consultation with the donor.</p>
<p>PROGRAM STRATEGY ON INTEGRITY AND ANTI-CORRUPTION</p>	<p>Management reviewed IDLO's work and concluded that IDLO's comparative advantage was on integrity in the justice sector, as demonstrated by work in Kyrgyzstan and Tunisia.</p>

Strategic Goal 2: Access to Justice

Outcome: Empowered Individuals and Communities

2.1 GENDER EQUALITY

<i>Planned Output</i>	<i>Results</i>
<p>AFGHANISTAN: STRENGTHENING GENDER JUSTICE</p>	<p>IDLO’s longest running and largest program on legal aid and gender justice started in 2011 with support from the U.S. State Department was successfully completed in mid-2014. Legal aid was provided to about 13,000 individuals over a period of three years, with IDLO partnering with the Afghan Attorney General’s Office to establish eight specialized violence against women units. Starting with 514 cases in 2011, the program saw 4,900 cases registered for review and action before its end date.</p> <p>IDLO also supported Afghan NGOs to establish shelters for women victims of violence. The success of the program can be judged by the decision of the donor and Afghanistan’s Attorney General’s Office to partner with IDLO on a new program, continuing gender justice work, through 2016.</p>
<p>KENYA: WOMEN’S PARTICIPATION IN PUBLIC SERVICE</p>	<p>IDLO supported the Gender Directorate of the Ministry of Devolution and Planning to meet the constitutional provisions for increased participation of women in the public sector, including through analysis, training and capacity development tools, to ensure effective gender mainstreaming, including at county levels. IDLO further assisted the Ministry in reviewing and drafting the National Policy for the Prevention and Response to Gender Based Violence, as well as reviewing the Ministry’s own policy on this issue. This program is funded by DANIDA.</p> <p>IDLO also worked with the Supreme Court to develop a policy to combat sexual harassment in the judiciary, establish a complaints/investigation procedure and disseminate these measures widely among those working within the judiciary.</p>

ENHANCING WOMEN'S PARTICIPATION IN THE JUSTICE SECTOR: IMPLEMENTING IDLO'S PLEDGE TO THE 2012 UN GENERAL ASSEMBLY

IDLO published its report *Women's Professional Participation in Afghanistan's Justice Sector*, which identified challenges and opportunities associated with the enhancement of participation of women in the justice sector. The report was released on the margins of the UN Commission on the Status of Women in New York in March and in Kabul in September 2014. The report, prepared with the assistance of Afghan researchers, provides detailed data not previously available on this issue.

STRATEGY TO MAINSTREAM GENDER

A gender mainstreaming policy and strategy were developed, and a gender specialist was hired to train and provide guidance to IDLO employees and programs.

2.2 HUMAN RIGHTS & LEGAL SERVICES FOR MARGINALIZED COMMUNITIES

STRENGTHENING HUMAN RIGHTS

With support from Italy, IDLO conducted research on the promotion and protection of the right to freedom of religion or belief, highlighting how the law can help strengthen religious tolerance in line with good governance principles, human rights and the rule of law. The final report will be published at the end of 2014.

With funds from UNDP, IDLO initiated a project to strengthen the capacity of the Bangladesh National Human Rights Commission to monitor, investigate and report on serious human rights violations, and to prepare a shadow report to a UN treaty body. The project will be completed in 2015.

IDLO assisted UNHCR to deepen its legal understanding of the issue of citizenship in Myanmar. The project was completed in mid-2014.

PROMOTING CHILDREN'S ACCESS TO JUSTICE

In partnership with UNICEF, IDLO analyzed laws, policies and practices on children's access to justice in eastern Europe and Central Asia (Albania, Georgia, Kyrgyzstan and Montenegro). IDLO's aim was to bring to the fore the voices and views of children, families, and communities, highlighting good practice through comparative research and analyses. The program is expected to be completed on schedule at the end of 2014. Also in partnership with UNICEF, IDLO is currently carrying out research in Tunisia, Jordan and Sudan on alternative measures to detention for juveniles. Research results will be published at the end of 2014.

BUILDING RIGHTS AWARENESS

IDLO is partnering with France Expertise Internationale (FEI) in Latin America. As part of the EUROsocial II initiative, funded by the EU, IDLO is working to ensure access to justice and rights for some of the most vulnerable populations in the region, in seven countries of Latin America, linking vulnerable populations with service providers of rights and related benefits. The work is expected to be completed on schedule at the end of 2014.

In Argentina, IDLO is working with the Ministry of Justice to promote access to rights for the youth in Buenos Aires and Santiago del Estero.

IDLO helped to establish a “*casa de derechos*” in one of the poorest neighborhoods in Rio de Janeiro, Brazil, and trained a network of women to provide information and promote legal services to other women. Following the creation of the house in Rio, a second house in Alagoas has been open and two more are expected to be opened in the coming months.

In Chile, IDLO has developed an internal and inter-institutional communication strategy for the Ministry of Justice to strengthen the ability of the judiciary to tackle human trafficking.

In Costa Rica, working with the judiciary, IDLO worked to establish the first “*Casa de derechos se las mujeres*”. The house is located in Upala, on the border with Nicaragua, where many migrant women are victims of violence. The model will be replicated in other parts of Costa Rica.

In Honduras, IDLO worked with the judiciary to establish “*CAPRODEM*” (the centre for assistance and protection of the rights of women) in Tegucigalpa.

In Paraguay, IDLO provided technical assistance to the Ministry of Justice to set up legal assistance centers (SOL or *Servicios de Orientación Legal*) and design a strategy to consolidate the network of the providers of legal services for vulnerable groups.

IDLO is also currently applying an innovative and intercultural approach to legal assistance for indigenous communities in Peru, developing a model for coordinating judicial actors at the local level. This model will be replicated in the Amazonian regions of Loreto and Ucayali.

2.3 ACCESS TO ECONOMIC AND SOCIAL RIGHTS

ENHANCING ACCESS TO HIV-RELATED LEGAL SERVICES

With support from Ford Foundation and OFID, IDLO promoted non-discrimination and access to legal services for people living with HIV/AIDS. The program is regionally focused, covering a number of countries in Latin America, the Middle East and West Africa, and is expected to be completed in mid-2016. Key outputs/outcomes in 2014 included the development of a monitoring and evaluation framework for HIV-related legal services, with specific indicators aligned to each country’s national AIDS programs, and other replicable models of legal services.

IDLO adopted a health law strategy, identifying three areas of focus relating to health and the rule of law: HIV/AIDS, non-communicable diseases and falsified medicines.

Strategic Goal 3: Legal Solutions for Sustainable Development & Economic Opportunity

Outcome: Fair and Sustainable Development Outcomes

3.1 CLIMATE CHANGE, GREEN ECONOMY AND CLEAN TECHNOLOGIES

<i>Planned Output</i>	<i>Results</i>
LEGAL PREPAREDNESS FOR ACHIEVING THE AICHI TARGETS	Through projects funded by the Government of Switzerland, the Government of Germany and the Secretariat of the Convention on Biodiversity (CBD), IDLO built the capacity of local lawyers to analyze and develop legal approaches for safeguarding biodiversity, identifying effective and interesting ways to use law to preserve biodiversity. In addition, IDLO trained lawyers from 40 countries to address the new challenge of building legal frameworks for access and benefit sharing under the Aichi Initiative. This program will be completed by end 2014.
LATIN AMERICA: LEGAL PREPAREDNESS FOR CLIMATE CHANGE	IDLO completed the IFAD-funded program on Legal Preparedness for Climate Change and Rural Development in Latin America. Over a period of two years, using field-based research and multi-stakeholder consultations, the program assessed climate laws and worked with an extensive network of experts in the region to disseminate information on best practices and legal innovation to help the rural poor protect their livelihood and access the benefits of climate finance. In early April IDLO co-sponsored a workshop in Rome with the Italian Institute on Latin America and regional experts to publicize the results of the program.
SUSTAINABLE DEVELOPMENT AND THE RULE OF LAW	IDLO made a significant contribution to UN discussions on the rule of law in the post-2015 development agenda. This work is reported under goal 4 below.

3.2 NATURAL RESOURCE MANAGEMENT

KENYA: LEGAL FRAMEWORKS FOR ENERGY IN AFRICA

This OFID-funded pilot project is expected to be completed by end 2014. The project demonstrated the major role that strong laws and institutions can play in attracting investment in sustainable energy and providing

universal access to energy. The report also provided a pathway for other countries in similar situations to follow legal reform in order to encourage the private sector to invest in the energy sector sustainably and with a low-carbon future in mind.

AFRICA: SUSTAINABLE LAND USE
AND LOW CARBON INVESTMENT

Funded by the Center for International Forestry Research (CIFOR), the program was successfully completed in 2014. Under this program IDLO analyzed the legal frameworks for sustainable investment in land use in Zambia, Tanzania and Mozambique, and provided policy recommendations for legal reform and legal empowerment.

MAPPING: NEEDS AND DEMANDS
FOR WATER LAWS AND
REGULATIONS

Having reviewed IDLO's comparative advantage and competencies, Management decided not to pursue this issue.

3.3 TRADE, INVESTMENT, TECHNOLOGY & INTELLECTUAL PROPERTY

KUWAIT: INVESTMENT LAWS

A new program was initiated to assist the government of Kuwait in translating, interpreting and enhancing accessibility - in English – of all Kuwaiti laws related to economic, commercial and investment activities. It is expected to be completed in 2016.

SOMALIA: LEGAL CAPACITY
BUILDING ON TRADE AND
INVESTMENT

Capacity building in public procurement will be organized for Somali officials funded by the Kuwait Fund for Arab Economic Development.

Strategic Goal 4: Knowledge Generation, Collaboration & Communication

Outcome: Thought Leader on the Rule of Law

4.1 POLICY ENGAGEMENT/CONVENING OF STAKEHOLDERS

<i>Planned Output</i>	<i>Results</i>
POLICY ADVOCACY AT UNGA, ECOSOC, UNHRC AND WORLD BANK	<p>All planned outputs under this objective were successfully delivered in 2014.</p> <p>Using the resources of its offices in New York and Geneva, IDLO actively participated in UN General Assembly, ECOSOC high level segment and UN Human Rights, advocating access to justice and respect for the rule of law issues. IDLO participated in the World Bank Law and Justice Week to raise the profile of its work on the rule of law and sustainable development.</p>
POLICY ADVOCACY ON RULE OF LAW AND POST-2015 AGENDA	<p>IDLO actively participated in the UN Open Working Group, the UN General Assembly and the High Level Segment of ECOSOC and made a major contribution to the debate on the post-2015 development agenda, advocating for the inclusion of the rule of law. IDLO's report, <i>Doing Justice to Sustainable Development: Integrating the Rule of Law into the Post-2015 Development Agenda</i>, highlighted the lessons learnt from IDLO's programs and demonstrated the contribution of the rule of law and justice to sustainable development. Also, in collaboration with Italy in its capacity as the EU Presidency, IDLO organized a conference on the post-2015 development agenda and the rule of law in Rome in July 2014.</p>
POLICY ADVOCACY ON WOMEN'S ACCESS TO JUSTICE	<p>IDLO's policy advocacy on women's access to justice was carried out both at global fora and at national levels, based on programming as well as research. IDLO addressed the UN Commission on Women and launched the report on women's participation in the justice sector in New York and Kabul. The Director-General participated in the deliberations of the World Bank as a member of its Gender Advisory Council.</p>
CONVENING: UN/IDLO EVENT ON MEASURING JUSTICE;	<p>IDLO marked International Women's Day with other Rome-based agencies, and invited Mary Robinson, a member of IDLO's International Advisory Council, as keynote speaker to provide a gender perspective on climate justice.</p>

INTERNATIONAL WOMEN'S DAY EVENT IN ROME	The measurement of rule of law interventions was incorporated across different events organized at the UN in New York.
IDLO CONFERENCE ON RULE OF LAW AND JUSTICE AT THE HAGUE	In cooperation with the Dutch Ministry of Foreign Affairs and the city of The Hague, IDLO organized an international conference on the rule of law to mark the opening of its Branch Office in the Netherlands. The conference helped to raise IDLO's profile and paved the way for partnerships with Dutch institutions.

4.2 KNOWLEDGE GENERATION

IDLO'S RESEARCH AGENDA FOR 2014	The research agenda for 2014 was aligned to IDLO's policy advocacy priorities and to programming demands. The knowledge products spanned a wide breadth of thematic areas, demonstrating IDLO's growing competencies. They enabled IDLO to have an informed and compelling voice on rule of law and justice issues in multilateral fora and relevant national settings. They helped to provide a basis for evidence-based policy advocacy and served as a strong platform to design and launch new programs. All research reports planned for 2014 were produced on time and to a high quality and published for wide external dissemination.
GUIDELINES FOR PEER REVIEW AND QUALITY ASSURANCE	Since March 2014, IDLO piloted a new internal publication process to monitor its knowledge products and ensure quality and timely delivery.
POLICY BRIEFS AND WORKING PAPERS ON SELECTED ISSUES	Policy briefs and working papers were produced for internal and external use, including the policy brief prepared on access to justice for the UN General Assembly Sixth Committee.
RESEARCH REPORTS ON:	<p>The main research outputs in 2014 were:</p> <ul style="list-style-type: none"> - Women's professional participation in Afghanistan's Justice Sector: Challenges and Opportunities - Freedom of Religion or Belief and the Law: Current Dilemmas and Lessons Learned - Children's Equitable Access to Justice: A cross-country study in the CEE/CIS Region - Doing Justice to Sustainable Development: Integrating the rule of law into the post-2015 development agenda

4.3 COLLABORATIVE NETWORKS & PARTNERSHIPS

REVIEW OF IDLO ALUMNI NETWORKS AND ASSOCIATIONS	
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	A review of alumni networks and associations has been conducted, including interviews with alumni. A strategy presenting different options for engagement will be finalized by the end of 2014. In the meantime, protocols have been put in place to foster greater engagement of new groups of alumni.
IMPLEMENTATION OF PILOT PROJECT ON NETWORK OF IDLO TRAINEES/LEGAL PROFESSIONALS IN ONE COUNTRY (AFGHANISTAN)	An assessment was done to determine best ways of engaging with IDLO trainees in Afghanistan. Implementation is pending further internal discussions. An assessment of ways of creating such a network of trainees and maintaining engagement with them has been conducted in South Sudan.
COMPILATION OF EXPERT/SPECIALIST DATA BASES AND ONE THEMATIC NETWORK	The compilation of an Organization-wide stakeholder map, including the mapping and creation of specific regional / country / issue data bases has begun, for example on access to justice in Latin America, and is expected to be completed in 2015.
DEVELOPMENT OF PRO-BONO PARTNERSHIP ARRANGEMENTS WITH SELECTED LAW FIRMS AND ASSOCIATIONS	International law firm White & Case provided pro-bono support to IDLO on a range of projects, including helping to draft four ethics-related policies. Other pro-bono opportunities are being explored in 2014.
IMPLEMENTATION OF PARTNER/Framework AGREEMENTS WITH KEY STAKEHOLDERS	IDLO signed a memorandum of understanding with UNAIDS in June 2014 to address HIV-related discrimination. An agreement was also finalized for signature with WHO. IDLO enhanced its cooperation with the International Criminal Court and in October 2014 organized a pilot regional training seminar for defense counsel and other legal professionals in Dakar, Senegal to strengthen the capacity of national jurisdictions in West Africa to investigate and prosecute crimes under international law.

4.4 ENHANCED PUBLIC PROFILE

RE-DESIGN OF IDLO WEBSITE	A new website was launched in April 2014 to provide quick and easy access to essential information about IDLO and its work. This is part of IDLO's efforts to enhance the quality and availability of information to key stakeholders. The website boasts a modern, colorful design and through its user-friendly nature provides users with more efficient access to the Organization's resources. Other new functions include multi-media integration. Improvements and upgrades to respond to the needs of users will continue, for example through the creation of a low bandwidth version.
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<p>RE-POSITIONING OF IDLO AS EXTERNALLY-ORIENTED AND IMPACT-FOCUSED</p>	<p>An editorial forward planning process has been put in place since March to identify greater alignment with the external agenda and ensure greater visibility for IDLO’s activities. A focus on compelling storytelling to reflect the impact of IDLO’s work has continued to be implemented across website content and has been rolled-out across social media. All information materials for external use have been re-written and re-designed to better appeal to audiences unfamiliar with IDLO and its work.</p>
<p>COMMUNICATIONS TRAINING OF IDLO STAFF, INCLUDING IN THE FIELD</p>	<p>Training on communications skills and activities, including social media, photography, presentation / media and interview skills, as well as on branding and crisis communications, has been conducted and it is planned to continue this through the rest of 2014. Amongst others, field staff from Kyrgyzstan and South Sudan have benefitted from the training.</p>
<p>REGULAR COMMUNICATIONS WITH STAKEHOLDERS</p>	<p>Contact databases for all stakeholders in IDLO's headquarters and branch/liaison offices have been developed or centralized. Audience-specific communications were developed and disseminated, including newsletters and direct mailings. The Justice Daily Digest continued to be produced daily. A Spanish language newsletter focused on Latin America was launched in September.</p>
<p>ENGAGEMENT WITH AND EXPANSION OF IDLO'S INTERNATIONAL ADVISORY COUNCIL</p>	<p>The Director-General sought guidance and received valuable support for IDLO’ s work from members of the International Advisory Council. IDLO invited Mary Robinson to address the Rome-based agencies on International Women’s Day.</p>

Strategic Goal 5: Core Business Development

Outcome: "Best In Class" Programs

5.1 IMPROVED PLANNING, EVALUATION AND IMPACT ASSESSMENT

<i>Planned Output</i>	<i>Results</i>
<p>REVISION OF PROGRAM DEVELOPMENT PROCESS AND GUIDELINES TO ENCOURAGE CROSS-DEPARTMENTAL MATRIX MANAGEMENT, AND ESTABLISHMENT OF PROGRAM DEVELOPMENT FUND WITH CLEAR DISBURSEMENT CRITERIA</p>	<p>Using unrestricted contributions, IDLO established the Program Development Fund (dedicated resources to explore and design new programming) and set up a cross- departmental business development process and criteria for selecting new opportunities.</p> <p>The Opportunity Review Committee (ORC) has been operating for 9 months and screened a total of 99 new project opportunities. 64 of these new project opportunities have been approved for development (49 new projects and 15 program development activities), 32 rejected, while three are pending Senior Management review. Nine of the new projects approved for development are now in implementation, while seven were unsuccessful. In addition, to date, the ORC has approved a total of €123,466 for withdrawal from the Program Development Fund for program development related activities.</p>
<p>IMPLEMENTATION OF SCOPING MISSIONS TO SELECTED COUNTRIES</p>	<p>Five scoping missions were or will be undertaken in 2014 to four countries in four regions. For Mali this led to a new access to justice project supported by the U.S. State Department.</p>
<p>DEVELOPMENT OF PROGRAM STRATEGY ON ANTI-CORRUPTION, GENDER, HEALTH, INFORMAL JUSTICE SYSTEMS, FAIR TRADE, PUBLIC PROCUREMENT</p>	<p>A program strategy on health was adopted and put into implementation. A gender mainstreaming strategy was also developed. After assessment, Management decided not to pursue program strategies on anti-corruption and public procurement for lack of adequate in-house competencies. Discussions on informal justice and fair trade were postponed to 2015.</p>

DEVELOPMENT AND IMPLEMENTATION OF IMPACT AND ASSESSMENT METHODOLOGY AND GUIDELINES	Following the hiring of a new team on impact assessment, work began on designing appropriate methodology and guidelines. An independent mid-term review was undertaken of the Justice Training Transition Program in Afghanistan. External project evaluations will also be conducted this year in Mongolia, Kyrgyzstan and South Sudan.
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REVIEW OF CAPACITY DEVELOPMENT METHODOLOGY	The capacity development evaluation was launched in mid-2014 and the main findings and recommendations will be presented before the end of the year.
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5.2 STRENGTHENING PROGRAM DELIVERY AND CAPACITY

DEPLOYMENT OF PROJECT STAFF TO FIELD OPERATIONS	Program delivery was strengthened through deployment/recruitment of several program management positions to the field offices. Staff at Headquarters from support services such as Human Resources, Office of the General Counsel and Finance are also more frequently travelling to the field offices for support and supervision.
APPOINTMENT OF REGIONAL AND STRATEGIC INITIATIVE MANAGERS	Middle management layers for regional/strategic initiatives was significantly strengthened with new hires.
IMPLEMENTATION OF PROJECT MANAGEMENT SYSTEM AND STANDARDIZED PROJECT MANAGEMENT METHODOLOGY	Guidelines were issued to standardize program management. Further improvement of program management will follow with improvements in support programs in 2015.
IMPROVEMENT OF REPORTING ARRANGEMENTS	An internal monthly project reporting system was rolled out.
ASSESSMENT OF AT LEAST TWO FIELD OPERATIONS	A full independent management assessment was carried out in Afghanistan, with recommendations implemented.

Strategic Goal 6: Organizational Reform

Outcome: Improved Efficiency and Cost-Effectiveness

6.1 UPDATED POLICIES, SYSTEMS AND TOOLS

<i>Planned Output</i>	<i>Results</i>
IMPROVEMENT OF SYSTEMS IN FINANCE, HR AND PROGRAM MANAGEMENT	A business process review for program management was completed, resulting in the introduction of an Opportunity Review Committee to vet program development proposals. Business process reviews in Finance, Human Resources and other support services were also initiated. Following the recruitment of key positions in the organizational services area, a comprehensive organizational reform agenda (called the Continuous Improvement Program) was launched with a two year schedule for completion.
UPGRADE OF ICT EQUIPMENT AND SYSTEMS	A review of Information and Communications Technology (ICT) requirements was started.
REVIEW AND REVISION OF RELATED POLICIES AND PROCESSES	A number of policies and processes were reviewed and revised. Both the anti-corruption and anti-fraud policy, as well as the whistleblower and anti-retaliation policy are on schedule for finalization by the end of 2014.

6.2 ALIGNMENT OF STRUCTURE TO STRATEGY / BUSINESS PURPOSE

SET-UP OF BRANCH OFFICE IN THE HAGUE	The set-up of the Branch Office in The Hague was planned to be completed in 18 months from the signing of the agreement in December 2013. In the first ten months, office premises were rented, refurbishment procured and some 20 posts (two-thirds of the staff cohort) were recruited/deployed.
REVIEW OF STRUCTURE AND STAFFING OF FIELD OFFICES	The structure of IDLO's largest field operation (Afghanistan) was reviewed and resulting recommendations were implemented.
ASSESSMENT OF NAIROBI AS AN OPERATIONAL HUB	A preliminary assessment of Nairobi as a regional hub was carried out.

Strategic Goal 7: Accountability and Risk Management

Outcome: Prudent Stewardship

7.1 IMPROVED FINANCIAL SYSTEMS AND CONTROL

<i>Planned Output</i>	<i>Results</i>
REVISIONS OF BUDGET COSTING AND RECOVERY METHODS, AND IMPROVEMENT OF FINANCIAL REPORTS NICRA	Delivery of these outputs was incorporated into the Continuous Improvement Program as part of the Output Planning, Budgeting and Performance Reporting Initiative 2015-2016.

7.2 RISK ASSESSMENT AND MANAGEMENT

INVESTMENT IN AND IMPLEMENTATION OF FIELD SECURITY GUIDELINES, EQUIPMENT AND STAFF TRAINING, AND TRAVEL SECURITY SERVICES	Field security guidelines are regularly reviewed and updated. Travel Security Services were also procured. On-line compulsory, security training, provided by United Nations Department for Safety and Security, was organized for all employees. It will be linked to the Travel Security Services. Security management training as well as hostile environment training was provided for selected program staff (including from the field). Additional security equipment has been procured for field operations in Afghanistan, Somalia and South Sudan.
SECURITY ASSESSMENT OF ALL FIELD OFFICES	The security assessment of all field offices was completed, and the Afghanistan operation reviewed by an independent consultant. A full-time security coordinator was deployed to cover the east Africa operations.
ESTABLISHMENT OF RISK REGISTER	Work was started with the help of an external consultant to develop a risk register.
INITIATION OF HOST COUNTRY AGREEMENTS FOR AFGHANISTAN, KENYA, SOMALIA, SOUTH SUDAN AND KYRGYZSTAN	Draft host country agreements were submitted to Afghanistan, Jordan, Kenya, Kyrgyzstan, Mongolia, Somalia, South Sudan, Tajikistan, and are under consideration by the respective authorities.

7.3 REPORTING AND COMPLIANCE

IMPROVEMENT OF MANAGEMENT REPORTING	Administrative guidelines were issued for program management reports.
ESTABLISHMENT OF KEY PERFORMANCE INDICATORS (KPIs) & ORGANIZATIONAL PERFORMANCE REPORT	KPIs, organizational performance reports will be pursued in 2015 as part of the Continuous Improvement Program, mentioned above.
INITIATION OF REGULAR FIELD “SITREPS” OR SITUATION REPORTS	An internal monthly project reporting system was rolled out.

Strategic Goal 8: Investing in People

Outcome: Motivated and High Performing Employees

8.1 WORKFORCE PLANNING

<i>Planned Output</i>	<i>Results</i>
DEVELOPMENT OF COMPREHENSIVE HR STRATEGY FOR WORKFORCE AND TALENT MANAGEMENT, AND FULL IMPLEMENTATION OF NEW ORGANIZATIONAL CHART	Phase 1 of the workforce planning was completed with the redesign of most of Headquarters and The Hague Branch Office.
UPDATING OF STAFF RULES AND REGULATIONS, PERSONNEL HANDBOOK, CODE OF CONDUCT, AND REVIEW OF JOB CLASSIFICATION INCLUDING STAFF MOBILITY AND FIELD ROTATION	The updating of the Staff Rules, Human Resources Handbook and Code of Conduct commenced. Procurement to obtain professional services for reviews of job value and contractual terms were initiated and would take into account mobility and rotation.

8.2 CREATING A CULTURE OF EXCELLENCE

REVISION OF PERFORMANCE MANAGEMENT SYSTEM	The current performance management system will be upgraded in 2015 as part of the Continuous Improvement Program, mentioned above.
DEVELOPMENT OF LEADERSHIP SKILLS DEVELOPMENT AND COACHING/MENTORING PROGRAM	Specific program management training was launched for mid-level managers. Coaching and mentoring were provided to selected individuals. Leadership training for senior managers worldwide will commence in 2015.

Strategic Goal 9: Resource Mobilization

Outcome: Financial Sustainability of IDLO

9.1 IMPLEMENTATION OF RESOURCE MOBILIZATION PLAN

<i>Planned Output</i>	<i>Results</i>
INCREASE IN GRANT PROPOSALS (TARGET OF 15 MILLION EURO) AND UNRESTRICTED CONTRIBUTIONS (TARGET OF 400,000 EURO)	At September 2014, the total value of new program contracts signed in 2014 was 24,024,000 euro. An additional amount of 500,000 euro unrestricted funds were received from Italy for 2015.
DEVELOPMENT OF STRATEGY TO LEVERAGE DUTCH MATCHING FUNDS AND CULTIVATE SELECTED SOVEREIGN DONORS	A strategy to leverage Dutch matching funds and raise unrestricted income from certain selected sovereign donors was devised. Dialogue was opened with Sweden which led to an organizational assessment of IDLO by SIDA and the Swedish Ministry of Foreign Affairs.
DEVELOPMENT OF STRATEGY FOR PRIVATE DONORS/FOUNDATIONS	Private sector fundraising was deferred due to lack of capacity.

9.2 DONOR RELATIONS

ESTABLISHMENT OF DONOR SUPPORT GROUP	Consultations were carried out with interested governments to inform the design of a donor support group.
DEVELOPMENT OF COMMUNICATION TOOLS/BRIEFS FOR DONORS	Various donor-oriented communications material was developed in relevant languages.
DONOR VISITS TO IDLO PROJECTS	Not initiated from capitals due to competing priorities. In-country donor representatives regularly attended program activities organized by IDLO.
STRENGTHENING OF FIELD OFFICE CAPACITIES FOR DONOR RELATIONS	Relations between field operations and donors were strengthened. The capacity, competency and support of field offices on resource mobilization were enhanced.

Strategic Goal 10: Support to Governance Bodies

Outcome: Good Governance

10 POLITICAL SUPPORT AND WELL-BALANCED MEMBERSHIP

<i>Planned Output</i>	<i>Results</i>
BUILDING OF “IDLO CHAMPIONS” AMONG MEMBER PARTIES, AND LAUNCHING OF TARGETED DRIVE FOR NEW MEMBERS IN COLLABORATION WITH THE PRESIDENCY	Membership discussions were opened with a number of countries, including Mexico, Pakistan, Mongolia and Kyrgyzstan, and reached an advanced stage with Pakistan. Mexico requested official observer status prior to seeking membership.
STRENGTHENING OF ENGAGEMENT/COMMUNICATION WITH MEMBER PARTIES IN ROME, NEW YORK, GENEVA, THE HAGUE AND COUNTRIES OF OPERATIONS	Information meetings were organized for Member Parties and other interested governments in Rome, New York, Geneva and The Hague.
SUPPORT TO BOARD OF ADVISORS TO REVIEW THEIR ROLE AND RESPONSIBILITIES	Two face-to-face meetings were organized for the Board of Advisors, and advice/information was provided to assist their deliberations on their role and responsibilities.

ANNEX L

RESOLUTION NO. 1/2014
ON THE IDLO MANAGEMENT PLAN AND BUDGET FOR 2015
Meeting of the Assembly of Parties
November 6, 2014

The Assembly of Parties,

In accordance with Article VI(1)(C)(a) of the Agreement for the Establishment of the International Development Law Organization of February 5, 1988, as amended; and Article 28 of the Rules of Procedure of the Assembly of Parties;

Acknowledging the Director-General's proposed Management Plan and Budget for 2015, contained in document AP/2014/2.1, as setting out a sound management framework to effectively implement IDLO's Strategic Plan 2013-2016 during its third year;

Noting the good progress being made by the Organization in achieving the substantive as well as the organizational goals set out in the Strategic Plan 2013-2016 and in furthering its overall mission;

Resolves to:

Approve the IDLO Management Plan and Budget for 2015;

Acknowledge with appreciation the financial contributions provided to the Organization by Member Parties and other governments; and

Call on Member Parties to bring their best efforts to bear in responding to and supporting the Director-General's endeavors to continue to strengthen IDLO.

Management Plan & Budget 2015

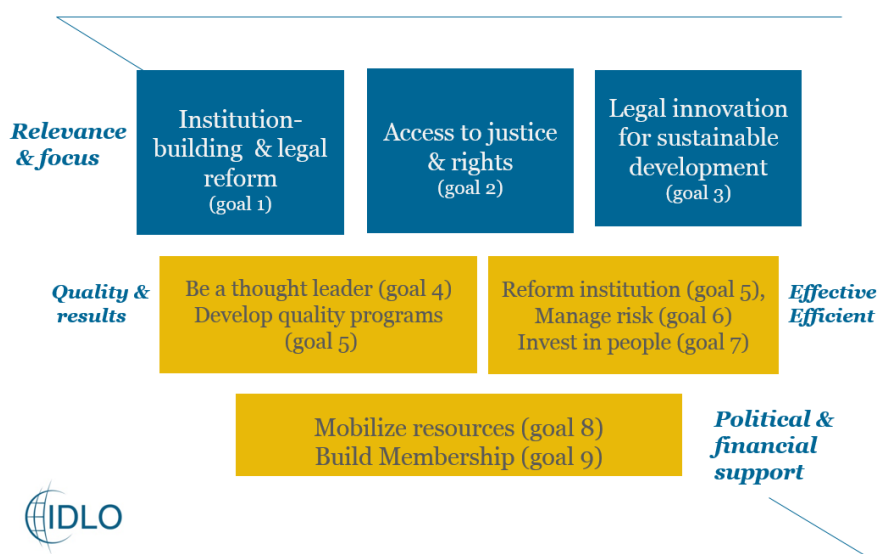
**(Draft for presentation to the
Assembly of Parties)**



Management Plan 2015

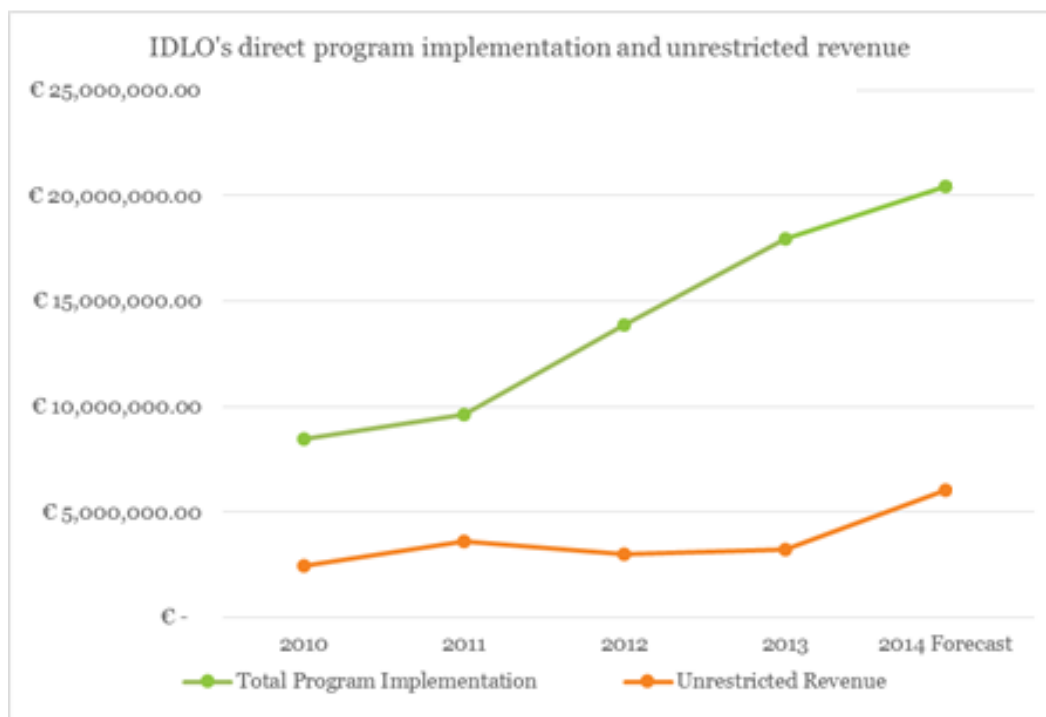
1. The draft 2015 Management Plan is the third yearly plan under the framework of IDLO's Strategic Plan 2013-2016. It is based on an analysis of external trends, an assessment of our organizational strengths and weaknesses, and lessons learned from our programs and other activities.

IDLO's Strategic Plan 2013-2016



2. At international and national levels, the rule of law is increasingly being acknowledged as an essential element for advancing peace and stability, improving the economy and building inclusive societies. The debate surrounding the Sustainable Development Goals and the post-2015 development agenda has given fresh impetus to this realization and a higher profile to IDLO. Our assumption is that the heightened interest in the rule of law and access to justice, and the wider appreciation of IDLO's mission and achievements will create significant new opportunities for our programs, research and policy advocacy in 2015 and beyond.
3. Foreseeing these opportunities, in the past year we took advantage of the generous contribution of flexible funds from the Netherlands and the establishment of the Branch Office in The Hague to enhance our capacity; improve our competencies, including our specialist expertise, communications skills and infrastructure; expand our partnerships; and initiate institutional improvements to better support our operations and activities around the world. We believe these measures, as well as those that we will introduce in 2015, will enable us to consolidate our growth and put the Organization on a firm footing for longer-term financial sustainability.

Diagram 1. IDLO's direct program implementation and unrestricted revenue 2010 – 2014



4. Having grown rapidly and significantly in the past few years, (see diagram 1 above), the aim now is to stabilize the Organization at a viable level. Our largest program, the US-funded Justice Training and Transition Program in Afghanistan (JTTP), will be completed in late 2015. Furthermore, the political volatility and insecurity which challenged IDLO's operations in post-conflict countries and constrained our delivery in 2014 are likely to persist in 2015. The proposed 2015 Management Plan takes these realities into account and proposes a range of measures to stabilize organizational growth, manage and mitigate risks, and create a more balanced program portfolio, as well as increase the level of flexible funds and financial reserves.
5. We have designed our 2015 Management Plan using the same formula as used for the 2014 Management Plan, including:
 - a set of “**Critical Strategic Initiatives**” (CSIs) that communicate clearly our priorities for the year, drive our resource allocation and ensure progress towards the 2015 Strategic Goals;
 - a list of concrete **outputs** aligned to the goals of the Strategic Plan; and
 - a balanced **budget** to resource the Management Plan.

The CSIs, described below, build on those pursued in 2014. **Annex 1** sets out the outputs of the 2015 Management Plan, and **Annex 2** presents the proposed budget.

Critical Strategic Initiatives

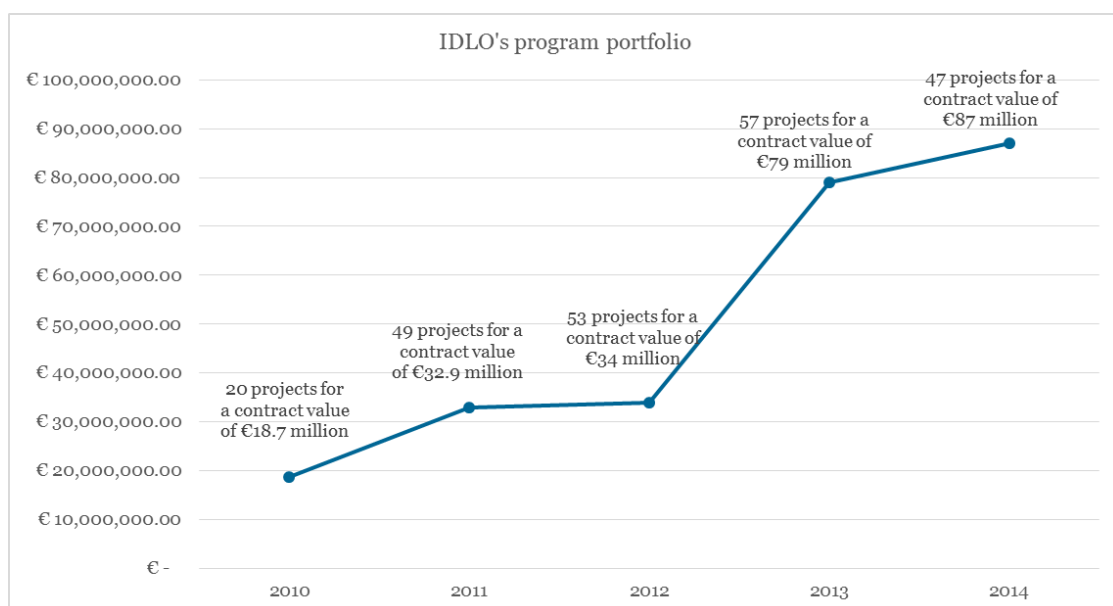
6. Based on our experience to date in 2014, and our assessment of challenges and opportunities in 2015, we have identified the following CSIs for 2015:



CSI 1: Build a balanced portfolio

7. After a rapid expansion of our program portfolio from 34 million euro in 2012 to 79 million euro in 2013, the program portfolio has reached 87 million euro in the last quarter of 2014. We expect it to remain at approximately the same level in 2015.

Diagram 2. IDLO's program portfolio 2010 – 2014



8. Beyond 2015, with the completion of the large JTTP Program in Afghanistan, our aim will be to improve the quality and stability of our portfolio. We recognize our comparative advantage in peace-building and intend to continue to make a valuable contribution to promoting peaceful societies. However, an overwhelming majority of our work is in a small number of post-conflict countries, which exposes the Organization to high risks. Therefore, we will pursue greater geographical balance in our portfolio. Furthermore, most of our work is concentrated on only one of the three themes identified in our Strategic Plan, namely institution-building. To meet the goals of the Strategic Plan, and build a more stable and diverse portfolio, we need to expand our work on the other two themes: access to justice and legal solutions for sustainable development.
9. The need for a better balanced program portfolio was recognized in the 2013 and 2014 Management Plans. We planted some seeds that are beginning to show promise, and we intend to nurture and grow them further in 2015. More specifically, we will:
 - **Consolidate well-established operations.** Given our experience, achievements and investment over a number of years in Afghanistan, East Africa and Central Asia, we will secure the continuation of our programs and our presence in these countries/regions beyond 2015.
 - **Grow our emerging work.** In the past year, we have sought to open up new prospects in Francophone Africa, South and Southeast Asia, and the Middle East. In 2015, we will deepen these opportunities, specifically in Mali, Indonesia, Myanmar, Bangladesh, Egypt, Kuwait, Tunisia and Jordan. Through the EUROsocial program in 2013-2014, we also expanded our experience and networks in Latin America. With the support of interested Member Parties, we will design new programs for Latin America in 2015. Building on the results of scoping missions and projects in 2014, we will also explore further opportunities in Central and Eastern Europe.
 - **Strive for better thematic balance.** While institution-building, capacity development and legal reform will remain the largest thematic areas of our work in 2015, we see promising opportunities for expanding the work that was started in 2014 on access to justice, women's and children's rights, legal empowerment, informal justice, health and climate change. We intend to invest in scaling-up these initiatives in all geographic regions.
 - **Assess and refocus some issues.** Balancing our portfolio requires us to draw lessons from our experiences and revise our approach where results have not matched our expectations, or where we are failing to exploit opportunities fully. Anti-corruption/integrity, biodiversity and commercial/economic law are areas in which we need to define our strategy and identify more clearly our comparative advantage. In 2015, we will reassess the respective program strategies and adjust our priorities in line with the findings.
 - **Exploit synergies between programming and research.** Our experience in 2014 has shown that generating knowledge from our programs and injecting

research into our programs benefits both arms of our business. Our emerging work on children's rights and our projects on climate change and biodiversity, have both benefited from this synergy. In 2015, we will continue to strengthen the interaction between research and programming as a means to further diversify our portfolio.

10. **Program development** will be a major priority in 2015. We do not underestimate the challenge of creating a balanced program portfolio and maintaining a satisfactory level of program revenue after the Justice Training and Transition Program in Afghanistan is completed in 2015. During 2014, we allocated dedicated funds to support program development activities and set up an Opportunity Review Committee to screen program proposals. Drawing on lessons learned from our programmatic growth so far, we will pursue an aggressive, multi-pronged strategy on business development. More specifically, we will:

- **Scale up existing operations.** We have a good track record of starting with a small project, developing new programs on the back of existing ones and gradually becoming a partner of choice in the country on the basis of proven results. We will continue this approach, strengthening the capacity of our country offices to mobilize resources.
- **Build new business from the ground up.** We will invest in scoping missions, needs assessments, and pilot projects and, where appropriate, we will establish a light field presence to develop new programs. We tried this approach in 2014 and it has begun to bear fruit in Mali and Myanmar. We will allocate resources to do the same in selected countries in 2015.
- **Explore new models of programming.** Blending experimentation with experience, we will look at new types of rule of law programs. For instance, we expect to shortly sign an agreement with the Netherlands to manage the Rule of Law Fund in Indonesia through sub-agreements to implementing partners, which will be a change from our usual mode of direct implementation.
- **Develop “self-funded” programs.** In 2015, we will use a portion of additional flexible funds raised to finance programs that are in line with our Strategic Plan, that will help us to better balance and enhance our program portfolio, but for which restricted donor revenue is not available. By funding our programs from our unrestricted revenue, we will create a new business model, reflecting a progressive maturation of the Organization, from one that responded to donors' requests for proposals or sought donor funds for programs it designed, to one that both design and fund its own programs on the basis of needs and strategic choices.
- **Focus on strategic partnerships.** Recognizing partnerships as an invaluable element of our business development strategy, and maximizing our limited resources, we intend to be selective in our approach, and to distinguish between organizations with which we have a “programmatic fit” and those with which we would interact for broader collaboration. Using this criterion, we will prioritize

DPKO (UN), UNDP, UNICEF, UNAIDS, WHO, EBRD, the European Commission and the World Bank, and relevant bilateral aid agencies for program-related partnerships.

- **Be strategic in our choice of issues.** To ensure that we are strategic and well-informed in our choices, we will underpin our program development with country/regional and thematic “strategies” that will identify our comparative advantage, and help us to narrow down the issues and areas where we are most likely to have impact.
- **Review/improve processes and tools.** In 2014, for the first time, IDLO established criteria, standards, funds and mechanisms for developing programs, and established posts to support these activities. As we intensify our efforts to improve the quality of the program portfolio, we will evaluate our current policies and processes of business development to identify areas for improvement and adjustment.



CSI 2: Enhance program quality and impact

11. CSI2 has two distinct but related components: the first is focused on program management, and the second on research and learning.
12. **Program revenue target of 27.9 million euro.** We propose to set a concrete, measurable performance indicator for program management: annual program revenue to the value of 27.9 million euro in 2015. We believe this target is achievable because of the investment that we have made in the course of 2014 to enhance our program management capacity, the specific measures we intend to take in 2015 to empower our program managers and field offices, and because of the related measures that we are undertaking to increase efficiency and effectiveness of organizational support services (CSI 5) and invest in our people (CSI 6).
13. As we increase the volume and speed of our program implementation, we will ensure that we maintain program quality through better monitoring, expertise, research and learning.
14. In relation to program management, we will:
 - **Strengthen field operations.** Until now, all positions in the field, including management positions, have been filled by consultants, leading to uneven performance and loss of institutional knowledge. In 2015, we will deploy staff to critical positions in our field operations in Afghanistan, East Africa and Central Asia. We will empower our managers in the field and at headquarters with appropriate delegation of authority and program management tools to improve program delivery.

- **Enhance monitoring and reporting.** As we devolve more power to our operations, we will strengthen accountability through better monitoring, reporting and control measures. New policies and procedures will be introduced for sub-agreements, and the selection and oversight of implementing partners.
 - **Reinforce field security.** Given our exposure in fragile security situations, a number of measures were introduced in 2013 and 2014 to boost field security. We will maintain those measures, review and evaluate our security-readiness on a continuous basis, and update our guidelines and train our employees in line with emerging needs and risks.
15. In relation to program quality, we will:
- **Emphasize learning.** We have established a new impact assessment function in the Branch Office in The Hague, and will use it to develop a quality framework, along with an impact assessment methodology and a plan of work. A number of programs will be selected for evaluation during the course of the year. Given that capacity development is a core competency of IDLO we decided to evaluate our methodology for capacity development in 2014. The recommendations of that evaluation will be rolled out across the Organization in 2015. Very importantly, as we cross the half-way mark of our current Strategic Plan in 2015, we will undertake a mid-term review which will lay the basis for our next Strategic Plan, to be drafted in 2016.
 - **Ensure expert contribution.** We strengthened our legal and regional expertise in 2014 using additional funds from the Netherlands. In 2015, we will exploit that expertise to improve our program quality and impact. With a core in-house team in place, we will be better able to assess the kind of external expertise we need and how best we can access it through partnerships, networks and institutions, as well as consultants.
 - **Mainstream gender.** In 2015, we will roll out our gender strategy. With the support of our Gender Specialist, we will develop guidelines for mainstreaming the issue and will provide relevant training to all employees in headquarters and the field.
 - **Generate knowledge.** Research is essential both to improving the basis of our programming and in its own right as a program activity. We intend to develop a multi-year research agenda that will seek to disseminate learnings from our programs, build our knowledge and enhance policy advocacy. High quality reports and a knowledge management database will be key outputs to enhance our credibility as a learning and knowledge-based organization.



CSI 3: Influence the rule of law agenda

16. Drawing on its program experience and research expertise, IDLO has established, particularly from our work in 2013 and 2014, a reputation as a champion of the rule of law. In 2015 we will continue to use our voice to raise awareness about the essential role of the rule of law in promoting sustainable development and building peaceful societies. The aim will be to create a broad community of support for the rule of law among governments, multilateral organizations and public policy experts, as well as judges, lawmakers and the other members of the legal community. We will seek to leverage the influence of our International Advisory Council and Board of Advisers to expand our network and strengthen our relationships.
17. We will capitalize on IDLO's visibility to advance our mission, and promote political and financial support for the Organization.
18. More specifically, we will:
 - **Develop a global advocacy strategy** with the aim of strengthening political commitment to the rule of law as a principle of good governance, embodying the principles of human rights, as well as procedural justice.
 - **Contribute to the post-2015 development agenda discussions**, including UN processes to finalize the Sustainable Development Goals. As this Agenda will influence the development priorities of all governments and donors, it is imperative that the rule of law retains a prominent position in that Agenda.
 - **Promote advocacy dialogue** at the regional and global levels to influence major political and judicial stakeholders. In 2015, with the support of the Government of Italy, IDLO will organize a major conference on the Rule of Law and Africa, and participate in the Milan Expo 2015.
 - **Engage with rule of law practitioners, academics and policy thinkers** to share our research and learning products. In 2015, we will organize a series of expert workshops in the Branch Office in The Hague and other locations.
 - **Take our advocacy to the regions and countries where we work.** In 2015, we will organize a conference in Latin America to share the findings of our work on access to rights for vulnerable populations in that region. We will also explore how to develop more robust communication strategies in crisis and post-conflict countries where we work and where our voice could make a difference.
 - **Engage with the UN and international organizations** based in Rome, The Hague, Geneva, New York and Washington D.C. In Geneva, we will seek to participate actively in the UN human rights system and will host a major photo

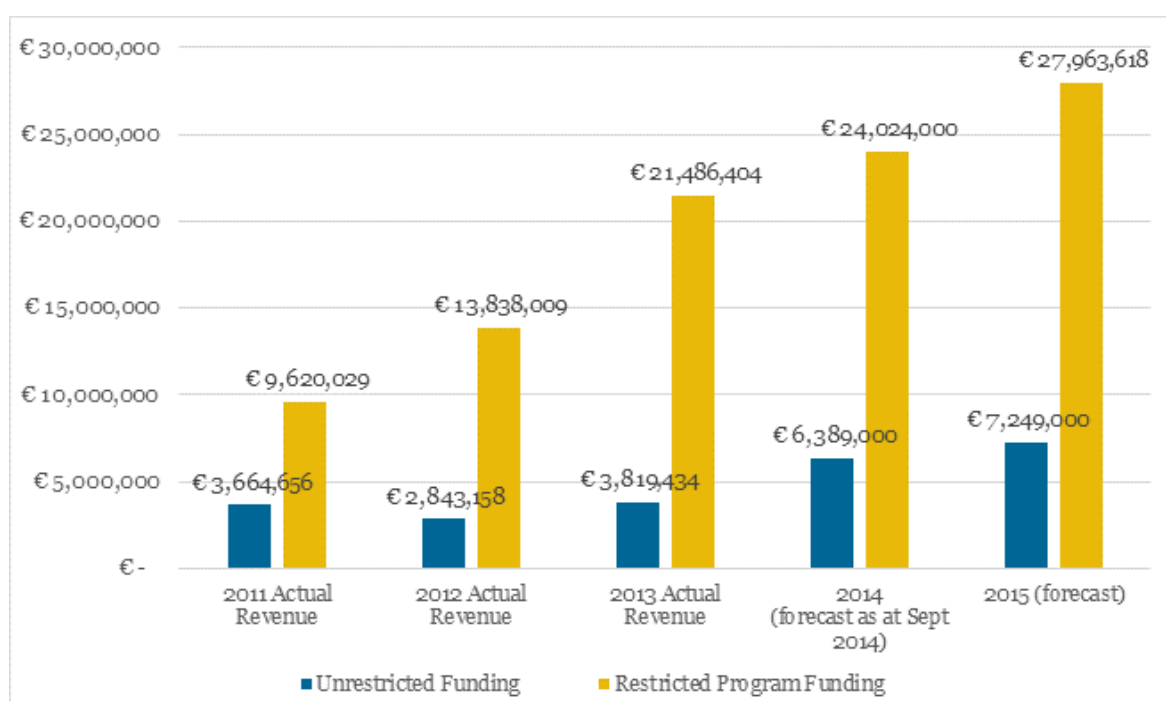
exhibition during the High-Level Segment of the UN Human Rights Council in March 2015.

19. The advocacy strategy will be underpinned by a communication strategy that will seek to improve the branding of IDLO as a results-driven “go-to” organization, disseminate high quality communications products, including the 2014 Annual Report (“Highlights 2014”), and promote IDLO’s work through the website, social media and other channels.
20. A key element of CSI 3 will be to develop the public awareness and communication skills of IDLO employees so that they can “champion” the rule of law.

CSI 4: Grow our political and financial support

21. IDLO is in a healthy financial situation. Its growth trajectory is impressive, as can be seen from Diagram 3, with the prognosis for the next year looking positive. We are grateful to Italy for its continued and consistent support, and additional voluntary contribution in 2014; to the US for making us their “partner of choice” on rule of law programs; and to the Netherlands for its generous multi-year agreement to provide flexible funding.

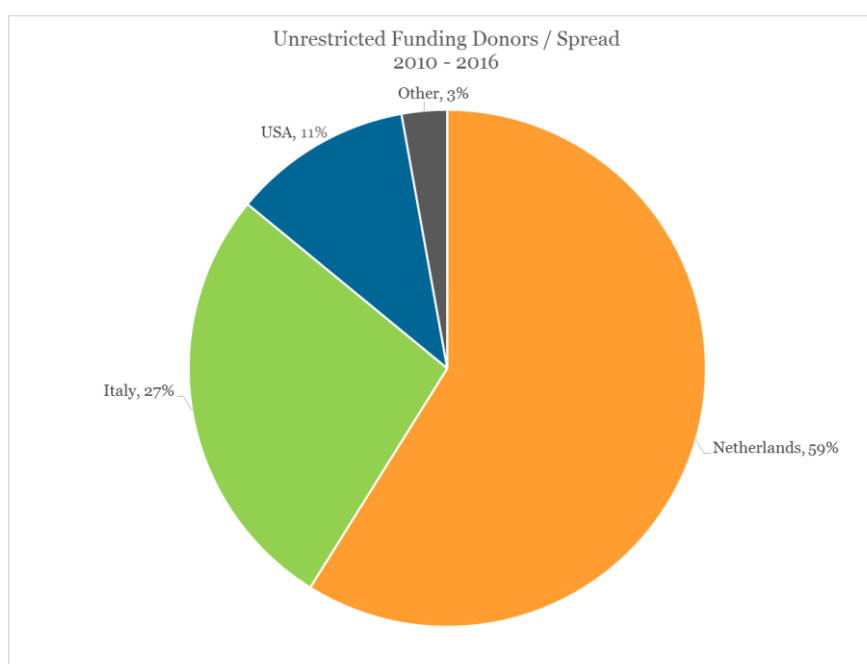
Diagram 3. Trend in Unrestricted and Restricted Revenue 2011 - 2015



22. Our resource mobilization strategy in 2015 will be to:

- **Maintain our program revenue.** We believe we can reach the target of 27.9 million euro in 2015 as some 80% of the revenue has already been secured. The challenge will come in 2016, when the large US-funded JTTP comes to an end. In anticipation of this, we are launching an intensive program development strategy in 2015, with the aim of stabilizing the program revenue, as explained under CSI 1 above (see paragraphs 7- 10).
- **Increase our level of flexible funding.** As part of the multi-year agreement with the Netherlands has committed itself to providing a matching grant of up to 1 million euro in new unrestricted contributions in 2015. This presents an incentive for donors, as well as an opportunity for IDLO. In 2015, another stimulus for donor investment is IDLO's commitment, as explained in this Management Plan, to use the additional flexible funds primarily to strengthen our field operations and deliver "self-funded" programs in line with the priorities set out in our Strategic Plan. In the proposed 2015 budget (see Annex 2), we use a conservative estimate to set the target for additional flexible funding at 2 million euro, of which 1 million euro would come from the Netherlands (although we believe that it will be possible to exceed this target with the support of our Member Parties and other interested governments).
- **Seek multi-year funding agreements to achieve greater financial certainty.** Currently, IDLO has entered into multi-year funding agreements only with the Netherlands and Kuwait. In 2015, the current agreement with Kuwait is due to end and we hope to negotiate a new multi-year agreement. IDLO is currently undergoing an organizational assessment by Sweden, which could open up the possibility of a new multi-year flexible funding agreement.
- **Broaden the donor base.** Although we have achieved financial sustainability, the donor base remains dangerously narrow, particularly for flexible funds, as can be seen in Diagram 4 below. This poses a significant financial and political risk to the Organization. IDLO will continue to work actively to engage new donors, including Sweden, Switzerland and the European Commission. We call on our Member Parties, especially the OECD countries, to support us financially as well as politically. We hope that our performance record, our readiness to reform ourselves and our positive profile will encourage Member Parties to invest in IDLO. Even a token contribution from Members strengthens IDLO's hand in approaching new donors for financial support.

Diagram 4. Donor spread of unrestricted funding from 2010 to 2016



23. Political and financial support should go hand in hand. As we seek to enhance financial support, we will also make a parallel effort to increase political support for our mission and our work through enhanced engagement with governments, both Member Parties and non-members. We will actively follow-up membership possibilities and other forms of cooperation that have emerged in 2014 with countries such as Sweden, Mexico, Kyrgyzstan, Mongolia and Pakistan. We will also strengthen our relations with countries where we operate by completing Host Country Agreements. Most importantly, we will set up a Consultative Forum for the regular exchange of views with all our donors and partners.



CSI 5: Effectiveness, efficiency and accountability

24. CSI 5 and CSI 6 are interlinked, together constituting a two-year Continuous Improvement Program, launched in the last quarter of 2014, to strengthen institutional and workforce effectiveness as set out in the Strategic Plan. The emphasis will be on implementation and concrete deliverables, the measurement of which will be based on evidence and will include benchmarking with comparable organizations. More specifically, IDLO will:
- **Introduce an output-based planning, budgeting and reporting system.** This will foster increased transparency and accountability, and ensure that all IDLO outputs are costed and have key performance indicators that can be tracked and reported on a regular basis. This will bring IDLO into line with other organizations, including IGOs like the OECD, and set the stage for a move towards multi-year budgeting/funding, as well as accrual budgeting and cost-

allocation system, which in turn will improve control and attribution of costs. It will also allow IDLO to strengthen financial performance reporting, better monitor sub-grants, and implement International Public Sector Accounting Standards (IPSAS).

- **Improve business processes for enhanced service delivery.** Following a preliminary review that started in 2013, IDLO's end-to-end business processes will be improved to ensure that organizational support services are client-oriented, efficient and effective.
 - **Upgrade ICT systems.** New and improved business processes will need to be enabled by efficient communications and technology solutions. An ICT needs assessment will be carried out and modernized systems will be rolled out over the next two years in all IDLO offices. The output-based budget system and the business process review will provide the technical requirements for upgrading IDLO's existing Enterprise Resource Planning (ERP).
25. In 2014, the Director-General took the initiative to launch an independent organizational management assessment of IDLO's operation in Afghanistan. It was the first of its kind at IDLO. Using the lessons learned from that experience, in 2015 the Director-General will seek selective independent management assessments and inspections where appropriate, in addition to the regular project and program evaluations planned by IDLO.. .



CSI 6: Invest in people

26. We have more than 300 employees in a number of locations around the world, recruited under a range of contractual arrangements. In 2013, we undertook a workforce review at headquarters and the newly established office in The Hague, which led in 2014 to considerable strengthening of our management capacity, especially at the middle level. In 2015, we intend to strengthen our field offices through the deployment of staff contract-holders, and improved training and induction of all employees. These efforts are part of an overarching human resource strategy to build a well-motivated, high-performing and cohesive workforce. More specifically, we will:
- **Review our employment policies.** Following the adoption of revised Staff Regulations by the Assembly in November 2013, IDLO launched a review of the subsidiary set of Staff Rules in 2014. To ensure that we base our Rules on an employment framework that is appropriate and affordable for IDLO, we will undertake in 2015 an independent assessment of contracting schemes for recruitment and engagement of talent across all IDLO locations and at all levels, including field and local staff, and consider policies and schemes to encourage employee mobility and rotation. We will then propose to the Standing Committee revised Staff Rules for adoption in 2015.

- **Strengthen leadership and people management.** The recruitment drive in 2014 has brought on board new middle and senior managers, as well as specialists and other staff. To improve performance management, as well as people management skills, we will update our performance management system, complimenting it with leadership, management training and mentoring schemes.
- **Improve internal communications.** Taking into account the significant number of new employees and managers, the growing cohort of colleagues in our field offices, and the ambitious organizational change and growth agenda ahead of us, we will work to keep employee morale high through measures such as team building across the Organization (within offices, and between headquarters and the field), improved internal communications and enhanced induction and training. A key aim will be to improve collaboration between field and headquarters, and between different offices and departments.

ANNEX 1. Goals, outcomes, objectives and outputs/activities of MP2015

GOAL	1 : INSTITUTIONAL & LEGAL REFORMS	2 : ACCESS TO JUSTICE	3 : LEGAL SOLUTIONS FOR SUSTAINABLE DEVELOPMENT & ECONOMIC OPPORTUNITY
OUTCOME	<i>Increased legitimacy and public confidence in institutions</i>	<i>Empowered individuals and communities</i>	<i>Fair and sustainable development outcomes</i>
OBJECTIVE	1.1 Justice sector development	2.1 Gender equality	3.1 Climate change, green economy and clean technologies
OUTPUTS CONFIRMED	<ul style="list-style-type: none"> ▪ Afghanistan: justice sector development and transition of training to national ownership ▪ Kyrgyzstan: promoting the rule of law ▪ Kyrgyzstan: strengthening the judiciary ▪ Myanmar: capacity building of justice sector professionals ▪ Africa: training on international criminal law and the ICC ▪ Somalia: justice sector development ▪ Somalia: strengthening customary justice ▪ Somalia: strengthening the capacity of the justice sector to prosecute terrorism offenses ▪ South Sudan: strengthening judicial capacity and legal education (revised program) 	<ul style="list-style-type: none"> ▪ Kenya: supporting women’s participation in the public service ▪ Kenya: access to gender justice and eradication of gender discrimination in Kenya’s judiciary ▪ Somalia: addressing gender-based violence with civil society ▪ Afghanistan: strengthening gender justice 	

<p>PLANNED (TO BE RESOURCED)</p>	<ul style="list-style-type: none"> ▪ Myanmar: capacity building of the Union Attorney General’s Office and the Office of the Supreme Court of the Union ▪ Somalia: capacity building of the Attorney General’s Office ▪ Yemen: judicial capacity building 	<ul style="list-style-type: none"> ▪ Kenya: strengthening access to justice ▪ Access to justice for women in Central America ▪ Implementing IDLO's pledge to the UN General Assembly: reports on women’s participation in the justice sector 	<ul style="list-style-type: none"> ▪ Kenya: building legal preparedness for climate change at county-level
<p>INTERNAL PLANNING</p>	<ul style="list-style-type: none"> ▪ Tunisia: commercial law judicial capacity ▪ Philippines: strengthening legal frameworks and institutions in the Bangsamoro 	<ul style="list-style-type: none"> ▪ Training /mainstreaming IDLO's policy and strategy on gender ▪ Philippines: engaging with informal justice systems and Sharia courts to promote women’s rights in the Bangsamoro 	<ul style="list-style-type: none"> ▪ Sustainable development strategy review ▪ Assessment of biodiversity work

OBJECTIVE	1.2 Constitution-making & legal reform	2.2 Human rights & legal services for marginalized communities	3.2 Natural resource management
OUTPUTS CONFIRMED	<ul style="list-style-type: none"> ▪ Kenya: supporting implementation of the Constitution ▪ Somalia: legislative support of legal reforms 	<ul style="list-style-type: none"> ▪ Bangladesh: strengthening the National Human Rights Commission ▪ MENA: alternative measures to child detention ▪ Afghanistan: supporting access to justice ▪ Indonesia: Rule of Law Fund for access to justice 	
PLANNED (TO BE RESOURCED)		<ul style="list-style-type: none"> ▪ Latin America: realizing rights (EUROsociAL II) ▪ Lebanon and Jordan: building civil society capacity to promote access to justice for Syrian refugees ▪ Mali: access to justice pilot program ▪ Myanmar: statelessness ▪ Somalia: enhancing inclusivity of the Constitutional review process through the active participation of civil society 	
INTERNAL PLANNING	<ul style="list-style-type: none"> ▪ Mapping: needs/demands for constitutional law reform ▪ Ecuador and Peru: Support to Constitutional Courts 	<ul style="list-style-type: none"> ▪ Human rights strategy/mainstreaming and training of staff 	<ul style="list-style-type: none"> ▪ Legal frameworks for energy in Africa

OBJECTIVE	1.3 Transparency and accountability	2.3 Access to economic and social rights	3.3 Trade, investment, technology & intellectual property
OUTPUTS CONFIRMED	<ul style="list-style-type: none"> ▪ Kyrgyzstan judicial integrity ▪ Somalia: procurement training 	<ul style="list-style-type: none"> ▪ MENA, Africa and Latin America: HIV-related legal services 	<ul style="list-style-type: none"> ▪ Kuwait: Acquainting foreign investors with economic laws ▪ MENA/Gulf Region: Legal capacity building on trade and investment ▪ Jordan: commercial law judicial capacity building ▪ Mongolia: commercial law justice sector capacity ▪ Montenegro: commercial law justice sector capacity ▪ Montenegro: Agency for the Protection of Competition - capacity building ▪ Tunisia: fighting economic and financial crimes
PLANNED (TO BE RESOURCED)		<ul style="list-style-type: none"> ▪ Benin: protection of rights of sexual minorities and HIV/AIDS 	
INTERNAL PLANNING/ RESEARCH	<ul style="list-style-type: none"> ▪ Lessons learned / knowledge product on fighting corruption and building integrity in justice systems 	<ul style="list-style-type: none"> ▪ Collaborative projects with UNAIDS & UNDP on discrimination and HIV ▪ Collaborative programs with the Caribbean Public Health Agency (CARPHA) on non-communicable diseases (NCDs) and right to health 	<ul style="list-style-type: none"> ▪ IDLO's policy and program strategy on fair trade and investment ▪ Mapping: Natural resources and capacity development needs for contracts/procurement ▪ IDLO's comparative advantage in economic law sector

GOAL	4 : KNOWLEDGE GENERATION, COLLABORATION & COMMUNICATION	5: CORE BUSINESS DEVELOPMENT
OUTCOME	<i>Thought leader on rule of law</i>	<i>"Best in class" programs</i>
OBJECTIVE	4.1 Policy engagement/convening of stakeholders	5.1 Strengthening program development and planning
OUTPUTS	<ul style="list-style-type: none"> ▪ Development and implementation of global advocacy strategy to position IDLO as thought leader on rule of law in international debates on peace, justice and development ▪ Engagement at the UN on rule of law in the post-2015 development agenda ▪ Rule of Law and Africa conference in Rome ▪ Participation in Milan Expo 2015 on women, food and law ▪ Contribution to UN Human Rights Council, UNGA and World Bank law policy debates (including "side events") ▪ Engagement with Rome-based agencies ▪ Policy dialogues/events in Rome, The Hague, New York, Geneva, Brussels and key capitals ▪ Workshops at Branch Office in The Hague to promote IDLO's research and learning from programs ▪ Broadened stakeholder engagement, including with the judiciary, lawyers and lawmakers ▪ Relationship with influential personalities (including International Advisory Council and Board of Advisers members) 	<ul style="list-style-type: none"> ▪ Successful grant proposals: maintain program portfolio at 75 – 80 million euro on average ▪ Evaluation/improvement of Opportunity Review Committee (ORC) and Program Development Fund ▪ Business model for large sub-grant programs ▪ Business model for self-funded programs ▪ Needs assessment/scoping missions ▪ "Light" field presence for program development ▪ Field offices resourced for program development ▪ Adoption/roll out of country/regional strategies: Afghanistan, Central Asia, MENA, Latin America ▪ Field visits by gender specialist to support gender mainstreaming, program development and implementation ▪ Field visits/needs assessment missions by senior impact assessment officer to support monitoring, assessment planning and implementation ▪ Strengthened collaboration with UNDP, DPKO, UNAIDS, UNICEF, WHO, EBRD, EU, World Bank, FAO and IFAD
OBJECTIVE	4.2 Knowledge generation	5.2 Strengthening program delivery and capacity
OUTPUTS	<ul style="list-style-type: none"> ▪ Knowledge products produced and launched on: <ul style="list-style-type: none"> ▪ Justice sector reform in post-conflict societies/integrity and anti-corruption ▪ Women's participation in the Justice Sector ▪ Children's Access to Justice ▪ Rule of law and SDGs (follow up products) ▪ Development of multi-year research agenda and program ▪ Procedures and guidelines on strengthening research quality and editorial approval ▪ Knowledge management database 	<ul style="list-style-type: none"> ▪ Implementation: program revenue target 27.9 million euro ▪ Staff deployed to core posts in Kabul, Nairobi and Central Asia ▪ Delegation of authority from HQ to field ▪ Improved reporting from field to HQ, including regular sitreps ▪ HQ missions to the field for support and oversight ▪ Key field staff mission to HQ missions for inductions, briefings and training at least once a year ▪ Field Operations Manual finalized and rolled out ▪ All field and program related staff induction/training at least once a year

OBJECTIVE	4.3 Collaborative networks & partnerships	5.3 Learning culture
OUTPUTS	<ul style="list-style-type: none"> ▪ Collaborative initiatives/programs with selected law firms, think tanks, academic institutions and the private sector ▪ Implement stakeholder engagement strategy, including revised strategy to engage with alumni, expert networks and former staff ▪ Agreements with selected academic institutions 	<ul style="list-style-type: none"> ▪ Mid-term evaluation of Strategic Plan ▪ Evaluation of selected programs based on evaluation plan (to be approved by MC) ▪ Develop quality framework and impact assessment methodology and plan ▪ Roll out of results of capacity development methodology evaluation
OBJECTIVE	4.4 Enhanced public profile	
OUTPUTS	<ul style="list-style-type: none"> ▪ Communications and crisis communications strategy and guidelines rolled out, with a particular focus on raising visibility of programmatic impact and training, especially to the field ▪ Media relations integrated into all major communications activities ▪ Background briefings and relationship building with key journalists in Rome, The Hague, New York and Washington DC ▪ Continuous engagement with key audiences through targeted marketing communications, including regular newsletters and mailings ▪ Interactive storytelling of IDLO's work through greater use of video and increased story and image gathering capacity ▪ Creation and dissemination of products to promote IDLO's work and enhance the understanding of the contribution of the rule of law to development amongst key stakeholders, including through IDLO's website, social media channels ▪ 2014 Annual Report ▪ Continued improved web presence ▪ Global photo competition exhibition at UN Human Rights Council in Geneva and other venues <p>Improved branding of IDLO as a go-to implementer, including through development of credentials, case studies, presentation material and increased name-association for key projects</p>	

GOAL	6 : ORGANIZATIONAL REFORM	7 : ACCOUNTABILITY AND RISK MANAGEMENT	8: INVESTING IN PEOPLE
OUTCOME	<i>Improved efficiency and cost-effectiveness</i>	<i>Prudent stewardship</i>	<i>Motivated and high performing employees</i>
OBJECTIVE	6.1 Updated policies, systems and tools	7.1 Improved financial systems and control	8.1 Workforce planning
OUTPUTS	<ul style="list-style-type: none"> ▪ Continuous Improvement Program multi-year plan ▪ Implementation Business Process improvements ▪ Implementation of ICT solutions/upgrades ▪ User-friendly administrative, procurement, financial and HR guidelines and tools for employees ▪ Updated organizational policies on delegations of authority and ethical conduct ▪ Revised contract and other document templates 	<ul style="list-style-type: none"> ▪ Pilot implementation of Output-based Planning, Budgeting and Performance Reporting ▪ Implementation of External Audit Recommendations ▪ Implementation of a monitoring system for the management of sub-grants 	<ul style="list-style-type: none"> ▪ Follow-up to review of staff rules including contractual model and scheme for recruitment ▪ Strengthened leadership and people management processes ▪ Engagement plan for talent rolled out across all IDLO locations ▪ Database of experts/specialists

OBJECTIVE	6.2 Alignment of structure to strategy/business purpose	7.2 Risk assessment and management	8.2 Creating a culture of excellence
OUTPUTS	<ul style="list-style-type: none"> ▪ Set up of Branch Office in The Hague ▪ Set up Amman Office ▪ Set up of regional platforms in Bishkek and Nairobi 	<ul style="list-style-type: none"> ▪ Implement and maintain risk register and implement risk mitigation strategies ▪ Improved financial reserves ▪ Regular staff training on ethics ▪ Staff training on field Security guidelines (ongoing) ▪ Continuation of Travel Security Services ▪ Security assessment of all IDLO offices (as needed) ▪ Field security equipment upgrade (as needed) ▪ Host country agreements for Afghanistan, Jordan, Kenya, Somalia, South Sudan and Kyrgyzstan 	<ul style="list-style-type: none"> ▪ Review of performance management system ▪ Leadership & management training ▪ Staff development plan and roll out ▪ Induction plan for new staff, including field staff
OBJECTIVE	7.3 Reporting and compliance		
OUTPUTS	<ul style="list-style-type: none"> ▪ Establishment of organizational key performance indicators ▪ Organizational reports to Management and governing bodies ▪ Inspections and management assessments 		

GOAL	9: RESOURCE MOBILIZATION	10: GOVERNANCE BODIES & GOVERNMENT RELATIONS
OUTCOME	<i>Financial sustainability of IDLO</i>	<i>Good governance and government relations</i>
OBJECTIVE	9.1 Implementation of resource mobilization plan	10.1 Support to governance bodies
OUTPUTS	<ul style="list-style-type: none"> ▪ Flexible funding target: 2 million euro, including 1 million euro Dutch matching funds ▪ Financial sustainability: two multiyear funding agreements, in addition to the Netherlands ▪ Broadened donor base: three new donors 	<ul style="list-style-type: none"> ▪ Induction and support to new Presidency ▪ Support to Board of Advisers ▪ Well-supported Assembly and governance meetings ▪ Membership growth strategy, including developing the value proposition for potential Member Parties ▪ Target for membership enlargement: at least one new member in 2015 ▪ Membership engagement strategy, including information meeting for Member Parties
OBJECTIVE	9.2 Donor relations	10.2 Government relations
OUTPUTS	<ul style="list-style-type: none"> ▪ Two meetings of Consultative Forum for donors/partners in 2015 (governments and multilaterals) ▪ Development of value proposition, theory of change and business case for investment ▪ Visits to selected donor capitals 	<ul style="list-style-type: none"> ▪ Development and roll out of government engagement strategy ▪ Garnering political support through dialogue and relationship-building ▪ Regular briefings on IDLO's work ▪ Staff training on protocol and government relations

ANNEX 2: 2015 PROPOSED BUDGET

IDLO is proposing an Operating Budget of 34.712 million euro for 2015, as reflected in Table 1 below. The proposed 2015 Operating Budget is 15% higher than the operating budget forecast for 2014 of 30.237 million euro, mainly due to higher direct program implementation.

Table 1 below shows Salary Costs of 6.662 million euro, which includes all budgeted positions based in Rome, The Hague, New York, Geneva and other offices, except positions fully engaged in direct program implementation.

The Function Specific Costs of 2.500 million euro is in line with the 2014 approved budget and covers planned expenditure related to the following undertakings:

- activities related to program development and improvements to program planning, reporting, impact assessment and field security;
- continuous organizational improvements to deliver enhanced services to the field, including investments in IDLO's budgetary, financial, human resource and procurement business processes and ICT upgrades;
- research, advocacy and communications;
- resource mobilization; and
- governance.

Table 1. 2015 Proposed Operating Budget

IDLO 2015 Operating Budget Proposal			
	By Activity €'s		By Expense Type €'s
Institutional Activities	4,973,923		
		Staff Costs	6,662,012
		Function Specific Costs	2,500,000
		Office & Other Support Expenses	2,142,200
		Total Costs	11,304,212
Program Support	4,243,145	Direct Program Costs	22,609,800
Program Delivery	2,087,144	Self Funding Direct Program Costs	798,000
Direct Program Costs	23,407,800	Direct Program Costs	23,407,800
Total Program Activities	29,738,090		
Total Budget	34,712,013	Total Budget	34,712,013

Table 2 below shows that while program implementation has increased since 2011, institutional activities as a percentage of the total budget have decreased over the same period. Despite the significant increase in program implementation, in 2015 the institutional costs are expected to remain proportionately similar to the level forecast for 2014. During the course of 2015, IDLO will seek to improve its budgeting by adopting an output-based costing approach, so that, going forward, program and institutional costs can be better defined, allocated and reported against. This will allow for better control of institutional activity costs to ensure that the percentage of institutional activities continues to be reduced in the years ahead.

Table 2. Program Implementation Compared to Institutional Activities 2011-2015

Program Implementation Compared to Institutional Activities						
€'s						
	2011 Actual	2012 Actual	2013 Actual	2014 Approved	2014 Forecast	2015 Proposed
Total Program Implementation	9,620,029	13,884,000	21,486,404	30,855,000	25,986,156	29,738,090
Total Institutional Activities	3,069,000	2,827,000	3,316,501	4,652,000	4,250,562	4,973,923
Total Budget	12,689,029	16,711,000	24,802,905	35,507,000	30,236,718	34,712,013
Cost of Institutional Activities as a Percentage of Total Budget	24%	17%	13%	13%	14%	14%

2015 Estimated Revenue

The revenue forecast for 2015 totals 35.212 million euro, comprised of unrestricted contributions of 7.249 million euro, restricted contributions for direct program costs of 22.609 million euro and program recovery income of 5.353 million euro, as shown in Table 3 below. It should be noted that approximately 80% of budgeted 2015 total revenues have already been secured, providing IDLO with a solid financial outlook and stability for 2015.

The unrestricted revenue estimate of 7.249 million euro includes a fundraising target of 1 million euro and another 1 million euro of matching funds from the Netherlands, under the terms of the multi-year agreement signed in December 2013. IDLO is optimistic that it can reach the fundraising target in 2015, on the basis of information available as at mid-September 2014.

Table 3. 2015 Estimated Revenue

Revenue					
€'s					
	2015 Estimate		TOTAL REVENUE	2014 Forecast (as at Sept 2014)	2013 Actual
	Unrestricted & Earmarked	Program(*)			
Unrestricted Revenue	7,249,000		7,249,000	6,034,000	3,288,480
<i>Netherlands</i>	4,696,000		4,696,000	4,000,000	1,700,000
<i>Italy</i>	1,033,000		1,033,000	1,504,000	1,032,914
<i>USA</i>	450,000		450,000	458,000	429,122
<i>Other</i>	1,070,000		1,070,000	72,000	126,444
Earmarked Revenue	-		-	355,000	530,954
<i>Other</i>	-		-	355,000	530,954
Program Recovery		5,353,817	5,353,817	3,595,000	3,553,800
Reimbursement of Direct Program Costs		22,609,801	22,609,801	20,429,000	17,932,604
TOTAL	7,249,000	27,963,618	35,212,618	30,413,000	25,305,838

(*) Excluding self-funding activities and earmarked funding for the Branch Office Set-up

Diagram 5 below shows the trend in unrestricted (flexible) and restricted revenue of IDLO from 2011 to 2015. The growth in revenue since 2011 below shows the growing donor confidence in the Organization. The increased unrestricted funds in 2014 was thanks to the increased contribution of the Netherlands under the multi-year agreement signed in 2013. In 2015, IDLO intends to expand the volume of unrestricted funds from other donors. A portion of these additional unrestricted funds will be utilized for programs, while the remainder will be devoted to strengthening field operations and function specific activities.

Diagram 5. Trend in Unrestricted and Restricted Revenue 2011 -2015

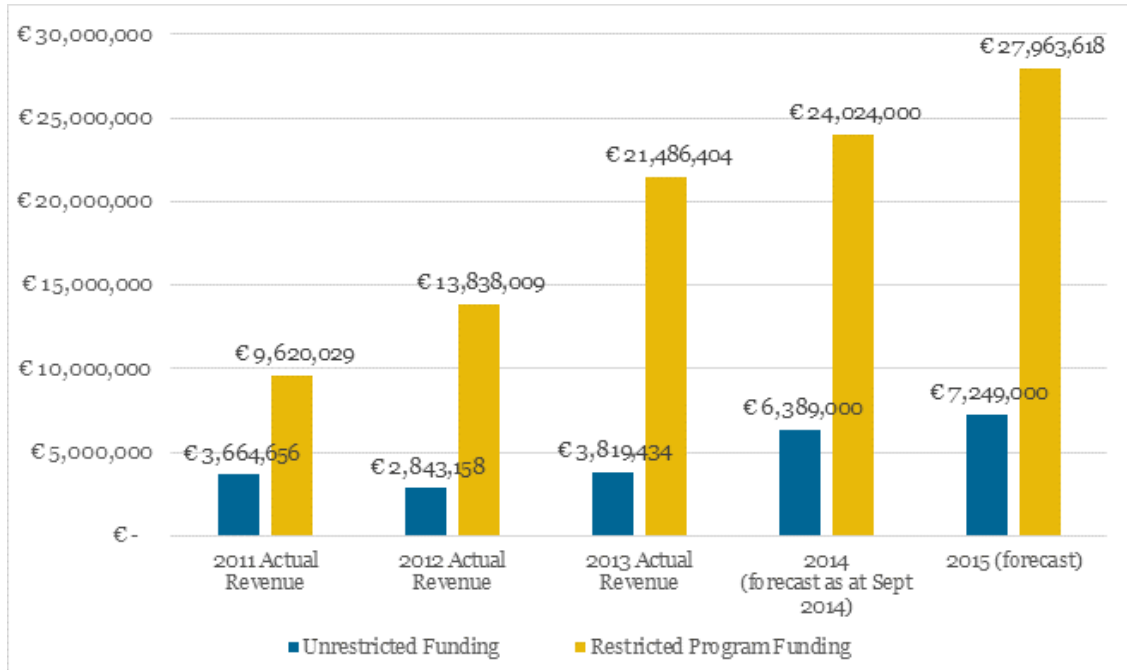


Table 4 below denotes the expected program revenue and program recoveries for 2015. The method used to estimate program or restricted revenue is consistent with prior years. Program revenue is comprised of the forecast budgets of those programs currently under implementation and “high” probability pipeline programs (as of September 2014), plus 50% of the forecast revenue from “medium” probability programs in the pipeline. Table 4 also shows that 5.353 million euro has been calculated as the total program recovery and indicates that the forecast is secure, since 87% of recoveries will come from ongoing programs already under implementation.

Table 4. 2015 Program Revenue and Recoveries

Program Revenue & Recoveries*					
€'s					
Source	2015		2014 (approved budget)		
	Gross Program Revenue	Program Recoveries	Gross Program Revenue	Program Recoveries	
On-going programs	A	22,598,195	4,681,138	23,202,000	3,489,000
<u>Pipeline programs @ September</u>					
High probability		4,541,700		4,404,000	
Medium probability		1,647,444		3,832,000	
Total Pipeline value		6,189,144		8,236,000	
Assuming only high probability + 50% medium probability will convert into contracts	B	5,365,422	672,679	6,320,000	1,048,000
Grand Total	A+B	27,963,617	5,353,817	29,522,000	4,537,000

*Program Recoveries consist of revenue from charging the time core staff spend on program implementation plus the 12% overhead

2015 Estimated Operating Surplus

Table 5 shows the 2015 Net Operating Result. It shows that the estimated revenue for 2015 totals 35.212 million euro. This 2015 estimated revenue exceeds the proposed budget expenditure of 34.712 million euro, and will allow IDLO to balance its budget and finish the year with a surplus of 0.500 million euro. In view of the uncertain conditions in which many of IDLO's field operations are situated, it is prudent to seek such an operating result.

Table 5 also breaks down the financial forecast into institutional activities and program activities. The negative amount of 1.774 million euro represents additional program support and implementation capacity for which program revenue has not yet been secured, and that IDLO is optimistic of securing.

Table 5. 2015 Estimated Net Operating Result

2015 Estimated Net Operating Result			
€'s			
	Institutional	Program	TOTAL
REVENUE			
Unrestricted Contributions	7,249,000		7,249,000
Earmarked Contributions	-		-
Total Program Revenue "Secured" + pipeline		27,963,618	27,963,618
Total Estimated Revenue	7,249,000	27,963,618	35,212,618
COSTS			
Institutional Activities	4,973,923		4,973,923
Program Support Activities		4,243,145	4,243,145
Direct Program Activities		24,696,945	24,696,945
Self Funding Direct Program Activities		798,000	798,000
Total Estimated Costs	4,973,923	29,738,090	34,712,013
Net Estimated Operating Result	2,275,077	(1,774,471)	500,606

Proposed 2015 Capital Budget

The improvements required to achieve IDLO's organizational goals will involve capital expenditure and Table 6 below presents the estimated budget for 2015.

Table 6. 2015 Proposed Capital Budget

IDLO Proposed Capital Budget 2015 *	
€'s	
Information & Communications Technology Requirements	300,000
Furniture & Fittings	50,000
Leasehold Improvements	50,000
TOTAL	400,000
<small>*Does not include any Branch Set-up Costs which are being funded through a separate budget</small>	

ANNEX N

REPORT OF THE STANDING COMMITTEE
Meeting of the Assembly of Parties
November 6, 2014

Introduction

This report is submitted by the Standing Committee to the Assembly of Parties for its annual meeting on November 6, 2014, in accordance with Article VI(3) of the Establishment Agreement and Articles II(2) and XIV of the Rules of Procedure of the Standing Committee. In conformity with the said provisions, this report addresses, among others, the following issues:

1. Interactions with the Director-General and IDLO senior management on the administration and management of the Organization, including IDLO's financial status;
2. Monitoring of the implementation of the 2014 budget; and
3. Decisions and endorsements undertaken by the Standing Committee in 2014.

Composition of the Standing Committee

In accordance with Article VI(3) of the Establishment Agreement, the Standing Committee shall be comprised of the President of the Assembly, who shall be its Chair, the Assembly's two Vice-Presidents, the representatives of two Parties who shall be elected by the Assembly in alternate years each for a two-year term (the *ad hoc* members), and the Chair and Vice-Chair of the Board of Advisers.

In 2014, as decided by the 2013 Assembly of Parties, the Standing Committee was composed of:

- The United States of America as President of the Assembly;
- Italy as *ex-officio* Vice-President of the Assembly;
- Kuwait as Vice-President of the Assembly;
- The Netherlands as *ad hoc* member of the Standing Committee;
- Peru as *ad hoc* member of the Standing Committee;

as well as the following two members of the Board of Advisers, serving in their personal capacity and not as representatives of governments or organizations:

- Ambassador Ertuğrul Apakan, Chair of the Board of Advisers; and
- Professor Jan M. Otto, Vice-Chair of the Board of Advisers.

Meetings of the Standing Committee

Article VI(1) of the Rules of the Standing Committee provides that it shall hold at least three meetings annually at the invitation of the President or at the request of the Director-General or a member of the Standing Committee. In 2014, the Standing Committee held meetings on:

- April 14, 2014
- July 17, 2014
- October 2, 2014

All meetings were chaired by the United States and, with only one exception, all members of the Standing Committee regularly attended Committee meetings. It should be noted that the Representative of Kuwait travelled to Rome at his government's expense in order to participate in such meetings, while the Chair of the Board of Advisers travelled from Turkey and Ukraine and the Vice-Chair from the Netherlands.

In addition, the members of the Audit and Finance Committee were invited to attend all Standing Committee meetings as observers and to contribute to the discussions, as well as to report on their review of IDLO's Management Plan and Budget for 2015. Finally, the President exercised its authority to invite a number of other observers to attend Standing Committee meetings over the course of the year. The Standing Committee received briefings on IDLO's work in the Middle East, including Yemen, and on policy advocacy on the post-2015 development agenda.

Preparing and reporting on Standing Committee meetings

As in past years, the President relied on the IDLO Secretariat to organize the meetings, including the preparation and dissemination of the relevant background documents for all meetings in 2014. The Committee thanks the Secretariat for its efficient, professional assistance in preparing and disseminating all meeting invitations, draft meeting agendas, and background documentation that were distributed by the Secretariat, on behalf of the President, to the Standing Committee members (and Audit and Finance Committee members) in advance of the meetings. Draft meeting minutes were prepared by the Secretariat and coordinated with Standing Committee members prior to finalization and approval. All meeting minutes and annexes were circulated to all Member Parties and members of the Board of Advisers.

Interactions with the Director-General on administration and management of the Organization

In 2014, the Standing Committee continued to monitor implementation of IDLO's 2013-2016 Strategic Plan and the progress toward financial stability, programmatic growth and operational and staffing improvements.

During 2014, the Director-General attended all meetings of the Standing Committee and provided the Committee with updates on IDLO's programmatic implementation and new

initiatives in the program pipeline; financial developments; as well as specific management issues to be addressed by the Standing Committee as they arose.

Other members of IDLO's senior management team, including the Chief Operating Officer (and prior to her appointment, the Director of Finance and Administration), representatives of the Office of the General Counsel and the Directors of External Relations, Programs and Strategy and Innovation also regularly reported to the Standing Committee, providing updates and more detailed information and answering questions on specific issues coming under the purview of their respective departments.

Highlights from the Director-General's reports, which focused on the implementation of the second year of IDLO's Strategic Plan, include:

- Strict and judicious control of spending that will result in a balanced budget for 2014.
- Increased quality program implementation to an estimated €24 million, up from €21.4 million in 2013. At the same time, the program portfolio grew from €79 million in 2013 to an estimated €87 million in 2014.
- Improved financial sustainability for IDLO: unrestricted funds increased from €3.8 million in 2013 to a forecasted €6.3 million in 2014.
- Raising the profile of the Organization and its relevance to rule of law debates through its policy advocacy work, in particular at the United Nations in New York, on the post-2015 development agenda.
- Increased interest in IDLO by both potential donors and members.
- Ongoing organizational reform through strengthening IDLO's management capacity, a review of the largest field operation, and the successful opening of the Branch Office in The Hague in April.
- IDLO's dedicated staff continued to deliver high standards of performance and effectiveness.

Budget monitoring and implementation

The Standing Committee closely followed the implementation of the 2014 budget through briefings provided by the Director-General, the Director of Finance and Administration, and, following her appointment, the Chief Operating Officer. Additionally, representatives from the Audit and Finance Committee participated in all Standing Committee meetings, particularly on agenda items that involved matters that could affect the finances of the Organization.

The Standing Committee again commends IDLO for its judicious use of existing resources while simultaneously initiating new resource mobilization efforts. At the same time, the Organization continues to implement quality programs at a higher rate than the previous year. The projected balanced budget for 2014 is in line with the guidance provided by the Standing Committee and demonstrates the importance that both the Standing Committee and Director-General and her senior team place on strengthening the financial stability of the Organization.

Decisions and endorsements of the Standing Committee at its 2014 meetings

1. Approval of Financial Statements and External Audit Report 2013

At its meeting of April 17, 2014, the Audit and Finance Committee Chair presented the Committee's report, including the Committee's review of the Management Letter and preliminary Audit Opinion and Financial Statements from the external auditors Ernst & Young which, at the time of the meeting, were pending completion. Upon finalization, the Audited Financial Statements and Audit Report were reviewed by the Chair of the Audit and Finance Committee and then approved electronically by the Standing Committee in June 2014.

2. Endorsement of the extension of external auditors Ernst & Young

In line with the Assembly of Parties' delegation of authority to the Standing Committee to appoint IDLO's auditors, the Standing Committee endorsed the extension of Ernst & Young as IDLO's external auditors during its July 17, 2014 meeting. This followed the recommendation from the Audit and Finance Committee at the April 14, 2014 meeting to review the terms of reference to ensure that Ernst & Young's scope was sufficient to assess the Organization's financial controls in detail and in line with international best practice.

3. Endorsement of Severance Pay Schedule

During its April meeting, the Standing Committee agreed that IDLO should continue to use the same severance pay schedule used since 2010.

4. Endorsement of the Audit and Finance Committee's work plan

At its July 17, 2014 meeting, the Standing Committee formally agreed to the work plan of the Audit and Finance Committee.

5. Endorsement of the contribution of the Board of Advisors

Also at its July meeting, following a report from the Board of Advisers, the Standing Committee encouraged the Chair and Vice-Chair of the Board of Advisers to continue thinking of ways to clarify the role of the Board of Advisers and maximize its contributions to the Organization.

6. Endorsement of the draft 2014 Annual Management Plan and Budget

During its October 2, 2014 meeting, the Standing Committee endorsed the Organization's 2014 Management Plan and Budget.

7. Endorsement of proposal to explore new ways of engaging interested States

Also at the October meeting, the Standing Committee asked the Secretariat and the General Counsel to creatively explore appropriate new ways in which to engage States interested in the work of the Organization, particularly States intending to initiate domestic procedures to join the Organization's membership.

Conclusion

2014 has been another year of growth and strengthening for IDLO, as it continues implementation of the Strategic Plan for 2013 – 2016.

The Committee has done its best to oversee IDLO during a period of major evolution for the Organization, characterized by positive changes in the senior leadership of IDLO, its improved international visibility, and significant increases in program activity and impact. In preparation for this report to the 2014 Assembly, the Committee is confident in the Organization's ability to succeed in fully meeting the institutional vision set for it in the 2013 – 2016 Strategic Plan.

ANNEX O

**REPORT OF THE
AUDIT AND FINANCE COMMITTEE
Meeting of the Assembly of Parties
November 6, 2014**

Article 3(8) of the Rules of Procedure of the Audit and Finance Committee (AFC) require that the AFC shall report on its activities and findings to the Standing Committee upon its request or to the Assembly of Parties at its regular meetings and at least once a year. In that context, this report presents a summary of the activities of the AFC during 2014.

The AFC during 2014 comprised of representatives of the Netherlands (Chair), China, Jordan, Kenya and Philippines.

At its March 24, 2014 meeting the AFC agreed upon the following work plan for 2014:

Activity	Scheduled
1. Review of audited 2013 Financial Statements	March 2014
2. Planning for the 2014 External Audit	March 2014
3. Review of IDLO Reserves	March 2014
4. Update on Business Process Review and any developments on internal controls and Enterprise Resource Planning (ERP)	June 2014
5. Update on IDLO's budget recovery and cost allocation policies	June 2014
6. Review of 2015 Management Plan and Budget	September 2014

Summary

The AFC is pleased to see IDLO's budget continue to grow into 2015 and the financial situation continue to remain stable, but looks forward to the organization prioritizing the achievement of its reserve targets as determined during the course of 2014.

2014 has been an important year for IDLO and the AFC, with a number of key positions being filled during the year as the organizational redesign has come towards a close. In addition, a number of management-initiated audits and assessments, summarized below, have been undertaken throughout the year which have created a burning platform for change:

Summary of Audits and Assessments:

- **Annual IDLO Financial Audit and Management Letter prepared by Ernst & Young (EY) Rome, the elected statutory External Auditors of IDLO.** During the annual financial audit work as statutory auditors, EY Rome also performed an analysis of internal controls of IDLO. As a result of this analysis, recommendations regarding procedures, risk assessment and control activities were shared with IDLO. In response, IDLO commented on the recommendations and presented action plans.
- **Assessment of IDLO's operations in Afghanistan performed by Senior Advisor, Jean-Marie Fakhouri.** Based on a site visit to Kabul, observations and recommendations related to human resources and procurement were presented to the Director-General.
- **Afghanistan Procurement Desk Audit performed by Dana-Raluca Albu.** As a result of a review conducted of the procurement process in Afghanistan, key issues and recommendations regarding procedures and procurement structures were presented to IDLO.
- **Internal Control Assessment performed by EY Pakistan.** IDLO assigned EY Pakistan to perform an internal control assessment on the National Justice Sector Strategy (NJSS) program in Afghanistan and to assess Afghanistan's sub-grant process for improvements. Recommendations regarding financial management, sub-granting and procurement were shared with IDLO. IDLO commented on the recommendations and presented actions plans.

The AFC is pleased to note that the recommendations from these audits and assessments, as well as actions from other external audits, have been taken into account by IDLO in the 2015 planning and budgeting process, and will be delivered through the planned multi-year Continuous Improvement Program (CIP), which the AFC endorsed at its meeting of September 25, 2014 (minutes enclosed as Annex 1). The Standing Committee, at its meeting of October 2, 2014 also subsequently endorsed IDLO's CIP.

The AFC 2014 work plan is elaborated below:

1. Review of audited 2013 Financial Statements

The AFC received and reviewed the 2013 audited Financial Statements and Management Letter, and discussed the outcomes of the 2013 audit with EY and IDLO. The AFC welcomed the key recommendation that IDLO move to multi-year funding scenarios to better plan the organization's activities, and in doing that emphasized the importance of scaling up the level of programmatic activities to reduce vulnerabilities. Overall the AFC was pleased to welcome a net positive result of the 2013 audit.

2. Planning for the 2014 External Audit

The AFC provided some feedback to EY as to how their service could be improved, but overall was satisfied with the quality of service provided during the 2013 audit process. At the recommendation of the AFC, the contract with EY to be the external auditor of IDLO has been extended for a limited period of one year to allow for a further assessment of performance to be undertaken. Additionally, the terms of reference for the 2014 audit will be expanded to broaden the scope of audits, and to increase the advisory service provided to IDLO.

The AFC also reviewed a number of other management-initiated audits and assessments conducted by external consultants throughout the course of 2013 and 2014, which have been funded from the vacant Internal Auditor position. The AFC appreciates the steps that IDLO has taken to assess and audit its operations with a view to implementing improvements, and is happy to support IDLO's plan to continue this practice into 2015.

3. Review of IDLO Reserves

In March 2014, the Secretariat provided a paper to the AFC recommending that IDLO adopt an Operating Reserve target of 50% of Annual Operating Costs that would be divided between a short-term Operating Reserve for liquidity fluctuations and a long-term Operating Reserve for emergencies, along with the development of a reserves policy for the Organization.

The AFC recommended to the Standing Committee that the Operating Reserve target be 50% of Annual Operating Costs, plus 25% of Direct Program Costs. The Standing Committee agreed that the proportion of Program Costs kept as reserves could be set at a minimum 12.5%, with a goal of eventually reaching 25%.

4. Update on Business Process Review and any developments on ERP

In 2013, the AFC received an update on the Business Process Review undertaken by Accenture Development Partners (ADP), the outcomes of which were improved processes and procedures for IDLO's Business Development Cycle, and Program Management and Reporting processes.

While the pathway of the Business Process Review and ERP investments originally envisaged during the 2014 process of engaging ADP has not eventuated, the AFC is confident that the appropriately planned and phased review of business processes as part of the multi-year Continuous Improvement Program (part of the 2015 Management Plan) will deliver changes to processes and systems which are fit-for-purpose, and are appropriate for the size and budget of the organization. The AFC foresees that improvements in financial controls and implementation of audit recommendations will come through implementation of CIP initiatives, and looks forward to receiving briefings and updates on this program in the coming years.

5. Review of Cost Allocation and Budget Recovery

In previous years, the AFC has requested a review of IDLO's cost allocation and budget recovery methods, particularly as the Organization aimed to reduce program support cost recovery and to spend more on direct costs to improve quality and in-country efficiency of programs.

IDLO has in place a Time Keeping System that records the time staff spend on direct program implementation, program support, program delivery, and institutional work, which is essential for IDLO's program cost monitoring. The current system of cost allocation is consistent with the AFC's view of how costs ought to be apportioned. However, with further system upgrades and enhanced multi-year budgeting and planning will come improvements to cost allocation mechanisms, which will help IDLO to more accurately cost and manage the costs of its work.

The AFC is confident that a multi-year output-based planning and budgeting process, and ICT systems upgrades, which will be undertaken as part of IDLO's multi-year CIP will greatly assist IDLO in mapping and managing the costs of program implementation.

6. Review of proposed Management Plan and Budget for 2015

The AFC received a presentation of both the 2015 Management Plan and Budget, including the multi-year CIP. The AFC recommended the Standing Committee to approve the proposed budget.

As part of the CIP, the AFC is anticipating increased transparency and accountability in budgeting during the next cycle as IDLO prioritizes the development of a multi-year output-based planning and budgeting process, building on the current output-based process used by IDLO's programs.

ANNEX 1

PROCEEDINGS Meeting of the Audit and Finance Committee September 25, 2014

1. The meeting of the Audit and Finance Committee (AFC) of the International Development Law Organization (IDLO) was held at the IDLO headquarters in Rome.
2. The full list of attendees is attached (Annex A).

AGENDA ITEM 1: Adoption of the agenda (AFC/2014/3.1)

3. The AFC adopted the agenda (AFC/2014/3.1).

AGENDA ITEM 2: Approval of the minutes of the previous meeting of the Audit and Finance Committee meeting of July 16, 2014 (AFC/2014/3.2)

4. The minutes of the AFC meeting of July 16, 2014, were adopted.

AGENDA ITEM 3: Review of IDLO Proposed Management Plan and Budget for 2015 (AFC/2014/3.3)

5. The Secretariat provided a brief presentation of the 2015 Management Plan and the two-year Continuous Improvement Program which will deliver a number of audit recommendations and improved budgeting and accounting systems (Annex B).
6. The Chair requested that the Secretariat provide a presentation to the AFC, when appropriate, outlining the benefits of moving from our current budgeting systems to an output-based planning and budgeting system, and the accounting gaps that would be resolved in moving to an accrual budgeting system which aligns with IPSAS requirements. The Chair gladly noted the inclusion in the 2015 Management Plan of CSI 1, and that IDLO continues to prioritize balancing the program portfolio given its work in fragile states.
7. The Representative of Jordan enquired as to whether the focus on institutional improvements via the Continuous Improvement Program would constitute a shift in the overall composition of the budget and reduction in funding for programs.
8. The Secretariat explained that the ultimate aim of institutional improvements is to build a fit-for-purpose institution that is focused on program delivery. IDLO has benefited from the generous multi-year contribution in unrestricted funding from the Government of the Netherlands in recent years, which has enabled the organization to build up human resources for institution-building. The Chair endorsed the value of prioritizing institutional improvements.

9. As requested by the Chair, the Secretariat provided an overview of the new role of the Chief Operating Officer, outlining the critical role of bringing together Human Resources, Finance, Procurement, ICT and Office Services functions to break down silos and work across functions. The positions of the respective Heads of Service (for instance Head of Finance, Head of Human Resources) remain in place to ensure adequate oversight and management of each functional area.
10. The Representative of the Philippines enquired as to whether the move to output-based planning and budgeting is envisaged to be accompanied by the development of performance indicators and metrics and end-to-end process management. The Secretariat confirmed that the development of metrics and performance indicators is a critical aspect of moving to output based planning, and in analyzing and reviewing internal business process. Performance reporting, for IDLO's programs and institutional efficiency and effectiveness, will be an aspect of the two-year Continuous Improvement Program.
11. The Secretariat presented the Proposed 2015 Budget, showing a total revenue estimate for 2015 of 35.2 million euro and a total expenditure estimate of 34.7 million euro resulting in an overall surplus of 0.5 million euro.
12. The Chair provided an overview of how expenditure is allocated in the current budget, defining the following concepts:
 - Direct program costs – which includes staff time on program work, travel, and supporting materials;
 - Program support costs – which includes program development, financial monitoring, purchase, logistics and human resources management;
 - Program delivery costs – which includes the time spent by staff members in the benefit of the program, development manuals and training courses;
 - Institutional costs – which include general management, financial management, donor, government and public relations, and knowledge development.

In addition, the Chair outlined that improvements to budgeting and cost allocation would come naturally as part of the move to output-based planning and budgeting.

13. The AFC agreed to recommend to the Standing Committee that the Proposed 2015 Budget be approved, with the expectation that the 2016 budget would be an output-based budget.
14. The AFC agreed to endorse the Continuous Improvement Program as part of the 2015 Management Plan, which will deliver on key systems improvements of importance to the AFC and responses to audit recommendations.

AGENDA ITEM 4: 2014 Report of the Audit and Finance Committee to the Assembly of Parties

15. The Chair proposed to prepare a draft report, including a summary of 2014 initiatives, which would be circulated to the AFC Members before being provided to the Assembly of Parties.

AGENDA ITEM 5: AFC Proposed Work Plan for 2015

16. The Representative of Jordan enquired as to whether the Audit and Finance Committee would be required to consider audit recommendations and follow-up actions as part of the Work Plan.
17. The Chair proposed that the AFC monitor the progress of aspects of the Continuous Improvement Program, with the expectation that implementation of the Continuous Improvement Program will address audit recommendations in a more structured and cohesive manner.
18. The AFC adopted the Work Plan for 2015 (Annex C) which includes review of the quarterly financial updates provided to the Standing Committee.

AGENDA ITEM 6: Other Business

19. The Chair updated members of the AFC on the final Assessment of IDLO undertaken by Ernst & Young on behalf of SIDA. The Chair informed members of an updated statement written as AFC Chair which is intended to be conveyed to SIDA, at the appropriate time. The statement confirms the confidence of the Chair of AFC in the present quality of the internal management and control systems of IDLO, and endorses the organization's need for unrestricted funding to strengthen of the organization for the long term impact of IDLO's program activities and to assure the release of the conditional part of the Dutch funding.
20. The Chair thanked all participants, noting in particular the trust and confidence in the Management Team of IDLO and the positive change that will come with the Continuous Improvement Program, and closed the meeting.

Annex A

LIST OF ATTENDEES

Meeting of the Audit and Finance Committee

September 25, 2014

Members of the Audit and Finance Committee

The Netherlands (Chair)

1. Mr. Lex van der Hoeven, Controller, Stabilization and Humanitarian Aid Department, Dutch Ministry of Foreign Affairs

Kenya

2. Mr. Charles Ooko Otieno, Second Secretary, Embassy of Kenya

Jordan

3. Mrs. Reima Dubayah, Attaché, Embassy of Jordan

The Philippines

4. Mr. Enrique V. Pingol, First Secretary and Vice Counsel, Embassy of the Philippines

IDLO

5. Ms. Mira Bacelj, Chief Operating Officer
6. Mr. Albert Mola, Head of Finance
7. Ms. Karine Charmel
8. Ms. Morgan Barr

Annex B

Summary Report to AFC

IDLO's 2 year Continuous Improvement Plan

Based on the Strategic Plan 2013-16 and following the implementation of IDLO's new organizational design during 2013-2014, the priority in 2015 will be to continue to strengthen its institutional and workforce effectiveness and efficiency through the launch of a two-year program of Continuous Improvement to its services. The **two-year Continuous Improvement Program (CIP)** will focus on the implementation of concrete outputs and will deliver:

- increased quality and efficiency of IDLO's corporate services;
- strengthened management of people, budgeting, finances, procurement, infrastructure and ICT;
- enhanced service delivery to the field; and
- an engaged, equipped and empowered workforce.

The CIP will focus on implementation and be evidence-based, including benchmarking with comparable organizations which will ensure that IDLO will continue to implement best practices to enhance accountability and transparency to its Members and donors. The CIP will also provide the framework for enabling the organization to respond to the various audit recommendations, emanating from External Auditors and recent organizational assessments.

The CIP will contribute to the achievement of the Institutional Reforms set out in IDLO's Strategic Plan 2013-2016, as well as the 2015 Management Plan's Critical Strategic Initiatives (CSIs), namely CSIs 5 and 6 below:



Critical Strategic Initiative 5 (CSI 5): Improve efficiency, effectiveness and accountability

With increased support, funding and greater visibility comes greater scrutiny. IDLO is committed to improving its efficiency and effectiveness while at the same time strengthening its accountability to Members, donors, partners and other stakeholders, including its beneficiaries – the communities and individuals whose lives its programs seeks to improve through development in the rule of law. It will do so by focusing on the following CIP initiatives in 2015:

A. Organizational wide outputs-based planning, budgeting and reporting

To foster increased transparency and strengthened accountability IDLO will develop and pilot its first output based planning, budgeting and reporting system. This *performance-based framework* will ensure that all IDLO outputs are costed, and have key performance indicators (KPIs) specified in terms of quantity, quality and timeliness targets. As previously reported to the Standing Committee, Organization-wide KPIs will be established and tracked on a regular basis. This will bring IDLO into line with other organizations, including IGOs such as the Organization for Economic Co-operation and Development (OECD) that is leading work in this area.

This output-based budgeting approach will put in place the essential building blocks to enable IDLO to move to a *multi-year budgeting and funding* basis, *accrual budgeting* and an output based *cost allocation* system. The latter will enable better control for IDLO in attributing costs to program implementation versus institutional activities.

Output-based Planning and Budgeting will also set the vision and framework for IDLO to move forward with strengthened financial performance reporting, implementation of a monitoring system for the management of sub-grants and implementation of *International Public Sector Accounting Standards (IPSAS)*. This framework also provide IDLO with the technical requirements for upgrading its existing ERP, along with the work being done on business process redesign.

Building on the work undertaken in 2014, IDLO will introduce a Risk Management Framework in 2015, with the implementation of a risk register that will monitor and mitigate risks, and be updated on a quarterly basis. In managing its risks, IDLO will also ensure prompt responses to audit recommendations that will foster confidence and trust in the Organization's management and leadership.

B. Enhanced service delivery via improved business processes

Following a preliminary review that started in 2014, IDLO's end-to-end business processes will be improved to ensure that services are *client-oriented, efficient and effective*. Simplified,

integrated and efficient processes will be implemented in the areas of financial services, human resources, procurement, office services and ICT services to ensure that all program and field operations are optimally serviced.

User-friendly guidelines and tools will be developed to support program and field employees in their day to day operations.

C. Upgrade of information and communication systems

New and improved business processes will need to be enabled by efficient communications and technology solutions. An ICT needs assessment will be undertaken as part of the implementation of the improved business processes. Modernized and value for money ICT systems will be implemented over the next two years across all IDLO offices.

Critical Strategic Initiative 6 (CSI 6): Invest in People

D. Review staff rules including contractual model and scheme for recruitment and engagement of talent across all IDLO locations

Following the adoption of revised Staff Regulations by the Assembly of Parties in 2013, the Organization embarked on a review of the Staff Rules in 2014. It is imperative that the Staff Rules are strongly supported by an employment policy framework appropriate for IDLO. Therefore, the next step in 2015 will be for IDLO to undertake an evidence-based independent assessment of contracting schemes for recruitment and engagement of talent across all IDLO locations. The need for this independent assessment is consistent with recent audit recommendations that request IDLO to define salary levels of all international and local employees, in accordance with the economic conditions of the countries in which they operate.

E. Strengthened leadership and people management

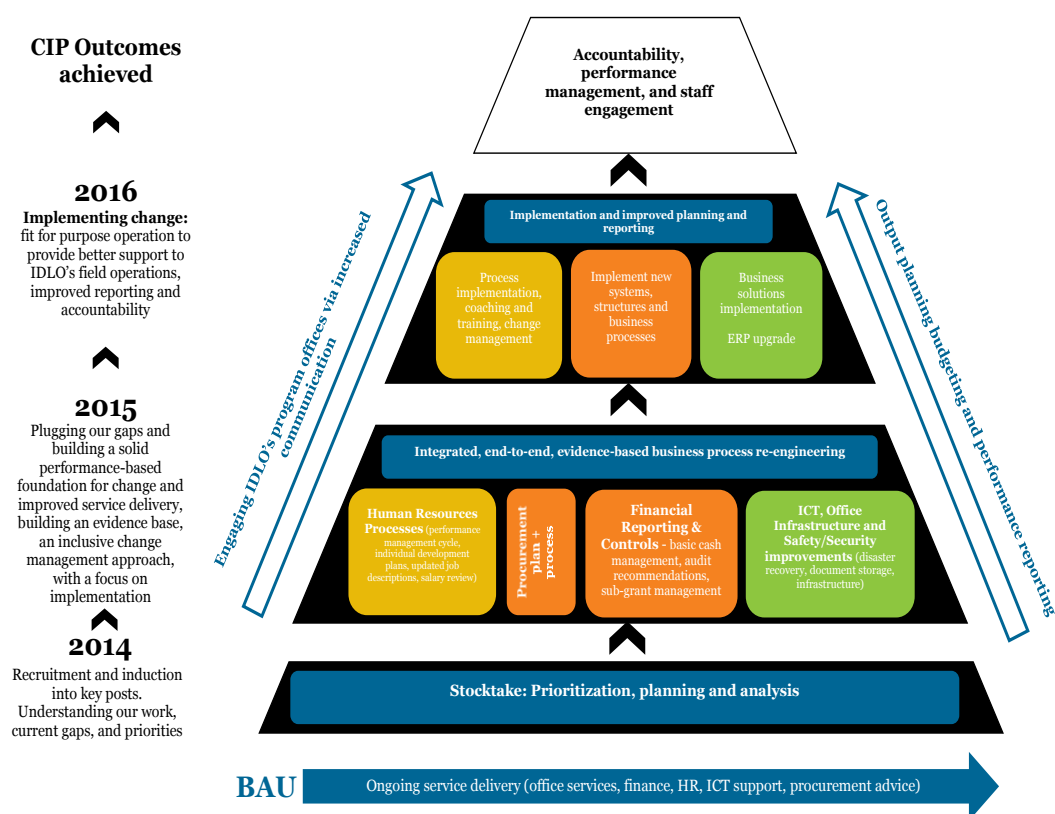
Leadership and People Management are essential to good governance and employee engagement. An updated performance management cycle for all employees will be introduced in 2015 as part of the CIP. It will be complemented with leadership and management training for all IDLO managers across all locations.

Furthermore, in 2015 all managers will need to ensure that job descriptions are updated for their team members, as well as ensuring that an individual development plan has been actioned and discussed with their employees. Increased implementation of learning and training activities for employees is planned as a priority in 2015.

F. Strengthen internal communications across departments, offices and between field and headquarters

Strengthened internal communications and higher employee engagement will be a key thread throughout the Continuous Improvement Program. The program will be led and managed in an inclusive way, involving IDLO employees from across all offices. Increasing collaboration laterally and breaking down silos between departments, as well as improved people management and strengthened leadership will result in a more linked-up and ‘team’-oriented organization.

Chart 1: 2 year - Continuous Improvement Program – high-level vision and timeframe



Annex C

AFC 2015 PROPOSED WORK PLAN FOR QUARTERLY AFC MEETINGS

March 2015 Meeting

- **Review 1st Quarter 2015 Financial Update**
- Review 2014 Audited Financial Statements and Management Recommendation Letter (External Auditors will be present)
- 2015 External Audit planning
- Review Progress and Plans on IDLO's Continuous Improvement Plan 2015-2016
 - *(specific reform items/audit actions plans would be covered)*

June 2015 Meeting

- **Review 2nd Quarter 2015 Financial Update**
- Review Progress and Plans on IDLO's Continuous Improvement Plan 2015-2016
 - *(specific reform items/audit actions plans would be covered)*

September 2015 Meeting

- **Review 3rd Quarter 2015 Financial Update**
- Review IDLO's 2016 Management Plan and Budget
- Review Progress and Plans on IDLO's Continuous Improvement Plan 2015-2016
 - *(specific reform items/audit actions plans would be covered)*

ANNEX P

RESOLUTION No. 2 /2014
ON THE ELECTIONS OF THE
PRESIDENT AND THE VICE-PRESIDENT OF THE ASSEMBLY
OF PARTIES
Meeting of the Assembly of Parties
November 6, 2014

The Assembly of Parties,

In accordance with Article VI(1)(D)(a) of the Agreement for the Establishment of the International Development Law Organization of February 5, 1988, as amended, and Articles 14(1) and 28 of the Rules of Procedure of the Assembly of Parties;

Recalling Resolution No. 2010/04 by which the United States of America was elected President of the Assembly of Parties, and Kuwait was elected as Vice-President, for a three-year term effective as of March 23, 2011;

Recalling Resolution No. 3/2013 by which the elections of the President and Vice-President were postponed until the annual Assembly of the Parties meeting in 2014, and the President and Vice-President were called upon to serve in their respective capacities until their successors are elected;

Considering that the Assembly of Parties has been presented with the following candidates: Kuwait to serve as President and the United States of America to serve as Vice-President of the Assembly of the Parties;

Resolves to:

Elect Kuwait to serve as President of the Assembly of Parties, and the United States of America to serve as Vice-President of the Assembly of Parties, both for a three-year term expiring at the annual Assembly of Parties meeting of 2017.

ANNEX P

RESOLUTION No. 3/2014
ON THE ELECTION OF THE AD HOC MEMBER
OF THE STANDING COMMITTEE
Meeting of the Assembly of Parties
November 6, 2014

The Assembly of Parties,

In accordance with Article VI(3) of the Agreement for the Establishment of the International Development Law Organization of February 5, 1988, as amended; Article 28 of the Rules of Procedure of the Assembly of Parties; and Article V of the Rules of Procedure of the Standing Committee;

Recalling Resolution No. 04/2012 on Amendments to the Composition, Terms of Office, and Meeting Frequency of the Standing Committee;

Recalling Resolution No. 06/2012 by which Peru was elected *ad hoc* member of the Standing Committee for a two-year term, expiring at the annual Assembly of Parties meeting of 2014;

Considering that the Assembly of Parties has been presented with the following candidate: Mozambique for *ad hoc* membership on the Standing Committee;

Resolves to:

Elect Mozambique to serve as the *ad hoc* member of the Standing Committee for a two-year term of office, expiring at the annual Assembly of Parties meeting of 2016.

ANNEX P**RESOLUTION No. 4/2014
ON THE ELECTION OF THE MEMBERS AND CHAIRMAN OF
THE AUDIT AND FINANCE COMMITTEE OF THE ASSEMBLY
OF PARTIES****Meeting of the Assembly of Parties****November 6, 2014**

The Assembly of Parties,

In accordance with Article 28 of the Rules of Procedure of the Assembly of Parties; and Article 2 of the Rules of Procedure of the Audit and Finance Committee of the Assembly of Parties, as amended;

Recalling Resolution No. 08/2012 by which Jordan, Kenya, the Netherlands, the People's Republic of China, and the Philippines were appointed members of the Audit and Finance Committee; and the Netherlands was appointed Chairman of the Audit and Finance Committee, each for a two-year term, expiring at the annual Assembly of the Parties meeting of 2014;

Considering that the Assembly of Parties has been presented with the following candidates for membership on the Audit and Finance Committee: France, Kenya, the Netherlands, the People's Republic of China, and Romania; and the Netherlands has expressed the wish to serve as Chairman of the Audit and Finance Committee;

Resolves to:

Elect France, Kenya, the Netherlands, the People's Republic of China, and Romania to serve as members of the Audit and Finance Committee for a two-year term expiring at the annual Assembly of the Parties meeting of 2016; and

Elect the Netherlands to serve as Chairman of the Audit and Finance Committee for a two-year term expiring at the annual Assembly of Parties meeting of 2016.

ANNEX Q

**RESOLUTION No. 5 /2014
ON THE ADMISSION OF YEMEN AS AN IDLO MEMBER
PARTY**

Meeting of the Assembly of Parties

November 6, 2014

The Assembly of Parties,

In accordance with Articles VI(1)(C)(h) and XIII(1) of the Agreement for the Establishment of the International Development Law Organization of February 5, 1988, as amended (“IDLO Establishment Agreement”), and Article 28 of the Rules of Procedure of the Assembly of Parties;

Noting that Yemen applied to become an IDLO Member Party and requested on November 3, 2014, to initiate the process of accession to the IDLO Establishment Agreement;

Resolves to:

Approve the accession of Yemen to the IDLO Establishment Agreement and its admission as an IDLO Member Party subject to ratification.