

Management Plan 2018



2018 MANAGEMENT PLAN

1. CONTEXT

1. The 2018 Management Plan (MP 2018) will implement the second year of IDLO's Strategic Plan for the period 2017-2020 (*Strategy 2020*).
2. MP 2018 takes into account emerging global trends and builds on IDLO's achievements in 2017 with a view to putting the Organization on a firm and sustainable growth trajectory.
3. The political and security environment remains volatile in many countries where IDLO works. Rapid economic growth, rising inequalities, restrictions on human rights and pressures of large-scale population movements are generating political and social unrest, straining the capacity of institutions and challenging the rule of law. As governments and the international community move to address these issues and implement the United Nations 2030 Agenda for Sustainable Development, there are significant opportunities for IDLO to contribute to peacebuilding, inclusive economic growth and social development.
4. There are also challenges. IDLO's capacity was stretched during the past year as it transitioned from one Strategic Plan to the next and managed the implications of a significant reduction in unrestricted funds, but the resilience of the Organization and the commitment of its people enabled it to remain on target with its program implementation and carry out important institutional reforms. Mitigating the risks and exploiting new openings so that IDLO can grow in a sustained manner will require the Organization to increase its operational capacity, strengthen its planning and impact assessment, and invest in its human resources in 2018. That, in turn, means expanding financial and political support, especially flexible funding.
5. While 2017 was a year to stabilize the Organization, IDLO sees 2018 as the year to consolidate its programs, focus on enhancing quality and impact, and prioritize resource mobilization so that the foundations for sustained growth can be laid over the next three years of this strategic cycle.
6. The purpose of the 2018 Management Plan is three-fold:
 - **Consolidate the transition to *Strategy 2020*.** Over the past two years, IDLO has gradually shifted to a more diverse program portfolio. Geographically, it is no longer concentrated primarily in Afghanistan, but is now present in all regions of the world. Thematically, IDLO's work is now aligned with the priorities set in *Strategy 2020*. The portfolio will be further developed and consolidated in 2018 through well-focused programs, research and policy advocacy, as well as improved monitoring, reporting and assessment.
 - **Complete organizational reforms.** While IDLO's shift to a larger number of programs covering many more countries has reduced

financial risks, it has increased operational complexities. Implementing more programs in a larger number of countries requires stronger systems and management capacity. In 2015, IDLO launched the Continuous Improvement Program (CIP) to update organizational policies, processes and systems. Some major aspects of CIP were completed in 2016 and 2017 but others were deferred for lack of funds and are now planned for completion in 2018. This will take IDLO to a new level of operational capability, transparency and accountability.

- **Revitalize resource mobilization.** IDLO's unrestricted revenue declined by almost 47 per cent between 2015 and 2016 leading to significant budgetary reductions. Thanks to the increased generosity of Italy in 2016 and again in 2017, IDLO was able to avert more severe cost-cutting measures. During 2017 IDLO adopted a new Resource Mobilization Plan to reinvigorate and expand financial and political support. In 2018 the Plan will be rolled out with some targeted initiatives to expand the donor base, increase resources, and enlarge and energize IDLO's membership.

2. **WHAT WE MUST ACHIEVE: A SUMMARY OF THE 2018 MANAGEMENT PLAN**

7. In alignment with *Strategy 2020*, the 2018 Management Plan will develop and deliver programs, research and policy advocacy to:
 - Empower people and groups to realize their rights, with a special focus on:
 - o Access to justice for women and girls;
 - o Support to civil society actors; and
 - o Engagement with informal justice systems.
 - Strengthen institutions to improve laws, policy and the quality of justice, with a special focus on:
 - o Criminal justice;
 - o Fighting corruption; and
 - o Economic development.
 - Champion the rule of law to mobilize political will for institutional and policy reforms.
8. In line with the organizational objectives set out in *Strategy 2020*, the 2018 Management Plan will:
 - Implement changes to:
 - o Enhance program quality through improved monitoring, evaluation and learning;
 - o Strengthen transparency and accountability through better reporting;
 - o Strengthen communication and expand IDLO's outreach to stakeholders;

- o Invest in human resources by implementing the new Employment Model and Employee Rules adopted in 2017;
 - o Enhance effectiveness and efficiency by updating organizational policies, processes and systems; and
 - o Reduce legal risks by better securing IDLO's legal status in the countries where it operates.
- Mobilize political and financial support to:
 - o Expand financial resources and strategic partnerships;
 - o Enlarge IDLO's membership; and
 - o Enhance the effectiveness of governing bodies by implementing the governance reforms adopted by the 2017 Assembly of Parties.

While much of the work noted below is already resourced or has a high probability of being funded through proposals in the pipeline, some activities will require the mobilization of new, additional funding.

3. PROGRAMS, RESEARCH AND POLICY ADVOCACY

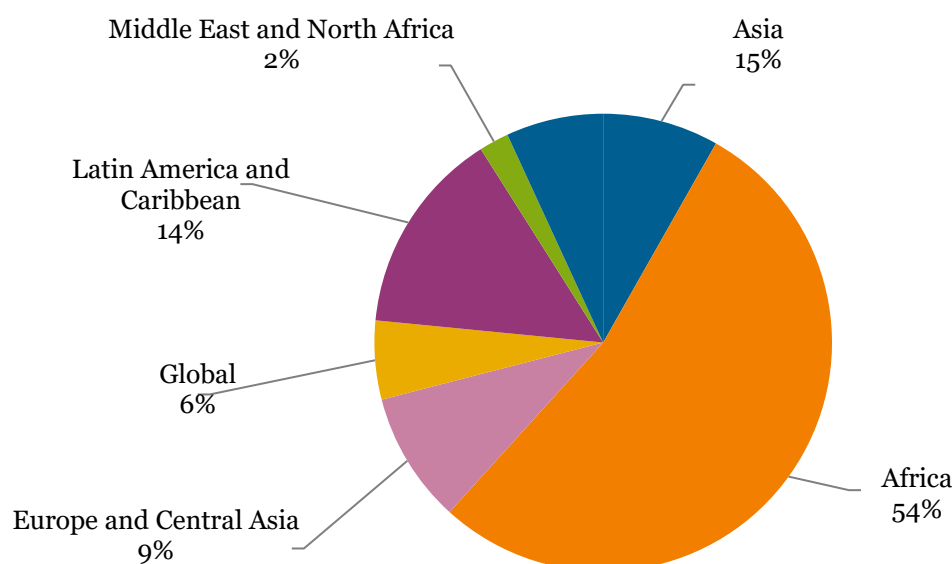
9. IDLO's substantive goals and objectives are set out in *Strategy 2020* (see Diagram 1 below). The three Impact Goals indicate the outcomes IDLO seeks and will pursue through the six Action Goals.

Diagram 1: Strategy 2020 Impact and Action Goals



10. Diagram 2 below shows the geographic distribution of IDLO's programmatic work in 2018. For the first time in IDLO's history, the majority of IDLO's programs will be in Africa, rather than Asia where Afghanistan had previously dominated IDLO's programmatic work. While the bulk of IDLO's programs in 2018 will continue to be implemented in post-conflict countries, the proportion of IDLO's work in middle-income countries is expected to increase.

Diagram 2: 2018 budgeted program expenditure by region



11. Other key points to note with regards to the geography of IDLO's operations in 2018 are:

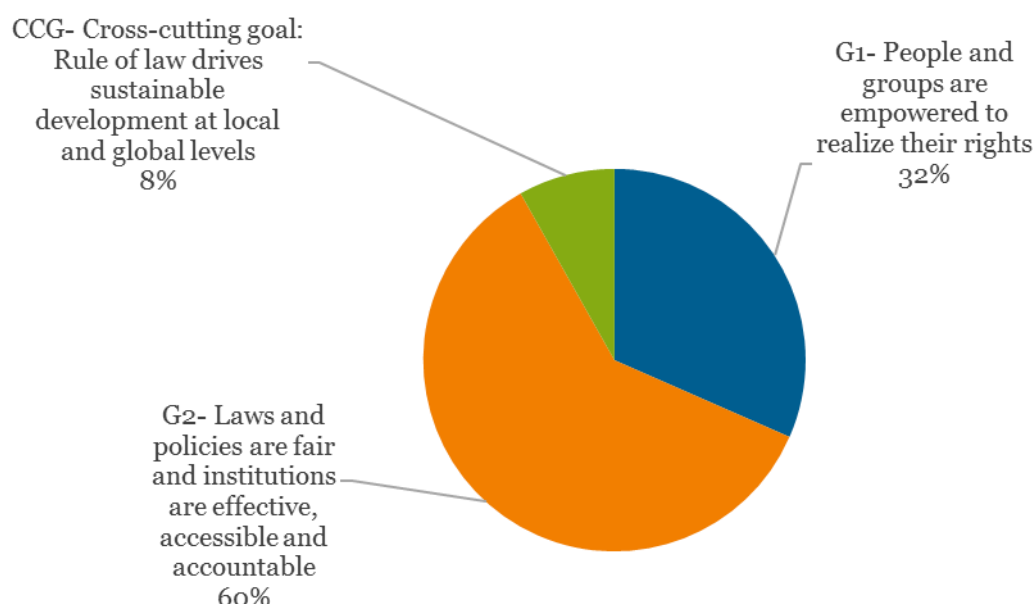
- **Increased opportunities in Africa.** IDLO's program portfolio in Africa will be over 41 million euro in 2018 as compared to 25 million euro in 2016, representing 53 per cent of total program revenue as compared to 31 per cent in 2017. IDLO will consolidate its work in Mali, Liberia, South Sudan and Somalia, while seeking to initiate new programs in Uganda, Rwanda and Mozambique. The Africa Initiative, launched by IDLO in Dar es Salaam in June 2016, will continue to be an important platform for partnerships in the region.
- **Reduced operation in Afghanistan.** As anticipated, the completion of the large Justice Training Transition Program (JTTP) in 2017 has reduced the volume of work in Afghanistan. However, IDLO has signed a new agreement to continue the program on access to justice until 2020. It is also exploring other funding opportunities to build on the success of JTTP. Staffing and office costs in Afghanistan will be rationalized in line with reduced operational needs.
- **Growth in Latin America.** Expanding its presence in the region, IDLO will launch a sizeable program in Mexico, while continuing to consolidate its work in Honduras. These operations will provide a basis for the formulation of a strategy to further expand programs and partnerships in the region.
- **Emerging opportunities in Asia and Europe.** IDLO will explore openings in Eastern Europe and Central and Southeast Asia, including on economic development using strategic partnerships with the European Bank for Reconstruction and Development (EBRD), People's Republic of China and others. Depending on the pace of growth and

subject to the availability of additional funds, IDLO will strengthen its organizational structure in Asia.

- **Renewed investment in the Middle East and North Africa.** IDLO's footprint in the region remains small although the potential is immense. The Organization took some exploratory steps in 2017 and will use them to open the door to larger opportunities in 2018.

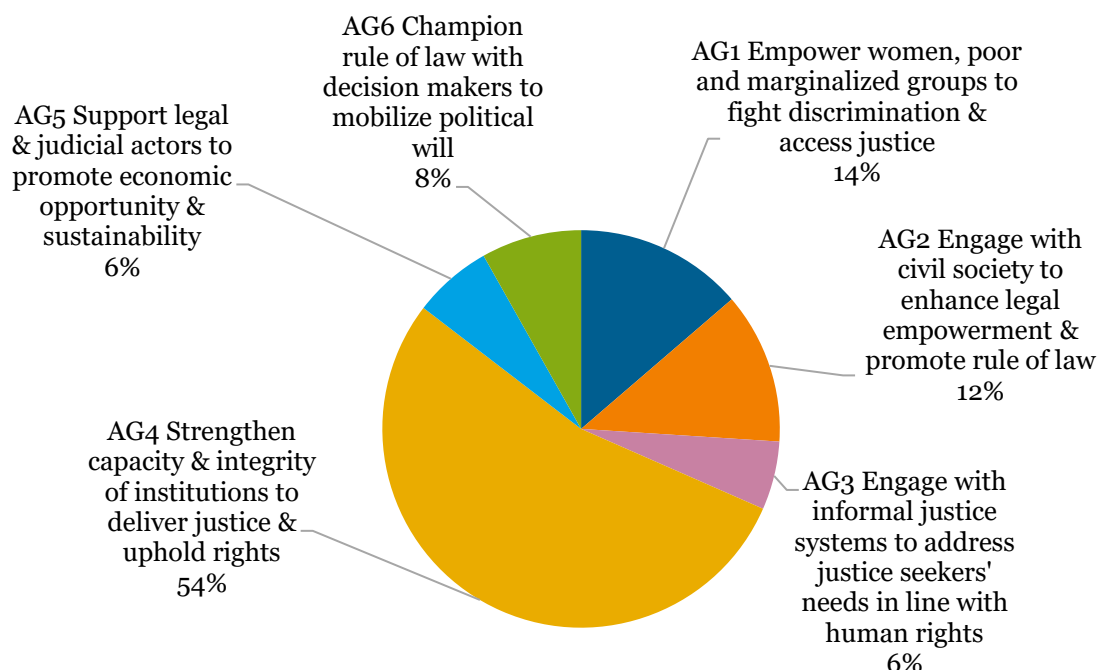
12. Diagram 3 shows the distribution of IDLO's thematic work according to the three impact areas of *Strategy 2020*.

Diagram 3: 2018 budgeted program expenditure by Impact Goal



13. While institution-building remains IDLO's largest area of work, access to justice has expanded significantly in the last two years and shows good promise for further growth. The third impact area, championing the rule of law, is of strategic importance but lacks adequate financial support. Increased funding would allow IDLO to expand research and advocacy, especially in relation to the Sustainable Development Goals (SDGs), and increase public awareness and political will for policy changes.
14. Gender equality is a cross-cutting theme across all of IDLO's work. During 2017, IDLO reviewed its Gender Strategy to align it with *Strategy 2020* and position the Organization to contribute to the implementation of Goals 5 and 16 of the UN 2030 Agenda for Sustainable Development. IDLO's new Gender Strategy will be finalized at the end of 2017 and will be rolled out in 2018 through dedicated projects for women and girls as well as mainstreaming of gender across all of IDLO's programs. IDLO will seek additional funds to evaluate and learn from its gender programs and projects.
15. Diagram 4 shows the distribution of IDLO's work according to the six Action Goals of *Strategy 2020*, and the paragraphs below describe the main substantive issues that will be pursued under each Goal in 2018.

Diagram 4: 2018 budgeted program expenditure by Action Goals



Action Goal 1: Empower women, poor and marginalized groups to fight discrimination and access justice

16. The legal empowerment of women and girls and ensuring that they have access to justice and rights forms a major component of IDLO's work under Action Goal 1. It has grown rapidly in the past two years and is expected to continue to expand in 2018. IDLO will work with global partners such as UN Women and UNAIDS, as well as women's groups and institutions at national and local levels, to advance gender equality and eliminate discriminatory laws and policies.
17. Through new and existing programs in a number of countries, including Afghanistan, Honduras, Liberia, Kenya and Mongolia, IDLO will focus on:
 - Eradication of sexual and gender based violence, gender discrimination and marginalization of women and girls;
 - Piloting an innovative strategy combining legal and social empowerment to support women and girls to claim their rights and demand accountability; and
 - Identifying ways to empower women to claim their economic rights, including access to land, and overcome legal impediments to business opportunities.
18. IDLO will also seek opportunities, including in cooperation with the UN High Commissioner for Refugees (UNHCR) and the International Organization for

Migration (IOM), to strengthen access to justice for refugees, migrants, stateless and displaced persons, starting with a pilot project to support Syrian refugees in Turkey. Migration is a crowded and competitive field for programming and IDLO is focusing on its comparative advantage in judicial and legal capacity development.

19. IDLO's Health Strategy, adopted in 2015, has been incorporated in *Strategy 2020* and will continue to focus on fighting discrimination and marginalization of people living with or at risk of HIV/AIDS. Within the limits of our existing resources we will also explore opportunities to address non-communicable diseases through the rule of law.

Action Goal 2: Engage with civil society to enhance legal empowerment and promote rule of law

20. IDLO will continue to strengthen the capacity of non-governmental organizations, legal professional associations and civil society networks to provide legal aid and legal services to women, including survivors of gender-based violence, people living with, or at risk of HIV, and other marginalized groups.
21. One of IDLO's comparative advantages is its ability to work simultaneously with both governments and civil society. IDLO will seek to strengthen cooperation and coordination between non-governmental organizations and state institutions to combat gender-based violence, support juvenile justice initiatives, enhance legal awareness and build public confidence in the justice sector.

Action Goal 3: Engage with informal justice systems to address justice seekers' needs in line with human rights

22. IDLO has been working to improve informal or community justice systems in several countries. The aim is to enable people and groups to access justice easily, effectively and affordably. That work will be expanded further in 2018 through programs in Uganda, Somalia, Mali and Kyrgyzstan, and support to the newly established African Centre of Excellence on Access to Justice.
23. Although informal systems are the most common means by which people access justice, they are often poorly resourced, lack procedural safeguards and are discriminatory towards women and other marginalized groups. Based on its past extensive research and current programs, IDLO will publish a policy brief in 2018, which will then be used as the basis for consultations with stakeholders and donors and for raising resources to develop projects and programs to engage with and improve informal systems to meet the needs of justice seekers, especially women.

Action Goal 4: Strengthen capacity and integrity of institutions to deliver and uphold justice and rights

24. This Action Goal has historically been IDLO's largest area of work and will remain so in 2018, driven by the interests to stabilize post-conflict countries,

address organized crime and urban violence in middle-income countries and build people's confidence in justice institutions. Under this Action Goal, IDLO will continue to provide capacity development and technical assistance, including legislative support, to justice institutions at national and local levels. It will work to enhance local participation and ownership of changes and sharpen its own understanding of the context so that it can better analyze risks and identify the entry points for change.

25. IDLO's work on institutional strengthening is increasingly focused on the criminal justice chain, and in 2018, will cover a broad range of issues, including:
 - Innovative programming to enhance participation and ownership to strengthen criminal justice in Mali;
 - Strengthening institutional capacity to prosecute sexual and gender-based crimes in several countries;
 - Launching a major legal capacity building program for federal, state and municipal police in Mexico;
 - Supporting rehabilitation, re-integrative services and non-custodial sentencing options for prisoners in Honduras; and
 - Addressing corruption in Ukraine and the Philippines.
26. In line with its commitment to mainstream gender in the justice sector, IDLO will expand its research and advocacy to increase the participation of women in justice institutions.

Action Goal 5: Support legal and judicial actors to promote economic opportunity and sustainability

27. Legal support for economic development was an area of historic strength for IDLO and one that *Strategy 2020* seeks to renew. During 2018, IDLO will significantly boost its work on this Action Goal by following a three-pronged approach:
 - Strengthening judicial capacity in commercial law;
 - Supporting legal reforms to remove barriers faced by women entrepreneurs; and
 - Strengthening legal capacity and dispute resolution mechanisms to promote trade and investment.
28. With respect to the last point above, IDLO will launch in 2018 a global Investment Support Program, designed in partnership with the UN. The purpose is to provide least developed countries with access to expert advice to negotiate, monitor and resolve disputes related to international trade and investment agreements. The innovative feature is that IDLO will forge

partnerships with the private sector to procure *pro bono* expertise for this program.

29. IDLO signed a memorandum of understanding with the Ministry of Commerce of the People's Republic of China in 2017 under which it will design and develop programs in 2018 to strengthen the legal framework and dispute resolution mechanisms related to international trade and commerce in countries participating in the Belt and Road Initiative launched by China.
30. IDLO will also explore opportunities to advance environmental sustainability and combat climate change through the rule of law. So far, its contribution to environmental sustainability has been modest and primarily in relation to biodiversity. In 2018 IDLO intends to consult with partners, including the Rome-based agencies, in order to better identify its comparative advantage and design a new strategy and programming focused on food security, sustainable use of land, and the preservation of biodiversity. IDLO will require additional funding for such programs.

Action Goal 6: Champion the rule of law to mobilize political will

31. IDLO brings added value to sustainable development, human rights and peacebuilding with its policy research and advocacy. These activities can produce significant impact at low cost, as has been proven in the past in relation to IDLO's work to promote SDG 16. That makes it all the more unfortunate that this Action Goal remains under-funded. IDLO will seek additional funding to strengthen its legal policy expertise and capacity for thought leadership and advocacy. IDLO will also seek to leverage its partnerships with academic institutions and think tanks to support its policy work and will engage with the IDLO's Board of Advisers in this context.
32. Conscious of the need to be selective and strategic in light of limited resources for policy research and advocacy, IDLO will exploit its presence in Rome, New York, Geneva, The Hague and other key cities, and work with partners to focus on issues where it can best deploy its distinct expertise and experience to influence policy makers.
33. In 2018, IDLO will focus on:
 - **2030 Agenda for Sustainable Development.** Bringing lessons from its programs and research to bear on discussions at the UN. Keeping in mind the plan of the UN High Level Political Forum to focus on implementation of SDG 16 in 2019, IDLO will also explore the possibility of assisting some of its partner countries with their reporting on the issue.
 - **Gender equality.** Using the roll out of IDLO's new Gender Strategy and lessons learned from its programs to advocate for women's and girls' access to justice and rights.
 - **Judicial independence and integrity.** Drawing on the lessons learned from IDLO's programs and leveraging its networks in the

judicial sector, to underline the relevance of strong and independent judiciaries to democracy, human rights, good governance and economic development.

- **Informal justice.** Using IDLO's forthcoming policy brief, past research and growing work as a basis to engage with stakeholders at local and global levels.

4. ORGANIZATIONAL FOCUS

34. *Strategy 2020* identifies areas for improvement and investment in IDLO as shown in Diagram 5 below.

Diagram 5: Strategy 2020 Capacities, People and Resources



35. To facilitate management and accountability, IDLO has grouped these organizational goals into eight Major Initiatives. The 2018 Management Plan will prioritize the following organizational development objectives to advance the Major Initiatives:

Major Initiatives 1 and 2: Enhance program quality through monitoring, evaluation and learning

36. IDLO initiated work in 2017 to enhance the quality of its programming, focusing on all stages of the project cycle from development and design to implementation, monitoring and reporting of results. This is a substantial undertaking for which only partial funding has been identified so far and full implementation will depend on the availability of additional funds.
37. Building on the work that has already been accomplished in 2017, in 2018 IDLO will:
- Take further measures to improve program design, implementation and management, including the development of a Program Manual and program design tools to guide employees.

- Develop and implement a Results Monitoring Framework to track, assess and report on the results of IDLO's program portfolio in accordance with the Goals of *Strategy 2020*.
38. IDLO employs a robust evaluation methodology based on OECD-DAC standards and conducts regular evaluation of its programs and projects. To complement such evaluations, IDLO has introduced "Lessons Learned Briefs" to measure broader outcomes, identify scope for further interventions and develop evidence-based theories of change. In 2018, IDLO will:
- Further strengthen monitoring, evaluations and Lessons Learned Briefs to encourage internal learning and external consultations.

Major Initiative 3: Strengthen transparency and accountability through improved reporting

39. IDLO is committed to strengthening transparency and accountability, and took several measures in 2017, including public reporting of its program and financial information in line with International Aid Transparency Initiative (IATI) standards, and producing a full output-based budget for 2018. Building on these measures, in 2018 IDLO will:
- Strengthen reporting on programs and institutional impact to internal and external stakeholders, while continuing to respect the requirements of individual donors.
 - Report against the 2018 output-based budget and develop systems to generate more accurate and timely financial and operational reports for donors and the governing bodies.
 - Strengthen management oversight and control with support from the newly created internal audit and compliance function.

Major initiative 4: Strengthen communications and stakeholder relations to enhance advocacy, profile and outreach

40. Communications and stakeholder relations are cross-cutting, contributing significantly to policy advocacy (Action Goal 6), reporting (Major Initiative 2), transparency and accountability (Major Initiative 3) as well as political and financial support (Major Initiative 5). As such, most of the work to be carried out in 2018 under this Major Initiative has been described elsewhere in the Management Plan. In addition to that, in 2018 IDLO will:
- Use the opportunity afforded by its 30th anniversary as a multilateral organization to galvanize interest internally and externally, revive links with its extensive alumni network and expand its outreach. The anniversary year will provide an important opportunity to share IDLO's experience from three decades of work on the rule of law and garner support for the future. The nature and scale of IDLO's 30th anniversary activities will depend on the availability of funds; and

- Continue efforts to improve its communications products with a particular focus on impact storytelling, the Annual Report, the website and social media presence.

Major Initiative 5: Broaden strategic partnerships to mobilize financial resources

41. *Strategy 2020* calls on IDLO to ensure high-quality, predictable and stable financial growth from a wide range of sources. The aim is to achieve a well-balanced income stream of program and flexible funds sustained through multi-year agreements from a diverse set of donors. The emphasis is on the quality and stability of funding as well as volume.
42. Although IDLO enjoyed significant financial growth from 2013 to 2015, the donor base was narrow and in 2016 the unrestricted funding declined by 46 per cent due to loss of contributions from one donor. While unrestricted funds increased in 2017 thanks to the generosity of Italy, the donor base remains narrow. Program revenue is better distributed across countries and regions than in previous years and has a slightly broader distribution between donors. However, the volume of program revenue in 2018 is expected to be slightly lower or at the same level as the 2017 forecast, and there is need for augmentation.
43. The reduction of unrestricted funds negatively affects IDLO's ability to design, implement and manage programs, encourage innovation, monitor and report results, and invest in its human resources, learning and organizational capacity on which future growth will depend. The narrow donor base leaves the Organization highly vulnerable.
44. During the past year, IDLO strengthened its internal fundraising capacity, consulted with donors and key stakeholders, and adopted a new Resource Mobilization Plan. The Plan aims to consolidate the existing donor base; identify and engage new donors/sources of funding; increase financial resources, especially flexible funding through a variety of means; and ensure predictability of funds to achieve sustainable growth.
45. In 2018, IDLO will implement the Resource Mobilization Plan, as follows:
 - Design and implement engagement strategies for sovereign donors, philanthropic foundations and private sector partners, with the target of attracting at least two significant new donors in 2018 and increasing both flexible and program funds substantially in 2019;
 - Explore strategic partnerships to pool resources and leverage synergies in pursuit of shared goals, as has been done with the European Bank for Reconstruction and Development (EBRD) in 2017;
 - Strengthen donor engagement by organizing, in addition to bilateral dialogue, an annual consultation meeting to deepen relations with

existing donors, attract new ones and encourage Member Parties to support IDLO's resource mobilization efforts. The first such meeting is planned in Rome in November 2017;

- Design "thematic programs" aligned to *Strategy 2020* to attract new donor funding on a programmatic basis, rather than the current project-based approach;
- Revise project budget methodology and introduce an effective time keeping system to capture time, effort and support costs more accurately and establish a justifiable level of program recovery;
- Set up policies and processes to receive in-kind contributions, including equipment, *pro-bono* services, staff secondments and Junior Professional Officer schemes; and
- Establish resource mobilization as a shared corporate responsibility, strengthening capacity and skills and improving coordination between Headquarters and Field Offices.

Major Initiative 6: Enhance political support by expanding membership and implementing governance reforms

46. As an intergovernmental organization, IDLO relies on the political support and guidance of its Member Parties. Regionally well-balanced growth of membership benefits IDLO's programs, advocacy and resource mobilization, adds to its legitimacy and makes its governance more representative.
47. IDLO has experienced a welcome growth in its membership alongside the growth of its programs, thought leadership and visibility. Sweden, Mali and Montenegro will have completed the process for joining IDLO in 2017. Several others are likely to do so in 2018.
48. It is important to support and encourage current Members to actively participate in IDLO's governance and contribute financially to the organization. Under the leadership of the Standing Committee, IDLO embarked in 2017 on a governance reform process which is expected to conclude in November 2017 with the adoption by the Assembly of Parties of a comprehensive set of amendments to the Establishment Agreement and related governance documents. The key proposed changes will be the expansion of the Standing Committee to include more Member Parties, the streamlining of inter-sessional decision-making and the clarification of the role of IDLO's Board of Advisers.
49. In 2018, IDLO will:
 - Undertake a membership drive to mark IDLO's 30th anniversary and seek accession of at least four new Members, including both countries that fund IDLO and host its programs;

- Support the governing bodies to implement the reforms approved by the 2017 Assembly of Parties to enhance effectiveness and accountability.

Major Initiative 7: Invest in human resources to maintain an engaged, diverse and field oriented workforce

50. To further this Major Initiative, in 2018 IDLO will focus on four issues:

- **Implement the new Employment Model and Employee Rules.** The new Rules were approved by the Standing Committee in July 2017 following a comprehensive round of consultations with a wide range of internal and external stakeholders. The new Rules are applicable to all employees in the Organization, removing previous distinctions and creating equity between Field Offices and Headquarters and core and project funded employees carrying out similar functions. Under the new Rules, all staff and consultant positions (excluding single engagement contract holders) will be converted into “continuing” or “contingent” positions, with incumbents holding fixed-term or affiliate contracts respectively. Implementation will begin on January 1, 2018, but because of financial constraints, those aspects of the Rules that have financial implications will be implemented in a phased manner, consistently across each duty station as funds become available.
- **Increase field orientation in talent management.** Within its financial constraints and in line with the new Employment Model and Employee Rules, IDLO will seek to encourage mobility of international professional employees between field duty stations and Headquarters, and will seek to ensure, in a phased manner depending on the availability of funds, that key positions in the field are filled by employees holding fixed-term contracts, so as to create greater institutional stability.
- **Enhance training and skills development.** IDLO will prioritize training on effective management and leadership skills, and provide coaching for middle managers. E-learning courses, established in 2017, will be improved and expanded as a cost-effective means of developing skills and knowledge on a wide range of subjects for all employees in the field and Headquarters and at all levels.
- **Improve performance management.** IDLO will develop a new performance management system aligned to the new Employment Model and, subject to the availability of funding, may also work on a competency framework incorporating core technical and managerial requirements.

Major Initiative 8: Enhance organizational effectiveness and efficiency by updating policies, processes and systems

51. In line with the Continuous Improvement Program (CIP) launched in 2015 and recommendations of the Independent Management Review (IMR) carried out in 2016, IDLO undertook a number of improvements with regard to

organizational policies, processes and systems in 2017 but was obliged to defer some changes for lack of funding. In 2018, IDLO plans to continue and complete the ICT and systems upgrades to enable greater delegation to field offices and accountability across the Organization.

52. In 2018 IDLO will:

- Implement the Navision enterprise resource platform at Headquarters for procurement, budget and human resources functionalities, which will permit greater decentralization and accountability as well as streamlining of processes;
- Roll out the Navision finance module to all field locations to enable greater delegation and devolution of functions to the field while maintaining appropriate oversight; and
- Implement the ICT security framework and migration to cloud-based storage systems to improve security and data integrity.

53. The effective operation of IDLO's programs across the world requires that host countries provide IDLO offices and employees with the necessary legal status, including appropriate privileges and immunities. Such status ensures appropriate work authorization and provides favorable tax treatment which reduces program operating costs and enhances efficiency. It also provides the Organization and its employees with the independence and protection they need to carry out their duties consistent with IDLO's status as an intergovernmental organization.

54. Building on the proposed changes to IDLO's Establishment Agreement that 2017 Assembly of Parties is expected to adopt, IDLO will:

- Encourage all countries where IDLO has or proposes to carry out programs to conclude host country agreements; and
- Seek the support of Member Parties, where appropriate, to assist IDLO to achieve such agreements.

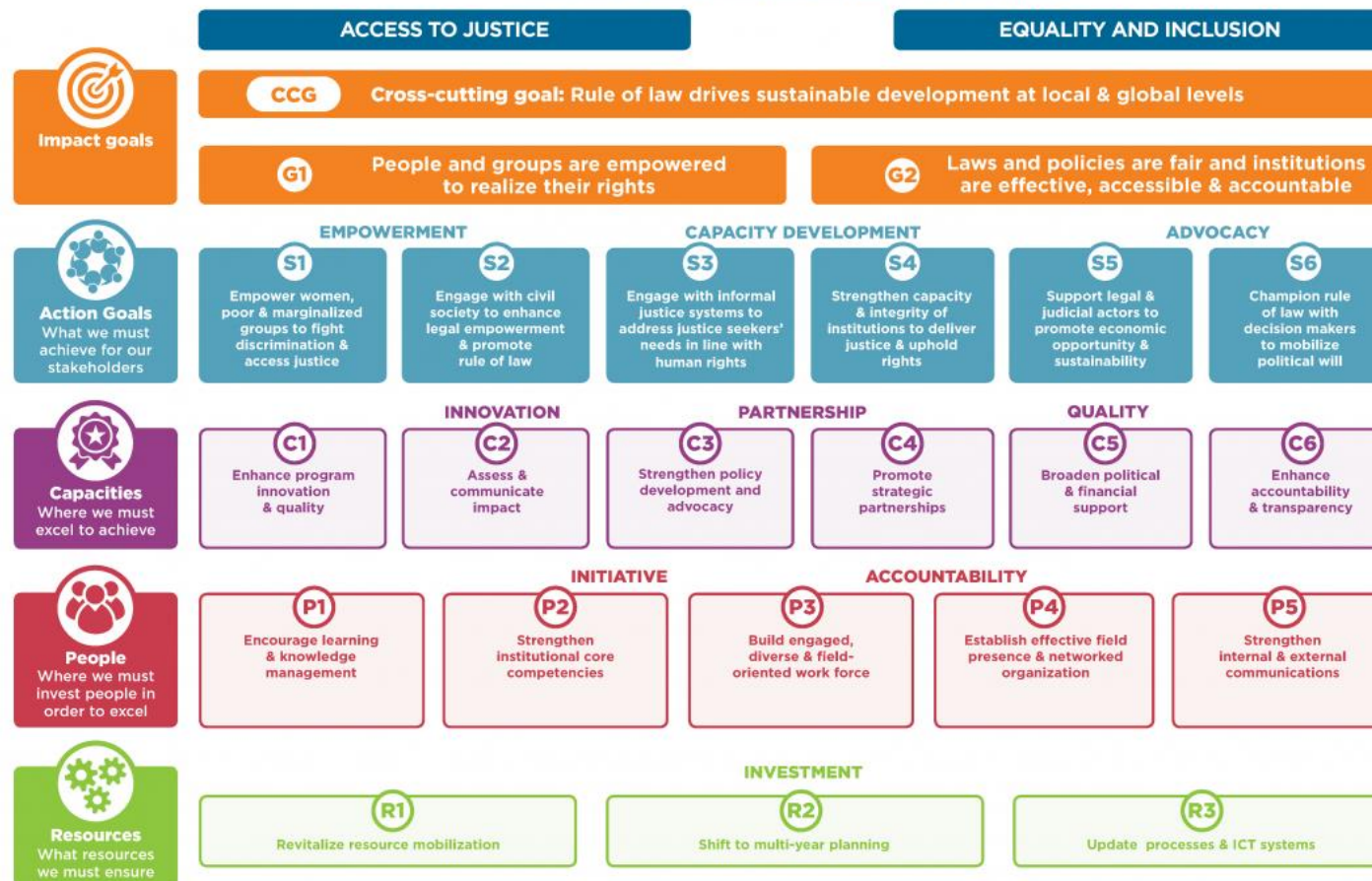
IDLO 2017- 2020 Strategy Map



VISION: A world in which every person lives with dignity and under the rule of law.

STRATEGY 2020

MISSION: To enable governments, empower people and strengthen institutions to realize justice, peace and sustainable development.



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