



**INTERNATIONAL DEVELOPMENT LAW ORGANIZATION**  
**STATEMENT BY THE DIRECTOR-GENERAL, MS JAN BEAGLE**

**Report of the Director-General to the Assembly of Parties**

Assembly of Parties, 12 December 2025

Mr. President,  
Excellencies,  
Distinguished Delegates,  
Colleagues and Friends,

It is my pleasure to welcome you to this annual meeting of the Assembly of Parties and to present my report for 2025.

When I reflect on this past year, I do so not only as Director-General of IDLO, but as someone who has spent most of her professional life in diplomacy and in the multilateral system.

I have seen the system struggle—under the pressure of geopolitical tensions, shrinking resources, and crises that stretch institutions to breaking point.

I have also seen it at its best: when nations overcome political divides to pursue a shared purpose; when international organizations work hand in hand; when the rule of law transforms lives by giving people the protection, opportunity, and fairness they deserve.

These experiences have shaped my own belief, reaffirmed year after year, that multilateralism is not perfect, but remains indispensable.

I remain more convinced than ever that whether the goal is to reduce conflict and violent extremism; to eradicate poverty; to protect human rights; to combat corruption and illicit financial flows; to manage migration more effectively; or to foster stable environments for trade, investment, and innovation — the rule of law is a critical part of the solution.

With it, countries gain the foundation they need to navigate uncertainty, foster innovation, and deliver for their people.

In 2025, we have witnessed conflicts intensifying, displacement rising, and development resources tightening.

Major violations of human rights and international law, including international humanitarian law, have become shockingly common.

The multilateral system has been tested, sometimes severely.

IDLO itself felt these pressures acutely, particularly with the review of United States' foreign assistance, which affected a significant portion of our portfolio.

And yet, in the midst of these challenges, we also saw extraordinary resilience—from our national partners, our Member Parties, and IDLO's staff around the world who continued to deliver results in some of the most complex environments.

My report to the Assembly provides a comprehensive overview of IDLO's challenges and achievements in 2025.

As I considered how best to present our work and the lessons of this year, I found myself returning to five insights that have stayed with me throughout my career.

They are shaped by the many crises, negotiations, reforms, and partnerships I have been part of — from my early days as a young diplomat, to my time in leadership roles across the UN system, and for the last six years here at IDLO.

These five points illustrate not just what we do as an organization, but why we do it.

First, collective action is indispensable.

Second, we need an unrelenting focus on results to resolve critical challenges and rebuild trust.

Third, multilateral institutions must stick to their strengths and partner broadly to maximize impact.

Fourth, it is essential to expand political and financial support for the rule of law by demonstrating its value.

Fifth and finally, a changing world needs institutions that are fit for purpose.

These themes not only frame the global context—they also reflect the choices that IDLO has made this year, the results we have achieved, and our aspirations moving forward.

They remind us that, at its heart, our mission is about people: those who serve within our institutions, those who support them, and those whom our work is designed to protect and empower.

Grounding each point in achievements and lessons from IDLO's work in 2025, allow me to share how IDLO is positioning itself to maximize its contribution in line with its Strategic Plan and unique space in the multilateral system.

## **Firstly, and most fundamentally, collective action is Indispensable**

The challenges we face today are too interdependent, too transnational, and too complex for any country or institution to address alone.

Whether we speak of violent conflict, corruption, climate-induced shocks, organized crime, pandemics, or economic instability, these challenges are not limited by borders and require collective solutions.

The rule of law is one of the most powerful tools we have for organizing that cooperation.

It ensures that borders do not become barriers to justice; that criminals cannot exploit gaps between legal systems; that communities have peaceful means to resolve grievances before they erupt into conflict; and that states can coordinate effectively to address shared risks.

IDLO works closely with national partners to strengthen legal frameworks, prevent crime, and resolve disputes before they escalate—reducing pressure on already overburdened justice systems.

Through locally led reforms and targeted technical support, we help justice institutions deliver outcomes that are faster, fairer, and more efficient for the people they serve.

Much of this work takes place in highly fragile settings, where weak justice systems are unable to address the drivers of violence, organized crime, and irregular migration.

In the **Sahel**, for instance, where insecurity, violence, and migration risks converge, IDLO improves how communities interact with the criminal justice chain.

Our approach targets root drivers of conflict, migration, and violent extremism—namely weak accountability, slow and unequal access to justice, and low public trust—by combining immediate operational support with longer-term institutional reforms and community engagement.

The Cadres de Concertation supported by IDLO's Sahel programme have grown into effective mechanisms for coordination and dialogue among criminal justice institutions and the communities they serve.

In **Burkina Faso**, this year, IDLO supported the organization of six mobile court sessions that extended justice to underserved areas and resolved over 1100 cases, involving more than 1700 defendants.

We also organized workshops for journalists to improve the accuracy of reporting on judicial proceedings, to help reduce rumour and misinformation that can lead to unrest.

In **Niger**, IDLO assisted the Niamey High Court’s criminal session to organize trials and streamline procedures to help to reduce prolonged pre-trial detention and the perception of impunity, both of which can fuel recruitment by violent groups.

In parallel, we worked with the General Directorate of Human Rights to train civil society to monitor trials, increasing transparency and deterring abuse.

These reforms helped to dramatically reduce pretrial detention times—from 16 years in some cases to under one year for most detainees.

These interventions are tackling justice challenges from multiple angles.

They are reducing impunity, backlogs, and arbitrary detention. They are strengthening responses to violations against women and girls.

By addressing both immediate needs, alongside legal and institutional reforms, IDLO is helping to address the structural drivers of conflict, migration, and extremism.

In **Somalia**, we are reinforcing institutions across the justice chain.

We have improved the electronic case management system, enhancing the ability of investigators to handle complex cases in line with international standards.

We also delivered advanced training, including mock trials and forensic evidence management, to strengthen capacity to prosecute crimes effectively.

At the same time, we supported alternative dispute resolution centres in **Somaliland** which addressed nearly 3300 cases during the past year, many of them involving violence against women and girls.

The centres, using the customary *xeer* system and in line with national and international standards, provide accessible, community-level justice services, while easing the burden on formal courts.

We continued supporting Somalia’s Financial Reporting Centre, established with IDLO assistance, in its efforts to disrupt Al-Shabaab’s financial networks.

Last year the FRC processed over 2,250 financial reports, leading to 250 prosecutions, and seizure of nearly 2000 accounts and over 1 million dollars.

To solidify these gains, during 2025, IDLO helped the government to amend the Anti-Money Laundering and Countering the Financing of Terrorism Act, which was signed into law by the President, directly addressing key deficiencies and ensuring long-term compliance with international standards.

A national awareness campaign engaged elders, religious leaders, and civil society to expose terrorist financing methods, and build resilience against exploitation of the financial system.

IDLO increasingly supports partners to apply regional approaches to transnational crimes.

It acts as a trusted convener for regional cooperation, facilitating institutions to work together to disrupt and dismantle cross-border criminal networks.

Our work aims to harmonize policies, foster collaboration across borders, and enhance collective responses to transnational criminal networks.

In East Africa, our transnational organized crime programme supported law enforcement in **Kenya, Mozambique, and Tanzania** to take coordinated action against cross-border criminal networks.

In Mozambique, IDLO's work from 2023 to 2025 helped the government complete key reforms under its national action plan and improve compliance with international anti-money-laundering standards—contributing to the country's removal from the Financial Action Task Force's "grey list."

And we witnessed a promising milestone in regional cooperation this year when Kenya's Directorate of Criminal Investigations formally transferred seized narcotics to Tanzanian authorities in response to a Mutual Legal Assistance request.

That handover—enabled by IDLO's efforts to strengthen inter-agency cooperation through training, dialogue, and information-sharing—marked a new level of operational coordination in the region's fight against transnational organized crime.

We also continued our programmes in West Africa to strengthen national responses to trafficking in persons.

In **Liberia**, we supported both national strategy and community-level action.

At the policy level, we worked with the government to develop the new National Action Plan on Trafficking in Persons for 2025–2029.

At the same time, we helped mobilize communities through nationwide outreach to some 6,000 people, including more than 500 local leaders.

This top-down, bottom-up approach — strengthening institutions while building community awareness at the grassroots — has already produced results, with a noticeable increase in trafficking cases reported to law enforcement during the year.

In **Côte d'Ivoire**, we launched the implementation of a new anti-trafficking initiative by engaging key ministries and the National Coordinating Committee.

We also supported civil society organizations with training to deepen their understanding of the national legal framework and their role in implementing it.

And in **Sierra Leone**, we helped the government carry out community-engagement activities at border points with Guinea and Liberia—areas where trafficking risks are particularly acute.

Taken together, these efforts show how the rule of law enables countries not only to strengthen their own institutions, but also to work together to confront threats that cannot be managed alone.

Collective action depends on trusted institutions, clear rules, and fair processes.

Without them, cooperation fails—not because countries lack goodwill, but because they lack the frameworks that make cooperation possible, predictable, and enforceable.

The rule of law provides that foundation.

In an era defined by interconnected threats, the rule of law is not only a safeguard against instability, but also a strategic enabler of cooperation, resilience, and peace.

**Secondly, we need to focus on results that truly matter to countries and communities.**

For most people, multilateralism is judged not by declarations, commitments or reports, but by the solutions it delivers on issues that matter most to them.

Every country represented here today is under pressure to demonstrate that public institutions work, that they are responsive, and that they can deliver justice in a way that people recognize as fair.

To build, or rebuild, public confidence, results are the most powerful currency of trust.

Supporting our partners to develop and implement practical rule-of-law solutions is at the core of this approach.

IDLO combines five levers of change - legal and policy reform; institutional strengthening; participatory governance; digital innovation; and legal empowerment - to design solutions that are best suited to the unique contexts of our partners.

This approach allows us to engage at every level, driving change from governmental frameworks to community-level support.

Corruption diverts critical resources away from essential public services—such as education, health, and infrastructure—reducing people’s confidence that government works on their behalf.

IDLO helps countries develop and enforce regulations that promote transparency and strengthen oversight.

Our biggest programme is in **Ukraine** which, in addition to fighting a war to protect its territory, is also fighting a war against corruption.

As Ukrainian institutions continue to operate under extraordinary pressure, the credibility of anti-corruption efforts is critical—not only for recovery, not only for reconstruction, but for the trust of citizens who have endured immense sacrifice.

IDLO's support to the High Anti-Corruption Court, the Public Integrity Council, the Office of the Prosecutor General, and the Bureau of Economic Security has helped reinforce investigative capacity, strengthen case preparation, improve transparency in the justice system, and ensure that leadership positions are filled through merit-based, accountable procedures.

As we saw this year, even during wartime, the work of the anti-corruption institutions is a national priority for the people of Ukraine.

Building on this experience, IDLO is working in **Moldova, Mongolia, the Democratic Republic of Congo, and the Philippines**, to strengthen integrity systems, support financial intelligence functions, and modernize investigative and judicial practices, including through digital transformation.

We are also strengthening the ability of justice systems to deliver effective justice services and tackle complex crimes in **Chile, Ecuador, Honduras, Montenegro, Peru and Senegal**.

Violence against women and girls remains one of the most pervasive human rights violations, undermining peace, stability, and development worldwide.

IDLO partners with governments, civil society and other national stakeholders to ensure justice systems are capable, coordinated, and sensitive to the needs of survivors.

For example, IDLO's ongoing support in strengthening **Uganda's** response to violence against women has contributed to improved conviction rates, from 20% in 2018 to 70% in 2024, as highlighted in the recently launched Uganda Police Annual Crime Report.

IDLO has contributed to this progress through support for prosecution-led investigations, strengthening the capacity of public service providers, and expanding access to legal aid.

In 2025, we trained 766 government officials — including police, prison authorities, medical staff, and prosecutors from refugee-hosting districts — with essential skills in victim-centred investigations and inter-agency coordination.

The external evaluation of the programme concluded that, over its five-year duration, it had significantly expanded access to justice for women and girls through legal aid services, specialized training, and psychosocial support for survivors.

In **Mongolia** IDLO continues to support the government to strengthen legislation, policy, and service delivery related to domestic violence, with a focus on reaching underserved rural and herder communities.

As part of these efforts, we are assisting with the establishment of new Family and Youth Courts.

These courts, planned to be launched in 2026, will handle cases involving family relations, cohabitation disputes, and criminal proceedings involving adolescents, operating at both first instance and appellate levels.

Despite the severely constrained operating environment and increased scrutiny from the de facto authorities, IDLO has maintained a presence in Afghanistan, where the organization has been working for over 20 years.

During this time IDLO has trained more than 34,000 justice professionals and established Afghanistan's first specialized unit for prosecuting cases of violence against women.

Before our flagship programme supporting justice seekers—especially women and girls—was closed earlier this year, IDLO supported female advocates and defence lawyers across multiple provinces, strengthening their skills in negotiation, family law, and inheritance law.

The resilience of these local justice actors has been extraordinary.

Members of the Female Lawyers Network have continued to secure results, including a murder acquittal for a returnee, the prevention of a flogging sentence, and a successful inheritance ruling.

We remain committed to Afghanistan, and are maintaining a small operational footprint. I am actively seeking resources to resume, and expand, this vital work for women and communities who need it most.

### **Thirdly, we must stick to our strengths and partner for impact**

The multilateral system functions best when institutions remain focused on their core mandates and collaborate meaningfully with one another.

In an environment of constrained resources, overlapping initiatives, and sometimes competing priorities, mandate discipline is not merely good governance - it is essential.

International organizations must know what they do best, stay within that comparative advantage, and work with trusted partners to deliver results.

For IDLO, our comparative advantage is both clear and unique - we are the only global intergovernmental organization exclusively dedicated to advancing the rule of law.

Our strengths include global presence, subject matter expertise, and an integrated approach that combines programmes, research, and policy advocacy to maximize results.

We do not seek to be everywhere or to do everything.

Our aim is to focus on what we do best – and to ensure that what we do reinforces the work of others.

Strengthening IDLO's partnerships has been a priority for me as Director-General.

By expanding and deepening partnerships with governments, international and regional organizations, civil society, the private sector, and academia, IDLO can pool resources, leverage impact, and convene like-minded actors to foster collaborative approaches.

When IDLO works on land governance in Rwanda, or commercial justice in Kenya, we are not entering those spaces as a substitute for others—we are bringing the one thing that is often missing: legal foundations and specialized expertise.

This approach allows us to avoid duplication, to complement rather than compete, and to support our partners with targeted expertise.

A good example of IDLO's complementary approach is our work on land, food, and climate.

Organizations such as FAO, IFAD, and WFP bring sectoral knowledge in agriculture, nutrition, and community development, but success also requires legal clarity, secure land tenure, and reliable mechanisms for resolving disputes.

In **Tunisia**, our Access to Land and Credit programme completed key assessments to guide efforts to boost rural jobs by resolving land disputes and expanding access to financial and legal services, including for women in the agri-food sector. We are planning similar work in **Jordan**.

Drawing on this experience, we were invited to a roundtable discussion in Cairo on how participatory land use consolidation could strengthen both livelihoods and agricultural productivity in Upper **Egypt**.

As a learning organisation, we have drawn on our experience in multiple countries to develop an issue brief on leveraging people-centred land governance for economic opportunity and long-term stability. This is our latest publication, launched earlier this week, and I would encourage everyone to read it.

We continued to strengthen engagement with other Rome-based agencies, particularly in the context of our work on the link between the rule of law and food security.

IDLO supports efforts to promote economic development by helping countries build legal environments where businesses can start, grow, and operate fairly.

When courts function efficiently, when mediation is accessible, and when property and contract rights are protected, small businesses can thrive, investors gain confidence, and communities benefit from more predictable economic opportunities.

**Kenya** offers a powerful example.

Over the past several years, we have supported the establishment and expansion of Small Claims Courts—institutions designed to resolve low-value civil and commercial cases quickly and affordably.

Last year alone, these courts handled more than 41,000 cases and resolved over 33,000, achieving an impressive 81 percent clearance rate, with most cases handled in less than 60 days.

This has transformed access to justice for small businesses and informal traders and boosted investor confidence. In 2025, we helped open three new courts, bringing the total number supported since 2021 to 31.

We also supported countries in resolving commercial disputes through alternative dispute resolution.

In **Uzbekistan**, a new Law on Mediation was approved by the Senate and signed by the President, establishing a comprehensive national framework.

We are now assisting its implementation through specialized training and by helping develop a digital platform that will make mediation more accessible, efficient, and transparent.

We are supporting similar reform efforts in **Kyrgyzstan** and **Tajikistan**.

The Global RECAP programme, delivered with WHO and the International Development Research Centre of Canada, is another example of how mandate complementarity drives impact.

The programme helps countries strengthen regulations that promote healthy diets and prevent non-communicable diseases.

WHO leads on public health standards and IDLO on legal and regulatory frameworks.

This year, we expanded the programme's coverage to **Mauritius and Thailand** while continuing support in **Bangladesh, Ghana, Indonesia, Kenya, Nepal, Sri Lanka, Tanzania, and Uganda**.

When each institution contributes according to its comparative advantage, partnerships become more coherent, reforms become more sustainable, and results more meaningful for the people and communities we serve.

#### **Fourth, broadening political and financial support is essential.**

The multilateral system depends on strong political and financial coalitions to sustain it.

When the burden falls on too few countries, the system becomes fragile; when support is broad, diversified, and inclusive, it becomes resilient.

In a moment when the global order is under strain, we must redouble our efforts to expand the political and financial foundations of the multilateral system.

In this context, two key objectives for IDLO in 2025 have been mobilizing political and financial support for the rule of law, and diversifying our funding base.

This is essential for two reasons. First, to make the case that justice and the rule of law are not optional or secondary, but central to peace, stability, and development.

And second, because without adequate, predictable, and diversified resources, no organization can deliver effectively on its mandate.

Throughout the year, I have prioritized outreach to decision-makers across regions to demonstrate how practical rule-of-law assistance delivers real impact on issues of shared global concern.

IDLO showcased rule of law solutions at many policy forums, including the United Nations General Assembly, the Fourth International Conference on Financing for Development, the High-Level Political Forum, the Third United Nations Conference on Landlocked Developing Countries, the Fourth Ministerial Conference on Feminist Foreign Policy, the Second World Summit for Social Development, UNFCCC COP 30, the Human Rights Council, and the World Justice Forum.

Last month I was pleased to be invited to the Reykjavik Global Forum, a collaborative platform where female leaders from various sectors share solutions, build networks, and develop concrete strategies to increase women's representation and influence in decision-making positions.

It was an excellent opportunity to highlight IDLO's work on justice for women and girls and engage with policymakers, philanthropies, and the private sector, as well as senior government representatives from Iceland.

Throughout the year, we partnered with governments, the UN system, including the World Bank, and other international and regional organizations, including OECD, and the Inter-Parliamentary Union.

At Headquarters we hosted high-level delegations from Chile, China, Germany, Mongolia, and Uzbekistan.

Across these engagements, our message has been simple: investing in justice is one of the most effective ways to prevent instability, promote economic opportunity, and strengthen international cooperation.

The growing interest in IDLO membership, including the accession this year of Cyprus and The Bahamas to our Establishment Agreement, and the progress towards membership of Chile and Uruguay, is a strong signal of political support. I am very pleased to welcome the Ambassador of Cyprus this morning.

The accession of the **Bahamas** – where IDLO has worked for the past several years to strengthen the justice sector, and the expression of interest by **Chile** where we have worked on anti-corruption and corrections reform – underlines the value that countries see in our mandate and our nationally owned approach.

Political support must also be matched by financial commitment.

An organization that depends too narrowly on a small number of funders is inherently vulnerable, especially in a period of global uncertainty, fiscal pressures, and shifting geopolitical dynamics.

This is particularly true in the justice sector, which has traditionally received limited funding, both in national budgets and development financing.

For IDLO, the review of foreign assistance by the United States, which has historically been one of our largest donors, has had a significant impact on operations in 2025.

While it was encouraging that the review confirmed the strategic relevance and effectiveness of several IDLO initiatives funded by the United States, the Organization has placed a renewed emphasis on diversifying its funding base.

Despite a challenging global environment, with reduced development budgets and growing needs, we have achieved several encouraging results.

I am pleased to report that we have secured renewed and expanded commitments from a number of longstanding partners.

The Netherlands will continue its strategic engagement with a new multi-year unrestricted funding agreement starting in 2026.

We have a new multi-year core funding partnership with Sweden, which represents a 40 percent increase over our previous agreement.

Italy, our host country, has increased its voluntary contribution by ten percent.

IDLO has signed a new multi-year agreement with Kuwait, including both core resources and programming, and we received Türkiye's first-ever core contribution—an important signal.

With these commitments, we anticipate a six percent increase in unrestricted contributions in 2026.

I am most grateful to all the Member Parties who have reaffirmed their continued support for IDLO and its mandate through core contributions including China, Italy, Kuwait, the Netherlands, the Philippines, Sweden, and Türkiye.

Core resources are the most powerful indicator of institutional trust.

They provide the flexibility we need to innovate, to respond quickly to emerging priorities, and to invest in the reforms that make the organization more efficient and accountable.

They help ensure that IDLO can continue to deliver high-quality results even in unpredictable contexts.

At the programmatic level, we signed several new agreements this year and are advancing discussions in multiple regions.

New initiatives with Italy — in Chile, Colombia, Costa Rica, Côte d'Ivoire, Liberia, Peru, and Senegal — are strengthening our partnership, including in the context of the Mattei Plan.

We began the second phase of our Swedish-funded programme in Uganda and expect to expand our partnership in Moldova.

We are exploring cooperation on justice support in the West Bank and Gaza with Italy and Kuwait, and are in discussions with the Netherlands on a multi-country framework for 2026 covering the Middle East and North Africa, East and Horn of Africa, West Africa, and the Sahel.

We have also had several promising conversations on new programming with the United States in several countries.

Outreach to new and emerging partners has been an institutional priority.

Following our successful EU pillar assessment, we signed a new agreement in the Philippines to strengthen justice services and expand access to justice nationwide.

Working with the Department of Justice, the Supreme Court, and the Department of the Interior and Local Government, as well as civil society and law schools, we are supporting practical reforms where people need them most.

A national–local stakeholder consultation brought together policymakers and frontline practitioners to sharpen conflict analysis, identify the main bottlenecks in justice delivery, and jointly design solutions rooted in local realities.

In the Philippines and Kuwait, we are also implementing programmes to strengthen national justice capacities, funded by the national governments.

This financing model – countries investing in their own justice systems with international support – increases national ownership and the sustainability of reforms.

Our engagement is also growing with Qatar, following high–level discussions in Doha during the World Social Summit.

We will continue to prioritize resource mobilization efforts in 2026.

IDLO will establish a presence in Brussels next year to deepen cooperation, including within the EU's Global Gateway strategy.

We plan to strengthen our presence in other key regions – including the Middle East and North Africa, and Latin America and the Caribbean – to raise IDLO's profile, demonstrate the impact of our work, and expand programmatic partnerships.

I would request all Member Parties to continue supporting our resource mobilization efforts at this crucial time through financial contributions, and by championing IDLO in your capitals and regional forums.

### **Fifth and finally, we need to be fit for purpose.**

Around the world, people are asking whether international organizations can adapt quickly enough to new realities, whether we steward public resources responsibly, and whether we can demonstrate impact in ways that are visible and meaningful.

If the multilateral system as a whole is to remain effective, it must evolve—embracing innovation, reducing duplication, improving coordination, and focusing relentlessly on results.

It must demonstrate value to Member States and to the public. It must be leaner, more responsive, and more aligned with the needs of the people it exists to serve.

IDLO confronted these issues head-on in 2025.

The review of United States foreign assistance forced us to make difficult decisions, and to reassess how we structure and sustain our work.

We have had to close out 15 projects, and to separate some 20 percent of our workforce, particularly in the field, including staff who have worked for the Organization for many years.

Managing this situation responsibly has been a key priority.

The United States has been a steadfast partner to IDLO since its inception over 40 years ago,

We have acted swiftly to submit final reports, to conduct external financial audits, and to close programmes in compliance with donor requirements.

We have taken measures to mitigate the impact on our field presence and on the partners who rely on our support.

Unfortunately, we have to discontinue physical presence in The Gambia, Indonesia, and Rwanda.

This has been painful, because our field presence is at the core of our identity as a delivery-oriented organization.

But we have acted with prudence, ensuring rigorous cost containment, aiming to maintain operations and presence where possible, while also preparing contingency plans for different scenarios.

While the overall situation remains fluid, IDLO is projected to close 2025 with a positive result, through careful financial management.

We are using this moment not simply to adjust our programmes, but to look carefully at our systems, our processes, and our internal architecture, and to plan reforms that will serve us well in the years ahead.

IDLO's ongoing shift to country strategies—in Burkina Faso, Somalia, Tunisia, Uganda, Kenya, and Mali—has further enhanced coordination at national level, ensuring that our programming, policy engagement, and research reinforce one another and respond directly to partner priorities.

We have improved our financial management by modernizing our ICT systems—from automated bank reconciliation to enhanced procurement tracking, stronger internal controls, and integrated HR and payroll systems.

These improvements increase accountability and reduce risk.

We have invested in cybersecurity by deploying comprehensive endpoint protections across all country offices.

We also strengthened our risk management through updated policies, field security missions, and expanded support for staff working in challenging environments.

This included new measures on duty of care, mental health, and operational safety.

Staff are the backbone of any organization, and supporting them is at the heart of building an institution that is not only effective, but embodies IDLO's values.

We also strengthened our legal and operational foundations through new Host Country Agreements with Moldova and Kenya.

These agreements not only facilitate operations; they reinforce legal recognition of our status as an international organization and expand our ability to operate in key regions.

The proposed 2026 Operating Budget reflects the reality we face.

It anticipates a 35 percent reduction in programme revenue compared to 2025.

Overall, it proposes a 30 percent decrease in expenditures.

Employee-related costs are set to decline by 20 percent, including a 10 percent reduction in core posts, affecting all departments at Headquarters.

Given the significant changes in our programme portfolio, we are conducting a review and restructuring of programme management and support functions to ensure that they meet our needs.

Through this exercise, IDLO aims to have the right people in the right places to deliver on IDLO's mandate and to ensure that staffing is aligned with our organizational priorities.

These are difficult but necessary adjustments. They ensure that IDLO remains financially sustainable and able to deliver on its core mandate.

At the same time, the Budget reallocates resources strategically.

We are prioritizing investments in areas that are critical to the implementation of our Strategic Plan. These include digital innovation, including piloting approaches to using artificial intelligence; enabling environments for economic growth; development of regional approaches; stronger donor engagement; and the upgrading of systems and ICT infrastructure.

Together these efforts show that we are willing to examine ourselves honestly, to adapt, and to hold ourselves to the highest standards.

That we take seriously the trust placed in us by our Member Parties.

And they position IDLO to operate with greater agility, integrity, and impact in an increasingly volatile environment.

## Looking Ahead

I would like to conclude on a note of gratitude and cautious optimism.

Each year, this gathering reminds me of why multilateralism matters—not as an abstract principle, but as a living commitment we make to one another, and to the people whose well-being depends on our collective efforts.

As we look to the year ahead, I am struck by both the scale of the challenges before us and the clarity of what will be required to meet them.

Around the world, people are demanding institutions that protect their rights, respond to their needs, resolve their grievances, and provide a fair chance to build a better life.

They want governments that are transparent and accountable.

They want justice systems that are accessible, effective, and rooted in dignity.

Delivering on these aspirations will not be easy.

The rule of law is a strategic asset in this shared effort.

It helps governments provide real, tangible benefits to their people: safer communities, accountable institutions, and more economic opportunity. It gives individuals the tools to resolve disputes peacefully, to protect their rights, and to build better futures for themselves and their families.

In the coming year, IDLO will aim to deepen its work, especially in places where justice systems are under the greatest strain—countries grappling with fragility, conflict, corruption, and economic pressures.

I thank all our Member Parties, partners, and colleagues for standing with us—through challenges, transitions, and achievements.

Special thanks to you, Mr President, to the Members of our Standing Committee and Audit and Finance Committee, and to our Board of Advisers whose Chair, Ambassador Gogus, is with us today.

With your help, my colleagues and I will continue to do our utmost to ensure that IDLO continues to innovate and to make a significant contribution to putting the rule of law at the forefront of global efforts to promote peace and sustainable development.

Tomorrow, I am honoured to be granted a private audience with Pope Leo.

As we go forward, we recall his words “There can be no peace without justice”.

I remain confident in the importance of our work, in the strength of our partnerships, and in the power of justice as a force for tackling our shared challenges.