

**REPORT OF THE DIRECTOR-GENERAL
ANNUAL MEETING OF THE ASSEMBLY OF PARTIES
12 December 2025**

I. INTRODUCTION

1. I am pleased to present my Annual Report for 2025 to the Assembly of Parties. This report covers the first year of the new strategic cycle 2025–2028.
2. The Strategic Plan, approved by the Assembly at its meeting last year, is grounded in the understanding that the rule of law is a powerful tool for promoting peace, unlocking development potential, and protecting human rights.
3. Whether the goal is to reduce conflict and violent extremism, 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.
4. While 2025 has been a challenging year for the multilateral system, marked by conflict and geopolitical tension, reductions in development assistance, and operational pressures, I am pleased that IDLO has remained focused and resilient, advancing its mandate to ensure that the rule of law contributes meaningfully to improving people's lives.
5. At the beginning of the year, I outlined three organizational priorities for 2025 which were:
 - promoting practical rule of law solutions to help partners address their development priorities;
 - mobilizing political and financial support for the rule of law and diversifying IDLO's funding base; and
 - focusing on operational continuity and financial stability through prudent management and optimizing resources.
6. Throughout 2025, IDLO continued to promote concrete rule-of-law solutions tailored to our partners' development priorities. From supporting mobile courts in the Sahel, to strengthening regional cooperation on transnational organized crime in East Africa, to advancing enabling environments for economic growth in Central Asia, our work demonstrated how rule-of-law interventions can deliver tangible results, including in fragile and conflict-affected settings.



7. We advocated for the critical importance of the rule of law as a cornerstone for peace and development. IDLO engaged strategically with policymakers at global, regional, and national levels. We showcased the value of our work at 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 Second World Summit for Social Development, UNFCCC COP 30, the Human Rights Council, and the World Justice Forum. These efforts remain essential in building support for the rule of law and for IDLO's outreach to new partners.
8. The growing interest in IDLO membership, including the accession of Cyprus and The Bahamas to our Establishment Agreement and the progress towards membership of Chile and Uruguay, underlines the value that countries see in our mandate and our nationally owned approach. It is a strong signal that the work we do remains both relevant and in demand.
9. The review of foreign assistance by the United States, which has historically been one of our largest donors, has had a significant impact on IDLO's 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.
10. I am most grateful to Member Parties who reaffirmed their continued support for IDLO and its mandate through core contributions including China, Italy, Kuwait, the Netherlands, the Philippines, Sweden, and Türkiye. Combined with successful efforts to secure additional funding for affected country operations, this support allowed IDLO to pivot and continue implementation in most countries affected by programme terminations.
11. In a constrained funding environment, we took decisive action to contain costs, strengthen internal systems, and prioritize investments that enhance efficiency and resilience. At the same time, we continued to support our staff, safeguard our operations, and reinforce the systems that underpin delivery, accountability, and results.
12. IDLO developed the 2026 Budget with a dual purpose: to ensure financial sustainability and to prepare the Organization for the future. The aim is not simply to manage present financial challenges, but to emerge more focused, resilient, and better positioned to deliver on our mandate. This means aligning our resources with strategic priorities, building a leaner but stronger Organization, and continuing to demonstrate value to the people and communities we serve.

13. While significant work remains, and there is no room for complacency, I am confident that, with the trust and support of our Member Parties and partners, IDLO will continue to play its unique role as an engaged, adaptive and forward-looking organization working to promote innovative rule-of-law solutions to advance national priorities and confront the world's most urgent challenges.
14. I am very thankful to all Member Parties and especially to the members of the Standing Committee and the Audit and Finance Committee for their invaluable guidance and dedication to our organization and for the support extended to me as Director-General. The annual meeting of our Board of Advisers continues to be a valuable source of expertise. I also extend my sincere thanks to all our partners for supporting IDLO's work. To my IDLO colleagues, who work tirelessly, often in challenging conditions across the globe, my deepest appreciation. Your unwavering dedication has made our achievements possible, and ensuring your safety and well-being remains my utmost priority.
15. This report is structured around the three priorities. The results presented emphasize tangible progress and strong national endorsement. They demonstrate how IDLO's work supports countries and communities in their development priorities and reinforces peace and stability.

II. PROMOTING PRACTICAL RULE-OF-LAW SOLUTIONS

16. As Members are aware, IDLO's Strategic Plan 2025–2028 was developed through an extensive consultative process and adopted by consensus by the Assembly of Parties in 2024. It outlines the strategic direction for the next four years, based on IDLO's mandate and comparative advantages. It is designed to be flexible and adaptable, recognizing the rapidly changing global landscape and the need for innovative approaches that respond to our partners' priorities and needs. It leverages IDLO's comparative advantages, including our focused mandate, global presence, and integrated approach that combines programmes, research, and policy advocacy to maximize results.
17. 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 high-level frameworks to community-level support.

Access to justice

18. IDLO collaborates with governments to strengthen legal frameworks, prevent crime, and mitigate disputes, thereby reducing pressure on overburdened justice systems. Through nationally led reforms and targeted technical support, we are helping justice institutions deliver faster, fairer, and more efficient outcomes.
19. A large portion of this work is implemented in settings where weak or ineffective justice systems are unable to address the drivers of violence and other conditions that increase vulnerability to transnational crime and irregular migration flows.
20. In the **Sahel**—where insecurity, violence, and migration risks converge—IDLO improves how communities interact with the criminal justice chain. The approach targets drivers of conflict, migration, and violent extremism—namely weak accountability, slow and unequal access to justice, and low public trust—by pairing immediate operational support with longer-term institutional reforms and community engagement. By aligning courtroom efficiency, legal safeguards, and citizen oversight, the programme strengthens the rule of law as a stabilizing force in areas under pressure from insecurity and displacement. The *Cadres de Concertation* supported by IDLO’s Sahel programme – a creative combination of formal and customary justice elements - have grown into effective mechanisms for coordination and dialogue among criminal justice institutions and the communities they serve.
21. In **Burkina Faso**, IDLO supported six mobile court sessions, extending justice to underserved areas and resolving 1162 cases, involving 1741 defendants. We also assisted the National Human Rights Commission to monitor trials in Ouahigouya and Koupéla and developed recommendations for strengthening fair trial protections. IDLO worked with the Public Prosecutor’s Office in Ouagadougou to expedite processing through improved coordination between magistrates and judicial police. Legal reporting workshops for 50 journalists strengthened practical skills to report accurately on judicial proceedings, reducing the rumour and manipulation that can lead to unrest and displacement.
22. In **Niger**, IDLO is helping reduce prolonged pre-trial detention — a major source of public discontent. In 2025 we supported the organization of criminal court sessions to help reduce case backlogs while upholding fair trial standards. We also supported reforms, such as streamlined guilty-plea procedures, trained lawyers from the Niger Bar on criminal evidence and fair trial standards, and partnered with the General Directorate of Human Rights to train civil society monitors and introduce independent oversight to deter abuse. Over time, these measures are leading to faster case resolution and shorter pre-trial detention times — from 16 years in some cases to under one year for over 70 percent of detainees in 2023-2024.

23. Together, these interventions tackle justice challenges from multiple angles. They reduce impunity, backlogs, and arbitrary detention, strengthen responses to violations against women and girls, and build public trust in legal reforms. By addressing both immediate and structural drivers of conflict, migration, and extremism, the programme positions the justice sector as a credible avenue for redress and a foundation for stability in the Sahel.
24. IDLO assists national partners to strengthen legal and policy frameworks, enhance specialized expertise and tools, and increase alignment with international networks and standards. As an important part of this work, we equip prosecutors, judges, investigators, and oversight bodies with the skills, tools, and frameworks to tackle complex and organized crimes, including corruption, cybercrime, and money-laundering.
25. IDLO is supporting the strengthening of **Somalia's** justice and security sector, enhancing the ability to deliver justice services and respond to complex crimes. A key legislative milestone in 2025 was the amendment of the Criminal Procedure Code, introducing 37 new articles and revising 33 others to incorporate critical provisions related to the use of electronic and forensic evidence. To operationalize these legal reforms, we are supporting the development of an Integrated Electronic Case Management System complemented with intensive capacity building, including a targeted training needs assessment and advanced courses for investigators featuring mock trials and forensic exercises.
26. IDLO piloted a new Court Reporting System in **The Gambia**. Just two weeks after its deployment in two High Courts and a Magistrate Court, the system enabled a 300 percent increase in daily witness hearings. The courts are now positioned to process years of accumulated witness testimonies in a matter of months, reducing a major case backlog. To ensure sustainability, IDLO also trained 121 Ministry of Justice staff and 30 magistrates in modern case management and the handling of digital evidence, building a foundation for an efficient and more transparent justice system.
27. IDLO is providing technical support to **The Bahamas** to strengthen its legal framework against human smuggling—a growing concern linked to regional instability and migration flows. By supporting the development of a Human Smuggling Bill and training front-line police, prosecutors, and immigration officers, IDLO is contributing to a comprehensive national response that bolsters border security in line with the UN Convention Against Transnational Organized Crime and its Protocols. In partnership with the Law Reform Commission, we also reviewed the Penal Code Bill 2025 and submitted recommendations to modernize its sentencing

provisions. This reform is critical, as the Code—largely unchanged since 1927—fails to address crimes such as human trafficking and migrant smuggling. This work will help curb irregular migration, combat transnational crime, and protect victims of human trafficking.

28. The Strengthening the Penitentiary Sector project in **Chile** is advancing efforts to professionalize the prison system and enhance its capacity to ensure international best practices in corrections management. IDLO’s review of the Penitentiary Academy’s curriculum for corrections officers generated recommendations to align training with international standards, while a joint initiative with the *Gendarmería* is training 70 senior prison officials from facilities facing major operational challenges. These trainings will cover the majority of Chile’s 82 prison facilities and help strengthen institutional accountability and management, improving safety inside prisons and contributing to a more secure penitentiary environment.
29. Following a comprehensive assessment of **Costa Rica's** penitentiary system, which highlighted critical issues including overcrowding, staff shortages, and security breaches, IDLO designed a targeted capacity-building plan. The first activity under this plan will be the training of 50 corrections officers in San José early next year.
30. The Strengthening Juvenile Criminal Justice initiative in **Honduras** is reinforcing national ownership of reforms that protect and rehabilitate young offenders. A technical meeting with the National Institute for the Care of Juvenile Offenders identified procedural gaps in detention centres, followed by a joint visit to the *Nuevo Jalteva* facility to assess conditions and security protocols. The findings are guiding targeted reforms to strengthen rehabilitation and reintegration pathways, with the goal of reducing recidivism and easing pressure on the broader justice system.
31. IDLO launched a comprehensive programme to strengthen justice services and enhance access to justice in the **Philippines**. The programme will support key institutions including the Department of the Interior and Local Government, the Department of Justice, and the Supreme Court, as well as civil society organizations and law schools. In September, IDLO co-hosted a stakeholder consultation in Quezon City that brought together policymakers and practitioners from national and local levels to strengthen context and conflict analysis, identify key problems facing local justice services, and jointly develop solutions to those problems.

32. In **Senegal**, IDLO is partnering with the École Nationale d'Administration Pénitentiaire (ENAP) to develop a human rights-based training curriculum for prison management. To ground this effort in local context, IDLO conducted a comprehensive needs assessment—including a field mission to Dakar—to evaluate the capacity gaps of corrections officers and the on-the-ground implementation of human rights standards within the prison system.
33. In **Ukraine**, IDLO is providing comprehensive support to the Office of the Prosecutor General (OPG) to ensure accountability for international crimes, with a specialized focus on the most vulnerable victims. Our assistance was delivered across three key areas: building specialized investigative and prosecutorial capacity, strengthening victim-centred approaches, and fostering strategic dialogue. We provided legal and technical advice to OPG's Juvenile and Conflict-Related Sexual Violence Units on complex issues such as the effective use of open-source intelligence, the building of child displacement cases, and techniques for the identification of perpetrators. We also facilitated specialized trainings for over 250 police investigators and regional prosecutors on first response actions and case-building techniques. In May, IDLO helped the OPG organize the high-level "United for Justice, United for Survivors" conference, bringing together global leaders around a pledge to safeguard victims' rights.
34. IDLO's ongoing role as the secretariat of the Dialogue Group on Accountability for Ukraine has facilitated coordination among national and international stakeholders, including the launch of a dedicated website. In October, we signed a new grant agreement to continue support to national efforts to promote accountability for international crimes.
35. IDLO worked with national authorities in **Montenegro** to increase the justice sector's ability to respond to complex modern crimes. We organized trainings for judges, prosecutors, and legal advisors on cybercrime, electronic evidence, cryptocurrency seizures, and cybersecurity threats, while legal practitioners gained forensic skills in DNA, ballistics, chemical analysis, and document verification through the Montenegrin Forensic Centre. These efforts strengthen the justice system's capacity to investigate and prosecute complex cases.
36. IDLO increasingly supports partners to apply regional approaches to transnational crimes. IDLO 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.

37. IDLO's East Africa Transnational Organized Crime programme supported law enforcement in **Kenya, Mozambique** and **Tanzania** to strengthen the fight against cross-border criminal activity. The project has delivered significant progress in the fight against transnational organized crime (TOC), achieving both national reform and cross-border cooperation. In Mozambique, our interventions from 2023-2025 helped the government to complete key actions in its 2022 Action Plan and bolster its compliance with international anti-money laundering standards, contributing to the country's removal from the FATF "grey list". Another milestone in regional collaboration was the formal transfer of seized narcotics by Kenya's Directorate of Criminal Investigations to Tanzanian authorities following a Mutual Legal Assistance request. The handover, a direct result of IDLO's work in fostering inter-agency cooperation through training, dialogue, and information-sharing workshops, marks a new level of operational coordination between Kenya and Tanzania in combating TOC.
38. IDLO continued its work on strengthening national responses to Trafficking in Persons (TIP) in the Mano River Union in West Africa.
39. IDLO is bolstering **Liberia's** fight against human trafficking by supporting both national strategy and grassroots mobilization. To guide this effort, we are supporting the development of the country's 2025–2029 National Action Plan on Trafficking in Persons and assisting anti-corruption bodies in establishing a National Anti-Corruption Court, aligned with broader governance and justice reforms. We also supported nationwide public outreach campaigns that reached some 6,000 individuals, including over 500 community leaders, on trafficking risks and reporting mechanisms. This dual approach of strengthening the policy framework and building public trust has yielded a direct, tangible outcome: a marked increase in trafficking cases reported to law enforcement during the reporting period.
40. IDLO initiated the implementation of a project to combat TIP in **Côte d'Ivoire** with meetings with the Ministries of National Cohesion, Solidarity, and the Fight Against Poverty, and the National Coordinating Committee on TIP, securing high-level buy-in, establishing a clear pathway for collaboration, and future activities. We also supported the Government of Côte d'Ivoire in training civil society representatives to enhance their understanding and implementation of the national TIP framework.
41. IDLO facilitated community-engagement activities for the Government of **Sierra Leone** at key border points with Guinea and Liberia. These sessions brought together law enforcement officers, provincial and religious leaders, women, and youth groups to raise awareness of human trafficking risks, identify warning signs, and enhance cross-border cooperation for prevention.

42. Recognizing that a significant portion of the global population relies on customary and informal justice (CIJ) mechanisms to resolve justice problems, IDLO works to ensure that such mechanisms are more accessible, coordinated with formal justice systems, and aligned with international standards.
43. IDLO continues to partner with stakeholders in **Somaliland** to enhance the delivery of justice services through Alternative Dispute Resolution (ADR) Centres in targeted areas. This year, 3,295 cases were handled—1730 through physical ADR centres and 956 via mobile ADR centres. A critical focus was protecting women and girls, with the centres addressing over 600 cases of violence against women by providing integrated legal aid, psychosocial support, and medical assistance. A dedicated hotline received over 1,500 calls, offering immediate remote legal support and information. IDLO also organized several radio programmes and legal awareness sessions. To ensure these vital mechanisms continue to function beyond the life of the project, IDLO has developed a localization strategy and an institutional handover plan to transition the long-term management of the ADR centres to national counterparts.
44. To support the implementation of the national Alternative Dispute Resolution Policy in **Uganda**, we co-organized the second National ADR/Alternative Justice System (AJS) Summit in collaboration with the Judiciary. The Summit brought together over 100 key stakeholders to examine recent developments, showcase innovative practices, and reinforce the integration of ADR mechanisms into the formal justice system. Outcomes included the call for the adoption of a national AJS policy, a framework to guide interaction between AJS and the Judiciary, and the designation of the Judiciary Training Institute as the coordinating body for AJS processes.
45. The Organization continues to support global dialogue to increase rights-based engagement on Customary and Informal Justice systems, through research and advocacy.
46. At the World Justice Forum in Warsaw, IDLO and its partners in the Working Group on CIJ and SDG16+ launched the inaugural Global Convening on CIJ. I opened the event, which brought together senior policymakers, thought leaders, and grassroots justice defenders to advocate for a supportive policy environment and increased investment aimed at enhancing rights-based engagement with CIJ systems.
47. IDLO also served as a partner for the African Regional Forum on People-Centred Justice, held in conjunction with the African Commission on People's and Human Rights meeting in The Gambia. IDLO co-hosted a key plenary session on Customary and Informal Justice with UNDP and other partners.

Public integrity and anti-corruption

48. 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.
49. IDLO helps countries develop and enforce regulations that promote transparency and strengthen oversight. We support specialized anti-corruption agencies, judges and prosecutors to develop robust frameworks for detecting, investigating, and prosecuting misconduct, as well as practical tools that are essential for upholding accountability.
50. In **the Democratic Republic of Congo**, IDLO is implementing a programme to strengthen the national anti-corruption framework and improve governance in critical sectors, such as mining. Over the past year, we finalized a comprehensive review of the anti-corruption legal framework and are supporting efforts to professionalize the operations of the Agency to Prevent and Fight Against Corruption through the development of standard operating procedures, design of internal mechanisms for whistleblower protection, and training for investigators. IDLO is also supporting critical upgrades for operational capacity and ICT infrastructure. We convened a forum of 13 anti-corruption institutions to improve coordination and co-hosted a high-level parliamentary consultation that generated renewed momentum for adopting the draft anti-corruption law. To ensure accountability extends to the vital mining sector, IDLO partnered with AFREWATCH, a national civil society organization, to strengthen community participation and transparency in governance in Haut-Katanga and Lualaba provinces.
51. IDLO is laying the groundwork for stronger anti-corruption systems in **Latin America** by conducting assessments of the legal and institutional frameworks in **Ecuador, Guatemala, and Peru**. A follow-on project in Peru will support national institutions to strengthen technical expertise and streamline the use of expert analysis in investigations. The project will improve the quality and credibility of anti-corruption cases by reviewing existing frameworks, creating a transparent expert registry, and standardizing evidentiary procedures to ensure consistency, transparency, and efficiency.
52. In **the Philippines**, IDLO provided institutional support to strengthen the country's financial integrity and anti-corruption frameworks. In preparation for the crucial 2027 Financial Action Task Force evaluation, we assisted the Anti-Money Laundering Council in conducting its Third National Risk Assessment. This pivotal exercise engaged 235 participants from 35 agencies to evaluate the nation's vulnerabilities to

money laundering and terrorism financing. Complementing this effort, IDLO partnered with the Office of the Ombudsman to convene a high-level anti-corruption conference, fostering collaboration and the exchange of best practices.

53. **Somalia's** first Financial Reporting Centre (FRC), established and operationalized with IDLO support, achieved a series of milestones in the country's fight against money laundering and the financing of terrorism. Data for 2024 shows that the FRC processed over 2,250 financial reports, leading to 252 prosecutions, 152 arrest warrants, 10 convictions, and the freezing of 1,847 accounts with funds totalling USD 958,442 seized. To solidify these gains, during 2025, IDLO supported the government in amending 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. We have also launched a national awareness campaign, engaging elders, religious leaders, and youth to build community resilience against terrorist financing, with plans to expand these efforts to key regions where Al-Shabaab's funding is concentrated.
54. In **Moldova**, IDLO launched a three-year programme to bolster integrity and transparency in the justice sector through digital transformation. In August, the Ministry of Justice approved the Regulation of the Sectorial Digitalization Council, providing a formal framework for coordinated digital reforms. We also completed a detailed business process analysis for the National Integrity Authority, which will guide the procurement of a redesigned "E-Integrity" system that enables public officials to submit asset and personal interest declarations online, automates selected integrity-related case management, and interfaces with state registries for data verification. In October, IDLO also supported the third DemTech Hackathon, which brought together young innovators to design technology-driven solutions for integrity and accountability.
55. In **Mongolia**, IDLO and the Supreme Court hosted a townhall on judicial transparency and media cooperation, with judges and court officials presenting on transparency measures and criminal procedure. Participants, including journalists and CSOs, discussed challenges, such as limited e-publication of decisions and media access, proposing reforms such as uploading major trial recordings online and revising access regulations. We will soon launch a new programme to strengthen national capacity to prevent and prosecute corruption, building on previous support.
56. The Organization remains a steadfast partner to the Government of **Ukraine**, supporting its effort to strengthen robust anti-corruption and accountability systems which are critical both to the current context as well as post-conflict recovery. Our support is focused on three pillars: ensuring judicial integrity, strengthening

prosecutorial and economic oversight, and fostering national-international coordination.

57. To fortify judicial integrity, we provided comprehensive support to key institutions. This included providing technical assistance for the selection process for the High Anti-Corruption Court, enhancing the transparency of judicial assessments by the Public Integrity Council, and developing practical handbooks on integrity for the High Council of Justice and other institutions. IDLO is strengthening accountability mechanisms through support to the Office of the Prosecutor General on complex issues including asset tracing and mutual legal assistance. We aided reforms within the Service of Disciplinary Inspectors and the Bureau of Economic Security to ensure merit-based leadership and effective anti-corruption enforcement. We also assisted the State Agency for Restoration in streamlining legal requirements for reconstruction, ensuring transparency is built into the recovery process from the start.
58. In July, at the invitation of the governments of Ukraine and Italy, I participated in the 2025 Ukraine Recovery Conference, joining heads of state and government, ministers, and leaders of intergovernmental organizations to discuss ways to mobilize international support and investment for Ukraine’s recovery, reconstruction, and reform. In the panel on “Strengthening Rule of Law Through Integrity and Enforcement Efforts,” I underscored the importance of the rule of law in Ukraine’s recovery and shared how IDLO’s initiatives are contributing to enhanced integrity in the justice system. Our Country Manager for Ukraine also contributed to the panel on “Transparency and Accountability in Reconstruction: Tools for the Effective Recovery of Ukraine,” focusing on local and regional perspectives.

Equal justice for women and girls

59. Ensuring women and girls can enjoy equal legal protections and opportunities is a human right and a driver of peace, prosperity, security, and stability for everyone. IDLO works to address discriminatory laws, and to remove barriers to women’s participation in the justice sector. We also work to ensure that women and girls can access the legal tools designed to protect them, fostering partnerships with community-based organizations to raise awareness of rights and provide practical support.
60. Violence against women and girls remains one of the most pervasive human rights violations, undermining peace, stability, and development worldwide. Addressing it directly strengthens the rule of law, promotes equality, and builds resilient communities. IDLO partners with governments, civil society and other national

stakeholders to ensure justice systems are capable, coordinated, and sensitive to the needs of survivors.

61. 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 2024. 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 services. 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. This includes specialized training on collecting, preserving, and presenting medical evidence in court. The external evaluation of the programme concluded that over its five-year duration, the first phase of IDLO's programme “significantly expanded access to justice for women and girls” through legal aid services, specialized training for justice actors, and psychosocial support for survivors.
62. In the Sahel, IDLO is implementing a coordinated strategy to strengthen justice systems and protect women, girls and vulnerable groups. This initiative focuses on two complementary pillars: enhancing the capacity of justice officials and empowering communities with legal knowledge.
63. To improve the handling of complaints related to violence against women and girls in **Mali**, IDLO organized trainings for criminal justice actors on women's rights and complaint procedures, directly building their capacity to serve survivors.
64. In **Niger**, a dual-pronged approach was taken to fortify the justice chain. First, members of the *Cadres de Concertation* were trained on preventing and responding to violence against women, enhancing community-level support. Second, the direct impact on at-risk groups was addressed by training judges and clerks on providing legal assistance, ensuring that the most vulnerable can access justice.
65. In **The Gambia**, IDLO conducted outreach across 10 communities, reaching over 1,800 residents, raising awareness on topics such as the Prevention and Prohibition of Torture Act 2023, violence against women, female genital mutilation, and legal aid services.
66. In **Mongolia** IDLO continues to support the government to strengthen legislation, policy, and service delivery related to violence against women and 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. To ensure their effective launch next year, IDLO has provided direct technical support by assisting in the drafting of the courts' foundational Procedural Code and Operations Model.

67. Despite challenges posed by narrowing public space and increased scrutiny from the de facto authorities (DFA), IDLO has maintained operations in **Afghanistan**, despite the closure of our flagship programme that was focused on supporting justice seekers, especially women and vulnerable groups, through non-state legal service providers and community justice systems. Under this programme, IDLO conducted capacity-building sessions to strengthen the legal skills of female advocates and defence lawyers across multiple provinces in negotiation, family law, and inheritance law. The local justice actors we supported continue to show remarkable resilience and continued results. For instance, the IDLO-supported Female Lawyers Network has reported securing legal victories for its clients, including a murder acquittal for a returnee, the prevention of a flogging sentence, and a favourable inheritance judgment. IDLO continues to maintain a small operational presence in the country and is actively pursuing resources to resume and expand this vital work.
68. This year, IDLO, in collaboration with the World Bank, UN Women, UNDP and other partners, launched a major report that builds an evidence-based case for increasing investment in justice for women and girls. The report titled *Financing Women's Justice Needs: Global Perspectives on Violence Against Women, and a Case Study on Uganda*, demonstrates the significant social and economic returns such investments yield for countries across the development spectrum.
69. In March, I participated in the 69th Session of the Commission on the Status of Women (CSW69). This year's session marked the 30th anniversary of the Beijing Declaration and Platform for Action. Recalling my participation in the Fourth World Conference on Women, I emphasized the need for accelerated action on the protection of women's rights through the rule of law. During CSW, IDLO partnered with the World Bank and the Generation Equality Action Coalition on Economic Justice and Rights to co-host a side event "Rule of Law Pathways to Promote Women's Economic Opportunity," which explored legal and policy solutions to enhance women's economic rights and opportunities. The event was co-sponsored by Canada, Qatar and Tunisia.
70. At the invitation of the President of ECOSOC, I moderated the review of the Sustainable Development Goal on the equality of women, at HLPF. During the session I highlighted the enabling role that progress on the realization of women's rights can

play in sustaining peace and promoting a broad spectrum of development outcomes from food security to economic growth. I participated in an event organized by Spain and GWL Voices on Financing Women for a Fair Future and underlined how the rule of law can contribute to fiscal policies and systemic reforms needed to promote equal rights for women, and drive progress on sustainable development. IDLO also co-organized a side event that highlighted significant progress in repealing discriminatory laws and showcased tools and strategies for overcoming barriers to legal reform.

71. IDLO convened two expert dialogues in Geneva. Focusing on eliminating discriminatory laws and advancing survivor-centred justice for conflict-related violence against women, the dialogues featured frontline experts from Kenya, the Philippines, Uganda, and Ukraine to discuss strategies for accelerating legal equality and protection for survivors.

Land, food, and environmental governance

72. IDLO works to strengthen laws and policies related to the management of food, land and natural resources and build the capacity of institutions and communities to resolve environmental disputes, promote a clean and healthy environment, and strengthen food security.
73. In **Rwanda**, we strengthened community-based land dispute resolution by training 250 *Abunzi*, traditional mediators mandated by the state to handle land-related matters. IDLO supported the establishment of a national Land Data Information Management System for land dispute resolution, now formally adopted by the National Land Authority, to improve case tracking, data management, and institutional coordination, contributing to more efficient and transparent resolution of land disputes. In collaboration with the National Land Authority and the Ministry of Justice, IDLO conducted a radio campaign to promote the Land Data Information Management System and increase awareness of land rights. The campaign reached an estimated audience of 400,000, enhancing public understanding and promoting the system's adoption.
74. In August, IDLO organized specialized trainings for judges from **Kenya's** Environment and Land Court to strengthen their capacity to adjudicate complex environmental and land-related disputes. This is part of an effort to equip judges to address cases that often involve local communities, multinational companies, and international intermediaries, ensuring more efficient dispute resolution and protection for local communities. IDLO also supported the organization of a regional forum on strengthening governance and legal frameworks on land and environmental

issues, in partnership with the Commission on Administrative Justice; the county governments of Isiolo, Marsabit, and Samburu; and the Frontier Counties Development Council.

75. IDLO’s Access to Land and Credit programme in Tunisia aims to create sustainable, jobs in the agri-food sector by resolving land disputes, enhancing land consolidation, and expanding access to financial and legal services. In 2025, IDLO completed a comprehensive series of assessments to guide the programme’s design and implementation. We also organized a high-level roundtable on women’s economic empowerment, bringing together key ministries to adopt a unified national approach on women’s access to land and economic opportunity.
76. In November, IDLO participated in a roundtable in Cairo on “Participatory Land Use Consolidation in Upper Egypt”, to share its experience and good practices from its ongoing work in Tunisia. The discussion, organized by the Embassy of the Netherlands and GIZ, was an opportunity to explore how IDLO’s expertise could contribute to strengthening tenure security, access to credit, and inclusive rural development in **Egypt**.
77. In **Jordan**, our goal is to support the development of legislation on food security and agricultural credit. The focus is on strengthening national policies and legislation to bolster resilience to emergencies and refugee influxes, while also enhancing community-level access to agricultural credit, especially for women smallholder farmers, in partnership with the Higher Food Security Council and the Ministry of Planning.
78. IDLO published a new issue brief, *People-Centred Land Governance for Peace, Security and Stability*, which brings together diverse elements to propose a comprehensive rule of law approach to land governance. Drawing on IDLO’s experience across multiple countries, the issue brief compares legal and regulatory frameworks across the region to examine the linkages between effective land governance, conflict, and economic development. At a time when land-related disputes are rising globally, the brief shows how secure access to land – anchored in clear legal frameworks, effective justice institutions, legal empowerment, and participatory governance – is a key to preventing conflict and reducing instability.
79. At the 6th Conference on Land Policy in Africa in Addis Ababa, IDLO organized a side event titled “The Role of Judiciaries in Managing Conflict over Land and Natural Resources in the East and Horn of Africa.” The session examined judicial roles in addressing land and natural resource disputes, including issues related to women’s access to land and the use of alternative dispute resolution. It also reflected on

progress since the 2022 Kampala Declaration (at the joint IDLO-IGAD Land Conference) and highlighted emerging priorities for strengthening justice in land governance.

80. At the 2025 Rome Nutrition Week, IDLO brought a rule of law perspective to a high-level panel titled “Women’s Rights and Empowerment in Agrifood Systems: A Driver for Nutrition and Maternal Health,” organized by France, together with FAO, IFAD, WFP, and UNFPA. Drawing on programmatic evidence from Uganda and Rwanda, we made the case that legal frameworks are fundamental to advancing women's food security, nutrition, and economic empowerment.
81. IDLO contributed to the LANDac Annual Conference, advocating for strengthened land governance, rule of law, and policy frameworks in Least Developed Countries facing intensifying land pressures. We demonstrated, through experience, that cross-sectoral partnerships, fair investment frameworks, and integrated land rights protection are critical for tackling these complex global challenges.
82. IDLO continued its high-level engagement on food security, contributing to the G20 policy dialogue and delivering statements at the 52nd Plenary Session of the Committee on World Food Security and the 177th Session of the FAO Council. Across these forums, we consistently highlighted the critical role of the rule of law in strengthening food systems governance, particularly in conflict-affected areas.
83. IDLO participated as an observer in the joint UNIDROIT–FAO–IFAD project on legal structures for agricultural enterprises, which builds on existing guides for contract farming and land investment. IDLO submitted written comments on the draft Legal Guide to help ensure that rule of law principles are integrated into efforts to promote sustainable agricultural enterprises.
84. IDLO highlighted practical rule of law solutions that strengthen land governance, support communities, and improve food systems at COP 30. We co-organized three focused discussions—an official side event and two sessions at the Italian Pavilion—showcasing how clearer rules, stronger institutions, and community-driven approaches can deliver measurable results across land management, natural resources, and food security.

Broad-based economic growth

85. Strong legal frameworks and reliable dispute resolution mechanisms encourage entrepreneurship, investment, and innovation, which in turn bring jobs and uplift entire communities.
86. IDLO assists governments in reforming or developing laws and regulations that make it easier for businesses to start up and operate fairly. By helping countries to simplify regulations, expedite the resolution of commercial disputes, and enforce contract and property rights, IDLO strengthens enabling environments to promote trade and investment and to make it easier for businesses to navigate the legal environment securely.
87. In **Kenya**, IDLO supported the establishment and expansion of Small Claims Courts (SCCs) over the past years. The courts adjudicate civil and commercial disputes whose value does not exceed 1 million Kenyan Shillings in a simple, efficient and cost-effective manner. According to Kenya's State of the Judiciary and Administration of Justice Report 2023–2024, the SCCs handled 41,524 cases and resolved 33,527, achieving an 81 percent clearance rate, boosting public and investor confidence and stimulating entrepreneurship. In 2025, IDLO facilitated the establishment of three new SCCs in Voi and Garissa, bringing the total number of courts established with IDLO support since 2021 to 31.
88. IDLO has renewed its engagement with the **Kuwait** Institute for Judicial and Legal Studies and KFAED to strengthen judicial capacities for economic courts, which are fuelling Kuwait's economic dynamism and advancing Kuwait Vision 2035.
89. Building on previous collaboration with the High Judicial Council and the Palestinian Judicial Institute, IDLO continues to explore opportunities to provide further support in the **West Bank and Gaza**. In light of the uncertain political and security environment, IDLO will conduct an assessment of access to justice challenges to identify possible entry points.
90. Following the signing of a cooperation agreement with the Private Sector Federation of **Rwanda** in July, IDLO advanced efforts to strengthen alternative dispute resolution mechanisms. The Organization trained 185 arbitrators on mediation and land rights, conducted an analysis of private sector use of ADR, and promoted its benefits through a series of workshops and a high-level panel discussion, fostering greater awareness and capacity for efficient, business-friendly dispute resolution.

91. With IDLO's support, the Ministry of Justice of **Kyrgyzstan** submitted a draft Law on Mediation introducing mandatory mediation and ensuring enforceability of agreements; Parliament approved it in its second and third readings. IDLO also supported Kyrgyzstan's move to join the Singapore Convention, with the draft law submitted in February 2025. An IDLO-facilitated exposure visit to Italy helped the Ministry align reforms with international standards, leading to nine proposed amendments to further harmonize the mediation framework.
92. IDLO supported **Uganda** to organize the first "African Summit on Commercial Dispute Resolution." The high-level summit brought together eight Chief Justices and the UK's Master of the Rolls to exchange experiences on small claims procedures, court user committees, and ADR mechanisms. Drawing on comparative insights from Benin, Nigeria, Zambia, South Africa, Kenya, and Uganda, IDLO is now assisting the Ugandan judiciary in reforming its small claims procedures to improve accessibility and efficiency in commercial dispute resolution.
93. In **Uzbekistan**, the Law on Mediation, developed with IDLO's technical assistance, was approved by the Senate in August 2025 and signed into law by the President in October 2025, establishing a solid legal foundation for mediation across the country. To strengthen implementation, IDLO conducted a Training of Trainers on Commercial Mediation, followed by a specialized training on Investor–State Dispute Resolution for officials, judges, and legal professionals. Additionally, IDLO is collaborating with the Ministry of Justice to develop a web-based mediation management platform, to enhance accessibility, efficiency, and oversight of mediation processes.
94. In **Tajikistan**, IDLO is assisting the Office of the Commissioner for Human Rights in drafting a commercial mediation law to strengthen the country's dispute resolution framework. To support this effort, IDLO partnered with the Ombudsman's Office to co-organize a national mediation conference, convening government officials, judiciary members, legal professionals, and international experts to foster dialogue on national reforms, international frameworks, including the UNCITRAL Model Law and the Singapore Convention, and regional experiences, aiming to advance efficient, accessible, and investor-friendly dispute resolution in Tajikistan.
95. In August, we participated in the Third UN Conference on Landlocked Developing Countries (LLDC3) in **Turkmenistan**. At the general debate and other events, IDLO showcased examples from its Investment Support Programme to demonstrate how the rule of law can help LLDCs attract sustainable investment and mobilize resources for broad-based growth.

Legal and policy frameworks for effective public health systems

96. IDLO works at the intersection of health, development, and the rule of law to strengthen legal preparedness for public health emergencies, expand access to health services, and prevent non-communicable diseases (NCDs).
97. IDLO continued implementing the Global RECAP programme with the World Health Organization (WHO) and the International Development Research Centre (IDRC) of Canada to help countries strengthen regulations that promote healthy diets and prevent non-communicable diseases (NCDs). 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**.
98. In **Uganda**, a regional forum was convened to strengthen public engagement in policy development for healthier diets and physical activity, fostering cross-country collaboration, and knowledge-sharing. In **Indonesia**, an Inter-Regional Academic Workshop brought together academics from participating countries to enhance their skills in developing interdisciplinary curricula that integrate legal and public health approaches to NCD prevention. In **Ghana**, IDLO supported collaboration between government and civil society to advance policy and regulatory measures, while new partnerships in **Nepal** promoted community education and participatory approaches to improve health and nutrition. Additionally, partnerships with universities in **Bangladesh, Ghana, Indonesia, and Nepal** are embedding multidisciplinary perspectives on law, regulation, and public health into academic teaching and research, strengthening the evidence base for healthier societies.
99. A peer review for the first phase of the Global RECAP programme highlighted the relevance of the interventions and the programme's innovative methodology, while underscoring its positive results and impact. It also offered recommendations for scaling up and ensuring long-term sustainability, which IDLO will integrate into ongoing activities to strengthen the programme's effectiveness as part of its commitment to evidence-based programming.
100. IDLO participated in the Village of Solutions at the Nutrition for Growth Summit held in Paris in March, where it showcased the Global RECAP Programme as one of 30 innovative initiatives driving global commitments and inspiring collective action to advance nutrition and health outcomes.

101. In **Tunisia**, IDLO continued to support the Ministry of Health in assessing the legal and health situation of migrants as part of efforts to develop a potential national strategy for migrant care. Additionally, IDLO, in collaboration with UNAIDS, organized a multi-stakeholder workshop with the Ministry of Health to strengthen coordination among actors working at the intersection of migration, health, and human rights, with a particular focus on HIV/AIDS prevention and care.
102. IDLO emphasized the importance of strong legal frameworks, multisectoral collaboration, and legal empowerment for NCD prevention and pandemic preparedness at the 78th World Health Assembly.
103. We advanced legal preparedness through continued work with the Global Health Security Agenda, co-hosting meetings to strengthen national legal and institutional readiness. IDLO also remained active in the UN Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases and was invited to join the Advisory Group of the Global Legislators Initiative on NCDs and Mental Health.

III. MOBILIZING POLITICAL AND FINANCIAL SUPPORT FOR THE RULE OF LAW

104. Reinforcing strong political and financial support is essential to advance the rule of law in an increasingly complex global environment.
105. 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.
106. Two key objectives in 2025 have been mobilizing political and financial support for the rule of law, and diversifying IDLO's 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.
107. Over the past year, we have made significant progress on both fronts.

Political Support

108. In 2025, we engaged extensively with Member Parties, as well as current and prospective partners, in capitals and in Rome, Geneva, The Hague and New York, to strengthen cooperation.
109. Throughout the year, I engaged with Ambassadors and representatives of IDLO's Member Parties in Rome, Geneva, New York, and elsewhere to thank them for their support and partnership. I also engaged with senior government officials and heads of UN and other international organizations.
110. IDLO's membership continued to grow since the last meeting of the Assembly. The Republic of Cyprus became our 39th Member Party in December 2024. The Bahamas became IDLO's 40th Member Party, having deposited its Instrument of Accession with the Ministry of Foreign Affairs of Italy in October 2025. Chile and Uruguay are finalizing domestic procedures for accession, following the Assembly of Parties' approval of their expressions of interest.
111. These developments are affirmations of confidence in our mandate and, as both The Bahamas and Chile are countries where we work, in IDLO's nationally owned approach to justice reform.
112. Beyond membership, we have worked actively to ensure that the rule of law is recognized as a critical enabler of global priorities.
113. In Rome, I had meetings with key Italian officials to discuss IDLO's initiatives and Italy's policy priorities and to explore avenues for strengthening our collaboration. The meetings included those with the Undersecretary of State, the Secretary General, the Director-General for Development Cooperation, and the Director-General for Global Affairs at the Italian Ministry of Foreign Affairs and International Cooperation. These exchanges reaffirmed our strong partnership and enduring cooperation in advancing the rule of law and justice.
114. In June, I was pleased to welcome IDLO's Board of Advisers to Rome for their annual meeting and to consult with them on substantive priorities under the new Strategic Plan and broadening IDLO's funding base. I extend my gratitude to the Chair and all Board members for their support and insights.
115. At Headquarters we hosted high-level delegations from Chile, China, Germany and Mongolia, whom we briefed on IDLO's mandate and global work.

116. IDLO participated in the Italy-Latin America Conference in October, co-organized by the Italian Ministry of Foreign Affairs and the Organizzazione Internazionale Italo-Latino Americana. We also hosted the President of PARLATINO, the Latin American and Caribbean Parliament, at Headquarters in November.
117. We continued to strengthen engagement with Rome-based agencies, particularly in the context of our work on the link between the rule of law and food security.
118. At the invitation of the Director-General of FAO, I was pleased to attend the celebration of the 80th Anniversary of FAO on World Food Day in October.
119. In May in New York, IDLO continued its partnership with the Government of Italy and UNDESA to organize our flagship policy advocacy event, the annual SDG 16 Conference. This year's edition focused on the practical dividends from the rule of law. The event was attended by a broad range of stakeholders and served as a platform to mobilize action and share experiences. At the request of Italy, key messages from the Conference were circulated to all UN Member States by the Secretary-General.
120. In addition to my moderation of the session on Women and Girls at this year's HLPF, I highlighted the importance of investing in the rule of law and justice to rebuilding public trust and catalysing progress on peace and sustainable development during the townhall and the general debate in plenary.
121. During the General Assembly's High-Level Week in September, I represented IDLO at key events including the High-level Plenary Meeting of the General Assembly to commemorate the 80th anniversary of the establishment of the UN; the High-level Meeting of the General Assembly to commemorate the 30th anniversary of the Fourth World Conference on Women (Beijing+30); the 4th High-level meeting of the General Assembly on the prevention and control of noncommunicable diseases; and the Sustainable Development Goals Moment convened by the Secretary-General. In my interventions, I highlighted how the rule of law can offer practical solutions to global challenges and advance progress on peace and development.
122. In the Sixth Committee of the General Assembly's debate on the item "The rule of law at the national and international levels at the eightieth anniversary of the United Nations", I emphasized the importance of rebuilding trust in multilateralism by delivering on national priorities and making tangible improvements in people's lives and the critical importance of the rule of law in these efforts.

123. While in New York, I was pleased to meet the President of the General Assembly and the President of ECOSOC, with whom I discussed IDLO's role and the importance of prioritizing the rule of law at national and international levels.
124. Throughout the year, we continued to highlight the contributions of the rule of law at the Human Rights Council in Geneva. In addition to my statement at the High-Level Segment, IDLO participated in the Interactive Dialogue with the High Commissioner for Human Rights, the annual discussion on the human rights of women focusing on violence against women in conflict and humanitarian settings, and an Interactive Dialogue with the Special Rapporteur on the Independence of Judges and Lawyers, as well as other Council debates.
125. IDLO engaged with parliamentarians in various Inter-Parliamentary Union (IPU) events, underscoring our commitment to advancing the rule of law through legislative processes, including the elimination of discriminatory laws. These included the 15th Summit of Women Speakers of Parliament, and the Sixth World Conference of Speakers of Parliament. IDLO also participated in the 151st IPU Assembly.
126. In Geneva, I engaged with partners, including the United Nations High Commissioner for Human Rights, the President of the Human Rights Council, the Secretary-General of the International Telecommunication Union, the Secretary-General of the Council of Europe, and the Executive Secretary of the United Nations Economic Commission for Europe, to explore strategies for enhancing our joint advocacy efforts for human rights and the rule of law. I was also pleased to meet with the President of the Human Rights Commission of the Kingdom of Saudi Arabia, as well as representatives of other partner countries.
127. IDLO participated in the 34th session of the Commission on Crime Prevention and Criminal Justice in Vienna, which covered issues including legal innovation, responsive justice, and criminal justice reform.
128. In June, I participated in the World Justice Forum in Warsaw, organized by the World Justice Project in partnership with the Polish Ministry of Justice. In the closing plenary titled "Collective Action to Advance the Rule of Law," I highlighted how the rule of law is a powerful tool that can promote peace and prosperity, unlock development potential, and protect human rights for all. IDLO also participated in the senior-level meeting of the Justice Action Coalition, which deliberated on the findings of a mid-term review and the way forward for the platform.

129. In Warsaw, I met with the Minister of Justice of Poland to discuss the strong alignment between IDLO's work and Polish priorities. I also engaged with counterparts from organizations in the justice community, including the executive heads of the World Justice Project, the Open Government Partnership, the Basel Institute, and the Hague Institute for Innovation of Law, on ways of further aligning our efforts and jointly advocating for the rule of law.
130. I represented IDLO at the Fourth International Conference on Financing for Development in Seville in July. This major global gathering brought together high-level representatives from governments, international organizations, development banks, civil society, and the private sector to address the financing challenges for sustainable development. My interventions at the plenary and the "Revitalizing International Development Cooperation" roundtable centred on a core message: the rule of law is indispensable for achieving sustainable development and fulfilling the *Compromiso de Sevilla*.
131. In Seville, I had the opportunity to meet with Ministers, Heads of Organizations, and many key stakeholders and donors to strengthen partnerships and seek potential areas for future cooperation.
132. The Second World Summit for Social Development 2025, hosted by Qatar in November, served as a key platform to address global social development challenges. On behalf of IDLO, I delivered a statement during the plenary session and participated in a thematic roundtable on accelerating progress towards sustainable development.
133. In collaboration with the Hague Conference on Private International Law (HCCH), IDLO convened the HCCH–IDLO Dialogue on the Digitalisation of Public Services and Justice in October. The Dialogue brought together practitioners from both organizations to share insights from the design, implementation, and monitoring of digital transformation initiatives. IDLO highlighted practical examples of how it has leveraged digital innovation to enhance access to justice, strengthen institutional performance, and promote more inclusive and transparent public service delivery.
134. I was 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 showcase 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.

135. At the Law, Justice and Development Week, organized by the World Bank's Legal Vice Presidency in November, IDLO contributed its experience to a panel discussion on innovations in access to justice.
136. IDLO continued to engage with the Justice Action Coalition, contributing to the review of its first two phases and participating at the Senior and Ministerial level meetings organized in 2025.
137. IDLO also participated in the OECD Global Roundtable on Access to Justice, hosted by Spain in November, sharing our experience on people-centred approaches to advance access to justice.
138. Through these and other engagements, we are positioning IDLO as a trusted voice and partner — one that can convene, one that can bridge the gap between global debates and national realities, and one that consistently demonstrates the practical value of the rule of law.

Financial Support

139. Given the financial situation, resource mobilization remains a top organizational priority. Our objective in 2025 has been to retain, and where possible enhance, contributions from existing partners, as well as to make a major organizational push to secure new donors to diversify our resource base.
140. Despite a challenging environment, with reductions in development assistance by several donors and the many other organizations looking for support, we have recorded some encouraging results.
141. I am pleased to report that IDLO will continue its longstanding strategic partnership with the Netherlands through a new multi-year agreement for unrestricted funding starting in 2026.
142. A new multi-year core funding agreement with Sweden will contribute towards the implementation of IDLO's Strategic Plan 2025-2028. We appreciate that despite Sweden's overall decrease in its development assistance, the new agreement underlines Sweden's support for the rule of law and IDLO, by providing for a 40 percent increase compared to the previous agreement.
143. I am grateful to our host country, Italy, for a ten percent increase in its voluntary contribution.

144. IDLO renewed its partnership with Kuwait by signing a new multi-year grant agreement with the Kuwait Fund for Arab Economic Development (KFAED) for 2025–2027. The agreement includes funding for both the core budget as well as programming.
145. IDLO was very pleased to receive Türkiye’s first-ever core contribution, received in October. I strongly encourage all members to support our resource mobilization efforts during this critical period.
146. Through the continued support and confidence of our partners, IDLO expects a 6 percent increase in core contributions for 2026, despite an overall decrease in revenue.
147. At the country level we have signed a number of new agreements in 2025 and are in advanced discussions in several countries to reinforce IDLO’s programme portfolio.
148. New initiatives with Italy in Chile, Colombia, Costa Rica, Côte d’Ivoire, Liberia, Peru and Senegal are reinforcing programming, including in the context of the Mattei Plan. IDLO is also exploring a new programme with Italy to support justice institutions in the West Bank and Gaza.
149. We are discussing a new framework agreement for multi-country programming with the Netherlands in 2026 for programming in the Middle East and North Africa, East and Horn of Africa, as well as West Africa and the Sahel.
150. We have also had promising conversations on new programming with the United States in several countries.
151. While we greatly value the strong relationships and the trust placed in IDLO by our partners, the Organization’s relatively narrow donor base is a risk. Outreach to current and prospective partners has been a major priority in 2025.
152. Following a successful pillar assessment, IDLO continues to engage with the European Union (EU) and its specialized institutions to strengthen development cooperation. In 2025 we signed a new agreement to support the justice sector in the Philippines and are in advanced discussions on other initiatives. In 2026, IDLO will establish a presence in Brussels to explore expanded collaboration, including in the context of the EU’s Global Gateway strategy.

153. We have also increased engagement with Qatar. Most recently, while in Doha for the World Social Summit, I met with the Director-General of the Qatar Fund for Development and other senior officials to explore opportunities for collaboration.
154. IDLO is reinforcing its presence in key locations to raise our profile, including the Middle East and North Africa, and Latin America and the Caribbean. The goal is to deepen relationships, demonstrate the impact of our work, and secure new programmatic partnerships.
155. I encourage all Member Parties to support IDLO's ongoing resource mobilization efforts, not only through financial commitments but also by acting as advocates for IDLO in your capitals and regions.

IV. ENSURING OPERATIONAL CONTINUITY AND FINANCIAL STABILITY

156. During the year, IDLO continued efforts to strengthen quality and results, transparency, and accountability, and optimize systems and processes. Considering the financial constraints, however, some planned investments were deferred or phased in.

Quality and Results

157. As part of our commitment to Results Based Management, data collection for the 2024 Strategic Results and Resources Framework has been completed, including the annual results for 2024 and the overall outcomes from the 2021–2024 strategic cycle. IDLO has developed an updated Strategic Results and Resources Framework for the Strategic Plan 2025-2028.
158. As part of IDLO's shift from a project-based to a more programme-based approach—aimed at strengthening impact, sustainability, and resource mobilization—we continued implementing the country strategies developed last year for Burkina Faso, Somalia, Tunisia, and Uganda, and finalized new strategies for Kenya and Mali.

Systems and Processes

159. The development of a new Customer Relationship Management system is progressing steadily and will help IDLO to more efficiently manage outreach to key stakeholders.
160. Effective communication is critical to generating support for IDLO's mission and raising awareness on rule of law issues. We are currently redesigning IDLO's website to enhance user experience and accessibility.
161. IDLO has implemented system improvements to enhance cybersecurity. This included deploying comprehensive endpoint security, including anti-spam, anti-virus, and automated patching across all country offices.
162. The development of automated reporting tools for internal monitoring and troubleshooting has helped improve oversight for ICT systems. We also upgraded the procurement system with enhanced reporting and contract management capabilities by introducing an automated contract register and an alert system for agreement expirations, ensuring better tracking and management.
163. IDLO enhanced internal financial controls and accountability by introducing user access levels for country office finance teams and strengthening the segregation of duties. The rollout of an automated bank reconciliation process improves efficiency, while the introduction of aged debtors listing reinforces the monitoring of outstanding amounts and compliance with International Public Sector Accounting Standards. IDLO also updated its risk management policy and is currently revising its anti-corruption policy.
164. We integrated the Human Resources Management System with the payroll system, increasing efficiency in processing payments. We also developed the first module of an automated Performance Management System, which supports goal setting and lays the foundation for a more structured and transparent performance evaluation process.

Safety and Security

165. IDLO operates in many complex and fragile environments where political instability, conflict, and security risks can pose a risk to staff and assets and disrupt programming.
166. Conflict and deteriorating security conditions added further complexity to IDLO's work in several countries, including the Democratic Republic of Congo, the Sahel, Somalia, and Ukraine. The building where IDLO's office in Kyiv is located was struck by a drone in May. Thankfully, no staff were injured, but the incident stands as a stark reminder of the dangerous and complex environments in which IDLO works.
167. The security of our staff is a top priority. During the year, IDLO carefully monitored security risks across our operations. IDLO's Security Adviser conducted capacity-building and compliance missions to our offices in Somalia, Kenya, Uganda, Ukraine, Moldova and Tunisia. Regular updates on developments affecting IDLO's global operations are provided to senior management at Headquarters.
168. IDLO is updating its Security Risk Management Policy Framework and developing a Security Awareness Booklet, providing guidance on travel security, personal and information security, health and well-being, and road safety.
169. In addition to mental wellness and counselling resources available through the Employee Assistance Programme, we continued to provide staff in Ukraine with additional support to help them cope with the extreme stress of prolonged security and safety risks through our dedicated Staff Support Programme.
170. IDLO marked World Mental Health Day in October, with a comprehensive programme of well-being and mental health awareness initiatives for all employees, aimed at promoting psychological health and fostering a supportive and resilient workplace culture.

Legal Status

171. IDLO continued to prioritize efforts to secure recognition of its legal status in the countries where it operates or plans to operate. This is mainly achieved through the signing of host country agreements, which ensure our legal status as an international organization, facilitating smooth operations, protecting our staff and facilities, and enabling the efficient use of donor funds.

172. IDLO concluded a Host Country Agreement with Moldova in November. The Agreement requires parliamentary approval but will be applied provisionally upon signature.
173. We are awaiting the gazette of IDLO's Host Country Agreement with Kenya, which was signed in May. Negotiations on a Host Country Agreement with the Philippines are ongoing, with the draft text currently under interagency review. With Tunisia, we continue to wait on a proposed signing date for the agreement that has been negotiated.
174. I would like to encourage all members to continue to support IDLO's efforts to secure legal status.

Management Updates

175. Managing the programmatic, operational and financial impact of the United States' review of foreign assistance was a major organizational focus in 2025. Twenty-six U.S. funded projects in twenty-one countries were affected.
176. The United States has been a steadfast partner to IDLO since IDLO's inception over 40 years ago and we were pleased that ten projects were cleared for resumption following the review. For those projects that were terminated, IDLO acted swiftly to close programmes in compliance with donor requirements, including by submitting final reports and conducting external financial audits.
177. Given the financial situation, IDLO instituted strong cost containment measures: limiting discretionary spending on procurement, travel and consultants; pausing most recruitment; suspending salary increments; and redeploying resources to priority areas. We have also decided to defer the Headquarters refurbishment project in view of the high level of financial uncertainty.
178. Despite these efforts, I regret that IDLO had to separate 73 staff working in country offices and Headquarters. The largest impact was in Afghanistan, where IDLO has been working for over two decades, and where there were many long-serving staff members.
179. Throughout 2025, we have maintained essential operational capacity in most affected locations, but have had to discontinue physical presence in The Gambia, Indonesia and Rwanda. Securing new funding for other country operations where existing programming is ending remains a top priority. Our field presence is a vital part of IDLO's ability to support our partners and make a tangible impact on people's lives.

Financial Update

180. As the Assembly is aware, 2025 has been an exceptionally challenging year for IDLO.
181. The Organization has recognized 74 percent of its budgeted revenue by the end of October. Programme revenue has been affected by the suspension and termination of several programmes with 68 percent of budgeted revenue recognized. Unrestricted contributions from partners have increased, with 93 percent of unrestricted revenue recognized by the end of October. We expect to close 2025 with an increase of 6 percent over the amount budgeted for unrestricted contributions for 2025.
182. While the overall situation remains fluid, IDLO is projected to close 2025 with a positive result through cost containment and prudent financial management. I am committed to mitigating the impact of lost revenue, to the extent possible, in a responsible and sustainable manner by enhanced efforts to expand and diversify the resource base and careful financial management.
183. IDLO is entirely voluntarily funded and adopts a balanced budget each year. The 2026 Operating Budget proposed to Member Parties has been prepared with the overarching goal of ensuring financial sustainability, while investing in strategic areas to lay a foundation for the future. It reflects an anticipated 35 percent reduction in programme revenue compared to 2025. At the same time, we are projecting a 5 percent increase in core contributions, demonstrating the commitment of key partners to IDLO's mission.
184. The Budget proposes an overall 30 percent decrease compared to 2025. Employee-related costs will decrease by 20%, including a 10% 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.
185. Within the reduced financial envelope for 2026, the Budget reallocates resources strategically. We are prioritizing investments in areas that are critical to the implementation of our Strategic Plan, including digital innovation, enabling environments for economic growth, development of regional approaches, stronger

donor engagement, and the upgrading of systems and ICT infrastructure. The budget also gives the Organization some flexibility to pilot innovative approaches, respond quickly to emerging opportunities, and unlock larger-scale donor investments.

V. LOOKING AHEAD

186. In conclusion, I want to emphasize that the rule of law is a strategic asset in tackling the most pressing challenges of our time.

187. 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.

188. As a mission-driven organization, IDLO continues to deliver practical rule-of-law solutions that advance shared strategic interests and accelerate progress towards peace and sustainable development.

189. We know that the coming year will not be easy. My colleagues and I are committed to responding with discipline, transparency, and prudence to the challenges that lie ahead. We are not simply cutting costs; we are also investing in the future. We are not retreating from our mandate; we are sharpening our focus.

190. The present financial and operational pressures are testing the Organization. But with your continued engagement and support, I am confident that IDLO will not only weather the current storm, but emerge as a leaner, stronger, and more resilient organization that continues to deliver real results on the ground for our Member Parties and partners.

ENDS/