



2018 PROGRESS REPORT

A Sustainable Trajectory for
Growth in IDLO's 30th Year

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August 2019

TABLE OF CONTENTS

| | |
|---|-----------|
| MEMBER PARTIES | 4 |
| EXECUTIVE SUMMARY | 5 |
| Programs, Research and Advocacy | 5 |
| Major Initiatives | 6 |
| INTRODUCTION | 7 |
| SECTION 1: PROGRAMS, RESEARCH AND POLICY IN 2018 | 8 |
| Impact Goal 1: People and Groups Are Empowered to Realize Their Rights | 9 |
| Impact Goal 2: Laws and Policies are Fair and Institutions are Effective, Accessible and Accountable | 20 |
| Cross-Cutting Goal: Rule of Law Drives Sustainable Development at Local and Global Levels | 30 |
| Geographic Presence | 33 |
| SECTION 2: WHERE IDLO MUST EXCEL AND INVEST – ORGANIZATIONAL REFORMS | 35 |
| Major Initiative 1: Enhance Program Quality | 35 |
| Major Initiative 2: Learning and Knowledge Management | 36 |
| Major Initiative 3: Strengthen Transparency and Accountability Through Improved Reporting | 37 |
| Major Initiative 4: Strengthen Communications and Stakeholder Relations to Enhance Advocacy, Profile and Outreach | 37 |
| Major Initiative 7: Invest in Human Resources to Maintain an Engaged, Diverse and Field-Oriented Workforce | 38 |
| Major Initiative 8: Enhance Organizational Effectiveness and Efficiency by Updating Policies, Processes and Systems | 39 |
| SECTION 3: GARNERING SUPPORT – MEMBERSHIP AND RESOURCE MOBILIZATION | 40 |
| Major Initiative 6: Enhance Political Support by Expanding Membership and Implementing Governance Reforms | 40 |
| Major Initiative 5: Broaden Strategic Partnerships to Mobilize Financial Resources | 40 |
| SECTION 4: FINANCE | 42 |
| CONCLUSIONS | 44 |
| Relevance | 44 |
| Efficiency | 44 |
| Effectiveness | 45 |
| Prospects for Impact | 45 |

MEMBER PARTIES



AFGHANISTAN



AUSTRALIA



AUSTRIA



BULGARIA



BURKINA FASO



CHINA



ECUADOR



EGYPT



EL SALVADOR



FRANCE



HONDURAS



ITALY



JORDAN



KENYA



KUWAIT



LIBERIA**



MALI



MONGOLIA



MONTENEGRO*



MOZAMBIQUE



NETHERLANDS



NORWAY



OFID



PAKISTAN



PARAGUAY



PERU



PHILIPPINES



QATAR**



ROMANIA



SENEGAL



SWEDEN



SUDAN



TUNISIA



TURKEY



USA



VIET NAM

* Acceded in 2018

** Acceded in 2019

EXECUTIVE SUMMARY

In 2018, IDLO commemorated its 30th anniversary as an inter-governmental organization and the second year of its Strategic Plan 2017-2020, *Strategy 2020*. During the year, IDLO built on the reforms of 2017 to capture opportunities and transition to a sustainable trajectory for growth.

In 2018, the relevance of IDLO's mission increased as demand for its assistance grew in response to increased pressure placed on the rule of law and human rights by widespread conflicts, humanitarian crises and growing inequalities. As a result, IDLO's programs experienced a healthy thematic and geographic expansion, with prospects for further growth in 2019 and 2020. IDLO also achieved financial stability, sustaining its pipeline of programs and reforms in the future.

Programs, Research and Advocacy

In 2018, IDLO diversified its programs geographically, reinforcing its relevance in all regions of the world, and improving its operational stability. While its work in middle-income countries expanded, the bulk of its operations continued to be in fragile and post-conflict contexts where the demand for stronger institutions and justice remains high.

Africa became the largest and fastest-growing region of IDLO's operations, overtaking Asia. IDLO's work in the latter is becoming more balanced with additional programs in the Association of Southeast Asian Nations (ASEAN) region that complement its established presence in Afghanistan. IDLO expanded its presence significantly in Latin America, with the launch of its operation in Mexico and consolidation in Honduras. Leveraging its partnership with the European Bank for Reconstruction and Development (EBRD) and the Kuwait Fund (KFAED), IDLO expanded its footprint in Eastern Europe and Central Asia (EECA), as well as the Middle East and North Africa (MENA).

Thematically, thanks to its effective programs and policy advocacy, IDLO's position as a strong, credible champion for women's access to justice increased. In 2018, IDLO commissioned an independent evaluation of its Gender Strategy that validated the findings of its internal review in 2017 supporting the approval of a new strategy in 2019. While IDLO's standalone gender programs continued their strong delivery of results, the application of new tools and resources provided the Organization with the means to mainstream gender across its programs. IDLO's largest gender programs are on the eradication of sexual and gender-based violence (SGBV), most notably in Afghanistan, Liberia and Mongolia, where IDLO is applying the lessons learned from its extensive programming on this issue, including involving the whole of the justice chain in eradicating gender-based violence, ensuring a high degree of political will to eliminate discriminatory laws and policies, and strengthening specialized institutions dedicated to protecting the rights of women and girls. IDLO also worked

IDLO's programmatic expansion was accompanied by robust internal reforms, which enabled timely and effective responses in an often-turbulent external environment. IDLO strengthened its financial and human resources systems, upgraded its business processes, enhanced learning and accountability, and improved program design, monitoring and results reporting.

This report provides a self-assessment of IDLO's progress toward achieving the ambitious goals set out in *Strategy 2020*, by successfully meeting the objectives it set for itself under the second annual Management Plan (*MP2018*) of the Strategy. Evidence for this report was sourced from IDLO's independent evaluations, internal and donor reports, and direct interaction with colleagues globally. The report follows the format of *MP2018* and highlights the results, opportunities and challenges of IDLO's programs, research, advocacy and Major Initiatives during the year.

during 2018 to promote the social and economic empowerment of women and girls in a number of countries, including Uganda and Tanzania, where IDLO is combining legal empowerment and social accountability strategies. Given the innovative nature of this approach, the findings from this program will be compiled in a Lessons Learned Brief to share with partners and to inform future initiatives.

IDLO's work to fight discrimination and empower groups in vulnerable situations is not limited to women and girls. In 2018, IDLO revitalized its Health Law Strategy and signed an agreement with the World Health Organization and the Canadian International Development and Research Centre to strengthen legal capacity and regulatory framework in selected countries to tackle the factors leading to the rise in non-communicable diseases (NCDs). IDLO also increased its efforts to protect the rights of refugees and migrants by signing a Memorandum of Understanding with the UN High Commissioner for Refugees (UNHCR) and launching a project to improve the protection of refugees, returnees and internally displaced persons in Somalia.

Recognizing the crucial role of civil society in promoting public trust through inclusive governance, in 2018 IDLO partnered with a broad sector of civil society in a number of countries, including Ukraine, Uganda and Indonesia. IDLO's engagement varied from strengthening their capacity to provide legal aid and legal services, to working at the community level to empower people to hold state institutions to account. Leveraging its ability to work closely with both civil society and state institutions, IDLO has promoted multi-stakeholder dialogue and participatory processes for policymaking, including in Honduras, Myanmar and Mali.

In 2018, building on its strong record of research and a growing programs portfolio on customary and informal justice (CIJ) systems, IDLO developed several knowledge products for publication and dissemination in early 2019.

It also expanded its programmatic engagement with CIJ systems, including in Somalia and Uganda, to bring them in line with national and international standards, promote peace-building and social cohesion, and address justice gaps at the community level.

IDLO's institution-building work in 2018 focused on strengthening criminal justice in conflict-affected countries to increase stability and prevent violence. In northern Mali, IDLO is strengthening the criminal justice chain and building local ownership and public trust using a highly participatory approach. IDLO seeks to expand its work to other countries in the Sahel region, initially Niger and Burkina Faso, to address cross-border crime – a key driver of violence and instability in the region. Other examples of IDLO's 2018 programming in this area of work include fighting money laundering and other complex crimes in Somalia, combating human trafficking in Liberia, and supporting criminal justice institutions in Afghanistan. Tools developed to mainstream gender as part of the Major Initiatives supported IDLO to strengthen institutional capacity to prosecute sexual and gender-based crimes. Other dimensions of IDLO's broad institution-building work include supporting constitutional and legal reforms, as in the case of Kenya and Kyrgyzstan, where it has been present for more than a decade; advancing institutional integrity and fighting corruption, as in the case of Ukraine and the Philippines; and, most recently, supporting capacity development of law enforcement officials at national and municipal levels, as in the case of Mexico. In 2018, IDLO also launched an innovative public-private partnership, designed jointly by IDLO and the Office of the UN High Representative for the Least Developed Countries, to

provide technical legal assistance and capacity development on investment related negotiations and dispute settlement to Least Developed Countries (LDCs) using law firms' pro-bono expertise.

Leveraging IDLO's convening power, strategic partnerships and presence at high-level international forums, and drawing on lessons learned from its programs, IDLO championed the 2030 Agenda for Sustainable Development at national and international levels, highlighting the essential role that Sustainable Development Goal (SDG) 16 plays in the achievement of all other Goals.

As a strong champion of gender equality, IDLO actively contributed to the Taskforce on Justice, under the auspices of the Pathfinders Initiative on Peaceful, Just and Inclusive Societies, to build support for the implementation and reporting of the SDGs with a focus on access to justice and rule of law, in preparation for the High-Level Political Forum (HLPF) in July 2019. In 2018, IDLO co-chaired with the World Bank and UN Women the inaugural meeting of the High-Level Group (HLG) on Justice for Women. Through the HLG, an initiative under the auspices of the Taskforce on Justice, IDLO highlighted the relationship between SDG 16 and SDG 5 and made a strong case for more significant investment to accelerate justice for women. The report of the HLG was launched at the Commission on the Status for Women in March 2019 and informed HLPF preparations. With the objective of advancing women's participation in the justice sector, IDLO also strengthened cooperation with women judges at national, regional and international levels, and gathered findings from its experience in the report *Women Delivering Justice: Contributions, Barriers, Pathways*.

Major Initiatives

Strategy 2020 sets out eight Major Initiatives for institutional investment and reform, which were translated by *MP2018* into concrete deliverables, some to be achieved over a two-year period.

In 2018, IDLO invested in the quality of its programs by developing a Programs Results Framework (PRF) to measure progress against the *Strategy 2020* goals. Alongside the PRF, IDLO contributed to the development of a new monitoring framework and guidelines to be rolled out in 2019. Recognizing the link between research, learning, knowledge management and improved program outcomes, in 2018 IDLO initiated a comprehensive Learning and Knowledge Management (LKM) Initiative. Under it, IDLO established the first Community of Practice (CoP) on CIJ, which was identified as a priority theme, to promote horizontal learning and develop internal expertise on the subject.

IDLO strengthened its management oversight and internal financial controls by appointing an Internal Auditor, who carried out eight internal audits in 2018, and set up an Internal Audit Committee. A major achievement of IDLO's internal reform process in 2018 was the rollout of the New Employment Model (NEM), aligning IDLO's human resource policies and processes to the needs and demands of a field-focused, results-oriented organization. To increase accuracy, transparency and efficiency of its business processes and to better support its field operations, IDLO

rolled out the financial module of its Navision Enterprise Resource Program (ERP), began to implement a new Cost Policy Statement, and piloted a new Timekeeping System.

Among the steps undertaken by IDLO to better manage its operational and financial risks was the conclusion of Host Country Agreements (HCAs) with Jordan, Mali and Somalia, while pursuing HCAs in several other countries with increased support of its Member Parties. IDLO has enjoyed healthy membership growth in recent years from 26 Member Parties in 2012 to 34 in 2018. Montenegro became IDLO's newest Member Party, while a number of other countries are pursuing membership applications. The growth of IDLO's membership reflects the constructive relationships that IDLO has built with a wide range of governments through its work and solid results.

Under *Strategy 2020*, resource mobilization is defined as a corporate responsibility. In 2018, through the implementation of its Resource Mobilization Plan approved in 2017, IDLO attracted a blend of unrestricted, earmarked and program funds from 11 governments and 14 other partners, including two new government agencies and a number of IDLO Member Parties. IDLO's income, which stabilized in 2017, moved onto a sustainable growth trajectory in 2018.

INTRODUCTION

In November 2017, IDLO's Assembly of Parties adopted *Strategy 2020* (2017–2020). This Strategy provides IDLO's mandate and is implemented through four sequential annual Management Plans and Budgets. These are prepared following extensive internal consultations and are informed by analysis of past results and lessons learned. This report is a self-assessment of IDLO's performance against the *2018 Management Plan and Budget (MP2018)*.

The 2018 Progress Report draws on IDLO's independent evaluations, internal and donor reports, and direct interaction with colleagues globally. It captures the results of programs, policy advocacy, research and organizational reforms, providing valuable information on the opportunities for growth as well as challenges faced in 2018. To highlight the continuity of institutional transformation and the sustainability of changes, where appropriate, the report also provides information on efforts initiated in 2018 and will continue into 2019 and 2020.

As the instrument for implementing the second year of *Strategy 2020*, *MP2018* built on the Organization's achievements in 2017 with the aim of putting IDLO on a sustainable growth trajectory in its 30th anniversary year as an intergovernmental organization.

While maintaining close alignment to the priorities and objectives of *Strategy 2020*, in 2018 IDLO continued to diversify its

work geographically and thematically and highlight the critical contribution of the rule of law to sustainable peace, economic development and gender equality in fragile and conflict-affected context as well as in middle-income countries. Based on the lessons learned from its programs and leveraging its convening power, IDLO championed SDG 16 as an enabler of the 2030 Agenda for Sustainable Development in national and international fora.

The growth of the programmatic portfolio was accompanied by a strengthening of internal systems and management capacity, ranging from program design to monitoring and reporting. In 2018, IDLO also invested in reinvigorating and expanding its political and financial support in order to be best placed to sustain continued programmatic growth in 2019 and beyond.

MP2018 was divided into two main sections:

- Program, research and policy advocacy
- Organizational focus

This report shadows the structure of *MP2018*, describing progress against the two key elements mentioned above. It provides an overview of IDLO's achievements and challenges alongside a self-assessment of key conclusions for its relevance, efficiency, effectiveness and potential for impact. The report ends highlighting the main steps going forward into 2019/2020.

SECTION 1: PROGRAMS, RESEARCH AND POLICY IN 2018

IDLO's programs, research and policy in 2018 were guided by *Strategy 2020*. Inspired by the UN 2030 Agenda for Sustainable Development, and in particular Sustainable Development Goal (SDG) 16¹, *Strategy 2020* places a strong focus on developing peaceful, inclusive societies by ensuring access to justice, especially for those left farthest behind, and building effective and accountable institutions for the rule of law.

Strategy 2020 sets out two substantive "Impact Goals" and one "Cross-Cutting Goal" as follows:

- **Impact Goal 1:** People and groups are empowered to realize their rights
- **Impact Goal 2:** Laws and policies are fair, and institutions are effective, accessible and accountable
- **Cross-Cutting Goal:** Rule of law drives sustainable development at local and global levels²

Impact Goals 1 and 2 advance clearly IDLO's work with people, institutions and laws. The Cross-Cutting Goal is overarching in nature, highlighting the contribution that IDLO makes, in line with its mandate, to the implementation of the SDGs, as a champion for the rule of law at global, regional and national levels.

Strategy 2020 envisages the three Goals to be implemented through six intertwined Action Goals, as follows:

- **Action Goal 1:** empowerment of women, girls and marginalized groups
- **Action Goal 2:** collaboration with civil society to enhance legal empowerment
- **Action Goal 3:** engagement with informal systems to address justice seekers' needs
- **Action Goal 4:** strengthening capacity and integrity of justice institutions
- **Action Goal 5:** promoting economic development through legal and institutional reforms
- **Action Goal 6:** advocacy to influence policy makers³

In 2018, IDLO achieved concrete results in relation to all Action Goals and made a significant contribution to the Impact and Cross-Cutting Goals. While programs contributed to multiple Action Goals, it is worth noting that the investment in each Goal varied, as shown in the Diagram below. In 2018, IDLO increased funding for Action Goals 1, 3 and 5.

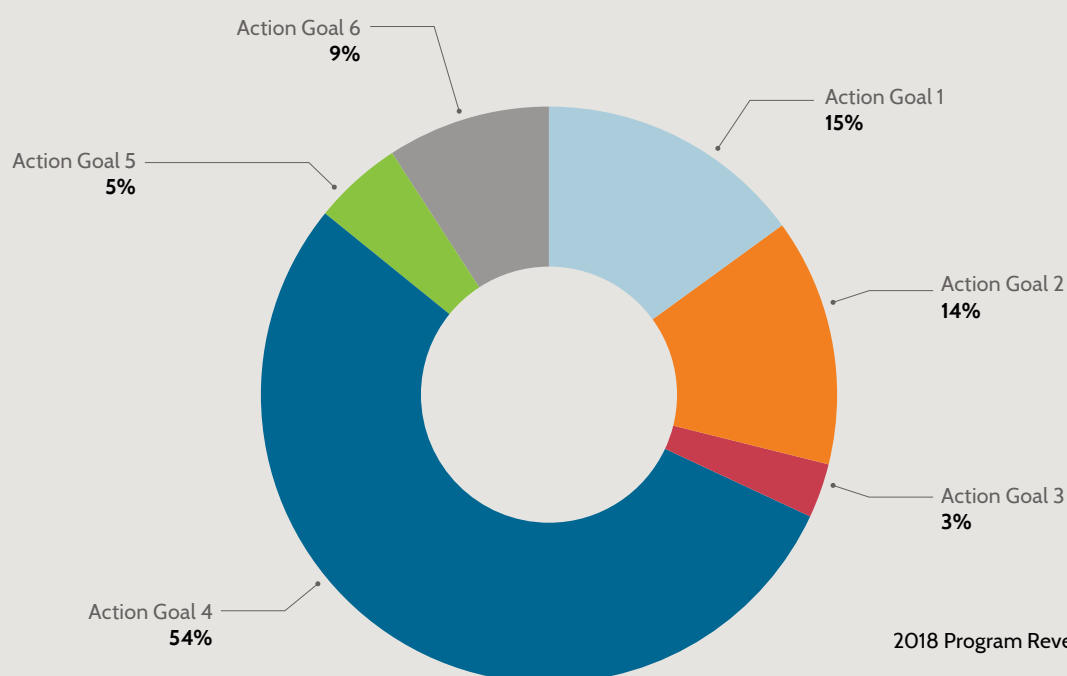


Diagram 1:
2018 Program Revenue Distribution
by Action Goal

¹ SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

² Referred to in *MP2017* as Impact Goal 3.

³ See the Strategy Map incorporated in IDLO's *Strategy 2020*.

Impact Goal 1: People and Groups Are Empowered to Realize Their Rights

Impact Goal 1 is delivered through IDLO's work with women and girls, and other groups that can face discrimination (Action Goal 1); legal empowerment strategies (Action Goal 2); and engagement with community and informal justice systems (Action Goal 3). In 2018, 33 per cent (9.36 million euro) of IDLO's program portfolio was invested in achieving Impact Goal 1.

Access to justice for women and girls

As part of its commitment to ensure that no one is left behind, IDLO works to eliminate the discriminatory laws and policies that aggravate inequality and exclusion, particularly for people in vulnerable situations. Women and girls, youth, indigenous peoples, refugees and migrants are among those affected the most.

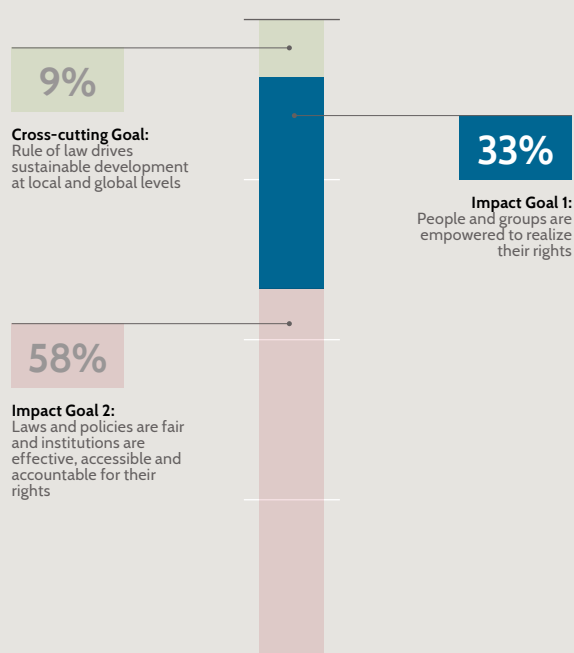
Recognizing sexual and gender-based violence as a major barrier to sustainable development that impairs the agency of women and girls, IDLO has focused on their legal empowerment and ensuring they have access to justice and can claim their rights as a major component of its work under Action Goal 1. Thanks to its effective research, programs and policy advocacy, IDLO is recognized as a strong, credible champion for justice for women.

The Cross-Cutting Goal Section of this report includes further information about IDLO's policy advocacy work as co-convenor of the High-Level Group on Justice for Women (HLG), including the development, launch and dissemination of its joint report with UN Women and the World Bank Group. As mentioned in greater detail later in the report, the HLG contributes to the Task Force on Justice, an initiative of the Pathfinders for Peaceful, Just and Inclusive Societies supported by a growing alliance of justice partners. The HLG recognizes that there cannot be justice for all without justice for women.

Since the launch of IDLO's first **Gender Strategy** in 2015, the Organization's work to advance the human rights of women and girls has significantly grown through both specifically dedicated projects and the mainstreaming of a gender perspective across the program portfolio. The Strategy commits to 100 per cent of IDLO projects and programs being informed by a gender analysis. In 2018, IDLO operationalized this commitment by introducing tools across the program cycle to track and monitor gender integration at the design and implementation stage. This achievement confirms the progress made in three years to mainstream gender throughout its entire operation. IDLO plans to replicate this effective model to mainstream other critical issues and concerns in its programs.

To complement the internal review carried out in 2017, in 2018 IDLO commissioned an **independent evaluation** of its **Gender Strategy**. The evaluation team undertook a number of consultations with IDLO's governing bodies, partners and stakeholders. The recommendations confirmed the findings of the 2017 review and, alongside new evidence, informed a new Gender Strategy agreed in June 2019.⁴

Diagram 2:
Impact Goal 1 – 2018 Program Revenue Distribution



MP2018: During the year, IDLO consolidated its gender programming, research and policy advocacy around the three substantive areas highlighted in the *2018 Management Plan (MP2018)*:

- Eradicate sexual and gender-based violence, gender discrimination and marginalization of women and girls
- Pilot an innovative strategy that combines legal and social empowerment to support women and girls to realize their rights and demand accountability
- Identify ways to empower women to realize their economic rights and overcome legal impediments to business opportunities

⁴ IDLO's Gender Strategy is available on request.

Eradicate sexual and gender-based violence, gender discrimination and marginalization of women and girls

As in previous years, IDLO's largest gender programs are on the eradication of sexual and gender-based violence (SGBV), including in **Afghanistan, Honduras, Liberia, Kenya, Mongolia and Myanmar**. Through these contributions – from the adoption of SGBV policies to the provision of adequate services to SGBV survivors – IDLO is directly contributing to the ambitious target set by SDG 5.2 of eliminating all forms of violence against women and girls worldwide.⁵

Through independent research on its programs, IDLO has learned the following lessons:

- Significant improvements in the accountability and response to survivors are realized when the justice chain is broadly defined and the linkages between different justice sector actors are strengthened (see Liberia and Mongolia examples below).
- Combatting SGBV with specialized institutions is only effective when they have a strong mandate backed by sustained political will (see Afghanistan example below).

In the cases of **Liberia** and **Mongolia**, IDLO strengthens the capacity of justice institutions alongside protection and support services (courts, prosecutors, police, shelters and civil society organizations (CSOs)) to put an end to the climate of impunity for SGBV cases. Coordination among these actors led to significant progress on the quality, speed and numbers of prosecutions. This combination of strengthened capacity and coordination is a critical path to delivering justice. In Liberia, over 30 per cent of SGBV cases were referred to the Liberian National Police (LNP) and SGBV Crimes Unit from One-Stop Centers (OSCs) supported by IDLO and the six CSOs it worked with.⁶ This represents a doubling of the number of cases entering the justice system, thereby increasing accountability and the prospects for justice for SGBV survivors. This came as a result

of IDLO's multi-layered intervention that successfully advocated for the LNP to have at least three police officers assigned at the OSCs to facilitate the transfer of cases from the OSCs to the respective LNP zones and depots. They subsequently followed up on those cases to ensure that investigations were conducted, and ultimately transmitted to the relevant courts.

IDLO's largest and longest-running program to combat SGBV is in **Afghanistan**, combining gender responsive institution-building with empowerment of women's groups and benefitting thousands of survivors of SGBV over the years. This interconnected program drives results against IDLO's Impact Goals 1 and 2 and demonstrates their intertwined nature. In 2018, IDLO deepened its support to the specialized prosecution units in the Attorney General's Office and the network of Women's Protection Centers run by women's groups. Key achievements included strengthening the capacity of the specialized prosecution units to track over 12,000 cases in 27 provinces and establish victim and witness assistance programs in seven provinces, as well as assisting the Women's Protection Centers to develop a Confidentiality Network that empowered SGBV survivors by providing protection and security while supporting their agency to rebuild their lives.

These lessons should encourage governments and the international community to increase investments in justice for women – a point that IDLO makes in its policy advocacy efforts at national and global levels.⁷

Gender-responsive laws and policies are essential for gender equality, empowerment, and to ensure that women become equal partners in development. In 2018, IDLO supported a wide range of actors involved in legal, regulatory and policy reform processes to create stronger frameworks for the elimination of all forms of sexual and gender-based violence and the promotion of women's access to justice at national and local levels.

⁵ SDG 5: Achieve gender equality and empower all women and girls.

⁶ 30 per cent of a total of 900 cases reported to the various One-Stop Centers over an eight-month period.

⁷ For more information, please see IDLO's *Justice for Women Report*: <https://www.idlo.int/publications/justice-women-high-level-group-report>



In 2018, more than 41 homicides per 1,000 inhabitants were recorded according to the National Violence Observatory of the National Autonomous University of Honduras and the Police Statistics System. Throughout 2018, IDLO convened stakeholders and influenced the public debate on the importance of access to justice in reducing violence and homicide rates. By successfully positioning itself as a credible partner vis-à-vis local institutions, IDLO supported the process to enact the Municipal Model of Attention to Women and approve the Municipal Policy for Children and Adolescents.

The 2018 mid-term evaluation confirmed that IDLO helped to achieve significant changes in public policy and to build trust among the key stakeholders.⁸ A final evaluation in 2020 will assess the potential impact of these policies. In line with the mid-term evaluation, IDLO seeks to support the well-managed implementation of these protocols and legislation. Noting that the program addresses multiple issues that are common within the region, it presents opportunities to enhance cross-border cooperation among Central American countries. Moving forward, IDLO was encouraged by the evaluators to recognize the different needs of girls, boys, women and men. IDLO has an excellent opportunity to add further value and to incorporate gender considerations into public policies to achieve adequate outcomes and impacts for different gender groups, including in the sphere of juvenile justice and in working with national police.



With over a decade of support from IDLO, Kenya is making major strides in developing frameworks that ensure the effective response, prevention and management of SGBV. SGBV is highly prevalent across Kenya, with 45 per cent of women aged 15–49 having experienced either physical or sexual violence nationally.⁹ The 2010 Constitution provides that every person has the right to freedom and security, and recognizes all international instruments ratified by Kenya – including the UN Declaration on the Elimination of Violence against Women. In 2014, Kenya adopted the National Guidelines on the Management of Sexual Violence, which provides a framework for the provision of services to SGBV survivors. Furthermore, in 2018 IDLO deepened this assistance by providing the technical support needed to develop and implement the Model Policy on SGBV for Counties. This subsequently led to Meru County becoming the first to adopt a county-level SGBV policy. The newly adopted policies at the county level are helping to create an enabling environment for the implementation of national and international measures meant to curb SGBV.

⁸ IDLO, *Mid-term Evaluation of the IDLO-implemented project 'Reducing Violence and Homicide Through Access to Justice in Chamelecon, Satellite and Rivera Hernandez Neighborhoods of San Pedro Sula, Honduras'*, available at: https://www.idlo.int/sites/default/files/pdf/initiatives/IDLO-EvaluationBrief-Honduras-RHAJ-Nov-2018_0.pdf

⁹ 2014 Kenya Demographic and Health Survey

Pilot an innovative strategy that combines legal and social empowerment to support women and girls to realize their rights and demand accountability

IDLO's recent research brief demonstrates that when designed in a coherent and integrated fashion, there are tangible benefits to programs that combine social accountability and legal empowerment.¹⁰

Most notably, while social accountability approaches can collectively address identified issues, they do not provide avenues for their redress, which is central to achieving meaningful change. Legal empowerment interventions bridge this gap by promoting structural policy and legal reform, removing barriers to redress and access to justice in individual and collective cases. As such, social accountability and legal empowerment can reinforce each other's key characteristics while filling gaps left by single approach interventions.

Adolescent girls and young women (AGYW) account for 71 per cent of new HIV infections among young people in Sub-Saharan Africa. The aforementioned research brief on IDLO's work in **Uganda and Tanzania** found the organization innovatively blended legal empowerment and social accountability approaches, and successfully empowered AGYW. IDLO's efforts focus on reducing their vulnerability to HIV/AIDS due to gender-based violence and discrimination. Importantly, IDLO's work focused on increasing their knowledge, voice and power to realize their human rights while removing barriers to redress for violations. Key project achievements include:

- Increased awareness of 10,000 AGYW; service provider and user feedback links established; redress mechanisms strengthened; and advocacy strategies for legal and policy reform in place
- Over 550 AGYW, community members, health and justice sector professionals, and village health committee members trained, 200 of which were involved in legal aid support activities to enhance peer-to-peer learning and reach AGYW and communities in the four districts targeted
- Eight community scorecard processes conducted, including Action Plans for improvement of HIV prevention services for AGYW; and two national dialogues with relevant government actors held

Sustaining and scaling up at the community level remains a challenge. An important consideration for sustained HIV prevention is an approach that ensures that key beneficiaries are at the center of interventions, while directly involving community actors that may contribute to HIV incidence, such as parents, community leaders, and schools.

Moving forward, IDLO's pragmatic approach to legal empowerment, that acknowledges the plurality of legal systems and customary and informal justice systems, will enable it to strengthen its response. Given the innovative nature of the project, the lessons that emerged from this 2018 research will be shared with partners and used as guiding tools to inform other initiatives on empowerment of women and girls.



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¹⁰ IDLO, *Empowering Adolescent Girls and Young Women to Claim Their Rights: Lessons from Legal Empowerment and Social Accountability in HIV Prevention Programming in Uganda and Tanzania*. Publication forthcoming. More information available here: <https://www.idlo.int/what-we-do/initiatives/dreams-hiv-services-adolescent-girls-and-young-women>

Identify ways to empower women to realize their economic rights and overcome legal impediments to business opportunities

Women's full economic potential – whether in employment, business and entrepreneurship, or land and asset ownership and control – is structurally undermined by gender-biased economic policies, unresponsive legal frameworks, limited

judicial capacity to protect women's economic rights, and exclusion of women's voices in decision-making over economic policies and transactions. IDLO recognizes entrepreneurship as a driver of economic and social development and, in its new Gender Strategy, is confirmed in its commitment to eliminating legal and regulatory barriers to women's rights, including economic rights.

In 2018, IDLO researched, in partnership with the European Bank for Reconstruction and Development (EBRD), barriers to women's entrepreneurship.¹¹ The findings were unequivocal; whether establishing a new business, or leading an existing one, women entrepreneurs were uniquely disadvantaged by legal barriers and compounded by higher costs and lack of access to financial services. These are further conflated with social barriers to create a hostile business environment for women. While the research was conducted in Jordan, there are reasonable grounds to believe similar hostile environments exist across the Middle East, North Africa and beyond for women entrepreneurs.

In Jordan, IDLO used its convening power to organize a workshop where findings and proposed recommendations were discussed and validated by national stakeholders. These stakeholders included representatives from Jordanian ministries and public institutions, business associations, non-governmental organizations (NGOs), the private sector and entrepreneurs. Moving forward, IDLO and EBRD will develop a program in the country, and possibly in the wider Middle East and North Africa (MENA) region, to address some of the identified barriers.



Administrative procedures, such as land titling, are important avenues to ensure that women and men equally participate in and benefit from land administration programs. However, such programs may have little effect on women's lives if they are

not aware of the value or purpose of a title, or provided with support to assert their land rights, or to ensure their effective implementation.

In Indonesia, forest and peat lands fires often result in the government granting licenses of these de facto open areas to concession companies. Overlapping permits can result in farmers being displaced from their own lands, tenure conflicts, and criminalization or eviction of rural communities. In this context, lack of legal awareness perpetuates poverty, violence and discrimination, particularly against women and other marginalized community members. To address these issues, IDLO worked with the Epistema Institute to support the Peatland Restorative Agency (Badan Restorasi Gambut or BRG) in strengthening legal empowerment and improving access to forests and peat lands for villagers, including women.

¹¹ IDLO-EBRD, *Research Study on Women Entrepreneurs' Access to Justice Study Findings: Jordan*. Publication forthcoming. More information available here: <https://www.idlo.int/news/highlights/jordan-research-highlights-barriers-women-entrepreneurs>

In 2018, villagers were trained to become paralegals, offer legal support, and formulate village regulations that contribute to overcoming legal barriers, including gender-specific ones. A major challenge identified is ensuring meaningful female participation in community-level dialogues and trainings. As a state institution, BRG is the responsible body for selecting suitable participants, with Epistema's oversight. However, while the latter is committed to promote gender balance in project activities, it cannot enforce it. In 2018, IDLO supported Epistema and encouraged BRG to achieve greater gender balance in its activities. As a next step, IDLO will develop a report on best practices to raise awareness throughout Indonesia, and a paralegal network will be established to facilitate knowledge-sharing between paralegals from different villages, with particular attention on the importance of involving women in community-level activities.



As indicated in a number of recent evaluations, one of IDLO's strengths is the gender balance and fair geographical coverage in identifying the key beneficiaries/target groups across the range of trainings and activities that it delivers under its projects.¹² For example, in **Mongolia** IDLO worked with EBRD to ensure the sustainability of the judiciary's capacity to effectively handle commercial law cases. As part of its capacity building efforts, while 64 per cent of participants were male between the ages of 31 and 40, IDLO successfully directed the substantive classroom-training to a majority of female participants, who were previously acknowledged to be under-represented.

Protecting the human rights of refugees and migrants

Population displacement has reached record levels, straining international solidarity and leaving large numbers of refugees, asylum seekers, migrants and displaced persons in precarious conditions. In March 2018, IDLO and the United Nations High Commissioner for Refugees (UNHCR) signed a cooperation agreement to strengthen their partnership in rule of law initiatives for **refugees**, internally displaced persons (IDPs) and stateless people. IDLO has identified its comparative advantage as strengthening vital legal and justice institutions in countries of origin, transit and destination to protect migrants from exploitation or life-threatening danger, and to prevent and find solutions to forced displacement. In such a crowded field, IDLO needs to carefully assess the political will and financial resources available for supporting judicial and legal capacity development activities.

¹² All evaluations are available on IDLO's website: <https://www.idlo.int/performance>

In 2018, IDLO launched a project to improve the protection of refugees, returnees and internally displaced persons (IDPs) in Somalia by supporting the Prime Minister's Office. Under this project, IDLO paid particular attention to the rights of women, recognizing that as many as 70–80 per cent of IDP households in the country are headed by women, with significant numbers of SGBV survivors coming from IDP communities. IDLO's efforts culminated with the development of a draft National IDP and Refugee-Returnee Policy, draft Housing, Land, Property (HLP) Interim Protocol, draft National Eviction Guidelines and outline for the Migrant Returnee and Re-Admission Policy. The formulation of these policies is serving as the basis for initial consultation with relevant stakeholders. IDLO also facilitated the first meeting between the Somali Federal Government and Somaliland Mixed Migration Task Force to establish dialogue at the technical level. The meeting, which was the first of its kind, resulted in several concrete measures that will be taken by both sides to foster closer technical cooperation on migration management issues.



Revitalizing IDLO's health law program

IDLO's **Health Law Strategy** identifies non-communicable diseases (NCDs) as a hitherto unaddressed priority in the context of fighting poverty and exclusion through the rule of law. In 2018, IDLO rejuvenated its health law program by leading a consortium including the World Health Organization and the Canadian International Development and Research Centre to build on the international consensus to tackle NCDs. The consortium will strengthen legal national capacity and regulatory framework to advance healthy living and diets. IDLO's consortium builds on the complementary skills of each partner, while through its convening power, it will continue to assess the need to bring new partners. These include the international food and agriculture agencies in Rome in line with the outcome of the Second International Conference on Nutrition.

At the Ministerial Meeting on NCDs and at the side event organized by the Friends of the Inter-Agency Taskforce, IDLO underlined the importance of the rule of law in the prevention of NCDs as a clear demonstration of the essential contribution of SDG 16 to other SDGs, in this case SDG 3.¹³

Support to civil society actors

At a time when human rights and civic space are under pressure in many countries, it is important to acknowledge and strengthen the crucial role of civil society in promoting public trust through inclusive governance. IDLO partners with a broad sector of civil society – from the legal community and academia, to women's organizations, advocacy groups, legal and other service providers, and community-based organizations – to enhance legal empowerment and promote rule of law. In 2018, IDLO engaged with over 100 NGOs, legal professional organizations and civil society networks across most of its program countries to advance the priorities outlined in *Strategy 2020*. As noted across the Annual Progress Report, they are integral to the delivery of results.

MP2018: IDLO will continue to strengthen the capacity of non-governmental organizations, legal professional associations and civil society networks to provide legal aid and legal services to women, including survivors of gender-based violence, people living with, or at risk of, HIV, and other marginalized groups.

¹³ SDG 3: Ensure healthy lives and promote well-being for all at all ages.

In 2018, IDLO successfully supported a rebalancing of the prosecutorial legal framework and system to better tackle corruption and abuse of power, as well as to promote respect for human rights and fair trial in **Ukraine**.¹⁴ It did so by supporting a number of government institutions, as well as CSOs, including the International Research and Exchange Board (IREX) and Nashi Groshi (“Our Money”). Through IREX, IDLO provided the resources for highly effective engagement that enhanced dialogue between the Patrol Police and communities through ‘police community initiatives’, while through Nashi Groshi IDLO monitored and analyzed anti-corruption investigations. As a result, the police committed to extend these communication and public outreach approaches.



In **Indonesia**, IDLO engages with civil society via its Rule of Law Fund. Through the Fund, interventions are selected through a competitive process that often brings together civil society working in cooperation with state institutions. In 2018, IDLO supported 12 interventions on issues identified by local communities that could offer future scale and impact. These issues included environmental protection, paralegal assistance for land tenure disputes, and use of electronic evidence in corruption trials. IDLO simultaneously provided targeted capacity development to grantees, including local government, CSOs and indigenous peoples. Beyond the individual initiatives, IDLO strengthened partnerships among implementing partners by sharing lessons learned and enhancing synergy and learning. Despite the numerous efforts, institutional barriers between organizations made it challenging to bring implementing partners together to develop joint initiative proposals. To help mitigate this challenge, IDLO plans to organize regular Partner Coordination Meetings.

IDLO’s engagement varied from strengthening the capacity to provide legal aid and legal services, to working at commu-

nity levels to empower people to hold state institutions to account. Leveraging its ability to work closely with both civil society and state institutions, IDLO has promoted multi-stakeholder dialogue and participatory processes for policymaking, strengthening public trust in institutions through inclusive governance. IDLO encouraged inclusive, participatory processes and consistency with international human rights standards while remaining non-prescriptive, sensitive to local context, and supportive of legal pluralism in its approaches.

In 2018, IDLO successfully improved coordination between formal and informal criminal justice chain actors in **Mali**. This was achieved by developing a multi-layered institutional framework, called the Consultation and Coordination Groups (CCGs). IDLO contributed to strengthening the role of CCGs as the pivotal informal platforms to discuss transversal problems of criminal justice administration and coordinate localized solutions among state criminal justice chain actors, CSOs and local traditional authorities across regions of Mali. This work is covered in more detail under Impact Goal 2.

¹⁴ IDLO, *Final Evaluation of the INL-Financed IDLO Program ‘Supporting Justice Sector and Anti-Corruption Reforms in Ukraine - Phase 1’*, available at: <https://www.idlo.int/sites/default/files/pdf/initiatives/IDLO-EvaluationBrief-Ukraine-INL-Justice-Anticorruption-Feb-2019.pdf>

Since 2015, IDLO's Rule of Law Centres (ROLCs) in Myanmar have brought together communities and local government to explore and find solutions to local justice issues, benefitting some 14,000 people. The ROLCs provided training sessions on law, human rights, and local justice issues to more than 2,500 lawyers and civil society members. A more significant achievement, with the potential for wider impact, is that through the training sessions the Centres helped to spawn dozens of local NGOs. In doing so, IDLO contributed to broadening and strengthening the embryonic civil society in Myanmar as it emerges from its decades-long military rule. Following an independent United Nations Development Programme evaluation that affirmed the value of ROLCs in strengthening dialogue and human rights awareness, in 2018 IDLO focused on stepping up community outreach and promoting sustainability through greater linkages between ROLCs and local authorities. One of these efforts involved supporting Life Drama, an NGO founded by ROLCs graduates, to launch a campaign to raise awareness about the worldwide SGBV epidemic and spark momentum to eliminate it in all its forms. Locally-led awareness-raising initiatives are a key tool in breaking down the prevailing social barriers that shroud SGBV and discourage survivors from pursuing redress or justice.



Engage with informal justice systems

An often-overlooked dimension of access to justice is the use of customary and informal justice systems. Recurring estimates show that 80–90 per cent of disputes in developing, fragile and post-conflict states are resolved using customary and informal systems. As users of these systems are disproportionately marginalized – the poor, women, and remote and minority populations – access to justice for all will remain elusive for many people unless there is meaningful engagement.

MP2018: Based on its past extensive research and current programs, IDLO will publish a policy brief in 2018, which will then be used as the basis for consultations with stakeholders and donors and for raising resources to develop projects and programs to engage with and improve informal systems to meet the needs of justice seekers, especially women.

In 2018, to help realize SDG 16, IDLO produced a series titled *Navigating Complex Pathways to Justice: Engagement with Customary and Informal Justice Systems*. The series advances policy dialogue and distils lessons from programming and research,

to help strengthen customary and informal justice systems as an integral part of providing access to justice for all.

The first two publications – *Policy and Issue Brief* and *Practitioner Brief* – underline the advantages of customary and informal justice, including accessibility, affordability, flexibility, speed and cultural relevancy, which have led to a high level of use and trust within communities. They also point out the disadvantages, many of which are rooted in traditional, community or religious values that are at odds with international human rights standards and the rule of law. The two Briefs highlight the importance of understanding the context in which such systems operate and recommend a range of practical entry points and solutions for engagement, with the aim to improve justice outcomes and delivery for the end users.

Producing these Briefs was the result of an internal consultative process that involved select experts, IDLO's Board of Advisors and Standing Committee, as well as IDLO leadership and staff through an internal ad hoc Community of Practice (CoP). The CoP was convened to review and exchange on IDLO's programming experience and, during 2018, focused on existing and prior customary and informal justice programming in Burundi, Kenya, Kyrgyzstan, Mali, Peru and Somalia in particular.¹⁵

¹⁵ See the section on Major Initiative 2 for further information.

As part of the internal consultations, draft Briefs were shared with IDLO's Board of Advisors in advance of their annual meeting on July 24–25 in Rome. As a programming area of some sensitivity, the Briefs were also then discussed in plenary with IDLO's Standing Committee during a joint meeting. This offered an opportunity for exchange on related policy issues and sharing of insights from IDLO's Board of Advisors, which were provided in the form of *Ten Reflection Points*.¹⁶ Notably, members of both the Board of Advisors and Standing Committee remarked that the opportunity to exchange on policy issues ahead of launch was appreciated and unique in the intergovernmental organization (IGO) sector, and they would welcome replication in the future and by other IGOs.

Key challenges associated with developing the publications included limited funding and the desire to ensure responsiveness to regional, linguistic and stakeholder diversity (including marginalized groups) that naturally arises when operating in the customary and informal justice realm. Through launch of a broad consultative process informed by the Briefs and follow-on dissemination activities, IDLO is seeking to bring together all

perspectives in a global conversation about customary and informal justice in order to learn from each other how to make the justice experience more inclusive, effective and responsive to realities and the needs of justice seekers.

The consultation process, informed by the Briefs, is contributing to positioning IDLO as a key policy-influencer on this issue. Insights gathered from the various events, partner collaborations and an online knowledge exchange will contribute to IDLO's ongoing programming, policy dialogues and related advocacy towards SDG 16, with a focus on meeting the needs of justice seekers, particularly women and the most vulnerable.

In the meantime, in 2018 IDLO started to expand its programmatic engagement with customary and informal justice (CIJ) systems to a number of countries, including Kyrgyzstan, Mali, Somalia and Uganda. It did so to promote peacebuilding and social cohesion in fragile contexts; address justice gaps at the community level easily, effectively and affordably; and ensure alignment with national and international standards.

Throughout 2018, IDLO implemented the Inception Phase of a Community Justice Program (CJP) in Uganda, which culminated with the signing of a five-year contract in November 2018. Through this Inception Phase, IDLO had the opportunity to undertake extensive consultations with key justice sector stakeholders, generating buy-in, identifying potential implementing partners, and establishing collaboration mechanisms for program implementation.

During this phase, IDLO increased the participation of Ugandan justice sector actors in international and regional benchmarking and learning processes on collaboration between formal and informal justice systems. These efforts included the participation of the Ugandan Chief Justice in the East Africa Chief Justices Forum, which enabled peer learning on strategies to address barriers and improve access to justice, to enhance collaboration in the administration of justice and delivery of judicial services to the region.

IDLO also facilitated the participation of three members of the National Association of Women Judges of Uganda (NAWJU) in a Forum for Women Judges from the East African region, where common strategies to enhance gender justice were developed. The Forum also led to the establishment of the International Association of Women Judges – Africa Chapter, which IDLO is now supporting in the implementation of the actual CJP.



© Kenya Judiciary

¹⁶ Document available on request.

Recognizing the value of informal justice mechanisms on improving access to justice in **Somalia**, in 2018 IDLO enhanced the compliance of *Xeer* (Somalia's traditional dispute resolution or TDR) to the Provisional Constitution and international human rights standards. Following an inclusive consultation with elders – male and female – from different geographical areas, IDLO contributed to the adoption of a TDR policy that integrated *Xeer* courts into the wider judicial system, while contributing to increased women's representation in the system. According to a recent evaluation, this increased the likelihood for better protection of the rights of women, children and the most vulnerable.¹⁷

As noted in IDLO's report *Women Delivering Justice: Contributions, Barriers, Pathways*,¹⁸ women judges contribute to improved access to justice for women. In Somalia, TDR adjudicators tend to be well-known male community representatives (i.e. elders and sheiks), resulting in limited women's representation during both the adjudication and hearing phases of a trial.

In this context, IDLO worked with male representatives to promote a behavioral change in relation to the role of women in the *Xeer* system, particularly by:

- Ensuring that at least two out of 10 adjudicators are female in each TDR center and at least one female adjudicator is on each adjudicating panel
- Promoting the application of equality and no discrimination principles during the hearings, which have been adopted in the standards operation procedures (SOP) of the TDR centers¹⁹
- Recommending the establishment of a dedicated committee in charge of handling family disputes and disputes involving women

IDLO also identified low-risk, disengaged combatants as a particularly vulnerable group. Through forgiveness ceremonies, they were given a path to re-join their communities and contribute to their development. As the evaluation found, these efforts also have the potential to serve as an incentive for other fighters to demobilize, without fear of being ostracized and/or persecuted, thus reducing the potential for violent extremism to emerge.

All these results generated prospects for positive, long-lasting socio-economic impact, however sustainability cannot not be ensured without a continuous commitment of internal stakeholders and foreign donors to the peace process in Somalia. An external evaluation commended IDLO's flexible, adaptive approach, and encouraged the Organization to improve knowledge transfer to the government and strengthen monitoring mechanisms. IDLO is incorporating these lessons into the follow-on support to the Federal Government's engagement with the traditional *Xeer* system.



¹⁷ IDLO, *Final Evaluation of the IDLO-Implemented Project 'Strengthening Linkages Between Formal Justice System and Traditional Dispute Resolution System to Improve Access to Justice in Somalia (Phase II)'*, available at:

<https://www.idlo.int/sites/default/files/pdf/initiatives/IDLO-Evaluation-Somali-Formal%20justice%20and%20TDR.pdf>

¹⁸ IDLO, *Women Delivering Justice: Contributions, Barriers, Pathways*, available at:

<https://www.idlo.int/publications/women-delivering-justice-contributions-barriers-pathways>

¹⁹ In future phases of the project, they will be included in the Adjudicators' Code of Conduct as well.

Impact Goal 2: Laws and Policies are Fair and Institutions are Effective, Accessible and Accountable

Impact Goal 2 promotes fair laws and effective, accountable institutions by supporting institutional capacity and integrity (Action Goal 4) and promoting economic opportunity and sustainability (Action Goal 5).

IDLO's theory of change for Impact Goal 2 is anchored on the premise that accessible, transparent and accountable institutions that are free from corruption and built on democratic principles and processes are essential for building people's confidence in the state and investors' trust in the economy. In 2018, 58 per cent (16.57 million euro) of IDLO's program portfolio was invested in achieving Impact Goal 2.

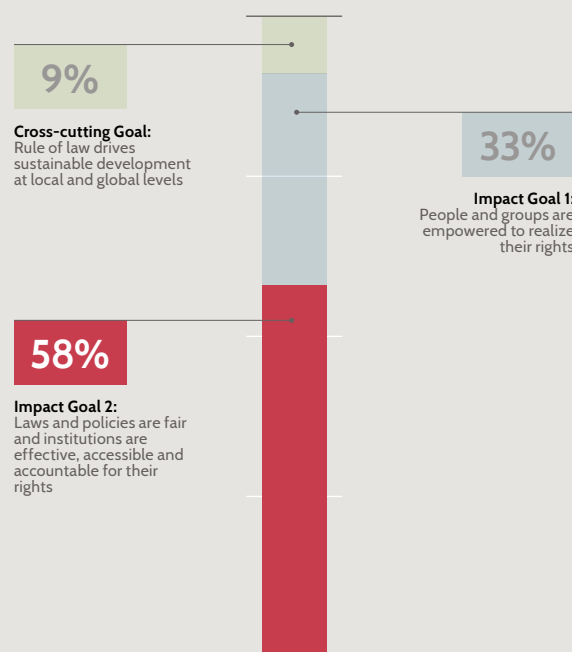
Criminal justice chain

IDLO's support to criminal justice in fragile and conflict-affected countries (FCAS) is growing. Its support fosters greater stability in FCAS by helping to establish a more functional justice system, which in turn reduces crime and prevents violence. A key feature – and challenge – in IDLO's work is to build local ownership and ensure sustainability. This is notable in IDLO's approach to strengthening institutional capacity to prosecute sexual and gender-based violence crimes. Learning from its dedicated SGBV programs, IDLO embedded successful approaches into many of its criminal justice programs.

MP2018: This [...] has historically been IDLO's largest area of work and will remain so in 2018, driven by the interests to stabilize post-conflict countries, address organized crime and urban violence in middle-income countries and build people's confidence in justice institutions. [...] IDLO will continue to provide capacity development and technical assistance, including legislative support, to justice institutions at national and local levels.

Building on the positive results in Mali and coordinating closely with national and international actors in the region, in

Diagram 3:
Impact Goal 2 – 2018 Program Revenue Distribution



2018 IDLO was invited to explore the possibilities for expansion across the **Sahel** G5 countries and to work in collaboration with the United Nations Office on Drugs and Crime. IDLO identified early prospects to work in Niger and Burkina Faso to address cross-border crime, a key driver of violence and instability in the region. IDLO prioritized the region for future funding with the expectation that during 2019 significant new resources will be forthcoming.

In northern **Mali**, where crime and impunity are major destabilizing factors, IDLO is using an innovative and highly participatory approach to strengthen the criminal justice chain, build local ownership, and grow public trust. Partnering with the UN mission in Mali (MINUSMA), in 2018, the second full year of operation, IDLO convened, facilitated and trained Cadres de Concentration or Consultation and Coordination Groups in four regions: Mopti, Gao, Segou and Timbuktu.

By the end of 2018, IDLO had delivered 37 training courses to over 800 participants, successfully positioning the CCGs, which help identify justice concerns and coordinate solutions among state criminal justice chain actors, civil society organizations and local and traditional authorities, as a pivotal planning and coordination platform in the justice sector. IDLO has sought out chances to develop opportunities for collaboration between CCGs, which is helping ensure their longer-term sustainability. While initially the beneficiaries were predominantly male, thanks to the development of an ad hoc Gender Integration Plan in 2018 this issue was successfully addressed.²⁰

The improved gender balance will support access to justice for women and help strengthen institutional capacity to respond to and prosecute sexual and gender-based crimes. IDLO's model is recognized for its potential impact to improve the quality of state justice, facilitate the coordination of parallel legal systems, and contribute to decentralized state-building.²¹



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²⁰ In line with IDLO's updated Gender Strategy that sought to retrofit gender considerations to all IDLO programs.

²¹ IDLO, *Mid-Term Evaluation of the IDLO-Implemented Project 'Strengthening the Criminal Justice Chain in the North of Mali (SCJC)'*, available at: https://www.idlo.int/sites/default/files/pdf/initiatives/IDLO-EvaluationBrief-Mali-SCJC-Jan-2019_0.pdf

Despite being criminalized in 2005, human trafficking in Liberia is big business. While the dynamics of the trade vary, domestic trafficking is the most prevalent. Typically perpetrated by extended family or trusted community members, rural women and children are most at risk. Liberia has legal and policy frameworks prohibiting trafficking, including a National Anti-Human Trafficking Action Plan and Taskforce. IDLO analysis identified that Liberian police, judges and prosecutors lack the necessary skills and knowledge to prevent, identify, investigate and prosecute offences. Coordination between agencies mandated to support survivors was also weak.

Based on the analysis in May 2018, IDLO initiated efforts to improve the country's response, and supported the review of the National Action Plan in the Fight Against Human Trafficking. Over 30 professionals from the Ministries of Justice, Foreign Affairs, Education, Health, Labor, Gender, Children and Social Protection, alongside the National Police and Immigration Service, provided input. Significantly, IDLO successfully secured the meaningful inclusion of civil society organizations and later facilitated the preparation of the new National Action Plan (2019–2023), which was approved and launched this year.

IDLO, with the National Anti-Trafficking Taskforce (NATT), mapped the response mechanisms in seven neighboring counties.²² Four counties then established trafficking platforms, with the rest expected to follow suit. Working with the National Police Academy, IDLO updated the anti-trafficking curriculum. Subsequently, 25 staff (eight female and 17 male) from the Liberia National Police, Liberia Immigration Service, the Drug and Enforcement Agency, and the Sexual and Gender Based Crimes Unit were upskilled as trainers. They have since cascaded their knowledge to further staff in their respective organizations. This is supporting efforts to strengthen the capacity to prosecute sexual and gender-based crimes, which given the vulnerability of women and children is particularly acute in cases of human trafficking.

Accordingly, IDLO sought to improve awareness of trafficking as its victims, and potential victims, are often unaware. In addition to supporting NATT to develop a communication strategy (launched February 2019), IDLO also co-hosted Liberia's first observance of the United Nations World Day Against Trafficking in Persons on 30 July 2018.



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²² Bomi, Bong, Gbarpolu, Grand Cape Mount, Lofa, Montserrado and Nimba.

In Afghanistan, IDLO completed a major multi-year initiative to establish training capacity in the key criminal justice institutions, working across the Attorney General's Office (AGO), Ministry of the Interior, the Ministry of Justice and the Supreme Court to successfully embed the concept of continuous professional development.²³ IDLO supported the realization of this impact, improving the prospects for their long-term effectiveness, by establishing and strengthening Professional Training Departments in all four institutions. This work included embedding 'institutional learning needs assessments' and 'quality assurance mechanisms for trainers' to inform training design. While IDLO's role is now completed, the sustainability of the program will likely require ongoing donor support alongside funding from the Government of Afghanistan. Building on this success, IDLO initiated work to roll out the new Penal Code. In a positive sign of local ownership and sustainability, with IDLO's support the institutions are taking responsibility for developing their training and financial plans and engaging with the national budget process.



Building effective and accountable institutions is a predominant component of IDLO's program portfolio, both in conflict-affected countries as described above, as well as middle-income countries, described below. The institution-building takes many forms, from constitutional and legal reforms, to capacity development and technical assistance to strengthen the capacity, integrity and independence of the judiciary and other justice sector actors.

Over the past decade, IDLO played a major role in supporting the implementation of the 2010 Constitution in Kenya. Working with all three branches of government, it helped to advance such key priorities as judicial transformation, devolution of powers to local government, and implementation of constitutional commitments on gender equality. In addition to providing critical support to these issues, in 2018 IDLO assisted the judiciary to improve its services to justice seekers, supported the national human rights institution on strategic planning, and strengthened legislative capacity on non-discrimination and equality.

²³ IDLO, *Evaluation of the IDLO-Implemented Project 'Afghanistan Justice Institutions Strengthening'*, available at: https://www.idlo.int/sites/default/files/pdf/initiatives/IDLO-Evaluation%20Brief-Afghanistan-AJIS-Nov-2018_O.pdf

IDLO's work in San Pedro Sula, **Honduras**, seeks to reduce violence and improve services for survivors by strengthening collaboration between state institutions and civil society. In 2018, IDLO supported the newly established quasi-governmental Mecanismo Nacional de Prevención contra la Tortura Honduras (CONAPREV)²⁴ to promote a national dialogue on prisoners' rights. IDLO further supported CONAPREV's efforts to strengthen the capacity of the interdisciplinary technical communities of the penitentiary system to protect the human rights of former prisoners and detainees. IDLO helped the National Penitentiary Institute (INP) to implement the new legislation on the penal system, including assistance to develop a manual for Penitentiary Centres. The collaboration with the INP led to South-South exchanges with the Dominican Republic, El Salvador and Paraguay that could offer prospects for future expansion. Given alignment to the government's priorities, there are strong possibilities for impact and sustainability should it successfully uphold its political will for reform.



IDLO's work on institution-building took on a new dimension when, in late 2017, it launched a large multi-year program in **Mexico** to support capacity development of law enforcement officers at state and municipal levels to implement the new adversarial justice system. The country-wide program became operational in 2018 and will commence its activities in a number of states of Mexico as of early 2019.

MP2018: Legal support for economic development was an area of historic strength for IDLO and one that *Strategy 2020* seeks to renew. During 2018, IDLO will significantly boost its work [...] by following a three-pronged approach:

- Strengthening judicial capacity in commercial law
- Supporting legal reforms to remove barriers faced by women entrepreneurs
- Strengthening legal capacity and dispute resolution mechanisms to promote trade and investment

²⁴ A national committee with members from government and civil society that has the mandate to prevent and protect people deprived of liberty against torture, cruel, inhuman and degrading treatment in their places of custody by investigating complaints of human rights violations and giving recommendations to the national authorities.

Fighting corruption

Corruption erodes trust and confidence in institutions, affects investment and economic development, and slows down so-

cial development by depriving poor people of much-needed resources and access to services. IDLO's portfolio of work that advances the integrity of institutions, increases transparency and fights corruption has expanded over recent years.

In **Ukraine**, IDLO has taken a multi-faceted approach to anti-corruption, promoting institutional integrity and transparency of public processes, building the capacity of specialized institutions to investigate and prosecute corruption, and supporting civil society to play a monitoring and advocacy role. In 2018, in coordination with other development partners, IDLO provided technical assistance to establish the High Anti-Corruption Court, the most significant anti-corruption reform in Ukraine since 2015. Over the years, IDLO has supported the drafting of 28 laws focused on deregulation, of which 12 were registered and five adopted with support spread across six ministries.²⁵ These have aimed to simplify official procedures and reduce the opportunity for corruption. In 2018, stakeholders recognized IDLO's work to eliminate unnecessary administrative requirements in acquiring construction norms and permits for its contribution to increasing efficiency and reducing opportunities for corruption.²⁶



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IDLO works with the Office of the Ombudsman (OMB) in the **Philippines** to strengthen their ability to investigate and prosecute allegations of public sector corruption. While in earlier years IDLO had built the capacity of OMB trainers, in 2018 it focused on strengthening trial advocacy skills. Such skills require a strong, robust and in-depth knowledge in order to handle the scrutiny of a court setting. Working with the National Integrity Center, IDLO designed and delivered basic and advanced courses for prosecutors and graft investigation and prosecution officers from the OMB. Each course featured experts from the Court of Appeals, the *Sandiganbayan* (the anti-graft court of the Philippines), Regional Trial Courts, and the Office of the Special Prosecutor. In total, four basic courses were provided to 144 participants and two advanced courses to 80 participants. All participants noted a significant increase in their perceived skills and knowledge of trial advocacy of around one third. The success of IDLO's work in 2018 laid the foundations for renewed and strengthened collaboration moving forward. During the year, IDLO received requests to extend its support to the Anti-Money Laundering Council and the Philippine Judicial Academy. Funds were successfully sourced in early 2019 and work has commenced.



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²⁵ Ministries of Agriculture, Construction and Housing, Culture and Regional Development, Defense, Education and the Interior.

²⁶ IDLO, *Final Evaluation of the INL-Financed IDLO Program 'Supporting Justice Sector and Anti-Corruption Reforms in Ukraine – Phase 1'*, available at: <https://www.idlo.int/what-we-do/initiatives/evaluation-project-supporting-justice-sector-and-anti-corruption-reforms>.

While corruption negates the benefits of development, strengthening the capacity and integrity of institutions promotes economic prosperity and increases citizens' confidence in public administration, justice and the rule of law. Through its programs, IDLO is working to combat all forms of corruption

by making justice institutions more transparent and responsive, reducing conflicts of interest in procurement and public life, and enhancing the capacity of institutions and justice actors to fight fraud and economic crime. The latter includes complex crimes, including extremist violence and organized crime, among others.

IDLO's presence in **Somalia** expanded significantly in 2018 with new initiatives to strengthen the core functions of justice institutions and to build their capacity to tackle complex crimes. IDLO's strength in working in contexts of armed conflict, unstable governments, and a permanent security threat positions it as a key justice partner in the country.

IDLO supported the AGO to prosecute extremist violence, corruption, money laundering and SGBV in line with international fair trial standards. The program, agreed with the Office of the Prime Minister, establishes an Anti-Corruption Coordination Unit, a Serious Crimes Unit, and the development of a National Anti-Corruption Strategy. In addition to the AGO, IDLO worked with the Somali Bar Association and the Judiciary. IDLO supported the recruitment of three professionals embedded within the Anti-Corruption Coordination Unit, alongside other operational staff, and procured office equipment and furniture. IDLO developed a curriculum, with complementary training materials, on these crimes for judges, prosecutors, law enforcement officials and government officials. The first interactive training session took place in November 2018 and brought together investigators and prosecutors.

Although it was only established in June 2018, by the end of the year the Serious Crimes Unit had successfully brought its first high-profile case to court. The Deputy Minister for Foreign Affairs and the Deputy Minister of Trade and Industry were investigated for corruption by the Serious Crimes Unit and subsequently suspended by the Prime Minister. The Deputy Minister for Foreign Affairs was convicted in December 2018. Evidence against other officials, including high-level, led to charges by the AGO with cases pending. This demonstrates the value of IDLO's work to ensure the rule of law applies to all, without impunity.

Complementary to its work with the AGO, IDLO initiated work to support **Somalia** in implementing its Anti-Money Laundering and Countering the Financing of Terrorism Act (2016). Weak regulation and oversight of Somalia's nascent financial sector has eroded international confidence in its financial firms. Recognizing that remittances from the Somali diaspora comprise approximately a quarter of its GDP, it is crucial for the country's stability that international banking channels remain open.

At the government's request, IDLO supported the Financial Reporting Center (FRC) as a hybrid financial intelligence unit to develop sound systems of detecting and disrupting money laundering and terrorism financing in the country. IDLO provided dedicated experts to develop and provide training to FRC staff and worked with them to develop a National Compliance Forum with representatives from 10 money transfer businesses and five banks. IDLO supported the FRC to develop key standard operating procedures and guidelines, including those for suspicious transaction reporting. These are published and available on the FRC's website.²⁷ Through these efforts, IDLO is contributing to Somalia's long-term recovery.



²⁷ Somalia Financial Reporting Center's website: <http://somfrc.so/>

IDLO has supported judicial capacity building in **Kyrgyzstan** over a number of years. In 2018, IDLO's work focused on improving public perception of the judiciary through increased transparency, including the online publication of judicial decisions, public outreach and performance monitoring. Innovatively, the summaries of the judicial decisions were prepared by non-judges. The judiciary has welcomed these summaries, and in 2019 is preparing instructions for all judges to change their practises accordingly. IDLO's efforts with the judiciary has helped it to make a strong and powerful case for sustained increases in their funding. Every year since 2014, the judiciary has seen an increase in their national budget, which has enabled them to finance their own improvements in transparency and effectiveness. Furthermore, IDLO produced a report on e-justice²⁸ in Kyrgyzstan to draw attention to the role of technology in enhancing judicial transparency and effectiveness.



Economic development

IDLO's work to build economic development showed significant growth in 2018 as a result of strategic partnerships with EBRD, the UN Office of the High Representative for LDCs, and the Secretariat of the Convention on Biological Diversity.

IDLO works with EBRD under a framework agreement to expand programs on judicial and legal capacity development in Eastern Europe, Central Asia and the MENA regions. In 2018, activities were undertaken in **Armenia** (establishing the insolvency court), **Kyrgyzstan and Ukraine** (bailiff services), **Moldova** (commercial mediation and arbitration), **Mongolia** (drafting Advertisement Law), **Montenegro** (protection of competition), **Tajikistan** (dispute resolution in the construction sector), **Tunisia** (intellectual property law) and a regional initiative in **South and East Mediterranean** (supporting the leadership role of women judges).



The work undertaken by IDLO is practical and targeted and typically contributes to a wider program of work that EBRD and IDLO co-create. In this way, each organization capitalizes on the other's relative strengths and reduces duplication of effort. Therefore, they draw on their specialist skills to improve the efficiency and effectiveness of the program, with the aim of amplifying overall change and impact.

IDLO's efforts led to over 700 legal professionals across multiple countries, as noted above, benefitting from a range of training, coaching, mentoring, etc., which was consistently appreciated. Recognizing that these actions build into a broader program, participants' feedback supported improvements in future design and execution, thereby strengthening the ultimate performance. Overall, IDLO's assistance was widely welcomed, with legal professionals requesting further or more in-depth support. For example, in the case of the intellectual property law in **Tunisia**, 71 per cent of participating judges indicated that there had been a significant positive change in their understanding of competition law, and they requested additional support highlighting areas of need.²⁹

IDLO seeks to foster the recognition that legal professionals require continuous professional development alongside ad hoc training. In 2018, the collaboration with EBRD stimulated an opportunity for IDLO to support the development of a strategy and an action plan for the institutional development of the Kyrgyz Court Enforcement Department. Following discussions with the Ministry of Justice and the Court Department, this plan was subsequently approved in spring 2019.

²⁸ IDLO, Lessons Learned Brief: *E-nabling Sustainable Development: Lessons from E-Justice Programming in Kyrgyzstan*, available at: <https://www.idlo.int/sites/default/files/pdfs/publications/IDLO%20-%20LLB%20-%20E-Justice%20-%20December2018.pdf>

²⁹ IDLO internal report to EBRD. Available on request.

The financing and implementation of this plan demonstrates IDLO's ability to translate often small funds with the potential of delivering a longer-term impact.

IDLO and EBRD meet annually to discuss the performance of their collaboration. In 2018, the meeting concluded by agreeing to extend the framework's financial envelope, recognizing the performance to date and the expectation of its longer-term impact.

MP2018: IDLO will launch in 2018 a global Investment Support Program, designed in partnership with the UN. The purpose is to provide least developed countries (LDCs) with access to expert advice to negotiate, monitor and resolve disputes related to international trade and investment agreements.

The Investment Support Program for Least Developed Countries is an innovative public-private partnership, designed by IDLO and the Office of the UN High Representative for the Least Developed Countries. It offers on-demand technical legal assistance and capacity development on investment-related negotiations and dispute settlement using largely pro-bono expertise from private law firms and companies.

With donor funds pledged, in 2018 IDLO identified some 25 law firms and experts ready to partner in this project, reviewed requests for support from two LDCs, and raised awareness of the project among LDCs, donors and potential private sector partners.

In 2018, IDLO concluded a program of work with the Secretariat of the Convention on Biological Diversity. This program strengthened domestic legal frameworks to implement and enforce legislative, administrative and policy measures on access and benefit sharing in the context of the Nagoya Protocol as part of the Convention on Biological Diversity.

An external evaluation³⁰ of the program in early 2018 recognized that it successfully designed quality capacity building packages, including e-learning and discussion platforms, on key themes relating to relevant legislative, administrative and policy measures. IDLO was recognized to have increased the knowledge and ability of national lawyers and policies makers to develop appropriate legislation and policies.

Furthermore, IDLO was commended for its efforts to create an experts' network as a forum for discussion and interaction on implementation issues. Notably, the benefit of the program was found in revisions of legislation in **India, Namibia and Viet Nam**. A common challenge for the program throughout was a lack of understanding by policy makers as to the relevance of the Nagoya Protocol or the benefit of making advancements. IDLO's key recognized added value was through its production of e-learning materials that are available for widespread use, which successfully leveraged interest from partners including Deutsche Gesellschaft für Internationale Zusammenarbeit, the International Union for the Conservation of Nature, the United Nations Development Programme, and the United Nations Environment Programme.

³⁰ IDLO, *Evaluation of the Project 'Capacity Building Program to Support the Implementation of the Nagoya Protocol'*, available at: <https://www.idlo.int/what-we-do/initiatives/evaluation-project-capacity-building-programme-support-implementation-nagoya>

Cross-Cutting Goal: Rule of Law Drives Sustainable Development at Local and Global Levels

IDLO advocacy increases political will towards strengthening peaceful, just and inclusive societies. As an intergovernmental organization focusing exclusively on the rule of law, IDLO plays an increasingly important role in its promotion, with a strong focus on access to justice for women, institutional reform, and informal justice. In 2018 IDLO engaged in, and informed, the SDG 16 agenda by facilitating dialogue, engaging with networks, influencing opinion leaders, and taking ownership of results. IDLO worked to generate policy advocacy products, including high-level dialogues and roundtables, as well as policy and research briefs. To maximize and mainstream policy advocacy efforts, IDLO engaged with the Pathfinders Initiative.

MP2018: IDLO brings added value to sustainable development, human rights and peacebuilding with its policy, research and advocacy. These activities can produce significant impact at low cost and have been proven in the past in relation to IDLO's work to promote SDG 16.

In line with *MP2018* and the goals of *Strategy 2020*, IDLO prioritized the following policy themes:

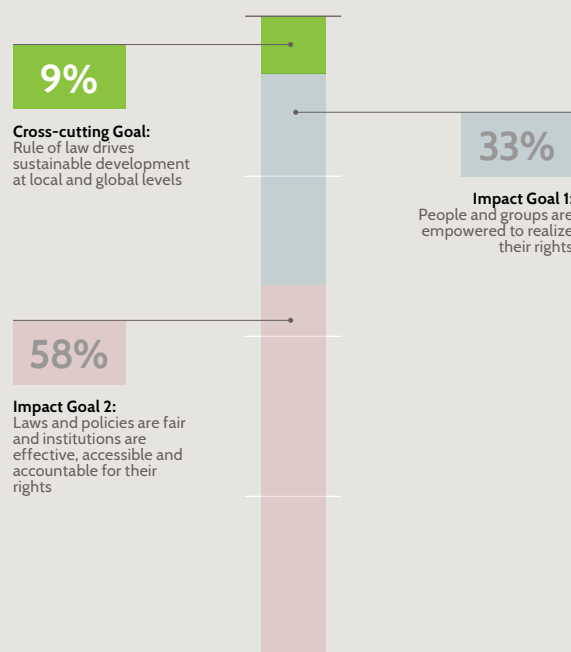
- 2030 Agenda for Sustainable Development
- Gender equality and justice for women
- Judicial independence and integrity
- Informal justice

2030 Agenda for Sustainable Development

In 2018, IDLO's work on policy advocacy cut across the range of objectives at the heart of **SDG 16** – from peace and institution building to gender equality, social inclusion and the fight against corruption – highlighting its essential value in advancing progress on all SDGs. IDLO supported the initiatives of the UN Secretary General and the President of the UN General Assembly to highlight linkages between peace and sustainable development pursuant to the twin UN Security Council and General Assembly resolutions. With support from its office in New York, IDLO participated in the Doha Regional Forum and the High-Level Meeting on Sustaining Peace and Sustainable Development at the UN and drew on evidence from its programs to highlight the essential relationship of the rule of law to both. The Doha visit was also a key step in building IDLO's visibility with key line ministries and supported Qatar in acceding to the organization in May 2019.

In April 2018, at the **UN Economic and Social Council Forum on Financing for Development**, IDLO highlighted capacity gaps of developing countries that stand in the way of achieving the SDGs, and focused in particular on constraints facing LDCs,

Diagram 4:
Cross-Cutting Goal – 2018 Program Revenue Distribution



a challenge that IDLO is attempting to help redress through its innovative new Investment Support Programme for LDCs.³¹

In 2018, IDLO raised awareness of the nexus between rule of law and human rights through the organization of side events in the margins of **Human Rights Council (HRC)** sessions, policy advocacy statements and interventions on a range of issues relevant to rule of law and justice.

At the February 2018 session of the HRC, IDLO's intervention underlined the interdependence of rule of law and human rights, highlighting some of the main challenges in today's world, including growing inequality and exclusion, entrenched conflicts, radical nationalism and violent extremism, and the threat of climate change.

In November 2018, to commemorate the 70th anniversary of the Universal Declaration of Human Rights, IDLO and other HRC Observer delegations co-organized a side event on human rights in a multi-polar world, raising awareness of SDG 16 and rule of law as concrete pathways to the fulfilment of human rights.

³¹ See above for more details, also available at: <https://www.idlo.int/Investment-Support-Programme-LDCs>



Gender equality and justice for women

IDLO actively supported the implementation of the 2030 Agenda for Sustainable Development, in particular SDGs 5 and 16, highlighting that there can be no justice for all without justice for women.

Working to support the Pathfinders for Peaceful, Just and Inclusive Societies' Task Force on Justice (co-chaired by Argentina, Sierra Leone, the Netherlands and the Elders), IDLO co-convened, with UN Women and the World Bank, the inaugural meeting of the High-Level Group on Justice for Women in its premises in The Hague in May 2018. The HLG, composed of high-level representatives from governments, international and national organizations, academia and CSOs, across various regions, was tasked to develop a report that will help put the justice for women agenda at the forefront of the development discourse on SDG 16.

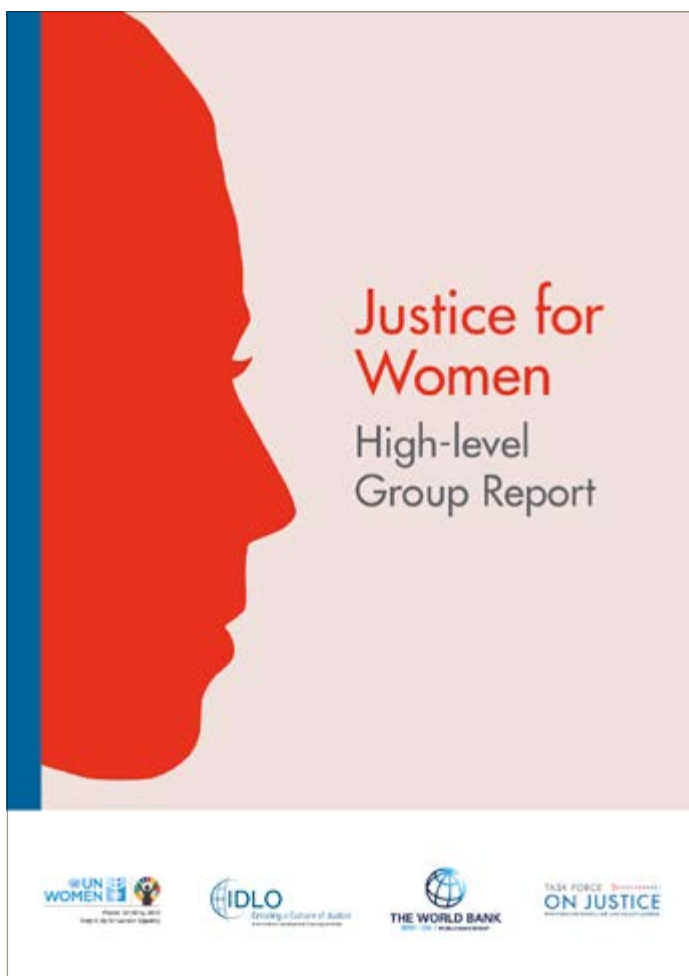
Immediately following on from the meeting, IDLO, along with other co-conveners, steered the development of the ground-breaking HLG report on Justice for Women, which was strategically launched at the 63rd session of the Commission on the Status of Women in March 2019, and contributed to the several milestone events later in the year: the Global Conference on SDG 16, the High-Level Political Forum (HLPF) in July and the Quadrennial Review of the SDGs in September.³² The report provides new information and analysis on the justice gap for women and girls, makes the case for investment on women's access to justice, highlights promising approaches and provides a resounding call to action to close the justice gap and contribute to the achievement of SDGs 5, 16 and other goals.

During 2018, IDLO also increased its cooperation with the **Office of the High Commissioner for Human Rights (OHCHR)**, in particular with the OHCHR Rule of Law, Equality and Non-Discrimination Branch, as well as the HRC's Core Group for the Forum on Human Rights, Democracy and Rule of Law.

IDLO has long promoted a more prominent place for rule of law within the Forum, and the Council subsequently adopted a resolution to focus the next edition of the Forum on access to justice for all. IDLO has also been invited by OHCHR to cooperate in the implementation of the OHCHR/HRC guidelines on the right to participate in public affairs, and discussions are underway for a Memorandum of Understanding (MoU), expected to be concluded in 2019.



³² IDLO and UN DESA co-convened the Global Conference on SDG 16: <https://www.idlo.int/SDG16Conference2019>



IDLO, in collaboration with the International Association of Women Judges, co-organized a Regional Conference for 50 female judges and other justice professionals on “Knowledge Sharing, Creating Partnerships, and Combating Systemic Impunity towards Gender Based Violence” in December 2018. The training sought to discuss the role and contributions of women justice professionals in prosecuting and adjudicating cases of SGBV as well as pathways, models and effective strategies for overcoming barriers to resolution of these cases. Through this conference, women judges from Kenya, Liberia, Tanzania, Somalia, South Sudan, Uganda and Zambia shared experiences on SGBV cases and committed to the development of a regional network for its elimination.

Furthermore, acknowledging gaps in the data and research, IDLO published a report titled *Women Delivering Justice: Contributions, Barriers, and Pathways*. The report looks at the barriers to and contribution of women's professional participation in the justice sector. IDLO examined the pathways that have facilitated women's representation in the sector, elaborating lessons and good practices, as well as detailing policy recommendations to facilitate change.



Building on its partnership with UN Women, strengthened with the signing of an MoU in 2017, IDLO provided inputs to the development and adoption of the UN Women's *Equality in Law for Women and Girls by 2030: A Multistakeholder Strategy for Accelerated Action*. Given its experience in eliminating discriminatory laws and enabling the emergence of gender-responsive ones, IDLO is among UN Women's lead implementation partners for the strategy.

In 2018, IDLO used its policy, programs and research work to advance women's participation in the justice sector. IDLO strengthened its cooperation with women judges and other women justice professionals at national, regional and international levels, including organizing a number of high-profile events. For example, in March 2018, IDLO brought together a panel of influential female justice professionals to The Hague to explore ways to enhance gender equality in the justice system. In the margins of the HRC in June 2018, IDLO brought together eminent advocates for women's rights for an event entitled “Access to Justice for Women and Girls: Rule of Law in Action”, highlighting once again the concrete value of investing in rule of law to achieve SDGs 5 and 16.

Judicial independence and integrity

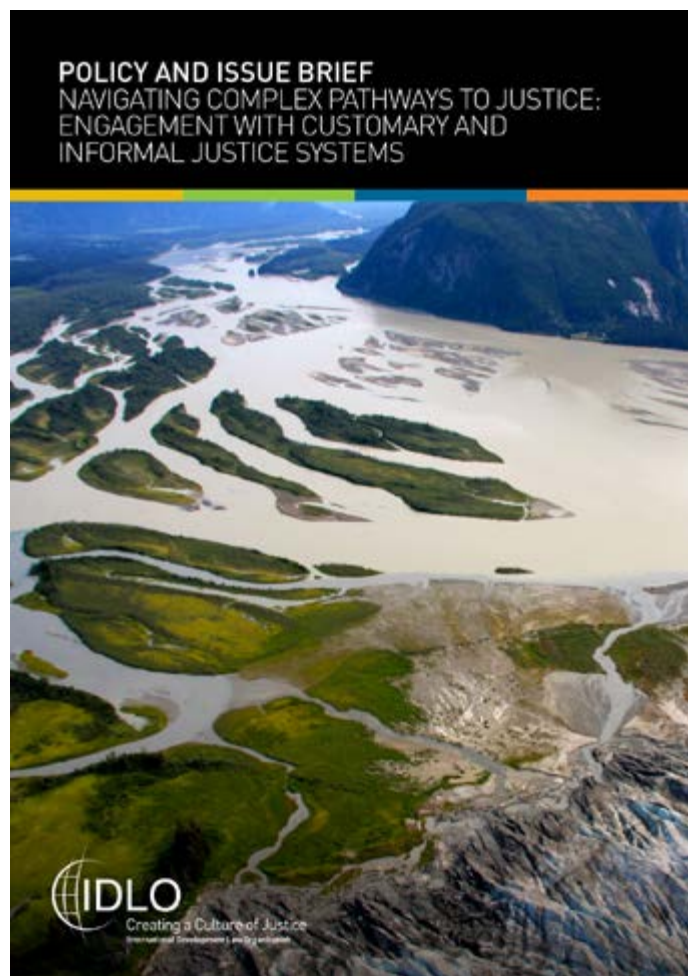
As authoritarianism increases worldwide, IDLO's policy advocacy helps strengthen the message of judicial independence. At the international level, IDLO supported the work of the UN Special Rapporteur on the Independence of Judges and Lawyers by amplifying his findings and recommendations through IDLO's advocacy at the UN Human Rights Council, including its High-Level Segment, as well as through IDLO's partnership with the Council's Rule of Law Group.

At the regional level, IDLO concluded an MoU with the East African Community and organized a Regional Forum for East African Chief Justices to strengthen networking among the judiciary of the member countries by sharing experiences and encouraging peer learning.

Focusing on the relationship between judicial independence and electoral democracy, IDLO signed an MoU with the Mexican Electoral Tribunal and, with their participation, organized an event to highlight IDLO's program experience on judicial resolution of electoral disputes. Through its partnership, IDLO also supports the Global Network of Electoral Justice.

Informal justice

To help realize SDG 16, throughout 2018 IDLO developed the publication series *Navigating Complex Pathways to Justice: Engagement with Customary and Informal Justice Systems*, launched in 2019. It advances policy dialogue and distills lessons from programming and research to help strengthen customary and informal justice systems as an integral part of providing access to justice for all. Producing these briefs was the result of a multi-year internal consultative process that involved sector experts, IDLO's Board of Advisors and Standing Committee, as well as IDLO leadership and staff through an internal ad



hoc Community of Practice convened to review and exchange on IDLO's customary and informal justice programming experience in Burundi, Kenya, Kyrgyzstan, Mali, Peru, and Somalia.³³

Geographic Presence

Strategy 2020 encourages geographic expansion, taking into account relevance, comparative advantage, operational capacity and partnership possibilities. It calls on IDLO to consolidate operations in countries where it is already present and to expand in neighboring countries. It underlines the need to work in middle-income countries, while continuing to remain predominantly in countries emerging from conflict and transitioning towards democracy.³⁴

In 2018, IDLO successfully pursued geographic diversification, reinforcing the Organization's relevance in all regions of the world and providing an increased level of operational stability. The majority of its operations continued to be in fragile and post-conflict contexts, where its comparative advantage in institution-building for access to justice is strong. However, IDLO successfully expanded its reach in middle-income countries,

where it contributed to reducing inequalities and meeting new demands for the rule of law as an enabler of sustainable economic development.

Increased opportunities in Africa

Overtaking Asia, Africa became the largest and fastest growing region of IDLO's operations, representing approximately one third of all programs in 2018. As part of its geographical focus, IDLO's work is concentrated largely in West, East and the Horn of Africa, and includes fragile and non-fragile contexts. Although IDLO was forced to close its office in Juba in April 2018 due to lack of donor support connected to the political circumstances in South Sudan, its operations elsewhere in Africa expanded, notably in Uganda and Somalia.

³³ For more information, please refer to the Impact Goal 1, Cross-Cutting Goal, and Major Initiative 2 sections of this report.

³⁴ *Strategy 2020*, paras 41–44.

Expansion in the latter was accompanied by the opening of a country office in Mogadishu in November 2018.

Operations were consolidated in Liberia, Mali, and Kenya. IDLO's work in the latter country, which began in 2010 with technical assistance to develop a new constitution, continues to demonstrate the importance of sustained engagement and national ownership in strengthening the rule of law. Building on its existing programming in Mali, in 2018 IDLO worked on the development of a sub-regional program to strengthen the criminal justice chain and address the root causes of cross-border criminality in the Sahel.³⁵

Reduced operation in Afghanistan

IDLO's work in Asia has long been focused on its program in Afghanistan. In 2018, however, IDLO's strategy in Asia was to reduce its work in Afghanistan, while seeking to build its presence in Southeast Asia, namely Indonesia, Myanmar and the Philippines. In 2018, Asia represented just under a third of IDLO's program portfolio. While the completion in 2017 of the Justice Training Transition Program – the largest single program ever implemented by IDLO – reduced the size of its portfolio in Afghanistan, it remained its largest country operation thanks to two new programs.³⁶

Growth in Latin America

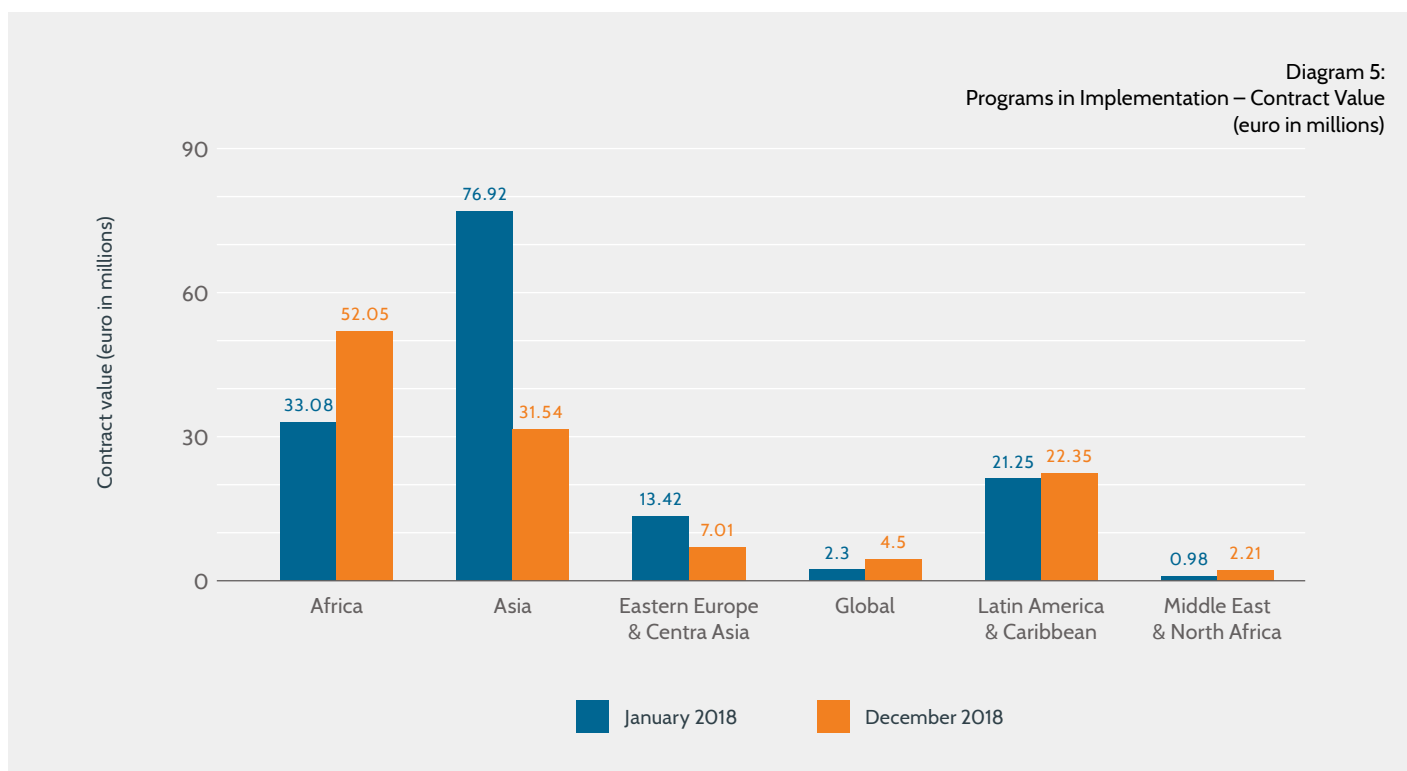
IDLO expanded its presence significantly in Latin America with the launch of an extensive program on police capacity development in Mexico and consolidation of its work in Honduras. Thanks to the Mexico operation, the proportion of IDLO's portfolio devoted to this region has increased from five per cent in 2016 to almost 25 per cent in 2018.

Renewed investment in EECA and MENA

Thanks to the partnership agreement with EBRD, the number of countries in Eastern Europe where IDLO is working has continued to grow, the latest being Moldova. The Organization has sizeable operations in the Eastern Europe/Central Asia (EECA) region, in Ukraine and Kyrgyzstan, and additional smaller projects in other countries, including in the Balkans.

Similarly, leveraging its partnership with EBRD and the Kuwait Fund for Arab Economic Development (KFAED), IDLO invested time and resources to expand its work in the MENA region and expects to see concrete results over the course of 2019.

Diagram 3 below illustrates the spread of IDLO's program portfolio in 2018 per region, based on contract value (euro in millions).



³⁵ IDLO formally began the start-up phase of this multi-year subregional program in March 2019.

³⁶ The two new programs are: Continuing Professional Development Support and Supporting Access to Justice in Afghanistan – Phase II.

SECTION 2: WHERE IDLO MUST EXCEL AND INVEST – ORGANIZATIONAL REFORMS

Strategy 2020 sets out eight Major Initiatives for institutional investment and reform. As IDLO continues to grow, the Major Initiatives strengthen the Organization's ability to deliver results, promote innovation, strengthen quality and partnerships, and enhance transparency and accountability. *MP2018* translates each of the Major Initiatives into concrete deliverables to be

achieved during the year, or to be significantly advanced for completion over the 2018–2019 period. This section of the report covers six of the eight Major Initiatives, with the remaining two on political and financial support covered in Section 3 of the report. Under each Major Initiative, the report refers to progress under the sub-headings mentioned in *MP2018*.

Major Initiative 1: Enhance Program Quality

Program design, implementation and management

In 2018, IDLO successfully developed the **Program Cycle Manual (PCM)**. The PCM provides tools and templates that guide IDLO employees engaged – directly or indirectly – in the design and delivery of IDLO projects to make effective and timely decisions at each stage of the program cycle. The Manual sets common quality standards to ensure all IDLO departments and teams work in alignment to achieve “best in class” results, promoting consistency and clarity of approaches throughout the Organization.

The PCM was developed using a consultative process, led by the Programs Department with the involvement of relevant colleagues throughout the Organization, including IDLO senior management and staff selected from country offices. The PCM is available on the IDLO Intranet as a stand-alone and easy-to-download document, and as a webpage with hyperlinks that direct users straight to sections of interest. The final launch of the online version of the PCM was slightly delayed compared to the agreed timeline, as it was only possible once IDLO had migrated to its new Intranet site.

In September 2018, IDLO organized a learning workshop in HQ for country managers, during which selected PCM tools were presented. Prior to finalizing the tools and guidelines, they were piloted in country offices, including Sahel and Uganda. Moving forward, the PCM will be used as a reference in organizational training sessions both in HQ and country offices, with a focus on program design, gender mainstreaming and results monitoring. Lessons learned from the first year of using the PCM will be embedded in an updated version to be completed by the end of 2019.³⁷

In 2019, IDLO plans to link the PCM rollout to the Integrated Learning Program (ILP), which is both a change management project and an investment in employee development. It is expected to help IDLO employees familiarize with the Manual and equip them with the necessary knowledge and skills to use its content throughout the program cycle. Internal discussions are ongoing to develop a blended learning course that encourages optimal use

of the PCM and ensures sustainability. Blending various training delivery modes would ensure wide accessibility to colleagues across the Organization, on the understanding that adequate information communication technology (ICT) infrastructure and internet connections are available. It would also promote sustainability, given that it remains available for reference at any time and as new colleagues join the Organization.

Results and Monitoring Frameworks

Measuring the results of rule of law and justice programs is a well-documented challenge, particularly when considering long-term outcomes. Over recent years, IDLO has worked with others in the sector to share knowledge and practice about rule of law and impact measurement.

In 2018, IDLO completed the **Program Results Framework** that lays out aggregate institutional level outcomes against the *Strategy 2020* impact goals. The value of the Results Framework (RF) is to ensure alignment between individual projects and institutional goals using a Theory of Change approach, while maintaining the tailored nature of IDLO's projects to beneficiaries' needs and local context.³⁸

The RF development was coordinated by the Research and Learning Department, in consultation with relevant programs colleagues, donors and partners. The document was approved by the Senior Leadership Team (SLT) in Q3 2018, after being discussed by the Standing Committee at their October meeting. The rollout phase will be initiated during 2019, with the expectation that data collection will commence during 2020.

In addition to the Results Framework, in December 2018 IDLO finalized a new **results-based program monitoring system** to improve project management and enable better impact assessment and organizational learning. Following a highly participatory process, during which monitoring, evaluation and learning experts and staff from HQ and country offices shared experiences on good monitoring approaches and tools, as well as major challenges, IDLO's Monitoring Expert developed a set of Monitoring Guidelines based on best practices in the rule of law sector.

³⁷ It is worth noting that the PCM should be used in conjunction with the Field Operations Manual, rolled out in 2017 and also available on IDLO's Intranet.

³⁸ The RF is intended to be a working document, reflecting extensive internal consultations as well as external review with partners and donors.

The IDLO Monitoring Guidelines, available on IDLO's Intranet, include tools and templates, as well as a summary analysis of IDLO's monitoring practices, review of external best practices, and a set of recommendations to improve the current system. The rollout plan includes five training sessions for IDLO staff in HQ, The Hague Branch Office and three field locations starting in mid-2019. Concurrently, in 2019 IDLO will explore options for the development of a system to synthesize/aggregate program and institutional project monitoring information. This system is expected to facilitate the monitoring and reporting of results (program and institutional) across the Organization, increasing overall transparency and accountability.

Major Initiative 2: Learning and Knowledge Management

Learning and Knowledge Management Initiative

Recognizing the link between research, learning, knowledge management and improved program outcomes, in 2018 IDLO initiated a comprehensive **Learning and Knowledge Management (LKM) Initiative**. Based on an analysis of widely recognized best practices and IDLO's current systems, a set of recommendations and a 2019 action plan were developed. This review allowed IDLO to identify its learning and knowledge management needs, and to develop a plan to create, retain and share knowledge across the Organization, while building its internal expertise on the subject.

In June 2018, the LKM team developed a toolkit to help establish the first Community of Practice (CoP) and drive engagement.³⁹ Customary and informal justice (CIJ) was identified as a priority theme. An internal CoP on CIJ was therefore piloted to promote horizontal learning and develop internal expertise on the subject, while contributing to the development of the CIJ Policy Brief and the Practitioners' Brief.⁴⁰ During seven months of activities, the LKM team facilitated five webinars with 125 attendees, including program staff from Asia, the Middle East, Eastern Europe and Central Asia, and Africa, and recorded 3,937 site visits of the virtual workspace.⁴¹ The pilot demonstrated the CoP's value as a knowledge-sharing and helping community. The CoP connected people across teams and fostered targeted bilateral collaborations. It brought common challenges to light and raised awareness on existing thematic resources, stored and organized in one place.

The CoP Toolkit was first used at the Knowledge Platform for Security and Rule of Law Annual Conference session in September 2018. Building on this exercise, IDLO plans to organize similar "learning exchanges" in The Hague in 2019 to share best practices and lessons to help foster effective CoPs in the development sector.

The lessons learned from IDLO's CIJ CoP will be embedded in the next version of the toolkit and the refinement of the existing CoPs, including that for gender.

Knowledge Pipeline and evaluations

In 2018, IDLO's Knowledge Product Pipeline was updated and turned into a user-friendly tool on IDLO's new Intranet. The

number of knowledge products increased from 2017 to 2018, confirming that the system represents an effective mechanism to capture and validate research, while promoting learning across the Organization.

Through IDLO's Knowledge Product Pipeline, 32 knowledge products were completed in 2018, compared to the 24 of 2017, a 33 per cent increase. Furthermore, IDLO had approximately 55 active knowledge products at different stages of production in the Pipeline over the course of 2018, over 10 more than in 2017. Only five products were removed from the Pipeline, as some work was undertaken but not completed due to a range of reasons, including integration in existing deliverables or knowledge products, adaptation to evolving needs and priorities, or lack of donor funding.

IDLO's 2018 Evaluation Plan⁴² covered 11 projects with a total project value of approximately 28 million euro. IDLO's evaluation briefs are available on the website and include:⁴³

- *Afghanistan: Justice Institutions Strengthening Program (AJIS) – Final evaluation*
- *Afghanistan: Justice Training Transition Program (JTTP) – Follow-on*
- *Honduras: Reducing Homicides and Violence through Access to Justice – Mid-term review*
- *Mali: Strengthening the Criminal Justice Chain – Mid-term review*
- *Somalia: Strengthening Linkages Between Formal Justice System and Traditional Dispute Resolution System to Improve Access to Justice – Phase II*
- *Ukraine: Supporting Justice Sector and Anti-Corruption Reforms – Phase I*

Several other evaluations were produced in 2018 but completed in 2019. An independent evaluation of the Gender Strategy (2015–2018) was completed throughout the course of 2018. The final evaluation report submitted in February 2019 found that the Gender Strategy is well aligned both to *Strategy 2020* and to international policies.

Along with the strong commitment of IDLO's senior management and staff, it has enabled IDLO to introduce an explicit gender focus in its work.

³⁹ IDLO's Toolkit for Communities of Practice is available on request.

⁴⁰ See more on the policy brief under the Action Goal 3 section of this report.

⁴¹ Countries included: Afghanistan, Jordan, Kenya, Kyrgyzstan, Mali, Peru, The Philippines, Somalia, South Sudan and Tunisia.

⁴² The annual Evaluation Plan is a rolling plan that covers evaluations concluded, ongoing, and started in 2018.

⁴³ IDLO evaluation briefs can be found here: <https://www.idlo.int/performance>

The Gender Strategy evaluation noted that IDLO had achieved a higher profile in global policy advocacy on access to justice for women and girls than would have been expected from its size and resources, however it has also highlighted the need to strengthen project monitoring and mechanisms for eliciting and disseminating lessons. A number of recommendations were provided, which IDLO will take into consideration as it implements the new Gender Strategy.

In addition to the evaluations, through its Lessons Learned, Research, and Policy Briefs, and the participatory process of developing and disseminating research, IDLO supported organizational learning and thought leadership, and enhanced programming quality and policy advocacy.

Major Initiative 3: Strengthen Transparency and Accountability Through Improved Reporting

Programs transparency

In 2018, IDLO continued to publish both its activity data (on a quarterly basis) and organizational data (once a year, based on the Organization's annual audited financial statements) to the International Aid Transparency Initiative (IATI). During Q4 2018, given the greater familiarity in using Aidstream – the available data processing tool – and in order to further its commitment to transparency and open information, IDLO also began work towards an expanded publication of its activity data. One day a week of a focal point's time was spent managing IDLO's publication to IATI in 2018. The increased amount of project information available on IATI reaffirms IDLO's commitment to enhance transparency on its activities to improve development effectiveness, promote good governance, and build public confidence.

Financial transparency

Building on progress made during 2017, in 2018 IDLO completed its transition to an output-based budgeting approach linked to *Strategy 2020*. Timely financial reports were produced on a quarterly basis against the 2018 output-based budget. This was facilitated by the rollout of the Navision Enterprise Resource Program (ERP) Finance module and the introduction of a new Cost Allocation policy. The development of a Timekeeping System in 2018, rolled out in 2019, is expected to help IDLO capture the information needed to comply with the cost policy statement. This will allow IDLO to more accurately allocate employee time between projects and institutional activities. These steps combined will enable IDLO to review the overhead rate charged to projects.⁴⁴

Major knowledge products developed in 2018 include:

- *Customary and Informal Justice Policy and Practitioners' Briefs*
- *The Global Syndemic of Obesity, Undernutrition, and Climate Change: A Paramount Challenge for Humans, the Environment, and Our Planet*
- *Women Entrepreneurs' Access to Justice: Study Findings in Jordan*
- *Toolkit for Communities of Practice*
- *Women Delivering Justice: Contributions, Barriers, Pathways*
- *E-nabling Sustainable Development: Lessons from E-Justice Programming in Kyrgyzstan*

The 2019 budget was prepared on an output-based budgeting basis and was approved by the Assembly of Parties at its annual meeting in November 2018. Future budgets will classify costs according to the approved cost policy statement definitions. Service departments' charge-out and overhead rates will be reviewed as data gathered through the Timekeeping System becomes available.

In 2018, IDLO invested in updating its ICT infrastructure, allowing the sharing of information to aid transparency while ensuring data is safely held. For more information, please see Major Initiative 8.

Internal auditing

IDLO strengthened its management oversight and internal financial controls by appointing an Internal Auditor and Compliance Officer, and by setting up an Internal Audit Committee (IAC). Under the Director-General's supervision, the Internal Auditor and the IAC developed and agreed on a 2019 Internal Audit Plan, which takes into consideration identified risks and organizational needs as identified by the SLT.

In line with the Audit Plan, internal audit assignments were carried out in eight country offices from May to December 2018. The audits reviewed compliance with IDLO policies, procedures and best practice. Reports containing recommendations for improvement were followed by action plans, which are being implemented by HQ departments and country offices, while progress is continuously monitored through a tracker. Other special investigations and consultations were undertaken at the request of the Director-General.

⁴⁴ See Major Initiative 8 for more details.

Major Initiative 4: Strengthen Communications and Stakeholder Relations to Enhance Advocacy, Profile and Outreach

February 2018 marked IDLO's 30th anniversary as an intergovernmental organization. To ensure the widest possible reach of the celebrations, IDLO launched the IDLO@30 digital campaign to mark this milestone. With over 120 mentions of the hashtag #ChampionsofJustice, IDLO successfully raised awareness about the rule of law, celebrated its achievements over the last three decades, and garnered support for its work. IDLO used the anniversary and the digital campaign strategically to give increased visibility to the work of its country offices. In Honduras, IDLO brought national level visibility to "Pixels of Life," an innovative project to reduce violence through photography, while in the Philippines, IDLO organized a 30th anniversary event with the Office of the Ombudsman to draw attention to their joint efforts to fight corruption.

Thanks to the 30th anniversary digital campaign, in 2018 IDLO improved further its outreach across all platforms by strengthening the quality and level of its engagement with key stakeholders and audiences. Subscribers to direct mailings (new publications, institutional announcements, newsletters, etc.) and Facebook followers increased by around a third from the beginning to the end of 2018. Through the dissemination of high-quality content pieces, IDLO's Twitter followers also increased by approximately 18 per cent in 2018 compared to the previous year.

While the 30th anniversary online campaign was broad in scope, for financial reasons it was limited to the digital space on social media. To further increase visibility and impact, future campaigns could be featured more in IDLO's regular website content production, including mailings and events, and could further involve IDLO's global alumni network.

The year 2018 represented a transition for IDLO's Communications team, which saw a change in leadership of the Department of External Relations following its restructuring as the Department of Strategic Communications and separation from its Governance and Government Relations branch. An interim Director was put in place from September 2018 through to the end of the year while recruitment took place. With focused use of limited resources, several gains were made in terms of engagement and awareness.

Major Initiative 7: Invest in Human Resources to Maintain an Engaged, Diverse and Field-Oriented Workforce ⁴⁶

A major achievement in 2018 was the rollout of the New Employment Model (NEM) and Rules, which is successfully bringing IDLO's global workforce under the same policy framework, standardizing salary and benefits, and streamlining IDLO's human resource processes. Importantly, it marks a global shift by bringing equity in contract management, affording the workforce the same benefits as employees. This was a major step forward for the Organization and required extensive training for the workforce across all offices. A lesson learned through the

The team successfully managed high-profile projects, including the completion of the 2017 Annual Report, the organization of a successful Partnership Forum in November 2018, and the launch of institutional knowledge products.

Building on 2017 results, IDLO continued to strengthen its global policy advocacy efforts in 2018, including the hiring of a Policy Advocacy Adviser. IDLO identified three policy advocacy priorities for the year: Sustainable Development Goal (SDG) 16 as an enabler for achieving all Global Goals, justice for women and girls, and institution building.

Having been an ardent advocate for the inclusion of SDG 16 in the 2030 Agenda, in 2018 IDLO confirmed its full commitment to advancing the SDGs. Building on the evidence gathered through its effective programs and rigorous research, IDLO's 2018 policy advocacy efforts contributed to the 2030 Agenda, positioning the rule of law as a key ingredient for peace and sustainable development in all its dimensions, whether in fragile contexts, emerging democracies or middle-income countries. Leveraging its presence in New York, Geneva, Rome and The Hague, its convening power, and strategic partnerships, IDLO championed the 2030 Agenda at a national and international levels, drawing on robust research and lessons learned from its 30-year programmatic experience in the sector. Thanks to its effective programs and policy advocacy, in 2018 IDLO consolidated its position as a strong, credible champion for women's access to justice, as demonstrated by its convening role on the High-level Group on Justice for Women with UN Women, the World Bank and the Pathfinders Initiative of the Task Force on Justice.⁴⁵

The impact of IDLO's policy advocacy efforts was also improved through increased investment in building organizational capacity around storytelling. In the summer of 2018, a number of workshops were organized in country offices to discuss best practices and ways to best use impact storytelling to showcase IDLO's work. These exercises helped sensitize colleagues in country and regional counterparts about what makes good communications. Follow-on workshops will be necessary to capitalize on the gains made so far.

process was the need to engage the country office workforce earlier and more consistently through the process, recognizing that while the changes were primarily to their benefit, this also meant they were the most affected. As such, their information needs were greater.

As noted in *MP2018*, the new Rules with cost implications were implemented in a phased approach, office by office, taking into account the availability of financial resources.

⁴⁵ See the Cross-Cutting Goal section for more details.

⁴⁶ Major Initiatives 5 and 6 on Resource Mobilization and Membership and Governance, respectively, are covered in the next section.

The Human Resources Manual was developed in 2018 to complement the implementation of the NEM. It outlines clearly the accountability and responsibilities of managers to support employees to perform their work satisfactorily and supports a continuous dialogue between supervisors and employees. In the same manner, a process to address performance shortcomings and the development of an improvement plan is described. Going forward, the development of a skills assessment and an automated performance management system will commence in 2020.

Given IDLO's size and its NEM, it continues to facilitate the mobility of international professional employees from HQ to field duty stations and vice versa inasmuch as the Organization's contractual provisions and employees' transferability of skill sets allow. A Mobility Framework to serve the above purpose is currently in the final phase of assessment and expected to be formalized by the end of 2019.

On International Women's Day, an Organization-wide Policy on the Prohibition of Sexual Harassment was approved. It is based on best practice and has been translated and widely

disseminated to all employees, who were trained through a customized e-learning course.

In September 2018, a Learning Workshop that brought together country managers from HQ and country offices provided training on program-related topics including program development and monitoring, people management, and increased staff comprehension of IDLO's recent policies. Bringing together managers across the Organization encouraged more interaction and information sharing. Recognizing the success of the Learning Workshop, IDLO's *MP2019* is building on what was learned and ambitiously plans a more blended approach through an Integrated Learning Program as a catalyst for organizational change. This will include greater emphasis on online and self-paced learning. Through efforts to enhance training and skills development in 2018, IDLO identified that sustainability in the provision of training for employees on a consistent basis is a major challenge. IDLO is looking at mechanisms to create a chain of multiplier effects that maximizes learning opportunities, making them as accessible as possible to employees across the Organization.

Major Initiative 8: Enhance Organizational Effectiveness and Efficiency by Updating Policies, Processes and Systems

In 2018, IDLO completed migration of its core systems to the Office 365 environment, allowing all offices access to the same software and security, while ensuring a full backup of files. An ICT security review was carried out and additional measures to protect the ICT environment were introduced.

The rollout of the Navision Finance module to operational country offices was completed as planned in 2018.⁴⁷ This process supports improving accountability and operational efficiency by allowing the delegation of some finance functions to finance employees in country offices, while maintaining HQ oversight. IDLO is continuing with improvements in its use of the ERP to include the procurement, budgeting and human resources functions. While IDLO completed the development of requirements in 2018, for operational reasons implementation will take place in 2019. This short delay was agreed to avoid overburdening employees who were also involved in the rollout of the Navision Finance module and the implementation of the Timekeeping System.

Additionally, during 2018, IDLO identified the pressing need to improve its sanctions screening and grant management systems. The development of requirements for both areas commenced in 2019. To ensure cross-departmental involvement in the various systems upgrades, IDLO established a Business Working Group that assesses the various internal requests for new systems, approves plans, agrees priorities and assesses realistic outputs based on the limited resources available.

Securing legal status

In 2018, IDLO made significant progress towards its ongoing goal of concluding Host Country Agreements (HCAs) in

all countries where it operates, in order to reduce and better manage operational and financial risk. By the end of 2018, two new HCAs were signed with Mali and Somalia with a third signed with Jordan in 2019 following significant work in 2018.

IDLO also opened or revived negotiations with several countries in which it has new or prospective programs, including meetings with relevant diplomatic missions by the Office of the General Counsel, which is leading IDLO's efforts in this context.

HCAs give IDLO legal recognition as an intergovernmental organization, enabling it to receive the privileges and immunities that it is entitled to. However, because an HCA generally has the status of a treaty in the host country, it often requires approval at both the executive and legislative levels. Additionally, because it confers a range of privileges and immunities, the HCA process requires senior and sustained political level support in the host country, which can take a long time. In fact, despite its efforts, in 2018 IDLO continued to face challenges in obtaining or sustaining the political support necessary to conclude an HCA in some of the countries where it operates.

While many of these hurdles depend on external factors, overcoming them remains a priority for IDLO. In 2018, at IDLO's initiative, Member Parties on the Standing Committee convened a Working Group to support IDLO's efforts to conclude HCAs. To facilitate the negotiation process, IDLO undertook a review of its HCA template, which culminated with the development of a new version available in English and French in early 2019.

IDLO is using the lessons learned from its experience so far to improve in 2019 and beyond. Some of the steps it is taking to

⁴⁷ Rollout to country offices that became operational after the end of 2018 will be prioritized in 2019.

do so include: finalizing a list of priority countries where IDLO is redoubling efforts to conclude HCAs, advancing HCA negotiations at an earlier stage in the program cycle to make the most of negotiation leverage that exists prior to program commencement, and developing guidelines to assist employees in conducting HCA negotiations.

SECTION 3: GARNERING SUPPORT – MEMBERSHIP AND RESOURCE MOBILIZATION

The objective of Section 3 is to review progress on IDLO's efforts under Major Initiatives 6 and 5 to garner political and

financial support and forge strategic partnerships to further this aim.

Major Initiative 6: Enhance Political Support by Expanding Membership and Implementing Governance Reforms

Having a broad and engaged membership is a key priority for IDLO as an intergovernmental organization. IDLO relies on Member Parties for their financial and political support, as well as their robust guidance and governance.

During 2018, IDLO set the ambitious target of reaching 40 Member Parties by the end of the current strategy. This challenging target provides a critical focus to IDLO's approach and reflects the confidence in the constructive relationships that IDLO has built with a wide range of governments through the results it has driven. Between 2012 and 2017, IDLO's membership grew from 26 to 33, or by just over one new Member Party per year. To reach the target, IDLO needs to double the rate at which it attracts new Member Parties, while remaining well-balanced across multiple indicators.

IDLO seized the opportunity of its 30th anniversary to scale up its efforts to attract new Member Parties. Following internal discussions, priorities were established, and staff assigned to strengthen engagement and build interest in acceding. On top of ambassadorial and other high-level meetings, working-level discussions were established with multiple embassies and capitals. For example, in addition to the Partnership Forum in November, six briefings were held for the Rome-based diplomatic community in order to raise awareness of issues of rule of law and access to justice. These events provided an excellent opportunity for substantive exchanges with high-level representatives to showcase IDLO's results and cultivate relationships with potential new members.

Major Initiative 5: Broaden Strategic Partnerships to Mobilize Financial Resources

Strategy 2020 calls on IDLO to ensure high-quality, predictable and stable financial growth from a wide range of sources. The aim is to achieve a well-balanced and growing income stream of program and flexible funds sustained through multi-year agreements from a diverse set of donors.

As an organization, IDLO is funded solely by voluntary contributions. This presents the challenge of sourcing the ongoing resources needed to ensure institutional viability alongside those for innovation, research and learning, balanced with its program revenue. In 2018, the implementation of IDLO's Resource Mobilization Plan, which was approved in 2017, began to generate results. In 2018, IDLO generated unrestricted, earmarked and program revenue from 11 governments and 14

In November 2018, IDLO's investment in this approach led to the accession of the Government of Montenegro during the Assembly of Parties. This is the first Member Party from the Balkans, and IDLO is keen to see further expansion in membership from this region. While it was originally envisaged that the Government of Liberia would accede in 2018, due to domestic reasons their accession occurred in May 2019. Similarly, high-level discussions initiated in 2018 with the Government of Qatar led to their accession in May 2019. To support its efforts, IDLO appointed a Government Relations Adviser for outreach and engagement with non-Member Parties.

In addition to expanding its membership, following the adoption of the governance reform in 2017, IDLO's Secretariat provided support to its governing bodies to carry out their functions. Furthermore, IDLO's Presidency transferred to the United States of America, while Mozambique became the Vice President for the first time. Thanks to the governance reform, the size of the Standing Committee increased, and some new members joined. Kuwait was elected to re-join, having been IDLO's President from 2015–2017, while Peru and Ecuador joined for the first and second time, respectively. Early in 2018, IDLO organized briefing sessions for incoming members to the Standing Committee to ensure they were familiar with the Rules of Procedure. This was one of the ways in which the Secretariat supported the governing bodies in implementing the reforms approved by the 2017 Assembly of Parties to enhance effectiveness and accountability.

other sovereign donors and private and multilateral organizations, including the United Nations. This included successfully refinancing IDLO's Health Law Program, with the Organization leading a strategic partnership that pools resources and leverages synergies against a common goal. In this case, the partnership focuses on law and non-communicable diseases, and brings together IDLO, the World Health Organization and the International Development Research Centre with funds from one Member Party and one non-Member Party. While the entire negotiation took approximately two years, it has provided valuable learning in how and when to build such a partnership. This co-financing arrangement had the additional benefit of facilitating a renewed look in 2019 at a stronger collaboration between IDLO and the World Health Organization.

Strategy 2020 recognizes resource mobilization as a corporate responsibility, with a small Rome-based team coordinating efforts and information exchange between different teams and directorates. The team undertook a donor mapping exercise to identify bilateral donors whose priorities aligned with IDLO's, laying out five criteria for a range of active and reactive engagement. These criteria supported IDLO as it undertook an internal consultation to design and develop engagement strategies and coordinate their implementation.

Those departments playing the most active role included Programs and Finance, alongside IDLO's Liaison Offices to the UN in Geneva and New York. In cases where donor diversification efforts were connected to conversations about membership, colleagues in Government Relations were included. These engagement strategies were uploaded early in 2019 onto IDLO's new Intranet site, allowing access by senior colleagues around the world.

IDLO mobilized support from two new government agencies – Global Affairs Canada and the Swiss Development Cooperation – and secured new (earmarked) funding from various member parties, namely the Kuwait Fund for Arab Economic Development, the OPEC Fund for International Development,

and The Netherlands. IDLO also received financial support from the Government of the Philippines, which as well as being a Member Party is also a program country. In Q3 2018, the Presidency and Director-General issued a joint appeal to all Member Parties requesting that they consider increasing or initiating support to the Organization as part of an ongoing dialogue to encourage increased engagement with IDLO. Due to limited staff capacity, IDLO postponed plans to investigate further the opportunities for financial support from the private philanthropic sector.

To complement its strong growth in program funds, as noted earlier, IDLO's greatest need is for increased unrestricted income. Recognizing that these funds are in short supply in the development sector, in 2018 IDLO sought to attract a blend of unrestricted, earmarked and program funds. To achieve this aim, three Thematic Programs in line with *Strategy 2020* were developed: Institutions for Justice and Peace; Justice for Women and Girls; and Economic Growth, Development, and the Rule of Law. These programs were discussed at IDLO's Consultation on Strategic Partnerships in October 2018, which attracted 10 donors. While it was not a pledging conference, it has led to further discussions at capital level, which have the potential for progressing further into concrete action.

SECTION 4: FINANCE

In 2018, IDLO generated unrestricted, soft-earmarked and program revenue from eight Member Parties, an increase compared to the four of 2017, and 17 other sovereign donors, private and multilateral organizations, including the United Nations. Thanks to the concerted efforts of all IDLO offices and sup-

port from HQ, the Organization’s funding situation improved from 2017 to 2018, with a number of new contributions and confirmation of current levels of support, as well as improved prospects for the next two-year period.

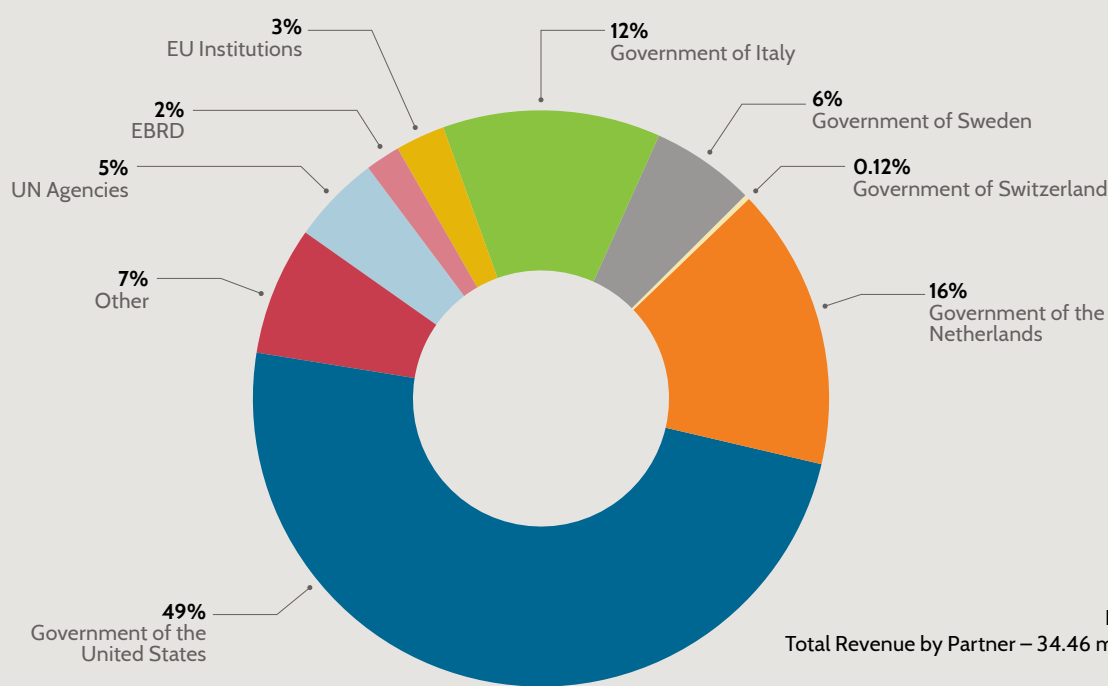
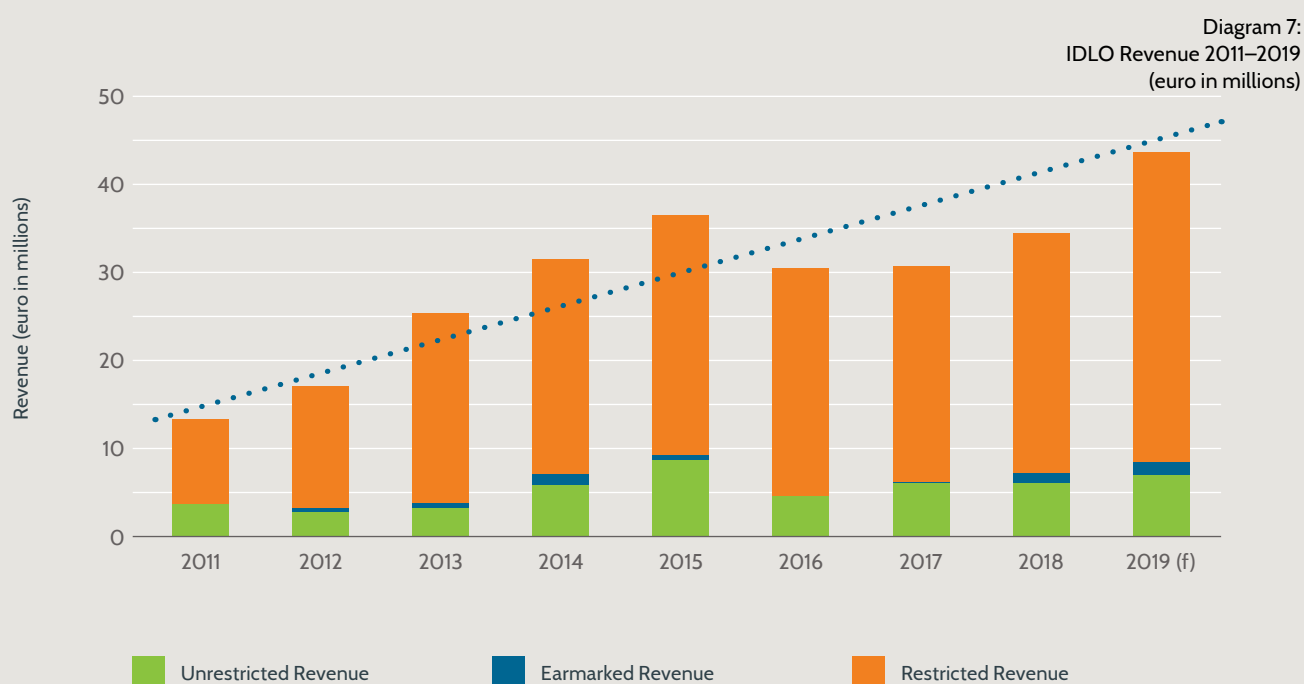


Diagram 6:
Total Revenue by Partner – 34.46 million euro

IDLO's key priorities in resource mobilization are twofold: to diversify the donor base, including the numbers of sovereign donors, and to increase the volume of flexible funds, recognizing their value in leveraging further growth. Unlike most inter-governmental organizations, IDLO receives only voluntary contributions.

Over recent years, program revenue has grown significantly while the unrestricted revenue stream has remained static and

limited to a very small number of donors. Increased unrestricted revenue is essential for a sound platform for growth. As noted above under Major Initiative 5, in 2018, the second year of its resource mobilization strategy, IDLO pursued a number of specific initiatives to both enhance unrestricted/soft earmarked revenue and increase the number of donors during the course of this strategic cycle.



CONCLUSIONS

IDLO regularly commissions independent evaluations of its work, presenting its findings using the criteria of relevance, efficiency, effectiveness, and prospects for impact. This section aims to provide a self-assessment of how, where and whether

Relevance

In line with *Strategy 2020*, IDLO's approach seeks to strengthen the ability of justice providers to realize the rights of justice seekers who are empowered to claim them, also referred to as the top-down and bottom-up approach. In this way, IDLO applies the rule of law to realize human rights. In line with investments made in previous years, IDLO strengthened its ability to develop highly contextualized programs through improved political, economic and gender analyses through the piloting and rolling out of new tools in 2018 as described in the Major Initiatives section.

In 2018, IDLO consolidated its position as a global leader in the promotion of justice for women. It used its policy advocacy, program and research experience to make a strong case for and contribution to this issue. Through its presence in key national, regional and international fora, it successfully highlighted the interlinkages between Sustainable Development Goals (SDGs) 5 and 16, including through its co-convening role of the High-Level Group (HLG) on Justice for Women. The report outlining the findings of the HLG and the *Women Delivering Justice* report provided the research evidence drawn from IDLO programs that increased the credibility and impact of its policy statements. Finally, an increasing number of IDLO programs had the main objective of promoting justice for women, including in Myanmar, where through its Rule of Law Centres IDLO is facilitating community-level dialogue bringing together justice sector actors and community members to increase prevention and

Efficiency

IDLO is recognized for its ability to respond flexibly to contextual changes in the environment. This adaptive approach to programming is particularly valuable in fragile and post-conflict states, where contexts can be unpredictable. This is noted in the case of IDLO's work in Mali, where it was recognized that it had succeeded in developing synergies and complementarities with other actors participating in Consultation and Coordination Groups meetings. This flexibility was also recognized in Ukraine, while noting that such an approach requires additional activities that could increase the overall cost of delivery. Whereas, in Honduras, the evaluator noted how IDLO's support could help new institutions increase their efficiency to undertake their role.

Efficiency also means knowing when the prospects for making progress are limited. In 2018, IDLO made the difficult decision to close its office in Juba, South Sudan, noting that the political will to realize rule of law and human rights was increasingly absent. Instead, IDLO has maintained contact with supporters

in 2018 IDLO demonstrated clear performance against these criteria and in doing so shaped a path for IDLO's sustainable trajectory of growth.

accountability for sexual and gender-based violence (SGBV) crimes in conflict-affected areas.

In 2018, IDLO demonstrated its continuing ability to convene successfully multiple stakeholders, potentially with competing interests, to develop and implement solutions to complex issues. Across numerous countries, IDLO demonstrates its willingness and ability to tackle difficult situations head-on, such as prisoners' rights in Honduras or disengaged fighters in Somalia. IDLO is able to work across the justice chain taking a justice seeker's approach, including that of the incarcerated, to seek solutions that advance dignity in justice for all. Where evaluations suggest shortcomings, they mostly relate to the limitations of donor priorities that prevented IDLO from working more robustly across the justice chain. One example is IDLO's inability to leverage its work with the formal Afghani justice sector to work with customary and informal justice.

During 2018, IDLO continued with its approach to geographic expansion and strong thematic focus. Geographically, IDLO managed successfully to improve the balance between continents by decreasing the proportionate size of its programs in Asia and expanding in Africa and Latin America. By taking a robust thematic approach, IDLO was able to strengthen the interlinkages between its Impact Goals and Action Goals. This meant that an increased proportion of country programs worked across the multiple Action Goals.

across the legal profession, inviting them to participate in rule of law efforts regionally, so that the Organization can move rapidly and return when the context improves.

During 2018, IDLO successfully integrated the Governance Reform processes, and brought increased clarity to the roles of the Assembly of Parties, Standing Committee, Audit and Finance Committee and the Board of Advisors. This has helped streamline meetings, improve the quality of decision-making, and the ability of the Organization to respond to their decisions.

IDLO's rollout of the Navision Finance module is improving its organizational efficiency by delegating finance functions to the country level. This move has had the effect of speeding up the process by which IDLO makes financial decisions and processes them, without reducing oversight. Instead, it provides the opportunity for increased scrutiny.

Effectiveness

IDLO successfully integrates solutions within the existing formal and informal justice infrastructure in a way that the community accepts and improves the situation for the justice seeker. IDLO's ability to bring together multiple stakeholders and sectors, including the justice seeker, makes a key contribution to its effectiveness. IDLO supports organizations to be more accessible, transparent and inclusive. In 2018, IDLO's program in Somalia was commended for its broad strategic implications. The project contributed to increased peer learning among elders and enhanced their capacity to reach decisions in line with human rights. Furthermore, through including forgiveness ceremonies for disengaged fighters, it contributed to strengthening social stability. In a more stable environment, IDLO's work in Mon-

golia noted that the improved qualified pool of bailiff trainers demonstrated the ability to enforce court decisions more easily. This was reaffirmed by the pre-post test scores.

Institutionally, the Program Cycle Manual, and its tools and templates, set common quality standards to achieve results, while promoting consistency and clarity. These tools are facilitating IDLO's ability to make timely and effective decisions regardless of the program's stage in the cycle. Moreover, through enhancing IDLO's International Aid Transparency Initiative commitments by providing enhanced information, the Organization is supporting increased effectiveness at project, institutional and sector levels.

Prospects for Impact

IDLO's programs seek to make long-term and sustainable changes, often with short-term funds. While in recent years IDLO has successfully increased the length of its contracts, they still average about two years. Despite this clear limitation, IDLO was recognized over multiple evaluations for having stimulated the prospect for long-term, positive change and impact. For example, in Afghanistan, it is felt that IDLO tangibly anchored the concept of continuous professional development within justice institutions. Similarly, in Mali, IDLO's approach to the Consultation and Coordination Groups (CCGs) has the potential to become a model initiative for contributing to decentralized state-building.

In 2018, IDLO introduced the impact storytelling methodology to help country offices discuss and showcase their work. While significant further action will be required to capitalize on this initial step, it is expected that where it is successfully applied, IDLO's advocacy efforts will be more successful.

IDLO's efforts through the Major Initiatives are helping to capitalize on the growing body of evidence generated through its programs and strengthen future programs. Given that these tools were piloted and rolled out in 2018, it will only be in 2019 that the first indications of their effectiveness will be brought forward. With the approval of the Results Framework and the results-based monitoring system, in the future IDLO will have the means to better assess its development impact.

NEXT STEPS

Institutional investments made in previous years resulted in considerable growth in 2018. Moving forward into *MP2019* and planning for *MP2020*, there are prospects for this growth to continue. Key elements of our future work will include:

1. Refine IDLO's work across up to five programs:
 - Justice for women and girls
 - Institution building, focus on criminal justice, anti-corruption, and good governance
 - Access to justice through customary and informal justice
 - Legal capacity development for economic development
 - Pending resources: scoping on climate change and migration
2. Maintain geographic balance between fragile and non-fragile program countries. IDLO's largest programs are expected to be Afghanistan, Kenya, Mexico, Sahel, Somalia and Uganda
3. Undertake smooth transition of leadership and develop a new Strategic Plan
4. Finalize organizational reforms to improve accountability and support delivery against the Results Framework:
 - Strengthened monitoring and reporting
 - IPSAS Compliant Financial Report for 2019
 - Implementation of new Cost Policy
 - Complete *Strategy 2020* systems reforms
5. Conduct EU pillar assessment
6. Realize a balanced membership of 40 countries
7. Diversify income with two new donors

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