

# ANNUAL REPORT 2017



# IDLO's Vision of the Rule of Law

**Our vision and mission** are founded on the notion of the rule of law as embodying both substantive justice and good governance, as well as procedural fairness.

The rule of law is about rules, institutions and norms, the overall purpose of which is to regulate relations between state and individuals and among members of society, constrain the arbitrary exercise of power and ensure a just process.


The rule of law is also about equal protection. Affirming legal equality and impartial justice, the rule of law is concerned with the integrity of institutions and good governance.

Most importantly, the rule of law is about safeguarding rights. The rule of law protects not only procedural rights through legal supremacy, certainty and due process, but also important substantive rights through an independent and impartial judiciary and laws consistent with international human rights standards. In many

countries of the world, the rule of law operationalizes human rights through constitutional and legal protections, institutions for effective implementation and accountability, judicial and administrative remedies, and the legal empowerment of people to access justice and claim their rights.

The rule of law is relevant to all three dimensions of sustainable development: economic, social and environmental. By ensuring stable and transparent legal regimes, the rule of law promotes economic development. By ensuring equal opportunity and equitable access to basic services, it promotes social development. By strengthening the legal framework to protect the environment and set regulatory frameworks for natural resource management that provide fair and sustainable development outcomes, it advances the environmental dimension of development.

**Strategy 2020**  
**IDLO's Strategic Plan 2017–2020**

 *IDLO enables governments and empowers people to reform laws and strengthen institutions to promote peace, justice, sustainable development and economic opportunity. We contribute to creating stable and inclusive societies where every person can live free from fear and want, in dignity and under the rule of law.*

International Advisory Council

IDLO’s International Advisory Council, established in 2006, brings together a select group of distinguished leaders and experts from around the world who share in our vision of creating a culture of justice. The Council plays a key role in providing high-level advice and support to the Director-General in her leadership of the organization.

The International Advisory Council is comprised of the following esteemed individuals:



Abdel-Latif Al-Hamad

Chairman and CEO, Arab Fund for Economic and Social Development



Abdou Diouf

Former President of the Republic of Senegal



Willy Mutunga

Former Chief Justice of Kenya



Thomas Pickering

Former United States Ambassador and Under Secretary of State



Mary Robinson

Former President of Ireland and UN High Commissioner for Human Rights



Albie Sachs

Former Justice, Constitutional Court of South Africa



Muhammad Yunus

Nobel Peace Laureate, Chairman of Yunus Centre and Founder of Grameen Bank



IDLO is deeply grateful to William H. Gates Sr., Co-Chair, Bill and Melinda Gates Foundation, who retired from the International Advisory Council in 2017, for his generous support and guidance to IDLO for many years.

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## IDLO Values



### People focused

The ultimate beneficiaries of our work are justice seekers – the people who claim justice and seek the protection of the rule of law, although our immediate beneficiaries are often state institutions, government officials and civil society groups. We will strive to empower people and build their trust and confidence in the rule of law.



### Local ownership

We recognize that reforms are most likely to be sustainable when they are owned by those whom they intend to benefit. While anchoring our work in international standards and values, we will align our assistance with local priorities, seek local support and ownership from a wide range of societal stakeholders, and work closely with local partners to meet local needs based on locally defined parameters.



### Empowerment

We are committed to promote empowering solutions through capacity development and partnership-building. We foster the ability of institutions, individuals and the sector itself to deliver timely, good quality justice with an efficient use of resources. We help justice seekers to learn about their rights, asserting and using them to improve their own well-being. In so doing, we acknowledge the importance of inclusive participatory approaches.



### Justice oriented

We subscribe to a vision of the rule of law that encompasses substantive justice as well as procedural fairness, and is consistent with international human rights norms and standards. We will promote and uphold our understanding of the rule of law without being prescriptive or peremptory and with sensitivity to local context.



### Context specific

We take account of the distinct nature of each situation in which we work and invest in understanding the context, including the political and social structures, any gender imbalances and human rights issues. We will seek to identify the best entry points for programmatic intervention and for policy advocacy, taking into account the political dynamics and keeping in mind the needs of the end-users of justice, especially women, the poor, marginalized and vulnerable groups.



### Transparency & accountability

We recognize the importance of being held accountable for our results and the use of our resources. We will work to enhance transparency and accountability to our program partners, beneficiaries, funding partners and governing bodies. We are committed to continue reporting according to the International Aid Transparency Initiative (IATI).



### Gender sensitive

We are committed to promoting gender equality through non-discriminatory gender-responsive laws and institutions, enhancing women's access to justice and increasing their legal empowerment to achieve sustainable development. We will ensure that all our programs, projects and activities are gender-informed and benefit from gender-analysis.



### Legal pluralism

Although the values and standards of the rule of law are universal and must be universally respected, we accept the plurality of legal systems. We believe that it requires us to engage with all formal legal systems and where relevant also with informal or customary and community-based justice.



### Human rights based

We are committed to achieving our goals through a human rights-based approach. We will follow international human rights standards and ensure that our operations are directed at promoting and protecting human rights. We will anchor our development interventions in a system of rights and corresponding obligations established by international law, to promote sustainability, empower people to participate in policy formulation and hold accountable those who have a duty to act.

# STRATEGY 2020

## 2017 marked the first year of IDLO's new Strategic Plan, Strategy 2020.

**Strategy 2020** is inspired by the 2030 Agenda for Sustainable Development and informed by a vision of the rule of law, embodying substantive justice as well as procedural fairness, protecting human rights and promoting good governance, leaving no one behind.

Fundamental to this concept of the rule of law is the notion of equality, that no one is above the law or outside its protection. Affirming legal equality and impartial justice, the rule of law is concerned with the integrity of institutions and good governance. Above all, the rule of law is concerned with safeguarding rights – both procedural rights through legal supremacy, certainty and due process, as well as substantive ones through an independent and impartial judiciary and laws consistent with international human rights standards.

Based on this notion of the rule of law, and with the overarching aim of contributing to sustainable development, Strategy 2020 sets two Goals to define IDLO's ambition and impact (Impact Goals):

- **People and groups are empowered to realize their rights**
- **Laws and policies are fair, and institutions are effective, accessible and accountable**

Fair laws and effective institutions are key to providing justice, upholding rights and facilitating sustainable development. But institutions and laws work best when an empowered citizenry holds them to account. Collectively, the Goals represent IDLO's "top-down, bottom-up" approach of working with both state institutions and civil society in non-prescriptive ways that are sensitive to local context, supportive of legal pluralism and committed to fostering local ownership.

Strategy 2020 identifies six thematic areas ("Action Goals") which set the boundaries for IDLO's programs, research and advocacy. It incorporates gender sensitivity and responsiveness among IDLO's core values and guiding principles and emphasizes gender equality as both a cross-cutting issue in all IDLO's work, including its programs and organizational policies, as well as the focus of distinct programming, research and advocacy to advance the rights of women and girls.

Strategy 2020 also sets out an agenda for organizational reforms, including the capacities that IDLO must develop, the areas in which it must invest and the resources it needs to mobilize in order to achieve impact and action.

Adopted by IDLO's Assembly of Parties in November 2016, Strategy 2020 was developed after extensive and inclusive consultations involving IDLO Member Parties and governing bodies, other governments, international organizations, policymakers, policy thinkers, local partners, practitioners, its employees and, as far as possible, justice seekers. Stakeholder consultations were complemented by research and lessons learned from program assessments, project evaluations, internal strategy documents, external audits and the Independent Management Review conducted in May 2016.



**Find out more**





**VISION:** A world in which every person lives with dignity and under the rule of law.  
**MISSION:** To enable governments, empower people and strengthen institutions to realize justice, peace and sustainable development.

Impact goals

Action Goals  
What we must achieve for our stakeholders

Capacities  
Where we must excel to achieve

People  
Where we must invest people in order to excel

Resources  
What resources we must ensure

ACCESS TO JUSTICE

EQUALITY AND INCLUSION

**CCG** Cross-cutting goal: Rule of law drives sustainable development at local & global levels

**G1** People and groups are empowered to realize their rights

**G2** Laws and policies are fair and institutions are effective, accessible & accountable

EMPOWERMENT

**S1**

Empower women, poor & marginalized groups to fight discrimination & access justice

**S2**

Engage with civil society to enhance legal empowerment & promote rule of law

**S3**

Engage with informal justice systems to address justice seekers' needs in line with human rights

**S4**

Strengthen capacity & integrity of institutions to deliver justice & uphold rights

**S5**

Support legal & judicial actors to promote economic opportunity & sustainability

**S6**

Champion rule of law with decision makers to mobilize political will

INNOVATION

**C1**

Enhance program innovation & quality

**C2**

Assess & communicate impact

**C3**

Strengthen policy development and advocacy

**C4**

Promote strategic partnerships

**C5**

Broaden political & financial support

**C6**

Enhance accountability & transparency

PARTNERSHIP

QUALITY

INITIATIVE

**P1**

Encourage learning & knowledge management

**P2**

Strengthen institutional core competencies

**P3**

Build engaged, diverse & field-oriented work force

**P4**

Establish effective field presence & networked organization

**P5**

Strengthen internal & external communications

ACCOUNTABILITY

INVESTMENT

**R1**

Revitalize resource mobilization

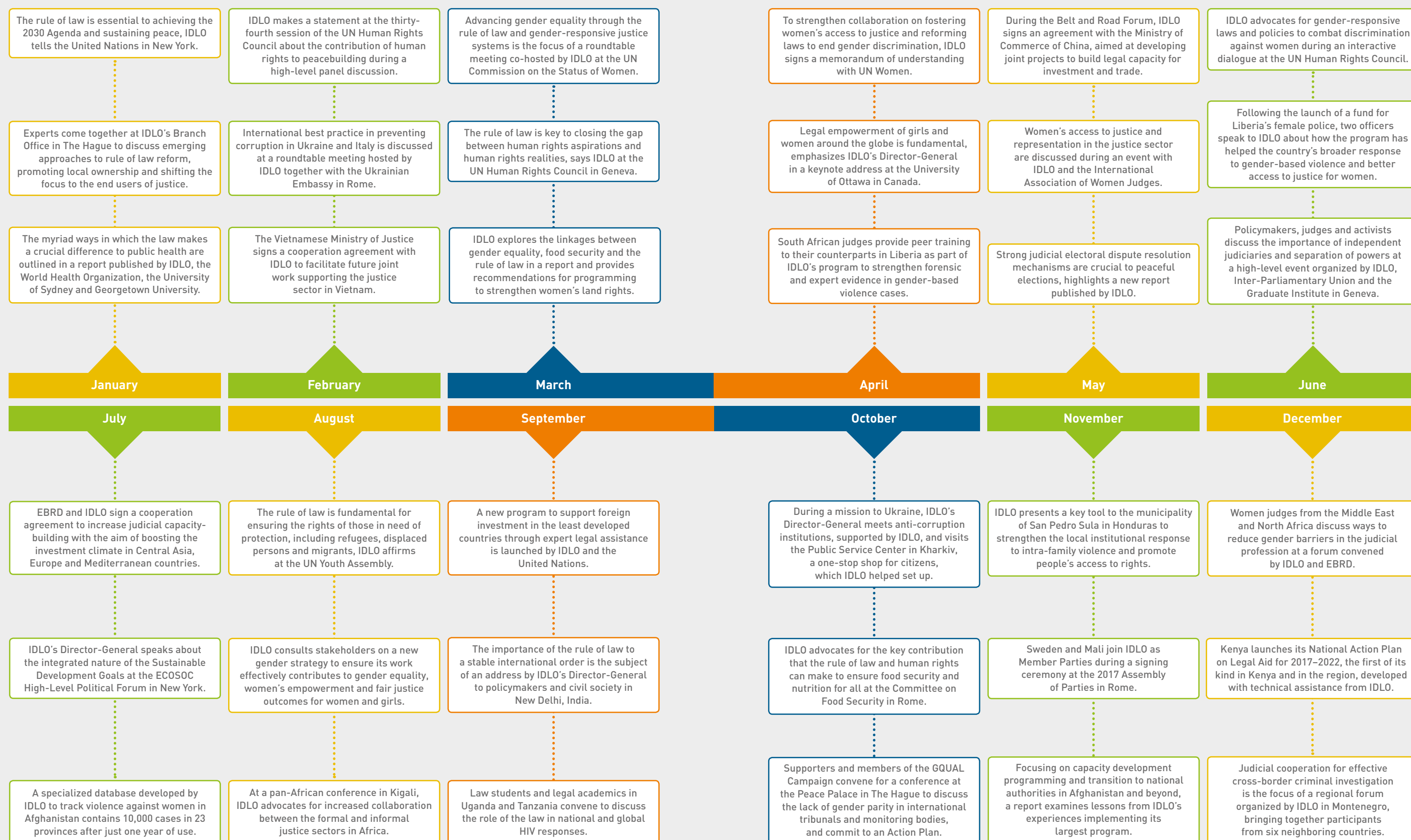
**R2**

Shift to multi-year planning

**R3**

Update processes & ICT systems

## 2017 at a glance



Rule of law drives sustainable development at local and global levels

**IDLO has long championed** the rule of law as an outcome and enabler of sustainable development.

The rule of law is relevant to all three dimensions of sustainable development: economic, social and environmental. By providing stable and transparent legal regimes, the rule of law encourages economic development. By ensuring equal opportunity and equitable access to basic services, it promotes social development. By strengthening the laws to protect the environment and ensure proper management of natural resources, it ensures environmental sustainability.

The principles of the rule of law – equality, equity, inclusion, rights, laws and institutions – are embedded throughout the 2030 Agenda for Sustainable Development and well-articulated in Sustainable Development Goal (SDG) 16, which aims to “promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”.

Access to justice and the rule of law enable people to resolve conflicts, claim their rights and seek and obtain remedies. They help to level the playing field between the vulnerable and the powerful by addressing issues of impunity, corruption and discrimination.

That makes SDG 16 a critical driver or the achievement of all other SDGs. Neither food security nor gender equality, neither poverty eradication nor economic development can be advanced without respect for the rule of law.

Having been an ardent advocate for the inclusion of SDG 16 in the 2030 Agenda, IDLO is fully committed to advancing the SDGs. Whether in fragile contexts, emerging democracies or middle-income countries, IDLO contributed to the 2030 Agenda in 2017 through its programs, research and policy advocacy, positioning the rule of law as a key ingredient for sustaining peace and sustainable development.

Building institutions for peace and justice, strengthening accountability, empowering women and girls, fighting corruption, protecting biodiversity and promoting inclusive economic growth are some of the ways in which IDLO’s programs and other activities furthered the implementation of the SDGs in 2017.

Engaging in policy dialogue with governments, donors and policy thinkers at global and national levels in 2017, IDLO highlighted the significance of the rule of law for the achievement of Agenda 2030. Its advocacy was backed by robust research drawing on the lessons learned from its programmatic experience.

Throughout 2017, IDLO actively contributed to debates and discussions

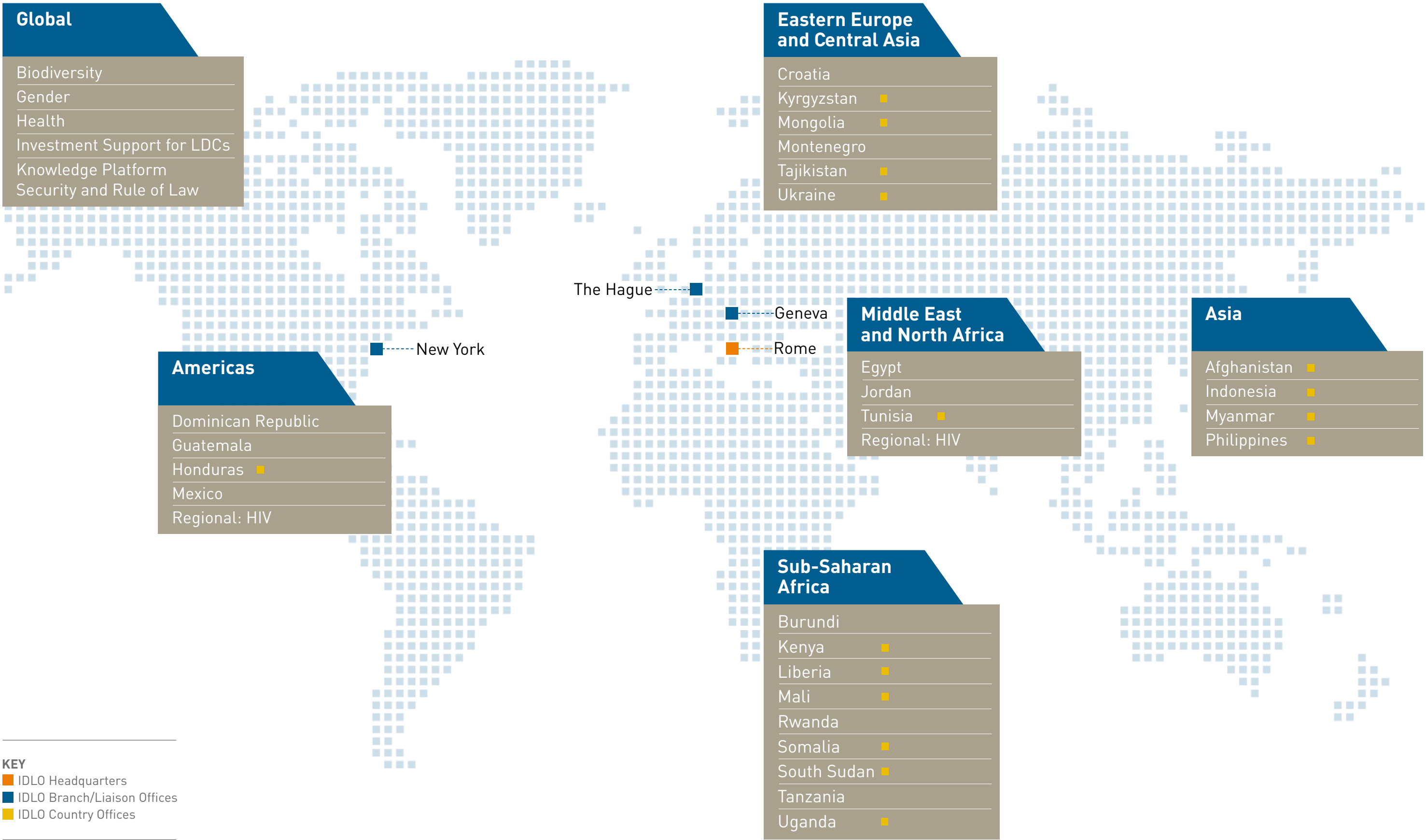
at the national and international levels on Agenda 2030, focusing specifically on equality, inclusion and access to rights and justice. Leveraging its presence in New York, Geneva, Rome and The Hague, IDLO used strategic international platforms such as the High-Level Political Forum in New York, the UN Human Rights Council in Geneva, and the Committee on Food Security in Rome to give a multiplier effect to its policy advocacy.

With the support of its Liaison Office in New York, IDLO participated in the 2017 UN High-Level Political Forum on “Leveraging interlinkages for effective implementation of SDGs”, and contributed to the Global Alliance and the Pathfinders Initiative to accelerate the implementation of SDG 16. It organized targeted briefings for governments, including UN Security Council Members in New York and the African Group in Rome.

Through its Liaison Office in Geneva, IDLO advocated for greater attention to the relationship between the rule of law, human rights and sustainable development. Addressing the High-Level Segment of the UN Human Rights Council in February 2017, IDLO called for stronger adherence by Member States and non-state actors to human rights and the rule of law in order to make development truly sustainable.



IDLO at a glance





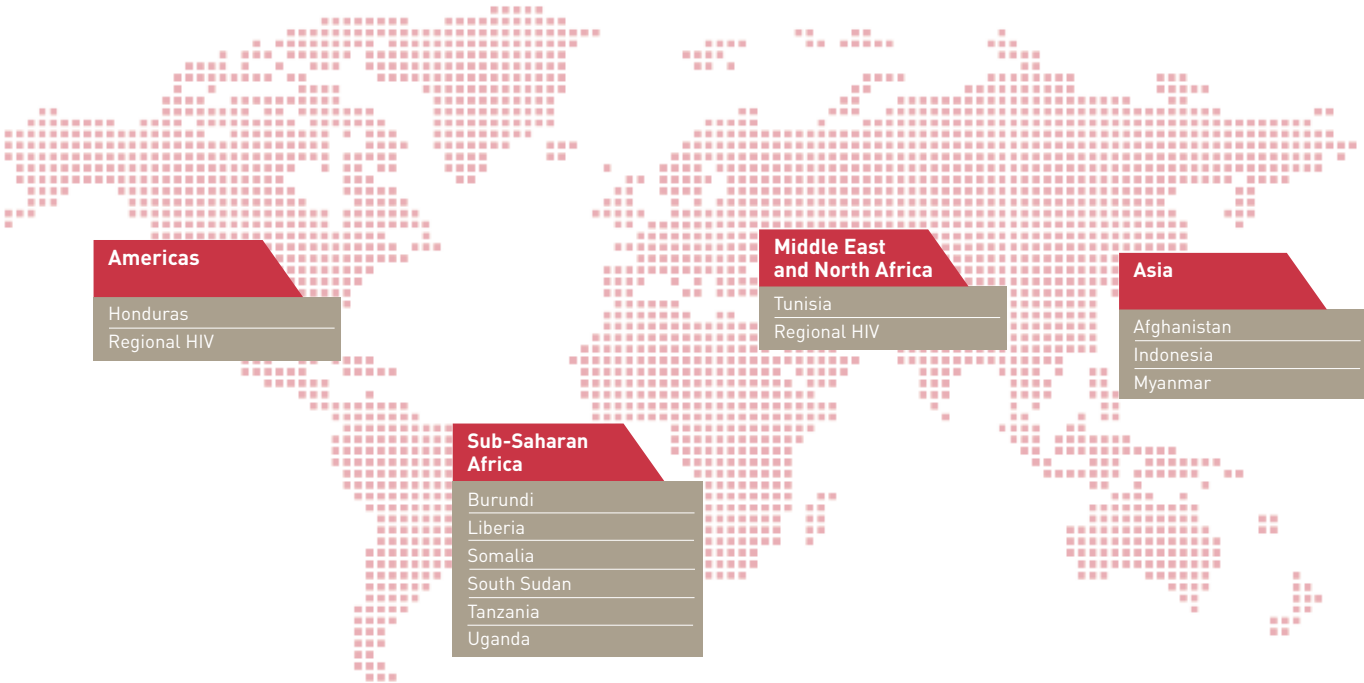
# People and groups are empowered to realize their rights



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**Legal and non-legal** empowerment strategies are critical in helping people to access justice and claim their rights. In 2017, IDLO worked to strengthen civil society organizations, and empower women and girls, and poor and marginalized communities to access justice and claim their rights.

IDLO’s engagement with informal justice systems increased as it explored new ways to close the justice gap at the community level. Innovative approaches to legal empowerment and IDLO’s greater engagement with informal justice systems yielded important lessons for future work to advance access to justice for those who need it most.



People and groups  
are empowered to  
realize their rights

Afghanistan



**Supporting Access to Justice in Afghanistan (SAJA)**  
**Program Duration:** 16 September 2014 - 31 October 2017  
**Total Program Budget:** EUR 13,390,268



**Supporting Access to Justice in Afghanistan (SAJA) – Phase II**  
**Program Duration:** 20 September 2017 - 19 February 2020  
**Total Program Budget:** EUR 13,842,282

Burundi



**Research on the Effect of Land Tenure Registration on Land Disputes and Women’s Land Rights**  
**Program Duration:** 16 June 2015 - 28 February 2018  
**Total Program Budget:** EUR 145,144

Honduras



**Reducing Homicide through Access to Justice**  
**Program Duration:** 21 July 2015 - 20 July 2020  
**Total Program Budget:** EUR 5,405,200

Indonesia



**Indonesia-Netherlands Rule of Law Fund**  
**Program Duration:** 3 November 2014 - 31 December 2018  
**Total Program Budget:** EUR 7,500,000

Liberia



**Strengthening the Rule of Law: Justice and Security for the Liberian People**  
**Project Duration:** 11 September 2017 - 31 January 2018  
**Total Program Budget:** EUR 167,785

Myanmar



**Implementing Four Rule of Law Centres and Supporting Capacity Development Mentoring with Justice Sector Institutions**  
**Program Duration:** 8 July 2015 - 31 December 2017  
**Total Program Budget:** EUR 1,785,006

Regional: HIV



**Strengthening and Expanding HIV-Related Legal Services and Rights - Phase Out**  
**Program Duration:** 1 March 2016 - 31 December 2017  
**Total Program Budget:** EUR 435,047

Somalia



**Reforming and Modernizing the Alternative Dispute Resolution System to Enhance the Rule of Law and Access to Justice**  
**Program Duration:** 27 July 2017 - 26 January 2019  
**Total Program Budget:** EUR 699,998

South Sudan



**Facilitating Access to Justice**  
**Program Duration:** 1 October 2016 - 31 July 2018  
**Total Program Budget:** EUR 1,303,629

Southern & Eastern Mediterranean



**Regional Forum: Supporting the Leadership Role of Women Judges**  
**Project Duration:** 19 September 2017 - 18 September 2018  
**Total Program Budget:** EUR 93,900

Tanzania & Uganda



**Integrating Legal Empowerment and Social Accountability for Quality HIV Health Services for Adolescent Girls and Young Women**  
**Program Duration:** 8 November 2016 – 7 November 2018  
**Total Program Budget:** EUR 1,269,841



**Building Sustainable Approaches to Reduce Discrimination and Advance Access to Justice for People Living with HIV and Other Key Affected Populations**  
**Program Duration:** 20 December 2016 - 30 June 2018  
**Total Program Budget:** EUR 202,580

Tunisia



**Enhancing Women’s Protection Against Gender-Based Violence**  
**Program Duration:** 23 November 2015 - 31 December 2017  
**Total Program Budget:** EUR 250,000

Uganda



**Inception Phase of the Community Justice Program (CJP)**  
**Project Duration:** 15 September 2017 - 14 March 2018  
**Total Program Budget:** EUR 328,384

The Southern and Eastern Mediterranean Region (SEMED):  
Egypt, Jordan, Morocco and Tunisia





Empowering women and girls

From fragile states to flourishing middle-income countries, access to justice remains a major challenge for women and girls. Inequality, intersecting discrimination, stigma, discriminatory laws and customary norms, ineffective and unresponsive institutions, poverty and unfavorable socioeconomic circumstances are among the factors that deny women and girls the possibility of claiming rights or seeking redress. Sexual and gender-based violence (SGBV) is pervasive, often with little remedy or protection for survivors, further disempowering women and girls.

Even when constitutions or laws promote gender equality, poor implementation can rob them of their good intentions. Many women have limited access to information, skills and support structures to access justice, making legal empowerment – through increased rights awareness, legal literacy, legal aid and other legal services – particularly relevant to the exercise of their agency. In 2017, more than one billion women lacked protection from sexual violence from an intimate partner or family member<sup>1</sup>.

**IDLO'S GENDER STRATEGY: ADVANCING THE RIGHTS OF WOMEN AND GIRLS**

In 2015, IDLO launched its first Gender Strategy to promote access to justice for women and girls. Since then, IDLO's programs and projects to advance the rights of women and girls have grown significantly. In 2017, the Gender Strategy was updated to better align it with Strategy 2020.

Informed by international human rights standards and global commitments on gender equality, the Gender Strategy seeks to empower women and girls; eliminate gender-discriminatory laws and policies and build gender-responsive ones; and ensure institutions are accessible and deliver fair outcomes to women.

IDLO pursued a two-pronged approach to gender programming in 2017, implementing projects specifically dedicated to women and girls, while mainstreaming a gender perspective into its entire program portfolio. Since December 2017, all new projects are required to undergo a gender analysis at the design stage.

The majority of IDLO's work for women and girls in 2017 focused on the elimination of SGBV – ranging from support for women's shelters in Mongolia to developing a legal aid network for survivors of violence in Afghanistan. New areas of work opened up, with a project to advance the economic empowerment of women, and innovative strategies were designed to empower young women and adolescent girls at risk of HIV.

Customary or informal justice systems suffer frequently from gender bias and fail to uphold human rights. In 2017, IDLO engaged with the informal justice system and local communities to improve women's access to customary rights.

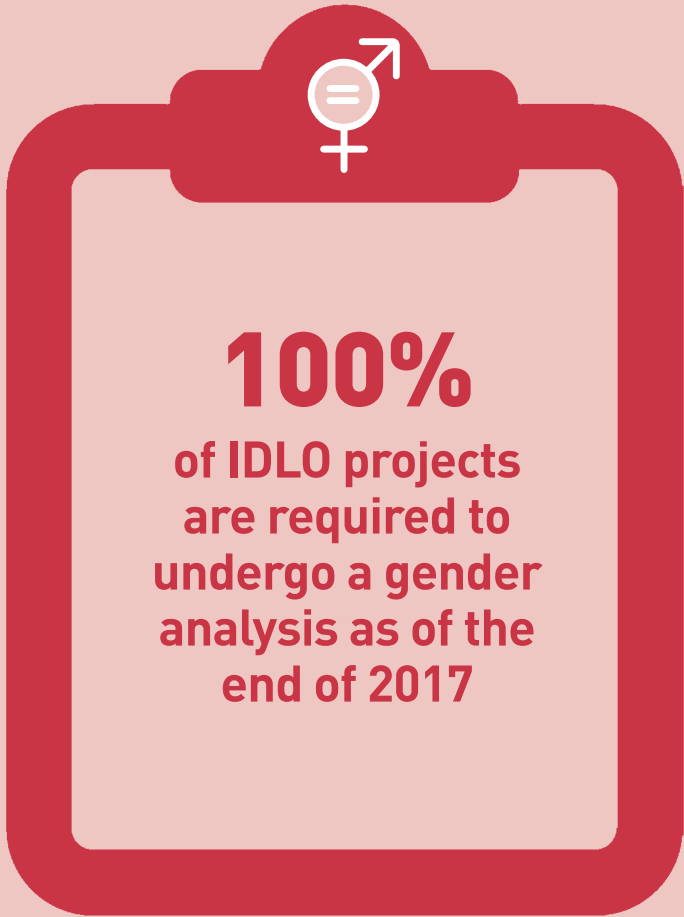
Alongside the expansion of its gender programs in 2017, IDLO strengthened its advocacy on gender equality, including at the UN Human Rights Council and the UN Commission on the Status of Women. A key focus of the advocacy was the greater participation of women in the justice sector.

The Gender Strategy will be evaluated in 2018 and the findings will inform a new Strategy to be adopted in early 2019.



*Gender-based violence continues to be the largest obstacle to women's inclusion and empowerment in societies.*

Mainstreaming gender through IDLO's work



**EAST AFRICA:  
EMPOWERING GIRLS  
TO CLAIM THEIR RIGHTS**

In 2016, IDLO won the DREAMS Innovation Challenge – an expansive partnership aimed at reducing new HIV infections among sub-Saharan African adolescent girls and young women. Incorporating a strong gender perspective, it proposed an innovative strategy, combining legal empowerment with social accountability.

Program implementation began in 2017 in Uganda and Tanzania to empower those most affected by

HIV by building knowledge and skills in the community and civil society organizations in a sustainable way. The training of paralegals was carried out alongside efforts to widen access to legal services in a way that would ensure legal capacity continues to grow even after IDLO has left. Accountability mechanisms – such as new lines of communication which allow the community to give feedback to legal and healthcare providers – were introduced so that women, girls and their families can hold providers to account when their rights are not being realized.

IDLO worked directly with service providers, including healthcare professionals, law enforcement officials and other justice actors to build their capacity and understanding of the legal aspects of HIV service delivery. Gender-sensitive training was given to raise awareness among service providers of the rights and needs of adolescent girls and young women and their communities.

The DREAMS project will continue through 2018, at the end of which IDLO will evaluate and share the results with its partners and others in the sector as a learning exercise.



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**The DREAMS project**





**BURUNDI:**  
**STRENGTHENING RURAL**  
**WOMEN'S CUSTOMARY**  
**LAND RIGHTS**

**Land disputes** are common in Burundi. They can lead to violence within communities, while exacerbating broader political tensions. Factors such as population growth, returning refugees and climate change have the potential to increase the number of land disputes even further. There is a gender dimension to land disputes, affecting women's customary land rights. When women lose their rights to land in Burundi, it is not just bad for them; it puts the food security and economic empowerment of whole families and communities at risk.

When IDLO began its engagement in Burundi in 2016, work to alleviate land disputes through land titling had already been going on for many years. In order to assess it, as well as to improve data collection, IDLO developed an experimental impact study together with its non-governmental partner, Stichting ZOA. The findings were stark: in many cases, there was no record of women's customary rights to land. This left women – and, often, also their families – vulnerable to intimidation, eviction and other attempts to infringe or deny them access to their own land. IDLO followed up the impact study with some innovative pilot activities focused on Rurambira, a colline in Vugizo municipality. The activities focused on building the capacity of women, while conducting outreach among

communities and leaders about the benefits of protecting women's land rights.

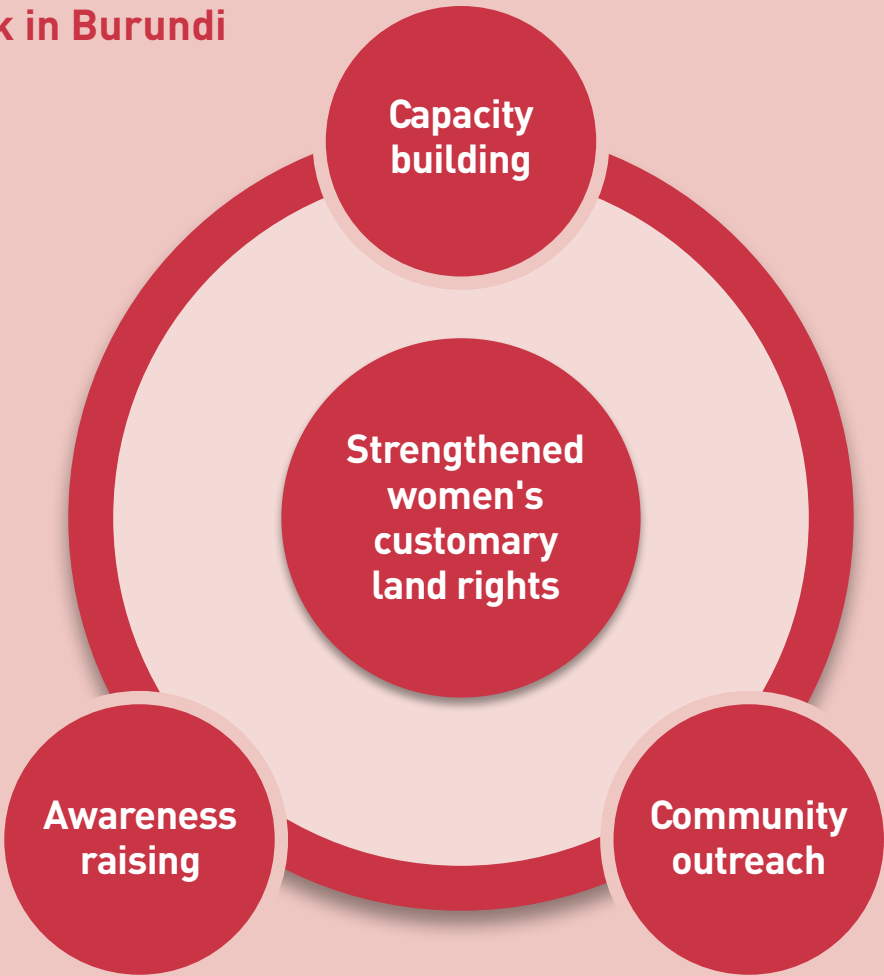
IDLO returned in 2017 to engage with women and other community members and found that better recording of women's customary land rights had, indeed, made a difference. Many of the women reported a feeling of increased empowerment to protect their household land. They spoke about how disputes with male family members over their customary right to land had subsided, or even been avoided entirely. Furthermore, surveys showed marked progress in the protection of women's land rights, whether through registration of the right in the woman's own name or, more frequently, through recognition in the form of a derived right. For example, the level of protection seen in Rurambira, which was the main target of outreach activities, amounted to 46.74 per cent – a figure that was significantly higher than the 28.04 per cent recorded in surrounding municipalities. Also, while there had been almost no registration of joint ownership between men and women before this project, joint ownership was later seen in almost half of land registration cases in surveyed areas.

IDLO's work in Burundi entailed a unique blend of data collection, capacity-building, community outreach and awareness-raising. The lessons learned could help to advance protection of women's land rights and reduce land disputes in Burundi and elsewhere.



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**IDLO's work in Burundi**



By 2017



**46.74%**

The level of protection for women's customary land rights seen in the colline of Rurambira

There was a significantly lower level of rights protection in surrounding collines

**28.04%**



Registration of joint ownership between men and women – which had been virtually non-existent – was seen **in almost half of land registration cases** in surveyed areas.





### AFGHANISTAN: RAISING AWARENESS ON VIOLENCE AGAINST WOMEN

In 2009, Afghanistan passed a Law on Elimination of Violence Against Women, marking a significant milestone for women's rights in the country. Progress notwithstanding, access to justice remains elusive for many women, especially on the issue of gender-based violence.

As part of its Supporting Access to Justice in Afghanistan (SAJA) program, IDLO continued to build the capacity of Women's Protection Centers (WPCs) in the country throughout 2017. In addition to improving the legal and administrative skills of these shelters, enhancing legal assistance to beneficiaries, and strengthening reintegration mechanisms, work with WPCs has focused on developing new policies for security, confidentiality and

media to better protect the shelter beneficiaries.

Since implementation of the Law, journalists have sought to raise awareness on the issue of violence against women in the country. However, media portrayals have often put beneficiaries in a negative light instead of highlighting the positive stories emerging from WPCs. What's more, given the nascent status of journalism in the country, very few confidentiality measures were put in place, resulting in coverage for beneficiaries that risked exposing their identities or other confidential matters pertaining to their cases.

In 2017, IDLO held workshops on these issues and the new policies to train stakeholders to effectively, and safely, report on WPCs without jeopardizing women's security or violating their right to confidentiality. Around 300 people were trained from across the country,

including government officials, legal professionals, counsellors, administrative assistants and WPC support staff, and journalists from local, national and international media outlets.

The workshops covered a range of topics such as relevant international and national legal frameworks on gender-based violence, ethical considerations, techniques for protecting identities and key concepts of media relations. The sessions have also allowed participants to talk about their experiences and learn from one another and resulted in stronger mechanisms being put in place to better protect beneficiaries.

2017 marked the transition between Phase I and II of the SAJA program. Building on achievements in the first Phase, SAJA II will seek to expand and solidify gains made, to address beneficiaries' needs and maximize sustainability efforts.

*"It is the first time that we have been educated on the provisions of laws and regulations that obligate us journalists to observe the confidentiality of the victims while covering their stories. It is something that can bring about positive change."*

Kanishka Malikzada, Journalist from Khurshid TV and IDLO workshop participant



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Women in the justice sector

ADVANCING GENDER PARITY IN INTERNATIONAL AND NATIONAL TRIBUNALS

“The meaningful participation of women in international bodies is a right well-recognized in international documents, but a long way from realization”, remarked IDLO Director-General Irene Khan at the GQUAL Conference in October 2017.

The Conference commemorated the two-year anniversary of GQUAL – an international campaign to advocate for gender parity in international tribunals and monitoring bodies that play a key role in adjudicating and developing international law, human rights, international relations, and cooperation. IDLO is a founding member of GQUAL along with prominent political leaders, legal scholars, lawyers, judges, activists and other international organizations

*“Women's full participation in the justice system is an important benchmark for determining the system's true worth.”*

Irene Khan, IDLO Director-General

IDLO's participation in GQUAL reflects its broader commitment to enhancing women's participation in national justice institutions. Across countries and contexts, IDLO's experience has shown that female lawyers, judges, court officers or prosecutors help women justice seekers to overcome barriers in accessing justice. Greater participation of women in the justice sector enhances women's agency as well as the quality and accessibility of justice for other women. However, women often face challenges that prevent their effective participation in the justice sector.

In addition to initiatives in Afghanistan and Kyrgyzstan to strengthen women's participation in the justice sector, IDLO carried out research in Tunisia in 2017 to better understand the barriers and pathways for women in the Tunisian justice sector, and, ultimately, to support the effective participation of women

justice professionals in justice delivery and policymaking. Through these different country initiatives, IDLO has seen improvements in women's pathways to justice.

IDLO sees a correlation between its efforts at the national level and GQUAL's international campaign. “Growing the numbers of women justice professionals at national and local levels is important, because that widens the potential pool of candidates for international justice institutions, but also because it builds political support from the bottom up and makes gender parity in the justice sector not something only for the global legal elite, but something ordinary people can care about”, remarked IDLO Director-General Irene Khan. “If we do not crack the glass ceiling at the local level, it will be harder to do so at the international level.”



SEMED REGION: ARAB WOMEN JUDGES WHO BROKE THE GLASS CEILING

IDLO and the European Bank for Reconstruction and Development (EBRD) are promoting gender equality in the southern and eastern Mediterranean by developing a regional advocacy platform to help reduce gender barriers to women in the judicial profession and related strategic areas. As part of this initiative, IDLO and EBRD organized a regional forum in Casablanca in December 2017, in cooperation with the International Association of Women Judges, the Union of Moroccan Women Judges and under the patronage of the Supreme Judicial Council of Morocco.

“Creating and supporting a fair, equitable and accountable justice

system where women and girls are treated equally, where their concerns and situations matter and where they can not only seek justice but actually get justice, is a true manifestation of the rule of law”, commented IDLO Director-General Irene Khan. “Women are not only justice seekers, women are also justice providers. Women's full participation in the justice system is an important benchmark for determining the true worth of a justice system.”

The forum was attended by some 50 women judges, academics and representatives of women lawyers' associations from Jordan, Lebanon, Morocco, Palestine and Tunisia, as well as Poland, Sri Lanka and the United States to discuss women's experiences, knowledge and opportunities in the justice sector,

and formulate the vision, objectives and action for the first women judges' network in the region.

Mina Sougrati, Head of the Union of Moroccan Women Judges, noted that the Middle East and North Africa region in particular “is going through a period of change; amendments in laws and legislation and new constitutions have been adopted that will give women the rights they have been fighting for”.

Sharing her personal experiences, Hon. Ihssan Barakat, the first woman to be appointed to the Supreme Court in Jordan, remarked, “This is a right and rights have to be secured. You don't always receive them readily. Women have to go out there and integrate in leadership positions, also beyond the judiciary. We [thank] EBRD and IDLO for [helping us show] success stories of Arab women who have broken the glass ceiling.”

*“Women have to go out there and integrate in leadership positions, also beyond the judiciary.”*

Hon. Ihssan Barakat. First woman to be appointed to the Supreme Court in Jordan





## Strengthening civil society

In societies emerging from violence or undergoing political transition, legal empowerment can contribute to peace and democracy by promoting inclusion and building the capacity of marginalized people to claim their rights and participate in the political process.

In 2017, IDLO supported multi-stakeholder processes and inclusive approaches to create laws and policies, empowering civil society to participate in policymaking and strengthening the capacity of communities to access justice. IDLO's ability to work closely and directly with both civil society and state actors proved to be a critical asset for building trust and understanding between the different actors. By strengthening relations between civil society, community groups and the authorities, IDLO helped to promote inclusive governance.

### HONDURAS: STRENGTHENING ACCESS TO JUSTICE FOR THE MOST VULNERABLE

**San Pedro Sula**, the economic capital of Honduras, is considered to be one of the most dangerous cities in the world.

The main goal of IDLO's program is to reduce violence and homicide. That cannot be achieved if people continue to be marginalized, or if there is a lack of trust between institutions and those whom they are meant to serve. To encourage inclusion, IDLO created new platforms which bring together national, municipal and civil society actors to develop coordinated responses to several forms of violence. These platforms allow a variety of stakeholders to interact in new ways, while also building awareness and legal literacy. The program's emphasis on women, children, youth, people with disabilities, the elderly, prisoners and detainees, and youth in conflict with the law has given a voice to many members of vulnerable populations.

Using this approach, several new mechanisms and policies were developed in 2017 with significant impact at the local level, for example, a mechanism to increase coordination among social services staff responding to domestic, intra-family and gender violence. Another example of policy innovation came through a new municipal policy for

children and adolescents. These and other initiatives have been viewed by many stakeholders as standard-setters for other local governments in the country.

Alongside these local-level initiatives, IDLO collaborated with national institutions to develop policies, manuals and guidelines which aim to bring prison conditions and regulations closer to international and regional human rights standards and best practices. These efforts will help to improve rehabilitation and reintegration mechanisms and establish a comprehensive legal framework and public policy on restorative justice in Honduras.



©IDLO

## 19,000

*incarcerated Hondurans are set to benefit from IDLO's work on national penitentiary norms and practices<sup>2</sup>*

2017 Report of the National Committee for the Prevention of Torture (CONAPREV, 2017)

## 277,714

*youth under the age of 18 in San Pedro Sula could be affected by the Municipal policy for children and adolescents<sup>3</sup>*

Situation analysis of San Pedro Sula (UNICEF, 2017)

### MYANMAR: LINKING COMMUNITY VOICES TO JUSTICE SECTOR REFORM

In Myanmar, increasing understanding and cooperation between justice providers and the communities they serve is a priority. That led IDLO to establish – in cooperation with the United Nations Development Programme – four Rule of Law Centres across the country in 2015.

Intended to provide training that is tailored to closing justice gaps in communities, these Centres continued their work throughout 2017. More than 1,900 representatives of civil society organizations, lawyers and others have been trained on issues such as land rights, legal ethics and SGBV. Through mobile training activities, the Centres had reached out to over 7,000 community, religious and youth leaders by the end of 2017, while also engaging with officials, such as representatives of the Union Attorney-General's Office and township administrators.

In addition to training, the Rule of Law Centres provide a unique platform for dialogue, allowing community members to interact in new ways.

They have generated creative ways of educating people about their rights and enhancing their ability to access justice. One example has been community theater to raise awareness of topics such as domestic violence, drug use and children's rights. This combination of entertainment and education has engaged nearly 1,000 community members so far.

In order to ensure sustainability, training of trainers courses have allowed graduates to become agents of change and scale up legal empowerment in their own communities. Twenty-one civil society organizations have been established by Rule of Law Centre graduates, replicating activities and expanding the reach of the initiative.

By the end of 2017, the reach of the Rule of Law Centres was wide – and the feedback was positive. According to an independent evaluation, 95 per cent of participants said they knew more about the law and their rights, while the same number confirmed that they use what they learned at the Centres in their daily work. In line with IDLO's Gender Strategy, more than half of the participants were women.

#### Of Centre graduates:

## 95%

*knew more about the law and their rights*

## 94.5%

*were better able to access – or to help others to access – judicial and administrative remedies*

## 91%

*changed their attitudes towards and practice of law*

## 95%

*confirmed that they use what they learned in their professions*

*"I am proud to work at the Centre because I have the opportunity to train members of the public who previously had no understanding or awareness of Rule of Law concepts."*

**King Sabail Phyo**, former trainee



©IDLO Myanmar Rule of Law Centres



# Laws and policies are fair and institutions are effective, accessible and accountable



**E**ffective, accessible and accountable institutions transform societies. They are key to securing public trust and confidence, stabilizing fragile situations and creating social cohesion. Building effective and accountable institutions is a core goal of IDLO's Strategy 2020. In 2017, IDLO developed tailored responses to improve judicial and legal capacity and strengthen the independence and integrity of institutions.

Much of its work was carried out in fragile, conflict affected contexts, and contributed to stabilizing and sustaining peace. In line with its Gender Strategy, IDLO gave particular attention to improving institutional responses to address SGBV. Increasingly, IDLO worked with both formal and informal systems to close the justice gap that poor and marginalized communities face.





Laws and policies are fair and institutions are effective, accessible and accountable

Afghanistan



Justice Training Transition Program (JTTP)  
Program Duration: 2 January 2013 - 5 February 2018  
Total Program Budget: EUR 35,046,639



Afghan Justice Institutions Strengthening Program (AJIS)  
Program Duration: 1 August 2015 - 28 February 2018  
Total Program Budget: EUR 3,000,000

Biodiversity



Capacity Building Program to Support the Implementation of the Nagoya Protocol  
Program Duration: 3 August 2015 - 31 December 2018  
Total Program Budget: EUR 956,541

Croatia



Judicial Capacity Building  
Program Duration: 29 September 2017 - 29 September 2018  
Total Program Budget: EUR 49,989

Dominican Republic & Guatemala



Strengthening Capacity on Policy and Legal Frameworks for Responsible Investment in Agriculture and Food Systems  
Program Duration: 24 November 2017 - 30 November 2018  
Total Program Budget: EUR 132,621

Kenya



Supporting the Kenya Constitutional Implementation Process  
Project Duration: 20 June 2011 - 31 December 2018  
Total Program Budget: EUR 4,473,028

Kenya



Development Engagement: Support to Human Rights, Access to Justice and Equality  
Program Duration: 1 January 2016 - 30 June 2020  
Total Program Budget: EUR 3,454,250



Supporting Commercial Justice Sector Reforms  
Program Duration: 1 July 2017 - 31 December 2019  
Total Program Budget: EUR 2,683,040



Strengthening Capacity of the Kenyan Judiciary for Efficient Electoral Disputes Resolution  
Program Duration: 1 March 2017 - 5 January 2019  
Total Program Budget: EUR 718,520



Advancing Legal Approaches to Biodiversity Mainstreaming  
Program Duration: 1 November 2016 - 31 December 2017  
Total Program Budget: EUR 128,701

Kyrgyzstan



Judicial Strengthening Program  
Project Duration: 20 September 2011 - 19 March 2018  
Total Program Budget: EUR 5,328,394



Bailiff Service Capacity Building  
Project Duration: 11 May 2017 - 4 September 2019  
Total Program Budget: EUR 398,460



Assistance to and Cooperation with the General Procuracy  
Project Duration: 14 September 2016 - 13 September 2017  
Total Program Budget: EUR 207,150



Promotion of Rule of Law  
Project Duration: 4 August 2014 - 30 January 2018  
Total Program Budget: EUR 160,971

Kyrgyzstan



Commercial Mediation  
Program Duration: 12 June 2017 - 12 June 2019  
Total Program Budget: EUR 150,000



Sustainability of Judicial Capacity Building  
Program Duration: 16 June 2015 - 15 January 2017  
Total Program Budget: EUR 74,212

Liberia



Promoting Increased Accountability for Sexual and Gender-Based Violence  
Program Duration: 28 September 2015 - 28 February 2018  
Total Program Budget: EUR 1,779,993



Strengthening the Rule of Law: Justice and Security for the Liberian People  
Project Duration: 11 September 2017 - 31 January 2018  
Total Program Budget: EUR 167,785

Mali



Strengthening the Criminal Justice Chain in the North of Mali  
Project Duration: 1 December 2015 - 31 May 2020  
Total Program Budget: EUR 4,831,245

Mexico



Strengthening Security Sector Capacity to Consolidate Criminal Justice System Reform  
Project Duration: 15 September 2017 - 14 September 2020  
Total Program Budget: EUR 15,716,895

Mongolia



Commercial Law Judicial Training - Phase II: Ensuring the Sustainability of Previous Assistance  
Project Duration: 8 August 2016 - 8 August 2018  
Total Program Budget: EUR 375,000



Combating Gender-Based Violence: Strengthening Justice Sector Capacity  
Project Duration: 25 September 2015 - 14 August 2017  
Total Program Budget: EUR 355,181



Strengthening Enforcement of Court Decisions - Bailiff Service Capacity Building (Phase II)  
Project Duration: 1 July 2015 - 28 February 2017  
Total Program Budget: EUR 339,949



Strengthening the Domestic Violence Response  
Project Duration: 4 August 2017 - 3 August 2018  
Total Program Budget: EUR 338,120

Montenegro



Capacity Building for the Montenegro Agency for the Protection of Competition  
Project Duration: 23 November 2017 - 23 November 2019  
Total Program Budget: EUR 249,939



Commercial Law Judicial Training Support (Phase III)  
Project Duration: 12 November 2015 - 1 February 2017  
Total Program Budget: EUR 115,363



Regional Forum on “Implementation of Bilateral Agreements on Mutual Legal Assistance in Criminal Matters: Direct Cooperation between the Courts”  
Project Duration: 12 June 2017 - 31 December 2017  
Total Program Budget: EUR 20,116

Philippines



**Enhancing the Institutional Capacity of Prosecutors**  
**Program Duration:** 14 September 2016 - 30 November 2017  
**Total Program Budget:** EUR 717,746



**Enhancing the Institutional Capacity of Prosecutors – Phase II**  
**Program Duration:** 29 September 2017 - 28 November 2018  
**Total Program Budget:** EUR 671,141

Rwanda



**Training Program on International Criminal Law for Rwandan Defense Lawyers**  
**Program Duration:** 1 April 2017 - 30 June 2018  
**Total Program Budget:** EUR 274,836

Somalia



**Supporting the Development and Implementation of Policies for the Return, Reintegration and Protection of Internally Displaced Persons (IDPs) and Refugees**  
**Project Duration:** 10 August 2017 - 9 August 2019  
**Total Program Budget:** EUR 2,967,280



**Capacity Building of the Financial Reporting Center (FRC)**  
**Project Duration:** 28 September 2017 - 28 December 2018  
**Total Program Budget:** EUR 828,393



**Sustainable Pathways to Peace: Countering Extremism with Social Healing and Community Based Reconciliation Ceremonies**  
**Project Duration:** 24 August 2016 - 30 September 2017  
**Total Program Budget:** EUR 762,150

Somalia



**Reforming and Modernizing the Alternative Dispute Resolution System to Enhance the Rule of Law and Access to Justice**  
**Project Duration:** 27 July 2017 - 26 January 2019  
**Total Program Budget:** EUR 699,998



**Enhancing Access to Justice through Strengthening the Capacity of the Attorney General's Office**  
**Project Duration:** 1 July 2016 - 30 June 2018  
**Total Program Budget:** EUR 501,245



**Supporting Justice Institutions to Reform the Somali Penal Code and Criminal Procedure Code, and to Review and Adopt the Counterterrorism Bill**  
**Project Duration:** 30 September 2015 - 31 December 2017  
**Total Program Budget:** EUR 403,351

South Sudan



**Strengthening Legal Education and the Judiciary**  
**Project Duration:** 9 February 2016 - 1 January 2018  
**Total Program Budget:** EUR 4,258,097



**Increasing Access to Justice for Juveniles**  
**Project Duration:** 27 September 2017 - 26 March 2019  
**Total Program Budget:** EUR 463,198

Southern & Eastern Mediterranean



**Regional Forum: Supporting the Leadership Role of Women Judges**  
**Project Duration:** 19 September 2017 - 18 September 2018  
**Total Program Budget:** EUR 93,900

Tajikistan



**Reforms on Access to Judicial Decisions**  
**Project Duration:** 15 June 2015 - 30 June 2018  
**Total Program Budget:** EUR 155,700



**Commercial Mediation: Analysis of Context, Best Practices and Recommendations**  
**Project Duration:** 26 January 2017 - 12 June 2018  
**Total Program Budget:** EUR 74,000



**Justice Sector Capacity Building**  
**Project Duration:** 4 September 2017 - 4 September 2019  
**Total Program Budget:** EUR 70,000



**Bailiff Service Capacity Building - Functional Analysis and Legislation Review**  
**Project Duration:** 3 October 2016 - 31 March 2018  
**Total Program Budget:** EUR 70,000

Tunisia



**Commercial Law Judicial Training on Intellectual Property: Training of Trainers and Mentoring**  
**Project Duration:** 25 July 2016 - 2 March 2020  
**Total Program Budget:** EUR 151,000



**Supporting Women Justice Professionals in Delivering Justice for Women**  
**Project Duration:** 9 December 2015 - 31 December 2017  
**Total Program Budget:** EUR 149,944



**Women Delivering Justice: Strengthening the Capacities of Women Justice Professionals for Gender-Responsive Justice Delivery and Policy Making**  
**Project Duration:** 15 November 2016 - 15 February 2018  
**Total Program Budget:** EUR 137,021

Ukraine



**Supporting Criminal Justice Reform**  
**Project Duration:** 12 May 2015 - 28 February 2018  
**Total Program Budget:** EUR 3,837,203



**Supporting Criminal Justice Sector Reform – Phase II**  
**Project Duration:** 31 May 2017 - 30 June 2018  
**Total Program Budget:** EUR 1,566,112



**Bailiff Service Capacity Building: Functional Analysis and Recommendations**  
**Project Duration:** 5 December 2016 - 4 December 2017  
**Total Program Budget:** EUR 70,000



**Process Consultancy Preparation for the "Integrity City" Sub-Component**  
**Project Duration:** 30 May 2017 - 9 June 2017  
**Total Program Budget:** EUR 15,873



**Transparency and Accountability in Public Administration and Services Activity (TAPAS) - Consultancy on Drafting the New Law of Ukraine “On Electronic Public Registers”**  
**Project Duration:** 25 October 2017 - 24 April 2018  
**Total Program Budget:** EUR 14,900



Institution building

KENYA: JUDICIAL TRANSFORMATION

A strong judiciary is essential for a healthy democracy and a thriving economy. It is a particular priority for Kenya, one of the economic powerhouses of East Africa. Since 2012, IDLO has been supporting the Kenyan judiciary on capacity development and technical legal assistance, as part of the implementation of Chapter 10 of the Kenyan Constitution, which sets out the role, responsibilities, competencies and structure of the judiciary. IDLO's technical assistance included support to the Judiciary

Transformation Framework, and to the Sustaining Judiciary Transformation blueprint under the Judiciary's Strategic Plan 2014–2018. Building on its previous work, in 2017 IDLO supported the Kenyan judiciary in implementing the Sustaining Judiciary Transformation 2016–2021. It focuses on enhancing service delivery by completing and consolidating previous reforms, improving the speed and quality of services, increasing efficiency and effectiveness at individual and system levels, and strengthening individual accountability for performance.

Ahead of the country's elections in 2017, IDLO supported state institutions, including the judiciary, on policy, legal and institutional reforms relating to elections and electoral dispute resolution in Kenya. Activities sought to strengthen the capacity of the relevant mechanisms for efficient electoral dispute resolution, in turn enhancing the credibility of these institutions as effective arbiters of disputes, ensuring public confidence in the judicial process and reducing the risk of political violence. In the 2017 general elections, a total of 388 cases were brought to the courts and all judgments were rendered

within the statutory deadline of six months. With a view to enhancing access to justice, IDLO supported the judiciary to focus on the demands at the "lower end of justice" and invest in rolling out alternative justice systems and expanding alternative dispute resolution mechanism and mediation processes. In 2017, IDLO's partnership with the Kenyan judiciary also prioritized public engagement, including training on communications to strengthen the judiciary's engagement with the Kenyan public, legal experts, media and civil society.

To enhance access to commercial justice, IDLO is strengthening court-annexed mediation in the Commercial and Tax Division of the Kenya High Court, with the aim of reducing the time taken to conclude matters from an average of 468 days to a maximum of 90

*"The conduct of periodic, free, fair and peaceful elections is a hallmark of our democracy."*  
David Maraga, Chief Justice of Kenya



©Flickr\_Commonwealth Secretariat\_Kenya General Elections

BEYOND ITS STRONG LINK TO THE JUDICIARY, IDLO WORKED WITH A WIDE RANGE OF KENYAN INSTITUTIONS TO SUPPORT POLICY, LEGAL AND OTHER REFORMS, INCLUDING:

- The Committee of Experts that developed the 2010 Constitution of Kenya
- The Commission for the Implementation of the Constitution from its inception to the conclusion of its mandate
- The former Ministry of Justice, National Cohesion and Constitutional Affairs
- The Office of the Attorney General and Department of Justice
- The Office of the Deputy President
- The Judiciary, namely the High Court (Family Division and Commercial and Admiralty Division); the Land and Environment Court; the Judiciary Training Institute; the National Council for Administration of Justice; and the Judiciary Committee on Elections
- The Parliament of Kenya
- The Ministry of Mining
- The National Treasury
- The Ministry of Devolution and Planning
- The Ministry of Public Service, Youth and Gender Affairs
- The Ministry of Environment and Natural Resources
- The Kenya Law Reform Commission
- The National Gender and Equality Commission
- The Kenya National Commission on Human Rights
- The county governments (through the Council of Governors, the County Attorneys Forum and the County Assemblies Forum)
- The Kenya School of Government



Checks and balances  
Parliaments and the  
independence of judiciary

**“It’s all about** building people’s confidence in the courts”, commented IDLO Director-General Irene Khan on why judicial independence matters. “People’s trust in the judiciary depends on its independence, integrity, approach, principles and ethics.”

How parliaments can help to preserve judicial independence and what the three branches of government – legislature, executive and judiciary – must do to respect the boundaries of their mandates was the subject of a high-level panel discussion in Geneva organized by IDLO in partnership with the Inter-Parliamentary Union and the Albert Hirschman Centre on Democracy at the Graduate Institute, and co-sponsored by the Permanent Missions of Italy, Japan, Mexico and the United Kingdom in Geneva.

Timed to mark the presentation of the first report by the new United Nations Special Rapporteur on Independence of Judges and Lawyers, Diego García-Sayán, the event featured Supreme

Court Justices of Uganda and Tunisia, as well as perspectives from the UK Parliament and academics in Switzerland and the United States.

The Special Rapporteur drew the connection between human rights, democracy and the rule of law, and the independence of judges and lawyers. He noted that the Council has repeatedly reaffirmed the importance of an independent judiciary, which he defined as impartiality and independence from all improper influences – whether political or economic, or extra-legal forces such as organized crime.

The separation of powers is a fundamental element of good governance and the rule of law. And while the balance of powers between the judiciary and other branches of government is inherently delicate, speakers noted the increasing threats to independent judiciaries in recent months as the political environment in some countries has become ever more polarized.

Hon. Lady Justice Prof. Lillian Tibatemwa-Ekirikubinza recalled a prominent public interest case in Uganda. A member of parliament had challenged the President’s appointment of a retired judge as interim Chief Justice, arguing that it was unconstitutional. A judicial panel reviewed the case and, in a majority ruling, put a stop to the appointment. She acknowledged that she had written the lead judgment and that many people had feared it would end her judicial career but instead, she had been promoted to the Supreme Court.

The discussion also covered the judicial selection and appointment process. In many countries, parliaments hold a measure of control over the judiciary through the selection process as well as through budgetary authority. In countries with dysfunctional legislatures and an overreaching executive, judicial appointments and confirmation processes may be unduly politicized.

*“People’s trust in the judiciary depends on its independence, integrity, approach, principles and ethics.”*

Irene Khan, IDLO Director-General

*“For many years, I have tried to invent a perfect system for the appointment of judges without political intervention. I have not been able to invent it. But transparency and public participation seem to be part of the idea.”*

Special Rapporteur Diego García-Sayán



KYRGYZSTAN:  
JUDICIAL TRANSFORMATION

**Kyrgyzstan** is enjoying a period of relative stability after political unrest, ethnic violence and conflict brought changes in leadership in 2005 and again in 2010. The current Government has a clear understanding that an improved justice system is critical for the country’s stability and social cohesion.

Since 2005, IDLO has supported justice sector reforms, initially focusing on improving the capacity and independence of the judiciary. IDLO efforts have also been directed at improving integrity and trust in the justice system. Over the years, IDLO has contributed to the adoption of key strategies and foundational laws that tackle corruption, judicial discipline and transparency.

IDLO provided key assistance that resulted in the passage of the country’s National Target Program for Development of the Judiciary 2014–2018

that resulted in a nearly threefold increase in annual budgetary allocations to the judiciary, from 0.42 per cent in 2013 to approving 1.15 per cent in 2017. That stronger financial underpinning has made possible systematic, mandatory and comprehensive training of judges and court personnel, as well as the development of a range of e-justice measures to enhance transparency and effectiveness, such as the electronic publication of judicial decisions. By the end of 2017, judges in Kyrgyzstan published more than 50 per cent of their decisions, starting from a baseline of 0 per cent in 2011, when IDLO’s program first started.

In 2017, IDLO’s work also focused on increasing public awareness of the

judiciary’s role, improving public outreach through a court TV program, and training for judges and press secretaries. These efforts were strengthened by educational campaigns, including IDLO’s successful efforts to introduce trial practice courses in universities and through IDLO support for both mock court and moot court competitions among university students.

While retaining its focus on the judiciary, IDLO now has a broader portfolio and participates in building the capacity of law enforcement bodies, non-government legal professionals and law students. IDLO also participates in efforts to create and improve the capacity of alternative dispute resolution institutions.

By the end of 2017, judges in Kyrgyzstan published more than 50% of their decisions, starting from a baseline of 0% in 2011, when IDLO’s program first started.

*“People using the Kyrgyz justice system can expect better services and more transparent procedures.”*

Konstantin Stepanov, a specialist working for the Kyrgyzstan Judiciary’s Adilet Sot IT unit



©IDLO

## Prosecuting sexual and gender-based violence

Strengthening the response to SGBV is a major priority of IDLO's Gender Strategy. Many countries have set up specialized bodies with dedicated personnel to investigate and prosecute SGBV. While such bodies can improve reporting, protection and redress for survivors, IDLO's experience has been that, to be fully effective, they need a strong mandate and the political will to implement it, along with comprehensive and sustained support for capacity development.

IDLO has found that accountability and response to SGBV improve when the link between justice, protection and support services are reinforced and well coordinated. This "broad justice chain" approach guides IDLO's response to SGBV. In 2017, IDLO worked to strengthen specialized units and the broad justice chain approach in a number of countries.

### AFGHANISTAN: ELIMINATING VIOLENCE AGAINST WOMEN

**Too many women** in Afghanistan live in fear of violence. To fight SGBV in the country, IDLO has taken a multi-pronged approach, strengthening prosecution capacity, facilitating women's shelter networks and developing a legal aid network to support survivors of violence, and strengthening coordination within and among these groups.

IDLO helped to open the first Elimination of Violence Against Women (EVAW) Unit in Kabul in 2010 and has been supporting the expansion and operation of these units ever since.

Operating within the framework of the Attorney General's Office, EVAW units have now been established in every province in Afghanistan. Each year, they handle thousands of cases of gender-based violence, including beatings, killings and acid attacks. IDLO's partnership with the Attorney

General's Office aims to raise the chances of successful prosecution of these cases. IDLO's gender justice advisers, based in the six core provinces of Badakhshan, Balkh, Bamyan, Herat, Kabul and Nangarhar, provide mentoring and support to EVAW unit prosecutors, while mobile teams offer similar services to their counterparts in other provinces. Working along the justice chain, IDLO also delivers training to other professionals in the Attorney General's Office who are instrumental to ending impunity for gender-based violence, such as injury, murder, adultery investigation, juvenile and district prosecutors.

2017 marked the expansion of an EVAW database, which had been launched with IDLO's support a year earlier. By August 2017, almost 10,000 cases from 23 of Afghanistan's 34 provinces had been entered onto the online system. Moving away from paper-based case files has allowed EVAW units to dramatically enhance their efficiency, as cases can now be easily filed, tracked and updated. The benefits have had ripple effects. The database has been a resource for other Afghan government offices and ministries, allowing them, for example, to check criminal history in the area of gender-based violence. This initiative has also had a positive impact on data collection, which should, in turn, influence public policy on gender-based violence.

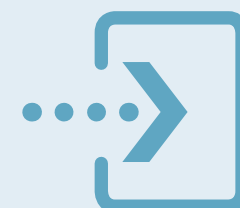


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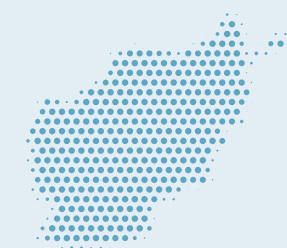
*"The database is the only source of transparent data for statistics on violence against women cases."*

**Ibrahim Khail**, Head of the AGO Policy and Planning Department

## Eliminating Violence Against Women Units



Over 10,000 cases have been entered into the system



By 2017, 23 out of 34 Afghan provinces were using the database



Data includes the number of registered cases by province, date range or crime type, as well as referral statistics to determine which government department or agency has referred what percentage of cases for prosecution



Reports also review data on the decisions made by each type of court – Primary, Appeal or Supreme



### LIBERIA: SUPPORT TO CRIMINAL COURT “E”

2017 was a period of major transition for Liberia. As the United Nation’s peacekeeping mission prepared to withdraw, the country planned for a milestone presidential election. Both national and international actors focused their attention on consolidating peace dividends and promoting development throughout the country.

Against this background, IDLO took a broad justice chain approach, reinforcing the links between key actors to address SGBV in Liberia to reduce the number of complaints being withdrawn and improve prosecution.

IDLO continued its support to Criminal Court “E” in Montserrado County, the special court established in 2008 to deal exclusively with sexual offenses and improving access to justice and protection mechanisms for survivors of SGBV. The aim of IDLO’s program was to enhance the efficiency, transparency and accountability of the court. IDLO also supported a professional advancement program for female police officers.

IDLO partnered with selected civil society organizations that provide support to survivors of SGBV, supporting routine data gathering and progression of each SGBV case from One-Stop Centers to the police, prosecutors and courts. This sensitized,

tailored approach aimed to improve access to justice and protection mechanisms for survivors along the justice chain.

The results in 2017, compared to a baseline report from 2015, were very promising. The efficiency of the Court had improved and the number of complaints going to prosecution had increased. In fact, there was a threefold increase in the number of pre-trial detainees that made their first appearance in court within a one-year timeframe. Moreover, 60 per cent of cases reported to the One-Stop Centers made it into the justice system, reflecting a 45 per cent increase compared to 2015.



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## Liberia’s Criminal Court “E”



During 2017, IDLO worked to enhance the efficiency, transparency and accountability of Court E, and improve access to justice and protection mechanisms for survivors of SGBV

### Jury management system

More than **300 lawyers and court staff** have benefitted from exposure to the new jury law and workings of the Office of Jury Management through sensitization meetings, symposiums, workshops and dialogues



### Bail and Bond Registry

**90% of SGBV pre-trial detainees** made their first appearances in court in August 2017 as compared to less than 30% pretrial detainees in the same period in the previous year. **6 cases** were disposed through regular trials, compared to the average of 2 trials per year in the period prior to IDLO's engagement with the court



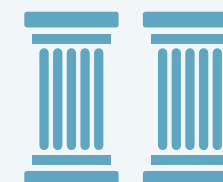
### Women in national police

**105 female officers** of the Liberia National Police benefitted from the Professional Development Fund, which included short term course studies and university education both at the undergraduate and graduate levels. **5% of beneficiaries** have been elevated to junior and senior level positions within the Liberia National Police



### Improved justice, support and protection services

**60% of SGBV cases** reported to the One Stop Centres made it into the justice system, reflecting a **45% increase rate** compared to the situation in 2015 according to IDLO's baseline study



# Strengthening the criminal justice chain

## MALI: PROMOTING LOCAL OWNERSHIP THROUGH INNOVATIVE STRATEGY

Mali is facing numerous peace and development challenges. While the 2015 peace accord ushered in hope for a new era, the country remains plagued by volatility and a climate of impunity. A stronger criminal justice chain is an essential element of the country's stabilization, particularly for people in the north of the country, who have been severely affected by violence and conflict.

In response to the need for a strengthened justice system, IDLO launched a five-year program piloting an innovative methodology – Problem-Driven Iterative Adaptation – based on promoting local solutions to local

problems and designed to ensure that institutional reform is driven and owned by the citizens who need it the most.

IDLO worked closely with the UN Mission in the country to ensure optimal coordination and outreach.

The core of the program's activities lies in its cadres de concertation, or consultations, conducted with a wide range of local actors, from police officers and judges to community leaders and members of civil society. Held in four regions across the country – Mopti, Gao, Timbuktu and Ségou – representatives from across the criminal justice chain convene once a month to identify what they see as the most pressing justice concerns. Among those identified in 2017 were the need to train judicial and police officers, to improve respect for human rights in prisons and to increase public

awareness of the criminal justice system.

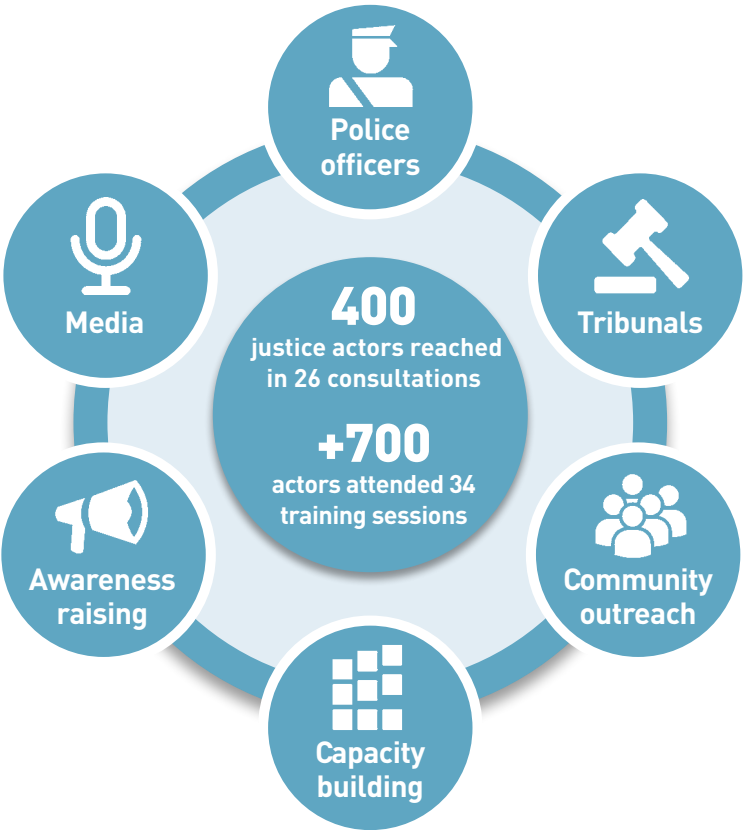
While facilitated by IDLO, the consultations have delivered effective results because the interventions and strategies conceived are driven by local knowledge. By the end of 2017, 26 consultations were held reaching almost 400 justice actors, as well as 34 training sessions reaching over 700 stakeholders. As part of the program's awareness-raising component, including through radio programs, public debates, and the dissemination of informational materials, it is estimated that over 2 million citizens were reached in 2017.

While this five-year program currently focuses on northern Mali, it has produced valuable lessons and guidance capable of informing efforts to strengthen institutions throughout the country and elsewhere.

In 2017, participants identified a range of justice issues including: training for judicial and police officers, supporting increased respect for human rights in penitentiary systems, raising awareness about legal mechanisms to promote access to justice, protecting children's rights, addressing gender-based violence and working with informal justice systems.



©Oxfam\_Mali



## SOMALIA: BRIDGING FORMAL AND INFORMAL JUSTICE

The rule of law usually evokes images of a formal legal system of courts, judges and lawyers. Yet, millions of people, especially poor people, rely on informal or customary justice because it is more accessible, affordable and familiar to them.

Attuned to local context and needs of the people, IDLO is working with both formal and informal justice systems in Somalia.

In 2017, IDLO continued to strengthen the capacity of Somali formal justice

institutions, including the Ministry of Justice, the Attorney General's Office and the Office of the Prime Minister. The main focus was on administration of criminal justice, including complex crimes such as money laundering and terrorist financing, in line with Somali laws and international standards.

At the same time, IDLO brought an innovative element to its capacity-building work by linking it to Somalia's traditional dispute resolution and customary justice system (Xeer).

IDLO worked closely with the Somali Government to develop a comprehensive

traditional dispute resolution policy. This partnership then led to the establishment of new units for traditional dispute resolution.

Highlighting the role of informal justice in Somalia's stabilization process, the program expanded to support traditional "forgiveness ceremonies", which offer a peaceful way for disengaged combatants to re-join their communities and contribute to economic life.

Conscious of the associated risks, IDLO's capacity-building efforts also focused on curbing practices that breach human rights principles.



©UN Photo\_Stuart Price\_Somali

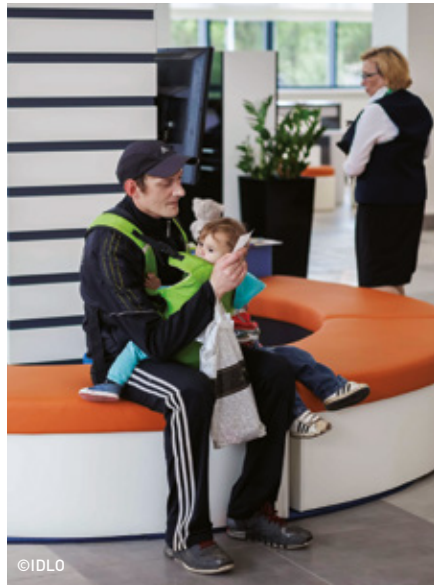


Bribery and corruption further marginalize poor people and prevent them from accessing resources and services. They compromise sustainable economic growth. By increasing transaction costs as well as the risks of financial crimes and illicit transfer of funds, they deter investment. Through multifaceted approaches, including institution-building, civil society engagement and promotion of technology, in 2017 IDLO sought to strengthen the transparency and integrity of institutions.

**UKRAINE: SERVING THE PUBLIC AND BUILDING TRUST**

If people are to have trust in institutions, their needs must be met – in as transparent and efficient a way possible. That is why the Public Service Centers in Ukraine are so crucial, and why IDLO, along with its partners, is supporting them.

These Centers act as one-stop shops, offering a wide range of public services. Ukrainian citizens can launch companies, transfer real estate ownership, request birth and death certificates, obtain passports, national ID cards, permits and licenses, register marriages, and access social services, such as pensions, subsidies and financial aid.



Following positive results from the Centers established with IDLO's help in Odessa and Mariupol, 2017 saw IDLO contributing to the opening of a new Center in Kharkiv, Ukraine's second-largest city. The Kharkiv Center is the first regional hub available to the entire population of 2.7 million in the Kharkiv region, as well as other citizens of Ukraine. On average, the Centers respond to about 200 people a day, while the Kharkiv Center has the capacity to receive significantly more – around 2,000 visitors a day.

In 2017, IDLO was heavily involved in planning the Centers, including drawing up conceptual blueprints. It provided legal support, technical guidance and training both for the Centers' establishment and their daily operations.

Not only have the Public Service Centers made a difference to the lives of Ukrainians, they have also had an impact at a broader level. As part of Ukraine's decentralization process, local governments have been granted more authority and financial independence.

The delivery of transparent public services helps to build public trust in local governments, and allows Ukrainian citizens to see that positive change is, indeed, taking place. Moreover, the establishment of several smaller Centers in the Donetsk region has helped to return services to a community that has been deeply impacted by violence and conflict and among others, better address the legal and social needs of internally displaced persons. On a regional level, the biometric passport services offered by some of the Centers is expected to aid the introduction of unified biometric controls on Ukraine's borders with the European Union – set for roll-out in 2018 – which will, in turn, benefit Ukraine's security and wider regional integration.

As a regional hub serving Ukraine's second-largest city, the Kharkiv Public Service Center has the capacity to receive over **2,000 visitors a day**

*“You will no longer have to walk around in circles; here, you will be able to receive more than 450 services in one place. Without long queues, many customer-friendly services will be provided, including biometric passports.”*

Ukraine's President **Petro Poroshenko**, at the opening of a Regional Service Center, supported by IDLO and other partners

**Ukraine's Public Service Centers:**  
A one-stop shop

**IDLO cooperated** with the Kharkiv Regional State Administration and Kharkiv City Administration to open a Public Service Center in Ukraine's second-largest city.



The Center is the first to operate as a regional structure and acts as a **one-stop shop** to provide services to the **2.7 million** people in the region, as well as other citizens of Ukraine



Provides over **450 administrative and social services**



The Center can receive over **2,000 citizens daily**, with the aim to strengthen the relationship between citizens and state institutions through **corruption-free** public services



## Economic development

Predictable, fair and effective legal systems are essential for trade, investment and economic growth. Under a partnership agreement signed with EBRD in 2017, IDLO expanded its work in 10 countries in Eastern Europe, Central Asia and the Middle East and North Africa to improve judicial knowledge on commercial law, enforcement of judgments and alternative dispute resolution mechanisms to create investor confidence.

### EASTERN EUROPE AND CENTRAL ASIA: BUILDING JUDICIAL CAPACITY

IDLO is promoting sustainable economic development in Eastern Europe and Central Asia by building judicial capacity, improving mediation and alternative dispute resolution mechanisms for commercial disputes, and strengthening commercial law.

Despite the progress achieved by the judicial system of the Kyrgyz Republic in improving its commercial law capacity, enforcement of judicial decisions remains a problem. In 2017, IDLO began implementing a program to improve the legal preparedness

among bailiffs to effectively enforce judicial decisions pertaining to commercial disputes.

As part of its work to help Montenegro's justice professionals deal independently and more effectively with commercial law issues, IDLO has been supporting the judiciary in ensuring rule of law reforms are successful and in expanding the use of alternative dispute resolution mechanisms.

In Tajikistan, IDLO is working to introduce, promote and facilitate the use of commercial mediation, with the aim of establishing alternative dispute resolution mechanisms as the norm for business matters and improve the investment climate in the country.

Marking its first intervention in Croatia, in 2017 IDLO facilitated substantive exchanges between judges from commercial courts to address the challenges and best practices relating to insolvency, with the aim of identifying existing issues within the legal framework and building the capacity of judges to handle commercial cases. The program themes ranged from creditor's rights, bankruptcy and land registry, to the role of financial agencies in pre-bankruptcy and bankruptcy proceedings, and the rights of secured guarantors.

In addition to this country-based work, IDLO promoted sub-regional judicial cooperation in the Western Balkans to support the Berlin Process.

*“The main beneficiaries of this closer cooperation between the EBRD and IDLO will be our countries, which will gain access to highly qualified technical assistance, and this will have a positive impact on their investment climate.”*

**Marie-Anne Birken**, EBRD General Counsel, on the signing of a Memorandum of Understanding and a framework agreement for cooperation with IDLO in June, 2017.



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# Governance



©IDLO

**IDLO was established** as an intergovernmental organization in 1998 through an international treaty – the Agreement for the Establishment of the International Development Law Organization.

IDLO is governed by the Assembly of Parties, composed of representatives of all IDLO Member Parties, which determines the organization’s policies and oversees the work of the Director-General.

The Assembly of Parties convenes annually in Rome. Member Parties elect a President and a Vice-President for a three-year term. As host country of the Organization’s headquarters in Rome, Italy is Vice-President ex officio.

The Assembly also elects a Standing Committee and an Audit and Finance Committee from among the Member Parties. The Standing Committee reports to the Assembly of Parties and provides appropriate oversight of the Organization on behalf of the Member Parties between sessions of the Assembly, including monitoring the proper implementation of the budget, management plan, strategic plan, and review and approval of the external audit reports and financial statements.

The Audit and Finance Committee assists the Assembly of Parties, through the Standing Committee, in their financial oversight responsibilities, including approval of the annual budget, audit and compliance, and effective and efficient financial performance of IDLO.

## Member Parties

As of November 2017

- |   |   |
|---|---|
|  Afghanistan   |  Mozambique    |
|  Australia     |  Netherlands   |
|  Austria       |  Norway        |
|  Bulgaria      |  OFID          |
|  Burkina Faso  |  Pakistan      |
|  China        |  Paraguay     |
|  Ecuador     |  Peru        |
|  Egypt       |  Philippines |
|  El Salvador |  Romania     |
|  France      |  Senegal     |
|  Honduras    |  Sudan       |
|  Italy       |  Sweden      |
|  Jordan      |  Tunisia     |
|  Kenya       |  Turkey      |
|  Kuwait      |  USA         |
|  Mali        |  Viet Nam    |
|  Mongolia    |   |



Membership  
and governance  
reform

IDLO has enjoyed healthy membership growth in recent years. In 2012, IDLO's membership stood at 26; at the end of 2017 it was 33. IDLO welcomed Sweden and Mali as Member Parties at the annual meeting of the Assembly of Parties in November 2017, while Montenegro's accession process was initiated in 2017, pending approval by its Parliament.

At its November 2017 annual meeting, the Assembly of Parties amended IDLO's Establishment Agreement, clarifying the roles and responsibilities of the Board of Advisers, strengthening and enlarging membership of the Standing Committee






and encouraging Member Parties to support IDLO financially in accordance with their capacity. The reform proposals were submitted to the Assembly by the Standing Committee following consultations with all Member Parties.

The 2017 Assembly elected the United States of America and Mozambique as President and Vice-President respectively of the Assembly of Parties for a period of three years. The Assembly also elected Kuwait, Peru and Ecuador as new ad hoc members of the Standing Committee and re-elected Egypt to the Audit and Finance Committee for a period of two years.



Standing Committee








Up to November 2017

-  **Kuwait**  
President
-  **USA**  
Vice-President
-  **Italy**  
Vice-President *ex officio*
-  **Netherlands**
-  **Pakistan**

Chair of the Board of Advisers






Vice-Chair of the Board of Advisers

As of November 2017






-  **USA**  
President
-  **Mozambique**  
Vice-President
-  **Italy**  
Vice-President *ex officio*
-  **Ecuador**
-  **Kuwait**
-  **Pakistan**
-  **Peru**

Audit and Finance Committee

Up to November 2017

-  **Italy**  
Chair
-  **Egypt**
-  **Peru**
-  **Turkey**
-  **USA**

As of November 2017

-  **Italy**  
Chair
-  **Egypt**
-  **Peru**
-  **Turkey**
-  **USA**

Board of Advisers

The Board of Advisers provides expert advice to the Assembly, the Standing Committee, and the Director-General. Members of the Board, who are elected by the Assembly of Parties, serve as independent experts with competencies on rule of law and development.

**H.E. Ertuğrul Apakan**  
Ambassador, Former Permanent Representative of Turkey to the United Nations

**Dr. Soukeina Bouraoui**  
Executive Director, Center of Arab Women for Training and Research, Tunisia

**Prof. Cristiana Carletti**  
Associate Professor of Public International Law, University Roma Tre - Faculty/Department of Political Science, Rome, Italy

**Mr. Hassan Cisse**  
Former Director, Governance and Inclusive Institutions, Governance Global Practice, World Bank, USA

**Prof. Stefan Hammer**  
Professor of Public Law and Legal Philosophy, University of Vienna, Vienna, Austria

**Prof. Patricia G. Kameri-Mbote**  
Professor of Law, School of Law, University of Nairobi, Nairobi, Kenya

**Ms. Hongxia Liu**  
Chief Operating Officer (COO) and Associate Vice Chancellor, New York University, Shanghai, China [Vice-Chair]

**Prof. Makau W. Mutua**  
SUNY Distinguished Professor, Floyd H. & Hilda L. Hurst Faculty Scholar, Buffalo Law School, The State University of New York, Buffalo, NY, USA [Chair]

**Mr. Daniel Rowland**  
Law and Development Advisor, University of Sydney, Sydney, Australia

**Dr. Hanno Scheuch**  
Senior Counsel, OPEC Fund for International Development, Vienna, Austria



# Management and Finance



## Management

**Strategy 2020** requires IDLO to invest in its own capacities, people and resources to achieve the results it seeks. In 2017, IDLO completed an ambitious agenda of institutional changes, the “Continuous Improvement Plan”, initiated during the previous strategic cycle. It also launched new reforms to seek new opportunities and manage anticipated growth.

The most significant management reform of 2017 was the adoption of a New Employment Model (NEM) and Rules. Developed through extensive consultations across the organization, the NEM creates the basis for a high-performing, diverse and field-oriented workforce to meet the needs of a dynamic and growing organization. A phased roll out of the NEM started in 2017.

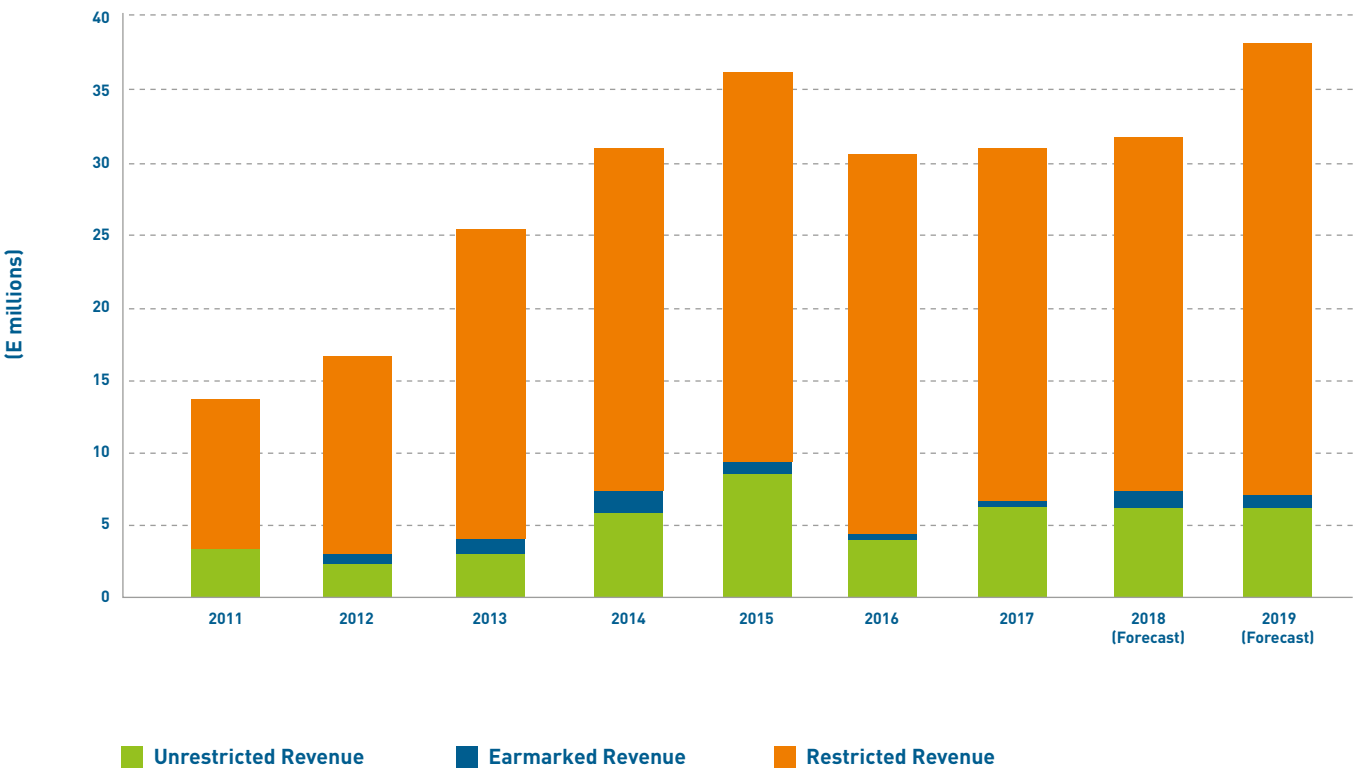
IDLO also launched important initiatives to systematically improve the quality of its programs and strengthen organizational learning. It launched an e-learning system for its employees. Financial transparency and accountability was enhanced with the adoption of IDLO’s first fully output-based annual budget.

## Finance

**In 2017, IDLO generated** unrestricted, soft-earmarked and program revenue from four Member Parties, and 15 other sovereign donors, private, and multilateral organizations, including the United Nations. IDLO appreciates the generosity of its financial partners, especially those providing significant unrestricted and soft-earmarked funding.

IDLO adopted a new resource mobilization strategy in 2017 to increase the quality and sustainability of funding and diversify the donor base. As part of these efforts, in 2017, IDLO launched various initiatives to strengthen donor relations, reach out to potential new financial partners and develop new opportunities for programming. Thanks to the concerted efforts of all IDLO offices and support from Headquarters, the Organization’s funding situation improved from 2016 to 2017, with a number of new contributions and confirmation of current levels of support, as well as improved prospects for future funding.

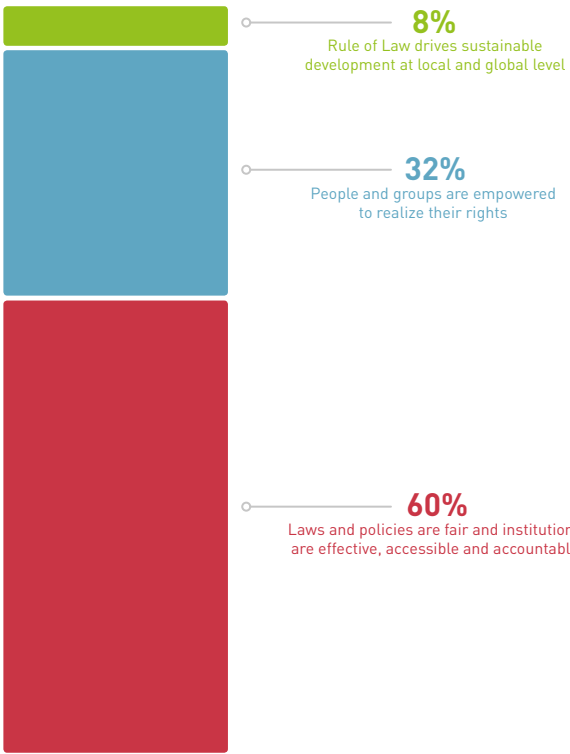
Revenue 2011 – 2019 (f) (million euro)  
Graph 1



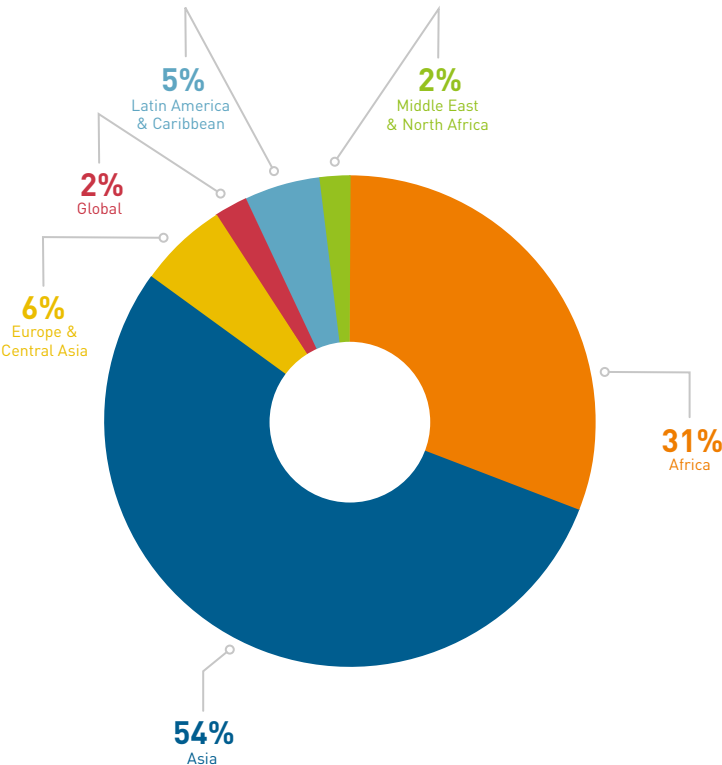
In 2017, IDLO's financial partners were:

- Governments of:**
- China
  - Denmark
  - Germany
  - Italy
  - Netherlands
  - Sweden
  - United Kingdom
  - United States of America
- Other partners:**
- Bill and Melinda Gates Foundation
  - British Council
  - East Europe Foundation (EEF)
  - European Bank for Reconstruction and Development (EBRD)
  - European Union/European Commission
  - FAO
  - Ford Foundation
  - Search for Common Ground (SFCG)
  - Stichting ZOA
  - SwedBio Stockholm Resilience Centre
  - The Netherlands Institute of International Relations "Clingendael"
  - UN Convention on Biological Diversity (UN CDB)
  - UNAIDS
  - United Nations Development Programme (UNDP)
  - ViiV Healthcare

Program implementation by Strategy 2020 goals  
Graph 2



Program revenue by region - 2017  
Graph 3  
100% = 24,602,886 euro



## Footnotes

Unless otherwise specified, all statistics are IDLO-sourced

1. Paula Tavares and Quentin Wodon, Ending Violence Against Women and Girls: Global and Regional Trends in Women's Legal Protection Against Domestic Violence and Sexual Harassment (World Bank, 2018), <http://pubdocs.worldbank.org/en/679221517425064052/EndingViolenceAgainstWomenandGirls-GBV-Laws-Feb2018.pdf>
2. 2017 Report of the National Committee for the Prevention of Torture (CONAPREV, 2017)
3. Situation analysis of San Pedro Sula (UNICEF, 2017)



2017 releases



**Women, food, land**  
Exploring rule of law linkages using law to strengthen food security and land rights for women



**Transition and continuing professional development in Afghanistan and beyond**  
Ten lessons from IDLO's justice training transition program experience

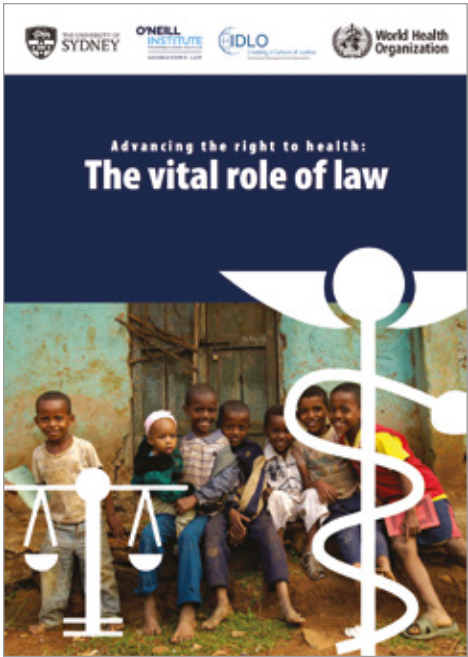


**Equal rights, equal treatment, ending AIDS**  
Strengthening and expanding HIV-related legal services and rights (Arabic, English, French)



**Avoiding violence and enhancing legitimacy**  
Judicial preparedness for handling electoral disputes in Kenya and beyond

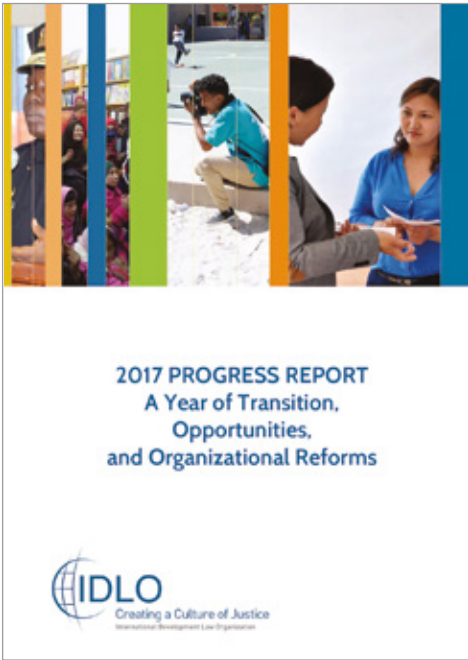




Advancing the right to health  
The vital role of law



IDLO in 2017  
Highlights



IDLO Progress Report 2017



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Creating a Culture of Justice  
International Development Law Organization