

ANNUAL REPORT 2018



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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

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Irene Khan

IDLO Director-General

Dear friends,

In 1988, eight countries came together to convert a small training institute in Rome into an intergovernmental organization with a mandate to build the legal capacity in developing countries. Three decades on, in 2018, as the world's only intergovernmental organization exclusively devoted to advancing the rule of law and sustainable development, IDLO is a forceful voice for justice and the rule of law on the international stage.

Our flourishing global footprint is marked by our enduring tradition and experience of cultivating champions of justice around the world. Our portfolio for capacity development, technical legal assistance, research and policy advocacy is thematically strong and geographically diverse. Our political and financial support has grown significantly.

We work against a backdrop of somber realities, as rising inequalities, climate change, migration, rising authoritarian trends, conflict and fragility threaten peace, justice and sustainable development. For many women and girls, marginalized groups and people living in poverty, the justice gap is staggeringly wide.

IDLO draws strength from the 2030 Agenda for Sustainable Development which recognizes the power of the rule of law and access to justice to bring about transformative change, leaving no one behind. Goal 16 of the Agenda is the most visible acknowledgement of access to justice and the rule of law as an enabler and outcome of sustainable development. A north star for the peace and justice community, the three pillars of SDG 16 – peaceful, inclusive societies; access to justice; and effective, accountable institutions – are

mutually reinforcing and together constitute a critical link in the sustainable development chain.

Strategy 2020 – IDLO’s Strategic Plan 2017-2020 – is anchored in the notion that the rule of law must drive sustainable development at local and global levels. IDLO’s 2018 Annual Report outlines how we pursued our mandate in the past year, and through our programs, research and policy advocacy contributed to the implementation of the 2030 Agenda.

Our first strand of work aims to ensure people and groups are empowered to realize their rights. Through legal empowerment strategies, awareness-raising initiatives, and direct support to community organizations in countries as diverse as Myanmar and Uganda, IDLO’s programs empowered women, poor and marginalized groups to access justice.

Strengthening relationships between civil society, state institutions, and the communities they serve is fundamental for building public trust in the justice system. In 2018, IDLO partnered with a broad sector of civil society in a number of countries to strengthen their capacity to provide legal aid and legal services.

Our second area of work focuses on building more effective, accessible and accountable justice institutions. The majority of our institution-building work is carried out in fragile, conflict-affected contexts and contributes to stabilization and peacebuilding efforts by addressing root causes of insecurity. Criminal justice has become an area of specialization over the years. In 2018, we expanded the range of actors we support through a substantial multi-year program for police professionalization in Mexico. Using highly participative innovative methodologies in Mali we broke new ground to enhance local ownership and public trust in a fragile context. Through commercial law reforms, and judicial and legal capacity-building, IDLO helped to promote economic development in Eastern Europe and the Mediterranean.

Justice for Women is woven through the fabric of IDLO’s work. As IDLO’s first female Director-General, I took great pride in launching IDLO’s first Gender Strategy three years ago. Thanks to effective programs and policy advocacy and by magnifying our efforts through strategic partnerships, IDLO is recognized today as a leading voice on justice for women. IDLO advances the human rights of women and

girls both through empowerment as well as institution-building initiatives. While most of our gender programs focused on the elimination of sexual and gender-based violence, we are also increasingly working to empower women to access their social and economic rights, including access to healthcare, land and economic opportunity. In 2018 we began an internal review of our work to take stock of progress and prepare a revised Gender Strategy for 2019-2020, building on the lessons learned and achievements of the first strategy.

During 2018, we enhanced our engagement with customary and informal justice systems as they are the most common means through which most people, in particular the poorest and most vulnerable, seek to settle their claims. By strengthening the linkages between informal mechanisms and formal institutions, our programs in Kenya and Somalia sought to promote fair outcomes for justice seekers. Recognizing the vital pathways to justice that community-based systems can provide, we revitalized our research and policy dialogue with key stakeholders.

Contributing to global, regional and national policy dialogues relevant to the rule of law is a crucial means of advancing our mandate. In 2018, we made significant strides that have helped position IDLO as a credible advocate and thought leader in the policy arena. Our advocacy, most significantly for SDG 16, prepared the ground for our contribution to the review of Goal 16 at the High-level Political Forum and the SDG Summit in 2019.

IDLO needs no reminder that billions of people around the world lack meaningful access to justice. Yet there are signs for hope in the growing demands for justice around the world and the international coalition that is mobilizing around them.

Rooting sustainable development in a culture of justice and inclusion makes the world fairer, more inclusive and safer. This is our aspiration.

Thanks to the invaluable support of our partners and the dedication of colleagues, IDLO is well positioned and committed to continue to do its part as we look forward to the challenges and opportunities that lie ahead in the coming year.



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.



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.



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.



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.



Context specific

We will 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.



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.



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.



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).



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

2018 marked the mid-point of Strategy 2020, IDLO's four-year Strategic Plan

Inspired by the 2030 Agenda for Sustainable Development, in particular Sustainable Development Goal (SDG) 16, Strategy 2020 is premised on a vision of the rule of law that embodies substantive justice, as well as procedural fairness, upholding human rights and good governance.

It places a strong emphasis on developing peaceful, just and inclusive societies by building effective and accountable institutions and ensuring access to justice, especially for those who are farthest behind.

IDLO believes that creating a culture of justice requires both state institutions that are well functioning, honest and accountable, as well as citizens who are aware of their rights and empowered to claim them. While effective institutions are key to providing justice, they function best when there is an empowered citizenry to hold them to account.

Moreover, it is through the efforts of informed citizens that political will is often mobilized to generate institutional change.

In essence, it represents IDLO's "top-down, bottom-up" approach to 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 focuses IDLO's work on enhancing the capacity, integrity and responsiveness of institutions to the people they are meant to serve, promoting fair and effective laws, and empowering justice seekers by supporting civil society and community-based organizations to strengthen rights awareness, legal literacy, legal aid and other legal services.

Furthermore, it calls on IDLO to champion the rule of law and access to justice through research and advocacy at global and national levels and, working in close cooperation with other partners, generate political will for policy change.

Gender equality is both a cross-cutting objective in all of IDLO's work, including its programs and organizational policies, and the focus of distinct programming, research and advocacy to advance the rights of women and girls.

An accompanying agenda for organizational reforms is part of Strategy 2020 to enhance IDLO's capacity, effectiveness and efficiency.



Find out more

STRATEGY 2020



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

CCG

Cross-cutting goal: Rule of law driven

G1

People and groups are empowered to realize their rights

AG1

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

AG2

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

AG3

Engage v justice address ju needs hum

C1

Enhance program innovation & quality

C2

Assess & communicate impact

C3

Streng develop ad

P1

Encourage learning & knowledge management

P2

Strengthen institutional core competencies

R1

Revitalize resource mobilization

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.

EQUALITY AND INCLUSION

es sustainable development at local & global levels

G2

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

AG3

with informal systems to justice seekers' in line with an rights

AG4

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

AG5

Support legal & judicial actors to promote economic opportunity & sustainability

AG6

Champion rule of law with decision makers to mobilize political will

C3

then policy pment and vovacy

C4

Promote strategic partnerships

C5

Broaden political & financial support

C6

Enhance accountability & transparency

P3

Build engaged, diverse & field-oriented work force

P4

Establish effective field presence & networked organization

P5

Strengthen internal & external communications

R2

Shift to multi-year planning

R3

Update processes & ICT systems

2018 at a glance

Global

Biodiversity
Gender
Health: NCDs
Investment Support for LDCs
Knowledge Platform
Security and Rule of Law

The Hague

New York

Americas

Dominican Republic
Guatemala
Honduras ■
Mexico ■

KEY

- IDLO Headquarters
- IDLO Branch/Liaison Offices
- IDLO Country Offices

Eastern Europe and Central Asia

Armenia

Bulgaria

Croatia

Kyrgyzstan ■

Moldova

Mongolia ■

Montenegro

Romania

Tajikistan ■

Ukraine ■

■ Geneva

■ Rome

Middle East and North Africa

Jordan

Tunisia ■

Yemen

Asia

Afghanistan ■

Indonesia ■

Myanmar ■

Philippines ■

Sub-Saharan Africa

Burundi

Kenya ■

Liberia ■

Mali ■

Rwanda

Somalia ■

South Sudan

Tanzania

Uganda ■

Empowerment and access to justice

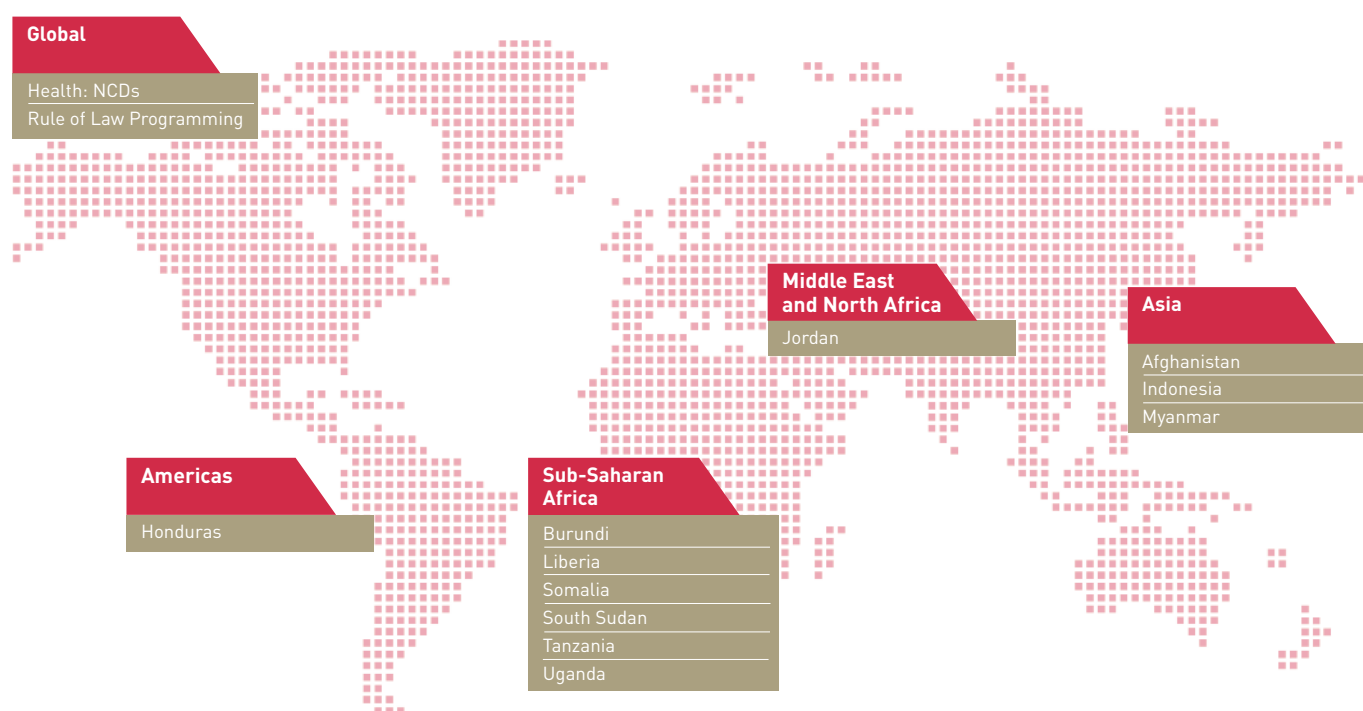


Access to justice is premised on people having the capacity to claim their rights effectively. IDLO's programs contribute to empowering people with the knowledge, confidence, tools and skills to realize their rights. By directly supporting organizations that provide legal services, which include information, counselling, legal advice and representation, as well as easily accessible dispute resolution mechanisms, IDLO also provides an empowering pathway for poor and marginalized groups and individuals to claim their rights and seek accountability and redress.

Women and girls face challenges in accessing justice whether in formal or customary and informal systems. Even when they are able to access justice, the outcomes they achieve

often fall below international standards or constitutional guarantees of equality because of discrimination in law or practice, or because legal and justice actors are not sensitive to the particular needs of women and girls. Addressing the justice gaps of women and girls and promoting gender equality are major priorities of IDLO.

In 2018, IDLO supported organizations that provided legal aid and legal services to justice seekers, facilitated civil society networks and promoted innovative ways of building local capacity and collaboration among legal service providers, local government institutions and groups representing justice seekers. Examples include programs and projects in Honduras, Indonesia, Uganda and Tanzania.



Empowerment and access to justice

Afghanistan



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

Health



Building the Capacity for Regulatory and Fiscal Measures to Address Unhealthy Diets, Physical Inactivity and Non- Communicable Diseases (NCDs) - Inception Meeting

Program Duration: 1 January 2018 – 30 June 2018

Total Program Budget: EUR 42,650

Honduras



Reducing Homicide through Access to Justice

Program Duration: 21 July 2015 – 12 September 2020

Total Program Budget: EUR 6,500,437

Indonesia



Indonesia-Netherlands Rule of Law Fund

Program Duration: 3 November 2014 – 31 December 2019

Total Program Budget: EUR 7,500,000

Jordan



Women Entrepreneurs' Access to Justice

Project Duration: 23 March 2017 – 30 April 2019

Total Program Budget: EUR 200,000

Liberia



Promoting Increased Accountability for Sexual and Gender-Based Violence

Project Duration: 28 September 2015 – 31 December 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 March 2018

Total Program Budget: EUR 167,785

Myanmar



Phase III of the Rule of Law Centres Initiative

Program Duration: 1 January 2018 – 30 June 2019

Total Program Budget: EUR 1,617,267



MyJustice: Strengthening Local Capacities for Improved Access to Justice for Women

Program Duration: 1 February 2018 – 31 May 2019

Total Program Budget: EUR 399,298



Rule of Law Centres Programme in Rakhine

Program Duration: 1 September 2018 – 30 June 2019

Total Program Budget: EUR 381,956

Rule of Law Programming



A Strategic Investment in Rule of Law Programming

Program Duration: 1 January 2018 – 31 March 2019

Total Program Budget: EUR 1,320,755

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



Sustainable Pathways to Peace: Countering Violent Extremism through Improved Community Reconciliation

Program Duration: 25 September 2018 – 25 December 2019

Total Program Budget: EUR 1,507,450

South Sudan



Facilitating Access to Justice

Program Duration: 1 October 2016 – 31 May 2018

Total Program Budget: EUR 1,303,629

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

Uganda



Inception Phase of the Community Justice Program (CJP)

Project Duration: 15 September 2017 – 30 November 2018

Total Program Budget: EUR 448,535



Community Justice Program (CJP) in Uganda 2018-2023

Project Duration: 1 December 2018 – 30 November 2023

Total Program Budget: EUR 14,819,253

Reducing homicide and violence through empowerment

HONDURAS

Despite remarkable progress in recent years, the challenge of reducing murder and crime rates in Honduras remains stark, particularly in municipalities like San Pedro Sula, one of the most dangerous cities in the world. For the men, women and children who live in the poorest neighborhoods, violence, including high incidences of gender-based and domestic violence, is part of their daily lives. IDLO is working to strengthen access to justice for women, children and other victims of domestic and intra-familial violence in target neighborhoods of the city.

56.2/100,000

Though improving, at 56.2 per 100,000 inhabitants, the murder rate in San Pedro Sula is still higher than the national average

58%

58% of sexual crimes in Honduras evaluated by forensic medicine in 2017 affected girls between the ages of 10 and 19¹

By working closely with organizations on the ground, gaining deep knowledge of the local context and building trust, IDLO has become a credible partner in Honduras. IDLO has achieved significant changes in domestic public policy by supporting inclusive, multi-stakeholder approaches to developing and implementing legislation and public policy.

In 2018, following extensive consultations, IDLO facilitated the approval and implementation of the Municipal Policy for Children and Adolescents. Together with the Model for a Municipal Response to Violence in San Pedro Sula, which was set up in 2017, municipalities are now better able to plan, budget and provide basic support services to survivors of gender-based, domestic and intra-familial violence.

Moreover, working together with local partner organizations, including the Catholic Church and the National Penitentiary Institute, IDLO helped to develop a manual on designing programs for people who are incarcerated. The manual aims to improve access to justice for offenders in the Honduran penal system, especially in 25 prisons, who suffer from a lack of support services,

overcrowding and inadequate rehabilitation. The manual will be used by committees tasked with developing and overseeing prisoners' rehabilitation plans.

The Manual plays a crucial role also in increasing prisoners' own awareness of the procedures. More broadly, it is hoped that this awareness will, in turn, increase prisoners' trust in the justice system.

“We want to deliver a message that Chamelecón represents more than [the] bad images [that] many think about. Not only bad people live here... Our photographs reflect a lot of people wanting to move forward.”

Jefferson Masaya, photography course participant

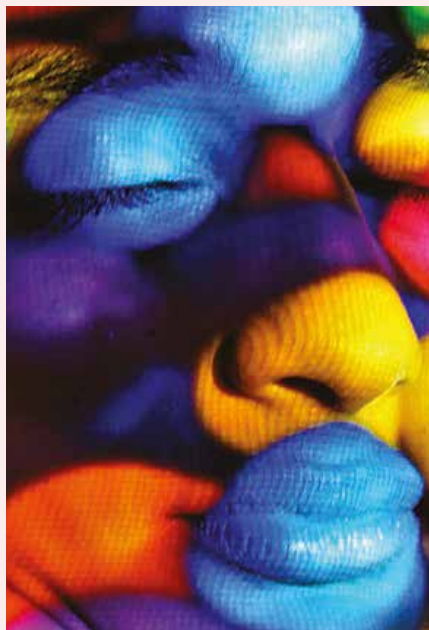
PIXELS OF LIFE

IDLO has supported an innovative photography project for young people as part of its awareness-raising initiatives on access to justice.

A history of violence has left deep scars on the social fabric of San Pedro Sula's Chamelecón neighborhood. The photography project, “Píxeles de VidaHN” or “Pixels of Life”, has trained young people in the area, helping them to discover their potential and make their voices heard. Despite growing up in an environment marked by violence, the students use photography to share their hopes for a better life for the whole community.

Photographs taken by project participants were displayed at an exhibition in San Pedro Sula and at the Museum for National Identity in the Honduran capital, Tegucigalpa, from 21 February to 18 March 2018.

All photos: ©IDLO_Honduras



Ensuring accessible, quality and sustainable justice services for citizens

UGANDA

While Uganda's justice institutions have undergone significant improvements, long processing times, high costs, corruption and hierarchical structures deter people living in poverty, women and marginalized groups from seeking justice. The state does not provide legal aid except in very limited circumstances, and the demand for legal services far outstrips what is available from non-governmental sources. Most people, particularly in rural areas, resort to informal systems of dispute resolution which do not always guarantee impartiality or equal treatment, and often lack capacity, skills and resources to provide acceptable standards of justice.

After a year's consultation and engagement with local stakeholders and the state-coordinated Justice, Law and Order Sector (JLOS), in late 2018, IDLO initiated the Community Justice Program to support the efforts of Ugandan institutions and civil society to provide accessible, good quality justice services for citizens in ways that can be sustained over time. IDLO's work focuses on enhancing the capacity of civil society organizations as well as institutions within JLOS at the community level. The aim is to ensure that the most vulnerable and marginalized justice seekers can obtain counselling, legal advice and representation, as well as access to informal mediation and other justice services. As a first step, in 2018 IDLO worked with JLOS to produce a directory of service providers, which will enable local communities to obtain legal aid and legal information.

5%

Less than 5% of dispute resolution in Uganda takes place in a court of law, and in less than 1% of the cases is a lawyer involved²

15 months

15 months is the average time it takes for a land dispute case to be adjudicated in Uganda's civil courts³

IDLO's work in Uganda began in 2017, engaging with JLOS and relevant civil society groups to develop a framework for partnership with both state and non-state actors. This ensured endorsement and buy-in from key actors for collaborative program delivery and community-based engagement. This consultative approach is particularly relevant in encouraging community-based efforts to help justice seekers to claim their basic rights, resolve grievances in an equitable manner and obtain remedies through formal and informal justice mechanisms.

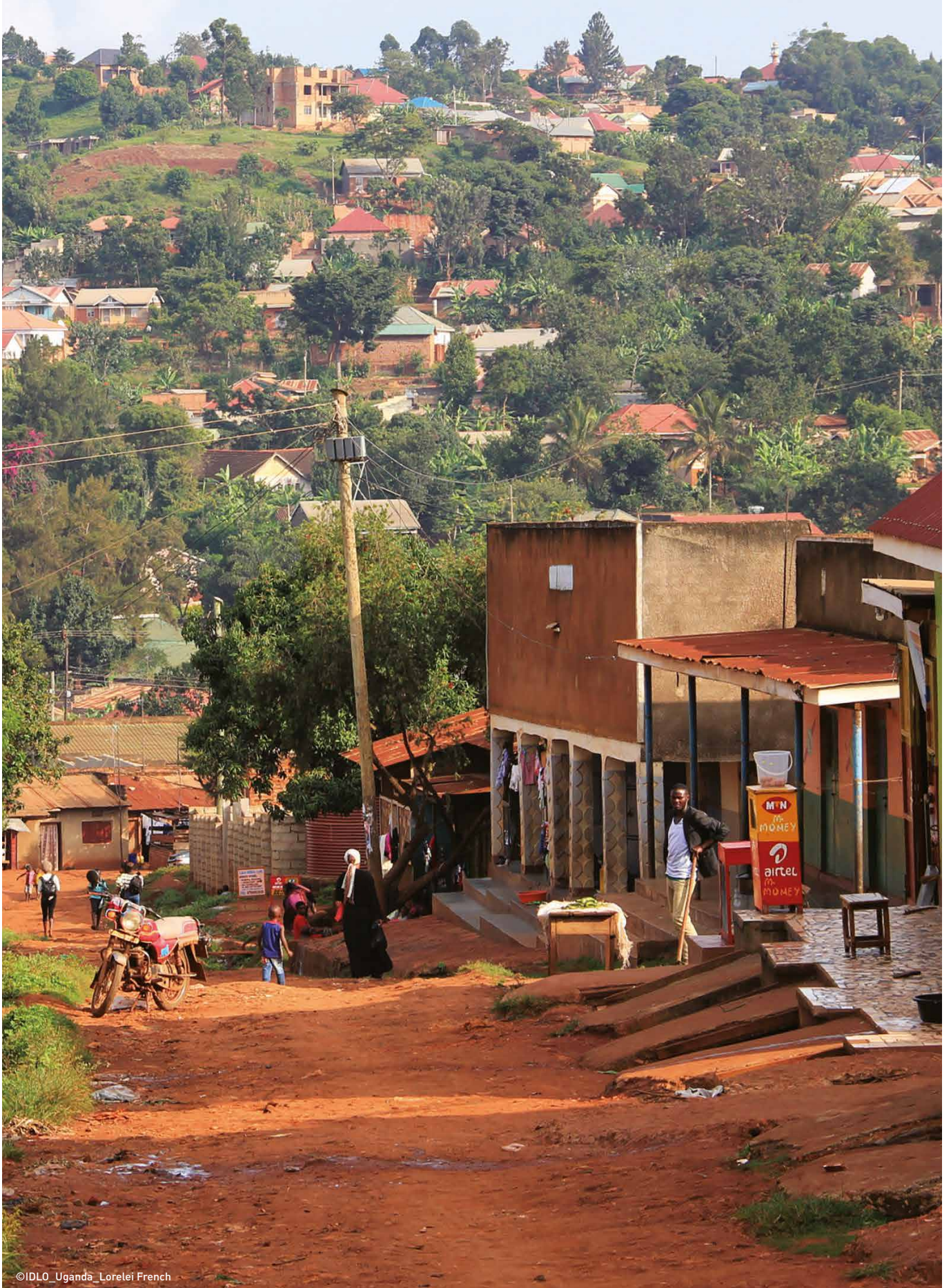
Women in particular face an uphill battle when seeking justice on land

and property matters or with regard to sexual crimes. In 2018, IDLO conducted a gender assessment of JLOS in order

to strengthen the capacity of institutions that support women and girls to seek justice at the community level.



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Improving access to justice by empowering civil society

INDONESIA

Indonesia has experienced remarkable political and socioeconomic progress, resulting in significant improvements in standards of living and access to basic services. However, considerable challenges remain as the country seeks to reduce poverty, eradicate corruption, ensure equal access to justice, protect the rights of citizens and abolish discrimination against marginalized groups. Environmental degradation and pollution limits Indonesia's ability to realize its full potential and capitalize on its extensive natural resources, and vulnerable groups and populations in underserved regions still have limited access to social services and legal aid. This situation is compounded by conflicting laws and regulations at national and local levels.

Since 2015, IDLO has managed the Indonesia–Netherlands Rule of Law Fund, which provides support to develop effective, accountable and inclusive justice sector institutions and ensure access to justice for all. In 2018, IDLO worked closely with Indonesian civil society organizations on three projects – Making Environmental Regulations Work for the People, Strengthening Empowerment of Peatland Villages to Enhance Access to Justice and Strengthening Access to Justice through Legal Aid Organizations and Gender-based Structural Legal Aid – to help improve access to justice for marginalized groups.

2,070/27 million

Only 2,070 advocates in Indonesia are expected to provide legal aid services for almost 27 million eligible people⁴

Riverside communities in Indonesia are particularly vulnerable to the effects of pollution from heavy industry and are often unable to access justice when it comes to seeking compensation. A major problem is insufficient knowledge of the applicable legal framework among government officials and civil society organizations dealing with this problem. The Environmental Regulations project supports a consortium led by Leiden University's Van Vollenhoven Institute, and working in cooperation with the Indonesian Ministry of Environment

and Forestry, the Indonesian Center for Environmental Law and Indonesian environmental non-governmental organizations, to address the knowledge gap.

The Peatland Villages project, implemented by the Epistema Institute, concerns dispute resolution in Indonesia's peatland villages and forests, which are subject to forest fires. Not only does this have a devastating impact on people's health, but these areas are then often declared open areas for which the government grants licenses to

concession companies. Overlapping permits can result in displacement of farmers, tenure conflicts and the criminalization or eviction of rural communities. In 2018, the project identified conflicts that hinder the restoration of peatland areas and trained 150 local villagers as paralegals. With increased knowledge of conflict resolution and criminal and civil law, they are now able to offer legal support and help in formulating village regulations.

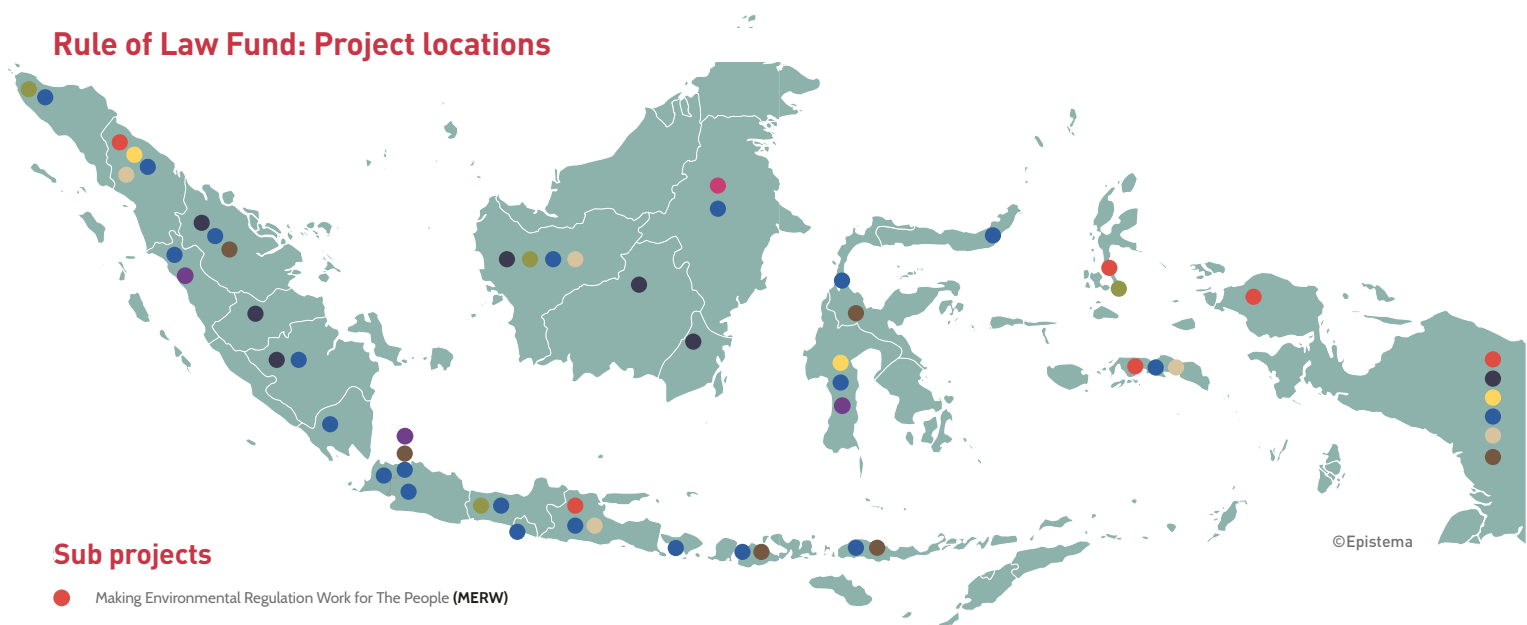
The third project focuses on improving legal aid. In 2011, Indonesia adopted a law to provide legal aid services to people living in poverty. However, there are few legal aid lawyers and organizations in the country, with most concentrated in the big cities. Currently, 405 accredited organizations employ 2,070 advocates who are expected to provide legal aid services for 27 million people.

Working with the Indonesian Legal Aid Foundation, the Indonesian Legal Resources Center and the Indonesian Legal Aid Association for Women, the project seeks to increase the number of legal aid lawyers, build the capacity of legal aid organizations – including their capacity to handle gender-based violence cases – and improve policies to facilitate women’s access to legal aid. In 2018, 47 paralegals in Papua and Maluku were trained in basic legal aid services. Moreover, 80 legal aid lawyers from Banten, South Sumatra, North Sumatra and Yogyakarta received advanced training, enabling them to provide legal aid services for the most pressing gender-based violence cases.



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Rule of Law Fund: Project locations



©Epistema

Sub projects

- Making Environmental Regulation Work for The People (**MERW**)
- Capacity Strengthening of the Indonesia Government Crossborder Asset Recovery and Mutual Legal Assistance (**SIGAP**)
- Electronic Evidence Handling and Management in Corruption Trial Support Program (**EE**)
- Strengthening Legal Empowerment of Peatland Villages to Enhance Access to Justice in Indonesia (**SCJVS**)
- Towards Inclusive Natural Resources Management in Indonesia (**TIRAM**)
- Enhancing Democracy and Citizens' Trust in Governance: Adopting a Fair Treatment Approach in Indonesia's Ombudsman offices (**FTA**)
- Towards an Effective Court Decisions Enforcement System in Indonesia (**CDES**)
- Strengthening Legal and Aid System and Service Capacity (**SLA**)
- Justice Index Development (**A2J**)
- Strengthening The Indonesia Regulatory Reform Through Promoting Establishment Regulatory Reform Agency (**RRF**)
- Enhancing Case Handling Through Performance Based Budgeting at Attorney General Office (**PBB**)
- Improving Quality of Legal Education Through Case Based Teaching Materials in Indonesia (**LECTM**)

National program location-Jakarta:

• MERW • SIGAP • EE • FTA • CDES • SLA • A2J • RRF • PBB

Empowering young women and adolescent girls to realize their rights

TANZANIA
& UGANDA

Adolescent girls and young women in sub-Saharan Africa are particularly vulnerable to HIV/AIDS and account for 71% of new HIV infections among young people. Even when they receive medical attention, they often find it difficult to demand the support or services they need from the organizations providing treatment.

Since 2016, IDLO has been working as part of the DREAMS Innovation Challenge to promote an innovative blend of legal empowerment and social accountability approaches to enable adolescent girls and young women and their communities to hold providers of HIV prevention services to account in districts of Tanzania and Uganda.

71%

Adolescent girls and young women account for 71% of new HIV infections among young people in sub-Saharan Africa⁵

9,240/3,214

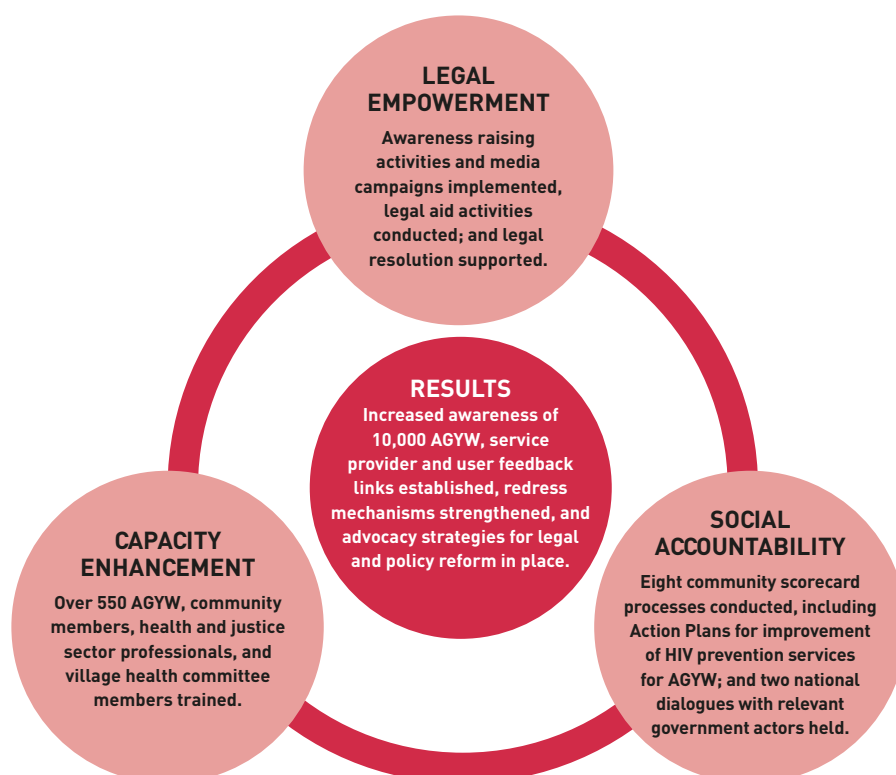
IDLO's project benefited 9,240 adolescent girls and young women in Tanzania and 3,214 in Uganda

IDLO's project, which ended in November 2018, focused primarily on adolescent girls and young women, as well as on community health advocates and village committees responsible for communicating with service providers about the level and quality of services being supplied. The project worked closely with two local organizations, the Legal and Human Rights Centre in Tanzania and the Centre for Health, Human Rights and Development in Uganda.

Activities included training community health advocates on HIV service delivery, gender principles and the rights of adolescent girls and young women. Those trained then went on to train other community health advocates who engaged with adolescent girls and young women in safe spaces. In this way IDLO contributed to empowering 9,240 adolescent girls and young women in Tanzania and 3,214 in Uganda. Furthermore, the peer training methodology created a good basis for sustainability and expansion beyond the life of the project.

IDLO and its local partners also organized dialogues with adolescent

Dreams project: Key project activities and results/achievements





girls and young women, village health communities, community organizations, justice actors and health care providers. On the basis of these consultations, community action plans were drawn up, outlining strategies to improve HIV prevention and increase the effectiveness

and accessibility of justice services. Moreover, “community score cards” were developed and used by women, girls and village health committees to rate service providers.

Evaluation of the project revealed positive results from the innovation of

integrating legal empowerment and social accountability approaches. Both approaches are rights-based, bottom-up interventions that aim to strengthen the agency of individuals and empower them by building their knowledge and capacity to claim services.

“I have learned that as a young woman, I have a right to good health services. I also have a right to report any abuses of my rights. We also educate others on their rights, particularly when they are abused by their relatives. So, my work is to educate them on their rights, including the rights to access good health services, and on being bold enough to speak out and demand their basic rights. This is something I have learned from the project.”

Young woman / training participant, Tanzania

Gender equality

The demand for equal access to justice is central to IDLO's work with women and girls. While progress has been made in improving women and girls' lives, the continued existence of discriminatory laws, policies and institutions in various contexts hampers the movement towards equality. Women continue to be systematically excluded from local and national decision-making processes, and face disempowerment in many areas of their lives. When women's voices and choices are ignored, sustainable and equitable development is illusory.

50%

Across 45 countries, over 50% of all women experienced a legal problem over the past two years⁶

60%

In countries where women struggle to achieve inclusion, justice and security, a higher share - around 60% - express legal needs⁷

Gender sensitivity and responsiveness are core IDLO values and have been incorporated into IDLO's Strategy 2020, which in turn reflects the strong focus on gender equality in the 2030 Agenda.

What does this mean in practice? How can institutions be made more accessible to ensure that they deliver fair justice outcomes for women? While part of the answer lies in technical or meta-level

reforms, the focus should be on the real lives and everyday experiences of women and girls. In this respect, IDLO's work on gender equality focuses on both individuals and institutions.



©Flickr_Dan Lundberg_Myanmar

“We pledge to undertake a global survey of the role of women in justice sector institutions and to analyze the legal barriers to women’s access to justice [...]. We will work to ensure that women’s increased participation in the justice system and legal reforms to enhance women’s rights are accorded due priority [...]”

IDLO statement at the High-level Meeting of the UN General Assembly on the Rule of Law at National and International Levels, September 2012

AFGHANISTAN: COMBATTING SEXUAL AND GENDER-BASED VIOLENCE

The persistence of high levels of sexual and gender-based violence (SGBV) around the world reflects a global failure to respect, protect and fulfill the rights of women and girls. Over the years, IDLO has developed a comprehensive program to support SGBV survivors and ensure their access to justice. Collaborating with a wide range of stakeholders including governments, the legal community, women's groups and other partners (in countries such as Afghanistan, Liberia, Kenya, Myanmar, Tanzania and Uganda), IDLO is working to empower women, strengthen laws against gender-based violence and build fair justice institutions to dismantle discriminatory structures, enhance accountability for violations of women's rights and advance gender equality.

In Afghanistan IDLO has helped to develop Elimination of Violence Against Women (EVAW) units in the Attorney General's Office to investigate and prosecute SGBV. It has built the capacity of legal aid providers and worked with women's groups to strengthen a network of Women's Protection Centers. It trained over 2,400 legal professionals, including prosecutors, defense lawyers, civil servants and staff of non-governmental organizations, and supported the Ministry of Justice to carry out targeted public awareness campaigns against SGBV.

In 2018, IDLO expanded and solidified these achievements to meet the needs of women and girls and ensure sustainability of the efforts. IDLO worked to increase the effectiveness of the EVAW units in prosecuting cases of violence against women. The EVAW units represent a significant contribution to advancing women's access to justice in Afghanistan and eradicating impunity for gender-based crimes. To improve efficiency and capacity of EVAW units,

IDLO supported joint training of relevant professionals in the Attorney General's Office, including EVAW unit prosecutors, prosecutors working on cases related to injury and murder, juvenile prosecutors and district prosecutors.

IDLO worked with the Attorney General's Office and the Ministry of Women's Affairs to ensure support and assistance to victims and witnesses of violent crimes against women and girls, referrals for medical treatment, counseling, legal defense services for victims and witnesses, as well as referrals to the specialized EVAW units for prosecution.

IDLO has achieved significant results with Women's Protection Centers and

the Afghan Shelter Network partners in building their legal and organizational skills. In 2018, IDLO continued to improve their capacity and the skills of caseworkers to meet the needs of survivors and their families.

Since 2015, IDLO has united the country's principal legal aid providers into the Afghanistan Legal Aid and Advocates Network which has allowed for strengthened coordination between providers to ensure improved services to clients. IDLO has also enhanced the knowledge of legal aid lawyers, trained managers on how to run their organizations more efficiently, and supported advocacy efforts for reform of the criminal justice system.



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Gender equality

(Continued)

JORDAN: INCREASING ECONOMIC OPPORTUNITIES FOR WOMEN

While women contribute to economic development in a myriad of ways, in many countries they face legal, social and economic challenges when setting up and running businesses or seeking redress in relation to commercial disputes.

Women are less likely to have access to information on their rights as entrepreneurs and business owners. Even if they manage to navigate complex legal frameworks and processes, they may not receive a fair hearing because of discriminatory laws or because justice institutions are not sensitive to women's lived experiences.

Raising women's awareness of their rights and the legal options available to them, as well as identifying and implementing measures to overcome institutional bias, can help to improve justice outcomes for women entrepreneurs and business owners, and encourage other women to seek out and achieve their full economic potential.

In Jordan, IDLO worked with the European Bank for Reconstruction and Development (EBRD) and the Center for Women's Studies at the University of Jordan to highlight the barriers to success for women entrepreneurs. A baseline study, discussed and validated by in-country partners in 2018, confirms that women in Jordan face specific and complex obstacles when setting up, running and maintaining businesses. The research findings have been used to prioritize and develop follow-on programming activities, including training courses for entrepreneurs.

“As a woman business owner, I try to avoid going to the court as much as possible because it is still socially unexpected to see a woman in court, even if she is there for a justified reason. It may spoil her reputation all together. Therefore, I try to negotiate. However, even when negotiating, I make sure that I have a male relative, or male legal assistant with me. It is difficult for a woman, even a successful businesswoman, to negotiate alone. The opponent side will always try to use the social aspect against a female opponent, even threaten to ruin her reputation.”

Woman entrepreneur from Amman



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WOMEN DELIVERING JUSTICE

There is a growing realization of the importance of strengthening women's participation in the public sphere, including in governance. In many countries, however, the justice sector is lagging behind and failing women. Despite the positive contribution that women make to the justice sector, their pathways for judicial promotion are blocked by legal, political and social obstacles, including gender biases.

In November 2018, IDLO launched a report, *Women Delivering Justice: Contributions, Barriers, Pathways*, which amplifies the importance of women's leadership in the justice sector and reaffirms their professional participation in decision-making bodies as a human right as well as a means of improving justice for women.

The report cautions against a 'battle of the sexes' and a narrow focus on raw numbers in pursuit of technical quotas. Instead, it emphasizes the power of a critical mass of women in judicial institutions, arguing that the deep-seated stereotypes that women encounter can only be countered with greater representation.

The report concludes that political will and broad-based mobilization can help spark the momentum needed to increase women's representation in the justice sector worldwide. Among its policy recommendations, the report suggests that states can take concrete measures to address gender inequality and discrimination in their national justice sectors, for example through the identification and the removal of legal and practical barriers to women's equal participation, and by taking proactive steps to actively encourage and advance this representation.



Publication cover image: ©Flickr_ICC

1/3

Women make up just 1/3 of judges sitting on Supreme Courts globally, and actual numbers in many countries are well below average⁹

26

Women hold the position of Chief Justice in only 26 of 153 countries in the world⁸

JUSTICE FOR WOMEN

In 2018, UN Women, IDLO, the World Bank and the Taskforce on Justice (an initiative of the Pathfinders for Peaceful, Just and Inclusive Societies) convened a multi-stakeholder High-level Group to highlight the justice gap faced by women and girls and its implications for the achievement of the 2030 Agenda. The High-level Group made a compelling 'business case' for enhancing investment and accelerating action to achieve justice for women and girls.

IDLO played a central role in the research and production of the High-level Group's Report, Justice for Women, which was launched on the sidelines of the 63rd session of the UN Commission on the Status of Women in March 2019. The Report and its recommendations will form the basis for IDLO's policy advocacy in 2019 and will be used to strengthen IDLO's work on SDGs 5 and 16.

IDLO'S GENDER STRATEGY 2015–2018

IDLO adopted its first Gender Strategy in 2015 and implemented it over a period of three years. At the end of 2018, IDLO undertook an evaluation of the Gender Strategy with the aim of drawing lessons for a new strategy. The evaluation involved extensive consultations with staff, partner organizations and likeminded institutions, as well as IDLO's donors.

Through the 2015-2018 Gender Strategy, IDLO was able to introduce an explicit gender focus in its work, through specific programs, research and advocacy on the rights of women and girls, as well as organization-wide efforts to mainstream gender.

Thanks to its high-profile policy advocacy on access to justice for women and girls, IDLO is now recognized as a champion for gender equality. Overall, the 2015–2018 Gender Strategy has served as a solid foundation on which to adopt a new Gender Strategy and continue to develop and expand IDLO's work to advance gender equality.



Customary and informal justice

Since time immemorial, people have striven to resolve disputes through informal means. Such practices and traditions usually pre-date modern formal justice systems. Customary and informal justice (CIJ) systems are deeply entrenched in many parts of the world and offer multiple options for addressing the justice needs of women, children, and remote, poor and minority populations.

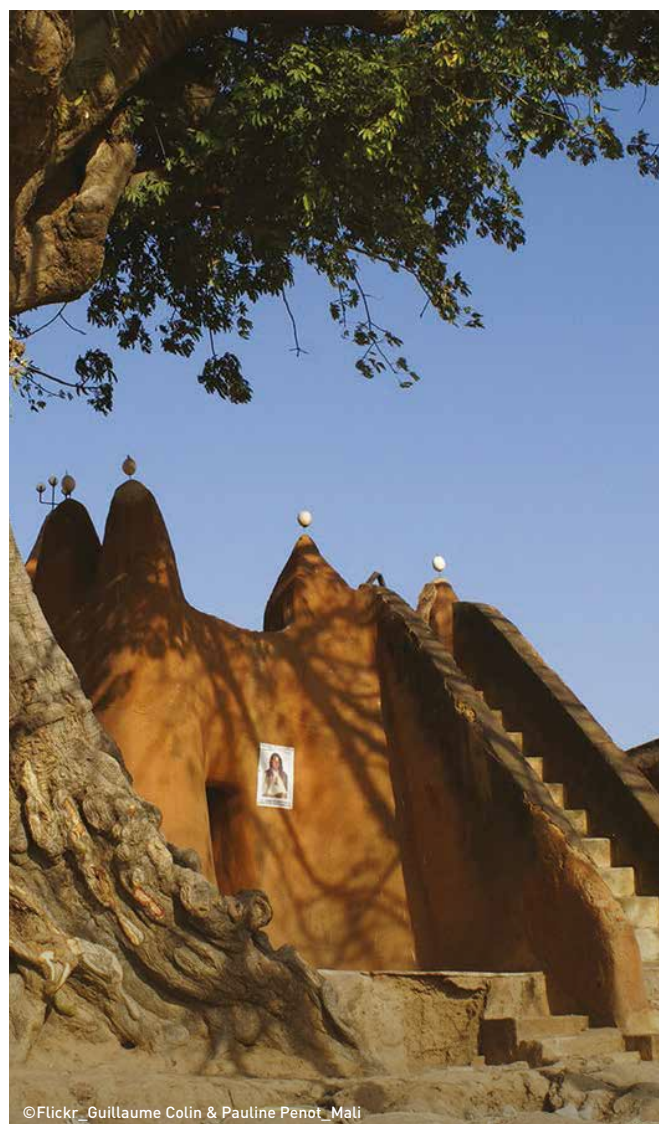
CIJ systems play a significant part in the lives of millions of people every day, dealing with matters ranging from theft to property disputes, and from marriage and divorce to inheritance issues. Often, in contrast to formal justice systems, they enjoy legitimacy and high levels of trust in communities. CIJ processes tend to be accessible, quick in arriving at a solution and affordable when compared to formal justice systems.

In addition, and also in contrast to their formal counterparts, CIJ systems are diverse, and responsive to their context. CIJ systems emphasize restorative justice, flexible rules and procedures, and consent-based negotiated or mediated solutions. While advantageous in many ways, CIJ mechanisms can conflict with international human rights standards and the rule of law. They can also propagate harmful traditional practices or patriarchal interpretations that adversely affect the rights of justice seekers.

There is a growing realization of the importance of CIJ systems in ensuring access to justice for all and promoting peaceful and inclusive societies. IDLO's perspectives on CIJ mechanisms are put into practice in its work in Somalia, Mali and Kyrgyzstan.

80%

Globally, more than 80% of legal disputes are resolved outside of the formal court system via customary and informal justice processes



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Customary and informal justice

(Continued)

SOMALIA: STRENGTHENING LINKAGES BETWEEN FORMAL AND TRADITIONAL DISPUTE RESOLUTION SYSTEMS

In Somalia, as the country seeks to strengthen peace and reconciliation, the formal justice system is still fragile and CIJ mechanisms continue to provide an important alternative for Somalis seeking justice. However, CIJ mechanisms tend to be discriminatory – particularly against women, youth and minority clans. IDLO is working with the Somali authorities to build the capacity of the formal justice system and, at the same time, introduce reforms to the CIJ system to improve respect for human rights, particularly the rights of women.

Since 2013, IDLO has supported the creation and subsequently the work of the Traditional Dispute Resolution (TDR) Unit within the Somali Federal Ministry

of Justice, as well as the development and adoption of a national policy in relation to the traditional Xeer justice system. The objective of the policy is to fill gaps in existing law, complement formal courts, curb practices breaching human rights and respond to the immediate justice needs of the Somali people.

In particular, IDLO has worked to strengthen processes that respect traditional roles while providing a more effective route to justice for women. This work culminated in 2018 with the opening of six TDR Centers across the country, with a further nine planned for rollout in 2019. In these Centers, traditional elders, lawyers and coordinators oversee cases subject to CIJ processes. Crucially, however, cases involving SGBV are now taken out of the hands of traditional leaders and instead referred to the courts.

The TDR Unit also leads consultations

with elders, which have helped raise awareness of the Xeer system's weak points in relation to human rights standards. These consultations have enabled former low-level combatants to rejoin their communities with a prospect of contributing to socio-economic development. So-called 'forgiveness ceremonies' have facilitated ex-fighters' reintegration and have been deemed by elders as a 'working template' for similar activities in the future.

The adoption of TDR processes facilitated by IDLO is a significant achievement for Somalia. In addition to bridging CIJ and formal systems, it also helps increase peer learning among elders and enhances their capacity to reach 'fair' TDR-based decisions in line with human rights standards. Ultimately, it contributes to political stabilization and peacebuilding efforts in Somalia.



MALI: SUSTAINING DIALOGUE BETWEEN CIJ AND FORMAL LEGAL SYSTEMS TO STRENGTHEN THE CRIMINAL JUSTICE CHAIN

Stability in Mali remains fragile and the effective redeployment of state institutions in the north of the country has not yet occurred. Endemic corruption in the justice sector presents difficulties in accessing courts and results in biased decisions. This has a negative impact on court users' perceptions of fairness in the justice system. The Government of Mali is working to make justice

more efficient and accessible to its citizens, particularly in the northern regions. Better coordination between actors involved in the proper functioning of the criminal justice chain – including, importantly, the correct conduct of criminal justice processes – provides a concrete way in which to realize this goal.

IDLO is supporting efforts to strengthen the criminal justice chain in Gao, Mopti, Segou and Timbuktu regions by engaging with formal and informal actors to set up an institutional framework ('Montage Institutionnel').

This will enable Malian stakeholders at the local, regional and national levels to identify gaps and oversee the implementation of pilot projects on criminal justice reform.

IDLO promotes platforms that convene actors from the entire justice chain, including magistrates, police officers, court administrators, traditional leaders and civil society members, to strengthen local ownership of justice reforms and create a space for continuous engagement between the formal and CIJ systems.

KYRGYZSTAN: BUILDING THE CAPACITY OF CIJ SYSTEMS TO ALIGN WITH FORMAL COURTS

In **Kyrgyzstan**, IDLO is helping support a series of reforms that increase judicial independence, develop human resource capacity within the judiciary and restore judicial integrity in the Kyrgyz justice system. Alongside its support to the formal justice system, IDLO has facilitated training for members of the Aksakal (elder) courts on the legal jurisdiction and the mandate of their CIJ system in the Chui region. The elders who participated viewed the training as an opportunity to strengthen collaboration with formal courts and ensure compliance at the community level with legal and human rights standards.

“In my work, I realized that the main problem is the lack of legal knowledge among Aksakal court members. Most of us do not have legal education; we try to provide justice based on our experience”

Zamira Mamakeeva, Chair of the Aksakal court in the Chui region.



©IDLO_Kyrgyzstan

Institution building for peace, justice and development



Accessible, transparent and accountable institutions, which 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. The foundation for a country's stability, economic recovery and social development lies in the legitimacy, effectiveness and responsiveness of its institutions.

This "top-down" component of IDLO's work focuses on developing tailored responses to improve the capacity and effectiveness of justice sector institutions, promote the independence of the judiciary and support constitutional and legal reforms. Capacity development by IDLO involves not just training of professionals but institution-building and can include facilitating change management, improving work processes and

workflows, supporting resource mobilization, as well as communications and stakeholder engagement by the relevant institutions.

IDLO's constitutional and legal reform work is part of its broader objective of institution building, ensuring that laws are both fair and properly implemented. In supporting reform processes, IDLO seeks to ensure that they are gender responsive and aligned to human rights standards.

In 2018, IDLO helped to strengthen the capacity and integrity of justice sector institutions and support legal reforms, with a particular focus on criminal justice and economic development. These are exemplified in programs and projects undertaken in Afghanistan, Kenya, Liberia, Mexico, Somalia and a range of countries throughout Central Asia and Eastern Europe, among others.



Institution building for peace, justice and development

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 – 31 March 2018

Total Program Budget: EUR 2,746,277



Continuing Professional Development Support (CPDS)

Program Duration: 6 February 2018 – 5 April 2020

Total Program Budget: EUR 6,371,620

Armenia



Support to the Supreme Judicial Council of Armenia with Operational Assistance and Capacity Building for the New Armenian Insolvency Court

Program Duration: 4 December 2018 – 4 December 2019

Total Program Budget: EUR 225,000

Biodiversity



Capacity Building Program to Support the Implementation of the Nagoya Protocol

Program Duration: 3 November 2017 – 31 December 2018

Total Program Budget: EUR 351,017



Advancing Policy, Legislative and Institutional Reforms Relating to Biodiversity Mainstreaming and Human Rights Mainstreaming in Kenya, Tanzania and Uganda

Program Duration: 1 January 2018 – 31 December 2019

Total Program Budget: EUR 197,645

Bulgaria



Judicial Training on Implementation and Enforcement of Tax Legislation

Program Duration: 30 April 2018 – 30 May 2019

Total Program Budget: EUR 70,000

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 – 31 December 2018

Total Program Budget: EUR 132,621

Economic Development



Strengthening Legal and Judicial Capacity to Support Economic Development in MENA and Other Developing Countries

Program Duration: 23 March 2018 – 31 December 2020

Total Program Budget: EUR 671,370

Health



Global Capacity Building Program to Address NCDs

Project Duration: 1 October 2018 – 30 September 2021

Total Program Budget: EUR 854,993

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



Improving Capacity of Key Kenyan Institutions towards Strengthening Access to Justice, Transparency and Accountability at both National and County Level

Program Duration: 1 September 2018 - 31 August 2021

Total Program Budget: EUR 2,860,522



Supporting Commercial Justice Sector Reforms

Program Duration: 1 July 2017 - 31 December 2019

Total Program Budget: EUR 2,683,040



Justice Sector Reforms to Enhance Access to Justice

Program Duration: 1 January 2017 - 31 December 2019

Total Program Budget: EUR 1,200,000



Strengthening Capacity of the Kenyan Judiciary for Efficient Electoral Disputes Resolution

Program Duration: 1 March 2017 - 30 June 2019

Total Program Budget: EUR 718,520

Kyrgyzstan



Judicial Strengthening Program

Program Duration: 20 September 2011 - 19 March 2018

Total Program Budget: EUR 5,328,394



Promotion of Rule of Law

Program Duration: 4 August 2014 - 30 April 2018

Total Program Budget: EUR 160,971

Kyrgyzstan



Increasing Public Trust in the Judiciary

Program Duration: 20 March 2018 - 19 March 2020

Total Program Budget: EUR 1,218,719



Building the Capacity of Kyrgyz Law Enforcement Professionals, Judges and the Bar Association to Implement Provisions of the New Criminal and Criminal Procedure Codes

Program Duration: 6 February 2018 - 5 February 2020

Total Program Budget: EUR 401,981



Bailiff Service Capacity Building – Bailiffs training and Impact Assessment – Part I

Program Duration: 4 September 2017 - 4 September 2020

Total Program Budget: EUR 400,000



Bailiff Service Capacity Building – Legislative and Institutional Development Advice, Training of Trainers and Apprenticeship

Program Duration: 11 May 2017 - 31 July 2019

Total Program Budget: EUR 198,460



Commercial Mediation

Program Duration: 12 June 2017 - 12 November 2019

Total Program Budget: EUR 150,000



Support to Multi-Agency Training on the New Criminal and Criminal Procedure Codes in the Kyrgyz Republic: Judges and Police Officers

Program Duration: 8 November 2018 - 30 April 2019

Total Program Budget: EUR 71,094



The Rule of Law Programme in the Kyrgyz Republic – Phase II

Program Duration: 1 May 2018 - 31 March 2020

Total Program Budget: EUR 340,883

Liberia



Strengthening the Capacity of the Police and Other Law Enforcement Agencies to Effectively Respond to Trafficking in Persons

Program Duration: 14 February 2018 – 13 May 2019
Total Program Budget: EUR 794,606



Strengthening Justice Institutions to Improve Access to Justice for Women and Survivors of Sexual and Gender-Based Violence

Program Duration: 1 October 2018 – 30 June 2019
Total Program Budget: EUR 219,714

Mali



Strengthening the Criminal Justice Chain in the North of Mali

Program Duration: 1 December 2015 – 31 May 2020
Total Program Budget: EUR 4,909,645

Mexico



Supporting Rule of Law: Strengthening Mexican Security Sector Capacity to Consolidate Criminal Justice System Reform

Program Duration: 15 September 2017 – 14 September 2021
Total Program Budget: EUR 15,716,895

Moldova



Commercial Mediation and Arbitration (Phase IV)

Program Duration: 28 August 2018 – 12 July 2019
Total Program Budget: EUR 807,975

Mongolia



Commercial Law Judicial Training - Phase II: Ensuring the Sustainability of Previous Assistance

Program Duration: 8 August 2016 – 8 August 2018
Total Program Budget: EUR 375,000

Mongolia



Strengthening the Domestic Violence Response

Program Duration: 4 August 2017 – 30 June 2019
Total Program Budget: EUR 338,120

Montenegro



Capacity Building for the Montenegro Agency for the Protection of Competition

Program Duration: 23 November 2017 – 23 November 2019
Total Program Budget: EUR 249,939

Myanmar



MyJustice – Foundations of Justice Training and Strengthening Local Capacities for Improved Access to Justice for Women

Program Duration: 1 January 2018 – 31 July 2018
Total Program Budget: EUR 31,903



Strengthening Prevention and Accountability for Sexual and Gender-Based Violence in Myanmar: A Pilot Initiative in Kachin and Shan States

Program Duration: 24 September 2018 – 23 September 2020
Total Program Budget: EUR 861,400

Philippines



Enhancing the Institutional Capacity of Prosecutors – Phases I and II

Program Duration: 14 September 2016 – 28 February 2019
Total Program Budget: EUR 1,388,887



EUGOJUST: Gender and Social Inclusion Assessment of the Justice Sector

Program Duration: 15 November 2018 – 28 February 2019
Total Program Budget: EUR 24,000

Romania



Commercial Law Judicial Training

Program Duration: 12 January 2018 – 30 December 2020

Total Program Budget: EUR 200,000

Rwanda



Training Programme for Rwandan Judiciary

Program Duration: 1 December 2018 – 31 October 2019

Total Program Budget: EUR 220,221



Training Program on International Criminal Law for Rwandan Defense Lawyers

Program Duration: 1 April 2017 – 30 June 2018

Total Program Budget: EUR 265,317

Somalia



Enhancing Access to Justice through Strengthening the Capacity of the Attorney General's Office

Program 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

Program Duration: 30 September 2015 – 31 December 2018

Total Program Budget: EUR 403,351



Supporting the Development and Implementation of Policies for the Return, Reintegration and Protection of Internally Displaced Persons (IDPs) and Refugees

Program Duration: 10 August 2017 – 9 August 2019

Total Program Budget: EUR 2,967,280

Somalia



Supporting Somali Justice Institutions to Combat Complex Crimes

Project Duration: 14 May 2018 – 13 May 2020

Total Program Budget: EUR 1,690,630



Capacity Building of the Financial Reporting Center (FRC)

Project Duration: 29 September 2017 – 29 March 2020

Total Program Budget: EUR 2,444,595



Somalia Joint Justice Program

Project Duration: 1 September 2018 – 31 January 2020

Total Program Budget: EUR 2,774,577

Tajikistan



Reforms on Access to Judicial Decisions

Project Duration: 15 June 2015 – 30 June 2018

Total Program Budget: EUR 155,700



Justice Sector Capacity Building

Project Duration: 4 September 2017 – 4 September 2019

Total Program Budget: EUR 70,000



Commercial Mediation: Analysis of Context, Best Practices and Recommendations

Project Duration: 26 January 2017 – 12 June 2018

Total Program Budget: EUR 74,000



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
Program Duration: 25 July 2016 – 2 March 2020
Total Program Budget: EUR 151,000



Capacity Building on Competition Law Matters
Program Duration: 1 February 2018 – 1 April 2019
Total Program Budget: EUR 150,000



Women Delivering Justice: Strengthening the Capacities of Women Justice Professionals for Gender-Responsive Justice Delivery and Policy Making
Program Duration: 1 January 2018 – 31 January 2019
Total Program Budget: EUR 213,017

Ukraine



Bailiff Service Capacity Building: Strengthening the Enforcement of Court Decisions – Phase II
Program Duration: 15 December 2018 – 15 December 2020
Total Program Budget: EUR 280,000



Supporting Criminal Justice Sector Reform – Phase II
Program Duration: 31 May 2017 – 28 February 2019
Total Program Budget: EUR 1,647,360



Supporting the Establishment of Ukraine's High Anti-Corruption Court
Program Duration: 13 August 2018 – 12 February 2020
Total Program Budget: EUR 803,674

Ukraine



Supporting Criminal Justice Reform
Program Duration: 12 May 2015 – 14 April 2018
Total Program Budget: EUR 3,755,955



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

Yemen



Strengthening the Capacity to Investigate Human Rights Violations
Program Duration: 1 November 2018 – 30 April 2020
Total Program Budget: EUR 550,000

Southern and Eastern Mediterranean



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



Female professionals in the Southern and Eastern Mediterranean region experience significant obstacles to their participation in the justice sector. Barriers include discriminatory legal frameworks, gender-biased enforcement, limited justice sector capacity, and social and cultural norms that perpetuate inequalities. Yet women are finding ways to overcome these hurdles, and several countries have seen ground-breaking developments.

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



Transition to local ownership for justice professionals

AFGHANISTAN

As a post-conflict country, Afghanistan continues to operate in a complex and fragile environment characterized by political instability, weak institutions and diminished public confidence. While the Afghan justice sector has progressed over the last decade, continuing professional development and institutional ownership is key to strengthening performance over the long-term.

99%

By the end of JTTP, 99% of training was delivered by in-house professional training departments and only 1% by IDLO

In 2018, IDLO completed the Justice Training Transition Program (JTTP) and the Afghan Justice Institutions Strengthening Program (AJIS). Through these programs, IDLO worked to build the immediate capacity of justice professionals, but also the infrastructure of in-house training departments in Afghan justice institutions to ensure continuing and sustainable professional development.

One of the largest and most comprehensive criminal justice training programs implemented in Afghanistan, JTTP worked to build the capacity of Afghan criminal justice professionals in the Supreme Court, Office of the Attorney General, Criminal Investigation Department of the Ministry of Interior

1,045

The AJIS program, which ended in 2018, benefited 1,045 participants directly through 110 training sessions

Affairs, and the Ministry of Justice. Acknowledging the importance of both individual development and institutional ownership of continuing professional development, IDLO supported training departments to build their own capacity to plan and deliver continuing legal education courses and build internal expertise.

Under AJIS, IDLO worked in close partnership with the Ministry of Justice, Supreme Court, Ministry of Women's Affairs and Independent Bar Association to strengthen justice professionals' capacity to deliver civil and commercial justice, complementing criminal law training provided by JTTP.

In February 2018, the revised Afghan Penal Code entered into force. This

1,000/34

More than 1,000 legal professionals across all 34 Afghan provinces have received IDLO training on the revised Penal Code

called for an urgent and exceptional need to reach out to and build the capacity of practitioners and justice professionals to be able to handle cases in compliance with the revised Code. Building on earlier foundations, IDLO began the Continuing Professional Development Support program to enhance the capacity of the professional training departments within the Supreme Court, Attorney General's Office and Ministry of Justice to deliver both general and tailored Penal Code training.

Throughout its work, IDLO especially supported female justice professionals. Under JTTP courses, IDLO supported female justice professionals by providing financial resources to enable their accompaniment by a family member where they would otherwise be unable to attend. Though greatly unrepresented in the Afghan criminal justice sector overall, women made up 14 per cent of all JTTP graduates.

After completing training courses under the AJIS program, female Afghan legal professionals have gone on to secure the reversal of a death sentence, assist Afghan women and children in need and present successful defense statements, demonstrating the power of local ownership.

"Thanks to needs assessments and results-based performance, the quality of training has really improved over the years. Having an in-house training department is important because no one is perfect. Everyone at times faces difficulties in their work or shows gaps in performance. The only way to overcome these is through learning and training."

Trainer, 30, Ministry of Justice



“After completing the training of trainers, [another participant] and I decided to set up our own organization. Currently, we are running pro bono cases to assist women and children who have been referred to us by the Independent Bar Association. It feels very good, working for my own organization and assisting Afghan women and children in need.”

Woman defense lawyer, 31, Kabul

“I used to work as a judge in Balkh, but for the last eight years I’ve been working in the North Zone, training Supreme Court judges. In my opinion, the in-house training departments are valuable because they allow judges to carry out their duties while simultaneously developing their capacity. I’ve seen a great change in the performance of my trainees. For example, after graduating, one judge conducted an open trial. Little by little, it helps ensure justice for the people.”

Trainer, 38, Supreme Court

Supporting the judiciary to advance the rule of law and development

KENYA

Following the adoption of a new Constitution in 2010, Kenya embarked on a program of constitutional implementation that builds on its people's momentum for reform. Since then, IDLO has supported the implementation of the Constitution, and the reform and strengthening of the various institutions in the country, including the Judiciary.

61st

Kenya's 'ease of doing business' ranking rose to 61st place in 2018, from 80th in 2017¹⁰

IDLO works with the High Court and the Kenyan Judiciary to strengthen their capacity to implement reform measures and effectively deliver justice. IDLO provides technical assistance to the Judiciary Training Institute to adequately prepare judicial officers and engage with relevant stakeholders on issues regarding access to justice. Through the Institute, IDLO facilitates training for

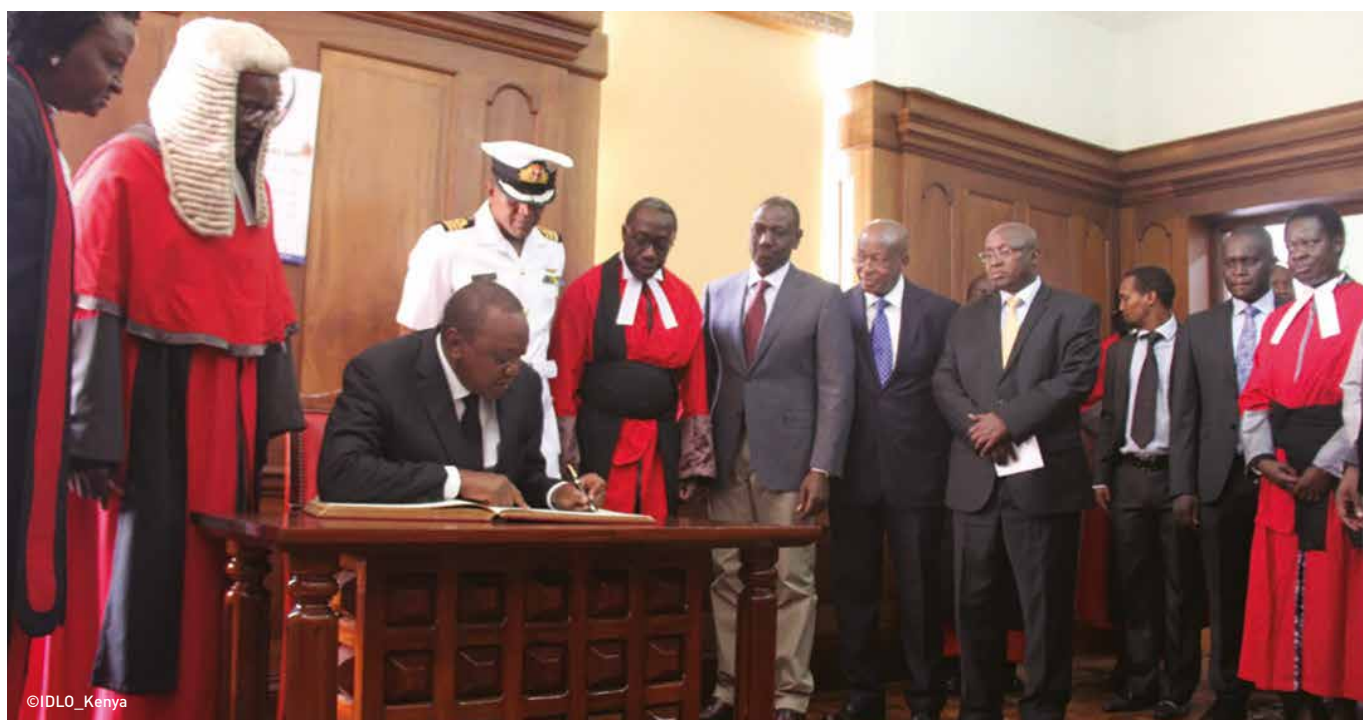
judges and judicial officers on advanced judicial writing, docket and trial management skills, legal research skills and ethics for law clerks and legal researchers, and training of trainers and innovative teaching skills for magistrates.

In September 2018, IDLO and the Judiciary Training Institute developed a joint work plan on criminal justice

2,747/770

The case backlog of Kenya's Commercial and Tax Division was reduced from 2,747 cases in 2016 to 770 in 2018¹¹

initiatives, including support to the National Committee on Criminal Justice Reforms to initiate a review/amendment of the Penal Code's provisions on petty offences; convening support to the committee's stakeholder engagements on criminal justice reforms; and periodic review meetings with the committee to track its progress ahead of the expiry of its term in December 2018.



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IDLO has also been working with the Rules Committee of the Judiciary to develop or review rules and regulations that facilitate access to justice in Kenya. In 2018, IDLO retained its technical support to the Committee through an embedded Legislative Drafting Advisor, Legislative Drafter and Legal Researcher, who provide legislative drafting advice and direction on priority areas on access to justice, actual drafting of regulations and administrative support to the Committee respectively. In 2018, support was provided to the National Legal Aid Service to deliver on its mandate of operationalizing the Legal Aid Act, 2016.

In addition, since 2017, IDLO has been implementing a program in support of

reform of the commercial justice sector in Kenya, with a focus on the Commercial and Tax Division of the High Court. In 2018, IDLO provided technical support towards the automation and digitization of the division.

The program also promotes the use of alternative dispute resolution processes, particularly through court-annexed mediation which helps reduce the time taken to resolve a commercial dispute as well as the costs incurred by both parties. In 2018, IDLO provided technical assistance to the Deputy Registrar of the Commercial and Tax Division through recruitment of mediation clerks and training for members of the Law Society of Kenya to enhance awareness of court-

annexed mediation as well as identify gaps in the training of lawyers on alternative dispute resolution. As a result of the program, the Division's case backlog was reduced from 2,747 cases in July 2016 to 770 cases in November 2018. The average number of days required to resolve a commercial dispute was reduced from 465 (in 2016/17) to 370 (in 2017/18).

IDLO also promoted continued engagement between the private sector and the judiciary, through the Business Court Users Committee, which is expected to improve business confidence and enhance the alignment of jurisprudence to real issues faced by the private sector.



Building capacity to identify and prosecute the trafficking of persons

LIBERIA

Human trafficking is a scourge on societies around the world. It places its victims, predominantly women, girls and young people, in potentially violent situations and exploits existing inequalities, further entrenching a lack of access to justice and human dignity. The trafficking of persons across international borders arguably receives more attention from organizations working to prevent its incidence and effects, but in Liberia it takes on an equally insidious domestic form. While data is only slowly emerging, experience in the country shows that women, young girls and boys, are trafficked from rural to urban areas for the purposes of economic or sexual enslavement. One of the major issues preventing law enforcement authorities in the country from effectively tackling this threat is a lack of coordination between law enforcement services and the judiciary. To address this problem, IDLO is strengthening the capacity of the Liberian National Police and other law enforcement agencies.

Liberia has a domestic legal and policy framework prohibiting trafficking in persons, including a 2013–2018 National Action Plan and a National Task Force established in 2013. However, the law enforcement response is ineffective, with very few investigations, prosecutions and convictions reported in 2017.

The Liberian National Police lacks anti-trafficking training. Moreover, police, prosecutors and judges lack the necessary skills and knowledge to prevent or identify, investigate and prosecute trafficking offences, resulting in a lack of understanding of the definition and scope of domestic and transnational trafficking. In 2018, IDLO developed an anti-human-trafficking curriculum for law enforcement services within the framework of the Palermo protocols, which provided guidance on how to interview victims and perpetrators of trafficking so that cases can be brought to trial.



25%

Though required by law in Liberia, only about 25% of births are registered, increasing individuals' vulnerability to trafficking¹²

In 2018, IDLO also began to roll out workshops in conjunction with the National Police Training Academy, involving participants from at-risk communities and border counties. Over 60 officers have received training so far. Notably, the workshops were designed so that these officers can go on to train their colleagues.

“Trafficking, like many other crimes, thrives on ignorance [...]. The lack of understanding and data has served as a hindrance to the fight against the crime and has worked in the interest of the perpetrators. I confess that when human trafficking was criminalized in 2005, even I knew hardly anything about it; this was the case for virtually everyone working in the security sector.”

Abraham Mitchell, lawyer, Ministry of Justice

Strengthening security sector capacity to advance the rule of law

MEXICO

Mexico has made significant efforts to modernize its criminal justice system, particularly in terms of public security. Its current justice system, which entered into force in 2016, is based on the presumption of innocence and includes police professionalization as a public policy. However, public trust in police institutions is low due to the general perception of impunity. Efforts to strengthen the rule of law face major challenges related to the consolidation and sustainability of the criminal justice system. Moreover, there is limited capacity at the state and municipal government levels to provide security to citizens.

In 2018, IDLO opened an office in Mexico City and began a multi-year program to support the rule of law and improve the criminal justice system by strengthening the capacity of the police at state and municipal levels.

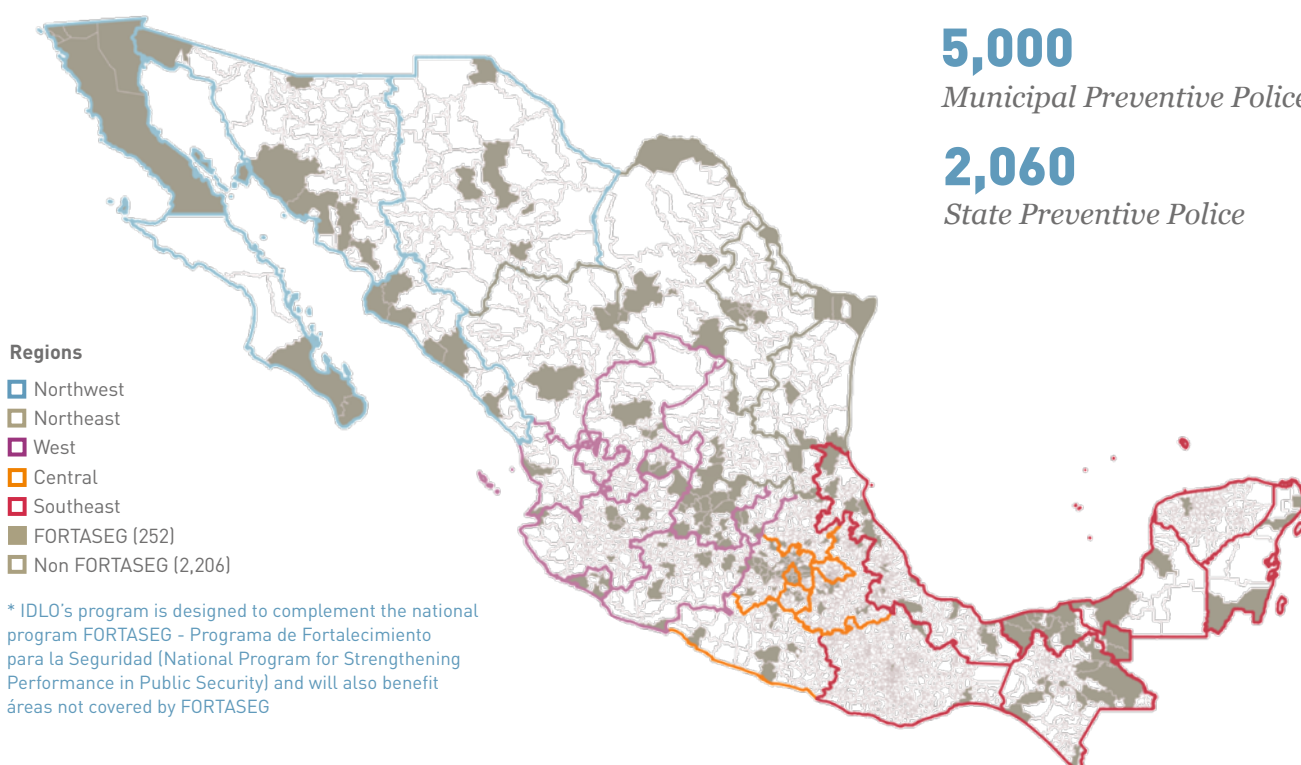
To ensure that IDLO's program meets the capacity development needs in a relevant and appropriate way with full understanding of the local context, IDLO began its work in 2018 with a thorough learning needs assessment to inform the training curricula. To ensure national ownership, the program was validated

by the Executive Secretariat of the National Public Security System, and an institutional cooperation framework for implementation of training at the federal level was put in place through a Memorandum of Understanding signed with the Ministry of Interior in November 2018.

7,000

IDLO expects to train over 7,000 police officers across the 32 federal entities of Mexico over the course of its 4-year program

Target beneficiaries of IDLO's Mexico program



Economic development

The 2030 Agenda for Sustainable Development outlines a pathway to prosperity and peace for all and provides a set of goals that function as calls to action for developed and developing countries alike. Within the 2030 Agenda, particularly SDG 16, the rule of law provides legal certainty for economic development, ensures equity for social development and allows a legal basis for distribution of natural resources and protection of the environment, underpinning all three pillars of sustainable development.

IDLO is committed to strengthening the capacities of legal and judicial institutions and actors to support economic development. This is premised on the belief that the rule of law is essential for creating investor confidence and a level playing field for business. Specific areas on which IDLO focuses and in which strengthened capacities can help improve the application of the rule of law – and therefore, economic outcomes for ordinary people – include alternative dispute resolution, economic and commercial law adjudication, the enforcement of judicial decisions, and systems and processes relating to financial crimes.

Building on its past experience in contributing to the opening up of markets in Central and Eastern Europe, IDLO continues to provide support in building viable commercial and economic legal systems in transition economies. The aim is to ensure clarity, predictability and certainty in commercial affairs; promote the growth of small and medium-sized enterprises; and facilitate business transactions alongside efforts to curb arbitrariness, bribery and other corrupt practices.

IDLO's program on economic development is strengthened and sustained by its partnership with the EBRD in Eastern Europe, Central Asia, the Middle East and North Africa. This work focuses on improving judicial knowledge on commercial law, enforcement of judgements, as well as alternative dispute mechanisms to create investor confidence. A number of countries in each of these regions experience similar problems, often due to their geographic proximity and shared legal histories. Within this context, where issues in one country have a transnational effect, IDLO promotes the development of regional cooperation to share knowledge and best practices.

In collaboration with the Food and Agriculture Organization of the United Nations (FAO), IDLO helps to promote responsible investments in agriculture by strengthening enabling national legal environments. Together with the Convention on Biological Diversity (CBD) Secretariat, IDLO promotes the Nagoya Protocol, particularly its objective of providing a transparent legal framework to ensure fair and equitable sharing of benefits arising from the utilization of genetic resources.

IDLO'S PARTNERSHIP WITH THE EBRD

IDLO has built and strengthened its partnership with the EBRD over many years. In 2018, cooperation between the two organizations in Bulgaria, Croatia, Kyrgyzstan, Montenegro, Romania, Tajikistan and Tunisia has yielded positive economic results.

Building bailiff capacities in Kyrgyzstan and Tajikistan

In Kyrgyzstan, IDLO and the EBRD have been working together since 2005, initially to enhance the commercial law capacity of the justice system but more recently with a focus on strengthening the entire commercial dispute resolution sector, including alternative dispute resolution and court enforcement. Given Kyrgyzstan's status as a country in transition from authoritarianism to democracy, the enforcement of such decisions is a crucial element in improving investor confidence in the country, and in ensuring that economic development is inclusive, and justice is easily accessible to all. However, court processes are subject to long delays, and when judgments are unenforced, debtors are more likely to hide assets, depriving the Kyrgyz economy of much-needed financial capital. IDLO is helping improve the capacities of bailiffs in Kyrgyzstan through the development of a handbook for enforcement agents, mentorships for new employees and assessments of ongoing training needs.

Tajikistan faces even more problematic challenges. The EBRD regards Tajikistan's enforcement framework, especially with regards to commercial law, as the poorest in the region. While the country recently became a full member of the World Trade Organization (WTO), it lags behind its neighbors in terms of investor confidence and the enforcement of court decisions. As in Kyrgyzstan, IDLO is working to strengthen and increase the capacity of bailiffs in Tajikistan to properly enforce



commercial law, including the recovery of debtors' assets. As an important initial step, in February 2018 IDLO organized a roundtable in the capital, Dushanbe, at which it presented the results of a functional analysis of the country's bailiff enforcement system, together with 41 recommendations for improvements. It is hoped that the momentum generated by the analysis, including a positive reaction by the Tajikistan Government, will lead to the implementation of the recommendations in the coming years.

Building the capacities of Montenegro's competition agency

While Montenegro's small size and coastal location provide opportunities for speedy reform and economic development based on tourism, its institutions are relatively young, and in some cases need to be built from scratch.

A case in point is the Montenegro Agency for the Protection of Competition, which plays a crucial role in promoting and protecting the competitiveness of the country's economy, but which suffers from a lack of capacity on the part of its judges and officers to effectively implement this noble goal. IDLO is working to enhance the skills of both judicial officers and the officers who handle cases to ensure that the agency's processes run smoothly and efficiently.

Strengthening competence in commercial law for the judiciary in Bulgaria, Croatia and Romania

Bulgaria, Croatia and Romania are all members of the European Union, and have all liberalized their economies to some degree, but have taken differing paths. ➤

Economic development

(Continued)

➤ Bulgaria and Romania joined the EU in 2007, undertaking serious structural reforms to their judicial systems to reduce corruption and increase investor confidence. Croatia joined the EU in 2013 and, following a period of recession, began to exhibit economic growth, while also facing a difficult investor climate.

However, in all three countries, corruption remains an issue and has been noted by the EU and other observers as a serious threat to the rule of law. The continued strengthening of the judicial systems in these countries – and in particular the strengthening of the capacities of judicial officers to make predictable and well-informed decisions in cases concerning commercial law – remains crucial.

In Bulgaria and Romania, IDLO is implementing projects to improve the investment climate by building judicial capacity in tax-related cases and increasing the uniformity of judicial practice. In Croatia, IDLO is implementing a project to enhance the capacity of Croatian judges to handle insolvency cases.

Commercial mediation in Central Asia and Eastern Europe

To help address the lack of efficiency and capacity in the judiciary, alternative dispute resolution (ADR) mechanisms have been introduced in a number of countries in Central Asia and Eastern Europe, including Kyrgyzstan, Moldova and Tajikistan. While ADR mechanisms have existed for more than a decade in some countries, in others such mechanisms have experienced setbacks.

In the commercial sector in particular, ADR mechanisms such as commercial mediation are seen as a way to address concerns that courts are overburdened in terms of caseloads. In partnership with the EBRD, IDLO has now completed one project related to commercial mediation in Tajikistan.

Two more projects, in Kyrgyzstan and Moldova, respectively, were launched in 2018. The aim of these projects is to promote ADR, consolidate ground gained by mediation, and help integrate ADR mechanisms into the fabric of business dispute resolution, by enhancing the current legal framework, strengthening ADR institutions and promoting public awareness.

Building capacity in intellectual property law in Tunisia

A strong intellectual property (IP) law regime is crucial for fostering increased investment and innovation in key sectors of the economy. In Tunisia, which in recent years has focused on building and implementing a policy for attracting foreign investment, the Government has strengthened its legal framework for protecting IP by acceding to international treaties and passing domestic laws.

However, IP law is a highly specialized area of law. It was not until 2016 that judges in Tunisia first received formal training through an EBRD project developed in cooperation with the Tunisian Ministry of Justice and the High Judicial Institute of Tunisia.

In 2018, IDLO and EBRD completed a three-year project to build the sustainability of the system for training

judges on IP protection in Tunisia. The project entailed training of trainers on IP protection, as well as mentoring by international and local experts. Furthermore, a second project was initiated, focused on building the capacity of the judiciary to adjudicate effectively on issues related to competition law. The project will provide specialized training on competition law matters for up to 60 Tunisian judges.

LEGAL FRAMEWORKS FOR RESPONSIBLE INVESTMENT IN AGRICULTURE

As part of an umbrella program implemented by the FAO, IDLO has been helping local actors in the Dominican Republic and Guatemala seeking to promote responsible investments in agriculture by strengthening the enabling domestic legal environments.

The agriculture sector accounts for 11 per cent of the Dominican Republic's GDP and 15 per cent of all employment but remains vulnerable to natural disasters. Similarly, while agriculture is the most important economic activity in Guatemala, employing around 32 per cent of the country's labor force and accounting for 14 per cent of national GDP, it has suffered from decades of chronic low investment.



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In both countries, IDLO has partnered with FAO to facilitate dialogue with public institutions, civil society organizations and the private sector on policies, incentives and legal frameworks.

At an IDLO-organized workshop in May 2018 in Antigua, Guatemala, a total of 25 government, private sector and civil society actors agreed on the importance of clear legal and institutional frameworks to promote and guide responsible investment in agriculture in Guatemala (and, by extension, the Dominican Republic), and identified priority areas for capacity building.

SUPPORTING THE NAGOYA PROTOCOL ON ACCESS AND BENEFIT SHARING

The Nagoya Protocol on Access and Benefit Sharing (ABS), signed in 2010, is a supplementary agreement to the 1992 Convention on Biological Diversity (CBD). It provides a transparent legal framework for the effective implementation of one of the three objectives of the CBD: the fair and equitable sharing of benefits arising from the utilization of genetic resources.

The Protocol creates incentives to conserve and sustainably use genetic resources, and consequently enhances the contribution of biodiversity to development and human well-being. It also represents a major milestone in the global commitment to promote ABS. The Protocol's obligations are implemented at the national level and are therefore tailored to national priorities and realities.

In August 2015 the CBD Secretariat partnered with IDLO to develop a comprehensive program in response to the Convention's signatories' stated priority of "building capacity to develop, implement and enforce domestic legislative, administrative or policy measures on access and benefit sharing".

Under the program, in 2018 IDLO strengthened the capacities of national lawyers and policymakers to support their own country-led processes for the development or revision of national ABS regulatory frameworks. Training workshops were held in Cameroon, Vietnam, Chile, Fiji, Belarus and Senegal. IDLO also helped launch and support an online global network on ABS law.

INVESTMENT SUPPORT PROGRAMME FOR LEAST DEVELOPED COUNTRIES

The UN Committee for Development Policy maintains a list of Least Developed Countries (LDCs) worldwide, based on resolutions made by the UN General Assembly. Currently, there are 47 countries classified as LDCs.

IDLO has partnered with the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States to design the Investment Support Programme for Least Developed Countries. Implemented by IDLO, the program will provide, on request, timely technical and advisory support to LDCs on investment-related

matters including negotiations and dispute settlement.

Until now this type of support – endorsed by international commitments, and especially geared to meet the particular needs of LDCs – has not been readily available. The support provided through the program will help LDCs attract and retain foreign direct investment.

Primarily designed as on-demand, targeted, quick response assistance, the advisory support will also help reinforce the capacity of national institutions and the private sector in LDCs.

The Investment Support Programme for Least Developed Countries will provide support in two ways:

1. Direct support from attorneys and experts for immediate assistance in investment-related matters such as negotiations and arbitration; and
2. Complementary capacity development and training in investment-related subjects.

All assistance will be provided at no cost to the beneficiary, with services provided on a pro bono or reduced fee basis by individuals and organizations from a roster of experts.



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Find out more

Combatting corruption

Corruption negates the benefits of development. If the rule of law and development are to take hold, good governance is a necessary condition. Strengthening the capacity and integrity of institutions promotes economic prosperity and increases citizens' confidence in public administration, justice and the rule of law.

IDLO is committed to promoting the transparency, public accountability and integrity of institutions. It does so through a multifaceted approach using a variety of measures including state mechanisms, civil society engagement and technological innovation. Through its programs, IDLO works to combat all forms of corruption by making justice institutions cleaner and more 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. In 2018, IDLO advanced anti-corruption efforts through its work in Ukraine, Somalia and the Philippines.

UKRAINE: BUILDING THE CAPACITY OF ANTI-CORRUPTION INSTITUTIONS

Building on the momentum of the Maidan Revolution of 2013–2014, Ukraine has embarked on a wide-ranging reform program. Aiming to overcome a legacy of bureaucratic stagnation, arbitrariness and corruption, the Ukrainian Government has created new law-enforcement agencies specifically devoted to fighting high-level corruption. It has also launched an initiative on decentralization and regional policy reform.

Notwithstanding these promising beginnings, many challenges remain, and many initiatives are still required in order to complete Ukraine's transformation and transition to a modern and prosperous democracy. Contributing to institutional reform efforts, IDLO has supported the drafting of 28 laws, of which 12 were registered and five were adopted. IDLO has also supported six Ukrainian Government ministries in the development and implementation of anti-corruption initiatives.

In 2015, IDLO began to build the capacity of Ukraine's National Anti-Corruption Bureau and the Special Anti-Corruption Prosecutor's Office,

with an emphasis on public communication and management strategies and training for newly appointed detectives and prosecutors. The operationalization of the National Anti-Corruption Bureau has significantly enhanced the quality, transparency and effectiveness of corruption investigations. Moreover, IDLO's support to the Special Anti-Corruption Prosecutor's Office has helped improve the quality of the office's publication of

and communications around prosecutions.

In Ukraine's regions, IDLO is also supporting anti-corruption and public administration reform by providing advice on the design and operation of Public Service Centers in Odesa, Kharkiv, Mariupol and other cities. The Centers provide a wide range of public services to the general public under the umbrella of a one-stop administrative facility. Through its support for the set-up of the Centers, IDLO made a substantial



©IDLO_Ukraine_Public Service Centre

contribution to improvements in the quality, transparency and efficiency of public services by eliminating unnecessary and time-consuming administrative requirements. The recently established Centers in Kharkiv, Mariupol and Odessa have been delivering social and administrative services more rapidly, accurately and with greater emphasis on customer satisfaction.

As some corruption cases involve complex financial schemes with elements of money laundering, there is a strong need to delegate these cases to a specialized court. Ukraine's High Anti-Corruption Court, once operational, will be limited in its jurisdiction to corruption cases investigated by the National Anti-Corruption Bureau. IDLO will deliver training to the High Anti-Corruption Court's judges on key concepts and international anti-corruption best practices and will assist in streamlining the court's workflow through effective case management. Moreover, with a view to improving public trust, IDLO will support the Court's press unit in developing and implementing a well-balanced media and communications strategy.

SOMALIA: STRENGTHENING CAPACITY TO COMBAT MONEY LAUNDERING AND COMPLEX CRIMES

Lack of good governance is one of the most pressing problems confronting modern Somalia on its path towards stability and reconstruction. While there have been signs of progress, the absence of robust and competent institutions has contributed to a climate of impunity in the country. This has increased the proliferation of both low-level and serious crimes, including violent extremism, corruption, gender-based violence, money laundering and

illicit financial flows.

Somalia's economy remains heavily dependent on remittances from the Somali diaspora. However, concerns over the lack of a basic, functioning, regulated financial sector and weak financial regulation and oversight, including customer identification measures, have eroded international confidence in Somalia's financial firms.

In 2018, IDLO began a project that seeks to strengthen the capacity of the Somali Financial Reporting Center to function as an effective financial intelligence unit capable of detecting, preventing and deterring money laundering and terrorist financing in Somalia's financial systems. Through on-the-job mentorship and specially designed training programs, IDLO is assisting the Center to operationalize its reporting systems and procedures and strengthen the reporting relationship with Somali banks.

IDLO also worked with Somali institutions in 2018 to address forms of complex crimes, namely extremist violence and sexual and gender-based violence. The Somali Federal Government has improved the fight against armed groups and made efforts to enhance the capacity of the judiciary to handle complex crimes in recent years. With the construction of a new prison and court complex, most extremist violence cases will be moved

from military courts to be tried in a civilian criminal courtroom. In order to process these cases within a new court system, technical and advisory support is needed.

To this end, building on existing capacity, IDLO delivered a series of specialized trainings to judges, prosecutors and investigators to strengthen the response to complex crimes. The project also supported the establishment of relevant specialized units within the Ministry of Justice, Attorney General's Office and Office of the Prime Minister to coordinate the transfer of serious crime cases from military to civilian courts.

PHILIPPINES: ENHANCING THE CAPACITY OF PROSECUTORS

The criminal justice system in the Philippines faces a number of challenges which significantly limit its ability to effectively hold criminal offenders to account. Despite efforts to appoint new prosecutors by the Department of Justice and the Office of the Ombudsman, a chronic shortage persists. This overburdens staff currently performing prosecutorial functions and, together with a lack of professional training, often results in long delays, and poor rates of conviction. In addition, newly appointed prosecutors are often immediately deployed, and can feel overwhelmed with heavy caseloads and insufficient trial experience.

In 2018, IDLO provided support to develop the capacity of new and existing prosecutors within both the Department of Justice and the Office of the Ombudsman to better handle basic criminal prosecution and corruption cases. A total of 19 graduates of IDLO training courses have since used their newly gained skills to design and conduct the National Prosecution Service's first course on advanced trial advocacy for senior prosecutors.



Policy advocacy, engagement and strategic partnerships



In 2018, IDLO continued to build on its track record of strengthening existing and forging new partnerships. It enjoyed continued engagement and a high level of trust with a wide range of partners, including UN bodies, other international organizations, policy actors and donors.

IDLO's advocacy seeks to increase the political will towards strengthening peaceful, just and inclusive societies. It engaged in and informed policy discourse 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.

Leveraging its presence in Rome, The Hague, New York and Geneva, as well as its many country offices around the world, IDLO continued to champion the 2030 Agenda at the national and international levels, drawing on its research and lessons learned from its programmatic experience in the sector.



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ADVOCATING FOR SDG 16 AND THE 2030 AGENDA

IDLO's policy advocacy in support of Agenda 2030 cuts across the whole range of objectives at the heart of SDG 16 – from peace and institution building to social inclusion and the fight against corruption. Throughout 2018, at the UN and elsewhere, IDLO sought to highlight the cross-cutting nature of SDG 16 and its linkages with the other Agenda 2030 goals, including SDG 10 on reducing inequalities, SDG 5 on gender equality and SDG 3 on health.

IDLO supported the initiatives of the UN Secretary-General and the UN General Assembly to highlight linkages between peace and sustainable development pursuant to the twin UN Security Council and General Assembly Resolutions.

IDLO participated in the UNGA High-level Meeting on Sustaining Peace and Sustainable Development in September 2018 and shared lessons from its long-standing experience of working in fragile and conflict-affected countries around the world, stressing the essential relationship between the rule of law, peace and sustainable development.

In April 2018, at the UN Economic and Social Council Forum on Financing for Development, IDLO highlighted the capacity gaps of developing countries that stand in the way of achieving SDGs. These gaps largely concerned constraints facing least developed countries (LDCs), a challenge that IDLO is attempting to help redress through its Investment Support Programme for LDCs.

In September 2018 at the High-level Meeting on Non-Communicable Diseases (NCDs) held during the

ministerial week of the UN General Assembly, IDLO's Director-General emphasized how the right to information - an integral element of the rule of law - is crucial to any strategy to address NCDs and appealed to the international community to step up efforts to fill the crucial unmet need for legal capacity and legal assistance in this area.

IDLO also actively contributed to the work of the UN Global Alliance for Reporting Progress on Peaceful, Just and Inclusive Societies and the Pathfinders for Peaceful, Just and Inclusive Societies. Under the auspices of the Pathfinders Initiative on SDG16+, IDLO participated in the Task Force on Justice, co-chaired by Argentina, the Netherlands, Sierra Leone and Hina Jilani, member of The Elders, to build support for implementation and reporting of SDGs with a focus on access to justice and the rule of law.

**SUSTAINABLE
DEVELOPMENT
GOALS**



“Many root causes and drivers of conflict such as discrimination and exclusion, unequal distribution of public goods and of natural resources, human rights violations, corruption and lack of accountability stem from or are exacerbated by the absence of the rule of law. For peace to take hold, people must have confidence in justice institutions.”

Irene Khan, IDLO Director-General

JUSTICE FOR WOMEN

During 2018, IDLO championed justice for women and girls at numerous international, regional and national forums, including the Committee on the Status of Women (CSW) and the UN Human Rights Council (HRC).

In May 2018, under the auspices of the Task Force on Justice, IDLO, UN Women and the World Bank co-convened a High-level Group on Justice for Women at an inaugural meeting in The Hague. The High-level Group gathers eminent representatives (see box) from governments, international and national organizations, academics and civil society from various regions to highlight the interrelationship between SDG 16 and SDG 5 and their centrality to the achievement of all other SDGs. The meeting led to preparations for a major report, *Justice for Women: Making the Case for Investment, Action and Change*, due to be launched at the CSW in 2019. >



THE HIGH-LEVEL GROUP ON JUSTICE FOR WOMEN

On the initiative of UN Women, three co-conveners came together to form the High-level Group (HLG) on Justice for Women, as represented by:

Phumzile Nguka-Mlambo,
Executive Director, UN Women

Irene Khan
Director-General, IDLO

Sandie Okoro
Senior Vice President and Group General Counsel, World Bank Group

In addition to the co-conveners, the HLG is composed of high-level representatives from governments, international and national organizations, academics and CSOs, across various regions:

Abubacarr Marie Tamberdou
Minister of Justice, The Gambia

Catherine Harrington
Campaign Manager, Global Campaign for Equal Nationality Rights

Dubravka Simonovic
UN Special Rapporteur on Violence against Women, its causes and consequences

Frida Angelica Gomez Perez
Director-General, Noticias Tiemposmodernos, and National Councilor for the Evaluation and Monitoring of Public Policies on Youth, Mexican Youth Institute, Mexico

Hilary Gbedemah
Chairperson, CEDAW Committee

Maria Fernanda Rodriguez
Under-Secretary, Ministry of Justice and Human Rights, Argentina

Nana Darkoa Sekyiamah
Director of Information, Communications and Media, AWID

Nathalie G. Drouin
Deputy Minister of Justice and Deputy Attorney General, Canada

Nursyahbani Katjasungkana
Head, Association of Indonesian Women for Justice, Indonesia

Patricia Scotland
Commonwealth Secretary General

Rangita de Silva de Alwis
Associate Dean, University of Pennsylvania

➤ Building on its partnership with UN Women, which was strengthened through a memorandum of understanding (MoU) in 2017, IDLO provided inputs to the development and adoption of UN Women's Equality in Law for Women and Girls by 2030: A Multi-stakeholder Strategy for Accelerated Action. This is a global partnership led by UN Women to repeal gender discriminatory laws and enact laws that protect the rights of women and girls. IDLO is among UN Women's implementing partners for the strategy.

IDLO continued its support for the global GQUAL campaign, which calls for measures to guarantee gender

parity in positions involving international responsibility, including international tribunals and human rights bodies. In March 2018, IDLO hosted an event at its Branch Office in The Hague which brought together a panel of influential female justice professionals to explore ways to enhance gender equality in the justice system.

In the margins of the HRC in June 2018, IDLO brought together women leaders and eminent advocates for women's rights within and outside the justice sector 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 the rule of law to achieve SDG 5.



“Women will contribute to breaking down or challenging a lot of preconceived ideas that men bring to the bench and to the courts. On the international scene the attitude that women do not want to give evidence of sexual abuse also was given as one explanation why sexual offences were not indicted early in some tribunals. Women judges have been the ones pushing forward the fact that rape, sexual slavery, forced marriage are an intrinsic part of war. They have really contributed to international law by standing up and saying in a court, women and girls are not the spoils of war.”

Justice Teresa Doherty, judge of the UN's Special Court for Sierra Leone, speaking at the IDLO event in March 2018

“Justice for women must be transformative, not only about punishing a perpetrator. It needs to be about outcome, agency, participation, and it has to be inclusive – leaving no woman or girl behind.”

Ambassador Athaliah Lesiba Molokomme, member of the Task Force on Justice and Permanent Representative of Botswana to the UN in Geneva, speaking at the event in March 2018

STRENGTHENING COOPERATION WITH THE UN HUMAN RIGHTS COUNCIL AND THE OFFICE OF THE HIGH COMMISSIONER FOR HUMAN RIGHTS

In 2018, IDLO continued to raise awareness of the nexus between the rule of law and human rights, organizing side events in the margins of HRC sessions, and delivering policy advocacy statements and interventions on a range of issues relevant to the rule of law and justice.

At the High-level Segment of the HRC in February 2018, IDLO's Director-General underlined the interdependence of the rule of law and human rights, as well as some of the main challenges faced today, 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 the rule of law as concrete pathways to the fulfilment of human rights.

During the year, 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 on Rule of Law and 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. The Council subsequently adopted a resolution to focus the next edition of the Forum on access to justice for all. Discussions have also begun for an MoU between IDLO and OHCHR which is expected to be concluded in 2019.



Flag of the East African Community: Burundi, Kenya, Rwanda, South Sudan, Tanzania, and Uganda

ADVOCATING FOR THE INDEPENDENCE OF JUDGES AND LAWYERS WORLDWIDE

IDLO continued to support 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 HRC. IDLO's cooperation with the Special Rapporteur included providing substantive inputs to his annual report to the Council in 2018.

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 member countries.

In June 2018, IDLO concluded an MoU with the Mexican Electoral Tribunal and organized a joint event at its Branch Office in The Hague to highlight program experience on judicial resolution of electoral disputes. Through its partnership with the Tribunal, IDLO is also supporting the Global Network of Electoral Justice.

Strengthening strategic partnerships and forging new ones

Thanks to its Gender Program, field experience and strong advocacy on access to justice for women and girls, IDLO is increasingly recognized as a credible partner on justice and gender equality issues. IDLO's Director-General was invited to participate in an OECD Ministerial Panel on Access to Justice, held in Riga on 6 July 2018, where the concluding statement acknowledged IDLO's important contribution to access to justice.

Also in July 2018, IDLO, along with other international organizations, was invited to participate in the Forum on Belt and Road Legal Cooperation, convened by the Ministry of Foreign Affairs of the People's Republic of China and designed to increase legal exchange and cooperation between

the countries and organizations involved in this initiative. IDLO aims to support the development and implementation of measures that uphold the highest standards of international rule of law, good governance and sustainability.

During the Director-General's visit to Beijing to address the Forum, as part of efforts to widen outreach among academics and policymakers on the SDGs, an MoU was also signed with the School of Public Policy and Management of Tsinghua University.

Since becoming a Permanent Observer to the UN in 2001, and with the support of its liaison offices in New York and Geneva, IDLO has intensified its engagement and joint collaboration with all the main UN bodies, and

strengthened its relations with a number of specialized agencies of the UN system.

In 2018, IDLO signed two new partnership agreements with two UN programs. The first is with the UN High Commissioner for Refugees (UNHCR), for collaboration on rule of law and justice issues affecting refugees, returnees, and internally displaced and stateless people. The second is with the UN Institute for Training and Research (UNITAR), to strengthen knowledge and understanding of the rule of law and sustainable development among policymakers, including training diplomats and officials from G-77 countries on these issues.

IDLO consolidated its relationship with the World Bank in 2018 through



several jointly organized events. They included a forum in The Hague to launch the main findings of the Women, Business and the Law report and a session in November 2018 in Washington, D.C. on “Justice for Women: Making the Case for Investment, Action and Change”, which aimed to place justice for women and girls at the center of the 2030 Agenda.

Building on its long-standing work on health and the rule of law and its relationship with the World Health Organization (WHO), IDLO entered a new partnership in 2018 with the Canadian International Development and Research Centre, the OPEC Fund for International Development, the Swiss Agency for Development and Cooperation, and WHO. The aim is to

strengthen legal capacity in selected countries to tackle the factors, such as poor diet and lack of physical activity, that lead to a rise in non-communicable diseases – widely recognized as causes of poverty and exclusion.

In 2018, IDLO further strengthened its cooperation with like-minded organizations in The Hague, supported by its Branch Office in the city, participating actively in the work of the Knowledge Platform on Security and Rule of Law (KPSRL).

Being headquartered in Rome, IDLO also enjoys broad opportunities for cooperation with the hub of Rome-based UN agencies. IDLO continued its engagement in 2018 with the Committee on World Food Security (CFS) to highlight the relationship between sustainable

development, food security and the rule of law. IDLO participated in a CFS side event organized by IFAD, FAO and UNIDROIT entitled “Improving Agricultural Investment Contracts and the Contracting Process”, as well as an international conference organized by IFAD on “Rural Inequalities: Evaluating approaches to overcome disparities”.

In April 2018, IDLO concluded an MoU with the Italian Ministry of Foreign Affairs and International Cooperation to allow young professionals to gain experience in the international development sector with IDLO.



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Partnership Forum The Rule of Law in Turbulent Times

Held annually on the occasion of IDLO's Assembly of Parties, the Partnership Forum aims to inspire and stimulate dialogue between key actors on the challenges and opportunities for the rule of law. In 2018, over 200 participants, including government ministers, senior officials, diplomats, policymakers, judges, lawyers, academics, civil society leaders and international development practitioners, convened at IDLO's 2018 Partnership Forum to discuss the catalytic role of SDG 16 in achieving all the goals of the 2030 Agenda and for sustaining peace in turbulent times.

The 2018 Forum was convened in a context of unprecedented strain on multilateralism, the rule of law and respect for human rights, growing inequalities and global challenges of climate change, entrenched conflicts, large-scale migration and refugee problems.

Overall, the Forum aimed to explore ways to build momentum for advancing the rule of law and access to justice in light of the first

quadrennial assessment of progress in implementing the SDGs in September 2019, the United Nations High-level Political Forum (HLPF) in July 2019 and the work of the Taskforce on Justice.

The Partnership Forum was opened by Ambassador Inga King, President of the UN Economic and Social Council and the 2019 High-level Political Forum. Keynote speakers included Diego García-Sayán, UN Special Rapporteur on the independence of judges and lawyers; Enrico Giovannini, President of the Italian Alliance for Sustainable Development; Jean Marie Guéhenno, former UN Under-Secretary-General for Peacekeeping Operations and President of the International Crisis Group; Ambassador Athaliah Molokomme, Member of the Task Force on Justice and Permanent Representative of Botswana to the UN in Geneva; and Kate Gilmore, Deputy High Commissioner for Human Rights.

The first thematic session covered "Building trust and confidence in institutions". Public trust in institutions

has been waning in many contexts around the world due to corruption, lack of transparency and moves that advance the interests of the powerful. While grassroots movements have ignited civil society to advocate for the vulnerable and the marginalized, this can only be sustained with strong institutions. It is thus important that judicial independence and public trust in institutions are strengthened by increasing interaction with the people that they aim to serve.

The ways in which countries at different levels of development can promote sustainable, inclusive economic growth by strengthening their legal and institutional capacity, as well as alternate dispute mechanisms were examined in the second thematic session entitled "The rule of law in a changing global economy". Disruptive changes to traditional economies have posed threats to citizens. On the other hand, innovative solutions through strong legal frameworks can promote social inclusion and opportunity while trade and entrepreneurship are powerful engines for development.

The third thematic session focused on closing the justice gap for women and girls with a view to accelerating gender equality for women in political, economic and social spheres. Examples presented from Afghanistan, Mongolia, Kenya and other national contexts illustrated that women and girls continue to face significant structural barriers when accessing justice. Participants urged for laws to be translated into practice, and for progress to be accelerated through meaningful investment in justice for women.

The Forum concluded that the heart of the rule of law lies in the mission to advance dignity for all. Thus, as it marked its 30th anniversary in 2018 as an intergovernmental organization, IDLO's work as a pathfinder is all the more relevant and essential.



Irene Khan, IDLO Director-General opens the 2018 Partnership Forum

“SDG16 is far reaching. The goal speaks to the fundamental structures and principles of our governments and societies. It is particularly these characteristics that distinguish its catalytic role in the realization of the 2030 Agenda in its entirety.”

Ambassador Inga King, President of the UN Economic and Social Council and the 2019 High-level Political Forum

“We know how human beings hunger for food, how we all thirst when parched. But it is just as true that we all long for justice”

Kate Gilmore, Deputy High Commissioner for Human Rights

“The key component [of independence] is not the rights of judges and lawyers – it’s the rights of society to have access to the justice system to solve cases independently with neutrality”

Diego García-Sayán, UN Special Rapporteur on the independence of judges and lawyers

“Things move with individuals, but the staying power is with institutions.”

Jean Marie Guéhenno, former UN Under-Secretary-General for Peacekeeping Operations and President of the International Crisis Group

“Poor women are often left behind, and their justice needs are not heard. We need to begin to walk the talk.”

Ambassador Athaliah Molokomme, Member of the Task Force on Justice and Permanent Representative of Botswana to the UN in Geneva

“It is time for us to create new partnerships. Partnerships that are willing to explore, innovate and willing to think differently. We have to be bold and be willing to learn from each other. The ultimate law is humanity, and we shouldn’t forget that.”

Gerald Abila, Founder and CEO of Barefoot Law, Uganda

“There is no silver bullet. But there are silver threads which the international community has woven into a tapestry known as the UN 2030 Agenda for Sustainable Development. Access to justice and the rule of law are two of these silver threads.”

Irene Khan, IDLO Director-General



Ambassador Inga King



Jean Marie Guéhenno



Gerald Abila



Kate Gilmore

Governance



IDLO was established as an intergovernmental organization in 1988 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 Member Parties, which determines the organization's policies, elects the Director-General and oversees her work.

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 strategic plan, the annual management plan and budget 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 2018

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

2018 Assembly of Parties

In 2018, Montenegro became a new Member Party, bringing the total number to 34.

At its annual meeting in November 2018, the Assembly noted with satisfaction the progress made by the Organization towards the goals of its Strategy 2020 and reiterated its call to ensure IDLO's contribution, within its mandate, to the implementation of the 2030 Agenda.

The Assembly approved by consensus the 2019 Management Plan and Operating Budget as presented by the Director-General. The Assembly elected the following Members to the governing bodies:

- Turkey as an ad hoc member of the Standing Committee to serve a two-year term expiring at the 2020 Assembly of Parties.
- Peru and the United States of America for an additional two-year term, and Pakistan as a new Member of the Audit and Finance Committee, all three terms expiring at the 2020 Assembly of Parties.
- Italy to serve as a member of the Audit and Finance Committee for another one-year term, and Mr. Filippo Alessi (Italy) to serve as Chair of the Audit and Finance Committee during that term, expiring at the 2019 Assembly of Parties.

“We are all here today because we believe in making our governments more capable and more accountable to the citizens we serve, and we think that’s what IDLO’s programs are accomplishing.”

Thomas M. Duffy, Chargé d’Affaires, United States Mission to the UN Agencies in Rome, and President of the IDLO Assembly of Parties and Standing Committee, speaking at the 2018 Assembly meeting.



©IDLO_Rome_Assembly of Parties

Standing Committee

As of November 2018



USA

President



Mozambique

Vice-President



Italy

Vice-President *ex officio*



Ecuador



Kuwait



Peru



Turkey

Audit and Finance Committee

As of November 2018



Italy

Chair



Egypt



Pakistan



Peru



United States

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 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

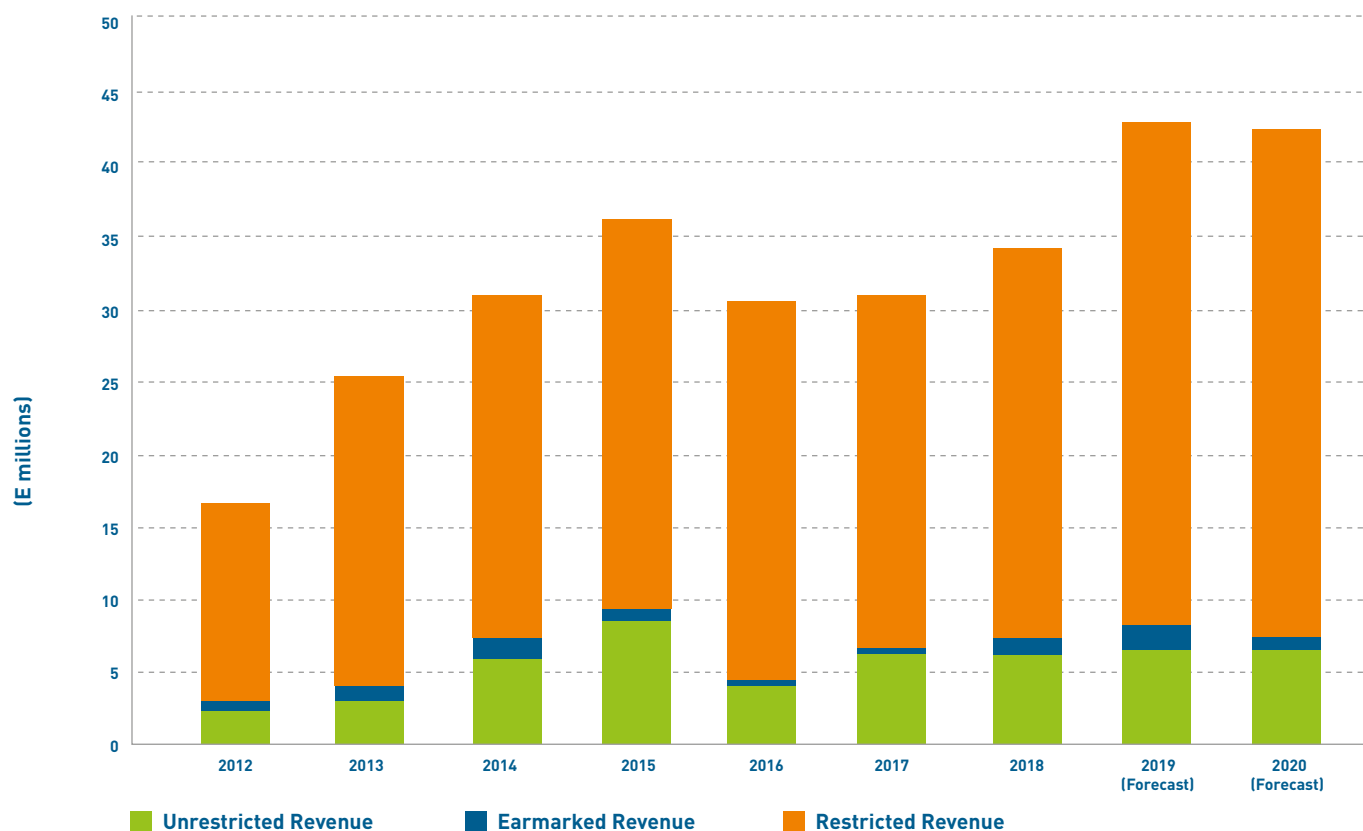
During 2018, IDLO invested in a number of initiatives to improve program design and quality, knowledge management and learning. It rolled out the financial module of its Enterprise Resource Platform system to increase accuracy, transparency and efficiency of its business processes and to better support field operations. The systems improvements will be completed over a two-year period in 2019 with a view to enhancing efficiency, effectiveness and accountability and supporting organizational growth.

Finance

In 2018, IDLO generated unrestricted, earmarked and program revenue from 11 governments and 14 other sovereign donors, private, and multilateral organizations, with 12.4% overall increase compared to 2017. With direct program activities growing by 15% and significant savings in institutional and support costs, the year ended with a financial surplus of 1.2 million euro, putting IDLO in a healthy financial position as it entered 2019.

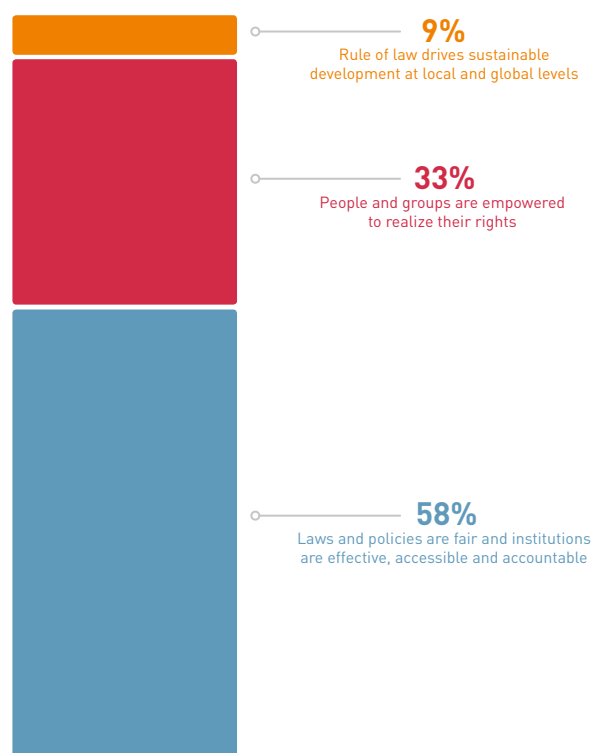
Revenue 2012 – 2020 (f) (million euro)

Graph 1



Program implementation by Strategy 2020 goals

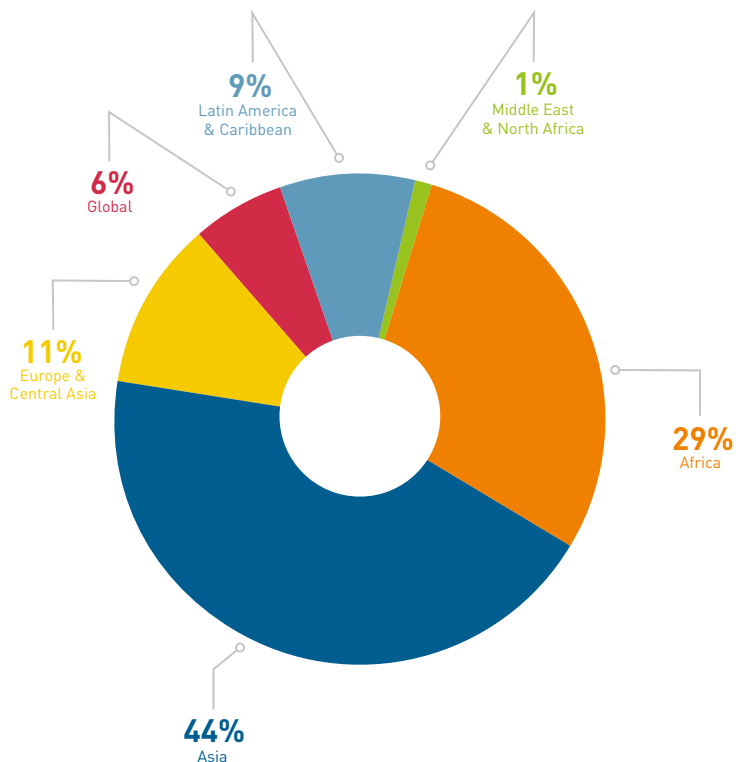
Graph 2



Program Revenue by region – 2018

Graph 3

100% = 28,372,803 euros



In 2018, IDLO's financial partners were:

Governments of:

- Denmark
- Germany
- Italy
- Netherlands
- Philippines
- Sweden
- Switzerland
- United Kingdom
- United States of America

- Bill and Melinda Gates Foundation
- British Council
- East Europe Foundation
- European Bank for Reconstruction and Development
- European Union
- Food and Agriculture Organization of the United Nations
- Ford Foundation
- Joint United Nations Programme on HIV and AIDS
- Kuwait Fund for Arab Economic Development
- Netherlands Institute of International Relations "Clingendael"
- OPEC Fund for International Development
- Search for Common Ground
- United Nations Convention on Biological Diversity
- United Nations Development Programme
- ViiV Healthcare

Endnotes

Unless otherwise specified, all statistics are IDLO-sourced

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