

PROCEEDINGS

Meeting of the Assembly of Parties

November 26, 2013

1. The Annual Meeting of the Assembly of Parties (the Assembly) of the International Development Law Organization (IDLO) was held at the headquarters of the International Fund for Agricultural Development (IFAD) on 26 November 2013. In addition to representatives of IDLO Member Parties, the Meeting was attended by representatives of 14 observer States and the representative of UNDESA. Most delegations were represented at the Ambassador level. [A list of representatives is attached as Annex A].

A. Opening

2. The President of the Assembly Ambassador David Lane, Permanent Representative of the United States of America to the UN Agencies in Rome, welcomed the Representatives of the Member Parties and observers and thanked the members of IDLO's governance bodies, IDLO's Director-General (DG) Irene Khan and IDLO staff for their contributions to the Assembly's preparations.
3. The President briefly reviewed IDLO's achievements over the past year. He noted that IDLO was increasingly positioning itself as a leader in the international community in projecting the crucial role that the rule of law plays in advancing development. He noted, as an illustration of the greater voice and visibility that IDLO is gaining in the international arena, the DG's participation in the September 2012 High Level Meeting of the UN General Assembly on the Rule of Law. He also referred in the same context to a growing recognition of the key place that the rule of law should have in the Post-2015 Development Agenda, and the important ongoing contribution that IDLO is making to the international debate underway in crafting that Agenda. [The full statement of the President is attached as Annex B.]
4. In a video message addressed to the Assembly, the Deputy Secretary-General of the United Nations (DSG) Jan Eliasson recalled that IDLO was the only intergovernmental organization solely dedicated to promoting the rule of law and commended its work in continuing to support advances in the rule of law, often in challenging national environments. He also expressed appreciation for IDLO's contribution in advocating the criticality of the rule of law in laying the foundations for sustainable economic and social development. He noted that there is increasing understanding within the international community of the importance of the rule of law, and increasing recognition that a stronger emphasis on the rule of law in the conception of the Millennium Development Goals would have contributed to greater progress in

achieving the MDGs' underlying objectives. He looked forward to IDLO's continuing support for the ongoing effort to ensure that the rule of law is given a prominent place in the Post-2015 Development Agenda.

5. H.E. Cécile Kashetu Kyenge, Minister for Integration, Government of Italy, said that Italy was proud to be the host country and long-time supporter of IDLO. She noted that advancing “principled” rule of law – a rule of law geared to building inclusive, pluralistic societies where all are enabled to contribute to progress and can share in the benefits – should be an integral part of the responsibility of all women and men of institutions and of all citizens concerned to build a better life for future generations. She read the word “development” before the word “law” in the name of IDLO as pointing to a mission to transform the rule of law from an abstract concept into a concrete tool for advancing the principles of justice and equity to which all should aspire. She especially applauded the renewed emphasis that IDLO's new strategic plan places on human rights, the rights of women and minorities, access to justice and legal empowerment; and the planned evolution of the institution into a “network organization”, closer to the regions, countries and people it is to serve. Strongly supporting the Director-General's emphasis on IDLO's mission to build a “culture of justice”, she concluded by calling on all members of IDLO to contribute to ensure that the institution is up to this challenge, “not only day by day but in the long haul”. [Ms. Kyenge's full statement is attached as Annex C.]
6. Keynote speaker Dr. Shirin Ebadi, 2003 Nobel Peace Prize Laureate and distinguished jurist, expressed her admiration for IDLO's work on rule of law, and how the Organization moves from abstract, high-level thinking to concrete actions. Dr. Ebadi shared her own assessment of progress and setbacks in respect of the rule of law in a number of situations, and highlighted the crucial role that the rule of law plays in combating impunity, advancing social justice and bringing about truly democratic systems of governance.

B. Adoption of the agenda

10. The Revised Agenda (AP/2013/1/Rev1) was adopted by consensus.

C. Report of the Director-General and general comments

11. Director-General Irene Khan (DG) began her report with a video presentation of IDLO's work (available at <http://tinyurl.com/pmu2tkk>).
12. In 2013, the first year of implementation of IDLO's Strategic Plan 2013-2016, good progress was made in achieving results in IDLO's substantive work areas, improving the health of IDLO's finances, and undertaking organizational reform.
11. As outlined in the Strategic Plan 2013-2014, IDLO's substantive work focused on three themes:
 - a. Institution-building;

- b. Access to justice; and,
 - c. Legal innovation to facilitate sustainable development and economic opportunity.
12. The most dominant area of work for IDLO in the last year has continued to be institution-building, where IDLO continues to have a clear comparative advantage. The rule of law is of critical importance in post-conflict settings and is a crucial part of transition processes. IDLO's work in judicial training and transition in Afghanistan, in judicial capacity development in South Sudan and Yemen, in assisting with democratic transition in Kenya, in political transition in Somalia, and prospective work with the Office of the Attorney-General in Myanmar clearly show the impetus given to IDLO's work and capability in institution-building.
 13. IDLO's theory of change in the area of access to justice seeks to combine top-down efforts of institution building with bottom-up efforts of empowerment. In this vein, IDLO has been working on gender justice in Afghanistan by setting up eight prosecution units focused on the elimination of violence against women, legal aid centers, and women's shelters that offer both social support and legal remedy. In the realm of rights awareness, IDLO is working with partners across Latin America providing technical assistance to governments to inform people of their rights, and to empower people to claim them. In addition, IDLO's emerging partnerships are helping to empower vulnerable populations. For example, IDLO's work with UNICEF in Eastern and Central Europe and UNHCR in Myanmar are seeking to empower children and stateless persons, respectively, and are evidence of IDLO's expanding role in the area of access to justice.
 14. IDLO, as a rule of law institution, has sought to bring to development the legal know-how to promote growth with equity and sustainability through programs to improve access to green investment opportunities in Mozambique, Kenya and Zambia; by partnering with other agencies to build consensus on legal preparedness mechanisms for climate change in Colombia, Ecuador, and Mexico; and by building legal capacity around clean energy in a number of African countries.
 15. During the year, based on its field experience, IDLO contributed actively to the global discussions shaping the Post-2015 Development Agenda. In particular focusing on the need to anchor the new development goals solidly within the rule of law framework.
 16. The DG highlighted that IDLO was continuing to strengthen its partnerships with multilateral and other organizations, including the Rome-based agencies.
 17. On the organizational side, IDLO completed the organizational redesign of Headquarters, which was aimed at strengthening program development, program delivery, field support, substantive program expertise and communications. The restructuring has resulted in a net gain of 18 positions, and affected ten staff members, for all of whom IDLO has provided satisfactory outcomes. Additionally the Branch Office in The Hague, which has been funded by a one-time grant of €1.7 million from the Netherlands, will enhance IDLO's capacity for innovative programming, advocacy as well as outreach capitalizing on its strategic location amongst other justice or legal organizations in The Hague.

18. With regards to IDLO's financial position, a large increase in program funding from the United States, the restoration of historical funding levels by Italy and a significant injection of flexible funding from the Netherlands have contributed greatly to IDLO's overall stable financial position. In addition, the Netherlands has agreed to match unrestricted contributions from Member Parties or other donors up to €1 million per year for 2015 and 2016 which IDLO hopes to be able to capitalize on.
19. The DG concluded her report by thanking Member Parties, partners, donors and supporters for the political and financial support over the past year, and in particular the support of the President, the two Vice-Presidents, the Chair of the Board of Advisors, and the Audit and Finance Committee for their continued help and guidance. [A full text of the DG's statement is available as Annex D.]

a) Remarks by Member Parties and Observers

20. The Assembly heard positive and valuable interventions from 18 delegations, including four observer delegations, which focused on a wide variety of themes and highlighted the importance of IDLO's work and of the rule of law in its broadest sense.
21. Afghanistan. The Ambassador of Afghanistan thanked IDLO's DG, staff, panelists, and members of governing bodies and expressed appreciation for the important contribution that IDLO is making to rule of law development in Afghanistan. He observed that IDLO's programs and outputs are effectively responding to the needs of the country and are bringing notable positive results to Afghanistan.
22. Philippines. The Ambassador of the Philippines emphasized in his intervention the criticality of a renewed global effort to advance sustainable development, and especially welcomed IDLO's rule of law activities that contribute towards combating climate change, particularly in the South East Asian region. The Ambassador also expressed appreciation for IDLO's work to strengthen access to justice, recalling that "those with less in life should have more in law".
23. The Netherlands. The Representative of the Netherlands congratulated the DG and IDLO on the progress made in the last year in building the basis for a sustainable future for IDLO, and encouraged other donors to make contributions of unrestricted funding. The Representative also conveyed his government's satisfaction regarding the opening of the Branch Office in The Hague, which – he said -will be strategically placed in "the capital of peace and justice", and reiterated the strong commitment of the Netherlands to IDLO and the rule of law.
24. Turkey. The Representative of Turkey recalled that a culture of justice is a cornerstone of true democracy. He noted that the lack of substantial progress in achieving fair opportunities for all, and the fact that so many ordinary people are disappointed with the responsiveness of their country's institutions to their need and aspirations, are key challenges that make IDLO's work so vital.
25. Tunisia. The Ambassador of Tunisia discussed the country's current transitional circumstances and the importance of the constitution building process underway in Tunisia to address current rule of law challenges, including: clear separation of powers;

robust judicial systems that uphold human rights and the rule of law; and law enforcement and legal systems that are free from corruption and abuses of power. The Ambassador noted that IDLO is, and will continue to be, a critical partner in the country's process of transition.

26. France. The Ambassador of France recognized IDLO's programmatic achievements, highlighting among others, initiatives that serve to promote women's access to justice, and reiterated France's commitment to a range of IDLO programs. He also welcomed the progress made by the organization in organizational reform and in achieving financial stability. He added that from France's perspective, it was important to ensure that the expertise and value-added of IDLO versus other organizations be preserved and recommended that, IDLO's programs continue to give adequate attention to civil law systems.
27. Sudan. The Ambassador of Sudan thanked the DG for her presentation and IDLO's valuable work. Responding to some of the statements made by Dr. Shirin Ebadi in her intervention, the Ambassador stressed the need for the Assembly to remain focused on the dissemination of justice and the creation of a culture of justice, and on addressing the root causes of conflicts and other factors that affect progress in furthering the rule of law.
28. China. The Representative of China stressed the importance of linkages between the rule of law and socio-economic progress, and the need for comprehensive approaches in advancing sustainable development, noting that countries like China are in the process of reform but continue to face the scourges of poverty and other social issues despite having large economies. In expressing support for IDLO's program directions, he observed that as an IDLO alumni, he was particularly appreciative of for IDLO's training activities.
29. Kenya. The Ambassador of Kenya discussed the strides made by Kenya towards improving mechanisms of justice and accountability, delivery of justice services and access to justice, as well as implementation of and adherence to international instruments. The Ambassador of Kenya also thanked and congratulated IDLO for its progress towards financial stability, program expansion, and the good work that has been done in Kenya particularly regarding constitution development, and legal guidance for the management of land and energy resources in a fair and sustainable manner.
30. Mozambique. The Ambassador of Mozambique discussed the importance of the inter-linkages between, and the mutually reinforcing nature of the rule of law, human rights and democracy. In particular, she highlighted the importance of addressing inequalities through the rule of law, and of capacity building and empowerment in rule of law development to ensure nationally-inclusive processes that are informed by national priorities. The Ambassador thanked IDLO for its work towards legal reform and welcomed and supported the IDLO Management Plan for 2014.
31. Australia. The Representative of Australia highlighted the importance of the rule of law, and discussed the work that has been undertaken by AusAID to advance the rule of law in the South Pacific. He particularly noted the partnerships between AusAID and IDLO

in deploying the rule of law to advance health, specifically for people living with HIV in Papua New Guinea.

32. Ecuador. The Representative of Ecuador discussed the critical role that IDLO plays in linking the rule of law with human rights and development, and in focusing on the empowerment of citizens as the key to sustainable development. The Representative noted the importance for IDLO to strengthen links with UN agencies and collaboration with regional institutions, welcomed IDLO's increasing work in Latin America, and emphasized the importance of this region for IDLO's future program development.
33. Egypt. The Ambassador of Egypt congratulated IDLO for its work in Afghanistan and Yemen, and reiterated Egypt's interest in promoting trilateral collaboration with IDLO in Africa. The Ambassador stated that true democracy in Egypt will be built on a new constitution, the principal challenge being the development and implementation of a constitution that fairly represents all facets of Egyptian society. The Ambassador indicated that he was looking forward to the DG's upcoming visit to Cairo, and called on IDLO to consider re-opening a regional office in Cairo.
34. Italy. The Ambassador of Italy referred to the key role that the rule of law has to play in the Post-2015 Development Agenda and the promotion of equality, stressing in particular the elimination of domestic violence and violence against women, and reiterated Italy's ongoing strong commitment to supporting IDLO's work. After reviewing the many significant achievements that IDLO had accomplished in the first year of implementation of its Strategic Plan, the Ambassador pointed to some of the main lessons learned, among them the importance of broadening the donor base and the sources of core contributions to the organization through unrestricted funding, of keeping Member Parties fully briefed on organizational developments, and of continuing to seek synergies and partnerships with the UN system.
35. Sweden. The Ambassador of Sweden commended the DG both for her report and for the impressive development of the work and the program portfolio of the organization, noting that Sweden regards IDLO as a strategic partner in the area of the rule of law. She was happy to inform the Assembly that an assessment process concerning Sweden's relationship with, and support to, IDLO has been initiated and will be completed in the coming months.
36. Liberia. The Representative of Liberia discussed the progress that Liberia has made as a post-conflict country and highlighted the potential that exists for IDLO to support the ongoing effort to strengthen the rule of law in the country. The Representative asked the DG for IDLO's views on the role of truth and reconciliation commissions in post-conflict countries.
37. Responding to a question, during the afternoon session, the DG stated that while IDLO is not currently running programs in the area of transitional justice, conversations are ongoing with the International Criminal Court (ICC) around IDLO's potential to build national capacity to deal with post-conflict transitional justice issues. IDLO is working towards developing a Memorandum of Understanding with the ICC during the course of 2014.

38. The Representative of Iraq discussed the importance of law and order both at national and international levels, and emphasized that robust international legal mechanisms are dependent on strong national justice institutions and international collaboration. In addition, she noted progress within national systems of justice in Iraq and highlighted the importance of constitutional frameworks, judicial independence, and respect for human rights for law and order.
39. UNDESA. The Representative of UNDESA referred to the joint UNDESA/IPU program on the use of new IT technologies in Parliaments, which had served among other things to bring to the fore an important but so far somewhat neglected dimension in the effort to advance the rule of law and support and promote the legal empowerment of citizens: making laws and legal information freely available through the use of ICTs. He noted that progress so far in this domain has almost entirely relied on a few Legal Information Institutes around the world and considered that more needed to be done to share practices, technology and standards and to discuss in a multi-stakeholders context how best governments, under their ownership, can best achieve this simple but crucial goal. He invited IDLO to join UNDESA in a common endeavor to support both executive and judiciary branches to advance progress in this area.

D. Presentation of IDLO's Management Plan and Budget for 2014

40. The DG described the key features of the proposed 2014 Management Plan (AP/2013/2.1R), which maps out the second year of implementation of IDLO's four-year Strategic Plan. The Management Plan for 2014 has a firm platform following on from the successes of 2013, and will focus on five Critical Strategic Initiatives:
 - a. *Deepening and diversifying program portfolio* - IDLO's strongest comparative advantage, interest from partners, and interest from donors remains in the area of institution building. IDLO will continue to work predominantly in this area and in 2014 sees work in this area expanding in South Sudan, Somalia and Yemen. IDLO will also expand in countries where there are new opportunities, to temper the financial and operational risk that IDLO runs by working predominantly in fragile environments. IDLO is working to provide a better balance of projects and in 2014 sees work expanding in Latin America, Myanmar, and in the Arab region and would like to see work expand in Central Asia, Eastern Europe, Asia and francophone West Africa. Thematically, IDLO is being increasingly approached to work in new areas and will seek to expand work in gender equality, anti-corruption and integrity and human rights, and will look to support transitioning middle-income countries.
 - b. *Focusing on quality and results* – Flexible, unrestricted funding is critical in order to improve program quality and IDLO is particularly grateful for the support of the Netherlands in this area. In this vein, program development will be strengthened and field support increased. Specialist expertise, legal expertise and evaluation capacity will be expanded in 2014 in order to ensure that program learning is injected back into the organization, thereby improving IDLO's empirical base and therefore program quality.

- c. *Developing strategic partnerships* – In 2014, IDLO will strengthen strategic partnerships in the areas of: thought leadership, by capitalizing on high-level discussions on the Post-2015 Development Agenda and IDLO’s new strategic positioning in The Hague; programing, through fostering emerging relationships with program partners such as UNDP and other UN agencies, and intergovernmental organizations; and delivery, by bolstering relationships including by strengthening IDLO’s alumni network.
 - d. *Expanding and engaging donors and members* – While IDLO is expanding its program portfolio, donor trends show that while the amount of funding provided by donors is increasing, the number of donors who are providing that funding is decreasing. There is a critical need to expand the base of IDLO’s donor funding. In 2014, IDLO intends to stabilize program funding but to proportionately increase flexible funding through the fund-matching arrangement with the Netherlands. In this area, IDLO is looking for support from Member Parties to meet the challenge of increasing flexible funding and would welcome champions to assist IDLO to increase the donor base and IDLO’s membership.
 - e. *Building a high performance, networked organization* – In 2014, IDLO will assess and review field operations, will bolster its communications functions, and will deploy the workforce strategy. Strategy, innovation and program development will be the core functions of the Branch Office in The Hague.
41. Further details on IDLO’s 2014 Budget (AP/2013/2.2R), presented by IDLO’s Director Finance and Administration resumed following the lunch break. The Budget presentation showed that 2014 will propose the largest (€35.5 million), yet most secure budget in recent years, with a focus on investing in IDLO’s programmatic work.
 42. The Representative of the Netherlands expressed the need for the Organization to focus on securing unrestricted/core funding and to streamline programs.
 43. The DG reiterated that IDLO is aiming to raise an additional €1.5 million before 2016 in order to unlock the funding which is part of the matching agreement with the Netherlands. In this vein, she suggested the coming together of a support group to focus on this priority issue, and would welcome support from Member Parties in this area.

E. Reports of the governing bodies

a) Report of the Standing Committee

44. The Report of the Standing Committee (AP/2013/3/3.1R) was presented by the Vice-President of the Assembly (Kuwait) who thanked and congratulated IDLO, its governing bodies and Standing Committee members for the work of the previous year and provided a summary of the highlights from the Committee’s work 2013. The Vice-President thanked the DG for her responsiveness to the Standing Committee’s advice and for effectively implementing the first year of IDLO’s Strategic Plan which saw the Organization continue to change and grow. He noted in particular her efforts in the

areas of profile raising within the international community through participation at various high-level meetings, and in fundraising in securing the multi-year funding agreement with the Netherlands which has provided a solid base for a balanced budget in 2014. The Vice-President also thanked IDLO staff for their performance and dedication throughout 2013, particularly in the face of organizational change.

F. Report of the Audit and Finance Committee

45. The Chair of the Audit and Finance Committee (AFC) (the Netherlands, represented by the Financial Controller of the Ministry of Foreign Affairs), introduced the report of the AFC (AP/2013/3.2R) and thanked the AFC members for their continued active participation, and the Director of Finance and Administration and the IDLO finance team for their work. Speaking on behalf of the AFC, the Chair of the AFC highlighted the critical need for IDLO to focus on the financial sustainability of the organization, and outlined three core areas to address to improve the Organization's financial sustainability: the need to strengthen reserves to mitigate the impact of unforeseen impacts; the need to improve program budgeting and financial monitoring; and the need to diversify program funding.

G. Discussion and Approval of Proposed Resolutions

46. The President explained the process for discussing and acting on resolutions, and expressed the hope that the Assembly would reach a consensus agreement whenever possible.

a) RESOLUTION 1/2013: Approval of the IDLO Management Plan and Budget for 2014

47. Introduction. IDLO's DG introduced the Resolution which sought for Member Parties to approve a plan and budget of €35.5 million.
48. Decision. The Assembly adopted Resolution No. 01/2013 (attached as Annex E) by consensus.

b) RESOLUTION 2/2013: Staff Rules and Regulations

49. Introduction. IDLO's General Counsel introduced the Resolution and explained that the adoption of new Staff Regulations and the approval of the delegation of authority for the Staff Rules to the Standing Committee would enable IDLO to have more up-to-date human resources policies, responsive to current requirements. The aim of the revision of the human resources policies was to improve the effectiveness of the Organization as a modern, field-oriented institution. The Staff Rules and the Human Resources Manual, which are currently under development, will be guided by the overarching Staff Regulations. The delegation of approval for the Staff Rules to the Standing Committee will provide for more responsive decision-making on these matters given that the Standing Committee meets on a more regular basis.

50. Discussion. The Representative of OFID, after thanking and congratulating IDLO and the governing bodies for their work in 2013, strongly recommended adoption of the resolution at hand, and in particular the delegation of authority which was critical for an organization's agility.
51. The Representative of Italy enquired as to whether IDLO has assessed the UN system's human resources policies and practices in the development of the Staff Regulations, in the interest of harmonizing schemes and processes. The DG clarified that IDLO had drawn broadly from the UN framework; however, the proposed Staff Regulations also reflected points of differences that IDLO has as a small organization, for instance regarding staff mobility and salary packages.
52. The Representative of France enquired as to the involvement of the Staff Association in the development of the Staff Regulations. IDLO's General Counsel explained that the participation of the Staff Association and staff at large had been an integral part of the development of the Staff Regulation. Similarly, consultation will be undertaken on the Staff Rules.
53. Decision. The Assembly adopted Resolution No. 02/2013 (attached as Annex F) by consensus.

H. Elections

a) RESOLUTION 3/2013: Postponement of the elections of the President and Vice-President of the Assembly of Parties

54. Introduction. The Vice-President ex-officio introduced a resolution put forward by Italy that would postpone elections for the President and Vice-President until the regular Assembly of Parties session in 2014.
55. The Vice-President ex-officio, referring to the background note on the elections procedure (AP/2013/5), explained that in instances where no candidacies had been put forward for the President and Vice-President positions, article 14 of IDLO's governing rules requires the incumbents to remain in office "until their successors are elected". This being the situation, the draft resolution proposed postponement of elections for the President and Vice-President positions until the Assembly of Parties 2014.
56. Decision. The Assembly adopted Resolution No. 03/2013 (attached as Annex G) by consensus.
57. The Vice-President ex-officio thanked the Assembly for the consensus adoption of the resolution, which would provide continuity during 2014 in the ongoing process of re-launching of the Organization.
58. Resuming the chair, the President thanked the Assembly of behalf of the United States and Kuwait for the confidence expressed in their leadership and reaffirmed their commitment to IDLO and to the rule of law.

b) RESOLUTION 4/2013: election of an ad hoc member of the Standing Committee

59. Introduction. The President explained that one two-year, ad-hoc seat on the Standing Committee had been vacated by Paraguay. After thanking Paraguay for its important contribution, he noted that the only candidate that had expressed an interest in this position was the Netherlands, and no other candidates were nominated at the meeting. The resolution put forward the proposed appointment of the Netherlands to the vacant ad-hoc seat on the Standing Committee until the Assembly of Parties meeting of 2015.
60. Decision. The Assembly adopted Resolution No. 04/2013 (attached as Annex H) by consensus. The President thanked and congratulated the Netherlands for their commitment to IDLO and its work.

I. Any other business

61. No other business was discussed.

K. Closure

62. The President announced that the IDLO Secretariat would prepare a summary report of proceedings of the meeting and the adopted Resolutions for his final confirmation, before its distribution to all Member Parties.
63. The President concluded by thanking the DG and IDLO for their work, and expressed pride in continuing to support IDLO as an organization that is full of promise.

List of Participants

Title	First Name	Last Name	Country	Position
H.E.	Zia	Uddin Nezam	Afghanistan	Ambassador, Embassy of Afghanistan
Mr.	Fazull Mahmood	Pajwak	Afghanistan	Second Secretary, Embassy of Afghanistan
Mr.	Doug	Trappett	Australia	Deputy Head of Mission, Embassy of Australia
Ms.	Elizabeth	Ames	Australia	Second Secretary, Embassy of Australia
Ms.	Gudrun	Matt	Austria	First Secretary, Embassy of Austria
Ms.	Antoaneta	Dimitrova	Bulgaria	EU Secretary, Embassy of Bulgaria
Mme	Traore	Konde	Burkina Faso	Minister Counsellor, Advisor to the Ambassador, Embassy of Burkina Faso
Mr.	Wenzhu	Li	China	Division Director, Ministry of Commerce of the People's Republic of China
Mr.	Mingzhi	Xue	China	Official, Ministry of Commerce of the People's Republic of China
Mr.	Hao	Yuan	China	Third Secretary, the Embassy of the People's Republic of China in Italy
Mr.	Jose Antonio	Carranza	Ecuador	First Secretary, Embassy of Ecuador
H.E.	Amr	Helmy	Egypt	Ambassador, Embassy of Egypt
Mr.	Emad	Hanna	Egypt	Counsellor, Deputy Chief of Mission, Embassy of Egypt
Mr.	Khaled	El taweel	Egypt	Attaché, Embassy of Egypt
H.E.	Alain	Le Roy	France	Ambassador, Embassy of France
Mr.	Cédric	Manuel	France	Second Counsellor, Embassy of France
Dr.	Loredana	Magni	Italy	Expert, Directorate General for Development Cooperation, Italian MoFA
H.E.	Gianni	Ghisi	Italy	Ambassador, Permanent Representative of Italy to the UN Agencies in Rome
Minister	Cécile	Kyenge	Italy	Minister for Integration
Mr.	Piergiorgio	Cherubini	Italy	Minister Plenipotentiary, Diplomatic Adviser for the Minister for Integration
Mr.	Luca	Zelioli	Italy	Counsellor, Directorate General for Development Cooperation, Italian MoFA
Mr.	Dario	Fiorucci	Italy	Attaché, Italian Mission to the UN Agencies in Rome

Mr.	Simone	Ievolella	Italy	Vicar, Directorate General for Development Cooperation, Italian MoFA
Ms.	Valentina	Muiesan	Italy	Counsellor, Italian Mission to the UN Agencies in Rome
Ms.	Silvia	Tarquini	Italy	Press Officer, Ministry of Integration
Dr.	Basel	Al kayed	Jordan	Counselor, Embassy of Jordan
Mrs.	Reima	Dubayah	Jordan	Attaché, Embassy of Jordan
H.E.	Josephine	W. Gaita	Kenya	Ambassador, Embassy of Kenya
Mr.	Charles	Ooko otieno	Kenya	Second Counsellor, Embassy of Kenya
Mr.	Nawaf	Al-mahamel	Kuwait	Legal Advisor, Kuwait Fund for Arab Economic Development
H.E.	Carla Elisa	Mucavi	Mozambique	Ambassador, Embassy of Mozambique
Mr.	Lourenço Jeremia	Cumbe	Mozambique	Counsellor, Embassy of Mozambique
Mr.	Joost	Andriessen	Netherlands	Director, Stabilization and Humanitarian Aid Department, Dutch MFA
Mr.	Lex	Van der hoeven	Netherlands	Controller, Stabilization and Humanitarian Aid Department, Dutch MFA
Ms.	Quirine	Timmerman	Netherlands	Senior Policy Officer, Stabilization and Humanitarian Aid Department, DutchMFA
H.E.	Bjørn T.	Grydeland	Norway	Ambassador, Embassy of Norway
Mr.	Tord	Tukun	Norway	Minister Counsellor, Embassy of Norway
Ms.	Anna Lygre	Solvang	Norway	Attaché, Embassy of Norway
Mr.	Hanno	Scheuch	OFID	Senior Counsel
Ms.	Shirin	Hashemzadeh	ODID	Technical Assistance Officer
Mr.	Pedro	Reategui gamarra	Peru	Minister
H.E.	Virgilio A.	Reyes jr.	Philippines	Ambassador, Embassy of Philippines
Mr.	Jarie R.	Osias	Philippines	Vice-Consul, Embassy of Philippines
Ms.	Alina	Popescu	Romania	First Secretary, Embassy of Romania
H.E.	Seynabou	Badiane	Senegal	Ambassador, Permanent Representative, Embassy of Senegal
Mme	Fatoumata Diène	Gueye	Senegal	First Secretary, Embassy of Senegal
H.E.	Amira Daoud Hassan	Gornass	Sudan	Ambassador, Permanent Representative of the Republic of the Sudan to FAO/IFAD/WFP
Mr.	Khalid M.	Osman	Sudan	Alternate Permanent Representative and Counsellor, Embassy of Sudan
H.E.	Naceur	Mestiri	Tunisia	Ambassador, Embassy of Tunisia
Ms.	Hazar	Sassi	Tunisia	Counsellor, Embassy of Tunisia

Mr.	Cinar	Ergin	Turkey	First Counsellor, Embassy of Turkey
H.E.	David	Lane	United States	Permanent Representative, U.S. Mission to the UN Agencies in Rome
Mr.	Stetson	Sanders	United States	Alternative Permanent Representative, U.S. Mission to the UN Agencies
Mrs.	Ann	Wise	United States	Public Affairs Program Specialist, U.S. Mission to the UN Agencies
Ms.	Natalie	Brown	United States	Deputy Permanent Representative, U.S. Mission to the UN Agencies
Ms.	Maura	Correale	United States	Political/Economic Assistant, U.S. Mission to the UN Agencies
H.E.	Shahdat	Hossain	Bangladesh	Ambassador, Embassy of Bangladesh
Ms.	Emilienne	Agossa	Benin	Attaché, Embassy of Benin
Mr.	Yohannes	Tensue	Eritrea	First Secretary, Embassy of Eritrea
H.E.	Evelyn Anita	Stokes-hayford	Ghana	Ambassador, Embassy of Ghana
Mrs.	Marie Laurence	Durand	Haiti	First Secretary, Embassy of Haiti
Mr.	Priyo	Iswanto	Indonesia	Chargé d'Affairs, Embassy of Indonesia
Mrs.	Vivi	Feriany	Indonesia	Third Secretary, Embassy of Indonesia
Dr.	Aghadir Hassan	Mustafa	Iraq	First Secretary, Embassy of Iraq
Mr.	Hussein	Al-badrani	Iraq	Third Secretary, Embassy of Iraq
Mr.	Eoin	Duggan	Ireland	Deputy Head of Mission, Irish Embassy to Italy
Mr.	Nurlan	Zhalgasbayev	Kazakhstan	Minister Counsellor, Embassy of Kazakhstan
Dr.	Mohammed S.L.	Sheriff	Liberia	Chargé d'affaires, Liberia Embassy to Italy
Mr.	Ahmad	Farooq	Pakistan	Embassy of Pakistan
H.E.	Ruth	Jacoby	Sweden	Ambassador, Permanent Representative, Embassy of Sweden
Mr.	Erik	Jonsson	Sweden	Minister Counsellor, Embassy of Sweden
Mr.	Simon	Pittuco	Sweden	Attaché, Embassy of Sweden
Mr.	Amon	Ruvurula	Tanzania	Minister Counsellor, Embassy of Tanzania
Mr.	Gherardo	Casini	UNDESA	Head, UNDESA Office, Rome
Mr.	Nicolai	Von Stackelberg	WFP	Legal Officer, World Food Programme
H.E.	Khalid A.	Al-Akwa	Yemen	Ambassador, Embassy of Yemen
Mr.	Haytham A.	Shoja'aadin	Yemen	Deputy Permanent Representative, Embassy of Yemen

**Welcome Remarks by Ambassador David Lane
IDLO Meeting of the Assembly of Parties
November 26, 2013**

Before I introduce the distinguished guests here today, I would like to take a moment to share a few observations as I conclude my first full year as the President of IDLO, a position which the United States has proudly held since March 2011.

This has been an important year for IDLO. Later today, you will hear about the improved financial stability of the Organization, a new liaison office in Geneva and a new Branch Office in The Hague, as well as the launch of IDLO's largest-ever program, which supports the justice sector in Afghanistan.

Those are just a few specific accomplishments that IDLO should rightfully highlight from this year. But I would like to share a few thoughts about IDLO in the broader context of the international development community.

Through our memberships and support of the International Development Law Organization, everyone here today is part of the global development community as we tackle our shared challenges.

As we approach 2014, the development community is focused on the final 800 days of the Millennium Development Goals, particularly on evaluating the success of those efforts while simultaneously discussing the next set of development goals which will replace the MDGs.

As an active multi-lateral partner in these priorities, the United States is pleased to recognize the significant achievements that have been made. These include:

- visible progress toward decreasing the number of people living in extreme poverty by half.
- Achieving – five years ahead of schedule – the target of halving the proportion of people without access to improved sources of drinking water.
- declining numbers of people living in slums in the developing world, and
- significant results in the fight against HIV & AIDS, Malaria, and Tuberculosis.

We must celebrate this success while we acknowledge that there is still a great deal of work to do.

In July 2012, the UN Secretary-General announced the creation of a High-level Panel to advise on the global development framework beyond 2015. And, six months ago (in May of this year), the High-level Panel released its report. Among other things, their report notes that there have been massive changes in the world since the year 2000 and even more changes likely to unfold by 2030.

A billion people have been added to world's population, bringing the current total to seven billion, and another billion are expected by 2030. Inequality remains and opportunities are not equally available to all. The poorest 1.2 billion people account for only one percent of world consumption while the one billion richest consume 72 percent.

We must work toward a development agenda that accommodates the growing population and the diversity of people in need, while safeguarding our environment. This means re-defining our goals and having a meaningful discussion on "what comes next".

Each of our countries and organizations is linked to these objectives, requiring our full participation and cooperation in the development of the post-2015 agenda.

RULE OF LAW

One of the greatest challenges we face as we review the progress of the Millennium Development Goals is that of uneven progress. Inequality persists, especially where the rule of law has no hold.

As Director-General Irene Khan mentioned in her address to the United Nations General Assembly, this is a moment for honesty.

We realize that we cannot fight poverty, combat disease, or preserve the environment without proper rule of law. It is a cross-cutting issue that must be promoted and improved throughout the world.

Without proper laws, populations cannot access health care or achieve even minimum levels of nutrition.

People cannot feel safe in their communities without consistent and transparent enforcement of fair laws.

Individuals must be free to create and invent and have the products of their imagination protected and rewarded. This is not possible without a robust intellectual property system.

Therefore, ensuring a functional and fair legal system will be an essential part of any sustainable development model.

The Declaration on the Rule of Law adopted at the 67th session of the UN General Assembly reaffirmed that human rights, the rule of law and democracy are interlinked and mutually reinforcing, and that all persons, institutions and entities are accountable to just, fair and equitable laws, and entitled to equal protection before the law, without discrimination. I think both of our distinguished guest speakers today might talk a little bit about that intersection of rule of law, democracy, and human rights.

We live in a world where, for many, basic rights are denied. Rights, such as legal identity, are lacking in many places where citizenship or birth registration are limited, which in turn limit access to public care.

The rule of law is absolutely vital in fighting discrimination and essential to the legal empowerment of citizens. This is because institutions work best when citizens can hold them accountable.

Another concept that the rule of law enforces is that of transparency. Transparency is a cure to corruption, and promoting transparent legal systems is one of the key challenges in the overall development agenda. Once this is achieved, people will be confident in their community's judicial systems.

We are all proud members of the only International Organization devoted solely to enhancing the rule of law – to “creating a culture of justice”, as the four-year Strategic Plan that we endorsed last year says so well.

IDLO has many successful programs that promote peace-building, access to justice and sustainable development. In Afghanistan, the U.S. State Department is proud to sponsor IDLO's on-the-ground engagement, which has resulted in the establishment of gender prosecution units to reduce gender-based violence.

The United States joins the global community as we seek to ensure fairness and facilitate progress in the post-2015 development agenda. We have made a clear commitment to the establishment of rule of law and acknowledge its importance in society for providing equality.

The rule of law is increasingly recognized as central to the work of the United Nations. This year, the U.S. government pledged support for ongoing UN initiatives aiming to improve legal aid, promote peace, and increase women's access to justice.

Jan Eliasson, the UN Deputy Secretary-General and also the lead person on the rule of law at the UN, has sent the following message.

It is encouraging to see the strong support for rule of law in the post-2015 agenda. We look forward to working with IDLO to ensure that the rule of law is appropriately understood as an integral component of the development agenda and to help IDLO establish and strengthen the rule of law around the world. After extensive engagement with IDLO this past year, I am confident that wherever IDLO goes, the rule of law stands a better chance of succeeding.

Thank you very much for your attention.

STATEMENT BY MINISTER CECILE KYENGE

IDLO Meeting of the Assembly of Parties

November 26, 2013

Excellencies,
Mme Ebadi,
Dear Director-General,

It is a great pleasure for me to address you on behalf of the Italian Government at the opening of this annual Assembly of Parties of the International Development Law Organization. And I feel especially privileged to participate in this opening along with such a distinguished and inspiring champion of human rights, Nobel Laureate Shirin Ebadi.

Italy is proud to be the host country and long-time supporter of this institution – the only intergovernmental organization wholly devoted to advancing the rule of law worldwide.

At the end of his address at the ongoing session of the UN General Assembly last September, Italy's Prime Minister Enrico Letta committed our country to be an active member of the international community, within a framework – he emphasized - of “reinforced global governance”. His statement illustrated the main features that this reinforcement should take, which Italy pledged to support. One, he said, was the imperative to address the root causes of the ills affecting our world rather than limiting ourselves to the side effect. Another, that development cannot be simply reduced to economic growth and statistics. It has to focus on what he called “quality of life”, on the plight of migrants, of unemployed youth, on addressing gross imbalances and inequalities in society and across the world that make political stability and socio economic progress unsustainable. And he highlighted respect for human rights, the defense of those most vulnerable to violence and discrimination, of “those most at risk”, as central pillars of Italy's foreign policy and as key to global progress.

It is against these principles that Italy is actively engaged in the global effort to advance the rule of law and strongly supports this institution that sees contributing to this effort as its very *raison d'être*. Advancing the rule of law – and I would add “principled” rule of law – should engage us all, as an integral part of our responsibilities as women and men of the institutions, and as citizens concerned to build a better future for the generations to come. By “principled rule of law”, I mean a number of things that I will try to illustrate briefly – But, in a nutshell, I mean by it a rule of law geared to building inclusive, pluralistic societies where all are enabled to contribute to progress and all participate in its benefits.

I read the word “development” that precedes the word “law” in the name of this institution as a bias towards those that development has not reached and that the rule of law must reach and allow to contribute, if development is to be sustained.

I can only applaud this bias. It is not the rule of law as an abstract concept, but the principles of justice and equity that the rule of law should be geared to serve, that this institution, and indeed we all, individually and collectively, as governments and, equally, as citizens, should seek to advance.

I was very pleased – as I was familiarizing myself with the history of this institution - to learn of the wide process of consultations, engaging governments but also civil society, that Director-General Khan launched shortly following her election, to ensure that the approaches to the rule of law that guide the programs and modus operandi of this institution are adapted to the needs of our times, and have an impact on the real life of people in the countries it serves.

No such review could escape the fact that the threats to peace and progress that are, directly or indirectly, the result of injustice are mounting. No country is immune. Violence and intolerable instances of injustice occur everywhere even in times of peace and in democratic states where the rule of law is supposed to prevail. Joining hands to combat injustice is key to building a better future for all.

In this perspective, I applaud the renewed emphasis that IDLO's new strategic plans places on human rights, on the rights of women and of minorities, on access to justice and on legal empowerment, as integral parts of its mission to advance the rule of law - whether in assisting countries emerging from conflict to rebuild or reform their justice system, or in advising countries on regulations to combat climate change.

And it is in this same perspective that I read the planned evolution of the institution into a “network organization”, closer to the regions, countries and indeed people it is to serve.

I have noted that under the emblem of the IDLO, there is now the inscription “creating culture of justice”. I understand that this is a recent addition introduced by Director-General Khan, the first woman Director-General of IDLO. I do not think this is a coincidence. Women are by nature educators – agents of change, not by force but by helping shape minds, hearts and character.

“Creating a culture of justice” describes well what, in my view, needs to be done, not only to protect people and societies from what I called - in a recent statement at the UN in New York on “The Responsibility to Protect: State Responsibility and Prevention” - “atrocities crimes”, but also equally to set countries and societies on the path of “sustainable development”, in the comprehensive definition given to this objective by last year's Rio Conference. Let me quote from my UN statement:

“Public opinion left in the throes of fear, irrational passions and petty personal profit can trigger hate and conflict. Indifference and small acts of collusion can perpetuate de facto exploitation and dehumanization. We must unmask these supposedly harmless attitudes that can actually breed a culture of oppression. Civil society, together with the women and men of the institutions, must defend the right to diversity. Not only the right to live in a pluralistic society, but also to be pluralistic individuals. Inside every man and woman there are different cultures, different worlds, and different ambitions that are sometimes in conflict. Societies, like individuals, have the right to be complex and diverse. When a social component is excluded, a part of ourselves is excluded: because inside each of us is a foreigner, a woman, a

child, an elderly person, a disabled person. Let us rediscover the value of this complexity, of this diversity!”

Translated into the work of this institution, this culture building process must include helping rebuild the faith of people in the laws and state institutions that exist to protect them and serve their needs, and to help build laws and institutions that deserve this trust. This is a long term process that requires dedication, a careful examination and sharing of best practices and of success stories, - stories that fortunately do exist in all parts of the world - and the engagement and contribution of all, no matter where they are placed in society’s ladder.

We all, particularly those that have chosen to be members of this institution, should feel responsible for contributing to ensure that the institution is up to this important challenge, not only year by year but in the long haul. Italy will continue to do its part. A new generous contribution by the Netherlands should be welcomed by all. Your President, I know, has been untiring in calling for stronger, flexible support by all members, obviously according to their capacity, to enable this institution, beyond the specific technical cooperation projects in which it is engaged, to do the analytical and advocacy work and the exploration of good practices and innovative programmes that are necessary for IDLO to make a truly distinct contribution to the construction of a new and, so sorely needed, “culture of justice”.

Thank you for your attention.

STATEMENT OF THE DIRECTOR-GENERAL

IDLO Meeting of the Assembly of Parties

November 26, 2013

Mr. President, Minister Kyenge, Dr. Ebadi, Excellencies, distinguished delegates, ladies and gentlemen

It is a privilege and pleasure to address the second Assembly of Parties in my tenure as Director-General.

I hope the short film has given you a flavor of the work that my colleagues do around the world to transform the rule of law from an abstract concept into concrete outcomes that bring meaningful improvement to people's lives. When a young widow living with HIV can access health care without discrimination or fear, when a petitioner can get justice without paying a bribe, when a woman can turn to the law to escape violence in her home, when poor communities know their lives and livelihoods are safe, when judges understand the law and can apply them correctly, when foreign investors are able to do business without fear or favor, that's when we know that we have been doing our job well.

It is with this vision of the rule of law as an essential and enabling framework to create safe, equitable and inclusive societies that we came before the Assembly last year with our Strategic Plan 2013 – 2016.

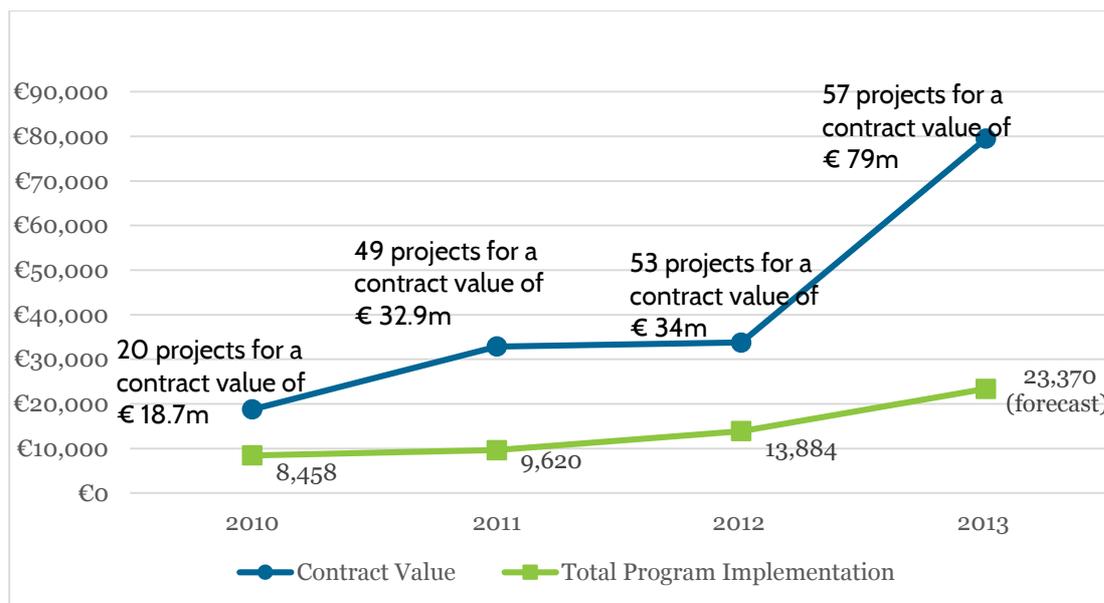
We pledged to work in partnership with governments and the international community to make law and justice institutions more effective; to empower citizens to claim their rights; and to use the law to facilitate fair development outcomes.

We also promised to focus our programs around results; to reform IDLO into a field-oriented, networked organization; and to mobilize resources to put the Organization on a firm financial footing.

2013 was the first year in our four-year strategic cycle. I am pleased to report we have made good progress:

- our substantive work shows strong results;
- our finances are in good health;
- our organizational reform is underway.

While our achievements are much more than merely financial, given the financial issues that have dogged us so often in the past, let me start by sharing with you this chart of financial growth and stability:



Compared to 2010, our contract portfolio has grown four-fold, now standing at € 79 million. It is a reflection of the confidence our donors have in our ability to deliver results.

Compared to 2010, our program implementation rate has trebled. It shows our ability to scale up to meet demands speedily, flexibly and effectively.

These figures are all the more remarkable when you consider that just three years ago this organization was in such dire financial straits that it had to cut its staff by 30% and its institutional costs by 40%.

The results I present to you today are the fruits of the labor and dedication of my colleagues in the field and in Headquarters. They are also testimony to the trust and confidence of our Member Parties, donors and partners, and most importantly, they are proof of the relevance of IDLO’s expertise, experience, voice and views in today’s world.

Whether in the context of securing peace or protecting the planet, eradicating poverty or encouraging economic opportunity, the rule of law is riding high on the international agenda. There is a growing demand for rule of law assistance from a wide range of countries. There is widespread acknowledgement of the need to build people’s trust in law and justice institutions. There is growing realization that a culture of justice, based on the rule of law, is essential for a fairer, safer, and more sustainable world.

These global trends have created - and will continue to create - important opportunities for IDLO to contribute to national and international programs and policies and to make a real difference in people's lives.

Allow me to share with you some highlights from this past year on three key areas:

- results from our programs, research and advocacy;
- resources that we have mobilized to deliver our work; and
- reforms that we have launched for organizational change.

Results

As promised in our Strategic Plan we have focused our substantive work around three themes: institution-building, access to justice and legal innovation to facilitate sustainable development and economic opportunity. In each of those three areas, we have sought, as we promised in our Strategic Plan, to combine our traditional activities of technical legal assistance and capacity development with cutting edge research, multi-stakeholder engagement and policy advocacy, positioning ourselves as a thought leader as well as a provider of rule of law assistance. Using a generous grant from the Bill and Melinda Gates Foundation, we have sought to increase our profile. We are also building exciting new partnerships – with governments, UN agencies, knowledge institutions and civil society. Needless to say, with only eleven months into our new Strategy, the changes are only just beginning to be felt but it has nevertheless produced some exciting results.

Institution-building

Furthering the rule of law in the context of peace-building has remained the most dominant part of our current program portfolio, underlining our distinct comparative advantage in this sector.

In post-conflict countries strengthening the rule of law means helping to build the integrity and capacity of institutions and supporting constitutional and legal reform so that the countries themselves can own and better manage their justice sector. Supporting transition processes often means strengthening ministries and justice sector institutions, and working with them to establish constitutional and legislative frameworks respectful of local needs and legal pluralism but aligned to international standards and enriched by regional and global expertise.

Our Judicial Training and Transition Program in Afghanistan seeks to do just that. Boosting Afghanistan's judicial system is crucial to nation-building as external involvement in the country winds down. In early 2013 with the support of the US State Department, we expanded significantly our partnership with the Afghan government to launch a program to train several thousand Afghan judges and legal professionals, including 200 women, across the country. Using field offices and mobile teams, we have reached out to areas not easily accessible. We hope that the breadth and depth of this program will help to build the momentum to take Afghanistan closer to a viable and reliable justice sector.

National ownership is the ultimate aim. We are working to strengthen the capacity of Afghan institutions so that the program can be handed over to them in 2015. I visited Kabul in March this year and had very fruitful meetings with the Minister of Justice, the Chief Justice and other senior officials at which I sought their support and commitment towards a successful transition in 2015.

As in Afghanistan, so too in South Sudan we are contributing to nation-building. Our program of judicial capacity development and legal education, supported by the US, the European Union and the Netherlands, is helping the country to transition from Sharia-influenced Arabic legal system to an English common law based legal system, as set out in the country's

constitution. In April we marked a milestone in IDLO's support of South Sudan, completing the training of every single judge in the country. The needs are enormous. We are therefore pleased that our discussions with donors indicate a strong possibility of more assistance for our work in South Sudan next year.

In Kenya, with support from Sweden, Denmark and the US, we are proud to have made our modest contribution to peaceful democratic transition by providing the Judiciary with strategic assistance on electoral preparedness and dispute resolution. IDLO's legal advice to the Constitution Implementation Commission on some major controversial pieces of legislation, including the land laws, helped to deflect political tensions.

An early partner in Somalia's political transition, IDLO worked in 2013, with support from Italy, and more recently the UK, to move the process from constitution-making to institution-building, assisting the Ministry of Justice draft its strategic plan and legislation for crucial judicial institutions. In a meeting with the President of Somalia in September, I assured him of IDLO's commitment to work in partnership with the Somali authorities and the international community to build peace and political consensus through the rule of law. As a follow up to that, IDLO is participating in the UN-led donor mission to assess justice needs in Somalia.

Across the water from Somalia, in Yemen our contribution to peace-building has taken an economic dimension as we strengthen the judiciary's understanding of commercial and maritime law with Italian support. We hope to further expand our partnership with Yemen in 2014.

Our experience and expertise on justice sector reform in countries transitioning to democracy is opening up the possibility for a program in Myanmar, where we are right now engaged in a pilot program with UNDP and the Attorney General's Office.

As Minister Kyenge noted, people must have confidence in law and justice. That means ensuring the independence, integrity and transparency of the judiciary. Eradicating corruption and restoring integrity is a growing area of our work, with our most significant program in Kyrgyzstan. With support from USAID, we have been working to digitalize access to judicial decisions, increase financial support to the judiciary and push through Parliament a Conflict of Interest Law.

Access to justice

Training and technology, while important, can only go so far. What matters at the end of the day is whether people are able to access justice.

As any economist knows, stimulating demand is the best way to improve supply. So when the demand for justice grows (from people), the supply of justice (from institutions) tends to get better. That is why our theory of change seeks to combine top down efforts of institution-building with bottom-up efforts to empower people.

Our work to strengthen access to justice gained new impetus in 2013. Working with partners and stakeholders, combining our core competency of institution-building with our knowledge of legal empowerment and understanding of informal justice, we developed strategies and

programs to expand legal aid, rights awareness and other services for women, poor and marginalized communities and vulnerable populations.

For many women, access to justice remains an aspiration rather than reality. In 2013 we increased our work on women and girls through targeted programs, ground-breaking research and strong policy advocacy.

Our largest program on gender justice is in Afghanistan, where, with US assistance, we have helped the Attorney General's Office to set up eight prosecution units to put into effect the Presidential decree to Eliminate Violence Against Women. We set up an Afghan-operated non-governmental legal aid service, and support a system of shelters so that women escaping violence can find both social support as well as a legal remedy. Over the past year, nearly 1500 complaints of gender violence were registered by the prosecution units, while 4300 individuals were provided with legal aid, among them some 1100 women and 750 juveniles.

At the High Level Meeting on the Rule of Law at the 2012 UN General Assembly we pledged to enhance gender equality and women's participation in the justice sector. In 2013 we followed it with a major report on women's access to justice, which was launched at the UN Human Rights Council with help from Australia. Based on practical experiences from the field and analyzing women's experiences with informal as well as formal justice systems, it lays out an agenda for change that we intend to pursue through the next year. Our next report, to be launched shortly, will focus on women in the justice sector in Afghanistan.

As preparations get underway for the Milan Expo 2015, we are working with the Italian government and with Rome-based UN agencies to draw attention to how law can help women gain food security.

Women, culture and the law is the theme of our event this evening with a star cast of women leaders and I cordially invite all of you to join us in the Camera dei Deputati.

As you saw in the film, another successful empowerment program is for people living with HIV. We have brought lawyers, human rights workers and health professionals to fight discrimination and access to treatment in a range of countries, from Egypt to Lebanon to Morocco to Mexico.

Turning to rights awareness, across Latin America, with the support from the EU's EUROsocial program and working through FEI (*France Expertise Internationale*), IDLO is providing technical assistance to governments to inform and empower people about their rights and how to claim them. In Argentina, Costa Rica and Honduras we have been focusing on women victims of violence; in Chile victims of human trafficking; in Peru, indigenous communities; in Argentina, kids in slums and in Brazil people living in the favelas.

I should underline that our rights and justice work is opening up new partnerships: with UNICEF on child rights in Eastern and Central Europe; and with UNHCR on the stateless persons in Myanmar and elsewhere.

Legal innovation for sustainable development

As a rule of law institution, we bring to development the legal know-how to promote growth with equity and sustainability. In 2013 we combined our expertise on law, treaties, research and multi-stakeholders consultations to unlock the creativity and knowledge available in development countries themselves and helped them to design innovative solutions for sustainable forestry, climate change, green economy and biodiversity.

We are working with experts in Mozambique, Kenya and Zambia to improve the access of poor, rural communities to green investment opportunities. In Colombia, Ecuador and Mexico, with IFAD's help, we engaged a broad group of stakeholders to build consensus on legal preparedness for climate change and the green economy.

Many African countries do not possess laws that adequately protect their interests in complex technology-related areas such as energy generation or plant and seed varieties. So, in partnership with OFID, and using international and African experts we are analyzing Kenya's energy laws as a model for investment in clean energy in other parts of Africa.

Developing countries often fail to take advantage of the flexibility and exceptions available under international treaties because they lack the knowledge and capacity to negotiate agreements. In 2013, under a multi-year agreement with the Kuwait Fund for Development and a private donor, we trained lawyers from a range of developing countries.

With funds from the EBRD, we are building the capacity of the Mongolian judiciary on mining international tax law boosting Mongolia's capacity to speak on equal terms with foreign mining investors.

During the year we contributed actively to the global discussions shaping the post-2015 Development Agenda. Our message has been: the international community needs to anchor the new development goals solidly within the rule of law and human rights framework. You cannot fight poverty or promote sustainable development when justice and accountability systems do not properly function; when poor people are excluded; when the law discriminates against women and minorities; when opportunities are only open to a few based on wealth and privilege, and when corruption and bribery distort access to justice and basic services. We have showcased practical ways of transforming high level commitments into concrete actions that produce positive and measurable results. We have also stressed, at various levels, the importance of measuring justice, while at the same time recognizing the challenges of doing so in fragile situations.

Resources

Turning from results to resources, I am pleased to report that IDLO is in a healthy financial state.

As you can see from this slide, the 2012 Assembly approved a budget of €20.2 million and encouraged IDLO to raise additional funds to reach its target of €22.2 million. Our forecast is that we will exceed significantly the target budget, and end the year with a surplus.

This healthy financial situation has been made possible by three significant factors: first, a large increase of program funding, especially from the United States; secondly, the restoration by Italy of its unrestricted funding to the level of €1 million a year; and a significant boost of flexible funding from the Netherlands.

Given the significance of the Dutch contribution, I would like to report to the Assembly the agreement which we have reached with the Netherlands.

You will remember that the 2012 Assembly recognized the importance and urgency for IDLO to raise significant funds to invest in organizational development, and asked me “ to actively pursue a resource mobilization effort with the aim of meeting as soon as possible during the course of the year the spending target set in the proposed Management Plan and Budget for 2013” (resolution 01/2012).

With the encouragement and support of the Presidency, I successfully concluded an agreement with the Netherlands for multi-year flexible funds and the establishment of a Branch office at The Hague.

The host country agreement for the Branch Office was approved by the Dutch Council of Ministers in early November, and I will sign it with the Minister of International Cooperation on 19 December.

The Branch Office will enhance IDLO’s capacity for program development and implementation, including research, knowledge management, advocacy and outreach. It will exploit the distinct legal environment of The Hague as well as the presence of international and other relevant organizations in the Netherlands. The Branch Office, as is the norm for such offices, will operate under my authority and supervision, and will be guided by the policies and direction set by Headquarters in accordance with the Strategic Plan.

The Netherlands has agreed to provide flexible funds, over a period of four years from 2013 – 2016, totaling €15 million, including up to €1 million each year in 2015 and 2016 to match new unrestricted contributions from Member Parties or other donors. I very much hope that this generous offer of the Netherlands will create an incentive for our Member Parties and donors to contribute flexible funds to IDLO.

The Netherlands has also provided a one-time grant of just under €1.7 million to cover the set up costs of the Branch Office.

The Dutch contribution will allow the Organization to grow in line with the priorities identified in the Strategic Plan 2013 – 2016, and become financially sustainable within this strategic cycle. It will significantly boost our core funds and allow us not only to fund the Branch Office but also to invest in capacity, competencies, systems, structures and business processes across the Organization.

IDLO is very grateful for the generous support of the Netherlands and its trust and confidence in the Organization.

Reforms

The growth envisaged in our Strategic Plan is premised on organizational reforms to strengthen our capacity, comparative advantage and competitiveness.

In 2013 we focused on organizational redesign, especially of Headquarters, the Branch Office in The Hague and our offices in New York and Geneva. Many of the changes are aimed at strengthening our program development and delivery, field support, legal expertise and communications. My colleagues - managers and staff - worked constructively, professionally and transparently to complete the redesign within six months.

The restructuring led to the disestablishment of 20 posts, of which 10 were vacant and the creation of 38 new posts, with a net gain of 18 new positions. Ten staff members were affected by these changes and satisfactory solutions have been found for all of them in line with our Staff Regulations, Rules and their contractual terms and conditions.

We are now engaged in a review of our processes, with a view to stream-lining our program development processes, improving team work and introducing matrix management to make the best use of resources across the Organization.

As you can see we have had a hard-working and fruitful year, and when I present the Plan for next year, you will see that we are not planning to rest on our laurels yet.

I want to take the opportunity now to pay a tribute to all my colleagues, those who are working in dangerous and difficult places and also those who work in Rome and other locations. Their energy, enthusiasm and dedication have been amazing.

Finally, I would like to thank you - Member Parties, partners, donors and supporters – for your generous political and financial support, especially the President, the two Vice-Presidents and the Chair of the Board of Advisors for your help, advice and guidance to me and my colleagues.

Now let me finish with this photo: Just this weekend in Cidade de Deus, the Rio de Janeiro favela that was immortalized on screen, we worked with the government to open the first “House of Rights” that allow those living in the favelas to claim their rights. And this bunch of kids can tell you everything you want to know about their rights and yours!

RESOLUTION NO. 1/2013
ON THE APPROVAL OF THE IDLO MANAGEMENT PLAN AND
BUDGET FOR 2014
Meeting of the Assembly of Parties
November 26, 2013

The Assembly of Parties,

In accordance with Article VI(1)(C)(a) of the Agreement for the Establishment of the International Development Law Organization of 5 February 1988, as amended; and Article 28 of the Rules of Procedure of the Assembly of Parties;

Acknowledging the Director-General's proposed Management Plan and Budget for 2014, contained in documents AP2013/2.1R, AP2013/2.2R and AP2013/2.3R, as setting out a sound management framework to effectively implement IDLO's Strategic Plan (2013-16) during its second year;

Recognizing the progress made by the Director-General in actively pursuing resource mobilization efforts pursuant to Resolution No. 01/2012 of the Assembly of Parties at its 13 December 2012 session;

Resolves to:

Approve the IDLO Management Plan and Budget for 2014;

Acknowledge with appreciation the unrestricted contributions committed to date by Member Parties; and

Call on Member Parties to bring their best efforts to bear in responding to and supporting the Director-General's endeavors to continue to strengthen the financial situation of IDLO and allow IDLO to develop in a stable and predictable manner.

RESOLUTION NO. 2/2013
ON ADOPTION OF THE STAFF REGULATIONS AND
DELEGATION OF AUTHORITY REGARDING THE STAFF
RULES

Meeting of the Assembly of Parties
November 26, 2013

The Assembly of Parties,

In accordance with Articles VI(1)(C)(c), VI(1)(C)(d), VI (3) and VI (4) of the Agreement for the Establishment of the International Development Law Organization of 5 February 1988, as amended; and Article 28 of the Rules of Procedure of the Assembly of Parties;

Having considered the proposed Staff Regulations, which embody the broad principles of human resources policy for the staffing and administration of IDLO, (AP2013/4.1R) and the accompanying Background Note (AP2013/4.2R);

Noting the need for IDLO's current human resources policies to be revised in order to advance the Organization's goals of strengthening competencies, systems and structures to enhance IDLO's impact and efficiency, as set forth in IDLO's Strategic Plan (2013-2016);

Recognizing the fundamental importance of building a performance-oriented Organization with a well-motivated and appropriately skilled work force;

Further recognizing that the Staff Regulations have to be complemented and elaborated upon by Staff Rules setting out the operational conditions of service and the human resources practices of IDLO;

Further noting the Standing Committee's willingness to assume responsibility for approving the Staff Rules and any amendments thereto;

Resolves to:

1. Adopt the Staff Regulations submitted to the Assembly of Parties as Document AP2013/4.1R.
2. Delegate authority for the approval of the Staff Rules and any amendments thereof to the Standing Committee, provided that the Staff Rules are consistent with the Staff Regulations and without any prejudice to any staff members' acquired rights.

RESOLUTION NO. 3/2013
ON THE POSTPONEMENT OF THE ELECTIONS OF THE
PRESIDENT AND VICE PRESIDENT OF THE
ASSEMBLY OF PARTIES
Meeting of the Assembly of Parties
November 26, 2013

The Assembly of Parties,

In accordance with Article VI(1) of the Agreement for the Establishment of the International Development Law Organization of 5 February 1988, as amended, and Articles 14 and 28 of the Rules of Procedure of the Assembly of Parties;

Recalling Resolution No. 2010/04 by which the United States of America was elected President of the Assembly of Parties for a three-year term effective as of 23 March 2011; and recalling Resolution No. 2010/04 by which Kuwait was elected as non-ex officio Vice-President of the Assembly of Parties for a three-year term effective as of 23 March 2011;

Resolves to:

Postpone the elections of the President and the non-ex officio Vice President of the Assembly of Parties until the regular Assembly of Parties session in 2014; and notes that pursuant to Article 14(1) of the Rules of Procedure of the Assembly of Parties, these two officers shall continue to serve in their respective capacities until their successors are elected.

RESOLUTION NO. 4/2013
ON THE ELECTION OF AN AD HOC MEMBER OF THE
STANDING COMMITTEE
Meeting of the Assembly of Parties
November 26, 2013

The Assembly of Parties,

In accordance with Article VI (3) of the Agreement for the Establishment of the International Development Law Organization of 5 February 1988, as amended; Article 28 of the Rules of Procedure of the Assembly of Parties; and Article V of the Rules of Procedure of the Standing Committee;

Noting Resolution No. 04/2012 on Amendments to the Composition, Terms of Office, and Meeting Frequency of the Standing Committee, and Resolution No. 06/2012, by which the Assembly exceptionally elected Paraguay, to serve as an *ad hoc* member of the Standing Committee for a one-year term only, for the purposes of implementing Resolution No. 04/2012;

Further noting that the term of Paraguay as *ad hoc* member of the Standing Committee has now expired;

Considering that the Assembly of Parties shall elect an *ad hoc* member of the Standing Committee for a two-year term to ensure a regular alternating schedule of appointments going forward;

Resolves to elect:

The Netherlands to serve as *ad hoc* member of the Standing Committee for a two-year term of office, expiring at the regular Assembly of Parties session of 2015.