

**PROCEEDINGS**  
**MEETING OF THE ASSEMBLY OF PARTIES**  
**November 23-24, 2015**

1. The 2015 Annual Meeting of the Assembly of Parties (the Assembly) of the International Development Law Organization (IDLO) was held at the “Sala delle Conferenze Internazionali”, Italian Ministry of Foreign Affairs and International Cooperation in Rome, on November 23-24, 2015. In addition to representatives of IDLO Member Parties, representatives of 41 states, and representatives of the European Union, the European External Action Service (EEAS), FAO, IFAD, UNICRI, UNDESA, the Sovereign Military Order of Malta, as well as representatives of the International Institute of Humanitarian Law and Amnesty International attended the meeting. IDLO also welcomed special guests, including the Vice Minister of Foreign Affairs and International Cooperation of Honduras, the Ministers of Justice of Kyrgyzstan and Somalia, as well as guests from the High Court of Kenya, the Office of the Chief Executive of Afghanistan, the Judicial General Council of Mongolia, the Office of the President of the United Nations General Assembly, the European Bank for Reconstruction and Development (EBRD), and the Center of Arab Woman for Training and Research (CAWTAR) [A list of participants is attached as Annex 1, the list of meeting documents is attached as Annex 2, and the full meeting documents are available online at the following address <https://www.idlo.int/assembly2015/documents>].

**AGENDA ITEM 1: OPENING**

2. The President of the Assembly, Mr. Nawaf al-Mahamel, Legal Advisor, Kuwait Fund for Arab Economic Development (KFAED), representing Kuwait, welcomed Member Party representatives along with other representatives and distinguished guests to the Assembly. He thanked the Italian Ministry of Foreign Affairs and the Government of Italy for hosting the Assembly.
3. The President noted that, following the adoption of the 2030 Agenda for Sustainable Development, the international community is now presented with a new paradigm for development cooperation. Of particular importance is Goal 16, which focuses on the role of the rule of law and access to justice, and encompasses the core of IDLO’s mandate and work. The President then invited Ambassador Michele Valensise, Secretary-General of the Italian Ministry of Foreign Affairs and International Cooperation, to deliver the opening address on behalf of H.E. Paolo Gentiloni, Minister of Foreign Affairs and International Cooperation of Italy.
4. Ambassador Michele Valensise indicated that he was delivering the address on behalf of Minister Gentiloni, who would have very much wanted to personally address the Assembly as he had originally planned. Ambassador Valensise welcomed participants to the Ministry and expressed deep sympathy for the victims of the attacks in Paris and their families. He noted that IDLO’s work to

promote the rule of law and good governance was becoming ever more important in an increasingly unstable world. Ambassador Valensise also highlighted the necessity of global cooperation to promote rule of law as an antidote to terrorism and conflict.

5. Ambassador Valensise noted that the adoption of the 2030 Agenda for Sustainable Development, and in particular Goal 16, reflected a new understanding that sustainable development cannot take place without the rule of law and the existence of transparent and accountable institutions. The work of IDLO is of the utmost importance in this respect. He commended IDLO's continued organizational growth, both in terms of the geographic scope of its activities and of its membership, and welcomed Honduras, Mongolia and Pakistan as the organization's newest members. He also expressed the hope that Kyrgyzstan would join IDLO's membership in the near future.
6. Ambassador Valensise encouraged IDLO to continue to build a strong relationship with the other international organizations in Rome, pointing at the shared interest in advancing food security. He applauded IDLO's joint work with EXPO Milan 2015 in highlighting the right to food in Africa and Latin America.
7. The Secretary-General recalled that IDLO, with Italy's support, will be organizing a pan-African conference on the rule of law which aims to facilitate the exchange of information and promotion of partnerships among African experts, policymakers and the international community. He recalled that his Ministry had hosted a meeting with the African Ambassadors accredited to Italy during which IDLO had presented its activities in Africa and discussed the objectives of the Conference. Ambassador Valensise also mentioned other areas of collaboration between IDLO and Italy, including an important initiative on the protection and promotion of the right to freedom of religion or belief.
8. Ambassador Valensise noted that IDLO and its activities had become an increasingly important element of Italy's foreign policy. He recalled that Italy had contributed 2.5 million euro to IDLO in 2015, along with a separate contribution of 250,000 euro for a specific program that aims to combat gender-based violence in Tunisia. He encouraged other member states and organizations to consider contributing to the future growth and activities of IDLO.
9. In closing, the Ambassador thanked all of the attendees for their interest and collaboration, and invited them to IDLO's photo exhibition *In Focus: Justice and the Post-2015 Agenda*, presented that evening, which he saw as a living representation of the challenges that lie ahead.
10. The President thanked Ambassador Valensise for his remarks. He then invited the representatives of Honduras, Mongolia and Pakistan to come forward to complete the signing ceremony to become IDLO Member Parties.
11. Following the signature ceremony, the President invited the new members to deliver statements. [The statements delivered during the Assembly are available online at the following address: <http://www.idlo.int/assembly2015/statements>]

12. HONDURAS: H.E. Maria del Carmen Nasser de Ramos, Vice Minister of International Cooperation and Social Promotion, Ministry of Foreign Affairs and International Cooperation, Honduras, expressed her country's appreciation for becoming an IDLO Member Party, and stated that IDLO will be a strategic partner for the Honduran government in promoting rule of law and access to justice reforms. Her government firmly believes that being a member of IDLO will make Honduras a stronger country. She praised the work done by the Organization also in neighboring countries and stressed the need to further promote gender equality and human rights in all its forms, in particular children's rights. The Vice Minister highly appreciated IDLO's decision to open an office in Honduras and believed that this would pave the way for further collaboration in the region. In closing, she congratulated IDLO for the effectiveness of its work in advancing the rule of law and creating a culture of justice.
13. MONGOLIA: Ambassador Shijeekhuu Odonbaatar welcomed his country's membership in IDLO and highlighted the Organization's long and notable reputation and history in promoting law and development around the world. He made reference to his country's peaceful transition to democracy and market-oriented economy in the early 90s. After the first democratic election, Mongolia adopted its first democratic Constitution in 1992 and, since then, the country has achieved notable success in strengthening human rights and freedoms, as well as rule of law and democracy. Indeed, many initiatives have been pursued by Mongolia in recent years to contribute to fostering democracy and ensuring a more peaceful and prosperous world, and to strengthen regional security and create collective security mechanisms in Asia and the Pacific Region. In this context, the Ambassador specifically referred to "The Ulaanbaatar Dialogue on Northeast Asia Security Initiative" launched by Mongolia in 2013. He commended the Organization's program in Mongolia, dating back to 1998. IDLO had long supported the strengthening of capacity of the Mongolian judiciary in commercial law, and in the enforcement of judicial decisions. IDLO had also helped to establish Mongolia's first private mediation center and assisted in creating Mongolia's first corps of world-class commercial litigators.
14. The Ambassador highlighted Mongolia's increasing engagement in the international development agenda, including its role in fostering partnerships among new and restored democracies. He noted, in closing, the increased opportunities that IDLO membership will provide in furtherance of these objectives.
15. PAKISTAN: In his remarks, Ambassador Nadeem Riyaz commended the good work done by IDLO and reaffirmed Pakistan's belief in, and commitment to, democracy, good governance and the rule of law. He expressed his country's delight in becoming a member of the organization and vowed to actively and positively contribute to its activities.

## **AGENDA ITEM 2: ADOPTION OF THE AGENDA (AP/2015/2.1.3)**

16. The Agenda was adopted by consensus [The full Agenda is available online at the following address: <http://www.idlo.int/assembly2015/agenda>].

## **AGENDA ITEM 3: DIRECTOR-GENERAL'S REPORT (AP/2015/3)**

17. The Director-General (DG) began her address by welcoming participants and expressing deep appreciation to the Italian Ministry of Foreign Affairs and International Cooperation for its generosity in hosting the Conference. She referred to the shocking terrorist attacks in the past week in Paris and Bamako as a sad reminder of the dangerous world in which we are living. She observed that the need for good laws, accountable institutions and people's access to justice has never been stronger and IDLO's mission never more relevant. The explicit acknowledgement of access to justice and the rule of law in the 2030 Agenda for Sustainable Development which IDLO strongly championed only served to underline that point.
18. The DG placed her report against the backdrop of IDLO's rejuvenation over the past four years since her election as Director-General in 2011. She recalled the state of IDLO in 2011: deep financial and leadership crisis; its reserves dangerously depleted; 30% staff cuts; low morale; low profile; a handful of programs and much uncertainty about what lay ahead. The journey since then was marked by four important factors: a) the Strategic Plan 2013-2016 which was the subject of wide consultations that put IDLO on the right track as a champion of the rule of law; b) a generous multiyear agreement signed with the Netherlands in 2013 that allowed IDLO to invest in itself and to set up its Branch Office in The Hague; c) strong political and growing financial support of IDLO's host country Italy, and the wise counsel of the then IDLO President, the United States, as well as the trust and confidence of other partners and donors; and, d) the resilience, entrepreneurial spirit and strong commitment of IDLO's staff. She added that when she hears that "IDLO punches above its weight" she takes it as a compliment that IDLO achieves more with less, which is no mean praise in the intergovernmental sector. She said that her report would refer to successes as well as areas for further improvements and would cover results, resources and risks.
19. In regards to results, the DG recalled that when she began her mandate as Director-General, IDLO was implementing a limited number of programs in Afghanistan, Kyrgyzstan and the Horn of Africa, while today IDLO's operations cover a much wider geography: Kabul and Kyiv; Bishkek and Bamako; Tunis and Tegucigalpa; Jordan, Juba and Jakarta; Monrovia, Mongolia and Myanmar. The DG invited IDLO's Country Directors to explain in their own words the work they do, often in challenging environments marked by political volatility and insecurity. She turned first to Goal 1 of the Strategic Plan on "Institution Building" and noted that most of that work takes place in countries emerging from conflict where re-building justice institutions is an integral part of the exercise of restoring peace and re-establishing public confidence and trust.

20. Offered the floor by the DG, Fred Huston, Country Director for Kyrgyzstan, indicated that the focus of IDLO's work in Kyrgyzstan was on supporting judicial reforms. As part of its strong commitment to the process, the Government was addressing significant resource gaps in the judiciary by doubling its budget and working towards tripling it in the future. IDLO, the EBRD and the Kyrgyz government were collaborating to enhance the integrity and reputation of the Kyrgyz judiciary. The Kyrgyz Judicial Training Center was a successful example of IDLO's contribution to this objective. Fourteen of the thirty-six participants in the training that IDLO had launched with EBRD ten years ago were now working as judges in the country. IDLO was also supporting efforts to publicize judicial decisions for greater transparency, using technology and working in innovative ways. For instance, a reality TV show was in preparation to raise public awareness of legal rights and access to justice.
21. Noting that IDLO's work in Kenya was focused on strengthening constitutional reforms to deepen democratic processes, the DG then gave the floor to IDLO's Country Director in Kenya, Enid Muthoni. Ms. Muthoni recalled that IDLO had been contributing to legislative drafting in Kenya for the past 5 years. IDLO's contribution to the drafting of the 2010 Constitution and subsequent legislation was complemented by activities geared to strengthening public confidence in the judiciary. After the electoral violence in 2007-2008 there was a wide spread mistrust in the courts. Since 2013 this situation has significantly improved, as shown by the large number of electoral disputes filed in a record 6 months after the last elections. With IDLO's support, a permanent Committee has now been set up to further enhance the capacity of the judiciary before the 2017 elections.
22. IDLO's Country Director for Somalia, Adam Shirwa Jama, then took the floor. He noted that working in Somalia is a challenging experience, given the fluidity of political transitions. He noted that IDLO had been working in the past four years with four successive Ministers of Justice and was happy to see that the current Minister, H.E. Abdullahi Jama, was participating in that session of the Assembly. Despite these challenges, IDLO was making significant contributions to peacebuilding, supporting legal drafting and capacity building within the Ministry of Justice and the judiciary, assisting the Somali Bar Association, and training customary justice providers. Mr. Jama also referred to the recent agreement signed by IDLO to work on reforms of both the penal code and the criminal procedure code. IDLO was also collaborating with elders in the traditional justice system, given the important role that customary justice plays in Somalia.
23. Turning to South Sudan, the DG recalled that in the fall of 2013 the outbreak of conflict had compelled some donors to freeze aid to the country's justice sector, even though – she noted – it is precisely when peace is at stake that justice sector reform is most needed. Romualdo Mavedzenge, Country Representative for South Sudan, added that, when forced to suspend programming as the conflict in South Sudan flared up for a second time after independence, IDLO, unlike other organizations, chose to maintain a presence in the country. This enabled it to resume work quickly in the middle of 2014 and to adjust programming to meet the country's needs. Following independence, the country transitioned from an Arabic language sharia-based civil law system to an English language, common

law system. This change necessitated retraining the majority of justices and legal professionals and accustoming citizens to the new system. Mr. Mavedzenge further recalled that IDLO's work in support of institution building and the legal reform process in South Sudan extends not only to justice systems actors in the government, but also to actors in civil society and the private sector. As reforms deepen, judges are starting to write their judgments in English, and High Court and Supreme Court proceedings are more widely available.

24. Turning to Ukraine, the DG noted that work in that country constituted a new operation for IDLO. Ukraine Country Director, Barbara James, explained that in Ukraine IDLO's work was focusing mostly on anti-corruption and helping the country establish a transparent legal system. Since August, IDLO has worked with the government to prepare a considerable number of pieces of legislation for parliamentary review and debate. At the same time, IDLO is working in Odessa on civil service reform and on a reform of the prosecutor's office. The transparency of public procurement is yet another area of IDLO's engagement in Ukraine.
25. The DG then turned to Goal 2 of the Strategic Plan on "Access to Justice". She noted that this work had been steadily growing in 2015 with special emphasis on enhancing legal aid and women's access to justice. Mary Lou Schram, IDLO's Chief of Party for the "Supporting Access to Justice" program in Afghanistan, reported that IDLO had built a strong network of legal aid providers to share experiences and coordinate information on a wide range of issues, from trial notification and to collaboration with the Attorney General's Office and the Supreme Court. IDLO was also supporting a network bringing together a majority of Afghan NGOs that provide shelters for women who are victims of violence. These shelters not only offer immediate care, but also counsel and train women to lead independent lives after they leave the shelter. IDLO's work to combat gender based violence is pursued in collaboration with the Attorney General's Office, the Ministry of Women Affairs and six provincial offices around the country.
26. At the request of the DG, IDLO's Country Director in Honduras, Andres Vazquez, then reported on progress in IDLO's work in the country following the opening of new offices there. He recalled that Honduras has one of the highest levels of violence in a nation not in conflict and that progress in addressing violence was all the more urgent in view of the November 2016 elections, for which campaigning would start in March. IDLO was adopting a holistic approach to combating domestic violence, especially in San Pedro Sula, where its work is focused and where 65% of all domestic violence or intra-familial violence cases takes place. IDLO is concerned not only with criminal proceedings but also with access to justice for detainees and the development of practical tools for rehabilitation and reintegration processes. Furthermore, IDLO is supporting the government in introducing new policies geared toward advancing new concepts like restorative justice, victim centered justice and adolescent justice. Through this work, IDLO is bringing together different actors, sometimes for the first time, including local government and civil society. As a result of this bottom-up approach to the rule of law, people, including detainees, feel that they are being

given a voice for the first time and authorities are in turn focusing on individuals and not just procedures.

27. The DG then introduced Kartik Sharma, IDLO's Country Director in Myanmar, highlighting the new hope for democracy that recent elections had brought. Mr. Sharma reported that the rule of law had become a national priority in Myanmar transcending political and ethnic divides. In 2015, IDLO had developed four Rule of Law Centers in-country, utilizing its new self-funding model. The training and community outreach activities link universal rule of law concepts – like fairness and equality before the law – to local justice concerns. Women's participation in the Centers' activities is particularly strong. IDLO also works with the Attorney General's Office and the Supreme Court to identify and address training and organizational capacity needs.
28. The DG confirmed that IDLO's program in Myanmar in partnership with UNDP was IDLO's first "self-funded" activity, following a decision by the Assembly in 2014 allowing IDLO to use unrestricted funds to implement actual programs. This new model is geared to help IDLO to program more strategically and build better partnerships, under criteria for the selection of such programs approved by the Standing Committee during 2015.
29. The DG took up next Goal 3 of the Strategic Plan on "economic opportunities and sustainable development" and welcomed to the Assembly Ms. Marie Anne Birken of EBRD, which has been IDLO's major partner on this theme. She asked Ms. Hanan Rabbani, based in Jordan and IDLO's Regional Program Manager for Middle East and North Africa (MENA) and Asia, to speak to IDLO's efforts to promote investor confidence and job creation in the MENA region.
30. Ms. Rabbani noted that the MENA region has gone through a year of unprecedented upheaval characterized by weak rule of law conditions including lack of accountability and growing economic disparities. Responding to a range of needs from the region, IDLO has opened an office in Amman and developed projects with EBRD on commercial and intellectual property law. IDLO is also conducting commercial law trainings in Tunisia – including training on financial crimes – and is implementing a project to translate relevant laws into English so as to be accessible to a wider group of foreign investors.
31. In closing her remarks on results, the DG commented on the Justice Training Transition Program in Afghanistan (JTTP). Despite growing insecurity, JTTP has managed to train the entire criminal justice sector in Afghanistan. It has also assisted in building the capacity required to continue professional legal education within these institutions to ensure an effective transition to local ownership.
32. The DG referred to her mission to Kabul in May which included a meeting with President Ashraf Ghani and relevant Afghan ministries and informed the Assembly that the closure of the JTTP remained on track, towards the completion of the program in March 2016. She added that IDLO is now working to transition its activities in Afghanistan to a smaller, but, she hoped, equally

effective operation. Since JTTP was IDLO's largest program to date, its closure posed the challenge of managing the subsequent significant loss of income. She was however pleased to report that IDLO was now well positioned to overcome this challenge with a range of several medium size programs in a number of countries. As a result, IDLO was stronger now going forward in terms of a balanced portfolio than it has ever been in the past three years. The geographic diversity that characterizes the new programs has also reduced the risk of operating in fragile situations. The program portfolio is getting better balanced also from a thematic point of view, although work in the area of economic opportunity will need to be further strengthened. This advancement has been accomplished through good planning and judicious investment and by building-up capacity to develop new programs and strengthening field operations.

33. These improvements in the management of operations, the DG added, have in turn served to strengthen confidence on the part of both donors and program countries. Another key factor has been IDLO's investment in learning, evaluation, and impact assessment. Two major achievements in this respect in 2015 were: the roll out of a gender strategy to ensure a gender perspective in all programs and to further strengthen work on access to justice for women; and a review of IDLO's capacity development work. As part of a larger effort to enhance program quality, IDLO also adopted guidelines and tools to reset the relationship with implementing partners. The DG further referred in the same context to the revamping of the evaluation guidelines and to the development of more sophisticated methods and approaches to gauge results and gain a better insight of the impact of programs for IDLO's beneficiaries. During the year, IDLO had also worked to refine its research strategy linking it more closely with programming and enriching IDLO's capacity for policy advocacy at the international level, including at the United Nations (UN) in New York and Geneva, the World Bank, EXPO 2015 in Milan, the Committee on Food Security in Rome and other fora in The Hague. In this regard, the DG especially stressed the important contribution IDLO made to build consensus on the inclusion of access to justice and the rule of law in the 2030 Sustainable Development Agenda, explicitly in Goal 16 and implicitly across the Sustainable Development Goals. Strong policy advocacy – she said – has given IDLO visibility which in turn has enhanced access to donors and partners, and created new openings for strategic partnerships.
34. Turning to the issue of resources, the DG informed the Assembly that 2015 had seen unrestricted contributions at an all-time high, thanks to the new four-year partnership agreement with Sweden, a matching grant from the Netherlands and a generous additional contribution from Italy. The agreement with Sweden – she continued – was preceded by a full organizational assessment by the Swedish International Development Cooperation Agency (Sida) that should reassure potential and current donors about the state of IDLO's organizational health which she hoped would be further enhanced in 2016. IDLO also experienced increased political support as evidenced by three new Member Parties and other states set to join the organization in the months ahead. The broader issue of further strengthening the engagement of both Member Parties and non-Member



Parties in the work of the organization was also receiving attention and had been specifically taken up by the Standing Committee during the year.

35. The DG called attention to the need – despite IDLO’s successes – for vigilance and for careful monitoring of both internal and external risks. Externally, IDLO programs are often at risk of closure due to volatile security situations. The demands of humanitarian aid and refugee assistance may affect the availability of development funds for rule of law assistance. Program diversification, an improved donor base, and strengthened reserves help to mitigate these risks.
36. The DG noted that IDLO’s main challenge remains largely internal. It is, she said, as though having pushed through layer after layer of change we have reached the kernel: inside the Organization. It was important now to ensure that internal organizational reforms kept pace with the rapid expansion of its operations and the evolution of IDLO’s programming model and its research and advocacy work. She advised the Assembly in this context that IDLO was currently assessing and reprioritizing the Continuous Improvement Plan (CIP) launched in 2014 to ensure that its organizational reform objectives could be fully met. Special attention was also being given to the upgrading of the ICT systems with a special focus on finance, and to improvements to be introduced in the budgeting and reporting processes to enhance transparency and accountability.
37. In the same context, the DG announced her plan to launch in 2016 a review of Headquarters/Field delegation and accountability systems, drawing lessons from established operations. The intention is to move away from a centralized model to one with more delegation to the field, accompanied by proper systems for accountability and control.
38. She added that these efforts will be complemented by a review, with the support of the Standing Committee, of IDLO management structures to strengthen coordination, collaboration and communication both internally and externally and to develop a roadmap to improve the way the organization works.
39. The DG went on to stress that people are IDLO’s key resource and to express confidence that, building on a number of reviews being undertaken to reform human resources policies and procedures, it will be possible, with good cooperation from all sides, to agree in the coming months upon a new employment model that would be flexible, fair and transparent and would satisfy both staff and management concerns. She looked to Member Parties’ support to be able to invest in IDLO’s staff and in striving for excellence and high performance at all levels. The DG went on to state that she held herself accountable to deliver the organizational reforms that were promised in the Strategic Plan. She also remained at the disposal of the membership to support and advise Member Parties in responding to the growing interest that she had noted among Member Parties and also the Board of Advisors to pursue governance reform alongside management reform. Reflecting on IDLO’s achievement and ambitions during the four years of her first mandate, she said that the progress that the organization had made went way beyond her expectations. She credited successes to the commitment and team work of her colleagues and the support from the Member States and took full responsibility

for any failures. In closing, she said that it had been an extraordinary privilege to lead the Organization through a period of great promise and some important challenges, and thanked Member Parties for the trust and confidence they placed in her. [The full report of the Director-General is available online at the following address: <http://www.idlo.int/system/files/event-documents/AP2015-3-Report-Director-General-IDLO2015Assembly.pdf>]

#### **AGENDA ITEM 4: GENERAL DEBATE ON IDLO'S PROGRAMS AND ACHIEVEMENTS**

40. Marking the start of the General Debate, the President of the Assembly called upon Mr. Alejandro Sousa to deliver a statement on behalf of the President of the United Nations General Assembly (UNGA).
41. Mr. Sousa extended greetings to the Assembly on behalf of UNGA President Mogens Lykketoft. Mr. Sousa called attention to President Lykketoft's description of the 2030 Agenda and its SDGs as a revolutionary framework through which to improve lives of people around the world and the health and vitality of the planet.
42. Mr. Sousa pointed to four features, which are central to the Agenda and central to how we should understand the role of the rule of law within that Agenda. First, the new Agenda is both comprehensive and integrated. Gone are the days where we see health outcomes as separate from productive employment; or climate outcomes as separate from sustainable agriculture and food security. Gone is the false separation of poverty from inequality, or of social development from economic development.
43. Second, the Agenda was elaborated through the most inclusive and thorough deliberative process that the UN has ever seen. As a result, governments and citizens can have true ownership of the Agenda. Civil society, international organizations and individuals across the world have helped to shape its focus through direct and indirect participation, which bodes well for effective implementation.
44. Mr. Sousa highlighted the "universal" nature of the new agenda. The Agenda recognizes that developed and developing countries alike face a wide variety of pressing challenges that need to be overcome.
45. Finally, the Agenda does away with the idea that governance, human rights, access to human rights and the rule of law are somehow not truly part of sustainable development. This is evidenced by Goal 16 but also by the Goals and targets that demand universal access to the benefits of development, gender equality, and non-discrimination; or those that call for an end to human trafficking, better labor standards or improved management of waste, water and chemicals.
46. Noting that the challenge was now to ensure that the Agenda was effectively implemented, Mr. Sousa called upon the UN Member States to integrate the new

Agenda into national plans, and called on the UN system to ready itself to assist national efforts. Other international organizations, civil society, NGO, and the private sector should all play an active role in supporting implementation. Acknowledging IDLO's unique experience and expertise on rule of law and development, he highlighted its unparalleled position to support other actors in implementing the new development agenda.

47. Mr. Sousa noted that governments by adopting the Agenda are now committed to strengthening the rule of law, access to justice, and building more inclusive and effective institutions. More thinking is required to define what each actor can bring to the table and to provide strong evidence of what works. Mr. Sousa deemed it crucial in this regard to project the rule of law as a prerequisite for meeting a wide range of development goals, from protecting workers to reducing inequalities and improving environmental standards. He stressed in this perspective the need to change the narrative around governance and the rule of law so that they are not seen as problem areas but as key tools to sustain development.
48. In closing, Mr. Sousa observed that the issues under discussion at this meeting were exactly the type of questions that President Lykketoft hoped to address at a High Level Thematic Debate he will convene in July 2016 that will focus on human rights, governance and the rule of law. The President would welcome participation and engagement in that debate by all actors.
49. Ambassador Ertuğrul Apakan, Chair of the Board of Advisers, then addressed the Assembly. The Ambassador began by quoting the DG on the role of the rule of law as an antidote to conflict in an ever more unstable and violent world. He commended IDLO for developing a balanced strategy, initiating new programs, especially in fragile states, and expanding its role and visibility internationally. He referred to IDLO's work to advance rule of law in Africa as an important contribution to the continent's sustainable development. The Ambassador also conveyed his gratitude to the DG and her staff for the impressive growth of the organization as well as their precious cooperation with regard to the work of the Board of Advisers. He praised IDLO for its advocacy efforts within the framework of the 2030 Agenda, helping ensure the inclusion of justice and the rule of law in the new development paradigm. He noted the important opportunity that we now have, following the adoption of the SDGs, to further rule of law support.
50. After sharing information about the activities undertaken by the Board, the Ambassador conveyed the Board's desire to become even more actively and concretely engaged in IDLO's work. He noted that Board members collectively possess a great deal of wisdom and expertise, and advised that in 2015 Board members have produced a number of papers on various topics, such as the monitoring and evaluation of rule of law projects, sustainable development and energy, and human rights protection, all of which can contribute significantly to IDLO's work.
51. The Ambassador highlighted the distinguished service of Prof. Jan Michiel Otto and Mr. Pascal Roux, who have reached the end of their second term on the Board, and thanked them for their immeasurable contributions to IDLO. In

closing, he advised that the Board was pleased to nominate Justice Antonio Herman Benjamin, Dr. Soukeina Bouraoui, Mr. Hassan Cisse, Ms. Miriam Defensor Santiago, Ms. Hongxia Liu, Mr. Sam Muller and Mr. Daniel Rowland as candidates for membership in the Board, highlighting the strong support of the Board for the candidacies of Mr. Rowland and Ms. Liu for a second term on the Board.

52. The President then invited IDLO Member Parties to make statements.
53. HONDURAS: H.E. Maria del Carmen Nasser de Ramos, Vice Minister of International Cooperation and Social Promotion, Ministry of Foreign Affairs and International Cooperation, Honduras, highlighted the positive impact that promoting a culture of justice and the rule of law can have on her country's development. Recalling that Honduras has launched several programs in collaboration with IDLO on access to justice and specialist services for children, teenagers, women and other victims of domestic violence, she stressed the contribution that enhancing the rule of law can have on Honduras' food security and sustainable development. She further observed that Honduras is seeking to support the criminal justice system through the development of a new regulatory framework built on better public policy, in particular with regard to access to justice and services for people living in situations of conflict such as in the region of San Pedro Sula, and highlighted in that context the importance of adopting a people-centered approach when introducing new reforms. The Vice Minister concluded by welcoming the opening of the IDLO's office in Honduras and the opportunities it will offer to facilitate collaboration with both the organization and neighboring countries through the exchange of best practices, and by commending IDLO for its effective work.
54. ITALY: Ambassador Pierfrancesco Sacco, Permanent Representative of Italy to the International Organizations in Rome, recalled that advancing the rule of law is an Italian foreign policy priority, noting his government's pleasure to host the current session of the Assembly. He observed that the activities of IDLO and those of the other Rome-based organizations have an important common thrust by operating at the intersection of human security and economic and social development.
55. The Ambassador commended the positive results achieved by IDLO in the implementation of the Strategic Plan 2013-2016 and its critical advocacy role around the place of the rule of law in the 2030 Agenda. He also praised the tireless and highly professional commitment and leadership of the DG.
56. Ambassador Sacco noted that Italy's tripling of its unrestricted funding to IDLO in 2015 – together with Sweden's new multi-year contribution that had helped reduce the Organization's dependence on a small group of traditional donors – would serve to support the scaling up and consolidation of IDLO's core activities. He also welcomed the increasing geographic and thematic diversification within the Organization's program portfolio, and reiterated the need for IDLO to grow in a coherent way that attracts new donors and encourages members to actively participate in the governance of the Organization. In that context, he called for

internal discussions on opening up the Standing Committee to new members that wish to actively contribute to the growth of the organization, and expressed the hope that the IDLO General Counsel might provide proposals for updating the governance documents in a way that would serve to deepen the Organization's engagement with both Member Parties and non-Member Parties.

57. Highlighting Italy's contribution to strengthening the Organization, the Ambassador recalled that Italy had facilitated IDLO's collaboration with the Committee on Food Security (CFS) for the implementation of CFS products in line with the objectives of SDG 16, and had facilitated contacts with both Bioversity International and the Secretariat of the International Treaty on Plant Genetic Resources for Food and Agriculture, which will hopefully help the design and implementation of more projects under IDLO's Goal 3 on advancing sustainable development and economic opportunity. Further, Italy had recently convened a meeting of African Ambassadors accredited in Rome to introduce them to IDLO's upcoming conference on the contribution of the rule of law to Africa's sustainable development.
58. Ambassador Sacco also paid tribute to the DG for her commitment to the establishment of a network with other international organizations based in Italy operating in the fields of justice, international law and humanitarian law. He also referred to EXPO Milano-2015, which had attracted almost 22 million visitors, where the rule of law dimension of EXPO's theme "Feeding the Planet-Energy for Life" had been highlighted for all stakeholders. In the same context, he referred to the EXPO event – cosponsored by IDLO – on the right to food which had examined how to make the right to food 'justiciable' and had reviewed the way some countries, chiefly in Latin America, have included the right to food in their constitutions. He concluded by expressing appreciation for the positive contribution of The Hague, New York, and Geneva offices to advocating for and strengthening IDLO's partnerships with the UN, thus also allowing for an enhanced role for IDLO's Rome Headquarters.
59. THE NETHERLANDS: Ambassador Joep Wijnands of the Netherlands welcomed the opportunity that the Assembly offered to engage in an interactive debate on the rule of law and the 2030 Agenda. He observed that the debate comes at a critical time for IDLO as it embarks on the development of its new Strategic Plan 2017-2020. The Ambassador noted that the Sustainable Development Goals provide an important opportunity for IDLO, as a specialist organization on development and the rule of law, to give content to the new Agenda at the global level. The Ambassador expressed the hope that IDLO will become a "thought leader" on Goal 16 and that its vision and expertise in this regard will be clearly reflected in its next Strategic Plan.
60. The Ambassador noted the progress that the Organization had made in 2015. He referred to the successful expansion of its donor base, and expressed the hope that this trend would continue and that soon other states would join the organization and give support to its important mandate. He also noted the diversification in IDLO's portfolio and voiced the hope that IDLO would continue to focus on states where its services are most needed. The Ambassador further

noted the continuous growth of The Hague office, and the recent appointment of its new Director, Dr. Faustina Pereira. The Ambassador stressed the particular value of IDLO's work in helping women around the world accessing justice and realizing their rights. He encouraged IDLO to consolidate the quality of its programs, to expand its authority as a knowledge-base and a standard setting organization, and to learn from its own experiences through rigorous monitoring, evaluation and reporting.

61. The Ambassador also encouraged IDLO to continue to work in the year ahead on issues of internal management, transparency, accountability, collaboration and governance.
62. In closing, the Ambassador quoted his Minister on why the Netherlands continues to invest in IDLO: "the rule of law is the bridge that connects development with peace... Development cannot be truly sustainable without peace and justice. Sound, legitimate institutions and the rule of law help to protect countries from violence and from 'development in reverse'." These issues are at the heart of IDLO's mandate.
63. USA: Ambassador David Lane began by highlighting new, heightened expectations for global action to create just, inclusive societies, and new challenges to transparency and the rule of law worldwide. He observed that there has never been a greater need for the work that IDLO delivers and noted that the importance of IDLO's work was reinforced by Goal 16 of the SDGs. It has been an enormous step forward, he added, to see global recognition that good governance and the rule of law are critical to each of the areas of sustainable development. That acknowledgment has come not only in the form of a stand-alone goal on justice and the rule of law, but also through the incorporation of elements of good governance throughout the 2030 Agenda. He stated that this milestone was in no small part due to the efforts of DG Khan and IDLO's staff and the combined effects of IDLO's field and advocacy work.
64. Ambassador Lane quoted DG Khan who had said that "the rule of law takes vision, time and money. But it is the soundest investment there is. The more governments and the international community are willing to invest in it, the less they will have to scramble to address catastrophic development failures...". It was for these reasons that the United States had increased its investment in IDLO and its tailored projects in the field, and was proud to fund IDLO's largest program to date, the Justice Training Transition Program (JTTP) in Afghanistan.
65. The Ambassador recalled that the US government is the largest funder of IDLO programming in the field: 70 million dollars in total. He stated that the investment is a testament of the confidence placed in IDLO's ability to deliver results-driven, expertly crafted projects in the most complicated environments.
66. He noted that with IDLO's growth comes the need for internal reflection. He thus called on the DG to ensure that all of IDLO's programmatic, financial and organizational expertise is effectively harnessed and that those in management positions across the organizational structure have the delegated authority to make the necessary decisions. IDLO must respond to its Member Parties and

donors, but also to the needs of its employees, and must reflect in its internal functioning the good governance, accountability, and transparency it so successfully advances in the field.

67. In closing, the Ambassador thanked the Director-General for her tireless and laudable efforts to solidify the rule of law as an integral element of sustainable development and to continue to deliver concrete results in IDLO's projects.
68. ECUADOR: H.E. Juan Holguin Flores, Ambassador of Ecuador to Italy, congratulated IDLO's new Member Parties, and in particular Honduras as a fellow Latin American state and member of the Economic Commission for Latin America and the Caribbean (ECLAC). He also congratulated the DG on her excellent leadership of IDLO. The Ambassador highlighted the work that IDLO has done in Ecuador, collaborating with the Constitutional Court on several issues such as migration and accountability for human rights violations. He emphasized the need to focus on the most vulnerable groups in society, and on the implementation of the 2030 Agenda. He also called attention to the need to monitor multinational enterprises and hold them accountable for actions that may damage the sustainability of development efforts.
69. KENYA: Ms. Harriet Nduma, Chargé d'affaires of the Embassy of Kenya to Italy, commended IDLO for the progress and achievements accomplished in relation to its Strategic Plan as well as for its advocacy role that had contributed to the introduction of SDG 16 in the 2030 Agenda. IDLO had done so by providing strong evidence from its work of the important role that the rule of law plays in eradicating poverty, protecting the environment, securing human rights and ensuring justice for all. She stressed the confidence that her country places in IDLO to continue to contribute effectively to the process of implementing the new Agenda and to bring real change to the lives of the poor. She called for adequate and predictable means of implementation to achieve the SDGs. As the drivers of development policies, programs and projects for both national governments and multilateral institutions, the SDGs will require for their attainment global commitment at all levels. She expressed Kenya's gratitude for the technical assistance that IDLO continues to provide in building Kenya's legal and institutional capacities to ensure access to justice for all. Indeed, IDLO's support on women's empowerment and energy policy formulation is complementing the Government's efforts in promoting gender equality, equity, inclusivity and climate change resilience.
70. IDLO's Kenya program has grown to support critical sectors and institutions, and lessons learned from it can effectively inform other interventions in the region. Kenya is becoming a regional hub for international institutions. She said that working with IDLO, Nairobi can become a rule of law hub that facilitates exchange of best practices in a coordinated and coherent manner.
71. The representative of Kenya further commented that her government looks forward to IDLO's Africa Conference, taking place in 2016, which will provide opportunities to explore ways of advancing the rule of law and its contribution to sustainable growth in the region. Finally, she expressed Kenya's pride in shaping

the post-2015 development architecture by co-chairing in New York the Open Working Group on SDGs and co-facilitating the Intergovernmental Negotiations on the post-2015 Development Agenda.

72. EGYPT: Mr. Khaled Mohamed Soliman Hafez Eltaweel, First Secretary of the Embassy of Egypt to Italy, noted that IDLO's work to strengthen the rule of law plays an important role in addressing political instability. He further referred to the synergies that exist between sustainable development and the realization of peace and security, and stated that addressing the sources of conflict paves the way for achieving sustainable development at national, regional and international levels.
73. Commending IDLO's advocacy efforts in relation to SDG 16, he confirmed Egypt's commitment to support all international efforts aimed at achieving the SDGs. He said that the right to development is the cornerstone of the "Egyptian Sustainable Development Strategy until the year 2030", which aims at achieving comprehensive sustainable economic development, improving the investment context, enhancing human capital and accomplishing social justice together with providing a decent life for Egyptian citizens. Egypt believes that such national efforts should be supported by the international community, which should deal actively with challenges that hamper sustainable development such as terrorism, conflict and occupation. Finally, the Ambassador noted with satisfaction the strong progress achieved by IDLO against the objectives and goals set out in its Strategic Plan 2013-2016, as well as the diversification of IDLO's programs.
74. JORDAN: Mr. Ali Albsoul, Counsellor and Deputy Chief of Mission, Embassy of Jordan to Italy, welcomed IDLO's new Member Parties and thanked the DG and her staff for their report. He commended the tremendous progress made by IDLO in the implementation of its programs in 2015, and noted with satisfaction the significant expansion of its programmatic work towards a more balanced portfolio as well as its enhanced international visibility. The Counsellor thanked Italy, the Netherlands, the US and Sweden for the support that made that progress possible.
75. IDLO's diversified portfolio has already started to bear fruit in many member countries, including in Jordan where new programs are underway to support access to legal services in refugee and host communities. The Counsellor noted that this support reflects the flexibility of IDLO in responding to growing demands in new and evolving areas, including those connected to the refugee crisis. It is evident that the impact of this crisis will continue to affect the region's progress towards sustainable development for at least the next decade. Therefore, Jordan hopes that IDLO will continue to scale up programs in support of the refugee and host communities.
76. In closing, the Counsellor praised IDLO for the role it has played in encouraging the UN to place justice and the rule of law at the heart of the 2030 Agenda, which, he said, represents a significant milestone in UN history. He reiterated Jordan's commitment to IDLO's values and goals and its support for its efforts and endeavors. In this regard, he noted Jordan's hope that the new regional office in



Jordan would serve as a catalyst for focused and coordinated initiatives towards the Middle East and North Africa region.

77. PAKISTAN: Mr. Ahmad Farooq, Counsellor of the Embassy of Pakistan to Italy, thanked the Assembly and expressed his country's satisfaction at becoming a full IDLO member party. The Counsellor commended IDLO for its advocacy efforts around the 2030 Agenda, and for its crucial capacity building activities in several countries under at times extremely challenging circumstances. He recalled that more than 100 Pakistani legal professionals have already received IDLO training, and are now contributing to the development of the country.
78. The Counsellor noted that Pakistan is undertaking serious efforts to make its judicial system more accessible and responsive, and is focusing on developing new laws, strengthening and expanding the network of judicial institutions, increasing the number of judicial officers and building the capacity of police, prosecutors and judges. Pakistan's superior courts are asserting their independence by ensuring the accountability of state institutions and functionaries and are working to improve the structures of the lower courts to enhance access to justice. The Counsellor concluded by stating that Pakistan looks forward to continued support from IDLO and other international partners in its endeavors to further the rule of law and access to justice.
79. SENEGAL: Mr. Baye Moutar Diop, Minister Counsellor, Embassy of Senegal in Rome, congratulated the DG for her report and commended the expansion and diversification of IDLO's programmatic portfolio. He also extended a warm welcome to IDLO's new Member Parties. Mr. Diop recalled that, in 2014, IDLO and the ICC had organized a seminar in Dakar aimed at building the judicial capacity of francophone West African States to conduct investigations and prosecutions under international criminal law.
80. Mr. Diop also called attention to the fact that the trial of former President of Chad Hissène Habré has been underway in Dakar since July 2015 and has been characterized by a high degree of collaboration and cooperation among all justice actors. Underscoring the symbolic value of the exemplary way in which the trial is being conducted. Mr. Diop stressed the positive impact that this particular trial can have for the rule of law, democracy, governance, and justice in Africa and suggested that IDLO might help share across the continent lessons learned so as to enhance the capacity of African nations to deliver justice under international law. Before closing, he called for new initiatives in Africa to help respond to the issue of terrorism.
81. SUDAN: Mr. Hassan Mohammed Mahmoud Osman, Counsellor, Embassy of Sudan in Rome, noted that, in the current global context of conflict and terror, solidarity was needed to achieve the rule of law and address the root causes of extremism in order to realize sustainable and equitable development. He regretted that sanctions against his country were renewed. He commended IDLO on its work around the adoption of the 2030 Agenda, as well as its efforts in opening a branch office in The Hague and a regional office in Amman. Mr. Osman stated that his country has done much to strengthen the rule of law and

transparency and that the President of Sudan has declared war on corruption and formed an anti-corruption commission. Further, the Sudanese government has recently passed new laws concerning terrorism, money laundering and human trafficking. The Counsellor noted that Sudan looks forward to further strengthening its relationship with IDLO in the field of training and capacity building. In closing, he reiterated his call for harmonized approaches to overcome the challenges ahead and achieve equitable sustainable development.

82. EL SALVADOR: Ms. Maria Eulalia Jimenez Zepeda, Minister Counsellor and Chargé d'affairs of the Embassy of El Salvador in Italy, expressed her country's solidarity in the face of recent tragic events in different parts of the world. She welcomed the new members to IDLO, in particular Honduras – a Central American country member of ECLAC with which her country will work together to further strengthen IDLO's capacity to play a critical role in promoting the rule of law and access to justice. Ms. Jimenez Zepeda commended the Organization for the expansion of its programs. In particular, she highlighted the importance of IDLO's work on women's rights and asked, in that respect, that the needs in Latin America and the Caribbean be given special attention. She expressed El Salvador's belief that IDLO will play a crucial role in the effective implementation of the 2030 Agenda, especially Goal 16. Ms. Jimenez Zepeda also took the opportunity to support the statement made by Ecuador calling for work to be undertaken on migration, child rights and the accountability of multinational corporations. She concluded commending the good work of IDLO during the last four years under the efficient leadership of the DG and her staff.
83. CHINA: Ms. Mo Yang, Deputy Division Chief in the Directorate General of Protocol, Ministry of Commerce of China, opened by congratulating the DG for IDLO's successes and by commending IDLO on the expansion of its program activities. She then outlined a number of suggestions that might further improve results in the future, noting that it is important to listen closely to the voices of developing countries when designing programs and suggesting that provision be made also for Member Parties that do not currently have IDLO programs in their own countries to be actively involved in training activities, so as to enhance information and knowledge sharing. Referring to the 2030 Agenda, the representative for China underlined the importance her country attaches to sustainable, creative and shared development. She informed the Assembly that the Chinese government has been initiating discussions toward the development of an IDLO Host Country Agreement, and looks forward to strengthening and deepening its relationship with IDLO.

## **AGENDA ITEM 5: REPORT OF THE STANDING COMMITTEE (AP/2015/4.1R)**

84. The President introduced the report of the Standing Committee for 2015 and thanked IDLO's governing bodies and the Standing Committee members for their work. The President informed the Assembly that the Standing Committee had held four meetings in 2015, which engaged all members, and were also attended by members of the Audit and Finance Committee.
85. The President recalled that the DG and IDLO's senior management had provided the Committee with regular updates on IDLO's program implementation, financial developments and new initiatives in the pipeline, as well as reports on specific management issues to be addressed by the Committee.
86. The President presented highlights of the Committee's activities during the year. In 2015, the Standing Committee continued to monitor implementation of IDLO's 2013-2016 Strategic Plan and progress toward financial stability, programmatic growth and operational and staffing improvements. The President commended IDLO on its judicious use of available resources while simultaneously initiating new resource mobilization efforts, and observed that the organization continues to implement quality programs at a higher rate than the previous year. In this regard, he expressed gratitude for the contributions of both Sida and Italy that helped make 2015 a year of growth and progress.
87. The President further informed the Assembly that during 2015 the Committee took a number of important decisions, including approval of the Guidelines on the Criteria for Self-Funded Programs and Guidelines for Working with Implementing Partners. The Committee had also decided on a course of action on Engagement with Member Parties and non-Member Parties ("observer status"), and set in motion a review of IDLO's reserves policy.
88. In closing, the President expressed the Committee's confidence in IDLO's ability to succeed in fully meeting the institutional vision set for it in the 2013 – 2016 Strategic Plan. [The full text of the report of the Standing Committee (AP2015/4.1R) is available online at the following address: <http://www.idlo.int/system/files/event-documents/AP2015-4.1R-Report-Standing-Committee-IDLO-2015Assembly.pdf>]

## **AGENDA ITEM 6: MANAGEMENT PLAN AND BUDGET FOR 2016**

### **i: Presentation of IDLO's Management Plan for 2016**

89. The Director-General presented IDLO's Management Plan and Budget for 2016. She noted that this is the fourth and final Management Plan under the current four-year Strategic Plan. The Plan represents both a consolidation of what IDLO has achieved so far and a bridge to begin looking ahead. The DG agreed with the President that there are good opportunities for the rule of law in the period ahead in terms of the international policy agenda, but that challenges posed by political

instability and insecurity, economic austerity and weak institutions should not be underestimated. IDLO operates in a very competitive sector. In order to succeed, it has to do even better than others. Externally, tightening financial resources, growing humanitarian demands and increasing competition on rule of law assistance are the main factors to be taken into account. Internally, IDLO has good programs results, good bases for growth, and a better balanced portfolio, but is, at the same time, looking at new ways of working: building strategic partnerships and implementing organizational changes. The main challenge is business continuity while increasing effectiveness and efficiency. The DG explained that the Management Plan identifies three key themes for 2016: consolidation; accountability; and investments. It is now time – she said – to consolidate IDLO’s work, focusing at the same time on improving quality, strengthening capacities and deepening political and financial support. The second priority is accountability: to be enhanced through more and better impact assessments and learning exercises, and more continuous interaction on management and program performance with Member Parties, donors and other partners. The third priority is investment: investment in IDLO’s mission, mandate, programs and future direction and in the institutional structures themselves.

90. The DG referred to the three Critical Strategic Initiatives (CSI) identified in the Strategic Plan, in relation to which IDLO has been reporting and making progress annually. Under *CSI 1: Building a Balanced Portfolio*, IDLO is on the way to achieve in 2016 a significantly better balanced portfolio, both geographically and thematically. The intention is to have a more focused approach while remaining opportunistic. IDLO will continue to consolidate existing country programs, while endeavoring to scale up, where possible, those initiated in 2015. There are many new opportunities arising, particularly in countries where IDLO is already working, and a certain degree of selectivity will need to be exercised. Generally, the approach is to continue to invest in areas where IDLO is already strong, such as institution building, access to justice while reassessing areas where IDLO has expertise and did well in the past but programs are drying up. In relation to new opportunities, the areas that appear to be of growing interest include commercial and economic law, land, migrants/refugees, and biodiversity. The DG referred in this same context to “self-funded programs” as a major new initiative launched in 2015 that she hoped to expand in 2016, in consultation with the Standing Committee, building on the initial successful experience in applying this modality for work in Myanmar. This is a modality – she said – that allows for strategic and innovative programming while helping building stronger partnerships.
91. Turning to *CSI 2: Enhancing Program Quality and Impact*, the DG highlighted that growth cannot compromise quality. At the same time, improvements in quality will contribute to growth. A value-based approach to improving program quality, and thus a focus on the end users of justice and their rights, empowerment, respect for legal pluralism as well as accountability and sensitivity to context, will continue to guide IDLO’s efforts going forward. Initiatives to improve program quality will include new guidelines on impact assessment and evaluation; Lessons Learned Briefs; enhancing the quality of

program proposals; the creation of a quality framework for capacity development; a further strengthening of legal expertise within the organization; improvements in monitoring and reporting; and a renewed effort to invest in people and systems particularly in the field.

92. Turning to *CSI 3: Influencing the rule of law agenda*, the DG referred to IDLO's enhanced visibility as a champion of the rule of law. By combining research and policy thinking with work in the field, IDLO has been significantly strengthening its credibility as a valued, credible interlocutor at international fora especially at the United Nations. In the last two years IDLO has been particularly engaged in the discussions at the UN around the 2030 Agenda, contributing to the international consensus around SDG 16 and the emphasis on equality and social justice that characterizes the new Agenda across the SDGs. From now on IDLO's main concern will be to determine how it can best contribute to the implementation of the Agenda. Consultations for the elaboration of the next Strategic Plan together with the Africa Initiative are expected to provide important tools in this regard. Following a place-based strategy, IDLO will leverage its country and liaison offices to build constituencies in support of the rule of law. Communication tools will continue to be reinforced, including further improvements in IDLO's website, to deliver a strong, clear message on the impact that IDLO has in the field – an important message to encourage governments to invest in the rule of law, given the decreasing resources available for development funding. Noting that the more visible IDLO becomes, the more active it can be on the ground, the DG highlighted the importance of accompanying this process with a further strengthening of IDLO's internal/research policy capacity so as to deepen the organization's understanding of key policy issues that affect progress toward the rule of law.
93. The DG further noted that, as political interest in the organization's work grows and its membership expands, there is a concurrent strong need to strengthen the organization's financial and political support, as reflected in *CSI 4: Resources*. She added that there is scope for a further expansion of the membership and for further improving regional balance in membership. With regard more specifically to resources, the DG expressed confidence that the organization will be able to reach an unrestricted revenue target for 2016 similar to that reached in 2015 of 8.6 million euro. And even higher target for 2017 may be feasible. The program revenue target set in the Management Plan for 2016, exceeding 26 million euro, while somewhat below the 2015 forecast of 28 million euro, is higher than the actual program revenue of around 24 million euro achieved in 2014. This confirms a consolidation of program revenue at significantly higher levels than at the start of this strategic planning cycle. The plan also introduces a target of attracting four new donors for the organization during the year as well as a membership target of three new members. This effort will be accompanied by further improvements in impact and performance reporting, as part of initiatives aimed at strengthening Member Parties' and other partners' engagement in the Organization – an objective towards which IDLO will extend the necessary secretariat support. As part of the preparation for the new Strategic Plan, IDLO will carry out an in-depth examination of the current funding

strategy, including an exploration of non-traditional donor sources, and pro-bono support from law firms.

94. Turning to *CSI 5: Effectiveness, efficiency, accountability* the DG outlined renewed efforts under the Continuous Improvement Program to enhance effectiveness, flexibility and efficiency, including efforts to improve processes relating to the startup and operation of field offices and the continuation and deepening of internal reform processes. Risk management and the reinforcement of legal protection in the field are other areas that will be given special attention. In terms of processes, the intention is to strengthen financial planning, budgeting and reporting, giving more autonomy to IDLO's managers while ensuring proper reporting and accountability. As part of this process, an effort will be made to upgrade the organization's ICT infrastructure and to review management performance and reporting tools so as to enhance transparency and accountability.
95. Turning to *CS 6: Investing in people*, the DG recalled that the organization had adopted new staff rules and was in the process of revising human resources policies and employee framework, building on extensive external expert inputs. During 2016 IDLO will also seek to strengthen leadership and people management skills within the organization, and to take steps to further enhance employees' engagement with a view to creating a more integrated organization – an important strategic objective to enable it to transition effectively into the next Strategic Plan. [The full text of the IDLO Management Plan for 2016 (AP/2015/4.2.1) is available online at the following address: [http://www.idlo.int/system/files/event-documents/AP2015-4.2.1-2016-Management-Plan-IDLO2015\\_0.pdf](http://www.idlo.int/system/files/event-documents/AP2015-4.2.1-2016-Management-Plan-IDLO2015_0.pdf)]
96. The President drew attention to the draft resolution prepared by the Standing Committee recommending approval of the Management Plan, and called for comments from Member Parties.
97. The representative of El Salvador noted that the draft resolution, recommending approval of the Management Plan, would delegate to the Committee responsibility for final approval of the draft budget and referred in that context to reports by external experts. The representative asked which external experts would be involved.
98. In response, the President clarified that the Standing Committee had raised a number of questions in relation to the draft budget, and had asked IDLO management to provide feedback. To assist management in this process, Member Parties had offered to lend their own expertise to the staff of the organization to help it work through some of the outstanding budget issues.
99. The representative of Ecuador indicated his country's support for the Management Plan and the relevant draft resolution, but sought some clarification on the indication in the management plan that, despite IDLO's efforts, not much progress had been achieved with regard to climate change. Noting the global importance of this issue, he recommended that IDLO explore opportunities for collaboration with other Rome-based agencies on this topic.

100. The DG confirmed that, despite climate change being a constant on IDLO's agenda, not enough had been achieved in recent years in this area. She advised that IDLO would be undertaking a review of its climate change efforts to assess why they are falling short of expectations, so as to consider steps that can be taken to correct shortcomings.

**ii: Approval of proposed Resolution on IDLO's Management Plan and Budget for 2016**

101. The Assembly adopted by consensus Resolution no. 1/2015 (AP/2015/4.4R.), recommended by the Standing Committee, on the Approval of the Management Plan and Budget for 2016. [The full text of the resolution is available online at the following address: <http://www.idlo.int/system/files/event-documents/AP2015-4.4R-Resolution-1-approval-Management-Plan-and-Budget-IDLO2015Assembly.pdf>]

**AGENDA ITEM 7: ELECTIONS**

102. The President announced elections for multiple positions: one *ad hoc* member of the Standing Committee for a two-year period; two members of the Audit and Finance Committee for a two-year period; the Chair of the Audit and Finance Committee; up to four members of the Board of Advisors for a four-year term; and the DG for a second four-year term.

103. ELECTION OF THE AD HOC MEMBER OF THE STANDING COMMITTEE. The President noted that the Netherlands stood as the only candidate for the position of *ad hoc* member of the Standing Committee. The Assembly adopted by consensus Resolution no. 2/2015 on the Election of the Ad Hoc Member of the Standing Committee, electing the Netherlands as the *ad hoc* member of the Standing Committee for a 2-year term of office. [The full text of the resolution (AP/2015/5.2R) is available online at the following address: <http://www.idlo.int/system/files/event-documents/AP2015-5.2R-Resolution-2-election-ad-hoc-member-Standing-Committee-%20IDLO2015Assembly.pdf>].

104. APPOINTMENT OF THE CHAIR OF AUDIT AND FINANCE COMMITTEE. Noting the resignation of Mr. Lex van der Hoeven of the Netherlands as Chair of the Audit and Finance Committee effective October 22, 2015, and that the Netherlands had designated Ms. Loreen van Beek as its representative in the Committee, the Assembly adopted by consensus Resolution no.3/2015 appointing the Netherlands, represented by Ms. van Beek, to continue as Chair of the Audit and Finance Committee [The full text of the resolution (AP/2015/5.3R) is available online at the following address: [http://www.idlo.int/system/files/event-documents/AP2015-5.3R-Resolution-3-Appointment-Chair-Audit-Finance-Committee-IDLO2015Assembly\\_o.pdf](http://www.idlo.int/system/files/event-documents/AP2015-5.3R-Resolution-3-Appointment-Chair-Audit-Finance-Committee-IDLO2015Assembly_o.pdf)].

105. APPOINTMENT OF MEMBERS OF THE AUDIT AND FINANCE COMMITTEE. The President advised the Assembly that both Romania and France had stepped down from their positions on the Audit and Finance Committee, and thanked

them for their contributions. He noted that Italy and Egypt had expressed interest in joining the Committee and were the only candidates proposed to replace Romania and France. The Assembly adopted by consensus Resolution no.6/2015 on the Appointment of Members of the Audit and Finance Committee appointing Egypt and Italy members of the Committee [The full text of the resolution (AP/2015/5.6R) is available online at the following address: <http://www.idlo.int/system/files/event-documents/AP2015-5.6R-Resolution-6-Appointment-member-Audit-Finance-Committee-IDLO2015Assembly.pdf>].

106. APPOINTMENT OF MEMBERS OF THE BOARD OF ADVISORS

Turning to the elections for the Board of Advisors, President al-Mahamel recalled that the second terms of Board Members Mr. Pascal Roux and Mr. Jean Michiel Otto were due to end in 2015. He thanked both Mr. Roux and Mr. Otto for their distinguished service to IDLO over the past eight years, and praised them for their significant contributions. He further noted that the first terms of both Mr. Daniel Rowland and Ms. Hongxia Liu would also expire in 2015. As such, there was a need to elect up to four members of the Board of Advisors, from amongst the nominated candidates. The candidates were Dr. Soukeina Bouraoui, Mr. Hassan Cisse, Ms. Miriam Defensor Santiago, Ms. Hongxia Liu, Mr. Sam Muller, and Mr. Daniel Rowland. The Assembly proceeded to conduct this election by secret ballot, resulting in the election of the following candidates were elected for a four-year term: Dr. Soukeina Bouraoui, Ms. Hongxia Liu, Mr. Hassan Cisse, and Mr. Daniel Rowland. Resolution no.4/2015 on the Appointment of Members of the Board of Advisors for a four-year term of office recording this outcome was then adopted by consensus [The full text of the resolution (AP2015/5.5R) is available online at the following address: <http://www.idlo.int/system/files/event-documents/AP2015-5.5R-Resolution-4-Appointment-Board-Advisers-IDLO2015Assembly.pdf>]

107. ELECTION OF THE DIRECTOR-GENERAL

The President advised that, in accordance with Article 4.4 of the IDLO Establishment Agreement, the DG shall be elected for a four-year term, renewable once. The President recalled that Ms. Irene Khan's first term as DG was due to expire at the end of 2015 and that on 30 April 2015 Member Parties had received a Note Verbale addressed to them by Italy - in its capacity as Vice President and on behalf of the President – expressing appreciation for the work undertaken by the DG since she assumed office in January 2012 and allowing for Member Parties to submit other candidatures if they so choose. He indicated that no other candidature had been received, and that the re-election of Ms. Khan's was thus uncontested.

He also noted that the Board of Advisors had for its part produced an advisory opinion on the election. The opinion commended the DG for her leadership through a critical period in IDLO's history, for having developed a balanced strategy and initiating major programs, and for her accomplishments in expanding the role and visibility of the organization at the international level in particular at the United Nations. The opinion concluded by advising the Assembly of Parties to renew the mandate of the DG.



On the President's motion, Ms. Irene Khan was elected by consensus for a second four-year term as DG. The election was recorded in Resolution no. 7/2015 [The full text of the resolution (AP/2015/5.9R) is available online at the following address: <http://www.idlo.int/system/files/event-documents/AP2015-5.9R-Resolution-7-Election-Director-General-IDLO2015Assembly.pdf>]

108. Following her re-election, Director-General Khan thanked the Assembly for the trust that had been placed on.
109. The DG invited the Assembly participants to view IDLO's Photo Exhibition *In Focus: Justice and the Post-2015 Agenda*.

## **AGENDA ITEM 8: INTERACTIVE DEBATE “THE RULE OF LAW AND THE 2030 AGENDA: THE ROAD AHEAD”**

### **i. Keynote Address**

110. Mr. Enrico Giovannini, Co-Chair of the UN Secretary-General's Independent Advisory Board on Data Revolution for Sustainable Development, and former Minister of Labor and Social Policies, Italy, addressed the Assembly as the keynote speaker. He started by highlighting IDLO's pivotal role in fostering concrete actions, rooted in the rule of law, towards the implementation of the Sustainable Development Goals (SDGs). Mr. Giovannini indicated that his address would focus on two issues: 1) how to change the way in which policies are designed to support the implementation of the SDGs and; 2) the role of data in implementation.
111. Mr. Giovannini made reference to his paper “The Republic of Well Being” in which he had raised the question of what steps a hypothetical country should take to implement the SDGs. The first ideal step – he suggested – should be to include the concept of sustainable development in the country's Constitution. Constitutional grounding both ensures the consistency of future legislation and provides a reference point for judicial decision making.
112. The second step, Mr. Giovannini noted, would be the creation of mechanisms to ensure the consistency of new legislation and policies with sustainable development principles, including the important concept of intergenerational equity. In France for instance, the government is required to report on past and current policies from a sustainable development perspective. Italy is also discussing the possibility of adopting similar policies, while the European Union requires that all new European legislation be considered by the European Parliament in terms of its impact on sustainable development. Embedding sustainable development in *ex-ante* assessments, Mr. Giovannini noted, would provide a strong foundation on which to build a solid process for implementing the SDGs.
113. He emphasized that, along with mechanisms for assessing progress toward sustainable development, new thinking is required to approach the very concept of sustainability. Processes, not only climate change, are moving very fast. The

situation in some respect is such that concern about survival of the present generation increasingly blends with the pursuit the interests of future ones. What must be monitored is the direction of events: whether we are moving towards a more sustainable path. Data are essential for this purpose. But the greater availability of data can put pressure on politicians to maximize short term outcomes, sometimes to the detriment of the longer term perspective. There is a need across the board to re-balance the way in which data are utilized.

114. The rule of law, Mr. Giovannini stated, is key to building the social and human capital, as well as the economic and environmental one, which are essential to sustainable development. The rule of law can however play an important role also in orienting the way data is used. Citing his report to the UN Secretary-General “A World That Counts: Mobilizing the Data Revolution for Sustainable Development”, Mr. Giovannini illustrated how new technologies and means of data collection could benefit from sound decision-making by governments, civil society and the private sector. At the same time, unequal access to data, and differences in the ability to generate data, can widen the gap between developing and developed countries. This divide may also increase where private sector investment in the data revolution eclipses public investment. There is therefore a need for very careful, rule of law-based policies and a sound legal framework to underlie the use of data, so as to optimize their contributions to the drive for sustainable development.
115. Mr. Giovannini warned that immediate emerging needs will continue to divert attention from the pursuit of longer terms sustainable development. In this regard, he called on the international community to invest in the capacity to respond to shocks by reducing vulnerability and building resilience, and to embed in institutions an ‘obligation’ to think about the future. In closing, Mr. Giovannini reiterated that good data collection and predictive modeling, along with constitutional protections and mechanisms for *ex ante* review of new legislation and policies, are key ingredients of a new way of pursuing sustainable development.
116. The President thanked Mr. Giovannini for his insightful statement. Before opening the debate, he drew attention to the proposed Resolution no. 5/2015 recommended by the Standing Committee on the Development of IDLO’s Strategic Plan 2017-2020 (AP/2015/6.2R.) and the 2030 Agenda and called for its adoption by consensus.
117. The Assembly adopted by consensus Resolution no.5/2015 (AP/2015/6.2R.) on the Development of IDLO’s Strategic Plan 2017-2020. [The full text of the resolution AP/2015/6.2R is available online at the following address: <http://www.idlo.int/system/files/event-documents/AP2015-6.2R-Resolution-5-%202017-%202020-Strategic-Plan-and-2030-Agenda-IDLO2015Assembly.pdf>]

**ii. Panel I: Challenges and Opportunities for Implementation**

118. Opening the debate, the DG referred to the 2030 Agenda as a game-changer that will define and guide international development cooperation for the next 15 years. She emphasized that while SDG16 provides a strong anchor to IDLO's efforts to contribute to the drive for sustainable development, the rule of law is embedded as a cross-cutting theme throughout the entire 2030 Agenda. The principles of equity, transparency and accountability - core elements of the rule of law - are critical to achieving each Goal.
119. The DG invited the panelists to focus their interventions on the challenges they confront at the national level, and on ways the 2030 Agenda can help them address those challenges. She also hoped that participants would address ways in which efforts to implement the Agenda on the national and international level could best be aligned. The DG noted in this context that this debate provided a timely occasion to launch IDLO's consultations on its Strategic Plan 2017-2020.
120. Mr. Alejandro Sousa, Senior Legal Adviser in the Office of the President of the UN General Assembly, thanked IDLO for the significant support that the Organization had provided during the negotiations of the 2030 Agenda. He noted in his regard that IDLO's engagement had been active and incisive and had been enriched by the precious policy insights it could provide from its work in the field. Drawing on what he had observed in his previous role as a government negotiator, he outlined some of the challenges negotiators faced in shaping SDG 16 and, more generally, the place of the rule of law in the 2030 Agenda. One was the absence of an agreed definition of the concept of rule of law, although there were several sources to draw upon starting from the Preamble of the UN Charter and including the 2012 Declaration on the Rule of Law at the National and International Levels, the definition that the SG had set forth in his reports to the UN General Assembly on the rule of law, and the many resolutions adopted by the 6th Committee on the subject. Ultimately however Member States managed to overcome this challenge and came to see the rule of law as a multifaceted concept strictly interrelated with development, and to acknowledge it as an integral component of the 2030 agenda. Member States also succeeded in overcoming the related challenge deriving from the crosscutting nature of the rule of law and from the fundamental dichotomy of the rule of law being both an enabler and an outcome of development: key components of the rule of law – from transparency to the need for accountable institutions – came eventually to permeate the entire Agenda and can now be projected as indispensable tools for its effective implementation. In the same context, he pointed out that the action agenda resulting from the International Conference on Financing for Development includes many elements that are also present in SDG 16.
121. Turning to the issue of measurement, he noted that, within SDG 16, some concepts are relatively easy to measure while other present major challenges: the diverse types of indicators required make the debate around measurement more complex, yet essential to tackle. Stressing the importance of ownership at the national level, Mr. Sousa called attention to the key role of the UN system to support capacity building, and spoke of “sharing and learning” as important components of the monitoring process. In closing he observed that the work of IDLO, particularly as it relates to institution building and access to justice, offers

a rich source of best practices that need to be shared at the national and international levels as an integral part of the effort to ensure full and effective implementation of the new Agenda.

122. H.E. Abdullahi Jama, Minister of Justice, Somali Federal Government, stated that peace, stability, human rights and effective governance based on the rule of law are important drivers of sustainable development. Armed conflict and insecurity negatively impact development, damaging economic growth and creating long lasting grievances within and between communities. Crime, sexual violence, exploitation and torture are prevalent where rule of law is absent. The protection of human rights, combatting the flow of illicit arms, and strengthening the participation of developing countries in the institutions of global governance are all aspects of the rule of law and they are all key to sustainable development.
123. The Minister further noted that SDG 16 is crucial for ensuring that peace and development prevail, in particular in fragile and conflict affected states. The rule of law expresses and enables a society's conception of social and economic justice. It frames wealth, resource and power distribution. The elements of the rule of law related to identity, legal recognition, participation, agency, and the enforcement of rights – including economic and social rights – are closely linked to equitable growth, equitable delivery of public services, and the redistribution of resources.
124. Minister Jama noted that legal empowerment blends community mobilization with legal capacity building and advocacy. It builds the voice and political influence of the poor and marginalized. Both access to legal information and access to justice enable the poor to take advantage of economic opportunities and resist exploitation. However, the Minister noted, access to formal justice alone may not be sufficient to meet these objectives. In Somalia, customary justice processes, while readily accessible, are not necessarily compliant with universal human rights norms. Bringing customary justice processes in line with human rights standards is one challenge that Somalia is addressing with IDLO's help.
125. The Minister outlined a number of considerations to be kept in mind to make the 2030 Agenda an effective tool for progress also in fragile states. To this end it is important, he stated, that donor and recipient governments, development agencies and civil society be motivated to deliberately integrate best practices of peace building in the effort to carry forward the implementation of the Agenda; to be sensitive to the particular needs and perspectives of those living in violent, fragile and conflict-affected states; and, while uniting around a universally agreed set of core indicators to measure overall progress to endeavor to reconcile universal commitments with the flexibility required to take those commitments forward in locally, context-sensitive ways. He concluded by commending the work of IDLO to advance the rule of law at the global level and, in particular, in his own country.
126. H.E. Zylidy Zheenbaevna Mambetalieva, Minister of Justice, Kyrgyzstan, thanked IDLO for the support provided to her Government in the accession process, and congratulated Honduras, Mongolia and Pakistan on becoming new

members of the organization. The Minister stressed the many challenges that the country has faced in the last 25 years since its independence to build a truly democratic, rule of law-based state. Defining the rule of law as the primary principle of the civilized world, she highlighted the importance of investing in both rule of law and access to justice. A revolution had transformed Kyrgyzstan into a parliamentary state, where elections are fair and transparent and civil society is engaged in a constructive dialogue with the government. The new development strategy adopted by her government reflected the core principles of the Sustainable Development Goals and did so in the context of the commitments as a member of the UN Human Rights Council. She referred to the challenge of raising awareness of human rights among the population, pointing to the need to pay particular attention to the most vulnerable groups. In that regard, she referred to a new approach being tested that consisted in public funding of legal aid, pending the approval of legislative services to be introduced as part of the country's future judicial reform strategy. In closing, the Minister highly commended the work of IDLO, acknowledging the Organization as a "thought leader" in its field, with a clear vision of what the rule of law is and represents. She referred to the Organization as a precious strategic partner to promote the rule of law, reinforce democracy and create a rule of law-based environment that attracts investments and creates economic opportunities.

127. Before turning to the following panelist, the President opened the floor for comments and questions. Ambassador David Lane, USA, began by stressing the importance of justice sector development and the promotion of the rule of law as necessary prerequisites for achieving the SDGs. He expressed satisfaction that a stand-alone goal on justice and the rule of law had been included in the 2030 Agenda as SDG 16. He recalled, however, that a number of countries had resisted the adoption of this goal and that several still felt ambivalence toward these crucial concepts. We must therefore not become complacent, he said, as we strive towards implementation.
128. The Ambassador underlined the US commitment to achieving SDG 16, as evidenced by its sustained support for IDLO's programs. The US currently supports IDLO projects in Asia and Central Asia, Central America, East and West Africa, and Eastern Europe – a testament to its confidence in IDLO as an organization capable of providing effective support for the implementation of the 2030 Agenda, particularly SDG 16.
129. Citing the US Permanent Representative to the UN, Ambassador Samantha Power, Ambassador Lane noted the overwhelming evidence that exists linking peace, justice, and good governance with sustainable development. Studies show that conflict, violence, and impunity exacerbate poverty. Democracies are less likely to go to war and are less corrupt. He further quoted IDLO's Director-General in stating that, "without access to justice and the rule of law, development cannot flourish, investment will not take root, the planet cannot survive, the poor cannot overcome poverty, and women cannot fight discrimination".

130. The Ambassador then raised a series of issues to be kept in mind during the day's discussions. A key question was how best to integrate rule of law as a cross cutting issue. No goal should be pursued single-mindedly and in isolation: ending extreme poverty will require inclusive economic growth; the promotion of peaceful societies and accountable institutions; the empowerment of women and girls; environmental sustainability; and efforts to harness the power of science, technology, innovation, and data. These are all areas, he stated, where IDLO can make a difference.
131. The Ambassador referred the concept of inclusivity as a second important issue. The multiyear effort to craft the 2030 Agenda was unprecedented in its inclusivity, engaging more than a hundred in-country dialogues including both individuals and civil society organizations. As IDLO moves forward in supporting implementation of SDG 16, it should plan to reach out to all important stakeholders, including those in government as well as civil society and the often-overlooked private sector.
132. The representative of El Salvador expressed the hope that the debate should turn to exploring concrete ways of taking the concepts under discussion forward, such as the point raised by Mr. Giovannini of incorporating them into national constitutions.
133. Ambassador Pierfrancesco Sacco, Italy, commented that strengthening the rule of law requires unreserved commitment from government institutions, civil society as well as citizens. He argued that true citizenship cannot be conceived outside the paradigm of the rule of law and good governance. A shared commitment and a common effort on the part of both government and citizens are what gives rise to economic progress and social inclusiveness. At the core of the effort there must be legislation geared to the protection of fundamental rights and freedoms, and effective social and economic protection, especially for the most vulnerable. Turning to the next IDLO Strategic Plan 2017-2020, the Ambassador recommended that renewed attention be given to trade and economic law as a key enabler of development, with special emphasis on land tenure, natural resources, the right to food and the agricultural sector. In the same context, he reiterated the importance of close cooperation between IDLO and the UN Rome-based Agencies particularly within the framework of the work of the Committee on World Food Security (CFS).
134. The President commented on the difficulties involved in quantifying progress toward the rule of law, and hoped that special attention will be given to the identification of indicators to measure the contribution of the rule of law across the SDGs.
135. The Honorable Justice Joel Ngugi, Judge of the High Court and Head of the Judicial Transformation Framework, Kenya, took the floor and stressed that discussions on advancing sustainable development should encompass not only the fair and equitable distribution of resources for the present generation, but also the protection of future generations.

136. Justice Ngugi recalled that the 2010 Constitution of Kenya contains several articles that are relevant to sustainable development, including issues such as heritage, the right to a healthy and clean environment, and rights to adequate housing, adequate food, clean water, social security and education. A basic challenge was how to guarantee these rights in the face of inadequate resources. Another was how to ensure equity in the allocation of resources to bring about an inclusive society. The rule of law was a key factor in all of these respects, as both an enabler and outcome of sustainable development.
137. Justice Ngugi outlined what he saw as key manifestations of the rule of law: a relationship of trust between the government and the governed; compliance by state officials with a system of laws; legitimate and inclusive justice and security institutions; and systems that recognize and respond to the needs of all in society.
138. He added that the vision of rule of law must be grounded in the reality and context of each society. In Kenya, he said, since the passage of the Constitution there has been significant progress to implement the rule of law within the parameters of the country's conditions.
139. Justice Ngugi then introduced Kenya's "Judicial Transformation Framework", an ambitious reform project which aims to transform the country's judiciary into a true engine of social change. This requires shifting from a focus on the procedural aspects of the rule of law, to a focus on substantive outcomes in ensuring greater social equality.
140. Justice Ngugi then outlined four key requirements to ensure further advances in this regard: 1) a rights-based framework that ensures that rights are clearly defined; 2) a knowledgeable and willing judiciary; 3) litigators who have the capacity to frame social challenges and bring them into court for resolution and; 4) a civil society that is willing and able to communicate and mobilize public opinion.
141. Dr. Soukeina Bouraoui, Executive Director, Center of Arab Women for Training and Research, Tunisia, noted that in the Arab world women's development lags significantly behind. She stressed that unless gaps for the full enjoyment by women of economic, social and other rights are addressed, sustainable development will not be achieved. For this reason – she stated – SDG16 cannot be pursued in isolation from SDG5, on gender equality.
142. She reminded the Assembly of the need to consider both quantitative and qualitative indicators in measuring progress, and called for a focus on inclusion – of men and women, of poor and rich, and of vulnerable populations – in the development effort, as a condition for its sustainability. Dr. Bouraoui noted the need to foster dialogue and interaction between governments, civil society and individual citizens. She stressed the crucial importance of ensuring government accountability and of enhancing citizens' awareness in societies where corruption is rife and where access to data and information is heavily restricted. She called on IDLO to support greater access to information in its partner countries and to focus on capacity building in that respect.

143. Dr. Bouraoui also called upon IDLO to give greater attention to regional development strategies and trans-border issues. Arab women recognize greater value in transferring best practices and sharing information within the MENA region than between MENA countries and highly developed states.
144. Dr. Bouraoui concluded her intervention by emphasizing two points: a) the need for a new forward looking development paradigm encompassing in its vision both current and future generations; and b) the importance of constitutional reform to sustain progress. On the latter point, she made reference to an important lesson from Tunisia, where citizens saw, beyond the technical legal details, the crucial importance of constitutional reform in Tunisia's transition to democracy and were actively engaged in the process.
145. Mr. Mendsaikhan Tumenjargal, Executive Secretary, Judicial General Council, Mongolia, shared with the Assembly some of the challenges Mongolia faces in advancing the rule of law. Though it provides strong support for the rule of law and access to justice, the Mongolian Constitution does not specifically address the concept of sustainable development. Institutions such as the judiciary, the police and the prosecutor's office have uneven levels of capacity. Access to justice for the poor is insufficient. However, some good results have been achieved, with public trust in the judiciary rising from 27% in 2010 to 61% in 2015. In closing, Mr. Tumenjargal called on IDLO to continue to support Mongolia, including in the assessment of Mongolia's judicial system.
146. Commenting on some of the issues raised in Dr. Bouraoui's statement, the Representative of Sudan referred to progress in his country towards women's equality, and pointed to the significant number of Sudanese women holding senior public positions.
147. The Representative of Uganda, Ambassador Mumtaz Kassam, observed that while many constitutions guarantee seats in the legislature for women, they do not, for example, guarantee women's rights to land. It was important in her view that specific programs for women and children should continue to feature prominently in IDLO's activities in support of sustainable development.
148. Mr. Gherado Casini of the United Nations Department of Economic and Social Affairs (UN DESA) referred to a recent successful event held in New York and cosponsored by IDLO in collaboration with the Inter-Parliamentary Union (IPU), on access to legal information. He noted that the 2030 Agenda highlights the need to create trust between institutions and citizens, and the importance of inter-institutional partnerships. Facilitating access to laws and legal information so as to communicate them effectively is a crucial means for achieving these objectives. However, despite the availability of technologies capable of making such access easier, few countries can as yet claim adequate progress in this direction. Mr. Casini encouraged IDLO to increase its support for the exchange of knowledge and best practices in providing greater access to legal information for citizens.



149. Mr. Ali Albsoul, Counsellor and Deputy Chief of Mission, Embassy of Jordan to Italy, thanked IDLO for its efforts and active engagement with all stakeholders to ensure that the link between the rule of law and sustainable development was recognized in the 2030 Agenda. This in turn will have a definite impact on both the visibility and the mission of IDLO and its capacity to contribute effectively to the achievement of the SDGs. He emphasized the key relevance that different dimensions of the rule of law – equal access to justice; the development of effective, accountable and transparent institutions; the provision of legal identity; and the promotion and enforcement of non-discriminatory laws and policies – have on the drive towards sustainable development.
150. The Counsellor agreed with the DG’s view that the relationship between the rule of law and the 2030 Agenda goes deeper than SDG 16 and cuts across all of the SDGs. He recalled that UN policies stress the importance of putting national perspectives at the center of development assistance, taking into account the specificities of different country contexts. In that spirit and as part of the effort to enhance national ownership, he advocated for international assistance to be focused on strengthening national capacities in the domestic implementation of their international obligations, including through enhanced technical assistance and capacity building in the rule of law area. The Counsellor also referred to the importance of restoring confidence in the rule of law as a key element of transitional justice.
151. The Counsellor highlighted Jordan’s commitment to the SDGs and to enhanced global partnership. Jordan is working to incorporate the SDGs into its national development planning while striving to maximize resource mobilization to achieve the Goals. In this regard, Jordan had recently launched a new 10-year socio-economic blueprint “*Jordan 2025: a national vision and strategy*” aimed at achieving a prosperous, resilient and inclusive economy while deepening reform and social inclusion.
152. Turning to the challenges of implementation, the Counsellor referred to the current political, economic and social situation in the Middle East, which has produced a number of sequential and cumulative humanitarian crises. Jordan today hosts over 1.4 million Syrian refugees. This influx of refugees has put great pressure on infrastructure, public services and governance, making the implementation of the 2030 Agenda even more challenging. The Counsellor therefore called upon the international community to strengthen support for Jordan and other countries hosting large numbers of refugees.
153. Mr. Albsoul noted that IDLO’s work to advance the rule of law was also relevant to developing countries’ efforts to bridge the gap in development financing that hampers their efforts to meet the SDGs. In this context, he called upon IDLO to pay due attention to supporting the improvement of business regulatory environments and the establishment of proper macroeconomic frameworks to incentivize private financing.
154. Ambassador Perla Carvalho, Alternate Permanent Representative of Mexico, underscored the importance of institutional coordination in ensuring that

development policies have a measurable impact in implementing the SDGs and in developing systems to collect information and monitor progress not only within but also across the SDGs. Mexico has committed itself to combat poverty in all its multi-dimensional aspects. Mexico also appreciates that migrant rights are now part of the development agenda. Domestically, Mexico is endeavoring to give impetus to social and economic inclusion and gender equality. While significant advancement has been made in addressing hunger and extreme poverty, further progress is needed in strengthening rule of law and institutional effectiveness.

155. Ambassador Carvalho also drew attention to the Addis Ababa Action Agenda, which complements the 2030 Agenda by outlining guidelines to mobilize the financial resources necessary to accomplish the SDGs. In many countries, government resources alone are insufficient, and the support of the international community, the private sector and other stakeholders will be critical to sustain progress towards the SDGs.
156. The Director-General commended Mexico for its crucial role in ensuring that the key goal of social inclusion would feature prominently in the 2030 Agenda.
157. Mr. Sousa reiterated the paramount importance of effective partnerships in implementing the 2030 Agenda. Turning to the question of how to measure progress of the rule of law and good governance, he acknowledged that it was a complex task requiring expert inputs and the use of baskets of indicators. He called on all stakeholders to contribute to this important task building upon the work currently being undertaken by the UN system in this area.
158. Dr. Bouraoui expressed gratitude for the opportunity that this debate has presented to her, as a women's rights advocate, to work together with judges, legal professionals and government officials participating in this Assembly. This opportunity was one of the great advantages that IDLO as an organization offered to the international community. Since the 1960s, Arab countries have made major development gains. Yet, Arab women are still at the bottom of the ladder in terms of equality. IDLO's contribution to women's economic empowerment and access to justice should include facilitating citizens' access to data and helping shape a common language to pursue these objectives.
159. The DG, summarizing highlights from the debate, noted that it had opened with a discussion on constitutions and good legislation, and had then turned to gaps in implementation and the challenges that needed to be addressed to overcome these gaps. The discussion had highlighted the significance of inclusivity in building effective programs and bringing about change, and the importance of an open society – the need for people to have information, and to be able to use that information. The significance of participatory decision-making had also been highlighted. Panelists and several delegations had also reaffirmed a number of values and approaches that especially characterize the work of IDLO, including context-specific development, local ownership, and a focus on the end-users of justice.

160. The DG recalled that IDLO would soon undertake broad consultations in developing its new Strategic Plan 2017-2020, and would engage in this process with Member Parties, but also with non-member parties and other stakeholders. She saw this Assembly discussion as in many ways marking the start of this consultative process. The importance of incorporating sustainability concepts in national constitutions was one of the many insights resulting from the debate that she would intend to further explore during the consultation process.

**iii. Panel II: The International Contribution to National Strategies**

161. H.E. Maria del Carmen Nasser de Ramos, Vice Minister of Cooperation and Social Promotion, Ministry of Foreign Affairs and International Cooperation, Honduras, outlined the strategies and plans that are shaping Honduras' national development priorities as well as policies for international cooperation. In the light of reductions in funding for low income countries like Honduras, her government was orienting international support to focus on the most urgent needs of vulnerable populations in areas such as governance, access to justice and the rule of law – all areas to which IDLO's mandate and activities are directly relevant. She stressed the importance of coordination amongst donors that support the security, justice and human rights sectors to avoid duplication of efforts and to create stronger cooperation programs. On behalf of the Government and the President of Honduras, she thanked IDLO for the remarkable progress it has made in such a short time in launching its program in Honduras on reducing violence and homicides through access to justice, ensuring alignment and synergies with her country's National Plan. She concluded by expressing her Ministry's willingness to share Honduras' experience in this area with other developing countries through South-South Cooperation.
162. H.E. Said Jawad, Senior Political and Foreign Policy Advisor to the Chief Executive of Afghanistan, commended IDLO for its work in Afghanistan, which has significantly improved access to justice in his country and has helped empower Afghan women to protect their fundamental rights. He expressed gratitude for the Justice Training Transition Program (JTTP) that has trained thousands of Afghan judges, police officers, prosecutors, and defense attorneys and represents a prime example of a successful capacity building program. He observed that the National Justice Sector Strategy (NJSS) has helped reduce violence against women, and has served to provide shelters for victims, enhance awareness, reduce discrimination and improve women's ability to work in the justice sector, although challenges related to security, economic stability and peace and reconciliation obviously remain.
163. Drawing on lessons learned in his country, Ambassador Jawad commented on how the international donor community should engage with national strategies and on how to find the right equilibrium between local context, national ambitions, international human rights standards and donor funding mechanisms. He outlined five key points.
164. Firstly, he stated, it is important to avoid establishing parallel institutions, and to focus investments on reforming and building the capacity and resilience of the

state and its legal institutions. Second, the international community should assist in developing a holistic strategy with an emphasis on the rule of law and gender equality across all judicial, social and development sectors. In this regard, he expressed appreciation for IDLO's effort, in line with these approaches, to advocate internationally the integration of the rule of law across the SDGs. In the same context, he appealed for greater donor coordination and called for more focused efforts to improve the investment climate for private sector growth, stressing the importance to that end of improving access to justice and protecting property rights.

165. Mr. Jawad went on to emphasize the need for the international community, in working with national governments, to avoid sacrificing long-term justice for short-term stability. This implied focusing on building permanent institutions that can deliver just and inclusive peace, while improving governance and combating corruption. To the same ends, donors must plan on transitioning their projects to local ownership from the very first day of implementation, and strive to integrate assistance within the structure of the government and society. In closing, Mr. Jawad stressed the importance of countries systematically sharing experiences and lessons learned.
166. Ms. Marieke Wierda, representative for the Netherlands, reflected on the need to avoid creating “ghettos of poverty”, that are particularly difficult to reach out to when occurring in conflict-affected areas. Rule by law, which excludes the many to protect the few, is a real threat to advancing the rule of law as intended in Goal 16, which is geared to protect the vulnerable from rule by law. She informed the Assembly that security and the rule of law are one of four areas of concentration within Dutch development assistance, and noted that activities in this area are guided by a theory of change that is complementary to Goal 16. The Dutch approach to the rule of law is citizen-based, and heavily influenced by social contract theories. This approach has led the Dutch to focus on empowering people to exercise their rights, utilizing methods such as perception surveys that are best suited to understand peoples’ assessment of the independence and fairness of the judiciary.
167. Turning to IDLO’s role, Ms. Wierda reiterated that IDLO can be a leader in the pursuit of Goal 16. Advancing Goal 16 will require political will, which IDLO can help foster by building relationships and being context sensitive. In so doing, IDLO should facilitate exchanges and information-sharing among states, along with building its own knowledge and expertise.
168. Ms. Marie-Anne Birken, General Counsel of the EBRD, emphasized the strong relationship between EBRD and IDLO, the two organizations having worked together for the past ten years in several countries including Mongolia, Tajikistan, Montenegro, Kyrgyzstan, and Jordan.
169. Ms. Birken outlined a three-pronged approach that is serving to strengthen EBRD’s policy dialogue with countries: 1) putting greater emphasis on country diagnostics; 2) assessing how these diagnostics impact upon private sector investments; and 3) working to guarantee government buy-in. She noted that the “legal transition program”, located institutionally in the office of the General

Counsel, has been operating since 1995 and is the most established policy group within EBRD. Under this program, EBRD carries out: 1) standard setting for sharing international experience, with regional comparisons; 2) diagnostics to understand where the gaps are; 3) technical assistance projects in areas where EBRD has expertise; and 4) knowledge dissemination and the analysis of lessons learned.

170. Ms. Birken commented on three factors that in her view contribute to the success of legal reform programming. Firstly, it is important to bring real knowledge and expertise. The second factor is “focus”, as a condition for both visibility and impact, applying lessons learned from one country to programs in others. Thirdly, the closest coordination and collaboration with other stakeholders to deepen the understanding of gaps to be filled and ensure concrete results.
171. Minister Jama commented that awareness is a major factor in delivering effective rule of law. In turn, awareness requires literacy, and in this sense, advancing literacy is fundamental to furthering the rule of law.
172. The representative for Kenya, Ms. Harriet Nduma, underlined the linkages between peace and security on the one end and sustainable development on the other, and called for further analysis on how technology, data and innovation can be drawn upon to advance security in fragile states, and allow for more informed decision making and coordination of local, national and global efforts.
173. The representative of UNICRI, Ms. Alessandra Liquori, commented on her organization’s experience in enhancing social inclusion and access to justice, through the use of “cultural mediators”, and cited successful experiments in this regard where police has worked in close partnerships with civil society and local stakeholders, particularly in the field of prison reform.
174. Recalling restrictions imposed by privacy law, the representative of Afghanistan noted that one key challenge in international cooperation is how to access available information to trace the movement of money.
175. Responding to the statement made by Kenya, the representative of the Netherlands pointed to major advances in technology and noted that the Netherlands uses technology extensively in carrying out perception surveys and, more generally, in developing programming tools. She also highlighted the role of big data in responding to humanitarian crises.
176. Ms. Birken of EBRD for her part highlighted the important role that technology plays in knowledge sharing and institution building, including in constructing databases and in providing access to court decisions.
177. The representative of Honduras reiterated the key contributions that the rule of law and access to justice can make in stabilizing the security situation in many countries.
178. The Director-General, summarizing the debate, welcomed the emphasis that had been placed on the importance of creating an enabling environment for the rule

of law by building strong, inclusive institutions and empowering stakeholders. She also appreciated the strong emphasis that had been placed on the end users of justice – an orientation that featured prominently in IDLO’s current Strategic Plan. She was encouraged to hear from the debate that the organization should continue to focus on these crucial objectives. It is an issue – she said - of supply and demand: supply for justice will improve when demand increases.

## **CLOSING OF THE ASSEMBLY**

179. Ambassador Sacco delivered a statement from H.E. Andrea Orlando, Minister of Justice of Italy, who had intended to be personally present at the closing session but had been prevented from doing so by an intervening unforeseen commitment. The Minister’s statement began by reaffirming Italy’s commitment to promoting the rule of law and by noting the renewed impetus that the increased international awareness of the importance of rule of law was providing to IDLO’s work. He said that Italy considered the principle of the rule of law, together with the promotion of human rights, support for democratic institutions and effective governance, and the fight against crime and corruption, to be the fundamental elements of the crosscutting “justice” component of the 2030 Agenda, as also reiterated in the Doha Declaration. The statement argued that the rule of law must be part of our daily culture and practice and that it is essential to translate the rule of law from an abstract concept into concrete results which can significantly improve people’s lives. In this regard, Italy considered a priority to foster progress and innovation in terms of legislation and its application to promote the best use of resources, enhance legal certainty and knowledge of the law, thereby ensuring equal access to justice for all citizens.
180. Domestically, the Italian government is strengthening efforts to combat organized crime, introducing new money laundering offences, and improving asset recovery tools to better track the flow of illicit funds. These efforts are being accompanied by a stronger commitment to combating corruption, a potential lever through which criminal organizations can infiltrate the social and economic fabric of the state. The threat of terrorism has also prompted Italy to revamp legislation regarding foreign fighters, propaganda, proselytism and violent extremism. Besides criminal measures, the statement emphasized actions taken by the Italian Government in the field of civil justice and the progress made on the issue of prison overcrowding and on reducing the excessive length of judicial proceedings. He also referred to the numerous rule of law based initiatives by the Italian Development Cooperation in collaboration with IDLO in areas ranging from the protection of freedom of religion and belief and the protection of women from violence, to support to professionals working in the justice sector.
181. Minister Orlando’s statement reiterated his government’s support for IDLO, as an integral part of Rome’s international hub, and called for increased cooperation with other multilateral legal entities hosted in Italy. Recalling the history of cooperation between his Ministry and IDLO, the Minister expressed the hope that this collaboration will be further strengthened in the future, including in relation to the sharing of experiences and good practices with judicial bodies of other countries, and expressed in the same context the renewed

support of the Ministry of Justice for IDLO's activities. He noted the presence of specialized judges within the Italian judiciary who might be able to share knowledge and experience with their foreign counterparts in combating organized crime and in relation to a variety of subjects, from measures to freeze assets and the management of cooperating witnesses, to the development of IT judicial systems and the territorial organization of justice services.

182. The Minister highlighted the importance of citizens' access to legal information referring to this sector as another potential area of further cooperation with IDLO. He expressed interest and support for initiatives aimed at strengthening communication among current systems, so as to improve public access to legal documentation. He noted that Italy has developed experimental applications for legal data processing that could be shared as best practices in the field. In closing, he stressed that Italy stands ready to support IDLO in every way.
183. The President thanked Member Parties for reaffirming their trust in IDLO and again welcomed IDLO's new Member Parties. He thanked observers and guests, the distinguished panelists, and also IDLO staff and management for their work in organizing the Assembly. Finally, he expressed appreciation to the Government of Italy and the Italian Ministry of Foreign Affairs and International Cooperation for providing the Assembly's venue, and declared the Assembly closed.

/ENDS

**ANNEX 1**  
**LIST OF PARTICIPANTS**  
**MEETING OF ASSEMBLY OF PARTIES 2015**  
**November 23-24, 2015**

	<b>Country</b>	<b>Affiliation</b>	<b>Name</b>	<b>Title</b>
<b>SPECIAL GUESTS</b>				
	AFGHANISTAN	Ministry of Foreign Affaires	Said Tayeb JAWAD	Senior Political and Foreign Policy Advisor to the Chief Executive of Afghanistan
		EBRD -European Bank For Reconstruction And Development	Marie-Anne BIRKEN	General Counsel
	HONDURAS	Ministry of Foreign affairs and International Cooperation of Honduras	Maria del Carmen NASSER DE RAMOS/SELMAN	Ambassador,Vice Minister for International Cooperation
	ITALY	Independent Advisory Board on Data Revolution for Sustainable Development	Enrico GIOVANNINI	Co-Chair of UN Secretary-General' Independent Advisory Board on Data Revolution for Sustainable Development, former Minister of Labor and Social Policies
	KENYA	High Court of Kenya	Joel NGUGI	Judge of the High Court
	KYRGYSTAN	Ministry of Justice	Zyldyz Zheenbaevna MAMBETALIEVA	Minister of Justice
	KYRGYSTAN	Ministry of Justice	Marat Edilievich KANULKULOV	Head of the Judicial Transformation Framework,Lead Expert, Department of Expertise and Legal Counsel
		Ministry of Justice	Arstanbaeva Dilyara Erkinovna	Supreme Court
	MONGOLIA	Ministry of Justice	Mendsaikhan TURMENJARGAL	Judicial General Counsel
	UN	Office of the President of the United Nations General Assembly	Alejandro SOUSA	Senior Legal Adviser



	SOMALIA	Minister of Justice of Somalia	Abdullahi JAMA	Minister of Justice
	TUNISIA	Center of Arab Women for training and research	Soukeina BOURAOUI	Executive Director
	UCRAINA		Sergiy DROZACH	IDLO Odessa Component Coordinator
<b>IDLO MEMBER PARTIES</b>				
	AFGHANISTAN	Embassy of Afghanistan	Mohammad ARIF SALIMI	Deputy Head Mission
	AFGHANISTAN	Embassy of Afghanistan	Hamed KHURASAMI	Alternate Permanent Representative
	AUSTRALIA	Embassy of Australia	Marco SALVIO	Deputy Head of Mission
	AUSTRIA	Embassy of Austria	Gerda VOGL	Minister Plenipotentiary
	AUSTRIA	Embassy of Austria	Konstanze GEIGER	Second Secretary
	BULGARIA	Embassy of Bulgaria	Antoaneta DIMITROVA	Second Secretary
	BURKINA FASO	Embassy of Burkina Faso	Aoua TOURE SAKO	Minister Counsellor
	CHINA	Ministry of Commerce	Mo YANG	Deputy Division Chief of the DG of Protocol of MOFCOM
	CHINA	Ministry of Commerce	Mingzhi XUE	Official of DG of Protocol of MOFCOM
	CHINA	Embassy of China	Zhan TONG	Second Secretary
	ECUADOR	Embassy of Ecuador	Juan HOLGUÍN FLORES	Ambassador, Extraordinary and Plenipotentiary, Permanent Representative
	ECUADOR	Embassy of Ecuador	José Antonio CARRANZA BARONA	Counsellor, Alternate Permanent Representative
	ECUADOR	Embassy of Ecuador	David TROYA ESQUIVEL	Third Secretary, Alternate Permanent Representative

	EGYPT	Embassy of Egypt	Amr Mostafa Kamal HELMY	Ambassador, Extraordinary and Plenipotentiary
	EGYPT	Embassy of Egypt	Khaled M.S.H. EL TAWHEEL	Alternate Permanent Representative
	EGYPT	Embassy of Egypt	Anas S. A. SHADI	First Secretary
	EL SALVADOR	Embassy of El Salvador	María Eulalia JIMÉNEZ ZEPEDA	Chargé d'Affaires, Minister Counsellor
	FRANCE	Embassy of France	Félix BUTTIN	Political Counsellor
	HONDURAS	Consulate of Honduras	Giselle CANAHUATI	Consul General
	HONDURAS	Consulate of Honduras	Mary REINA	Minister Counsellor, Consul
	ITALY	Ministry of Foreign Affairs and International Cooperation	Giampaolo CANTINI	Director General, DGCS
	ITALY	Italian Permanent Mission to the UN Agencies in Rome	Pierfrancesco SACCO	Ambassador, Permanent Representative to the UN Agencies in Rome
	ITALY	Ministry of Foreign Affairs and International Cooperation	Luca ZELIOLI	Counsellor, DGCS
	ITALY	Ministry of Foreign Affairs and International Cooperation	Loredana MAGNI	Expert, DGCS
	ITALY	Ministry of Foreign Affairs and International Cooperation	Filippo ALESSI	Senior Development Cooperation Adviser
	ITALY	Ministry of Foreign Affairs and International Cooperation	Valentina MUIESAN	Counsellor
	ITALY	Ministry of Foreign Affairs and International Cooperation	Stefano LIGRONE	DGCS Ufficio II
	ITALY	Ministry of Foreign Affairs and International Cooperation	Jessyama FORLINI	DGCS Ufficio II
	ITALY	Ministry of Foreign Affairs and International Cooperation	Filomena GUERRIERI	DGCS Ufficio II

	ITALY	Ministry of Foreign Affairs and International Cooperation	Lucia PETTINARI	Intern
	ITALY	Palazzo Chigi	Firenzo POLITO	Palazzo Chigi
	JORDAN	Embassy of Jordan	Zaid AL LOZI	Ambassador, Extraordinary and Plenipotentiary
	JORDAN	Embassy of Jordan	Ali ALBSOUL	Deputy Chief of Mission, Counsellor
	KENYA	Embassy of Kenya	Harriet NDUMA	First Counsellor
	KENYA	Embassy of Kenya	Kahoro KINARO	First Secretary
	KUWAIT	Kuwait Fund For Arab Economic Development	Nawaf AL MAHAMEL	Legal Advisor
	KUWAIT	Embassy of Kuwait	Ali Khaled AL SABAH	Ambassador, Extraordinary and Plenipotentiary
	MOZAMBIQUE	Embassy of Mozambique	Inácio Tomás MUZIME	Chargé d'Affaires
	MOZAMBIQUE	Embassy of Mozambique	Lourenço Jeremías CUMBE	Counsellor, Alternate Permanent Representative
	NETHERLANDS	Embassy of Netherlands	Usha Sharmila GOPIE	First Secretary Political Affairs
	NETHERLANDS	Embassy of Netherlands	Joep WIJNANDS	Ambassador
	NETHERLANDS	Ministry of Foreign Affairs	Marieke WIERDA	Policy Advisor
	NETHERLANDS	Ministry of Foreign Affairs	Lorien VAN BEEK	Controller
	OFID	OPEC Fund for International Development	Violet ONYEMENAM	General Counsel
	OFID	OPEC Fund for International Development	Hanno SCHEUCH	Legal Adviser
	PARAGUAY	Embassy of Paraguay	Martín LLANO-HEYN	Ambassador, Extraordinary and Plenipotentiary, Permanent Representative to the UN Agencies in Rome
	PARAGUAY	Embassy of Paraguay	Mirko SOTO-SAPRIZA	Counsellor, Deputy Permanent Representative to the UN Organizations in Rome

	PERU	Embassy of Peru		Ambassador, Extraordinary and Plenipotentiary, Permanent Representative to the UN Agencies in Rome
	PERU	Embassy of Peru	RIVAS FRANCHINI REÁTEGUI GAMARRA	Minister and Deputy Permanent Representative to the UN Organizations in Rome
	PERU	Embassy of Peru	CHIRINOS LLERENA	Counsellor, Alternate Representative
	PHILIPPINES	Embassy of Philippines	Domingo P. NOLASCO	Ambassador, Extraordinary and Plenipotentiary
	PHILIPPINES	Embassy of Philippines	Leila C. LORA- SANTOS	Minister Counsellor
	PHILIPPINES	Embassy of Philippines	Marion REYES	Attaché
	ROMANIA	Embassy of Romania	Dana Manuela COSTANTINESCU	Ambassador, Extraordinary and Plenipotentiary
	ROMANIA	Embassy of Romania	Ovidiu PUFU	Second Secretary
	SENEGAL	Embassy of Senegal	Mamadou Saliou DIOUF	Ambassador, Permanent Representative to the UN Agencies in Rome
	SENEGAL	Embassy of Senegal	Baye Moctar DIOP	Minister Counsellor
	SENEGAL	Embassy of Senegal	Fatoumata Diène GUEYE	First Counsellor
	SUDAN	Embassy of Sudan	Amira Daoud Hassan GORNASS	Ambassador, Extraordinary and Plenipotentiary
	SUDAN	Embassy of Sudan	Hassan Mohammed Mahmoud OSMAN	Counsellor
	SUDAN	Embassy of Sudan	Eltayeb Mohammed Abdallatief A. ALGADIR	Second Secretary
	TUNISIA	Embassy of Tunisia	Naceur MESTIRI	Ambassador, Extraordinary and Plenipotentiary

	TUNISIA	Embassy of Tunisia	Hanin BEN JRAD	Minister Plenipotentiary
	TURKEY	Embassy of Turkey	Aydin Adnan SEZGIN	Ambassador, Extraordinary and Plenipotentiary, Permanent Representative to the UN Agencies in Rome
	TURKEY	Embassy of Turkey	Sinem MINGAN	Counsellor, Deputy Head of Mission
	TURKEY	Embassy of Turkey	Sefa ÖZTÜRK	Second Secretary
	USA	U.S. Mission to the UN Agencies in Rome	David J. LANE	Ambassador, Permanent Representative
	USA	U.S. Mission to the UN Agencies in Rome	Natalie BROWN	Deputy Permanent Representative
	USA	U.S. Mission to the UN Agencies in Rome	Robert MEARKLE	First Secretary and Alternate Permanent Representative, Political/Economic Officer
	USA	U.S. Mission to the UN Agencies in Rome	Daleya UDDIN	Alternate Permanent Representative
<b>OBSERVERS - DIPLOMATIC MISSIONS</b>				
	ARGENTINA	Embassy of Argentina	Martin VIA	First Secretary
	BOSNIA-HERZEGOVINA	Embassy of Bosnia-Herzegovina	Željana ZOVKO	Ambassador, Extraordinary and Plenipotentiary
	BRAZIL	Embassy of Brazil	Ricardo NEIVA TAVARES	Ambassador, Extraordinary and Plenipotentiary
	BRAZIL	Embassy of Brazil	Vinícius CARDOSO BARBOSA SILVA	Third Secretary
	CHILE	Embassy of Chile	Nazhla Sofia ABAD GONZALEZ	Second Secretary
	CONGO	Embassy of Congo	Antoine OKEMBA	Chargé d'Affaires
	CROATIA	Embassy of Croatia	Domagoj LIVLJANIĆ	Second Secretary
	CROATIA	Embassy of Croatia	Gabriella MARČELLA	Multilateral Affairs Assistant
	GUATEMALA	Embassy of Guatemala	Silvia Wohlers	Minister Counsellor

	HOLY SEE	Vatican Apostolic Nunciature in Rome	Fernando CICHA ARELLANO	Permanent Observer to the UN Agencies in Rome
	HOLY SEE	Vatican Apostolic Nunciature in Rome	Salvatore CAVALLO	Counsellor
	HUNGARY	Embassy of Hungary	Péter PACZOLAY	Ambassador, Extraordinary and Plenipotentiary
	INDONESIA	Embassy of Indonesia	Des ALWI	Deputy Chief of Mission
	INDONESIA	Embassy of Indonesia	Thazwin HANIF	Minister Counsellor
	IRELAND	Embassy of Ireland	Sarah COONEY	Second Secretary
	IVORY COAST	Embassy of Ivory Coast	Kouvaio CLOVIS	Counsellor
	KAZAKHSTAN	Embassy of Kazakhstan	Seilkhan AUBAKIROV	Third Secretary
	KOSOVO	Embassy of Kosovo	Gjeneza BUDIMA	Counsellor
	LIBERIA	Embassy of Liberia	Mohammed S.L. SHERIFF	Chargé d'Affaires
	LUXEMBOURG	Embassy of Luxembourg	Janine FINCK	Ambassador, EU Council Presidency of the Luxembourg
	MALI	Embassy of Mali	Bruno MAÏGA	Ambassador, Extraordinary and Plenipotentiary
	MAURITANIA	Embassy of Mauritania	Moctar Ould DAHI	
	MEXICO	Permanent Mission to the UN Agencies in Rome	Perla CARVALHO	Ambassador, Permanent Representative to the UN Agencies in Rome
	MEXICO	Permanent Mission to the UN Agencies in Rome	Ursula DOZAL ALVARADO	First Secretary
	MONACO	Embassy of Monaco	Martine GARCIA	Third Secretary
	MONGOLIA	Embassy of Mongolia	Shijeekhuu ODONBAATAR	Ambassador, Extraordinary and Plenipotentiary
	MYANMAR	Embassy of Myanmar	Myint NAUNG	Ambassador, Extraordinary and Plenipotentiary
	MYANMAR	Embassy of Myanmar	Kaung MYAT	Third Secretary

	NIGERIA	Embassy of Nigeria	Agatha NONYELUM AFOEKELU	First counsellor
	PAKISTAN	Embassy of Pakistan	Nadeem RIYAZ	Ambassador, Extraordinary and Plenipotentiary
	POLAND	Embassy of Poland	Michal DROZNIOWSKI	First Secretary
	POLAND	Embassy of Poland	Patrycja NIEM	Second Secretary
	PORTUGAL	Embassy of Portugal	Rita LOURENÇO	Technical Legal Officer
	QATAR	Embassy of Qatar	Abdulaziz Bin Ahmed Al Malki AL JEHANI	Ambassador, Extraordinary and Plenipotentiary
	QATAR	Embassy of Qatar	Mohammad AL MUHANNADI	Third Secretary
	RUSSIA	Embassy of Russia	Yulia KONYUKHEVICH	Attaché
	SAN MARINO	Embassy of San Marino	Daniela ROTONDARO	Ambassador, Extraordinary and Plenipotentiary
	SERBIA	Embassy of Serbia	Dejana PERUNICIC	First Counsellor
	SOMALIA	Embassy of Somalia	Safia Mohamed ABDULLE	Chargé d'Affaires
	SOMALIA	Embassy of Somalia	Awes Abukar AWES	Second Secretary, Head of Ceremonial
	SOUTH AFRICA	Embassy of South Africa	Delina DE VILLIERS- STEENKAMP	Minister Plenipotentiary,
	SOUTH SUDAN	Embassy of South Sudan	Natalina EDWARD MOU	Deputy Head of Mission
	SWEDEN	Embassy of Sweden	Camilla REDNER	Senior Programme Manager, Sida
	SWEDEN	Embassy of Sweden	Victoria JACOBSSON	Counsellor
	SWITZERLAND	Embassy of Switzerland	François PYTHOUD	Permanent Representative to the UN Agencies in Rome
	SWITZERLAND	Embassy of Switzerland	Marcus Jürg ROTHEN	First Secretary
	UGANDA	Embassy of Uganda	Mumtaz KASSAM	Deputy Head of Mission
	UKRAINE	Embassy of Ukraine	Yevhen PERELGIN	Ambassador, Extraordinary and Plenipotentiary

	UNITED ARAB EMIRATES	Embassy of United Arab Emirates	Rana Aldhaheri	Chargé d'Affaires
	UNITED ARAB EMIRATES	Embassy of United Arab Emirates	Abdallah Jaber	Attaché
	VIETNAM	Embassy of Vietnam	Nguyen Thi Thuy HANG	Deputy Permanent Representative to the UN Agencies in Rome
	YEMEN	Embassy of Yemen	Haytham Abdulmomen Hassan SHOJA'AADIN	Chargé d'Affaires, Acting Permanent Representative to the UN Agencies in Rome
	YEMEN	Embassy of Yemen	Abdullah Na'mi Qutran AL-NA'AMI	Second Secretary and Alternate Permanent Representative
	ZAMBIA	Embassy of Zambia	Getrude Kasuba MWAPE	Ambassador, Extraordinary and Plenipotentiary
	ZAMBIA	Embassy of Zambia	Victoria MUSHIBWE	Counsellor
<b>OBSERVERS - INTERNATIONAL ORGANIZATIONS</b>				
	AMNESTY INTERNATIONAL	AMNESTY INTERNATIONAL ITALY	Barbara BARTOLI	Communication Officer
	AMNESTY INTERNATIONAL	AMNESTY INTERNATIONAL ITALY	Elena SANTIEMMA	Policy and Lobby Office Manager
	EEAS - European External Action Service	EEAS	José Manuel CAPITAN-ROMERO	Press and Information Officer
	Food and Agriculture Organization of the United Nations	FAO	Carmen BULLON	Legal Officer
	Food and Agriculture Organization of the United Nations	FAO	Fabio PATTERNI	Assistant
	International Institute for Democracy and Electoral Assistance	IDEA	Massimo TOMMASOLI	
	United Nations Interregional Crime and Justice Research Institute	UNICRI	Alessandra LIQUORI	Legal Officer
		UNICRI	Sonia AMELIO	Legal Officer



	SOVEREIGN MILITARY ORDER OF MALTA		Giuseppe BONANNO DI LINGUAGLOSSA	Ambassador, Permanent Observer to the United Nations and International Organizations in Rome
	SOVEREIGN MILITARY ORDER OF MALTA		Enrico FLORIDI	Counsellor
	International Fund for Agricultural Development	IFAD	Gerard SANDERS	General Counsel
	International Institute of Humanitarian Law	IIHL	Maurizio MORENO	Chair
	United Nations Department of Economic and Social Affairs	UNDESA	Gherardo CASINI	Director of the Rome UNDESA Office
<b>IDLO BOARD OF ADVISERS</b>				
	TURKEY		Ertuğrul APAKAN	Former Permanent Representative of Turkey to the United Nations
	ITALY	UNIVERSITÀ ROMA TRE	Cristiana CARLETTI	Associate Professor of Public International Law
	AUSTRIA	UNIVERSITY OF VIENNA	Stefan HAMMER	Professor of Public Law and Legal Philosophy
	AUSTRIA	OFID	Hanno SCHEUCH	Legal Adviser
	CHINA	NEW YORK UNIVERSITY OF SHANGHAI	Hongxia LIU	Associate Vice Chancellor and Chief Operating Officer
	KENYA	THE STATE UNIVERSITY OF NEW YORK, BUFFALO LAW SCHOOL	Makau W. MUTUA	Dean and SUNY Distinguished Professor
	NETHERLANDS	LEIDEN UNIVERSITY	Jan Michiel OTTO	Director, Van Vollenhoven Institute for Law, Governance and Development
	FRANCE	WATSON FARLEY & WILLIAMS	Pascal ROUX	Lawyer
	AUSTRALIA	UNIVERSITY OF SIDNEY	Daniel ROWLAND	Law and Development Advisor

**ANNEX 2**  
**LIST OF MEETING DOCUMENTS**  
**MEETING OF ASSEMBLY OF PARTIES 2015**  
**November 23-24, 2015**

<b>MEETING DOCUMENTS</b>	
<b>Index number</b>	<b>Title</b>
AP2015/2.1.3	Agenda
AP2015/4.1R	Standing Committee Report
AP2015/4.2.1	Management Plan 2016
AP2015/4.3	Proposed Budget for 2016
AP2015/4.4R	Resolution 1 on Management Plan and Budget for 2016
AP2015/5.1.1R	Background note: Election of members of the SC and AFC
AP2015/5.2R	Resolution 2 on Ad Hoc member of the SC
AP2015/5.3R	Resolution 3 on the appointment of the Chair of the AFC
AP2015/5.4R	Background note: Appointment of Members of the BoA
AP2015/5.5R	Resolution 4 on the appointment of members of the BoA
AP2015/5.6R	Resolution 6 on the appointment of a member to the AFC
AP2015/5.7R	Background note: Election of the DG
AP2015/5.8R	Advisory opinion from the BoA on the election of the DG
AP2015/5.9R	Resolution 7 on the DG
AP2015/6.1R	Background note: 2030 Agenda interactive debate
AP2015/6.2R	Resolution 5 on the development of IDLO's 2017-2020 Strategic Plan and 2030 Agenda

/ ENDS