



Creating a Culture
of Justice

International Development
Law Organization



ANNUAL REPORT 2019

IDLO's Vision of the Rule of Law

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

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


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

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

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

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

Strategy 2020
IDLO's Strategic Plan 2017–2020

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

International Advisory Council

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

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



Abdel-Latif Al-Hamad

Chairman and CEO, Arab Fund for Economic and Social Development



Abdou Diouf

Former President of the Republic of Senegal



Willy Mutunga

Former Chief Justice of Kenya



Thomas Pickering

Former United States Ambassador and Under Secretary of State



Mary Robinson

Former President of Ireland and UN High Commissioner for Human Rights



Albie Sachs

Former Justice, Constitutional Court of South Africa



Muhammad Yunus

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

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Jan Beagle

IDLO Director-General

When I was elected Director-General of IDLO by the Assembly of Parties last November, I was honoured to be entrusted with the responsibility of leading an organisation with such a vital mandate.

The 2019 Annual Report offers a vivid demonstration of the contribution of the rule of law and access to justice in sustaining peace and achieving just, equitable and sustainable development. In the next pages, you will see just some of the many results IDLO colleagues have achieved with our partners in some of the most complex and challenging environments in the world.

I am grateful to have inherited from my predecessor, Irene Khan, a dynamic organisation with a global presence and a powerful voice in support of the rule of law and gender equality.

Over the course of my mandate, our priority will be to build on that foundation and continue the upward trajectory of IDLO, while navigating these extraordinarily turbulent times.

We will work to develop a forward-looking plan for the next strategic cycle that promotes a “people-centred” approach to justice through innovative and evidence-driven programmes, research and advocacy. We will seek to achieve the highest standards of accountability and transparency and reinforce our own capacities to deliver the change that our partners expect.

Our goal is to help establish IDLO as a major change agent that can make a tangible contribution to building more peaceful, just and inclusive societies through the rule of law and help to catalyse progress towards the Decade of Action to achieve the Sustainable Development Goals.

I look forward to working with you to realise our shared vision of a world where every person lives with dignity and under the rule of law.

Sincerely,

A handwritten signature in black ink that reads "Jan Beagle". The signature is written in a cursive, flowing style.

IDLO Values



People focused

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



Justice oriented

We subscribe to a vision of the rule of law that encompasses substantive justice as well as procedural fairness, and is consistent with international human rights norms and standards.

We will promote and uphold our understanding of the rule of law without being prescriptive or peremptory and with sensitivity to local context.



Gender sensitive

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



Local ownership

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



Context specific

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



Legal pluralism

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



Empowerment

We are committed to promote empowering solutions through capacity development and partnership-building.

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



Transparency & accountability

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



Human rights based

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

STRATEGY 2020

In 2019, IDLO completed the third year of implementing its four-year Strategic Plan, Strategy 2020.

IDLO's Strategy 2020 is inspired by the 2030 Agenda for Sustainable Development that confirmed access to justice and the rule of law as critical components of sustainable development.

This is both made explicit in Sustainable Development Goal (SDG) 16 with its focus on peace, justice and strong institutions, and embedded implicitly in many other Goals for which a strengthening of institutions and legislative frameworks, the empowerment of citizens and the expansion of economic opportunities to all are essential conditions to accelerate and sustain progress.

Fundamental to IDLO's vision of the rule of law – as embodying not just procedural fairness but also good governance and substantive justice – is the notion of equality: that no one is above the law or outside its protection.

Based on this vision and to contribute to the 2030 Agenda, Strategy 2020 sets two Impact Goals and a Cross-Cutting Goal that determine the Organization's direction:

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

Fair laws and effective institutions are key to providing justice, upholding rights and facilitating sustainable development. But institutions and laws work best when people are empowered to hold them to account

Strategy 2020 embodies IDLO's "top-down, bottom-up" approach of working with both state institutions and civil

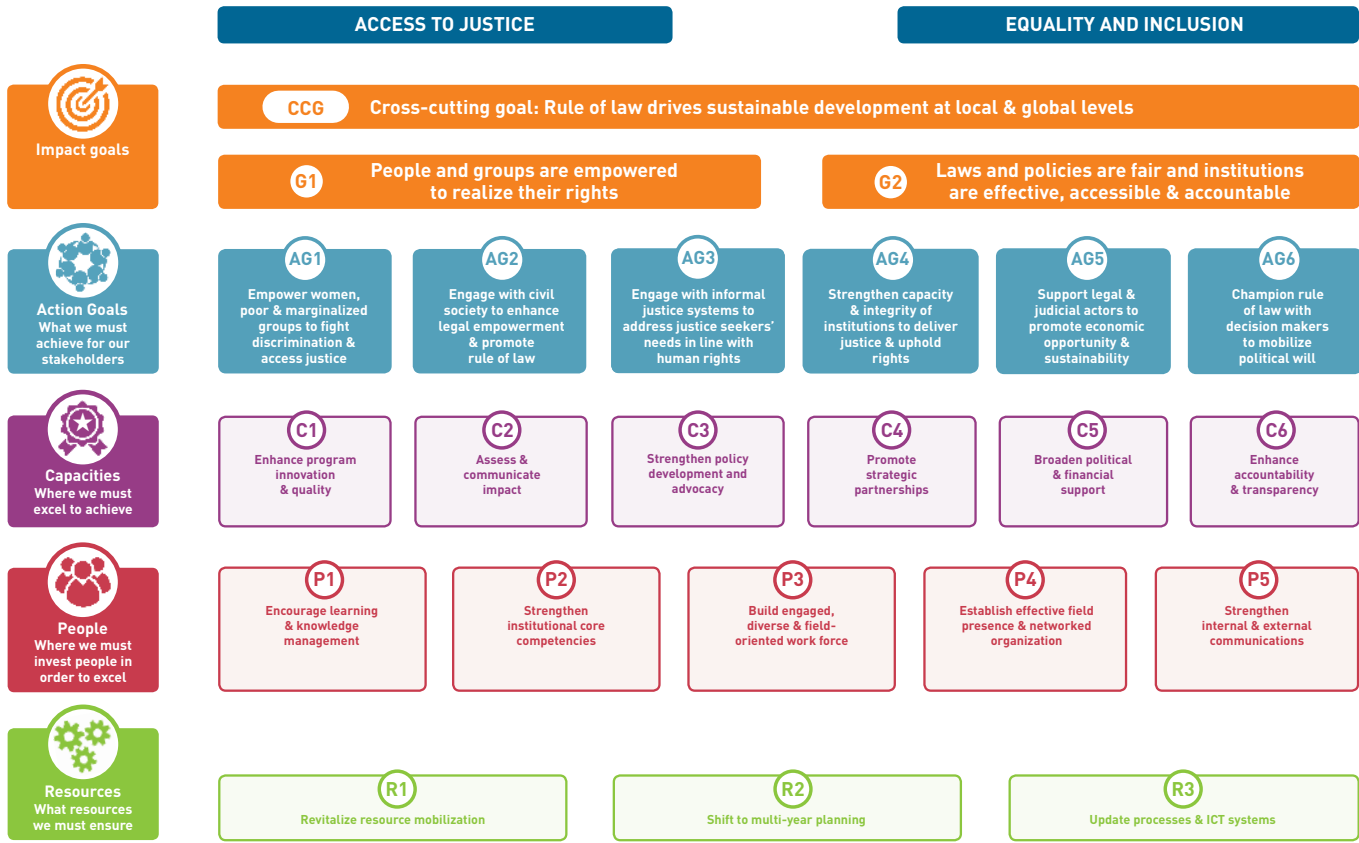
society in non-prescriptive ways that are sensitive to local context, supportive of legal pluralism and committed to fostering local ownership.

In order to achieve the Cross-Cutting and Impact Goals, Strategy 2020 identifies six Action Goals which define the thematic focus for IDLO's programs, research and advocacy. It emphasizes gender equality as a core value and incorporates it as both a cross-cutting issue in all IDLO's work, including its programs and organizational policies, as well as the focus of dedicated programming, research and advocacy to advance the rights of women and girls.

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

In 2019, as in previous years since the adoption of the Strategy, Member Parties, in approving the annual Management Plan, expressed satisfaction with the steady progress being made by the Organization in giving effect to the Impact and Cross-Cutting Goals embodied in the Strategy.

Adopted by IDLO's Assembly of Parties in November 2016, Strategy 2020 was developed through extensive and inclusive consultations involving IDLO Member Parties and governing bodies, other governments, international organizations, policymakers, experts, local partners, practitioners, IDLO employees and justice seekers. Stakeholder consultations were complemented by research and lessons learned from program assessments, project evaluations, internal strategy documents, and external audits and reviews.



Impact goals

Action Goals
What we must achieve for our stakeholders

Capacities
Where we must excel to achieve

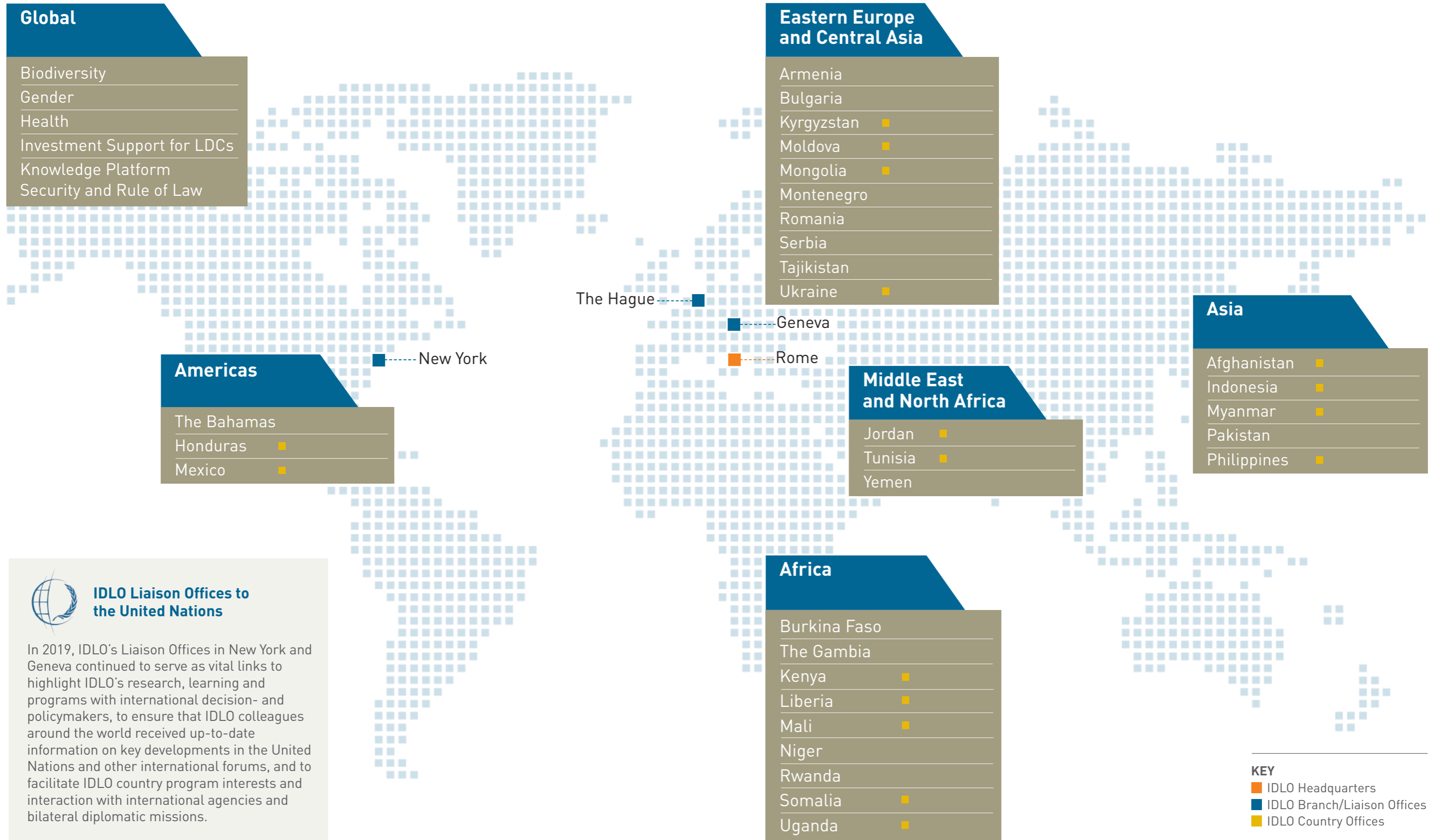
People
Where we must invest people in order to excel

Resources
What resources we must ensure



Find out more

Where we work



IDLO Liaison Offices to the United Nations

In 2019, IDLO's Liaison Offices in New York and Geneva continued to serve as vital links to highlight IDLO's research, learning and programs with international decision- and policymakers, to ensure that IDLO colleagues around the world received up-to-date information on key developments in the United Nations and other international forums, and to facilitate IDLO country program interests and interaction with international agencies and bilateral diplomatic missions.

Empowerment and access to justice



Justice only becomes a lived reality when people can access it. Yet for the majority of the world's population, justice is unattainable – because people don't have the money or means to reach a court; because they are unaware that they have rights; because the law excludes them; because procedures are too complicated; because cases drag on for years; because communities have no one to advocate for them; because they remain forgotten.

The world agreed in 2015 that underlying all 17 goals of the 2030 Agenda was a vision that no person should be left behind. IDLO took this to heart and cemented “access to justice” and “equality and inclusion” as the two key overarching principles to guide its work under Strategy 2020. Through many of its programs around the world, as envisaged by Impact Goal 1 in IDLO's Strategy 2020, IDLO strives to provide ways to empower poor, marginalized and disadvantaged people in society and give them a fair chance at fighting discrimination and accessing justice.

Empowerment strategies are critical in helping people to access justice and claim their rights by strengthening legal frameworks and eliminating legal discrimination, building local capacity to provide legal services and enhancing rights awareness. Women and children are among the most vulnerable, facing multiple barriers to justice in the home, in society and within the justice system.

Collaboration between state institutions and civil society networks is fundamental to ensuring governments can develop and implement effective strategies that meet the needs of justice seekers, as civil society and communities play a key role in supporting legal awareness and empowering people to claim their rights.

IDLO supports national and local governments to carry forward strategies that are people- and justice seeker-oriented. To that end, it assists state institutions on strengthening collaboration with civil society and community organizations, and works with these organizations to enhance their capacity to deliver legal services, develop community-based approaches to legal empowerment, and connect them with justice and legal institutions to enhance access to justice and build people's confidence in the rule of law. Local ownership, in the broadest sense of the term, is essential for the long-term success and sustainability of development efforts and IDLO seeks to promote it throughout its work.

There is growing recognition that it is essential to take account of local realities and work with both state and non-state justice systems to effectively prevent and resolve conflicts. IDLO engages with customary and informal justice (CIJ) systems to sensitize them to international human rights standards and find ways to improve their services to justice seekers, including women, poor people, minority groups and other marginalized communities.

Throughout 2019, IDLO implemented programs to strengthen access to justice, enhance legal empowerment and promote the voices of communities in Afghanistan, Honduras, Indonesia, Jordan, Kenya, Kyrgyzstan, Liberia, Mali, Mongolia, Myanmar, Somalia, Tunisia and Uganda.

IDLO also partnered with UN Women to promote the elimination of discriminatory laws, policies and practices, and in 2019 began to roll out pilot programs that address the legal needs of women and girls in Sierra Leone and the Philippines – working with national stakeholders to make gender equality a lived reality.

2019 Highlights

IDLO's work around the world to strengthen empowerment and access to justice

- Afghanistan
- Honduras
- Indonesia
- Jordan
- Kenya
- Liberia
- Mongolia
- Myanmar
- Somalia
- Tunisia
- Uganda

TUNISIA: IDLO worked to strengthen justice mechanisms and raise awareness at the local level to empower women to access legal services for gender-based violence and claim their rights.

AFGHANISTAN: As part of its decade-long endeavor to advance the elimination of violence against women, IDLO delivered specialized training to help government officials interact with survivors.

HONDURAS: IDLO supported the adoption of alternative dispute resolution mechanisms and helped to develop a national roadmap for restorative justice within the criminal justice system.

MONGOLIA: IDLO worked to identify the obstacles faced by survivors of domestic violence in accessing justice, strengthened access to legal aid and other services, and empowered survivors to claim their rights.

MYANMAR: Increasing public legal awareness of the rule of law and human rights remained a key focus of the IDLO-supported Rule of Law Centres which have reached 20,000 citizens since 2015.

LIBERIA: To combat trafficking in persons, IDLO continued to build the capacity of law enforcement to effectively investigate cases and facilitated awareness-raising activities for communities and officials.

UGANDA: IDLO geared up to launch a program that works with state and non-state actors to enhance access to justice through accessible, quality and sustainable justice services at national, district and community levels.

INDONESIA: IDLO supported its partner organizations to train paralegals providing legal advice to people living on peat lands, whose land rights are at risk from resource extraction and agribusinesses.

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 Honduras: © Novel Travelist
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 Mongolia: © World Bank
 Myanmar: © Rule of Law Centers
 Tunisia: © LeStock DeGuillaume_AdobeStock
 Uganda: © IDLO_Lorelei Taylor French



Empowering women, poor and marginalized groups to fight discrimination and access justice

AFGHANISTAN: IMPROVING ACCESS TO JUSTICE FOR WOMEN

7,315 *7,315 people in 27 Afghan provinces participated in public events as part of an IDLO-supported campaign to raise awareness of gender-based violence¹*

50% *50% of Afghan men believe women should stay out of local dispute resolution²*

By increasing awareness of the law and strengthening cooperation among criminal justice professionals, IDLO is enabling cases of gender-based violence to be prosecuted more effectively in Afghanistan.

Brishna Kohistany, who manages the Huquq (Rights) Department at the Department of Women's Affairs in Nangarhar province, said that in the past, it could take months for a case to be referred, "by which time the victim's injuries had healed up and there was no physical evidence left". Now, thanks to improved cooperation along the justice chain, "the cases are referred immediately and can be processed before the injuries have healed".

Lina Hamdard, Head of the Police Family Response Unit in Laghman province, also observed a number of changes in the work of her unit: "Summons are served according to the law; only male officers search men, and only female officers search women; no arrests at night-time; and accused females are not delivered to shelters."

IDLO has been working to support access to justice for women in Afghanistan for almost a decade. As part of its program, it has initiated regular exchanges between criminal justice professionals, including prosecutors, defense advocates, police

officers, medical professionals, counselors and shelter workers. During monthly meetings, stakeholders have an opportunity to learn more about their respective roles and responsibilities, jointly review ongoing cases of gender-based violence, and discuss strategies to ensure victims obtain justice while receiving the care and protection they need.

Depending on the nature of cases – which range from domestic violence, harassment and persecution, rape, forced prostitution and self-immolation, to forced and underage marriage – victims can receive legal advice, be referred to a prosecution office or defense attorney, or get sent directly to a hospital or shelter.

As a result of increased legal awareness and better collaboration, not only have referral times been reduced and police actions become more compliant with the law, but women are seeing better procedural and substantive justice.

Nooria Niazi, who works at the Attorney-General's Office in Jowzjan province, said that before, "the doctors conducting forensic examinations used to be unaware of the legal requirement to have survivors examined by medical experts of the same gender". Now, only female doctors are examining female victims.

After noticing that criminal justice professionals were often unaware of the marriage rights of women and did not understand the difference between coercion and consent, IDLO also incorporated the topic of forced marriage into its training curriculum.

A judge working at an Appellate Court in Jowzjan province said that before the training, he did not know that forced and underage marriage were illegal. He has now learned that certain Afghan cultural practices are against the law, such as giving away women to settle disputes (baad) and exchanging women between families for marriage (badal). He also now knows that he can hand down a prison sentence of two or more years to any person he convicts of forced marriage.

Now, thanks to improved cooperation along the justice chain, "cases are referred immediately and can be processed before the injuries have healed".

Brishna Kohistany, Head of the Huquq (Rights) Department at the Nangarhar Department of Women's Affairs



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LIBERIA: COMBATING TRAFFICKING IN PERSONS

2,500 2,500 people participated in public events at border points, police check points, schools, marketplaces and local communities across 11 counties to learn about human trafficking

Grace Lorpu and Mary Korpu, aged 10 and 12*, were sent by their parents to Monrovia with their aunt in the hope of giving them a better education. However, taking them to school was only a pretext. The girls were soon spending their days selling groundnuts to passers-by on the streets, acting as breadwinners for their aunt – a trusted family member turned human trafficker.

Liberia is a known source and destination country for persons trafficked from other countries, although incidents of domestic trafficking are also rampant. The people most at risk are women and children from rural areas, lured by the promise of education, better living conditions or a good job in the city. Human traffickers are often extended family members or trusted persons from the community. Generally, victims end up forcibly employed as beggars or street vendors, in gold mines, on rubber plantations, as sex workers or in domestic servitude.

A key problem with human trafficking is getting people to recognize it as such. The Liberian police, immigration officers, judges and prosecutors often lack the necessary knowledge and resources to effectively identify, prevent, investigate and prosecute offenders of human trafficking. Liberia also lacks a comprehensive witness protection framework for victims, which impacts on the successful investigation and prosecution of cases.

“We need training for our officers in the remote counties of Liberia,” explained Enoch M. Dunbar, the Chief of Anti-Human Trafficking at the Women and Children Protection Section of the Liberia National Police. “A lot of them are not knowledgeable about human trafficking. Sometimes these cases come to them, but they go for other charges because they are not trained in issues of human trafficking.”

IDLO is working to build the capacity of law enforcement officers and other stakeholders across the justice chain to effectively address human trafficking cases. In order to do this, it is crucial that citizens themselves are empowered to recognize the methods used by human traffickers and can avoid falling victim to them. IDLO’s program also seeks to



“Sometimes these cases come to [officers], but they go for other charges because they are not trained in issues of human trafficking.”

Enoch M. Dunbar, Chief of Anti-Human Trafficking, Liberia National Police

enhance public awareness through community-based initiatives.

In 2019, IDLO and the Liberia National Police launched an awareness campaign across 11 rural and remote counties of Liberia, targeted at border points, police check points, schools, marketplaces and local communities, and reaching around 2,500 people. To reinforce the message, short radio drama skits were aired on the national Liberia Broadcasting Service three times a day, in English as well as in five local languages.

In the end, the police were alerted to the plight of Grace Lorpu and Mary Korpu, and they were placed in a safe home. A few weeks later, they were reunited with their parents. Their aunt has since been convicted of human trafficking and is now serving her sentence in Monrovia Central Prison.

**Personal details have been changed to protect the identity of the persons involved.*

TUNISIA: WOMEN'S PROFESSIONAL PARTICIPATION IN THE JUSTICE SECTOR

41% *The total figures for women magistrates (41%) and lawyers (43%) are now approaching parity for the first time in Tunisia's history*

75% *75% of law students in Tunisia in 2019 were women*

In a thorough investigation of women's professional participation in Tunisia's justice sector, IDLO published research showing that Tunisian women professionals have made significant strides in their rate of participation in the justice sector in recent years.

IDLO's report, launched in November 2019, found that total figures for both magistrates (41%) and lawyers (43%) are now approaching parity for the first time in the country's history. Women's presence in all branches of the magistracy has grown steadily since 2009, and three quarters of today's law students are female.

And yet, IDLO's study serves as a stark reminder that gender equality does not mean numeric parity alone. Women judges and lawyers do not experience substantive equality in Tunisia; and without equality, justice for women remains elusive.

Justice institutions show the same marked discrepancies across rank and geographical distribution that pervade other sectors in Tunisia and elsewhere. Women face barriers that prevent them from reaching senior positions; persisting social norms and expectations arising from gender roles continue to limit their ability to take on leadership roles that entail unpredictable obligations, irregular hours or mobility. Notably, the competitive nature of private legal practice provides more opportunities for discrimination than the public sector. While the reform of Tunisia's judiciary has emphasized anti-discrimination efforts in hiring practices, inequality of opportunity and status are much more prevalent in the private sector.

In rural and remote areas of Tunisia, female lawyers and judges are scarce, partially due to security concerns. This, in turn, means that it can be difficult for marginalized women in areas such as the desert regions of the South to find legal representation and fair justice outcomes in cases of gender-based violence and discrimination.

IDLO's research findings in Tunisia point to several policy areas that can be explored to advance gender equality in the justice sector. These include:

- Developing a system to collect and track relevant data on women's professional participation;
- Creating gender-sensitive policies when engaging in capacity-building programs;
- Delivering training programs on international human rights, gender issues and gender-based violence laws to male and female judges and lawyers;
- Strengthening mentorship programs, networking and continuous training for women justice professionals and law students;
- Developing and supporting family-tailored programs for lawyers and magistrates; and
- Strengthening legal aid programs on gender-based violence and connecting clients with women lawyers and legal aid providers, especially in rural areas.

The report was developed in collaboration with the Center of Arab Women for Training and Research (CAWTAR) and follows similar research that IDLO carried out in Afghanistan as well as a global report on women delivering justice around the world. IDLO is due to publish research on women's professional participation in Kenya's justice sector in April 2020.

“Good clients most often consult and prefer men... It is a mentality we have to deal with every day: ‘women are fragile and won't defend them like a man’.”

Female Tunisian lawyer interviewed by IDLO



Find out more



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AG2

Engaging with civil society to enhance legal empowerment and promote rule of law

MONGOLIA: FROM TEACHER TO CIVIL SOCIETY ACTIVIST

60%

Domestic violence affects nearly 60% of Mongolian women who are married or in an intimate partnership³

3,000

To date, the non-governmental organization Urchuud has provided training and legal assistance to more than 3,000 people in Umnugobi province⁴

Munkhbayar Tumor is a widowed mother of three and the head of Urchuud (or “Craftspeople”), a small civil society organization based in Umnugobi, Mongolia’s largest province, with a population density of just 0.3 people per square kilometer.

After 30 years of vocational teaching in a state high school, Ms. Tumor set up Urchuud to provide support to female herders and low-income families by encouraging them to learn to make handicrafts and souvenirs and become micro-entrepreneurs.

In 2019, Ms. Tumor was invited to join the Civil Society Forum comprising more than 50 members from 20 provinces, established by IDLO under its program to strengthen the response to gender-based violence in Mongolia.

The Forum, which meets regularly to share experiences, data and best practices, was created to strengthen coordination and referral among civil society organizations working to provide quality primary advice to survivors of domestic and gender-based violence, using a survivor-centered approach. Alongside the justice sector, civil society organizations in Mongolia play an essential role in supporting survivors, raising legal awareness and providing a range of services, including legal aid. “Before this training I was not really aware of what gender-based and domestic violence is. But through this training I have

gained a stronger understanding and awareness of this issue. I realized that among my past vocational training participants, there were victims of domestic violence, but I did not know how to help them at that time,” said Ms. Tumor.

After completing the IDLO training, Ms. Tumor shared the knowledge with her team. Her organization, Urchuud, has since organized focus group sessions to raise awareness on gender-based violence and legal services to combat domestic violence. Ms. Tumor has also started to provide primary advice and referral for victims.

Today, Urchuud has seven full-time staff and provides vocational training as well as start-up and leadership courses to improve livelihoods. It also gives primary legal advice, sets up focus group meetings to raise awareness of legal rights, and makes other services available for victims of domestic violence. Its services have reached more than 3,000 people in five soums (sub-divisions) of Umnugobi.

“The demand for raising awareness on gender-based violence and legal rights is high in our community. Rural herders do not often come to the center of the province, and women and young girls lack information on legal rights and public services available for them. I met a woman, a single mother with four children who didn’t know that there was [an] allowance available for her,” added Ms. Tumor, whose dream is to establish her own training center and expand her team’s capacity to serve survivors of domestic violence.

“Rural herders do not often come to the center of the province, and women and young girls lack information on legal rights and public services available for them.”

Munkhbayar Tumor, Head of non-governmental organization Urchuud



MYANMAR: ENGAGING WITH COMMUNITIES AGAINST SEXUAL VIOLENCE

369 x 11 x 22 IDLO's video to raise awareness of and prevent sexual harassment was streamed for 22 days on 369 buses covering 11 bus routes in Yangon

Under the existing law in Myanmar, there are insufficient protection and prevention measures for sexual and gender-based violence (SGBV). This contributes to the societal belief that SGBV is not a criminal matter to be dealt with through the formal legal process, but a private matter to be resolved within a family or community.

Survivors also face stigma from within their communities and families, limiting their freedom to speak out and pursue justice. This is compounded by a lack of knowledge among local service providers about how to respond to SGBV cases.

Across its work in Myanmar, IDLO engages with justice actors from the Government, civil society organizations and communities through training, dialogue and access to resources to address local justice needs and promote legal empowerment, including around SGBV.

As part of the Rule of Law Centres Initiative, which aims to build trust and cooperation between justice providers and their communities, IDLO launched a public awareness campaign against SGBV in 2019. A video, streamed on buses around Yangon, highlighted the forms of sexual harassment that women face every day in Myanmar and encouraged people to stand together against this violence. IDLO has broadened the scope of its work in this area by holding activities that have a wider reach, including through community engagement at local festivals and commemorating important events.

IDLO also seeks to strengthen local capacities of civil society organizations to deliver services through a survivor-centered approach.

IDLO developed a curriculum used by civil society organizations to conduct their own training sessions, demonstrating a multiplier effect and grassroots-led effort to strengthen women's and girls' access to justice. Beyond the provision of legal assistance, the aim is to improve understanding of SGBV through rights awareness initiatives among women, girls and their communities.



“Now I understand that things, like a couple fighting, are not normal... I am trying to change myself so that I have no stereotypes. After that I will try to change the attitudes of my family and friends, and then focus on my community.”

A representative from the community-based group United Women

“Now we provide both mental and physical support to survivors, such as helping them to access medical services, providing food, paying transportation costs, accompanying her to the court and raising legal awareness,” commented a representative from the organization Second Tap Root. “Before we just gave encouragement, but now we understand the survivor-centered approach and how to support survivors in many ways.”

Feedback from the training shows not only that there has been an increase in knowledge about what constitutes SGBV but also that the sessions have contributed to a shift in values, laying the groundwork for cultural change in Myanmar.

AG3

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

SOMALIA: DELIVERING JUSTICE THROUGH ALTERNATIVE DISPUTE RESOLUTION

1,602 *The six ADR Centers that were set up by IDLO in Somalia managed 1,602 cases between July 2018 and December 2019*

50% *Almost 50% of ADR Center beneficiaries are women*



Amina*, a mother of two from Mogadishu, found herself in a difficult position: her husband left her five years ago to move abroad and never returned. Already living in poor conditions, she struggled to feed herself and her family. Amina sought respite through formal justice institutions, but because she remained legally married – and could not initiate a divorce herself due to religious and cultural reasons – they could not help her. Trapped in her situation, she turned to the Alternative Dispute Resolution (ADR) Center operating in Mogadishu.

In Somalia, the customary justice system has always played a key role in the delivery of justice. As of today, more than 80% of the Somali population still access justice through traditional mechanisms. This system, offering alternative dispute resolution, is often much better placed to respond to the immediate justice needs of many Somalis seeking justice, as it holds more legitimacy within communities and is more accessible to users. However, certain aspects of the system may not comply with parts of the Provisional Constitution, particularly when it comes to the rights of women and vulnerable groups.

IDLO's work therefore aims to engage with Somalia's ADR Centers in a way that improves human rights protections, strengthens the linkages between formal and informal justice, and ensures compliance with Somali laws and international human rights standards.

In Amina's case, ADR Center staff convened a committee and were able to locate and arrange meetings with her estranged husband's relatives. ADR Center staff explained Amina's plight to the family, and how the situation violated her rights on social and cultural grounds, as well as under Islamic sharia law.

The husband's family responded on his behalf in support of the divorce and asserted that he no longer holds full rights to the children. What's more, they pledged to financially support Amina and her children in his place. Amina is now living independently, with full custody of her children, and receives regular child maintenance for their education.

IDLO is setting up ADR Centers around the country and opened a total of six operational Centers by the end of 2019. While cases involving bodily harm are kept within the formal system, the Centers handle a range of minor offenses and civil cases similar to Amina's, including family disputes, commercial disputes, land disputes and some relating to domestic or other violence.

Together with its partners, IDLO is working to enhance knowledge of and replicate ADR Centers across Somalia for better access to justice for all.

** Name has been changed to protect the identity of the person involved*

“The ADR Centers allow us to deliver justice to the most vulnerable, especially internally displaced persons and women, as well as those more economically in need. The Centers are also well rooted at community level: people trust us and look to us for help.”

Ahmed Ali, ADR Center Coordinator

KENYA: ACCESS TO JUSTICE THROUGH THE KADHIS' COURTS

10.5% *Kadhis' Courts in Kenya address matters relating to personal status, marriage, divorce or inheritance under sharia law, affecting Muslim citizens who comprise 10.5% of the country's population⁵*

Kenya's Kadhis' Courts provide justice seekers with accessible pathways to resolve their disputes. With a high 74% case clearance rate, *Kadhis'* Courts deal with matters relating to personal status, marriage, divorce or inheritance for Kenyan Muslims.

While Kenya's 2010 Constitution recognizes the *Kadhis'* Court system and the courts are formally structured, they function as religious courts and apply principles of sharia law which are not always understood and interpreted uniformly among *Kadhis*.

Between their formal organization and the informal discretionary application of sharia law, there are at times inconsistencies in justice delivery as well as conflicts with substantive and procedural laws that ultimately govern Kenya's justice system.

IDLO's work in Kenya to enhance access to justice includes engaging with formal, informal and hybrid justice mechanisms to strengthen their capacity to respond efficiently, impartially and swiftly to the needs of justice seekers.

Beginning in 2018, IDLO worked with the Kenyan judiciary and the Judiciary Training Institute to develop the Rules of Procedure and Practice and a Bench Book for *Kadhis'* Courts. These documents were developed after an extensive consultation process and public participation of *Kadhis* across the 53 court stations with litigants, representatives of Court Users Committees, the Law Society of Kenya, Muslim women's rights organizations and court users.

At the end of 2019, the Rules and Bench Books were finalized and validated. The first of their kind, the documents standardize justice delivery by *Kadhis'* Courts in closer conformity with international human rights and access to justice principles.

Hon. Athman Hussein is the Principal *Kadhi* in the Isiolo Region of Kenya and a Member of the *Kadhis'* Rules Steering Committee. Describing the Bench Book as "critical to enhance

access to justice", he told IDLO: "It is almost imperative to stakeholders, both the advocates, the *Kadhis*, the general public and even to the judges. (...) The Bench Book is going to empower all stakeholders, particularly the vulnerable, the women who access justice, to know their rights."

The Bench Book provides a much-needed reference for sources of Islamic law and rules of evidence before the courts and facilitates access to information for court users to support their claims in court, which would otherwise require substantive research.

"Those rights for women and children have not changed, they have always been there in the Qur'an. All we needed was for women to actually find them, and to understand them, to be able to apply them rightly," commented Mwanamkuu Sudi, Senior Resident Magistrate at Chuka Court Station and female Member of the *Kadhis'* Rules Steering Committee.

"I believe the *Kadhis'* Bench Book is the first step in ensuring we have a platform for reference in terms of what the Islamic law provides," she added.

"Rights for women and children have not changed, they have always been there in the Qur'an. All we needed was for women to actually find them, and to understand them, to be able to apply them rightly."

Mwanamkuu Sudi, Senior Resident Magistrate at Chuka Court Station and female Member of the *Kadhis'* Rules Steering Committee



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Strengthening institutions to build peace and development



Strong, accountable institutions, accompanied by fair laws and policies, are essential to achieve fair justice outcomes for people and promote both economic and social development. A large proportion of IDLO's work in 2019 focused on helping countries experiencing conflict or fragility to build and sustain peace and enhance economic growth by reforming legal frameworks and strengthening the capacity, responsiveness and integrity of their justice institutions.

Independent and well-functioning justice institutions with competent professionals, guided by strong legal, police and regulatory frameworks, are fundamental to delivering justice and increasing public confidence in the justice system.

IDLO works with stakeholders across the justice chain – from judges, prosecutors and government officials, to enforcement bodies and civil society actors – to help them enhance their knowledge and skills, drive legal reform and implement institutional change. In all its work, IDLO emphasizes the need for national ownership to ensure the long-term success and sustainability of its interventions.

Bolstering the rule of law through well-functioning and transparent justice institutions is vital for thriving economies, increased foreign direct investment and robust cross-border trade. Reducing conflicts of interest and enhancing the capacity of institutions and justice actors can help to curb corruption and support the fight against fraud and economic crime. By ensuring smooth business operations and enhancing opportunities for entrepreneurship and commercial expansion, the justice system can help promote a fairer distribution of resources, raise standards of living and realize sustainable economic and social development.

For economies to flourish, commercial actors and institutions – such as business owners, lawyers and national chambers of commerce – must have the skills and knowledge to operate effectively, for instance when adjudicating commercial matters, dealing with financial crimes or enforcing judicial decisions. Dispute resolution mechanisms such as mediation and arbitration are effective alternatives to the court system that are slowly being introduced and adopted in many middle-income countries.

In 2019, IDLO continued to work on institution building and legal reform in Afghanistan, Bulgaria, Indonesia, Kenya, Kyrgyzstan, Liberia, Mali, Mexico, Moldova, Mongolia, Montenegro, Myanmar, the Philippines, Romania, Rwanda, Somalia, Tajikistan, Tunisia, Ukraine and Yemen. New programs were initiated in Armenia, the Bahamas, the Gambia, Jordan and Serbia.

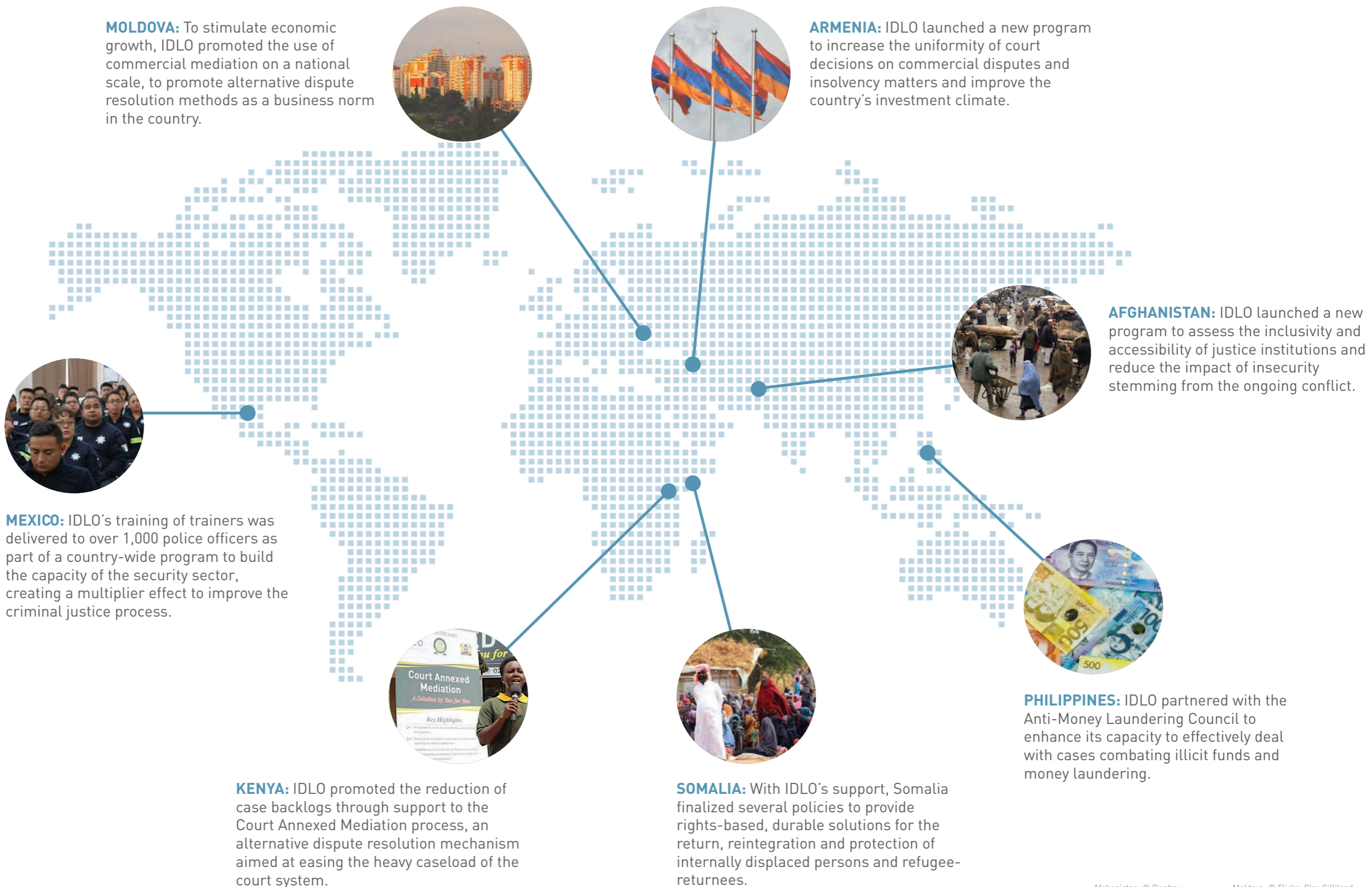
Building on its experience supporting criminal justice actors and institutions in Mali, IDLO commenced a five-year program in the Sahel region to also address systemic shortcomings within the criminal justice systems in Burkina Faso and Niger and improve the quality of justice to make it more efficient, transparent, accessible to citizens and respectful of human rights.

Both developing and middle-income countries are often at a disadvantage when it comes to negotiating international treaties and accessing legal advice on trade, investment and natural resource management. In 2019, IDLO's Investment Support Programme for Least Developed Countries (ISP/LDCs) became operational, enhancing IDLO's ability to provide on request dedicated support to the least developed countries (LDCs) in the key areas of trade and investment.

2019 Highlights

IDLO's work around the world to build institutions and promote legal reform

- Afghanistan
- Armenia
- The Bahamas
- The Gambia
- Jordan
- Kenya
- Kyrgyzstan
- Liberia
- Mali
- Mexico
- Moldova
- Mongolia
- Montenegro
- Myanmar
- Philippines
- Romania
- Rwanda
- Sahel Region
- Serbia
- Somalia
- Tajikistan
- Tunisia
- Ukraine



MEXICO: IDLO's training of trainers was delivered to over 1,000 police officers as part of a country-wide program to build the capacity of the security sector, creating a multiplier effect to improve the criminal justice process.

MOLDOVA: To stimulate economic growth, IDLO promoted the use of commercial mediation on a national scale, to promote alternative dispute resolution methods as a business norm in the country.



KENYA: IDLO promoted the reduction of case backlogs through support to the Court Annexed Mediation process, an alternative dispute resolution mechanism aimed at easing the heavy caseload of the court system.



ARMENIA: IDLO launched a new program to increase the uniformity of court decisions on commercial disputes and insolvency matters and improve the country's investment climate.



SOMALIA: With IDLO's support, Somalia finalized several policies to provide rights-based, durable solutions for the return, reintegration and protection of internally displaced persons and refugee-returnees.



AFGHANISTAN: IDLO launched a new program to assess the inclusivity and accessibility of justice institutions and reduce the impact of insecurity stemming from the ongoing conflict.



PHILIPPINES: IDLO partnered with the Anti-Money Laundering Council to enhance its capacity to effectively deal with cases combating illicit funds and money laundering.

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 Somalia: © iStock.com_journalturk



Strengthening capacity and integrity of institutions to deliver justice and uphold rights

KYRGYZSTAN: BUILDING TRANSPARENT INSTITUTIONS THROUGH E-JUSTICE

64,702 *An online map that is available to the public shows that in 2019 alone, 64,702 judicial decisions – around 90% of the total – were published by Kyrgyz courts⁷*

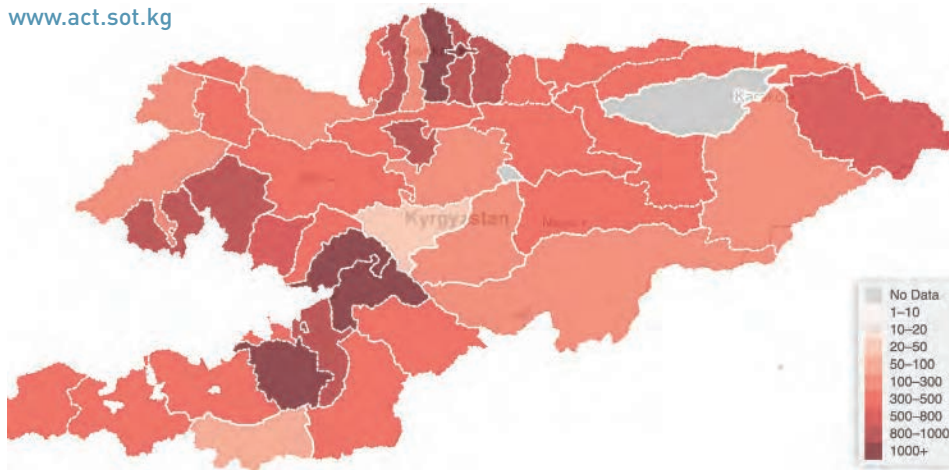
90%

IDLO has actively supported a wide range of e-justice initiatives in Kyrgyzstan to improve the efficiency, transparency and accountability of the judiciary through digital technologies.

IDLO helped build the institutional foundations that increased Kyrgyzstan's readiness to embrace e-justice solutions. The Government's National Target Program for Development of the Judiciary, which IDLO helped develop, has paved the way for systematic financing of digitalization efforts within the judiciary. Today, the Kyrgyz Government has taken ownership of these reforms. It is allocating the lion's share of financing needed to continue these efforts and, for several years, has steadily increased funding for the judiciary and digital technologies. With support from IDLO and USAID in 2015, the judiciary created Adilet Sot, an ICT unit dedicated to the maintenance and expansion of e-justice tools that is now independently financed by the court system. Adilet Sot has proven crucial to the long-term sustainability of e-justice programs in Kyrgyzstan.

All courts are now equipped with computers and have internet access. They publish judicial decisions online: by the end of 2019, almost 90% of all judicial acts were being published on the website act.sot.kg, using a de-personification system that anonymizes sensitive personal data. This not only makes

www.act.sot.kg



judicial decision-making more transparent and easily accessible, but also allows legal professionals, academics, journalists and participants in court proceedings to analyze judicial practice, produce data-driven materials and develop a common understanding of how legal proceedings are handled.

2019 also saw the launch of new audio-video transcription equipment in 77 courtrooms, which provides a strong foundation to improve speed, convenience and availability of information for participants in judicial proceedings. Verbatim transcription can help reduce false testimony and improper behavior in court. In addition, the technology allows for remote testimony and interrogation of witnesses, thereby reducing costs associated with escorting accused criminals to and from courthouses.

Another component of the new arsenal of digital answers that are helping to reduce corruption during case handling in Kyrgyzstan is automated case distribution. A recently introduced system is now fully operational in the Supreme Court, while another is about to be rolled out within all lower instance courts. In addition to making processes faster and more efficient, a key benefit of automation is greater transparency as the software provides a history of case allocation, online calendars for judges, and instant access to reports and statistics.

"It helps avoid subjectivity because disputes are automatically assigned to three judge members of a panel," explained Konstantin Stepanov, a specialist working for Adilet Sot. "Since the allocation is based on a logical algorithm and since it keeps track of the assignment history, the process has become transparent like never before. People using the Kyrgyz justice system can expect better services and more transparent procedures."

"Digitalization is the principal tool in reducing the human factor and combating corruption."

Sooronbai Zheenbekov,
President of the Kyrgyz Republic

UKRAINE: SETTING UP THE HIGH ANTI-CORRUPTION COURT

37/11 *37 judges have been appointed to the bench of the High Anti-Corruption Court, of which 11 to the Appeals Chamber*

146 *The High Anti-Corruption Court has taken on 146 cases from general courts since opening its doors in September 2019*

Since 2018, IDLO has been working to support the establishment of Ukraine's new High Anti-Corruption Court, a ground-breaking endeavor to root out institutional corruption at the highest levels and ensure top state officials face justice for corrupt actions.

The jurisdiction of the Court covers crimes of corruption that caused damage to the amount of at least 500 times the minimum income level in Ukraine (as of 2018, the equivalent of around US\$31,000).

The high-profile nature of cases inevitably exposes judges to security risks. Judge Yevgen Kruk explained that security guarantees are crucial: "How can a judge be positive and focus on his case if he is afraid about his children being approached at school? The role of the judge, of the court, is not only to say that a person has committed a crime; it is also to adjudicate and to assure that the rule of law rules."

The Court opened its doors in September 2019 after a year of intense preparations. IDLO played an instrumental role in ensuring the integrity, transparency and accountability of the selection process by supporting the Public Council of International Experts that was responsible for selecting the Court's judges – a panel of six internationally recognized specialists with extensive experience in cases related to corruption.

Lesya Fedorak, one of the judges who passed the rigorous testing to take a place on the bench, explained why international experience was crucial in the vetting process for judges: "A high level of professionalism and a diligent approach to the evaluation of candidates has ensured a transparent and quality selection of judges. As a result, there is a high level of trust from society in the selection process, and a significant vote of confidence in the Court. [...]"



"The Court will be a case study not only for Ukraine but also for other countries on how to set up good, effective anti-corruption institutions from scratch."

Daria Kalenyuk, Anti-Corruption Action Center

Personally, I would not have applied to participate in the competition if the international experts had not been involved."

IDLO is also supporting the non-governmental Anti-Corruption Action Center to ensure civil oversight by monitoring court hearings. Executive Director Daria Kalenyuk commented that the organization's lawyers are seeing a dramatic difference in the approach of the judges in the High Anti-Corruption Court, compared to other courts.

"Cases are not delayed; judges behave in a very impartial manner; they are able to protect the rule of law and not be intimidated by the attorneys of corrupt crooks," said Ms. Kalenyuk. "This is an indication that we are moving in the right direction and that the Court will be a case study not only for Ukraine but also for other countries on how to set up good, effective anti-corruption institutions from scratch."



Supporting legal and judicial actors to promote economic opportunity and sustainability

THE GAMBIA: LEVELING THE PLAYING FIELD FOR TRADE AND INVESTMENT

48.7% *Foreign investment to LDCs has halved in recent years, dropping by 48.7% from almost US\$39bn in 2015 to only US\$20bn in 2018⁸*

\$29m *Following the 2017 democratic transition, investment flows to The Gambia increased from the negative values of 2016 to over US\$29m in 2018⁹*

Fostering economic opportunity by strengthening the capacities of legal professionals and justice sector institutions to improve investment climates and support sustainable development was at the genesis of IDLO. Since its foundation as a specialized legal training institute, IDLO has provided skills training and courses on a vast range of topics linked to economic development to thousands of lawyers, judges and other justice sector actors from developing countries across the globe.

In 2019, IDLO launched a program to provide investment and negotiation support to The Gambia, focused on increasing the understanding and risk awareness of government officials in the negotiation of complex commercial and investment transactions with foreign investors.

In November 2019, IDLO delivered the first in a series of specialized training sessions to a select group of state counsels from the Ministry of Justice. Designed to provide participants with in-depth knowledge of the structure and content of commercial and investment contracts, allocation of risks during negotiations, and how to reduce exposure to future disputes, the course also examined the topic of international investment treaties and the dispute settlement mechanisms which can give unfair advantages to foreign investors.

Negotiating fair and balanced investment and commercial contracts is critical for states such as The Gambia to reap the benefits arising from foreign direct investment while minimizing potential risks.

IDLO's support to The Gambia is set to expand in 2020 through the implementation of the ISP/LDCs which will provide demand-driven, targeted technical and advisory support on investment-related matters to eligible beneficiaries.

“We eagerly anticipate the implementation of this program – with capacity building at the heart of it.”

H.E. Dr. Isatou Touray, Vice President of The Gambia and former Minister of Trade, speaking at the official launch of the ISP/LDCs in New York

INVESTMENT SUPPORT PROGRAMME FOR LEAST DEVELOPED COUNTRIES

IDLO has partnered with the UN Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLS) to design the ISP/LDCs which became fully operational in November 2019. Implemented by IDLO, the Programme will provide, on request, timely technical and advisory support to LDCs on investment-related matters including negotiations and dispute settlement. The support provided through the Programme will help reinforce the capacity of national institutions and the private sector and enable LDCs to attract and retain foreign direct investment.

Two main types of support are available under the Programme:

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

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



[Find out more](#)

JORDAN: WOMEN ENTREPRENEURS' ACCESS TO JUSTICE

3.3% Only 3.3% of women in Jordan are engaged in starting a business, compared to the regional average of 14%¹⁰

82% Of the male and female entrepreneurs interviewed, 82% claimed “little”, “basic” or “no” understanding of relevant legal and regulatory frameworks¹¹

Women entrepreneurs in Jordan face discrimination which hampers their ability to access justice as they engage in business ventures and seek to resolve disputes.

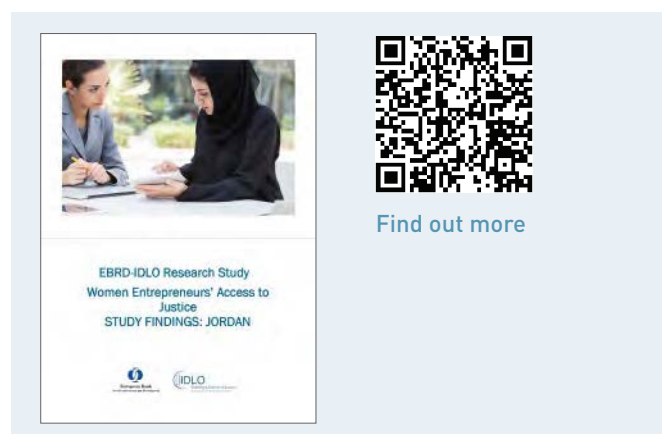
In 2019, IDLO and the European Bank for Reconstruction and Development (EBRD) published research on these obstacles. Findings showed that legal, economic, practical and social barriers block women entrepreneurs' economic empowerment and opportunities for their enterprises to meaningfully contribute to the national economy.

The research includes insights from women and men entrepreneurs, institutions and justice sector professionals on why women entrepreneurs need effective justice systems and the main barriers they face.

Some women entrepreneurs reported they were actively discouraged from filing legal claims without a male relative's permission. “I was sure that as a woman (...), I have the right to issue my own court documents. However, the clerk was determined that this was against the law. Only when the legal department assured him that I was ‘legally’ right, he proceeded with my papers,” said one respondent.

These attitudes, coupled with the stigma that women face if they do go to court, means that many women entrepreneurs prefer to resolve disputes informally, although this can also prove challenging. A female business owner commented: “I try to avoid going to the court as much as possible because it is still socially unexpected to see a woman in court... I try to negotiate. However, even when negotiating, I make sure that I have a male relative, or male legal assistant with me. It is difficult for a woman, even a successful businesswoman, to negotiate alone.”

The research also identified economic barriers. One woman entrepreneur remarked that “[L]awyers tend to delay law



procedures as long as possible to make more money out of their clients... At one time, I also found out that my lawyer was charging me more than the standard fees.”

Finding suitably qualified representation is also an issue. A respondent noted that while female lawyers are more willing than their male counterparts to settle matters out of court, thus reducing costs for their clients, they also tended to have less experience in court. This is problematic if alternative ways to resolve a dispute cannot be found and a case has to go to court.

Recommendations emerging from the research lay out the many ways that justice systems can create an environment in which women entrepreneurs can thrive.

To this end, under follow-on programming, IDLO and partners worked to build the capacity of women entrepreneurs and raise their legal awareness, and developed a training manual to help women business owners navigate issues that affect their businesses, including through the use of mediation and other alternative dispute resolution mechanisms.

“I was sure that as a woman (...), I have the right to issue my own court documents. However, the clerk was determined that this was against the law. Only when the legal department assured him that I was ‘legally’ right, he proceeded with my papers.”

Jordanian entrepreneur interviewed by IDLO

Rule of law as a driver for sustainable development



The SDGs were adopted by all UN Member States as a universal call to achieve sustainable economic growth, social development and environmental sustainability by 2030. By championing the rule of law as a driver of sustainable development at local and global levels, IDLO plays a key, distinctive role in supporting countries to make this vision a reality.

As in previous years, in 2019 IDLO was front and center of the international dialogue on SDG 16, using its convening power and its global voice to champion the rule of law for sustainable development. IDLO brought together justice leaders, decision makers and practitioners from around the world to exchange ideas and experiences on how to strengthen the rule of law, increase access to justice particularly for women and disadvantaged justice seekers, and accelerate progress towards SDG 16.

2019 was an especially momentous year for global processes of monitoring progress towards the 2030 Agenda, and for IDLO's engagement in these processes. The High-Level Political Forum (HLPF) in New York in July and the SDG Summit in September both paid particular attention to the importance of peace, justice and strong institutions for the realization of the 2030 Agenda and its vision of "leaving no one behind".

IDLO's contribution to the global discussion built on its continuous efforts to bring the experience of its program countries and the knowledge that it draws from its research and operational work to bear on policy development and consensus-building at the United Nations. On that basis, IDLO plays a crucial role in advocating for the transformative impact that advancing justice and the rule of law can have on progress across all the SDGs.

During the year, IDLO's strong presence in the policy dialogue arena was further reinforced through the flagship conference on SDG 16 that it

co-organized with the UN Department of Economic and Social Affairs (UN DESA) and the Government of Italy in Rome; a distinctive voice at the United Nations in New York and Geneva; close collaboration with the peace and justice community in The Hague; prominent advocacy on justice for women and girls; global consultations on customary and informal justice (CIJ); and multi-stakeholder dialogue and engagement at national and local levels in all regions of the world.

Through policy advocacy, multi-stakeholder events and bilateral relationships, IDLO actively promoted the rule of law as a key avenue and pillar to realize the overall objectives of SDG 16 and sustain implementation of many other 2030 Agenda goals – including SDG 3 on health, SDG 5 on gender equality, SDG 8 on economic growth and SDG 10 on reduced inequalities.

IDLO's knowledge products on issues ranging from CIJ to gender equality provided tools to catalyze action and helped draw attention to some of the issues IDLO considers most crucial.

IDLO also consolidated its collaboration and partnerships with international organizations. In May 2019, IDLO signed a new partnership agreement with the World Health Organization to promote the right to health through the rule of law, building on previous collaboration to ensure greater access to health services through good policies, regulation and legislation that prohibits discrimination. Through IDLO's policy advocacy, the importance of rule of law to advancing public health and well-being received prominent attention at a major public event of some 4,000 people on the eve of the World Health Assembly in May 2019.

A second agreement was formalized with the Asian-African Legal Consultative Organization in August 2019 to promote the rule of law and provide support on investment and economic law to developing countries in Asia and Africa.

Facilitating dialogue and partnerships at Global Conference on SDG 16

As part of the official preparations for the HLPF in July 2019, IDLO co-organized, with UN DESA and the Government of Italy, a major international conference on 27–29 May 2019 entitled “Peaceful, just and inclusive societies: SDG 16 implementation and the path towards leaving no one behind”.

During the three-day event, more than 300 high-level officials from governments and international organizations, academics, civil society representatives and development experts came together at the Italian Ministry of Foreign Affairs and International Cooperation in Rome to take stock of progress, share knowledge, success stories and good practices, identify areas of concern and suggest ways forward in terms of policies, partnerships and coordinated actions at all levels.

The first high-level plenary session highlighted the transformative nature of Agenda 2030 and the integral part that SDG 16 plays in this transformation.

“No single actor or country can deliver the totality of the response that is required,” stated H.E. Elisabetta Belloni, Secretary-General at the Italian Ministry of Foreign Affairs and International Cooperation, during the formal opening of the Conference. “We must all live up to the multilateralism that brought us together today in achieving SDG 16 and the Agenda 2030.”

Among the high-level speakers were Hon. Dr. Priscilla Schwartz, Attorney-General and Minister of Justice of Sierra Leone, H.E. Mohammad Farid Hamidi, Attorney-General of Afghanistan, and H.E. Hassan Haji, Minister of Justice of Somalia, each sharing remarkable testimonies of innovation and transformation from their national experiences.

Plenary sessions focused on lessons learned from national monitoring and reporting on SDG 16; strategies for accelerating implementation; and mobilizing partnerships. Parallel workstreams were organized to allow for more in-depth and interactive debates, with multiple side events being held in the margins of the main conference.

Recognizing the key role of young people as critical agents of change for the 2030 Agenda, representatives of the UN Development Programme’s 16x16 – a global initiative supported by the Italian Government, comprising leaders of youth organizations, movements and networks – contributed their voices to the debate, sharing their experiences in advancing SDG 16 and presenting a call to action for promoting youth-inclusive and youth-led SDG 16 implementation.

Civil society representatives had a unique opportunity to come together in advance of the Rome Conference during a Civil Society Day organized by the Transparency, Accountability and Participation Network, in partnership with IDLO and hosted at IDLO’s headquarters in Rome. Participants from more than 30 countries attended the day-long workshop which culminated in the drafting of a Rome Declaration which was subsequently presented at the Conference and shared during the subsequent session of the HLPF.

The Conference served to energize an international coalition of governments, judiciaries, civil society and independent experts from all regions committed to accelerate progress on SDG 16. The positive and productive multi-stakeholder dialogue pointed to the relevance of whole-of-society approaches to advance and sustain national implementation of SDGs. It forcefully brought to the fore the imperative of tackling the nexus between insecurity, injustice and inequality to ensure that the interrelated peacebuilding and sustainable development objectives underlying SDG 16 are pursued in mutually reinforcing ways.

Focusing on “inclusive governance” as a crucial, universally applicable driver of the 2030 Agenda, the Conference pointed to restoring trust in institutions and to addressing root causes and patterns of discrimination prioritizing women’s equality and empowerment as essential prerequisites to progress towards SDG 16 and key enablers to achieving all SDGs.





“I do believe that SDG 16 is unique – as an outcome and enabler of all goals but also as the flag-bearer for the principles that underpin not only the 2030 Agenda but the rules-based international system as a whole.”

H.E. Maria Fernanda Espinosa Garcés, President of the UN General Assembly 73rd session



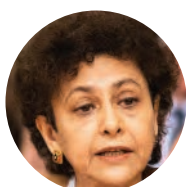
“Implementing SDG 16 is a fact of multi-stakeholder engagement. It obviously takes broad mobilization and new ways of partnership. Inclusive and accountable governance drives social, economic and environmental transformation. It promotes sustainability and protects the most vulnerable.”

H.E. Emanuela Del Re, Deputy Minister of Foreign Affairs and International Cooperation of Italy



“We are falling behind on many of our goals with significant divergencies across populations and countries. At the same time, we see across the world and across stakeholders a willingness to take action.”

Mr. Liu Zhenmin, Under-Secretary-General for Economic and Social Affairs



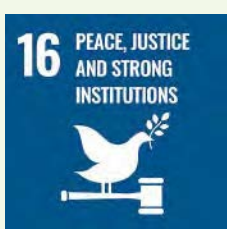
“There is a common thread and that is inclusive, effective governments that promote justice. The chance of obtaining clean drinking water is proportionally better when there is clean government.”

Ms. Irene Khan, former Director-General, IDLO



“It's not just a question of human rights activists fighting on behalf of the oppressed, poor people of the world. (...) The objective is to enable marginalized, oppressed people to feel dignified in themselves, to feel important and that they matter, and that their voices count.”

Justice Albie Sachs, former judge, Constitutional Court of South Africa



SUSTAINABLE DEVELOPMENT GOAL 16

The principles of the rule of law are embedded throughout the 2030 Agenda for Sustainable Development, most prominently in SDG 16, which aims to “promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”. SDG 16 is a critical driver for the achievement of all SDGs. Without peace, justice and inclusion, other goals such as poverty eradication, gender equality and economic growth will not be achieved.

Promoting equality and inclusion at the High-Level Political Forum

The theme chosen for the 2019 session of the HLPF, the central UN platform for policy guidance on and review of the implementation of the SDGs, was “empowering people and ensuring inclusiveness and equality”. This theme spoke in a very compelling way to IDLO’s unique approach to its mandate, which is centered on justice seekers and encompasses the promotion of social inclusion and combating inequalities as integral components of its vision of the rule of law and its contribution to sustaining peace and development.

The session was the first occasion since the adoption of the 2030 Agenda in which the work program of the HLPF focused specifically on SDG 16, with its deliberations then feeding into the first HLPF review at the summit level, in September 2019, of the state of implementation of the 2030 Agenda as a whole.

IDLO carried to the HLPF a unitary vision of the overriding objectives of SDG 16 across its many and diverse targets, and of the key contribution that the Goal, so viewed, can make as an enabler across the entire 2030 Agenda.

Several initiatives launched by IDLO at the annual session of the Commission on the Status of Women, all geared toward highlighting the mutually reinforcing links between SDG 5 and SDG 16, provided an additional, distinctive focus to its contribution to the HLPF deliberations.

So did several initiatives that IDLO pursued during the HLPF session, either through events that the New York Observer Office organized itself or through the Office’s active participation in the many other advocacy events. These encompassed a dialogue engaging IDLO with UN Women, the

International Labor Organization and the American Bar Association on advancing the role of women in peace, justice and strong institutions, as well as a number of initiatives on empowering civil society for national reporting and action in relation to SDG 16, and on sustaining momentum beyond 2019, focusing on partnerships and civil society engagement.

Other advocacy activities pursued by IDLO during the HLPF session, attended by high-level representatives of both developing and donor countries, aimed at highlighting for HLPF delegations and other stakeholders the main messages resulting from the Rome Conference, focusing on the catalytic contribution of advances in the rule of law and access to justice to the sustainability objective of the 2030 Agenda. At the same time, active support was provided to initiatives undertaken by IDLO partners during the session, such as the launch of the report of the Task Force on Justice for All and the report of the Global Alliance on SDG 16+.

As a panelist and moderator of the HLPF discussion on SDG 16, former IDLO Director-General Irene Khan shared lessons learned from IDLO’s own experience, along with the main recommendations from the Rome SDG 16 Conference on strategies to accelerate progress towards SDG 16. She particularly emphasized the importance of focusing not simply on “inclusion”, but on the meaningful participation of civil society and all stakeholders in the development effort, and the imperative to scale up investment in institution building and capacity development.

The ensuing discussions at the HLPF that engaged most UN Member States emphasized the importance of scaling up progress through innovation and enhanced financing. They also highlighted the key role that effective, just and inclusive institutions can play in sustaining peace and development, and pointed to the need to shift the focus of the global discourse on SDG 16 to national and local implementation supported by whole-of-society coalitions as well as regional and international partnerships.

These orientations are now guiding preparations for the first of a series of follow-up conferences on SDG 16 to be co-organized by IDLO and UN DESA with the support of the Italian Government. The conferences are set to begin in 2020 and extend through the last decade of implementation of the 2030 Agenda – an initiative launched by Italy that was warmly welcomed by the HLPF’s chair of the session who highlighted the unprecedented intergovernmental consensus that the HLPF discussions, with the contribution of the Rome Conference, reflected on the role of SDG 16 as a key driver for sustaining peace and development.



ACCELERATION ACTIONS FOR THE 2030 AGENDA

In her address at the HLPF Summit in September 2019, former IDLO Director-General Irene Khan noted the remarkable degree of political consensus that has coalesced around SDG 16 since the adoption of the 2030 Agenda.

This is largely a result of growing recognition that the three pillars of Goal 16 – peace, access to justice, and effective, accessible and accountable institutions – are a critical link to the sustainable development chain, and integral to the transformative change sought by the 2030 Agenda.

At the same time, she pointed to the enormous “justice gap” that remains and committed to four “acceleration actions” that IDLO would take in the period ahead as part of its contribution to narrow the justice gap by 2030:

1. IDLO will seek to enhance access to justice, especially for women, children and others most at risk of being left behind, so that they are empowered to claim their rights;
2. IDLO will help countries experiencing conflict or fragility to build peace and sustain development by reforming laws and strengthening the capacity and integrity of justice institutions;
3. IDLO will engage with informal and customary systems as well as formal institutions to ensure fair, accessible, affordable pathways to justice, in keeping with local context, national ownership and international human rights standards;
4. IDLO will convene with partners a global multi-stakeholder forum engaging the judiciary along with government and civil society representatives in an open, periodic dialogue for mutual learning and sharing of information and good practices.

HIGHLIGHTING GENDER JUSTICE AT CSW63

The 63rd session of the UN Commission on the Status of Women (CSW63) was held in New York in March 2019 under the theme of “social protection systems, access to public services and sustainable infrastructure for gender equality and the empowerment of women and girls”.

IDLO reaffirmed its position on the important nexus between the rule of law, access to justice and gender equality, and highlighted its work around the world to realize the 2030 Agenda by achieving better justice outcomes for women. Building on the strong partnerships it has forged over the years, IDLO stepped up its engagement with the United Nations and international partners, illustrating IDLO’s growing role as a key interlocutor on justice for women and girls.

The conversations held at CSW63 – also focusing on women in customary justice systems and on women justice professionals – are part of a global dialogue that provided a distinctive focus to IDLO’s contribution to the HLPF deliberations in July 2019 and will continue at the 64th session of CSW in March 2020.



“SDGs 5 and 16 are mutually reinforcing goals. At their intersection, justice for women is essential for the practical realization of all SDGs and to ensure that all women enjoy equal rights in social protection, access to public services and sustainable infrastructure.”

IDLO’s statement at the General Discussion of CSW63

Championing the rule of law: the UN Human Rights Council and "International Geneva"

International frameworks and domestic legal systems are crucial for protecting, promoting and guaranteeing the full enjoyment of human rights. Fair laws are essential, but alone are not sufficient to uphold human rights.

Strong justice institutions, including independent judiciaries, are needed to enforce and implement just and equitable laws and policies, thus operationalizing human rights and development in people's lives.

Through its Liaison Office to the United Nations and other international organizations in Geneva, IDLO actively championed action and investment in SDG 16, with its focus on rule of law and justice as a concrete pathway towards achieving peace and human rights and accelerating progress toward the realization of the entire 2030 Agenda.

IDLO promoted greater action and attention to rule of law and justice through closer cooperation and engagement with the UN Human Rights Council and the UN Office of the High Commissioner for Human Rights. IDLO forged closer ties with a number of the Council's Special Procedures, including substantive engagement with the Special Rapporteurs on the independence of judges and lawyers, the human rights of indigenous peoples, and freedom of religion or belief. IDLO welcomed the Council's decision to dedicate its next Forum on Human Rights, Democracy and Rule of Law to the theme of "Access to Justice for All".

IDLO successfully highlighted the interdependence of rule of law and human rights at the Council through policy advocacy statements and interventions that also sought to draw attention to other issues of relevance, such as women's rights and gender equality, the need to build the capacity of the justice sector at national and local levels, and freedom of expression for judges and prosecutors.

Seeking to raise awareness among senior officials of diplomatic missions, UN agencies and civil society, IDLO expanded and solidified partnerships at bilateral and multilateral levels on a range of issues relevant to the rule of law and justice.

Intensified engagement in "International Geneva" – an operational hub of the United Nations in areas such as human rights, refugees and migration, public health, trade and commerce, training and research, and others – allowed IDLO to highlight the importance of strong rule of law and justice institutions to enable human rights, stable and peaceful societies, and to help drive progress towards sustainable development.

IDLO increased its support to the Human Rights Council's Rule of Law Core Group – Ethiopia, Italy, Japan, Mexico, Morocco and the United Kingdom – including in the co-organization and delivery of a high-level panel discussion on access to justice for children and young people convened in the margins of the Committee on the Rights of the Child.

Two events were co-organized with the Albert Hirschman Centre on Democracy of the Graduate Institute of International and Development Studies, as part of IDLO's consultations on ways of engaging with CIJ systems that ensure consistency with international human rights norms and standards.

With the Geneva Centre for Security Sector Governance (DCAF), IDLO for the first time co-organized a public event during Geneva Peace Week on the importance of good governance for peace, justice and development, highlighting its programs – in particular, in Afghanistan and Honduras – to support accountable and transparent institutions as envisaged in SDG 16.6.

IDLO also continued to build on its track record of strong existing partnerships, such as those with UN Women, the World Health Organization and the Joint UN Programme on HIV/AIDS (UNAIDS), while at the same time forging new ones with international and non-governmental organizations as well as local universities and academic institutions in Geneva.

In expanding the reach and visibility of IDLO's Gender Strategy, IDLO's Permanent Observer to the United Nations in Geneva joined the International Gender Champions network, committing IDLO to the gender parity pledge and specific actions to advance gender equality.



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Advancing justice for women and girls

2.7bn

Over 2.7 billion women are legally restricted from having the same employment choices as men¹²

57

In 57 countries, women do not have the same rights as men to become the legal guardian of a child after divorce¹³

As we enter a “decade of action” to accelerate implementation of the 2030 Agenda on Sustainable Development – with its commitment to gender equality and women’s empowerment (SDG 5) and its promise of peaceful, just and inclusive societies (SDG 16) – IDLO believes that justice for women requires greater commitment and investment.

In 2018, IDLO together with UN Women, the World Bank and the Pathfinders’ Task Force on Justice co-convened the High-level Group on Justice for Women, composed of representatives from governments, international and national organizations, academia and civil society.

In 2019, the High-level Group produced *Justice for Women*, a flagship report highlighting the justice gap for women and girls, making the case for investment and action, and issuing an eight-point call to action.

At the report launch in March 2019 on the occasion of the 63rd session of the Commission on the Status of Women, panelists

called for increased investment and accelerated actions that will close the justice gap for women and girls.

“From women held without fair trial, to women toiling in their homes, in factories, in the fields: the gap between what women demand and need and what they receive is enormous,” remarked Irene Khan, former IDLO Director-General.

While justice for women is gaining more traction in the public eye, the panelists recognized that more remains to be done before countries achieve measurable gender equality.

“Gender equality is not an abstract concept that demands innovative thinking. It is, and must be, a fundamental right by which societies are built and economies are made to thrive,” commented Sandie Okoro, Senior Vice-President and General Counsel of the World Bank Group.

“We see a lot of interest and knowledge around gender equality. At the same time, we see a lot of pushback and resistance. We have to navigate around that and always stand up for the mandate [and] find new ways of progressing the agenda in spite of this resistance.”

Asa Regner, Deputy Executive Director of UN Women

IDLO’S GENDER STRATEGY 2019–2020

IDLO’s Gender Strategy 2019–2020: Achieving Gender Equality and Justice for Women through the Rule of Law aims to ensure that gender is well integrated in its work and that IDLO’s programs, research and advocacy effectively contribute to gender equality, women’s empowerment and the achievement of fair justice outcomes for women and girls.

It is informed by internationally recognized human rights standards, empirical research and global commitments on gender equality.

The Gender Strategy has four focus areas, with a view to ensure that:



1. Empowerment

Women and girls have increased capacity to understand and claim their rights



2. Institutions

Institutions have an improved capacity to respond to women and girls’ justice needs



3. Laws and policies

Legal and policy frameworks on gender equality are strengthened



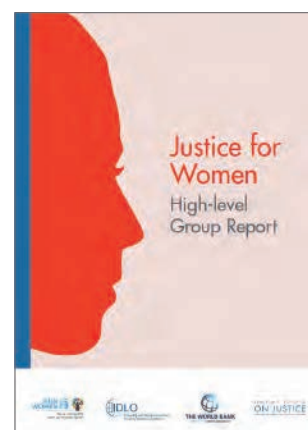
4. Research and policy advocacy

Justice for women and rule of law issues are championed in global policy processes

Throughout 2019, the report was presented by IDLO and its partners at a number of events around the world:



Find out more



THE HAGUE

June: Workshop: *'Justice for Women: Implications for Dutch Policies at Home and Abroad (A Constructive Dialogue on a Critical Issue: Expanding Space for Women and Girls together)'*

June: Panel session: *'Strengthening Access to Justice for Marginalized Populations: The Case of Women and Access to Justice'*

ROME

May: Global conference: *'Peaceful, Just and Inclusive Societies: SDG 16 Implementation and the Path towards Leaving No One Behind'*

NEW YORK

March: CSW63 side event: *'Justice for Women: Launch of the High-level Group Report'*

July: HLPF event: *'Advancing the Role of Women in Peace, Justice and Strong Institutions'*

BUENOS AIRES

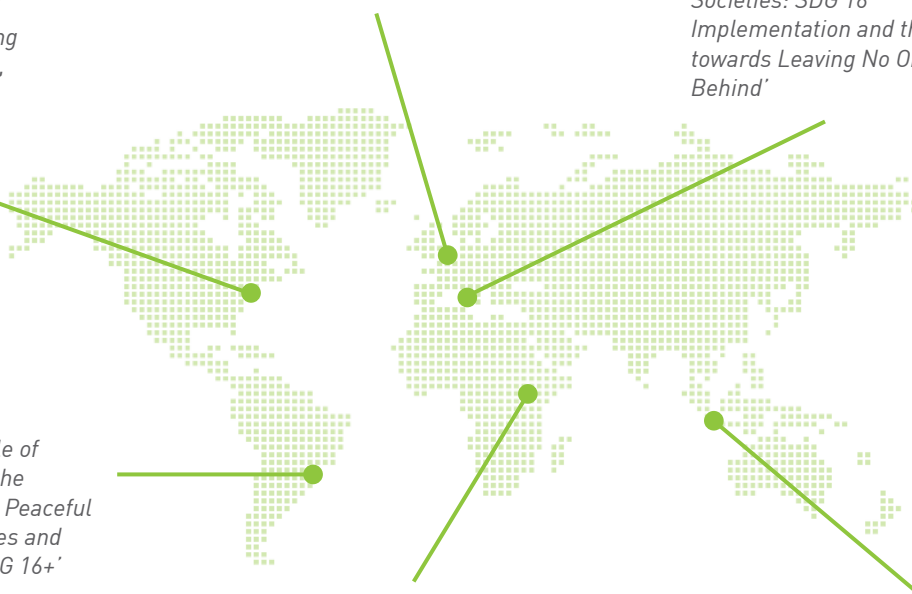
May: International conference: *'The Role of Access to Justice in the Construction of Just, Peaceful and Inclusive Societies and the Realization of SDG 16+'*

KAMPALA

September: High-level roundtable: *'Justice for Women: Closing the Gender Justice Gap'*

JAKARTA

December: Panel discussion at the Indonesia–Netherlands Rule of Law and Security Update: *'Improving Access to Justice for Women and Girls'*



Harnessing global knowledge on customary and informal justice

2/3

Two thirds of participants in IDLO's survey identified accessibility, cultural relevance and emphasis on reconciliation as advantages of CIJ systems

72%

72% of participants highlighted the lack of procedural safeguards as the greatest challenge in CIJ systems

An estimated 80 to 90% of disputes in developing, fragile and post-conflict states are resolved outside formal courts through CIJ systems. The vast majority of justice seekers in these systems are women, poor people, minority groups and marginalized communities.

While widespread and critically important to many individuals and communities, CIJ systems are often left out of discussions held at the international level. In 2019, IDLO launched global consultations on CIJ with the aim of advancing policy dialogue and distilling lessons from programming and research to make justice accessible for all.

The consultations were backed by a series of publications, *Navigating Complex Pathways to Justice*, that draw heavily on IDLO's research and programs as well as the experience of others. The first two publications – a Policy and Issue Brief providing policy recommendations, and a Practitioner Brief

giving practical entry points for development practitioners – highlight the importance of understanding the context in which such systems operate, with the aim of improving justice outcomes and delivery for end users. The third, to be published in 2020, focuses on women and CIJ.

As part of the global consultations, a series of events, workshops and roundtable discussions were organized throughout 2019 with international, justice sector and civil society partners, as well as diplomatic missions and academic institutions. In addition, an online survey sought to collect views from a diverse set of stakeholders around the world.

“Our consultations aim to bring together all perspectives in a global conversation about customary and informal justice, so that we can learn from each other how to make the justice experience more inclusive, effective and responsive to ground realities and the needs of justice seekers,” explained Dr. Ilaria Bottigliero, IDLO's Director of Policy, Research and Learning.

CIJ systems carry many benefits, including affordability, flexibility, speed and cultural relevancy. They tend to be more accessible compared to the formal justice sector – especially to vulnerable and marginalized populations – and enjoy high levels of trust within communities.

“Customary and informal justice systems play crucial roles in resolving some issues amicably within communities whose members sometimes lack enough resources to follow sophisticated legal avenues to achieve justice,” explained one of the respondents to IDLO's online survey.



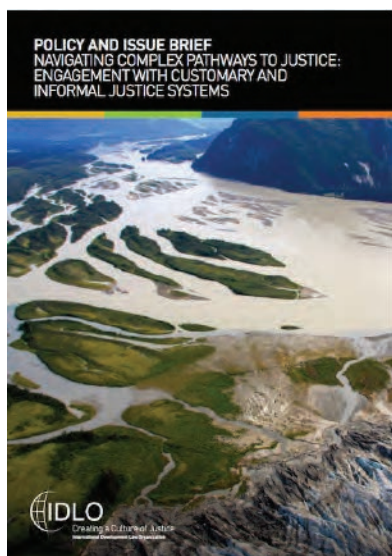
At the same time, it is well recognized that CIJ systems are deeply rooted in cultural, traditional or religious norms that are not always in line with international standards of human rights and some national constitutions.

IDLO's dialogue with stakeholders throughout 2019 confirmed that enhancing access to equitable and quality justice for all will only become viable if we recognize that the state is not the sole justice provider. It is crucial to engage with and strengthen the variety of justice actors and mechanisms used by individuals, particularly for those who are marginalized, to resolve their disputes through context-specific, inclusive and innovative ways.

As the international community races to realize the 2030 Agenda, continuing the conversation around CIJ systems – their value added, tensions and complexities – will be critical to ensuring no one is left behind.

“Customary and informal justice systems play crucial roles in resolving some issues amicably within communities whose members sometimes lack enough resources to follow sophisticated legal avenues to achieve justice.”

A judge responding to IDLO's online survey



[Find out more](#)

2019 GLOBAL CONSULTATIONS

February 4: The Hague

Publication launch and dialogue, Customary and Informal Justice Systems: Navigating Complex Pathways Towards Justice for All

March 15: New York

Side event at CSW, CSW63: Women and Customary and Informal Justice Systems

May 28: Rome

Side event at the Global Conference on SDG 16, Leaving No One Behind: Engaging with Customary and Informal Justice Systems to Provide Justice for All

September 16 - October 27: Global

Public survey, Online consultation on customary and informal justice systems

September 17: Geneva

Panel discussion organized by the International Commission of Jurists and the UN Special Rapporteur on the rights of indigenous peoples, Indigenous Justice and Human Rights

October 9: The Hague

Roundtable, Engaging with Informal Systems to Enhance Justice for Women

October 10: New York

Public dialogue, Customary and Informal Justice Providers Accelerating Achievement of SDG 16

October 17: Geneva

Roundtable, Customary and Informal Justice Systems: Navigating Complex Pathways to Justice for All

October 17: Geneva

Public event, Customary and Informal Justice Systems: Navigating Complex Pathways to Justice for All

Governance



IDLO was established as an intergovernmental organization in 1988 by treaty – the Agreement for the Establishment of the International Development Law Organization.

IDLO is governed by the Assembly of Parties, composed of representatives of Member Parties, which determines the organization's policies, elects the Director-General and guides her work.




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

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

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

Member Parties

As of November 2019

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

2019 Annual Meeting of the Assembly of Parties

In 2019, Liberia, Qatar and Uganda joined IDLO, bringing the total number of Member Parties to 37. At its annual meeting in November 2019, the Assembly also approved a request by Niger to join the Organization.

During an informal segment of the annual meeting, representatives participated in a Thematic Discussion entitled “Accelerating action to achieve the 2030 Agenda: Leveraging the rule of law to build peace and sustainable development”, which opened with a keynote address by Mr. Adama Dieng, Special Adviser of the UN Secretary-General on the Prevention of Genocide.

The Assembly approved by consensus the 2020 Management Plan and Operating Budget as presented by the Director-General.

The Assembly adopted a resolution by consensus recalling the commitment of Member Parties under Article VIII of the Establishment Agreement to grant IDLO rights, privileges and immunities comparable to those provided by Italy in the Headquarters Agreement. The resolution also called upon Member Parties to undertake the swift conclusion of Host Country Agreements and urged them to support IDLO in its efforts to conclude Host Country Agreements, including with non-member countries in which the Organization has operations.

The Assembly also adopted resolutions revising the election schedule for ad hoc members of the Standing Committee and to amend the rules of procedures of the Audit and Finance Committee in several respects including, among others, to

increase its membership to up to seven members, remove the term limit of tenure and create the position of Vice-Chair.

The following Member Parties were elected to the governing bodies:

- The Philippines as a new ad hoc member of the Standing Committee to serve for a two-year term, expiring at the 2021 Assembly of Parties.
- Kuwait to serve as an ad hoc member of the Standing Committee for a two-year term, expiring at the 2021 Assembly of Parties.
- Ecuador to serve as an ad hoc member of the Standing Committee for a term of one year, expiring at the 2020 Assembly of Parties.
- Kuwait, Senegal and Turkey as new members of the Audit and Finance Committee to serve two-year terms, expiring at the 2021 Assembly of Parties.
- Italy to serve on the Audit and Finance Committee for a two-year term, and Mr. Filippo Alessi (Italy) to serve as Chair of the Committee.

The Assembly paid tribute to Irene Khan for her outstanding contribution during her two terms of office as Director-General.

The Assembly then proceeded to vote for the next Director-General of IDLO. Ms. Jan Beagle was elected by the Member Parties to serve as Director-General of IDLO for a four-year term of office, starting on 1 January 2020.










“2019 was a significant year of achievement for the organization. Despite the growing challenges in operating environments around the world, IDLO continued its impressive efforts to deliver concrete results through its project work to further solidify the rule of law.”

Jennifer Harhigh, Deputy Permanent Representative, United States Mission to the UN Agencies in Rome, and President of the IDLO Assembly of Parties








Standing Committee

As of November 2019

-  **United States**
President
-  **Mozambique**
Vice-President
-  **Italy**
Vice-President *ex officio*
-  **Ecuador**
-  **Kuwait**
-  **Philippines**
-  **Turkey**

Audit and Finance Committee

As of November 2019

-  **Italy**
Chair
-  **Kuwait**
-  **Pakistan**
-  **Peru**
-  **Senegal**
-  **Turkey**
-  **United States**

Board of Advisers

The Board of Advisers provides expert advice to the Assembly, the Standing Committee and the Director-General. Members of the Board, who are elected by the Assembly of Parties, serve as independent experts with competencies on rule of law and development. In 2019, two new members – Mr. Patrick O'Brien and Ms. Zhou Xiaoyan – were elected by the Assembly to replace outgoing members whose terms had expired.

As of November 2019

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

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

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

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

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

Prof. Makau W. Mutua, SUNY Distinguished Professor, Buffalo Law School, The State University of New York, Buffalo [Chair]

Mr. Patrick O'Brien, Owner and Manager of the boutique California law firm O'Brien Law, PC

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

Ms. Zhou Xiaoyan, Senior Consultant of China Council for International Investment Promotion

Management and Finance



Management

In order to respond more effectively and efficiently to the needs of its growing global workforce and to support the continued implementation of the New Employment Model introduced in January 2018, IDLO has invested in the development of a Human Resources Management System since December 2018.

Phase I of the project, which comprises HR core modules that manage employee and position information, contracts and benefits, and absences and leave, was completed and launched in September 2019. The project is ongoing to implement Phase II that will integrate with IDLO's organization-wide financial software system to strengthen the accuracy, transparency and accountability of the payroll process.

Plans are in place to consider implementing other modules of the system, such as performance management and professional development, in tandem with ongoing projects such as the review of the organization-wide competency-based performance management framework and the Integrated Learning Program.

Finance

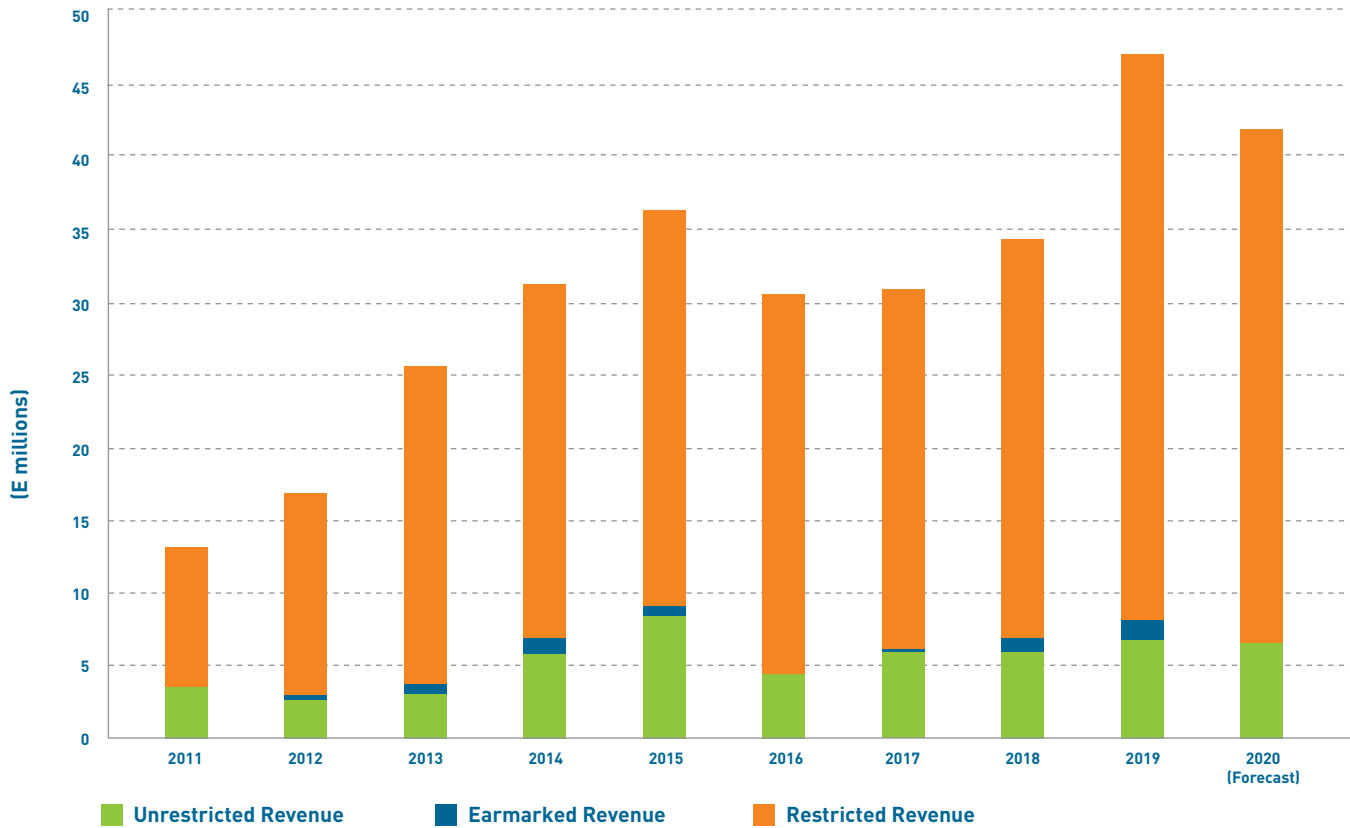
In 2019, the audited financial statements were prepared following the International Public Sector Accounting Standards (IPSAS) for the first time. IPSAS adoption helps IDLO fulfil its strategic aims of accountability and transparency by ensuring that financial results are comparable to those of similar organizations.

The adoption of the Reserves Policy allows IDLO to manage its growth more effectively. The introduction of earmarked funds ensures that budget approved for institutional programs is carried forward to future years. The operational fund enables IDLO to respond to project needs and manage growth with greater effectiveness.

The results for 2019 reflect income levels that exceed the budget forecast by 24% while program implementation exceeded budgets by 31%. As the audit was being finalized, events related to the COVID-19 pandemic were beginning to unfold. At this time, it is still unclear what the impact on IDLO activities will be.

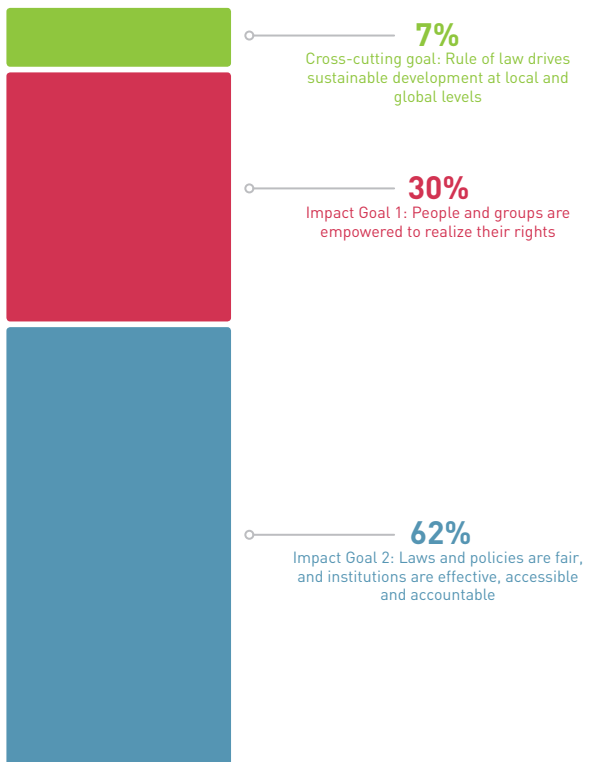
Revenue 2011 – 2020 (f) (million euro)

Graph 1



Program implementation by Strategy 2020 goals

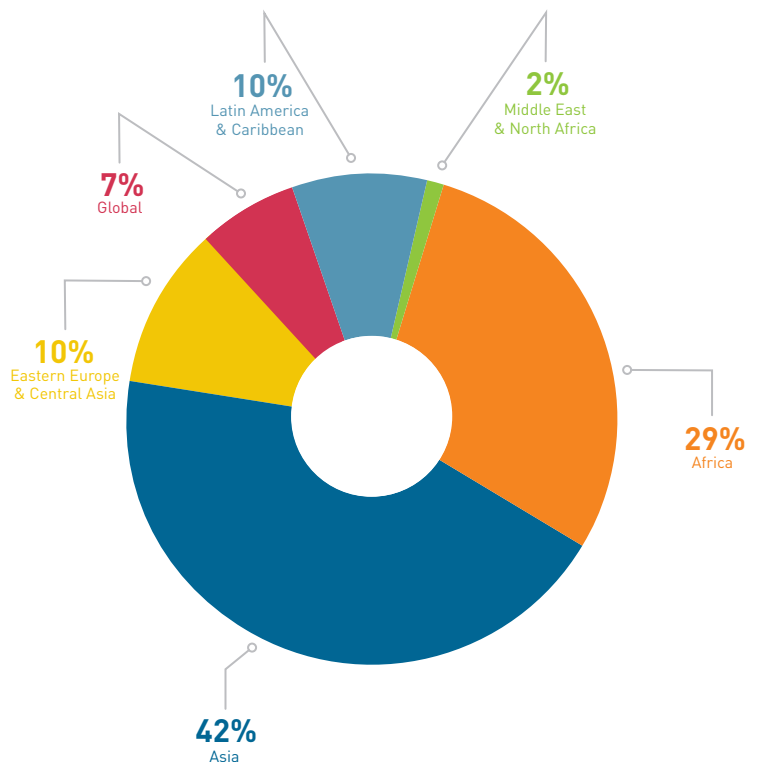
Graph 2



Program Revenue by region – 2019

Graph 3

100% = 41,184,481 euros



In 2019, IDLO's financial partners were:**Governments of:**

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

- Bill and Melinda Gates Foundation
- British Council
- European Bank for Reconstruction and Development
- European Union
- Kuwait Fund for Arab Economic Development
- Netherlands Institute of International Relations "Clingendael"
- OPEC Fund for International Development
- Secretariat of the Convention on Biological Diversity
- SwedBio Stockholm Resilience Centre
- UN Children's Fund
- UN Development Programme
- UN Department of Economic and Social Affairs
- ViiV Healthcare

Programs at a glance

In 2019, IDLO implemented 85 projects and programs to help countries accelerate progress in advancing peaceful and inclusive societies as a foundation for sustainable development, in line with its Strategy 2020 and the vision of the 2030 Agenda.



Afghanistan



Supporting Access to Justice in Afghanistan (SAJA) – Phase II

Development Partner: United States Department of State

Program Duration: 1 October 2017 – 28 February 2020

Total Program Budget: EUR 13,842,282

Action Goals: AG1, AG2, AG4



Reducing the Impact of Insecurity on Afghanistan's Legal System (RIIALS)

Development Partner: United States Department of State

Program Duration: 2 August 2019 – 1 February 2022

Total Program Budget: EUR 11,013,750

Action Goals: AG1, AG2, AG3, AG4, AG5, AG6



Continuing Professional Development Support (CPDS)

Development Partner: United States Department of State

Program Duration: 6 February 2018 – 5 April 2020

Total Program Budget: EUR 6,371,620

Action Goals: AG4

Armenia



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

Development Partner: European Bank for Reconstruction and Development

Program Duration: 4 December 2018 – 4 May 2020

Total Program Budget: EUR 225,000

Action Goals: AG4, AG5



Judicial Capacity Building: New Code of Civil Procedure

Development Partner: European Bank for Reconstruction and Development

Program Duration: 1 January 2019 – 31 December 2020

Total Program Budget: EUR 150,000

Action Goals: AG4, AG5

The Bahamas



Fighting Corruption in The Bahamas

Development Partner: United States Department of State
Program Duration: 16 September 2019 – 15 September 2022
Total Program Budget: EUR 1,002,918
Action Goals: AG4, AG5

Bulgaria



Judicial Training on Implementation and Enforcement of Tax Legislation

Development Partner: European Bank for Reconstruction and Development
Program Duration: 30 April 2018 – 30 September 2019
Total Program Budget: EUR 70,000
Action Goals: AG5, AG6

The Gambia



Providing Support and Capacity Development to the Government of The Gambia on Negotiating Commercial and Investment Contracts and Understanding International Investment Dispute Settlement

Development Partner: International Development Law Organization
Program Duration: 31 October 2019 – 30 April 2020
Total Program Budget: EUR 75,000
Action Goals: AG5



Investment / Negotiation Support to the Republic of The Gambia

Development Partner: Kuwait Fund for Arab Economic Development
Program Duration: 1 October 2019 – 31 March 2020
Total Program Budget: EUR 40,000
Action Goals: AG5

Global



Global RECAP: Global Regulatory & Fiscal Capacity Building Programme

Development Partner: Swiss Agency for Development and Cooperation
Program Duration: 31 January 2019 – 31 December 2021
Total Program Budget: EUR 2,627,270
Action Goals: AG2, AG4, AG6



A Strategic Investment to Advance SDG 16 (IDLO Branch Office Den Haag 2019-2020)

Development Partner: Government of the Netherlands
Program Duration: 1 January 2019 – 31 March 2020
Total Program Budget: EUR 1,775,145
Action Goals: AG1, AG3, AG6



A Strategic Investment in Rule of Law Programming

Development Partner: Government of the Netherlands
Program Duration: 1 January 2018 – 31 March 2019
Total Program Budget: EUR 1,320,755
Action Goals: AG1, AG2, AG3, AG6



Investment Support Programme for the Least-Developed Countries

Development Partner: European Commission
Program Duration: 29 November 2019 – 28 November 2021
Total Program Budget: EUR 1,000,000
Action Goals: AG5



Global Capacity Building Program to Address Non-Communicable Diseases in Kenya, Tanzania, Uganda, Bangladesh and Sri Lanka

Development Partner: OPEC Fund for International Development
Program Duration: 1 October 2018 – 30 September 2021
Total Program Budget: EUR 854,993
Action Goals: AG2, AG4, AG6

Global



Eliminating Discriminatory Laws on Paper and in Practice in the Philippines and Sierra Leone

Development Partner: International Development Law Organization

Program Duration: 23 December 2019 – 22 December 2020

Total Program Budget: EUR 225,000

Action Goals: AG1, AG4, AG6



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

Development Partner: SwedBio Stockholm Resilience Center

Program Duration: 1 January 2018 – 31 December 2019

Total Program Budget: EUR 197,645

Action Goals: AG2, AG4, AG6



Knowledge Platform Security and Rule of Law (KPSRL) 2017-2020

Development Partner: Government of the Netherlands

Program Duration: 1 January 2017 – 31 December 2020

Total Program Budget: EUR 122,085

Action Goals: AG6



Capacity Building Program to Support the Implementation of the Nagoya Protocol - Part II

Development Partner: Secretariat of the Convention on Biological Diversity

Program Duration: 11 April 2019 – 30 August 2019

Total Program Budget: EUR 93,398

Action Goals: AG5, AG6



Peaceful, Just and Inclusive Societies: SDG 16 Implementation and the Path Towards Leaving No One Behind

Development Partner: United Nations Department of Economic and Social Affairs

Program Duration: 27 May 2019 – 29 May 2019

Total Program Budget: EUR 73,555

Action Goals: AG6

Honduras



Reducing Homicide through Access to Justice

Development Partner: United States Department of State

Program Duration: 21 July 2015 – 12 September 2020

Total Program Budget: EUR 6,500,437

Action Goals: AG1, AG2, AG4, AG6

Indonesia



Rule of Law Programming

Development Partner: Government of the Netherlands

Program Duration: 3 November 2014 - 31 July 2020

Total Program Budget: EUR 7,500,000

Action Goals: AG1, AG2, AG3, AG4, AG5, AG6

Jordan



Strengthening Capacity of National Partners in Economic Laws

Development Partner: Kuwait Fund for Arab

Economic Development

Program Duration: 1 March 2019 – 31 August 2020

Total Program Budget: EUR 260,000

Action Goals: AG5



Women Entrepreneurs' Access to Justice in Jordan

Development Partner: European Bank for Reconstruction and Development

Program Duration: 23 March 2017 – 30 August 2019

Total Program Budget: EUR 200,000

Action Goals: AG1, AG6



Commercial Mediation Action Plan - Phase I

Development Partner: European Bank for Reconstruction and Development

Program Duration: 24 June 2019 – 25 December 2020

Total Program Budget: EUR 150,000

Action Goals: AG5

Kenya



Development Engagement: Support to Human Rights, Access to Justice and Equality

Development Partner: Danish International Development Agency

Program Duration: 1 January 2016 – 30 June 2020

Total Program Budget: EUR 3,454,250

Action Goals: AG1, AG2, AG3, AG4, AG6



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

Development Partner: Swedish International Development Cooperation Agency

Program Duration: 1 September 2018 – 31 August 2021

Total Program Budget: EUR 2,860,522

Action Goals: AG2, AG3, AG4, AG5, AG6



Supporting Commercial Justice Sector Reforms

Development Partner: Government of the Netherlands

Program Duration: 1 July 2017 – 31 December 2020

Total Program Budget: EUR 2,683,040

Action Goals: AG4, AG5



Justice Sector Reforms to Enhance Access to Justice

Development Partner: Government of the Netherlands

Program Duration: 1 January 2017 – 31 December 2019

Total Program Budget: EUR 1,200,000

Action Goals: AG1, AG4



Strengthening Capacity of the Kenyan Judiciary for Efficient Electoral Disputes Resolution in 2017 General Elections

Development Partner: United Kingdom Department for International Development

Program Duration: 6 March 2017 – 30 June 2019

Total Program Budget: EUR 530,920

Action Goals: AG2, AG4, AG6

Kyrgyzstan



Increasing Public Trust in the Judiciary

Development Partner: United States Agency for International Development

Program Duration: 20 March 2018 – 19 March 2020

Total Program Budget: EUR 2,034,119

Action Goals: AG1, AG2, AG4, AG6



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

Development Partner: United States Department of State

Program Duration: 6 February 2018 – 5 February 2020

Total Program Budget: EUR 401,981

Action Goals: AG4



Bailiff Service Capacity Building and Impact Assessment – Part I

Development Partner: European Bank for Reconstruction and Development

Program Duration: 4 September 2017 – 4 September 2020

Total Program Budget: EUR 400,000

Action Goals: AG4, AG5



Rule of Law Programme in the Kyrgyz Republic - Phase II

Development Partner: European Union

Program Duration: 1 May 2018 – 31 March 2020

Total Program Budget: EUR 340,883

Action Goals: AG4



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

Development Partner: European Bank for Reconstruction and Development

Program Duration: 11 May 2017 – 30 June 2020

Total Program Budget: EUR 198,460

Action Goals: AG4, AG5

Kyrgyzstan



Commercial Mediation

Development Partner: European Bank for Reconstruction and Development

Program Duration: 12 June 2017 – 12 November 2019

Total Program Budget: EUR 150,000

Action Goals: AG1, AG3, AG4, AG5



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

Development Partner: United States Department of State

Program Duration: 6 November 2018 – 31 December 2019

Total Program Budget: EUR 71,094

Action Goals: AG4

Liberia



Fighting Trafficking in Persons

Development Partner: United States Department of State

Program Duration: 25 September 2019 – 24 September 2021

Total Program Budget: EUR 1,823,486

Action Goals: AG1, AG2, AG4



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

Development Partner: United States Department of State

Program Duration: 14 February 2018 – 30 November 2019

Total Program Budget: EUR 794,606

Action Goals: AG1, AG2, AG4, AG5, AG6



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

Development Partner: United Nations Development Programme

Program Duration: 1 October 2018 – 31 August 2019

Total Program Budget: EUR 219,714

Action Goals: AG1, AG2, AG3, AG4, AG5, AG6

Mali



Strengthening the Criminal Justice Chain in the North of Mali

Development Partner: Government of the Netherlands

Program Duration: 1 December 2015 – 31 May 2020

Total Program Budget: EUR 4,909,645

Action Goals: AG1, AG2, AG3, AG4

Mexico



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

Development Partner: United States Department of State

Program Duration: 15 September 2017 – 14 September 2021

Total Program Budget: EUR 15,716,895

Action Goals: AG4

Moldova



Commercial Mediation and Arbitration – Phase IV

Development Partner: European Bank for Reconstruction and Development

Program Duration: 28 August 2018 – 28 August 2021

Total Program Budget: EUR 1,203,925

Action Goals: AG4, AG5, AG6

Mongolia



Strengthening the Response to Gender-Based Violence in Mongolia

Development Partner: Government of Canada

Program Duration: 10 January 2019 – 30 September 2022

Total Program Budget: EUR 1,969,282

Action Goals: AG1, AG2

Mongolia



Competition: Legal Reform and Institutional Capacity Building

Development Partner: European Bank for Reconstruction and Development

Program Duration: 4 February 2019 – 1 February 2021

Total Program Budget: EUR 350,000

Action Goals: AG4, AG5, AG6



Strengthening the Domestic Violence Response in Mongolia

Development Partner: United States Department of State

Program Duration: 4 August 2017 – 31 March 2020

Total Program Budget: EUR 338,120

Action Goals: AG1

Montenegro



Capacity Building for the Montenegro Agency for the Protection of Competition

Development Partner: European Bank for Reconstruction and Development

Program Duration: 23 November 2017 – 30 April 2020

Total Program Budget: EUR 249,939

Action Goals: AG4, AG5

Myanmar



Support to Rule of Law Centres

Development Partner: United Kingdom Department for International Development

Program Duration: 5 July 2019 – 30 June 2021

Total Program Budget: EUR 2,045,692

Action Goals: AG1, AG2, AG3, AG4, AG6



Phase III of the Rule of Law Centres Initiative

Development Partner: United Nations Development Programme

Program Duration: 1 January 2018 – 30 June 2019

Total Program Budget: EUR 1,617,267

Action Goals: AG1, AG2, AG4, AG6

Myanmar



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

Development Partner: United States Department of State

Program Duration: 24 September 2018 – 23 September 2020

Total Program Budget: EUR 861,400

Action Goals: AG1, AG2, AG3, AG4



Support the Development of Rules for the New Child Rights Law

Development Partner: United Nations Children's Fund

Program Duration: 11 November 2019 – 31 October 2020

Total Program Budget: EUR 538,620

Action Goals: AG4, AG5, AG6



Rule of Law Centres Project

Development Partner: Government of Denmark

Program Duration: 5 July 2019 – 30 June 2020

Total Program Budget: EUR 535,728

Action Goals: AG1, AG2, AG3, AG4, AG6



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

Development Partner: European Union

Program Duration: 1 February 2018 – 31 May 2019

Total Program Budget: EUR 399,298

Action Goals: AG1, AG2, AG3, AG4, AG6



Rule of Law Centres Programme in Rakhine

Development Partner: United Nations Development Programme

Program Duration: 1 September 2018 – 30 June 2019

Total Program Budget: EUR 381,956

Action Goals: AG1, AG2, AG4, AG6

Pakistan



Development of a Rule of Law Reform Roadmap for the Supreme Court

Development Partner: The Asia Foundation

Program Duration: 1 September 2018 – 30 June 2019

Total Program Budget: EUR 17,228

Action Goals: AG4, AG6

Philippines



Enhancing the Institutional Capacity of Prosecutors - Phase III

Development Partner: United States Department of State

Program Duration: 28 February 2019 – 27 August 2020

Total Program Budget: EUR 1,615,297

Action Goals: AG4, AG6



Enhancing the Institutional Capacity of Prosecutors – Phase II

Development Partner: United States Department of State

Program Duration: 29 September 2017 – 28 February 2019

Total Program Budget: EUR 764,117

Action Goals: AG4



GOJUST: Gender and Social Inclusion Assessment of the Justice Sector

Development Partner: European Union

Program Duration: 15 November 2018 – 28 February 2019

Total Program Budget: EUR 24,000

Action Goals: AG1, AG4



GOJUST: Support to Study Tour on an Integrated Criminal Justice System

Development Partner: European Union

Program Duration: 1 August 2019 – 1 October 2019

Total Program Budget: EUR 19,200

Action Goals: AG4

Romania



Commercial Law Judicial Training

Development Partner: European Bank for Reconstruction and Development

Program Duration: 12 January 2018 – 30 December 2020

Total Program Budget: EUR 200,000

Action Goals: AG4, AG5

Rwanda



Strengthening the Rwandan Judicial Institutions in International Criminal Law

Development Partner: Government of the Netherlands

Program Duration: 1 December 2019 – 30 June 2021

Total Program Budget: EUR 450,000

Action Goals: AG2, AG4



Training Programme for Rwandan Judiciary

Development Partner: Government of the Netherlands

Program Duration: 1 December 2018 – 31 October 2019

Total Program Budget: EUR 220,221

Action Goals: AG2, AG4

Sahel Region



Integrated Support to the Criminal Justice Systems in Mali, Burkina Faso and Niger

Development Partner: Government of the Netherlands

Program Duration: 1 December 2019 – 31 August 2024

Total Program Budget: EUR 18,451,061

Action Goals: AG1, AG3, AG4



Integrated Support to Criminal Justice Systems - Start-Up Phase

Development Partner: Government of the Netherlands

Program Duration: 1 March 2019 – 30 September 2019

Total Program Budget: EUR 178,940

Action Goals: AG1, AG3, AG4

Serbia



Commercial Mediation - Phase II: Comparative Analysis

Development Partner: European Bank for Reconstruction and Development

Program Duration: 15 May 2019 – 30 April 2020

Total Program Budget: EUR 50,000

Action Goals: AG4, AG5, AG6

Somalia



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

Development Partner: European Union

Program Duration: 10 August 2017 – 8 December 2020

Total Program Budget: EUR 2,967,280

Action Goals: AG1, AG2, AG4



Somalia Joint Justice Program

Development Partner: United Nations Development Programme

Program Duration: 1 September 2018 – 31 January 2020

Total Program Budget: EUR 2,774,577

Action Goals: AG1, AG3, AG4



Capacity Building of the Financial Reporting Center

Development Partner: United States Department of State

Program Duration: 29 September 2017 – 29 March 2020

Total Program Budget: EUR 2,444,595

Action Goals: AG4, AG5



Supporting Somali Justice Institutions to Combat Complex Crimes

Development Partner: United States Department of State

Program Duration: 14 May 2018 – 13 May 2020

Total Program Budget: EUR 1,927,060

Action Goals: AG1, AG4

Somalia



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

Development Partner: United States Department of State

Program Duration: 25 September 2018 – 31 July 2020

Total Program Budget: EUR 1,507,450

Action Goals: AG1, AG2, AG3



Alternative Dispute Resolution Somalia

Development Partner: Government of the Netherlands

Program Duration: 1 January 2019 – 31 August 2020

Total Program Budget: EUR 1,499,977

Action Goals: AG1, AG4, AG5



Reforming and Modernizing the Alternative Dispute Resolution System to Enhance the Rule of Law and Access to Justice

Development Partner: European Union

Program Duration: 28 July 2017 – 27 September 2019

Total Program Budget: EUR 699,998

Action Goals: AG1, AG3, AG4

Tajikistan



Justice Sector Capacity Building

Development Partner: European Bank for Reconstruction and Development

Program Duration: 4 September 2017 – 4 September 2019

Total Program Budget: EUR 70,000

Action Goals: AG5



Commercial Mediation - Phase II: Capacity Building of the Mediation Centre of the Chamber of Commerce and Industry

Development Partner: European Bank for Reconstruction and Development

Program Duration: 20 May 2019 – 20 May 2020

Total Program Budget: EUR 44,894

Action Goals: AG4, AG5

Tunisia



Empowering Women to Access Justice and Claim Their Rights at the Local Level in Tunisia

Development Partner: Government of the Netherlands

Program Duration: 1 January 2019 – 31 December 2020

Total Program Budget: EUR 700,000

Action Goals: AG1, AG2, AG4, AG5, AG6



Strengthening Institutional Capacity for Investment Agreements

Development Partner: Kuwait Fund for Arab Economic Development

Program Duration: 1 March 2019 – 29 February 2020

Total Program Budget: EUR 250,000

Action Goals: AG4, AG5



Women Delivering Justice: Strengthening the Capacities of Women Justice Professionals for Gender-Responsive Justice Delivery and Policy Making

Development Partner: Government of Italy

Program Duration: 1 January 2018 – 31 January 2019

Total Program Budget: EUR 213,017

Action Goals: AG1, AG2, AG4



Commercial Law Judicial Training on Intellectual Property: Training of Trainers and Mentoring

Development Partner: European Bank for Reconstruction and Development

Program Duration: 25 July 2016 – 2 March 2020

Total Program Budget: EUR 151,000

Action Goals: AG4, AG5



Capacity Building on Competition Law Matters

Development Partner: European Bank for Reconstruction and Development

Program Duration: 1 February 2018 – 30 November 2019

Total Program Budget: EUR 150,000

Action Goals: AG4, AG5

Uganda



Community Justice Programme

Development Partner: Government of Sweden

Program Duration: 1 December 2018 – 30 November 2023

Total Program Budget: EUR 14,819,253

Action Goals: AG1, AG2, AG3, AG4

Ukraine



Supporting Criminal Justice Sector Reform – Phase II

Development Partner: United States Department of State

Program Duration: 31 May 2017 – 28 February 2019

Total Program Budget: EUR 1,532,881

Action Goals: AG2, AG4, AG6



Supporting Criminal Justice Reform – Phase III

Development Partner: United States Department of State

Program Duration: 14 February 2019 – 13 February 2020

Total Program Budget: EUR 976,572

Action Goals: AG2, AG4



Supporting the Establishment of Ukraine's High Anti-Corruption Court

Development Partner: United States Department of State

Program Duration: 13 August 2018 – 12 February 2020

Total Program Budget: EUR 803,674

Action Goals: AG4



Bailiff Service Capacity Building: Strengthening the Enforcement of Court Decisions – Phase II

Development Partner: European Bank for Reconstruction and Development

Program Duration: 15 December 2018 – 15 December 2020

Total Program Budget: EUR 280,000

Action Goals: AG4, AG5, AG6

Ukraine



Training on Competition and State Aid

Development Partner: European Bank for Reconstruction and Development

Program Duration: 13 August 2019 – 29 January 2021

Total Program Budget: EUR 150,000

Action Goals: AG1, AG4, AG5, AG6

Yemen



Strengthening the Capacity to Investigate Human Rights Violations

Development Partner: Government of the Netherlands

Program Duration: 1 November 2018 – 30 April 2020

Total Program Budget: EUR 582,000

Action Goals: AG4

Endnotes

- 1 Unless otherwise specified, all figures are IDLO-sourced.
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- 3 UNFPA, *Breaking the Silence for Equality: 2017 National Study on Gender-Based Violence in Mongolia*, 2018, accessed on 26 March 2020 at: <https://mongolia.unfpa.org/en/publications/breaking-silence-equality-2017-national-study-gender-based-violence-mongolia>.
- 4 Urchuud.
- 5 Pew Research Center, *Religion and Religious Life, Religious Composition by Country, 2010–2050*, accessed on 26 March 2020 at: <https://www.pewforum.org/2015/04/02/religious-projection-table/2020/percent/all/>.
- 6 www.net.kg.
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- 10 Jordan Enterprise Development Corporation, *Women Entrepreneurship in Jordan*, 2017, accessed on 26 March 2020 at: <https://www.gemconsortium.org/report/women-entrepreneurship-in-jordan-2016-2017-women-empowerment>.
- 11 EBRD–IDLO, *Research Study, Women Entrepreneurs' Access to Justice: Study Findings: Jordan*, accessed on 26 March 2020 at: https://www.idlo.int/sites/default/files/pdfs/publications/report-we_atoj-jordan-final.pdf.
- 12 World Bank, *Women, Business, and the Law 2018*, accessed on 16 April 2020 at: <http://documents.worldbank.org/curated/en/926401524803880673/Women-Business-and-the-Law-2018>.
- 13 UN Women, IDLO, World Bank, Task Force on Justice, *Justice for Women: High-level Group Report*, accessed on 26 March 2020 at: https://www.idlo.int/sites/default/files/pdfs/publications/Justice-for-Women_Full-Report-English.pdf.





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