



# INTERNATIONAL DEVELOPMENT LAW ORGANIZATION

Creating a Culture of Justice



ANNUAL REPORT 2022



## Who we are

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The International Development Law Organization (IDLO) is the only global intergovernmental organization exclusively devoted to promoting the rule of law to advance peace and sustainable development.

IDLO partners with governments and people to reform laws and strengthen institutions to make justice systems fairer and more effective. Our programmes, research and policy advocacy cover the spectrum of the rule of law from peace and institution building to social development and economic recovery, including in countries emerging from conflict and striving towards democracy.

## Our vision

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A world in which every person lives in dignity and equality under the rule of law.

## Our mission

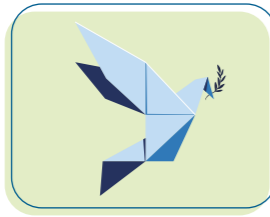
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We champion people-centred justice and promote the rule of law to advance sustainable development and help build more peaceful, inclusive and resilient societies.

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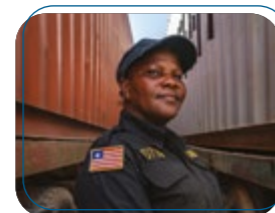


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# Foreword



The past year was characterised by crises, ranging from the devastating impact of the global pandemic to the exacerbation of existing inequalities, the escalation of conflicts, climate disasters, and the erosion of trust in institutions. Justice systems have come under tremendous pressure from insecurity, corruption, human rights violations, and attacks on the independence of the judiciary.

The rule of law can be a powerful force for peace and sustainable development and has rarely been more relevant to addressing global challenges. The theme of our Annual Report, "Justice in Crisis", focuses on the critical role that justice plays in restoring hope, stability, and resilience in our societies. It is during times of crisis that the importance of justice becomes even more pronounced, serving as a guiding light amidst uncertainty, and providing a solid foundation for rebuilding and progressing towards a more just and sustainable future.

This Report highlights IDLO's efforts to advance justice, rule of law, and sustainable development in 2022. With over half of IDLO's operations carried out in fragile contexts, it shows that despite the challenges we face, progress is possible, even in times of crisis.

Leveraging our expertise, partnerships, and integrated programmes, research, and policy advocacy, we strived to ensure that people are at the centre of justice systems and justice remains at the heart of sustainable development. From Afghanistan to Ukraine, IDLO supported partners to strengthen legal systems, enhance access to justice, promote gender equality, combat corruption, and work towards climate justice. We helped countries to promote rule of law-based solutions to complex development challenges ranging from economic inclusion to food insecurity and pandemic preparedness.

The path to more peaceful, just, and inclusive societies is not without obstacles. The report also sheds light on the gaps and vulnerabilities that persist,

underscoring the need for sustained commitment and collective action. It serves as a reminder that justice in crisis requires comprehensive, inclusive, and targeted responses that leave no one behind.

None of this would have been possible without the support of our members and partners, and the dedication of IDLO colleagues around the world. I hope you will also be inspired, as I was, by the resilience of individuals and communities who continue to seek justice and uphold the rule of law, even in the most challenging circumstances.

Together, let us embrace the challenges before us, confident that justice, when placed at the core of our response to crisis, can serve as a catalyst for positive change. Let us work hand in hand to build more just, equitable, and resilient societies, where the principles of fairness, accountability, and access to justice are not compromised, even in the face of adversity.

*Jane Beagle*  
Director-General

# Strategic Plan 2021-2024



# Justice in crisis



## How can IDLO ensure access to justice in times of crisis?

That was a question the organization had to answer throughout 2022 as the outbreak of armed conflict, the increasingly severe effects of climate change and the lingering effects of COVID-19 generated greater justice needs even as it limited the ability of individuals and institutions to address them. This emerging reality, coupled with the ongoing global backlash against human rights and multilateralism and the erosion of trust in governments and institutions, underscored the critical relevance of IDLO's mandate.

Despite the challenges posed by global volatility, in 2022 IDLO was able to make significant contributions by harnessing the rule of law as a powerful force for peace and sustainable development. This required not only the agility to adapt our

operations to new realities while ensuring the continuation of longstanding initiatives but also the ability to leverage strong partnerships and adopt innovative approaches.

While this trend is evident throughout this Annual Report, a special section on "Justice in Crisis" provides a more in-depth perspective, drawing from our work in Afghanistan, East Africa, the Sahel and Ukraine. These stories show how adaptability, innovation and collaboration are central to IDLO's approach and present a snapshot of our work to promote the rule of law in moments of crisis. As these situations continue to evolve, IDLO will apply the lessons learned from our work to ensure to the best of our ability that justice can be delivered.

## Pivoting to deliver justice in wartime Ukraine

When explosions shattered towns across Ukraine on 24 February 2022, signalling the start of a full-scale invasion, the country's needs for justice entered a new and urgent phase.

Besides taking a devastating human toll, the invasion represented a crisis of justice, one with far-reaching reverberations for human rights, the rule of law and international peace and stability.

Since 2015, IDLO has been championing national, regional and local-level anti-corruption reforms in Ukraine in close partnership with various ministries, agencies and regional state administrations. We were able to leverage the strategic partnerships and knowledge of the local context developed through programming on the ground to quickly pivot to focus on emerging needs.

For instance, the sudden eruption of an international armed conflict, and the ensuing surfacing of allegations of extensive violations of international human rights, posed an unprecedented challenge for Ukraine's Office of the Prosecu-



tor General (OPG). With the number of alleged war crimes mounting (upwards of 85,000 violations have been logged at the time of printing), swift action was needed to ensure the OPG was equipped with the tools and expertise to investigate

and prosecute international crimes. In response to these new challenges, IDLO adapted its support to the OPG to assist them with the emerging issues and ensure they could continue delivering justice and fighting corruption.

## Supporting partners in interpreting and applying the law to alleged violations of environmental war crimes



When oil and gas depots and infrastructure such as pipelines are shelled during war, toxins can leak into the soil and groundwater, causing harm to ecosystems and human health. The direct targeting of such facilities can qualify as exploiting the environment as a weapon. Speaking at IDLO's Assembly of Parties Partnership Forum in November 2022, Ukraine's Prosecutor-General, Andriy Kostin, called the environment "the silent victim of this war".

One of the unique aspects of IDLO's work in Ukraine since the start of the invasion has been its support to the OPG in investigating and charging these alleged violations as environmental war crimes. As early as March 2022, we mobilized resources to provide

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IDLO mobilized resources to provide legal advice to both the OPG and SEPO on war crimes and the legal framework applicable to international armed conflict

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legal advice to both the OPG and the Specialized Environmental Prosecution Office (SEPO) on war crimes and the legal framework applicable to international armed conflict. SEPO's mandate includes investigating and prosecuting crimes committed during the ongoing war that directly target the natural environment or where the environment suffers excessive collateral damage.

IDLO has developed Ukraine's capacity to use international humanitarian and criminal law to protect the natural environment and installations such as nuclear reactors and apply the rules governing the conduct of hostilities, including the protection of civilians. SEPO is now equipped to frame the causing of contamination and lethal injuries as possible war crimes.

## Fighting corruption with renewed purpose

IDLO's ongoing work in Ukraine to champion anti-corruption reforms became more significant and challenging following the invasion. With infrastructure damaged or destroyed by the war, timely and seamless reconstruction efforts became paramount. IDLO worked with the country's Architecture Inspection to cut red tape and establish necessary checks and balances. This has helped maintain incentives for construction businesses and bolster licensing and public procurement rules to minimize the chances for corruption and prevent compromised safety standards.

To curb corruption risks and help ensure the uninterrupted supply of food and other critical goods in the absence of safe air and sea traffic, IDLO worked with Ukraine's State Service of Transport Safety and the Ministry of Infrastructure to assess a new system for coordinating volunteers and cargo drivers and tracking the inventory of humanitarian aid.

Tackling corruption is a prerequisite for Ukraine to join the European Union. One required reform is to appoint a new head of the Specialized Anti-Corruption Prosecutor's Office (SAPO). In 2022, IDLO assisted an 11-member multinational selection commission to identify the most suitable candidate for this role.

IDLO is continuing to provide similar expert and logistical assistance to two other multinational selection commissions carrying out competitive recruitments for leadership positions at the National Anti-Corruption Bureau of Ukraine (NABU) and the Asset Recovery and Management Agency (ARMA).

## Continuing critical judicial administration reforms

While prioritizing its support for Ukraine's capacity to investigate war crimes and fight corruption, IDLO has remained committed to its ongoing work to support key justice sector reforms.

The invasion disrupted the reestablishment of Ukraine's High Council of Justice (HCJ) and High Qualification Commission of Judges (HQCJ), two authorities that are key to ensuring the judiciary's efficiency and independence. To minimize interruptions and delays in staffing these justice institutions,

*"IDLO's timely support has enabled vital institutions to operate with integrity and professionalism, which also helps pave the way for the country's accession to the European Union."*

IDLO provided logistical and technical assistance to help vet candidates. Drawing on teleworking experiences during the COVID-19 pandemic, IDLO lawyers and interpreters together with international and Ukrainian commissioners resumed their work remotely, preserving the transparency and integrity of the recruitment process.

IDLO's timely support has enabled these vital institutions to operate with integrity and professionalism, which also helps pave the way for the country's accession to the European Union.

*"We are immensely grateful for IDLO's continuous support of the reforms in the prosecution service, throughout seven years of our partnership, aimed at strengthening the efficiency of our institution. For our part, we will continue to fight in legal battles for justice and accountability, for securing the world order and for a prevailing sense of the rule of law over the rule of force."*

Prosecutor-General Kostin

By supporting the Government to tackle corruption, IDLO is helping not only to increase transparency and good governance but also to ensure that the country is best positioned to address its long-term justice and recovery needs.

## Enhancing trust and human rights across the criminal justice chain in the Sahel

Scarce access to justice may diminish confidence in judicial institutions. In the Sahel, the lack of justice and human rights, combined with the mounting effects of climate change-induced droughts, has led to instability and democratic backsliding. Many justice seekers and litigants choose to settle disputes through customary and informal justice mechanisms, not all of which uphold core human rights principles.

Against this background, IDLO is working to build trust and respect for human rights across the criminal justice chain by reinforcing coordination and collaboration among its various actors.

One way we have done this is by helping to establish consultation frameworks for the Cadres de Concertation (CdCs), which operate at the courts of first instance level. They serve as a platform for prosecutors, law enforcement officials, court and prison administrators, traditional leaders, women-led organizations and civil society to come together and identify key challenges, formulate innovative solutions and exchange good practices on justice-related issues.

In Burkina Faso, a series of coups had exacerbated the country's justice gap and precipitated a decline in the rule of law. With crimes, violence and human rights violations going unchecked, the country risked becoming a breeding ground for the expansion of violent extremist armed groups and criminal networks.

Conscious of this context and the climate of mistrust and tension around the criminal justice system, IDLO worked to establish three new CdCs: two in the capital of Ouagadougou and one in the country's second-largest city of Bobo-Dioulasso. The latter has already helped to improve communication between judicial prosecution and Officer de Police Judiciaire (OPJ) investigation units, two groups that rarely met previously.

"The consultation framework is truly a first in terms of its format and the discussions that took place," said Vincent Konombo, Director of the Prison of Bobo Dioulasso. "This will revolutionize things and positively change the relationship between the prosecution and the different categories of OPJ. I think that all of this is for the benefit of the justice seekers; it is for the happiness of society."

IDLO supported the CdCs in delivering training activities to build justice sector capacities on themes ranging from holistic services to care for survivors of gender-based violence to the provision of legal aid and the conduct of criminal investigations involving minors. The trainings offered the opportunity for exchange, resulting in the standardization of good practices.

IDLO also continued to support previously established CdCs in Dori, Fada and Ouahigouya. In the north-eastern city of Dori, the recent closure of the court of first instance (TGI) had left justice seekers without legal recourse and further complicated the interaction between OPJ investigation sub-units and the judicial prosecution. In response, IDLO trained civil society organizations (CSOs) and OPJ investigators and initiated a reflection workshop



with local justice actors. They discussed how to support the CdC to continue its activities, which subsequently allowed magistrates to return to Dori and attend to urgent and pending cases.

Ange Millogo, the former Substitute of the Prosecutor of Dori's TGI and Vice President of Dori's Legal Aid Commission, took part in two IDLO-supported legal assistance trainings. "These trainings have had a serious impact on the functioning of the Legal Aid Commission (CAJ) of Dori," he said. "They gave a boost to the CAJ, which since then has engaged with the mayors within the jurisdiction of the Court of Dori to showcase information on the legal aid fund."

In Ouahigouya, the CdC helped foster trust between the Prosecutor and OPJ investigation units through enhanced coordination and information sharing, in what Ouahigouya Prosecutor and CdC President Didier Bonkougou called "a substantial success of collaboration and communication of the actors of the penal chain". This collaboration was exemplified by the CdC's development of liaison forms that allow army and justice actors to share information and improve the management of cases where suspected terrorists are arrested by the army and transferred to investigation units.

Through training sessions on criminal law and a visit to the local prison, the Ouahigouya CdC – in collaboration with local CSOs – was also able to improve coordination between civil society and justice officials. Paul Ramde, Provincial Coordinator of Association Monde Rural in Yako, told IDLO that seeing how the prison functioned "helped to restore some trust between the [justice] actors and us, as CSOs, because most of the time we are afraid to approach them. I would say thank you very much for the initiative and congratulations to the members of the CdC."

## Adapting efforts to deliver justice in Afghanistan



The Taliban takeover of Afghanistan in August 2021 severely impacted the country's justice sector and created an increasingly hostile environment for advancing the rule of law and access to justice.

Due to the shattered legal framework, Afghans lost access to the justice system and to critical institutions. The country faced a significant "brain drain", with many civil society actors, as well as judges, prosecutors and defence lawyers who had been trained on the intricacies of the law, leaving the country for fear of retribution. The safety of those who remained hung in the balance, particularly Afghan women and girls who have since experienced a rapid rollback in the enjoyment of their rights.

Amidst this widespread instability and uncertainty, IDLO was faced with the challenge of how to adapt our long-standing programming in Afghanistan in a way that would meet the evolving needs of justice seekers while ensuring the utmost safety of its beneficiaries, staff and partners.

This meant reorienting its nearly two decades of work with the formal justice system. During that time, it had focused on assisting the country in developing accessible, accountable, effective and efficient justice sector institutions, with recent efforts centring largely on improving access to justice for vulnerable populations, especially women and girls and survivors of gender-based violence.

The country's newly volatile environment and the sanctions regime against the de facto authorities meant re-designing activities and transitioning to exclusive engagement with non-state justice actors, such as legal aid providers, CSOs and individual advocates and lawyers.

In May 2022, after conducting a series of fact-finding activities, IDLO initiated a phased return to its Afghanistan Country Office, with 90 of its personnel, 90 per cent of whom are Afghans, returning to work.

Initial activities focused on gaining a better understanding of the challenges and developments facing non-state justice actors on the ground. IDLO

conducted a mapping to determine their operating status and re-establish relationships. This was followed by the launch of a nationwide justice sector context assessment and an inaugural coordination conference with civil society representatives from across the country to talk about solutions to the myriad challenges they faced. Successfully convening these actors together under one roof and establishing a foundation of knowledge were crucial steps towards supporting civil society to remain an important part of the fabric of Afghan society.

Expanding on these activities, IDLO focused on capacity building, coordination and strategy development to support local civil society actors and legal aid service providers. These actors are essential to the safe and effective delivery of legal services, especially for the most vulnerable groups such as many women and girls.

For example, IDLO began organizing focus group-style dialogue sessions coupled with advocacy and negotiation trainings and capacity development for religious scholars, women advocates and civil society representatives. These centred on women's right to work, an area that, along with access to education, has seen major setbacks. IDLO conducted 14 such dialogues in 2022.

IDLO also continued to support a group of local advocates and legal aid providers across the country. The network has seen steady growth and continues to hold regular meetings facilitated by IDLO to coordinate the delivery of legal services and advocacy efforts, as well as to discuss best practices and the professional development of defence lawyers. IDLO assisted the network with the development of a strategic plan along with guidelines on improving interorganizational communications and engaging the de facto authorities on priority issues. IDLO also supported members in developing a brief that incorporated legal and sharia-based arguments on the propriety

of legal representation provided by the networks' advocates. This brief was shared with the de facto Ministry of Justice during a series of meetings that started in December 2022.

These advocacy efforts paved the way for the establishment of the Advocates High Commission by the de facto Ministry. This body will assist legal professionals to provide legal services and address challenges in representing clients.

Finally, in November 2022, IDLO launched the Afghanistan Rule of Law Observatory (ARLO), an interactive

website that monitors justice sector developments and provides independent and balanced analysis of, for example, changes in Afghan laws and policies. ARLO facilitates communication and coordination, including among civil society actors.

With these efforts, IDLO is working towards empowering Afghan non-state justice actors to serve the people of Afghanistan based on the supremacy of the rule of law. We remain firmly committed to continuing to deliver on these efforts as the situation evolves.

*"In May 2022, IDLO initiated a phased return to its Afghanistan Country Office, with 90 of its personnel, 90 per cent of whom are Afghans, returning to work."*

*"The Afghanistan Rule of Law Observatory (ARLO) facilitates communication and coordination, including among civil society actors."*



## Tackling the crisis of corruption



Corruption is a fundamental challenge to sustaining peace and achieving sustainable development. It has an inherently corrosive effect on societies, increasing inequality, undermining trust and fuelling discontent and insecurity. The world is experiencing a crisis of trust in public institutions when we can least afford it. Rebuilding peoples' confidence in government was highlighted as a major challenge by global leaders in the UN 75th Anniversary Declaration.

Corruption tends to occur at higher rates in countries experiencing conflict and can itself impact their ability to respond to emergencies. In a context where public trust in government and institutions is already waning, continued corruption threatens to derail the achievement of the Sustainable Development Agenda.

The rule of law is critical to that effort. It can help eliminate discrimination in law and in practice and enable institutions to better understand and meet people's needs. It can strengthen their ability to tackle corruption and to resolve grievances before they can fester into conflict.

IDLO assists countries around the world in taking comprehensive measures to prevent, investigate and prosecute corruption. Our anti-corruption programmes support the 2030 Agenda for Sustainable Development and contribute to the United Nations

Convention against Corruption, the UN's 75th Anniversary Declaration and the political declaration of the Special Session of the General Assembly Against Corruption (UNGASS).

In 2022, IDLO supported **Armenia, the Bahamas, Moldova, Mongolia and Somalia**, among other countries, with their respective anti-corruption agendas. In **Ukraine**, IDLO continued to work with the Government on anti-corruption reforms at the local, national and regional levels, ensuring transparency in reconstruction efforts and promoting the country's long-term recovery (see page 10).

In **Armenia**, IDLO supported the establishment of a new Specialized Anti-Corruption Court that is meant to play a central role in countering corruption. To ensure that the court upholds the highest standards of justice, IDLO assisted it to select staff and replenish the list of judges qualified to adjudicate anti-corruption cases. It also helped vet staff for managerial and investigative positions at the new Anti-Corruption Committee, which is mandated to investigate and combat corruption.

In addition, IDLO helped the Prosecutor General's Office Department for Confiscation of Property of Illicit Origin to enhance its long-term capacity to reliably, transparently and vigorously pursue civil procedures to confiscate property of illicit origin. This was done by participating in the selection

process of prosecutorial candidates, organizing an exposure visit to Italy and providing strategic advisory support, professional mentoring sessions and tailored English language classes for prosecutors.

In the **Bahamas**, IDLO assisted the Government to strengthen the integrity of public institutions with the aim of promoting the rule of law and good governance. Reforms are underway to align the country's legislation with international standards on institutional transparency, integrity and accountability by strengthening key areas including public disclosure, access to justice and whistleblower protections.

In **Moldova**, working with the Government, IDLO helped to launch the Independent Anti-Corruption Advisory Committee, a landmark step towards combatting endemic corruption. The Committee assesses chronic patterns of corruption and compiles evidence for actions to counter them. In 2022, IDLO helped the Committee publish and disseminate its first two reports: "The Offshore Republic: Review of Factors Leading to Systemic Fraud and Money Laundering in Moldova's Banking, Financial and Insurance Sectors" and "Disrupting Dysfunctionality: Resetting Republic of Moldova's Anti-Corruption Institutions".

**Mongolia** has long faced challenges in implementing anti-corruption reforms. Detection of cases has lagged, and prevention has been weak. Through IDLO's assistance, the country is working to address this. Drawing on longstanding ties with national justice sector agencies, IDLO probed a sensitive set of issues and found that inadequate clarity around the responsibilities of different institutions was a major stumbling block.

Even though Mongolia is committed to international conventions, it lacks a comprehensive legal and institutional framework to prevent and respond to corrupt practices, resulting in cases being lost in the system. To address this challenge, IDLO worked with national partners to assess these concerns, draft new legislation clarifying responsibilities and internal procedures and set quality standards and timelines for seeking international legal assistance in corruption cases.

Another concern has been the public perception of judicial corruption. To strengthen accountability and restore public trust, IDLO developed procedures for the newly established Judicial Disciplinary Committee to resolve cases of misconduct and hold fair and efficient disciplinary proceedings for judges.

Considering that the media play an important role in spotlighting corruption, IDLO organized a training for young journalists to build their capacity to conduct data analysis and online research. The training also provided an opportunity for members of the media to learn about Mongolia's Public Information Law and asset and income declarations. Participants gave high ratings to the course and went on to demonstrate their newly acquired skills by covering alleged corruption in recent housing developments, among other issues.

In **Somalia**, IDLO helped to institutionalize new digital platforms and data management systems that have bolstered compliance with financial reporting requirements.

In 2022, IDLO also increasingly engaged with policy forums on anti-corruption – including the 9th session of the Conference of States Parties to the UN Convention against Corruption and inter-sessional meetings as well as the Anti-Corruption working groups of the G20 and Organisation for Economic Co-operation and Development (OECD) – to promote learning and knowledge exchanges, build new partnerships and advocate for rule of law solutions.

### In 2022, IDLO:

*“Supported the establishment of a new Specialized Anti-Corruption Court in Armenia.”*

*“Engaged with policy forums on anti-corruption, including the Conference of States Parties to the UN Convention against Corruption and the Anti-Corruption working groups of the G20 and OECD.”*

*“Developed procedures for the newly established Judicial Disciplinary Committee in Mongolia.”*

## Working at the nexus of land conflict, climate justice and gender equality in East Africa



In many places across the East and Horn of Africa, farmers and herders are in fierce competition for land, water and other natural resources. Climate change-induced droughts and floods have limited the availability of fertile soil and grazing land, fuelling widespread hunger and displacement and sometimes sparking violent conflict within and between communities.

Women farmers play a key role in the sustenance of rural communities. As natural resource managers, they are responsible for effectively and efficiently using and managing land and other natural resources. And yet they own less than 10 per cent of the region's land.

At the nexus of these issues, a

complex crisis is unfolding with people's unmet demand for justice at its core. Without secure tenure, farmers and pastoralists – especially women and people from marginalized communities – will struggle to claim and control their land. In the absence of legal frameworks to protect natural resources and promote climate justice, communities risk being caught in ongoing cycles of food insecurity, lost livelihoods and environmental degradation.

Good governance and the rule of law play a pivotal role in addressing these challenges. For example, inclusive land laws and policies, capable land dispute resolution actors, and justice seekers who are empowered to protect their

*“There is tremendous scope for us to learn from experiences and expertise around the region...and to use this knowledge as a catalyst to promote the vision of a world where everyone lives with dignity, and equality, under the rule of law.”*

IDLO Director-General Jan Beagle in her opening remarks



rights are key to preventing and mitigating land conflicts. When local actors, including women and indigenous peoples, can participate in climate decision-making and drive environmental solutions, this can unlock transformative changes on alleviating poverty, ending hunger and promoting sustainability.

Tackling these interlinked issues was the driving force behind the High-Level Regional Conference on Land and Conflict in the East and Horn of Africa in October 2022. IDLO convened the conference in Kampala, Uganda, together with the Inter-Governmental Authority on Development (IGAD) and national and regional justice institutions (see P. 19).

The Conference was held alongside two further events centred on land, gender and justice: the 17th International Association of Women Judges (IAWJ) Africa Region Conference (see P. 18); and the Second Annual East African Court of Justice (EACJ) Judicial Conference (see P.19). Together, they laid the foundations for East Africa Justice Week, a unique opportunity for IDLO and its partners to promote dialogue on the region's need for effective pathways to reduce land-related conflict, provide an enabling environment for women to enhance equal justice for all and adopt emerging best practice in land-related resource management and dispute resolution.

The Justice Week drew some 1,000 participants, both in-person and online, including ministers, senior government officials, chief justices, judges, legal professionals and experts from 17 countries, with either the President or Vice President of Uganda present at all three events.

*“It is important that we put in place measures to ensure sustainable land use. This requires adequate and inclusive land laws and policy frameworks, capable, legitimate institutions for allocating land and resolving disputes, access to justice for those seeking to protect their land rights, empowered communities, and spaces to allow civil society and other stakeholders to voice their views and concerns.”*

Uganda's Vice President Jessica Alupo in her remarks to the IAWJ Africa Region Conference.

*“On behalf of the Government of Uganda, I want to thank the International Development Law Organization for supporting IGAD towards resolving land conflicts in the region. I pray that Uganda will take the lead and ensure that the recommendations from this high-level meeting are incorporated in our National Land Policy.”*

Uganda's Minister of State (Land, Housing and Urban Development), Kania Obiga, in his closing remarks to the High-Level Regional Conference

*“This is a strong, collaborative engagement ... around a common agenda that puts land at the centre of climate change interventions, food security initiatives, as well as ... conflict provisions, peace agreements, peacebuilding, humanitarian [response] and development,”*

Daher Elmi, Director of Agriculture and Environment, IGAD at the High-Level Regional Conference.

## Tackling land conflict and climate justice

East Africa Justice Week kicked off with the **High-Level Regional Conference on Land and Conflict in the East and Horn of Africa**. The event was convened in partnership with Uganda's Ministry of Land, Housing and Urban Development, IGAD, the Open Society Foundations, Supporting Pastoralism and Agriculture in Recurrent and Protracted Crises and the International Land Coalition.

As the first-ever conference in Uganda specifically dedicated to land governance, the event was an opportunity for high-level policymakers to exchange experiences and lessons learned with a view to establishing both a regional agenda and a national policy that comprehensively respond to land conflicts.

To this end, representatives from Djibouti, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda signed a Joint Communiqué of the Sectoral Ministers Meeting on the Transformative Agenda on Land and Conflict in the East and Horn of Africa.

The Communiqué captured opportunities for further programming and partnership by identifying emerging solu-

tions around the themes of:

- Land use and management
- Conflict prevention and access to justice
- Capacity development and knowledge management
- Women's effective and meaningful participation in land governance and dispute resolution
- Climate change and natural resource management regional efforts and integration

During the Justice Week, IDLO and IGAD signed a memorandum of understanding (MoU) and hosted a Development Partners' Platform to discuss tailored interventions to address the week's outcomes.

Moving forward, IDLO will capitalize on its established partnerships with multiple justice sectors in the region to promote these transformative actions and to develop, in partnership with national and international stakeholders, projects and programmes to take the recommendations to the next level.

## Strengthening partnership and good practices in judiciaries

The **Second Annual East African Court of Justice Judicial Conference**, on "Transforming Access to Justice in the East African Community", convened Chief Justices from across the region to discuss emerging legal and judicial issues affecting courts and their users. The meeting offered new insights on how judges, judicial officers and lawyers can respond to challenges facing justice seekers.

At the close of the conference, participants issued a set of recommendations, outlining emerging solutions in six areas:

- Access to justice
- Modernization/digitization of the courts
- Alternative dispute resolution
- Judicial resource limitations and the effect on judicial efficiency
- The role of courts in effecting social and political change
- Legal professionalism – relations between judges and lawyers

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IDLO is capitalizing on its established partnerships with multiple justice sectors in East Africa to promote these transformative actions.”

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These included proposals to engage local communities through street law programmes, which educate young people about their legal rights and responsibilities, and the provision of legal aid services; recognizing and training actors at the intersection between customary justice practices and the formal justice system; and mainstreaming gender into the administration of justice. The recommendations also addressed financial efficiency and accountability; the vital role of legal systems in driving social and political change for justice seekers; and incorporating technology into the courts to help improve productivity and reduce case processing time.

IDLO is capitalizing on its established partnerships with multiple justice sectors in East Africa to promote these transformative actions and develop the necessary projects and programmes to address them, in partnership with national and international stakeholders.

## Women judges at the forefront



The **17th International Association of Women Judges (IAWJ) Africa Region Conference** took up the theme, "Women Judges Breaking the Barriers, Strengthening Institutions". The conference was attended both in-person and on-line by more than 300 IAWJ delegates from across Africa and around the world, including Benin, Côte d'Ivoire, Ethiopia, Ghana, Ireland, Kenya, Nigeria, South Africa, Uganda, the United Kingdom, the United Republic of Tanzania, the United States of America and Zambia.

"We want to see fairness and equity," said Justice Henrietta Wolayo, Uganda High Court Judge and President of the IAWJ – Uganda Chapter in an interview with IDLO during the conference. "It's good to have many women on board with that kind of mindset. And once they are also skilled in the process

of gender justice adjudication, then we shall create at the end of it a culture of gender justice."

Following three days of thematic sessions, delegates developed a set of resolutions, known as the Kampala Declaration, focused on law reform and victim-centred justice processes, mainstreaming the inclusion of women living with disabilities and ensuring justice delivery in sexual and gender-based violence cases, among other issues. These recommendations will guide IDLO as it continues to develop innovative interventions to support women in judicial leadership in the region.

The conference also marked the graduation of the National Association of Women Judges – Uganda to the International Association of Women Judges, Uganda Chapter, making it the 43rd member of that growing Association.

## Strategic Goal 1

# Ensuring justice systems are more effective and responsive to people's needs

At IDLO, we believe that justice is only possible when all people, whoever and wherever they are, can access it in their everyday lives. In times of crisis, the ability to resolve disputes, seek redress for human rights violations and access critical public services is particularly vital.

Our Strategic Goal of ensuring that justice systems are more effective and responsive to people's needs is therefore rooted in the concept of 'people-centred justice'. It focuses on reforms and innovations that will lead to greater access and inclusion based on an understanding of how people's diverse and specific circumstances impact their access to justice. This is essential to produce fairer and more satisfactory outcomes for all, and it drives IDLO's efforts to achieve its first three Strategic Objectives: empowering justice seekers, making laws and institutions work for people and reducing the justice gap for women and girls.



01

# Empowering justice seekers

In our work to support people and communities in accessing justice, IDLO focuses on reaching those most at risk of being left behind due to poverty, age, gender or any other driver of vulnerability. We deploy strategies such as providing legal information and assistance, working through customary and informal justice systems, promoting inclusive decision-making at the grassroots level and supporting local legal clinics. Our ultimate goal is to promote people-centred, inclusive justice that overcomes all barriers to legal protection and services.



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## Championing child protection and child rights in Mongolia amid the COVID-19 crisis



Across the world, movement restrictions, loss of income, isolation and high levels of anxiety during the COVID-19 pandemic triggered an exponential increase in violence against women and children. In Mongolia, calls to the National Child Helpline reporting emotional abuse and neglect soared, spotlighting an urgent need to scale up protections of children and their rights.

In consultation with the Government and with funding from the European Union, IDLO launched a programme, Mitigating the Impact of COVID-19 by Increasing Children's Access to Justice in Mongolia. This addresses the stark rise in cases of gender-based violence

and violence against children (VAC) in the country.

The programme has adopted creative ways to help children understand their rights and how to ask for help. Working with 13 CSOs in the eastern, western and central regions of the country, it provided 1,595 children with workbooks on healthy relationships and stress adaptation in response to COVID-19. Colourful illustrations broke down concepts of human rights, personal space and VAC in child-friendly ways. The workbooks offered children guidance on how to seek support from specialists, parents, schoolteachers, social workers, the police and telephone hotlines.

Thirteen-year-old Bazarsad Uchralt, who lives in a remote area of central Mongolia, shared how the workbooks taught him that "children's rights mean that we are all equal".

"I liked the three heart-shaped heroes called Arya, Zuri and Dora in this workbook," he said. "I also liked the part about child protection where I learned about the #108 children's helpline. I shared the things I learned about protecting friends, respecting each other's differences and respecting others' personal space with my classmates, as some children tend to bully others."

To raise broad public awareness about violence against children, the



national TV station and the herders' channel, Malchin TV, broadcast three animated videos on the workbook's key concepts: "respect", "protect" and "implement".

IDLO has taken specific measures to safeguard children with disabilities. It designed the "Live, Feel, Fly" training module and accompanying workbook, which reached 240 parents of children with disabilities in the country's western, eastern and Khangai regions.

"This workbook helps us change our perceptions of disabilities and learn about different types of mental disabilities," said Tugsjargal Ganchuluun, a special needs teacher and parent of a child with Down Syndrome who participated in a training in eastern Mongolia. "But it also reminds us to take care of ourselves, to give ourselves a chance to relax, to self-reflect and to plan for a balanced life while focusing on our children's special needs."

Mongolia has four laws to protect children but struggles with limited capacity and unclear procedures on implementing them. IDLO has helped boost the capacity to respond to crimes against children and address individual child protection cases, including by working with the newly established Child Protection Unit under the National Police Agency (NPA).



In early 2022, IDLO developed and trained 60 NPA Child Protection Officers on the "Methodology on Prevention and Combatting Child Rights Violations", a curriculum covering the child protection framework and application of child-centred approaches. By August 2022, these officers had trained 327 police officers nationwide.

Ariunaa Bayarkhuu, an NPA Child Protection Officer and Police Captain in Ulaanbaatar, told IDLO, "I learned more about gender, gender stereotypes, psychological differences between

boys and girls and characteristics of [different] generations, which helped me to understand the adolescents and youth better and improve my communications with them."

IDLO also provided training on child protection frameworks and gender-sensitive and child-centred case management to the Legal Committees for Child Rights that operate in all 21 provinces and districts of the capital. A capacity building programme for CSOs helped nearly a dozen apply for accreditation to provide child protection services.

## Empowering civil society and lawyers to protect constitutional rights

For justice to become a reality, justice actors must be equipped to fully understand and uphold constitutional rights in line with international human rights standards.

In Tunisia, IDLO is helping judges, lawyers and CSOs to better identify and monitor cases related to the country's Constitution and international standards, especially those concerning marginalized groups. For example, to protect the fundamental rights of Tunisian women, IDLO provided a training-of-trainers to 16 Tunisian women judges, building their capacity to adjudicate gender-based violence cases.

"This training enabled me to broaden my knowledge and better integrate into my day-to-day cases the application of law 58," said one participant, referring to a historic 2017 statute to address violence against women. "I had the opportunity to debate with my colleagues on how to apply this law on real cases regarding battered women."

IDLO, together with its partners, also supported training for Tunisian lawyers to review or repeal unconstitutional laws.

In addition, to ensure the sustained impact of these interventions, IDLO worked with university students and members of local youth civil society groups, through a workshop and mentoring, on identifying unconstitutional texts and providing legal advice to victims of violence.

*"IDLO provided a training-of-trainers to 16 Tunisian women judges, building their capacity to adjudicate gender-based violence cases."*

## Alternative Dispute Resolution Centres offer justice to vulnerable communities



Nasteho, a single mother in Somalia, frantically tried to stop her former husband from marrying off their 18-year-old daughter, Aisha. Nasteho's ex-husband, who had abandoned his family when Aisha was a baby, suddenly turned up with the news that he had accepted a dowry payment and promised Aisha to a man he knew. Aisha's father eventually absconded with the money, and the presumed husband was not willing to relinquish his claim to the marriage.

"I was desperate as I did not want to

give [up] my daughter, but at the same time I had no resources to pay back the dowry," said Nasteho. "My ex-husband had left with the money."

After consulting with the village elders without success, Nasteho and the man seeking to marry Aisha decided to bring the case to an Alternative Dispute Resolution (ADR) Centre run by IDLO partners in the city of Beledweyne in Somalia's Hiran region. It is one of 15 such centres across Somalia that in 2022 received a total of 2,988 cases. Women constituted 50 per cent of the

justice seekers.

The centres use community-run customary and informal justice (CIJ) mechanisms to resolve civil disputes and minor offences through a panel of selected adjudicators. They apply Somali statutory law, Somali customary law (xeer) and Islamic law (sharia) while referring more complex or criminal cases to formal courts.

Paralegals from the community provide legal information and assistance, especially to women, who often struggle to access justice that is fair and

impartial. The centres support adjudicators to ensure that decisions are aligned with the Constitution and international human rights standards.

Justice seekers have found the centres reliable, inclusive, fair, legitimate, transparent and culturally responsive in addressing disputes over land, family and business matters and other issues. A recent IDLO assessment shows that 93 per cent of users felt justice had improved in their community since an ADR Centre opened.

In Nasteho's case, the centre recognized her right to refuse her daughter's marriage while acknowledging that the 'husband-to-be' had to be reimbursed for the dowry he had already paid to Aisha's father. Ultimately, the centre's adjudicators conducted a community-wide fundraiser to refund him, sparing Nasteho this burden.

"Beledweyne's ADR Centre is full of people who are not only fair but also kind. They listened and understood both sides and made a decision that saved the

life of my daughter," said Nasteho.

IDLO also supports four ADR Centres in the cities of Burao, Erigavo, Hargeisa and Las-Anod. Each centre provides free referrals and a toll-free hotline where trained lawyers and paralegals give legal advice. The centres also offer outreach services, including regular visits to camps of internally displaced people (IDPs), and legal awareness sessions for vulnerable and marginalized communities.

Faduma, a mother of four living on the outskirts of the city of Burao, the capital of the Togdheer region, contacted her local centre's hotline for advice on a land ownership dispute. She learned about the centre after hearing a public service announcement on the radio.

"I felt powerless as I didn't have the money to hire a lawyer to provide me with guidance," she said "But when I heard about this free justice service, I called in to check ... and was given valuable information. Now, I am confident about how I should go about seeking legal redress."

In 2022, the four centres together examined 1,218 cases, more than 70 per cent of which were brought by women. The hotlines provided free legal advice and information to 1,528 callers. By scaling up pro-bono legal services, the centres extend a lifeline to vulnerable people and communities.

**93%**  
of users felt  
justice had  
improved in  
their community  
since an ADR  
Centre opened.



## Empowering marginalized and vulnerable communities through legal aid



Underage and pregnant, Rose [not her real name], a university student in Uganda, did not know where to turn when the father, a government official, refused to provide any support to their child.

Fortunately, she was referred to a Uganda Law Society (ULS) legal aid clinic in Kampala, which provides free legal advice and representation to vulnerable and marginalized communities. With the clinic's help, Rose took her child's father to court. After a number of court appearances and home mediation sessions, the case was settled with a monthly support payment that allowed Rose to provide a dignified life for her child.

"When I came here ... I didn't have any money to pay them, and court is always very expensive," Rose said. "If not for [the law clinic's] counsel, I don't know where I would be right now."

The ULS clinic in Kampala is one of six regional legal aid clinics across the country supported through IDLO's Community Justice Programme. They offer pro-bono services on both civil and criminal matters, from legal representation, advice and counselling to alternative dispute resolution, including for land disputes, and community sensitization on issues such as gender-based violence, family law and children's rights.

"In some districts, we are the only legal aid service provider," said ULS CEO Moses Okwalinga. "Without our presence there, people would be hopeless, because most people can't afford basic legal services."

In 2022, with IDLO support, the ULS clinics provided access to free legal advice and representation to 10,423 vulnerable justice seekers. As a result of these services, 956 people secured timely and cost-effective remedies through mediation, plea bargaining, police bonds, bail and/or quick-win sessions designed to resolve non-contentious cases within a pre-determined timeframe. During the same period, 163 civil cases were concluded through litigation.

Roughly 50 per cent of the clinics' work focuses on supporting rural communities, women, youth and indigenous peoples to settle disputes over land rights.

That was the case for Maria [not her real name], who approached the ULS after being harassed by land grabbers. She did not have the necessary funds to seek help through traditional channels and was ready to give up on justice until she heard about the legal aid clinic. With legal professionals helping to file her case, Maria appeared before a judicial officer who helped to adjudicate the matter fairly.

"The women who attend to us here are kind and handle claimants well," explained Maria. "They are working to ensure the encroacher on my land title goes away. The matter is still ongoing. I am grateful because many people have recovered their land with the help of this organization."

In 2022, through the clinics, 34 complainants recovered 154 acres of disputed land and 10 more received monetary compensation.



02

# Making laws and institutions work for people

To deliver justice to all, institutions must uphold human rights, deliver essential services, prevent insecurity and sustain peace. That means ensuring effective and accessible services while rigorously upholding principles of transparency and accountability. In fragile and conflict-affected contexts, achieving these objectives may be hampered by limited knowledge and capacities, underinvestment and outdated laws and policies.

IDLO helps judicial systems to adapt, innovate and address the most pressing justice needs, in line with their unique social, cultural and political contexts. We leverage evidence and expertise to facilitate the necessary reforms and drive change by means of innovations and digital tools. Through partnerships and a consultative approach, we work across all parts of the justice chain to assist countries to address complex justice challenges such as combatting human trafficking, tackling corruption and supporting more effective and just penal systems.



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\*Design based on the UN Geospatial map



## Improving access to justice and economic development through small claims courts



Small claims courts (SCCs) in Kenya underpin civil and commercial justice. They support economic development by ensuring smaller firms, the backbone of the economy, obtain quick, efficient resolutions of commercial claims and disputes.

Established under the 2016 Small Claims Court Act, the SCCs are a relatively new addition to the country's justice system. IDLO has supported the SCCs since their inception, and today they provide essential justice services in the cities of Eldoret, Kajjado, Kakamega, Kisumu, Machakos, Meru, Milimani, Mombasa, Naivasha, Nakuru, Nyeri and

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Between April  
2021 and  
November  
2022, the SCCs  
heard and  
determined  
16,900 cases.”

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Thika. They hear and determine civil claims of up to KES 1,000,000 (EUR 6,758), offering a simpler, faster and cheaper option than the higher courts for resolving issues such as breaches of contract and personal injury cases. They typically conclude adjudication of commercial disputes within 60 days, with a median claim/dispute completion rate of just 37 days. At the SCC in Nairobi in 2022, IDLO helped further boost efficiency through a digital platform allowing online case filing and payment of court fees.

Between April 2021 and November 2022, the SCCs heard and determined 16,900 cases, freeing higher courts to

focus on more complex and higher-value disputes.

In December 2022, IDLO brought SCC actors together to reflect on successes, failures and opportunities in improving the country's business and investment environment. Eighty participants in a three-day symposium included the Deputy Chief Justice, Philomena Mwilu, a roster of high-level panellists from the justice sector, SCC adjudicators and registrars, Court of Appeal and High Court judges from commercial courts, legal practitioners and business community representatives.

Participants made a number of recommendations to further support the judiciary and the SCC initiative. These covered topics such as a review of the Small Claims Court Act and Regulations to align inconsistencies in legal and policy frameworks; finding ways to standardize practices across all SCCs; and expanding engagement with stakeholders to strengthen the buy-in and uptake of SCC services.



## Instilling a culture of human rights-based corrections management

Integrating international human rights standards and norms into corrections management can help to bring about institutional and cultural changes that ultimately lead to more effective and just penal systems. However, in many cases, the capacity to train staff in overcrowded and understaffed prisons is limited and oversight processes may be weak or non-existent.

IDLO assembled an International Advisory Group of corrections management specialists, comprising representatives from governments, institutions, civil society and international organizations, to bridge these gaps.

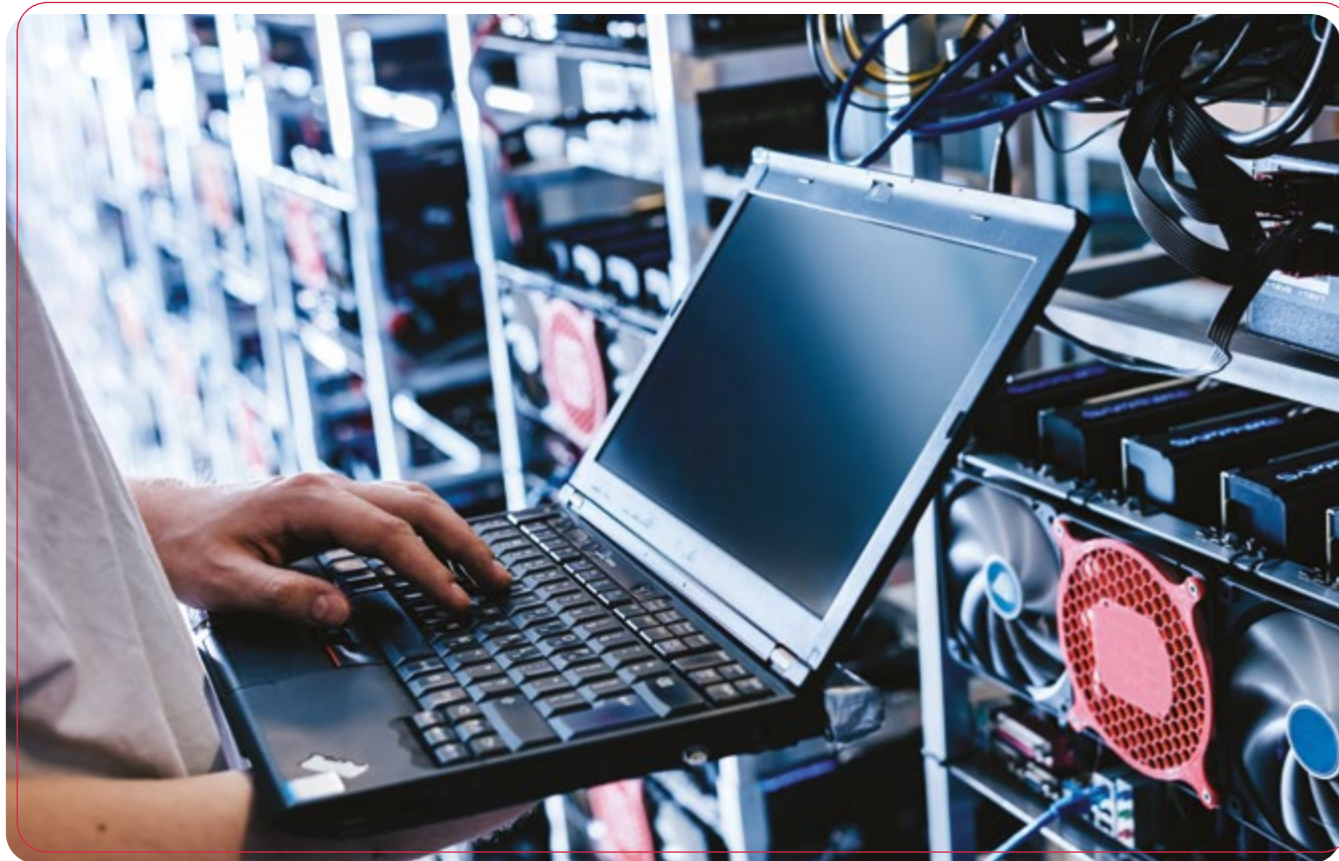
One priority step has been the development of a **Global Corrections Curriculum** for prison officials, rooted in international human rights standards and adaptable to diverse national contexts. It was tested at two regional trainings of trainers in Africa and Latin America, where prison officers from Colombia, the Dominican Republic, Guatemala, Morocco and Senegal learned from each other's experience and good practices. Topics included human rights-based approaches to prison management, the social integration of prisoners and securing the rights of vulnerable groups in prison. Based on

the feedback and practical experiences shared by participants in these sessions, IDLO is revising the training materials to ensure delivery of the most relevant skills and learning methodologies.

With their newly acquired skills, officers from this course will deliver two further trainings to staff in other penitentiaries in Africa and Latin America. By creating a pool of international trainers versed in human rights-based corrections management, IDLO is helping to ensure penal systems are operating in ways that are more fair, accountable and adapted to the local context.

“Prison officers from Colombia, the Dominican Republic, Guatemala, Morocco and Senegal learned from each other's experience and good practices.”

## Using technology and innovation to enhance justice delivery



To harness the enormous potential of technology for inclusive justice, IDLO has increasingly supported judicial institutions to develop context-specific, nationally owned approaches to digital innovation.

In Honduras, IDLO's Enhancing Judicial Transparency and Promoting Public Trust programme has been instrumental in improving transparency and trust in the national justice system. Working with the Supreme Court of Justice, IDLO helped to put in place digital information systems aligned with international standards for "open justice", a global legal principle requiring that judicial proceedings be conducted with transparency, collaboration and public oversight.

Using technology, the Supreme Court adopted a protocol to standardize the publication of court judgments in line with international standards and best practices on transparency and access to information, thereby strengthening citizens' access to justice.

Through IDLO-assisted capacity building, ICT managers and technicians have a better understanding of the principles of open justice, something that is integral to facilitating the Supreme Court's move from paper to electronic files to make systems more effective and accessible.

IDLO also supported an open data portal that helps justice institutions manage workloads and ensure more effective, transparent and accountable performance measurement.

In the Philippines, during the country's strict COVID-19 lockdowns, digital technology became a lifeline for justice systems, allowing the judiciary to meet people's needs and expanding access to online legal courses. After seeing how IDLO was able to quickly transition to remote trainings at the height of the pandemic, partner justice institutions asked for assistance to improve digital learning.

In 2022, IDLO focused on building the skills of IT professionals in justice institutions to design, develop and deliver blended online activities, including through learning management systems (LMS) and virtual tools such as call- and survey-hosting platforms, online whiteboards and other interactive applications. This led to the Department of Justice and the Supreme Court offering online justice courses, such as "Witness Handling" and "Investigating and Prosecuting Drugs Cases and Trial Advocacy".

To further enhance capacity, IDLO procured an LMS for the Anti-Money Laundering Council (AMLC) and trained staff to operate it. The AMLC used the LMS system to host a three-day Anti-Money Laundering and Counter-Terrorism Financing Summit with over 600 participants. By the end of 2022, it had successfully rolled out 14 online courses covering topics including the fundamentals of anti-money laundering and counter-terrorism financing, sanctions-screening obligations and targeted financial sanctions.

## Making strides to combat trafficking in persons in Liberia

The Government of Liberia has made important headway in combatting trafficking in persons (TIP) through IDLO's support. In July 2022, the US State Department's annual Trafficking in Persons report upgraded Liberia from its Tier 2 Watchlist to Tier 2. This "graduation" resulted from significant national efforts to meet international anti-trafficking standards.

As the Liberian Government's leading partner in combating TIP, IDLO is proud of this major milestone as it shows how rule of law interventions can bring about tangible results in stopping trafficking. Its work builds on a partnership with the Judiciary and Ministries of Justice and Labour. In 2022, it provided training to 134 justice and security officials in the remote counties of Bomi, Gbarpolu, Grand Kru, Margibi, Rivercess and Sinoe. Trainings built the capacities of prosecutors, magistrates, judges and law enforcement officials in these counties to prosecute and adjudicate trafficking cases.

IDLO also worked with the Government to develop and operationalize a digitized case management system for the Crimes Statistics Division of the Liberia National Police (LNP). The system represents a major step towards robust data collection and reporting on trafficking.

"The LNP will work collaboratively with partners, especially TIP investigators, prosecutors and the NATT [National Anti-Trafficking Taskforce] Secretariat, to ensure that TIP data are collected in a singular and effective manner," said Augustine Browne, Liberia's Deputy Commissioner of Police, Planning and Research. "[IDLO's] support will really help us in looking at TIP differently, because we will have the data to speak."

In July 2022, IDLO trained 32 officials on using and maintaining the system. They included officials from the Judiciary, the Ministries of Labour and Justice, and law enforcement agencies, including the LNP, Immigration Service and Drug Enforcement Agency.

Building on these successful interventions, IDLO began a sub-regional anti-trafficking project in the Mano River Union, covering Côte D'Ivoire, Guinea, Liberia and Sierra Leone. It aims at improving collaboration and strengthening systems to effectively investigate, prosecute and adjudicate human trafficking cases.

*"Rule of law interventions can bring about tangible results in stopping trafficking."*



03

# Reducing the justice gap for women and girls

Gender equality, including women's and girls' access to justice and full enjoyment of their human rights, is essential for achieving the 2030 Agenda.

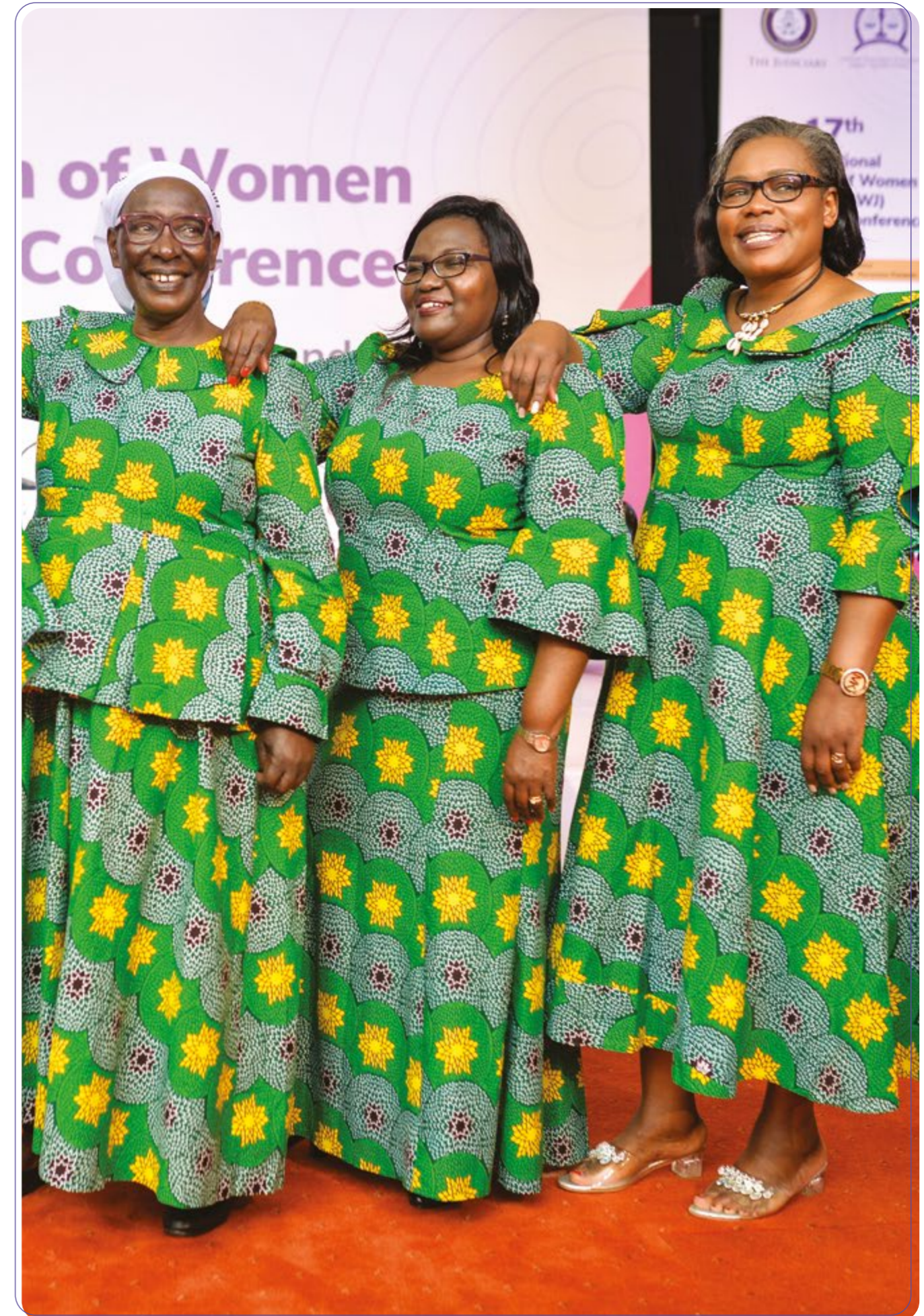
Evidence shows that when governments, institutions and communities invest in justice for women, it leads to high returns in human development, economic growth and peace. Yet, too often, laws remain on the books that actively discriminate against women or render them effectively invisible.

Through programmatic interventions, research and advocacy, IDLO works to ensure women and girls are empowered to claim their rights. We also support institutions in upholding women's rights, responding to their unique justice needs and eliminating discriminatory laws.



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\*Design based on the UN Geospatial map



## Achieving equality in the law for women and girls

For more than 2.5 billion women and girls, gender discriminatory laws and gaps in legal protections are still a reality. This denies them their rights and puts them at risk of being left behind.

IDLO collaborates with the United Nations Entity for Gender Equality and Women's Empowerment (UN Women) and national partners on the global initiative, Equality in Law for Women and Girls by 2030: A Multi-Stakeholder Strategy for Accelerated Action, to conduct systematic reviews of legal systems that pinpoint how laws – through reforms, repeals and new provisions – can fully align with international commitments to gender equality. This initiative aims to fast track the repeal of discriminatory laws in 100 countries, paving the way towards greater equality and justice for more than 50 million women.

In 2022, in partnership with UN Women and the Philippine Commission on Women (PCW), IDLO assessed the gender-friendliness of laws in the Philippines, resulting in a study: "Strengthening Gender Equality in Law: An Analysis of Philippine Legislation".

The study examined 51 laws in areas including education, health, employment, women's representation in political and public life, marriage and the family. While recognizing that the Philippines has made significant progress in making its laws more gender-friendly, the review recommended a series of amendments. Examples include repealing a clause that allows rapists to avoid prosecution by marrying their victims, adopting a new law that protects against discrimination based on sexual orientation and gender identity, and setting specific deadlines for municipal councils to achieve quotas for women's participation.

As the primary policymaking and coordinating body for gender equality in the Philippines, the PCW has included the study's recommendations in its advocacy plan, the Women's Priority Legislative Agenda (WPLA). Key findings were presented at the launch of the WPLA in



November, an event attended by officials from the Philippine Congress, government agencies and CSOs.

"As legislators, it is our sacred duty to ensure that all Filipinos will have equal rights, equal opportunities and equal protection under the law," said Chairperson of the House Committee on Women and Gender Equality, Representative Geraldine Roman. "It is for this reason that the PCW can count on our Committee as well as my fellow legislators in Congress."

IDLO and UN Women also worked with the Office of the Attorney-General and Minister of Justice in Sierra Leone on "Strengthening Gender Equality in Law: Mapping and Analysis of Sierra Leone's Legal Landscape". The assessment recommended changes to 22 laws to better align them with national, regional and international obligations on gender equality. The proposals include removing discriminatory clauses in the Constitution that undercut women's rights in marriage and divorce.

## Taking a survivor-centred approach to gender-based violence



Across their lifetime, approximately one in three women globally face physical or sexual violence by an intimate partner or non-partner. Yet, many never report cases or find justice. Those who do go to the police or courts often feel stigmatized or see their cases being rushed through or mishandled.

Survivor-centred approaches that provide integrated services, support women's collective action and expand monitoring to uphold accountability are key to ensuring access to justice in GBV cases.

The 2022 IDLO research report *Survivor-Centred Justice for Gender-Based Violence in Complex Situations*, published in partnership with the Global Women's Institute at George Washington University, highlights the importance of tailoring responses to women's needs while respecting international norms and legal obligations around gender equality and human rights. Through case studies from Afghanistan, Honduras, Papua New Guinea, the Philippines, South Sudan and Tunisia, the research provides guidance on adopting effective justice strategies centred on survivors. It urges policymakers, justice professionals and other practitioners to take measures grounded in gender-responsive laws and judicial institutions and to apply intersectional approaches to meet diverse needs.

One key to a survivor-centred approach is having courts dedicated to cases of sexual and gender-based violence. In 2022, IDLO supported the establishment and operationalization of a

specialized Sexual and Gender-based Violence (SGBV) Court at the Shanzu Magistrates Court in Mombasa, Kenya. It became the first court expressly dedicated to hearing cases of SGBV in East Africa.

Since its inception, the Court has offered services to 448 justice seekers. Court hearings have gained momentum, resolving an increasing number of cases and giving more women confidence that they can seek and access justice.

Having more women on the bench and throughout the justice chain can also make a difference for victims of SGBV. Yet, the number of women in the judiciary remains low. IDLO is helping to close the gap by supporting policies to accelerate gender equality. It has developed a strategy to introduce gender-friendly policies in Kenya's judiciary, covering measures such as establishing dedicated gender and human resources offices. IDLO also partners with the International Association of Women Judges to mentor young women wishing to pursue a career in justice.

*"IDLO supported the establishment and operationalization of the first court expressly dedicated to hearing cases of SGBV in East Africa."*

## Empowering civil society to prevent and respond to gender-based violence



In Mongolia, patriarchal norms, remote terrain and nomadic lifestyles all limit access to justice in cases of domestic violence. IDLO is collaborating with the Government, justice sector institutions, professional associations of lawyers, academia and CSOs to address these barriers.

Working with local CSOs, IDLO is helping to increase access to justice for survivors of gender-based violence (GBV) through research, training and awareness-raising campaigns. In 2022, in the province of Arkhangai, pilot mobile GBV services reached 19 of Mongolia's secondary subdivisions, known as *soums*. Over 70 days, they covered 6,997 km and reached 7,060 people with information and support services that included primary legal advice, psychological counselling, referral services and community sessions to raise legal awareness.

In the province of Uvs, as the head of the local branch of Sain Tus (a leading NGO tackling GBV), Dulmaa Dugerjav took part in training to improve services for survivors of domestic violence. "The project ... has played an important role in strengthening the coordination between local govern-

ments and civil society and substantially advanced these partnerships toward enhancing a victim-centred approach," she comments.

With the project's support, Sain Tu Uvs reached 1,008 beneficiaries in 2022, including through trainings, advocacy meetings and the implementation of a sub-project using targeted informational workbooks. Outreach to men and boys was part of a strategy to raise awareness among all members of the community. This included convening Men's Leadership and Participation in Gender Equality, the region's first-ever men's forum, which brought together 56 local decision-makers and 135 participants to raise awareness on how to stop GBV.

One result was a set of recommendations to achieve gender equality and end GBV in Uvs. These included putting in place mechanisms to prevent domestic violence and workplace harassment, improving men's health, establishing boys' clubs at schools, increasing the number of school psychologists and holding parents accountable for educating their children on concepts of gender equality.

## Fulfilling the promises of Generation Equality

Engaging in policy advocacy is a key aspect of IDLO's gender strategy. By championing justice for women in global policy-setting processes, convening policy dialogues, enhancing the generation, exchange and dissemination of learning products and strengthening multisectoral partnerships, we work to keep gender equality and the rule of law at the forefront of national and global discussions.

In 2022, IDLO continued its strong engagement with **Generation Equality**, a multistakeholder, multisectoral and multi-generational campaign to drive concrete, ambitious and transformative action towards gender equality.

As a leading Commitment Maker to four of the six Generation Equality Action Coalitions – on Gender-based violence, Economic justice and rights, Feminist action for climate justice and Feminist movements and leadership – IDLO has actively engaged in the campaign. We have helped to catalyse collective action and strengthen policy engagement with global and local partners.

As part of Generation Equality's 24-hour around-the-clock side sessions at the 66th session of the Commission on the Status of Women, IDLO held a virtual side event on Feminist Climate Action and the Rule of Law. The event was organized with the support of the Permanent Missions to the United Nations of Italy, Maldives and the Philippines and in partnership with the International Fund for Agricultural Development (IFAD), the American Bar Association and the Rights and Resources Initiative.

IDLO was also instrumental in helping to craft the accountability framework for the Generation Equality Global Acceleration Plan as well as the Commitments Reporting Survey. These tools outline the campaign's strategy and track progress. They served as the foundation for the first Annual Monitoring and Accountability report released in the lead up to the 77th Session of the UN General Assembly (UNGA77). During the first-ever Generation Equality Accountability Moment at UNGA77, IDLO's Director-General spoke alongside the Foreign Ministers of France and Mexico, the UN Deputy-Sec-



retary-General and other high-level officials, showcasing the implementation and impact of our commitments to date.

As a permanent member of the Generation Equality Action Coalition on Feminist Action for Climate Justice's (FACJ) Global Policy Events Subcommittee, IDLO made sure that justice and the rule of law were included in the Coalition's global policy priorities and key messages.

During the **16 Days of Activism** against Gender-Based Violence campaign, IDLO joined UN Women in a call for "centring survivors in gender-based violence response efforts". During the campaign, we highlighted our commitments to Generation Equality and its Action Coalition on Gender-based Violence and launched our report on *Survivor-Centred Justice for Gender-based Violence in Complex Situations*.

*"As a leading Commitment Maker to 4 of the 6 Generation Equality Action Coalitions, IDLO has helped to catalyse collective action and strengthen policy engagement with global and local partners."*

## Bringing a feminist approach to climate action



A feminist approach that upholds women's rights, safeguards women and girls and counters gender discrimination is essential to achieve climate justice.

At the **Stockholm+50** conference, IDLO held an in-person side event on Feminist Climate Justice: Empowering Women and Girls through the Rule of

*“Discussions highlighted the climate justice gaps and barriers women and girls face.”*

Law with UN Women, Swedish International Development Coordination Agency (Sida), the Government of Peru and the Rights and Resources Initiative. The event was an opportunity to underscore the importance of feminist climate action. The discussions highlighted the climate justice gaps and barriers women

and girls face and provided concrete actions and rule of law-based solutions to enhance climate justice for women.

At the 27<sup>th</sup> Conference of Parties (COP27) to the United Nations Framework Convention on Climate Change (UNFCCC), IDLO joined An Intergenerational Dialogue on the Power of Collective Climate Action, organized by the UK Government, UN Women and the FACJ. The event explored ways to deliver gender-responsive climate resilience plans, promote women's leadership in climate decision-making, engage in more intergenerational dialogue, eliminate discriminatory laws and strengthen women's land rights and access to natural resources.

The forum allowed IDLO to explicitly share our rule of law feminist approach to climate action and underscore our commitments to the FACJ, with a specific focus on advancing women's and girls' action for climate justice.

IDLO further delved into the issue in the 2022 policy brief, “Climate Justice for Women and Girls: A Rule of Law Approach to Feminist Climate Action”, which maps ways to achieve greater empowerment, pursue feminist climate action and secure women's access to land and other natural resources. The brief calls for national and international policymakers to ensure women hold leadership positions and participate in climate decision-making. It highlights issues specific to indigenous women and women affected by climate migration as well as ways to scale up support and protect frontline women environmental human rights defenders. The brief recommends legal reforms, such as strengthening women's access to land, and advocates for equitable funding for women-led efforts to mitigate and adapt to climate change. It concludes by urging global coalitions involving governments, the international community, the private sector and civil society actors to mobilize behind feminist action for climate justice.



*“The forum allowed IDLO to explicitly share our rule of law feminist approach to climate action.”*

*“IDLO’s 2022 policy brief calls for national and international policymakers to ensure women hold leadership positions and participate in climate decision-making.”*

## Strategic Goal 2

# Ensuring the rule of law drives peace and sustainable development

Promoting and strengthening the rule of law is key not only to improving people's lives and strengthening justice systems but also to creating an enabling environment for the 2030 Sustainable Development Agenda more broadly.

The rule of law, with its principles of inclusivity, equality and non-discrimination, cuts across all 17 Sustainable Development Goals (SDGs), with particular relevance to SDG16 on peace, justice and strong institutions and SDG5 on gender equality.

Under its second Strategic Goal on ensuring the rule of law drives peace and sustainable development, IDLO works to safeguard and accelerate progress on the SDGs related to economic development, climate change, food and nutrition and health.





04

# Inclusive economic development

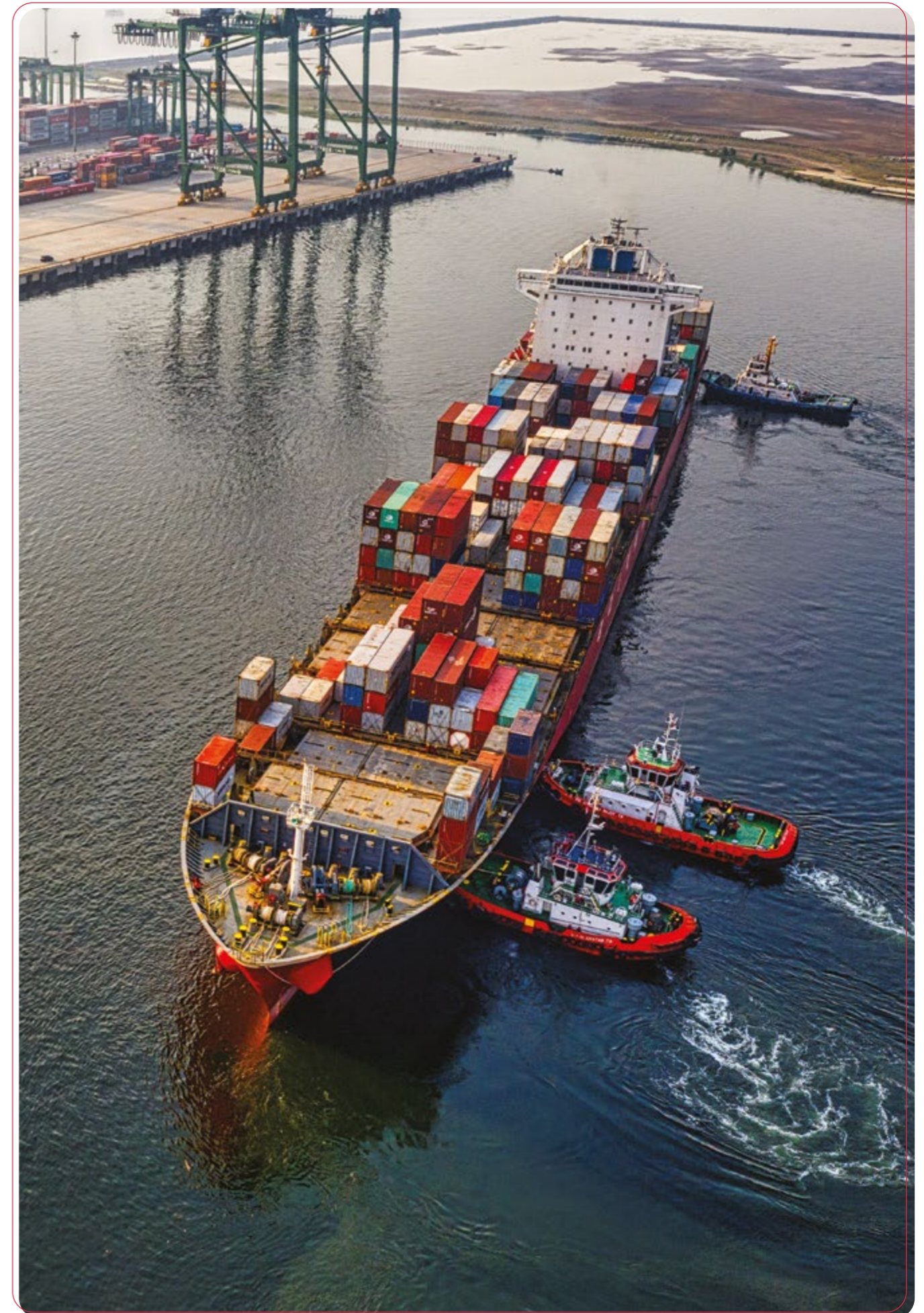
Clear and effective legal frameworks promote trade, investment and economic growth, and good laws can help support entrepreneurship and innovation. This is particularly important for developing and least developed countries, which have been hard hit by a global economic downturn generated by intersecting crises.

IDLO assists countries to develop legal frameworks for recovery and build capacities to develop and enforce commercial and economic laws to create an enabling environment for starting businesses as the engine of development. We offer unique support to the least developed countries in making investment choices that are fair and aligned with national development aims.



ETHIOPIA | JORDAN | KENYA | KYRGYZSTAN | LIBERIA | MALAWI | MOLDOVA | MONGOLIA  
MONTENEGRO | MOZAMBIQUE | RWANDA | SOMALIA | TAJIKISTAN | TANZANIA | THE GAMBIA  
TUNISIA | UGANDA | UKRAINE | UZBEKISTAN | WEST BANK AND GAZA

\*Design based on the UN Geospatial map



## Creating an enabling environment for inclusive economic development

In 2022, the global economy faced multiple challenges, such as inflation, debt distress and slower economic growth. To manage such headwinds, it is crucial for governments to implement timely and effective policies. A key objective of such policies should be to create an environment that enables businesses to survive and flourish, as they are the engines of growth and job creation.

One essential component is improving the quality, speed and transparency of commercial mediation and arbitration. Mediation can cut costs and expedite the resolution of disputes so that business can go back to creating jobs and stimulating economic growth.

In **Moldova**, IDLO is helping to develop commercial mediation on a national scale. While the law allows alternative forms of dispute resolution, including mediation and arbitration, businesses have faced stumbling blocks such as slow enforcement of decisions.

IDLO and its partners are working with the national Alternative Dispute Resolution Centre and the Chamber of Commerce and Industry to establish training for mediators so that they can improve the quality of services and operate in line with international standards. IDLO also developed content for an e-learning course on judicial mediation for the National Institute of Justice and backed initial steps towards a new law on arbitration.

In **Jordan**, IDLO partnered with the European Bank for Reconstruction and Development (EBRD) to strengthen the commercial mediation capacity of national institutions. While the country has made progress in promoting mediation and alternative dispute resolution – resulting in less court congestion, a shorter litigation

“  
*Since the inception of ISP/LDCs in 2019,*

**10**  
*countries have submitted*

**16**  
*requests for technical assistance and/or capacity development.*

*As of 2022, IDLO has provided support to Liberia, Rwanda, Somalia and Uganda.*

”

cycle and more transparent and fairer trials – uptake of these practices has been slow.

A recent study undertaken by IDLO and partners played a pivotal role in influencing the new national justice sector strategy, including provisions to accelerate the use of court mediation. In tandem, a national forum provided a valuable platform for members of the justice system, business representatives from banks, insurance firms and chambers of commerce and international experts to share experiences on mediation-related issues and discuss how to improve these in line with the new strategy. To assist legal professionals and businesspeople in using and benefiting from commercial mediation, IDLO helped to develop the “Brief Guide to Commercial Mediation and Its Practice”.

In the **West Bank and Gaza** IDLO assisted the High Judicial Council and the Palestinian Judicial Institute to train a new cadre of judges in commercial law. The process began with the development of four new handbooks covering topics including commercial acts and contract interpretation, commercial negotiable instruments, banking transactions, and bankruptcy and preventive composition.

An initial round of training resulted in 11 judges becoming trainers. They went on to train 50 more judges (10 women and 40 men). In putting their newly acquired skills into practice, they noted how the training helped them improve the quality of judicial decisions.

The handbooks now feature on the Judicial Institute’s e-learning platform, and the Institute plans to develop self-paced e-learning modules.

## Supporting equitable investment in least developed countries



IDLO’s Investment Support Programme for Least Developed Countries (ISP/LDCs) is a unique instrument that provides free legal and technical assistance related to investment negotiation and dispute settlement to the 46 least-developed countries (LDCs) and eligible private sector entities. Designed with the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLS), the programme is funded by the European Union and the Kuwait Fund for Arab

Economic Development.

Since the inception of ISP/LDCs in 2019, 10 countries have submitted 16 requests for technical assistance and/or capacity development. As of 2022, IDLO has provided support to **Liberia, Rwanda, Somalia and Uganda**.

The contribution of the programme in supporting LDC development efforts was included in the Doha Programme of Action for the Least Developed Countries, which advocated for donor support to continue its funding.

05

# Climate Justice, sustainability, food security

Climate change acts as a threat multiplier, disrupting livelihoods, driving competition and conflict, increasing migration and displacement and undermining state capacity to ensure human security.

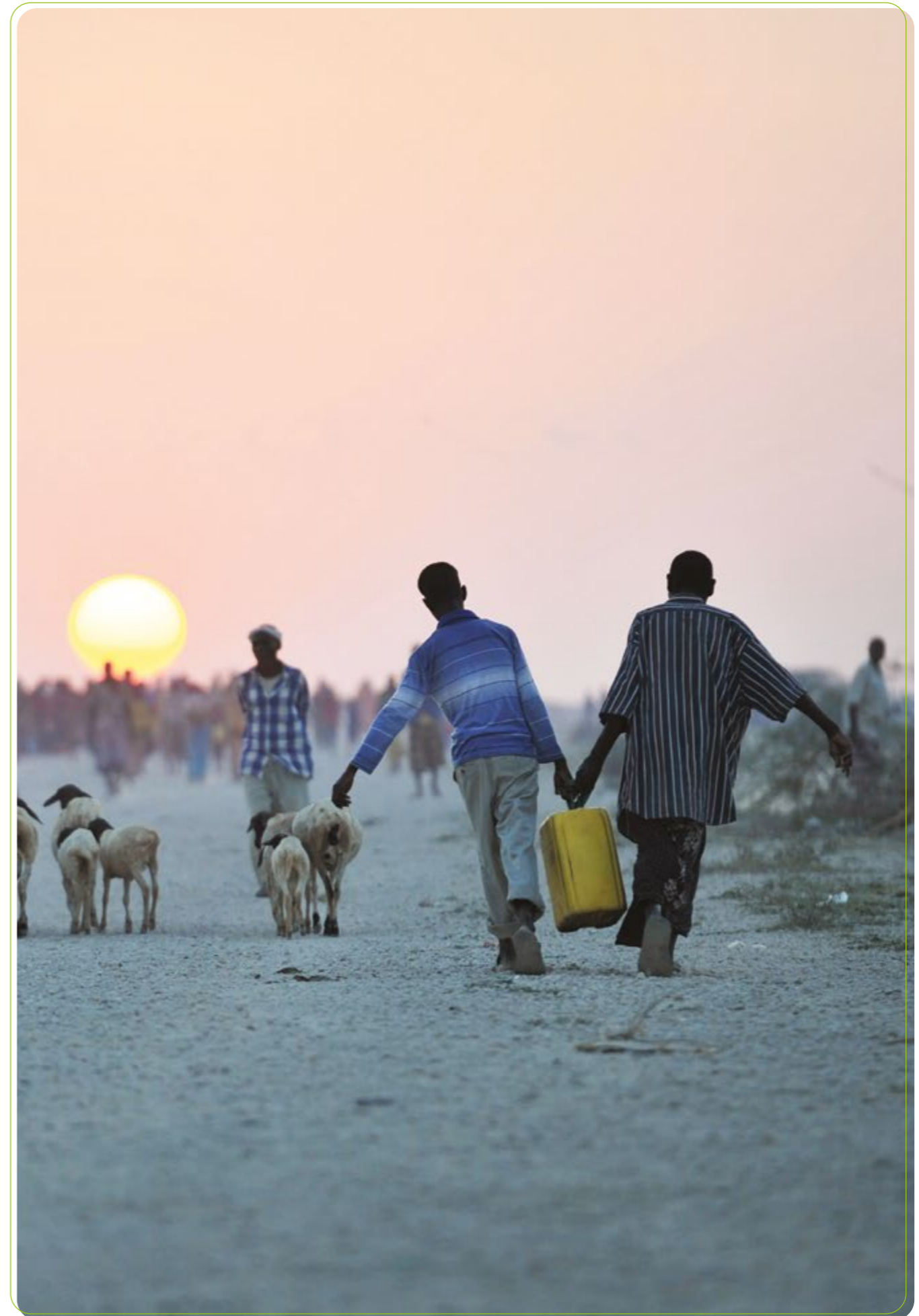
IDLO tackles climate change and the sustainable use of land and natural resources through a rule of law lens. We work to empower communities to claim environmental rights and actively participate in decision-making processes, to improve governance of land and other natural resources and to support climate-resilient development.

As part of this objective, we also focus on strengthening food security, collaborating with partners – especially those working with marginalized and vulnerable groups, including women and girls – to improve their regulatory frameworks and institutional capacity.



BURKINA FASO | HONDURAS | KENYA | PHILIPPINES | RWANDA | SOMALIA | TUNISIA | UGANDA

\*Design based on the UN Geospatial map



## Strategies for smallholder producers' access to credit and markets in Tunisia



Smallholder farmers are the backbone of rural communities. Yet, they often lack access to land, inputs, credit or markets where they can sell their produce. Women farmers struggle most to gain access to these resources. In developing countries, where two in three women are engaged in farming, only 15 per cent are landowners and the vast majority lack access to financial services. These “unbanked” women exemplify a gender gap that has remained unchanged since 2011.

In June 2022, in partnership with the

Government of Tunisia and the Ministry of Agriculture, Hydraulic Resources and Fisheries, IDLO hosted a two-day national multistakeholder dialogue,

Renforcement de capacités pour la mise en place d'un cadre procédural et organisationnel du financement des activités agricoles et gestion

*“In developing countries, where two in three women are engaged in farming, only 15 per cent are landowners and the vast majority lack access to financial services.”*

des risques en Tunisie. Participants explored how natural disasters can adversely impact food security and discussed how to overcome the legal barriers that farmers, especially women, face in accessing credit and markets.

They also examined how institutions such as Tunisia's Fond d'Indemnisation des Dégâts Agricoles Causés par les Catastrophes Naturelles can help safeguard small-scale businesses and identified institutional and regulatory fixes to ensure efficient risk management.

The workshop included 15 territorial institutions from 12 of the country's provinces along with development partners and financial and agricultural institutions.



## Strengthening the management of natural resources and climate change in Kenya

Climate justice is one of IDLO's cornerstone concerns. In Kenya, for example, we are working with government and justice actors to deliver on their climate commitments at the national and county levels.

In 2022, IDLO assisted with the development of 12 regulatory frameworks on climate justice, sustainable forest management, solid waste management and climate change for the counties of Kajiado, Kiambu, Kilifi, Kisumu, Makeni and Meru.

IDLO also worked with county attorneys and executive officers, the vast majority of whom were women, on how to effectively frame legal issues around climate justice, enforce climate change policies and implement climate actions.

Nationally, together with the Ministry of Environment and Forestry, IDLO contributed to developing the Forest Professionals Bill. It lays the foundations for robust forestry management,

covering issues such as forest conservation, the determination of forest boundaries, the regulation of forestry businesses and professional forestry services.

In November 2022, IDLO supported the Environment and Land Court in convening a conference on the role of courts in safeguarding the environment and promoting land justice. At the end of the event, participants agreed on key actions to advance environmental and land justice, such as using alternative dispute resolution mechanisms to settle environmental disputes at the community level. They also concurred on the need to strengthen partnerships with state and non-state actors and leverage technology to advance climate justice.

IDLO helped develop a “Litigation Guide”, which provides information to improve the management of cases related to natural resources. It is pending approval by the Law Society of Kenya.

*“IDLO assisted with the development of*

**12**  
*regulatory frameworks on climate justice, sustainable forest management, solid waste management and climate change.”*

## Food security in the context of the COVID-19 response and recovery



In 2022, IDLO continued to work at local, national and international levels to strengthen the rule of law in order to contribute to food security and nutrition for all.

In partnership with the Food and Agriculture Organization of the United Nations (FAO), IDLO is working to enhance

legal protections for food security and nutrition for vulnerable groups, especially women and girls. This benefitted from a global assessment reviewing legislative and regulatory measures from over 40 countries and the European Union. It was instrumental in raising the awareness of policymakers and other

global and national-level stakeholders of the importance of crisis management to ensure the right to food.

IDLO conducted in-country legal assessments in two pilot countries, **Honduras** and **Uganda**, engaging with key national stakeholders, organizing focus group discussions with refugees,



migrants, youth and women working in food markets and conducting an extensive desk review of adopted legislation. The results fed into legal reports that were reviewed by 162 stakeholders at national consultations (two in each country). These assessments informed two different national guidance notes, providing recommendations on how to guarantee food security in times of emergency. The findings constituted the building blocks of awareness-raising tools for national decision-makers and stakeholders.

In **Honduras**, the recommendations for legislative reforms and the adoption of new regulations were presented to the country's Ministry of Agriculture, the Vice-Minister of Foreign Affairs and other high-level delegates from different ministries and institutional bodies. And in **Uganda**, IDLO recommendations resulted in the Government enacting legal reforms in the areas of legal aid and social protection.

IDLO also conducted a capacity needs assessment in **Uganda** involving 13 institutions to strengthen national capacity to monitor the right to adequate food, based on the methodology developed by FAO in its "Methods to Monitor the Human Right to Adequate Food – Volume II".

## Advocating for rule of law solutions to ensure food security for all

As part of the follow-up to the Food Systems Summit held in 2021, IDLO supported the UN Food Systems Coordination Hub – composed of FAO, IFAD, the United Nations Development Coordination Office (UNDC), the United Nations Environment Programme (UNEP), the World Food Programme (WFP) and the World Health Organization (WHO) – in the organization of a Solutions Dialogue on Strengthening Governance for More Just, Inclusive and Effective Food Systems Transformation to support countries with the implementation of their national transformation pathways.

High-level representatives from 140 countries attended the event, where they discussed the importance of transforming food systems by putting in place robust regulations and norms that are in line with the rule of law.

IDLO participated in the Committee on World Food Security (CFS) 50th plenary session and contributed to the preparation

of "Inequalities Across Food Systems," a report by the High-Level Panel of Experts of the CFS. IDLO is also member of the CFS's Group of Friends of the Right to Food.

In July 2022, at the high-level roundtable on Governing Sustainable Agrifood Systems: Strengthening Legislation and Building Capacity to Support Implementation, Compliance and Enforcement, IDLO presented rule of law-based solutions for more effective, inclusive and transparent food systems governance across national institutions.

*"High-level representatives from 140 countries attended the Solutions Dialogue."*

## Championing climate and environmental issues through research and advocacy



This year, IDLO continued to promote innovative rule of law-based solutions that deliver climate justice where it is most needed.

In a 2022 IDLO issue brief, “Rule of Law Responses to Climate Insecurity”, we called for judicial systems to develop capacities

*“COP27 presented an important opportunity for IDLO to champion rule of law solutions to address climate mobility and shine a spotlight on the human face of the climate crisis.”*

so that they can help reduce and prevent tensions arising from climate change. The brief identifies competition over resources, such as land, as a factor that exacerbates climate insecurity and undermines livelihoods. Based on experiences in Burundi, Indonesia, Rwanda and Somalia, the brief shows how empowering climate-vulnerable people and communities, building people-centred laws and institutions and strengthening peace and security can prevent and resolve resource-related disputes.

In June 2022, the international community marked five decades since the first large-scale environmental conference under the auspices of the United Nations. **Stockholm+50** was a time to highlight the many achievements since the 1972 United Nations Conference on the Human Environment. It also provided a springboard for catalysing action to tackle

the triple planetary crisis of climate change, pollution and biodiversity loss.

As a member of the informal working group on Accelerating the Implementation of the Environment Dimension of Sustainable Development in the Context of the Decade of Action, one of three leadership dialogues, IDLO’s contribution was instrumental in making sure that “strengthening the environmental rule of law” was included in 10 recommendations adopted by the conference.

As a strong advocate for fairness, justice and equity in climate action, IDLO also welcomed the unambiguous reference to climate justice at the **27th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP27)** in Sharm el-Sheikh, Egypt. COP27 presented an important opportunity for IDLO to champion rule of law solutions to address climate mobility and shine a spotlight on the human face of the climate crisis.

IDLO’s Director-General underlined the importance of empowering people and communities to claim their land and participate in climate decision-making. In her address to the conference’s high-level segment, Ms Beagle said, “Not only is this just, it can also unlock transformative changes on alleviating poverty, ending hunger and promoting gender equality

and sustainability”. This is particularly true for traditionally excluded groups including women, indigenous peoples, youth and other marginalized communities.

IDLO’s event, Pathways to Justice: A Rule of Law Approach to Climate Mobility, hosted in partnership with Open Society Foundations, featured a panel of experts on climate, gender-based violence and youth. Discussants explored the challenges faced by communities, including indigenous groups and women and girls, affected by climate displacement. They reiterated the need for robust legal protection and access to justice as well as inclusive, participatory and coordinated governance approaches, aligned with human rights standards, to ensure climate justice for climate migrants. Some interventions focused on how land tenure security for women can mitigate threats of displacement.

Building on a partnership forged during COP26 in Glasgow, IDLO’s Director-General joined the Minister for Environment and Land Reform of Scotland to open an event on links between climate and gender equality. New collaboration also emerged through a signed MoU with the International Renewable Energy Agency (IRENA) to support research and national efforts to strengthen regulatory and legal frameworks to guide the transition to just and low-carbon societies.

## Working with customary *Abunzi* committees to address land disputes in Rwanda

In **Rwanda**, climate-driven phenomena – such as changing rainfall patterns and rising temperatures – combined with the declining availability and fragmentation of land are impacting the livelihoods of poor rural people.

Many farmers are forced to cultivate in acidic soils and on steep hillsides, which are vulnerable to soil erosion and excess rainfall. This creates fierce competition over access to productive land, leading to conflicts among and between farmers.

In 2022, IDLO conducted a survey with 172 justice seekers, 187 customary *Abunzi* (mediation) committee members and 130 land committee members to assess the role of climate change in land disputes. Survey results showed that while 70 per cent of justice-seeker respondents noted the effects of climate change, fewer than one third recognized

a connection between climate change and land disputes.

Assessments such as this can help land governance stakeholders improve understanding of the barriers limiting land access. Such knowledge is critical in enhancing the capacity of Rwanda’s statutory dispute resolution mechanisms, such as the country’s National Land Authority (NLA). It also supports the *Abunzi* committees, which help resolve land-related disputes outside the primary court.

Following a successful inception phase, the project is now working to implement activities in pilot districts to increase the capacities of the *Abunzi* committees, the NLA and other land dispute resolution actors to resolve disputes fairly and efficiently. This work will also feed into a dispute management system meant to ease the work of NLA staff.

“*Assessments can help land governance stakeholders improve understanding of the barriers limiting land access.*”

06

# Healthy lives and well-being for all

Rule of law can be a powerful tool to promote health for all. IDLO helps uphold the right to health through national legislation aligned with international standards and grounded in equitable access to health services.

In light of the profound disparities exposed by the pandemic, we are working at national and global levels to improve public health outcomes, including through greater preparedness for future health emergencies.

As a core element of the right to health, IDLO helps strengthen legal frameworks that promote healthy lifestyles. For instance, noncommunicable diseases are responsible for approximately 41 million deaths globally each year, but regulatory and fiscal measures can help to prevent these and promote more healthy and active lifestyles. We also support public campaigns mobilizing people to protect their health, as well as new research that provides evidence for developing a new generation of health-care policies.



KENYA | BANGLADESH | SRI LANKA | TANZANIA | UGANDA | ZAMBIA

\*Design based on the UN Geospatial map



## Being better prepared for the next pandemic

To meet the global challenge of the COVID-19 crisis, IDLO launched a project with the endorsement of WHO to strengthen preparedness for future pandemics using the tool of the law.

In 2022, IDLO assisted the Governments of Uganda and Zambia to assess their national legislation and recommended steps to meet international health standards, bolster early detection and response and protect the rights of vulnerable communities who might otherwise be left behind.

IDLO supported Zambia in developing new regulations governing the management of health information and the operationalization of the Zambia National



Public Health Institute. In Uganda, the review of laws on public health and animal diseases, as well as biosafety and biosecurity instruments, contributed to the revised Public Health Act.

## Putting health law on international agendas

Global forums have increasingly called on IDLO for its expertise in enhancing legal frameworks to achieve public health outcomes. In acknowledgement of its influential role, the World Health Assembly granted IDLO observer status in 2022. As an observer of the UNAIDS Programme Coordinating Board, IDLO continued to advocate for laws and legal literacy to uphold human rights in combating HIV/AIDS.

In October 2022, IDLO became a member of the Global Health Security Agenda (GHSA). This body links governments, international organizations and health experts from around the world to improve countries' ability to face global health threats. IDLO contributed to creating the GHSA's Legal Preparedness Action Package and is now advancing its implementation, including through policy advocacy. The package supports countries to take steps such as enacting laws that trigger public health measures and guarantee equitable access to life-saving vaccines.

IDLO is a founding member of the UN Interagency Task Force on the Prevention and Control of Non-Communicable Diseases. In 2022, it collaborated with the Governments of Portugal and Uruguay as well as international partners to host two events to galvanize attention to the need for a human rights-based approach to combat this leading cause of premature death and to mobilize resources to achieve SDG targets on noncommunicable diseases and mental health.

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In  
acknowledgement  
of its influential  
role, the World  
Health Assembly  
granted IDLO  
observer status  
in 2022.  
”

## Promoting healthy diets and physical activity

Maintaining a healthy diet and getting sufficient exercise are fundamental to living a healthy life. Unfortunately, unhealthy eating habits and sedentary lifestyles are fuelling a surge in noncommunicable diseases worldwide.

Through the Global Regulatory and Fiscal Capacity Building Programme – Promoting Healthy Diets and Physical Activity, or RECAP, IDLO collaborates with WHO and other partners to help five countries fill gaps in legislation.

One is the United Republic of Tanzania, where IDLO partners with the Tanzania Women Lawyers Association (TAWLA). Together, we are mobilizing legislators and communities to better understand the consequences of unhealthy diets and take steps to reduce the risks.

Mary Richard, who heads programmes at TAWLA, has seen what happens as more people flock to cities in her country for work. Long commuting distances leave little time for exercise and practising a healthy diet. With skyrocketing cases of heart disease and diabetes and limited resources, including for health care, Richard stresses, “Prevention is key”.

TAWLA proposed training a group of lawyers and regulators on human rights-based approaches to health. With IDLO's support, this has become the basis for scaled-up advocacy for laws and regulations that uphold the right to healthy lives.

“Why is this important as a human rights issue? People become more proactive,” Richard says. “They are more committed to work on this if they know that humans will be affected if they do not act.”

Participants in the training brought what they learned to a national working group supported by IDLO to coordinate efforts to promote healthy diets and physical activity. As a first priority, it helped develop a set of National Physical Activities Guidelines, a major step towards establishing other essential new standards and laws, including to better regulate food safety.

For Richard, an important part of developing the guidelines was the

chance to find government champions of new approaches to health. “Now we have parliamentarians talking about health and items in the food supply – and Parliament looks at TAWLA as a resource on public health and diets,” she says. “We will be able to achieve more out of this, since really the problem is a lack of understanding, including in institutions. The guidelines give us a way to think differently.”

Hon. Cecilia Daniel Parezzo, a Member of Parliament who participated in a parliamentary dialogue organized under RECAP, has taken up the issue in the legislature. In one recent session, she called for regulating the marketing of unhealthy products and for the health budget to include preventive measures for noncommunicable diseases.

TAWLA plans to use the guidelines in working with local authorities to encourage communities to exercise more



through, for example, making green spaces more available. In tandem, with IDLO support, it has also begun mobilizing people to embrace healthy lifestyles. It established clubs among students in four primary and secondary schools in Dar es Salaam to promote healthy diets and exercise – and plans to push for more.

As Richard says, “If we instill a culture of exercise among students, eventually they will affect the whole community.”

Through RECAP, similarly powerful results are underway in the other four countries covered by the programme's: Bangladesh, Kenya, Sri Lanka and Uganda. All five countries to date have developed and/or adopted policies and regulations that promote physical activity and healthy diets. The programmes emphasis on encouraging academic research is also bearing fruit by providing evidence to shape policies that uphold both rights and health.



07

# Organizational enablers

Delivering on IDLO's strategic goals and objectives requires that our systems, processes, capacities and resource base are robust, resilient and fit for purpose.

In this regard, the three cross-cutting principles of inclusion, integration and innovation continue to guide all IDLO's efforts. Especially in times of crisis, achieving impactful results relies on the ability to bring innovative approaches, to enhance processes and to prioritize people and partnership.

In 2022, IDLO made important advances, guided by its four organizational enablers.

## Enhancing innovation, integration and impact

In 2022, IDLO strengthened the innovation, integration and impact of its work. In doing so, we focused on increasing evidence and improving outcomes.



### Piloted

Innovative programme, research and advocacy initiatives to promote rule of law solutions to global challenges.

### Put in place

An integrated programme cycle review to improve:

- \* quality
- \* integration
- \* learning

### Institutionalized

eight cross-departmental thematic clusters to strengthen thematic focus and enhance substantive focus and cross-organizational collaboration

### Operationalized

a strategic results and resource framework to translate the Strategic Plan into a set of development and organizational results and to promote a results-oriented culture

### Developed

theory of change guidelines to promote evidence-based programmes, facilitate monitoring and reporting on results and promote systematic integration of gender and human rights-based approach

### Updated

Evaluation Guidelines for increased alignment to the Organization for Economic Cooperation and Development's Development Assistance Committee (OECD/DAC) evaluation criteria

## Investing in people

IDLO is committed to creating a conducive and inclusive work environment, where employees have equal opportunities to grow. To support our 426 employees in headquarters and 20 offices across the globe, in 2022 we:



### Developed

a human resources strategy to strengthen an organizational culture of continuous learning and high performance



### Operationalized

a recruitment platform to improve our ability to recruit qualified candidates globally, enhance user experiences and increase efficiency, with a new career webpage in development



### Strengthened

our code of conduct to inform policies and systems such as performance evaluation, learning and development, and recruitment, to ensure an ethical, inclusive and accountable workplace



### Initiated

an organization-wide change management programme to strengthen our management culture and staff engagement

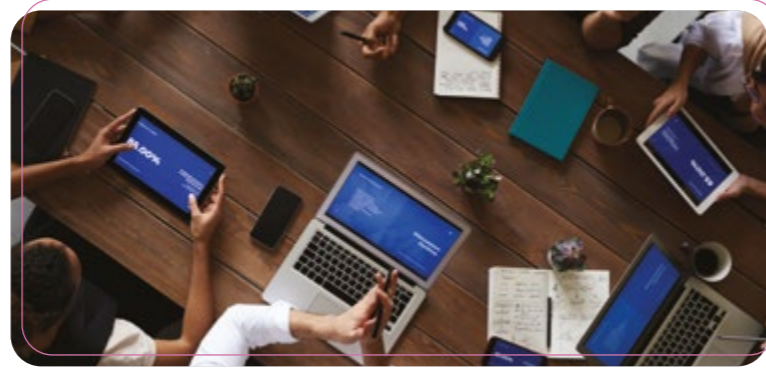


### Achieved

gender parity in senior leadership and 43.7 per cent of women in the total workforce

## Improving systems and processes

To respond to emerging needs with agility, smarter, greener and more flexible ways of working are essential. In 2022, IDLO:



### Implemented

a procurement system aligned with industry best practices to enhance the transparency and accountability of procurement practices



### Partnered with

UN entities to benefit from economies of scale in procurement agreements, resulting in reduced prices and times to complete purchases.



### Updated

the financial management framework, ICT security policies and Personal Data Protection Policy

## Strengthening partnerships

As an independent, mid-sized intergovernmental organization, IDLO leverages partnerships as a crucial way to pool expertise and resources, enhance our convening power and amplify our impact. IDLO's collaborations with a diverse group of partners to advance the rule of law during the course of the year included:

### UN AND OTHER MULTILATERAL / MULTISECTORAL ORGANIZATIONS

IDLO continued to engage with the Justice Action Coalition, a group of like-minded countries and international organizations working to promote people-centred justice, including participation in ministerial and senior level meetings of coalition members and supporting several of its workstreams.



Strengthened links with the **United Nations** system, including other Rome-based agencies, through bilateral engagement and cooperation with UN entities including the UN Secretariat, FAO, IFAD, OHCHR, UNDP, UNICEF, UNICRI, UNHCR, UNODC, UN Women, WFP and WHO on programming, research and policy advocacy.

Delivered statements in the **UN General Assembly** on meaningful engagement of youth in the work of the General Assembly (GA), at the High-level Forum on the Culture of Peace, and at the General Assembly's Sixth

Committee, and contributed to the GA's second thematic consultation on the "Our Common Agenda" report.

Engaged with **UNODC** to strengthen cooperation in prison management and the treatment of prisoners, anti-corruption and judicial integrity, and research and trend analysis.

Highlighted the importance of the rule of law, good governance and strong regulatory frameworks to protect human rights while harnessing new technologies and human rights at the 50<sup>th</sup> session of the **Human**

**Rights Council (HRC)**, and engaged with HRC-appointed **UN Special Rapporteurs**.

Participated in the **High-level Political Forum**, including chairing an event on justice for survivors of gender-based violence in complex situations.

Implemented a global strategy, in collaboration with **UN Women**, for the elimination of discriminatory laws, and launched the **UN Women Guidance on Safe Consultations with Survivors of Violence against Women and Girls**.

- Acted as a leading Commitment Maker to UN Women's **Generation Equality Action Coalitions** on gender-based violence, economic justice and rights, feminist action for climate justice and feminist movements and leadership, including participating in the first Generation Equality Accountability Moment, held in the context of UNGA77.

- Participated in UNHCR's Executive Committee and High Commissioner's Dialogue, and produced the issue brief, *Addressing Statelessness Through the Rule of Law*, a global toolkit for development actors.

- Advocated for the importance of the rule of law and access to justice as part of the **Justice Action Coalition**.

- Launched a Joint Action Plan in collaboration with more than 70 international and partners in the global **Working Group on CIJ and SDG16+**, aimed at strengthening rights-based engagement with CIJ systems to achieve justice for all.

- Engaged with policy forums, including the 9th session of the **Conference of States Parties to the UN Convention against Corruption** and inter-sessional meetings, and participated in anti-corruption working groups of the **G20** and **OECD** to promote learning and knowledge exchanges, build new partnerships and advocate for rule of law solutions.

- Organized an official side event at **Stockholm+50** on feminist climate justice with the support of the Sida and the Ministry of Foreign Affairs of Peru, and in partnership with the Rights and Resources Initiative, UN Women and the Generation Equality Action Coalition on Feminist Action for Climate Justice.

- Addressed the High-Level Segment, and hosted an event on a rule of law approach to climate mobility, at the **COP27**, reiterating

IDLO's commitment to apply a justice lens to climate action and promote just, green and sustainable societies through the rule of law.

- Supported the **UN Food Systems Coordination Hub** in the organization of a Solutions Dialogue with National Convenors representing 140 countries, permanent representations and representatives of the UN agencies in Rome and UN country teams to discuss solutions for more effective, inclusive and transparent food systems governance.

- Continued working with **FAO** to implement the IDLO self-funded project "Strengthening Legal Environment for Food Security and Nutrition as part of the COVID-19 response and recovery", including the development of a co-publication agreement.

- Strengthened collaboration with **UNIDROIT**, as an observer of the Working Group on Legal Structures of Agricultural Enterprises, and expressed support for collaboration on a new project on corporate due diligence.

- Signed an MOU with the **International Renewable Energy Agency** to establish a rule of law-based approach to strengthening regulatory frameworks supporting a just and inclusive transition to sustainable energy.

- Was granted Observer Status at the **World Health Assembly**, marking an important milestone for IDLO's work at the intersection of law, development and health, and reinforcing our commitment to advancing the right to health and promoting the rule of law in achieving public health outcomes.

- Led a programme, in partnership with **WHO** and the **International Development Research Centre**, to strengthen countries' ability to reduce non-communicable diseases through improved national regulatory systems that promote healthy diets and physical activity.

- Participated in the **UNAIDS** Programme Coordinating Board.

- Participated in the **European Development Days** in Brussels and the **UNDP Annual Meeting on Rule of Law and Human Rights**.

*“Launched a Joint Action Plan in collaboration with more than 70 international and partners in the global Working Group on CIJ and SDG16+.”*

*“Acted as a co-producing partner of the World Justice Forum in as part of The Hague Justice Week.”*

## ACADEMIA AND KNOWLEDGE PARTNERS



- Launched the **Human Rights and Healthy Diets Research Support Initiative**, with the University of Liverpool, to support researchers, CSOs and policymakers in Kenya, Uganda and the United Republic of Tanzania to strengthen their understanding and application of human rights-based approaches to improve food systems through sound legal and policy interventions.

- Signed a partnership agreement with the German technical cooperation agency, **GIZ**, to develop research on enhancing women's participation and leadership in CIJ systems.

- Partnered with **DCAF (the Geneva Centre for Security Sector Governance, the International Peace Information Service)** and **Search for Common Ground** to organize a panel at the Stockholm Forum on Peace and Development foregrounding the role of customary and informal actors in inclusive land and natural resource governance.

- Convened intergovernmental organizations, NGOs, think tanks and academia on the **SDG Summit** and the **Summit of the Future** to share information, coordinate monitoring of discussions and identify joint advocacy opportunities around rule of law, justice, inclusion, equality and SDG16.

“Partnered with the **Global Women's Institute at George Washington University** on research into survivor-centred justice for sexual and gender-based violence, exploring case studies in **6 countries.**”

- Acted as one of three consortium partners managing the **Knowledge Platform Security & Rule of Law**, a multi-year Dutch-funded learning collaboration which serves as an early investor in and clearinghouse for policy-relevant research on issues of security, justice and peace.

- Partnered with the **Global Women's Institute at George Washington University** on research into survivor-centred justice for sexual and gender-based violence, exploring case studies in six countries.

- Collaborated on the Dutch NWO-NWA-funded **Governing SDG Interactions Project**, led by **Wageningen University**, which also includes the African Union, International Livestock Research Institute, OECD and others, and provided input on project development and research planning, and briefings for PhD researchers on SDG16 as an enabler of sustainable development.

- Collaborated with the **PRINS (Practicing International Studies) Programme at Leiden University**; in 2022, students provided a twelve-week consultancy analyzing a policy challenge presented by IDLO related to gender and climate justice.

- Worked with the **Applied Research Projects Programme at the Geneva Graduate Institute for International and Development Studies**, with graduate students developing and presenting a scoping study on advancing the rule of law and human rights in digital spaces.

## GOVERNMENTS AND REGIONAL ORGANIZATIONS

- Continued to prioritize engagement with the Government of our host country, Italy, along with Ambassadors of our Member Parties.
- Engaged in the first **United States - IDLO Strategic Dialogue**, bringing together different geographic and thematic State Department bureaus as well as USAID to review progress and explore opportunities for increased engagement.
- Obtained Pillar Assessed status from the **European Commission**, paving the way for IDLO to sign funding agreements with EU institutions. The pillar assessment report highlighted that IDLO met the required standards in all material respects.
- Signed an MoU with **IGAD** to leverage the unique capacities of both organizations and design tailor-made solutions with measurable results.
- Signed a framework agreement with the **European Bank for Reconstruction and Development (EBRD)** to enhance collaboration on climate and land-related issues.

*“Obtained Pillar Assessed status from the European Commission, paving the way for IDLO to sign funding agreements with EU institutions.”*



## PUBLIC / PRIVATE SECTOR PARTNERSHIPS

- IDLO strengthened its engagement with private sector organizations, in particular in the context of the **Investment Support Programme for the Least Developed Countries**. The ISP/LDCs Roster of Experts currently has 40 members, including from international law firms, research institutes and NGOs. Thanks to their active involvement in ISP/LDCs implementation, IDLO has been able to provide investment-related support services to beneficiaries in LDCs for a total of 2,778 pro bono hours and a total value of more than 1.8 million euro.



## CIVIL SOCIETY AND YOUTH



- Conducted a mapping of CSOs still active on justice issues in **Afghanistan** to strengthen engagement and support non-state and community actors.
- Continued partnering with the **Transparency, Accountability and Participation Network (TAP Network)** to raise the voice of civil society organizations on SDG16+, including through a dedicated civil society track at the SDG16 Conference, which resulted in the 2022 Rome Civil Society Declaration on SDG16+.
- Acted as a co-producing partner of the **World Justice Forum** as part of The Hague Justice Week, which convened rule of law actors to discuss the root causes of the global rule of law crisis on the intersecting themes of access to justice, anti-corruption and open government, and equal rights and non-discrimination.
- Worked on the side-lines of the HLPF with **Namati**, the TAP Network, and other civil society organizations to co-organize the side-event 'SDG16+ in Peril', featuring IDLO's DG, Italy's DG for Development Cooperation and the ASG for Policy Coordination from UN DESA.
- Participated in the 17<sup>th</sup> **International Association of Women Judges Africa Region Conference** as part of East Africa Justice Week to build on IDLO's longstanding partnership with IAWJ.
- Met with a group of young policymakers from 18 countries in Africa participating in the **Young African Leaders Programme (YALP)** of the European University Institute (EUI) to discuss and exchange on issues related to peace, rule of law, justice, gender quality and inclusive societies.

## SDG16 Conference: People-centred governance in a post-pandemic world

The 2022 edition of the SDG16 Conference took up the challenge of elaborating how people-centred governance can rebuild trust, accelerate sustainable development and tackle crises and uncertainty. Co-organized with the Government of Italy and the UN Department of Economic and Social Affairs, the event was held in the run-up to the annual High-level Political Forum (HLPF) at the United Nations. Over 1,000 participants from 137 countries attended.

High-level speakers – including executive heads of UN entities and other multilateral organizations, distinguished policymakers and representatives from civil society, academia and youth organizations – discussed ways to prevent conflict and sustain peace in an increasingly fragile world. Conversations addressed building institutional resilience, developing a new vision for the rule of law to address global challenges and ensuring inclusion, protection and participation in governance.

The conference also included a dedicated civil society track, which resulted in the renewal of the 2022 Rome Civil Society Declaration on SDG16+. The Declaration reaffirmed the transformative potential and critical importance of SDG16 and called on countries to translate commitments on peace, justice and inclusion into concrete actions.

The conference highlighted the devastating consequences of the COVID-19 pandemic in undermining trust and social cohesion and worsening inequalities, warning of the reversal of hard-won progress on SDG16 and the broader consequences for peace and sustainable development.

At the same time, it also sounded a note of cautious optimism by showcasing innovative solutions to respond to crises, advance recovery, tackle insecurity and injustice, address poor governance, combat corruption and pivot to people-centred governance.

Conference deliberations informed the 2022 HLPF and were disseminated widely.

IDLO Director-General Jan Beagle concluded the meeting with an urgent call to action for accelerating progress on SDG16 and the 2030 Agenda: “To achieve the peaceful, just and inclusive societies envisaged by SDG16, we must act now – together – to invest in people-centred approaches to governance and the rule of law.”

08

# Finance

IDLO engages in funding partnerships with both traditional and non-traditional donors including governments, private sector organizations, foundations and other actors. We continue working towards balanced and predictable funding that will allow us to respond flexibly to opportunities, invest in innovation, quality and organizational capacities, and build a sustainable foundation for continued growth.



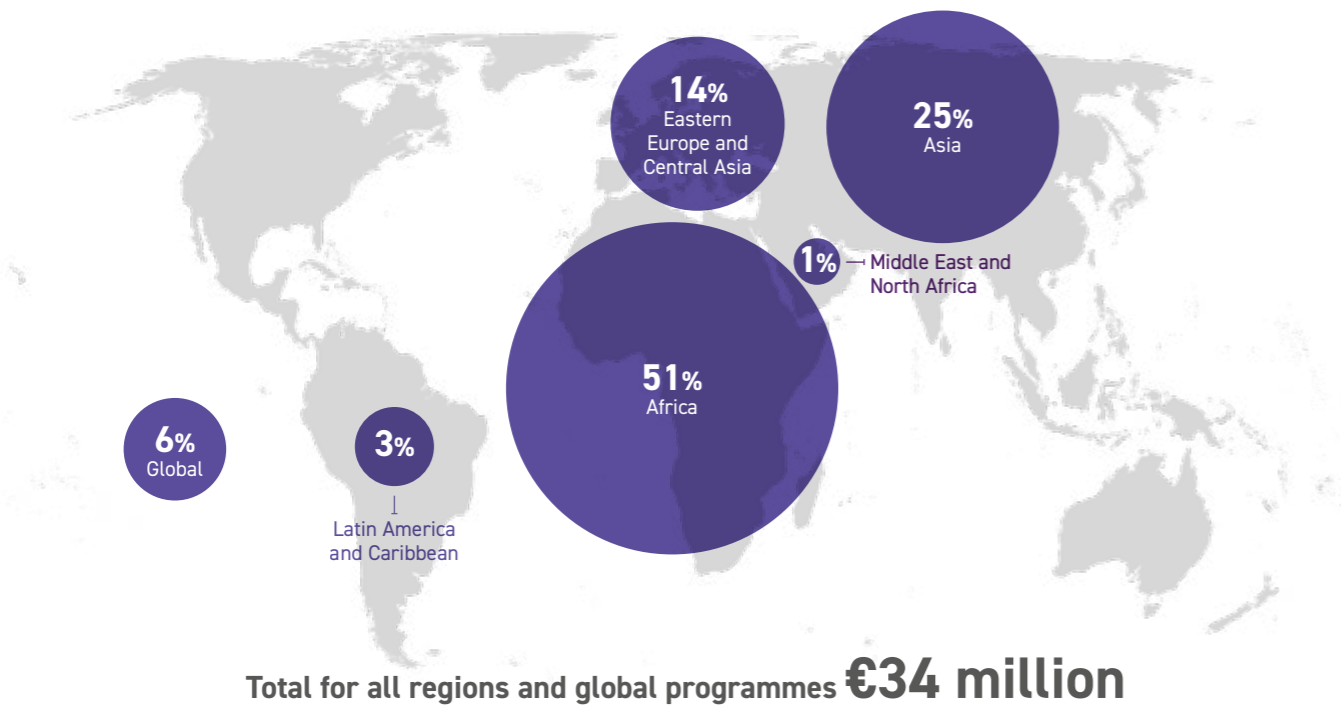
## Revenue and expenditure

### REVENUE BY TYPE

Achieving IDLO's mission relies on both restricted revenue, comprising grants in support of specific programmes or projects, and unrestricted revenue which covers core functions. Unrestricted revenue also strengthens organizational processes and allows innovation. IDLO's unrestricted revenue increased by 4%, from 17% in 2021 to 21% in 2022.



### PROGRAMME REVENUE BY REGION\*

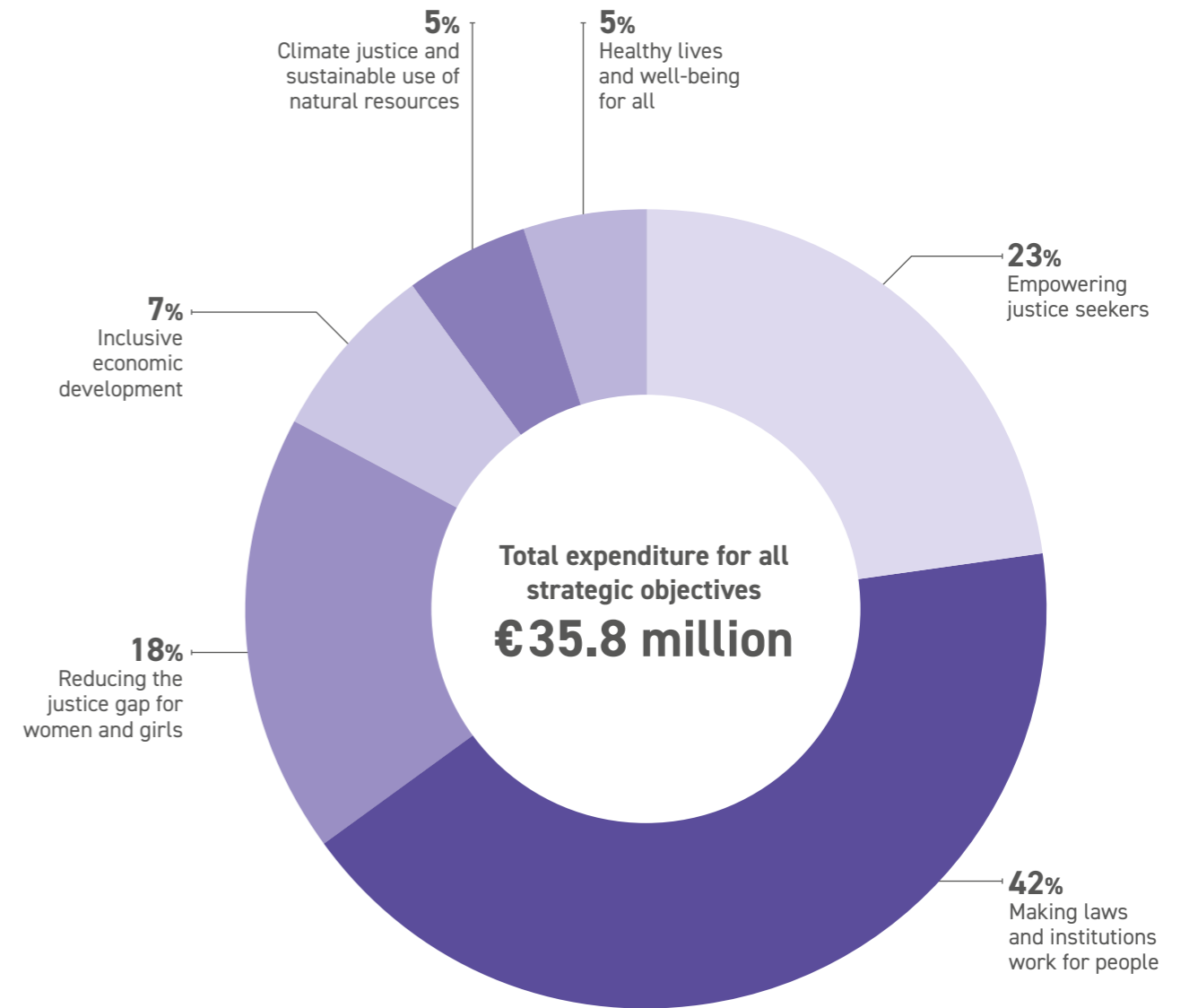


### OUR DONORS

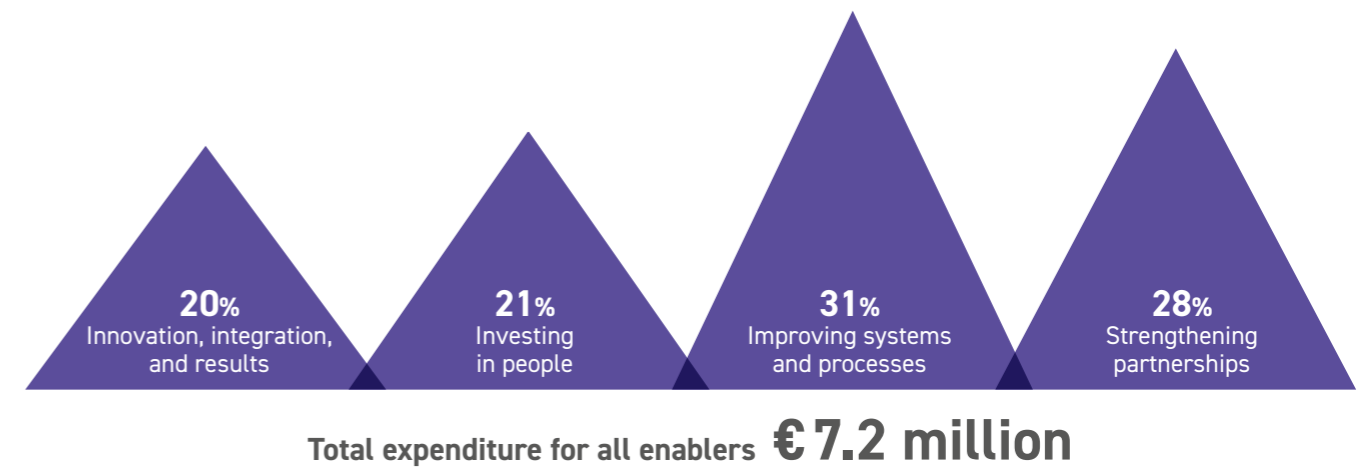
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- \* China
- \* Denmark
- \* European Union
- \* Germany
- \* Italy
- \* Netherlands
- \* Philippines
- \* Sweden
- \* Switzerland
- \* United Kingdom
- \* United States of America
- \* British Council
- \* Cowater International Inc. (SPARC - KNOWLEDGE)
- \* Development Alternatives Inc.
- \* European Bank for Reconstruction and Development
- \* Netherlands Institute of International Relations "Clingendael"
- \* OPEC Fund for International Development
- \* Open Society Initiative for Eastern Africa (OSIEA)
- \* United Nations Children's Fund
- \* United Nations Population Fund
- \* United Nations Department of Economic and Social Affairs

\*Design based on the UN Geospatial map

## EXPENDITURE BY STRATEGIC OBJECTIVE



## EXPENDITURE BY ENABLER



09

# Governance

## MEMBER PARTIES

AFGHANISTAN | AUSTRALIA | AUSTRIA | BULGARIA | BURKINA FASO | CHINA | ECUADOR  
EGYPT | EL SALVADOR | FRANCE | HONDURAS | ITALY | JORDAN | KENYA | KUWAIT | LIBERIA  
MALI | MAURITANIA | MONGOLIA | MONTENEGRO | MOZAMBIQUE | NETHERLANDS  
OPEC FUND FOR INTERNATIONAL DEVELOPMENT | PAKISTAN | PARAGUAY | PERU | PHILIPPINES  
QATAR | ROMANIA | SENEGAL | SUDAN | SWEDEN | TUNISIA | TÜRKIYE | UGANDA  
UNITED STATES OF AMERICA | VIET NAM



## STANDING COMMITTEE

As of November 2022

- > Pakistan (President)
- > USA (Vice-President)
- > Italy (Vice-President ex officio)
- > Egypt
- > Kuwait
- > Paraguay
- > Philippines

## AUDIT AND FINANCE COMMITTEE

As of November 2022

- > Italy (Chair)
- > China
- > Kenya
- > Kuwait
- > Türkiye
- > USA

## BOARD OF ADVISERS

- > Ruth Aura-Odhiambo
- > Hassane Cisse
- > Diego García-Sayán
- > Mehmet Hasan Göğüş
- > Hoang Ly Anh
- > Stefano Manservigi (Chair)
- > Githu Muigai
- > Patrick O'Brien
- > Ahmer Bilal Soofi
- > Zhou Xiaoyan

\*Design based on the UN Geospatial map



## Governing bodies

IDLO was established as an inter-governmental organization in 1988 by treaty – the Agreement for the Establishment of the International Development Law Organization. It 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 IDLO 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. The Audit and Finance Committee assists the Assembly of Parties, through the Standing Committee, in its financial oversight responsibilities, particularly with respect to audit and compliance and maintaining the effective and efficient financial performance of IDLO.

## Assembly of Parties 2022

In November 2022, the annual meeting of the Assembly of Parties took place in person at the Italian Ministry of Foreign Affairs and International Cooperation. The Italian Undersecretary of State for Foreign Affairs and International Cooperation opened the meeting, which was attended by 34 IDLO Member Parties, a majority at Ambassadorial level. The Director-General presented a report on the organization's activities during the year. During the General Debate, 17 Member Parties delivered statements, commending the organization for its achievements during the past year, including the resumption of operations in Afghanistan to support civil society justice actors, as well as ongoing efforts in other challenging environments such as Ukraine and the

Sahel region. Member Parties adopted the Management Plan for 2023-2024 and the Operating Budget for 2023.

The following Member Parties were elected to governing bodies: Egypt and Paraguay as ad hoc members of the Standing Committee to serve two-year terms, expiring at the 2024 annual meeting of the Assembly of Parties; and China, Kenya and the United States of America to continue serving as members of the Audit and Finance Committee for two-year terms, also expiring at the 2024 annual meeting.

Two new members were also elected to serve on IDLO's Board of Advisers: Mr Bilal Soofi from Pakistan and Mr Diego García-Sayán from Peru.

# Photography

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14. Judicial Capacity Building Training, Tsaghkadzor, Armenia – February 2020 - ©IDLO
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