Management Plan 2019

MANAGEMENT PLAN 2019

1. OVERVIEW

Context

1. The 2019 Management Plan (MP2019) will implement the third year of IDLO's Strategic Plan 2017 - 2020 (*Strategy 2020*).

2. IDLO is stable at the mid-point of *Strategy 2020* and well-positioned to make its choices for the coming year in a strategic and well-focused way to enhance impact. The year 2019 is forecast to be the start of a period of significant growth, building on the solid work done in the first half of the strategic cycle (2017 – 2018) to consolidate and diversify programs and strengthen institutional capacity.

3. The optimism about IDLO's growth is tempered with a degree of caution, given the volatile political and security landscape in many parts of the world and the challenging environment for resource mobilization. Entrenched conflicts and fragility generating massive displacement and humanitarian crises, growing authoritarian trends, rising geopolitical tensions and increasing levels of inequality and exclusion pose serious threats to peace, sustainable development, the rule of law and human rights. While they increase the risks for IDLO's operations, they also underline the critical importance of its work to empower people and build effective, inclusive and accountable institutions.

4. Against this background, the review of Sustainable Development Goal (SDG) 16 on Peace, Justice and Effective Institutions at the United Nations High-level Political Forum in July 2019 and the Quadrennial Summit on the 2030 Agenda for Sustainable Development in September 2019 take on greater significance and provide important opportunities to garner support for the rule of law at global and local levels.

5. Over the past two years IDLO consolidated its programs, strengthened its partnerships, enhanced its visibility and policy advocacy, and completed various organizational reforms with a view to achieving greater efficiency, results and accountability. A major organizational achievement in 2018 was the roll-out of a New Employment Model attuned to the needs and demands of a field-focused, results-oriented organization. Financial policies, processes and systems were also updated to ensure better control and reporting.

6. A well-balanced program portfolio and a healthy pipeline will be the basis for a new growth trajectory, to be sustained through this strategic cycle and into the next with additional investment in institutional capacity and learning.

Summary of MP2019

7. MP2019 provides a blueprint for well-planned growth and institutional development. The Plan describes the thematic and geographic areas of work, including opportunities for innovation and scaling up of programs, policy advocacy, research and learning. It also sets out the objectives for continued institutional improvements to consolidate growth, put IDLO on a firm financial footing and establish its reputation as a leader in its sector.

8. The Plan takes a two-pronged approach to financing, firstly, through a positive Proposed 2019 Operating Budget, and secondly, identifying some critical programming and institutional needs that are not in the Operating Budget but which will be the subject of additional fundraising efforts.

9. The main features of MP2019 are:

Program Growth. IDLO's program revenue will grow substantially from a forecast of 23.2 million euro in the 2018 Approved Budget to 31 million euro in 2019. The increase reflects a greater appreciation by governments of the need to invest in the rule of law as well as their trust and confidence in IDLO's ability to deliver results. It is also the outcome of a successful strategy, implemented by IDLO for the past five years, of geographic diversification combined with thematic focus.

IDLO will continue to pursue geographic diversification in 2019. The growth and geographic diversification, while advancing IDLO's mission and strategic goals, will help to enhance organizational stability by spreading the operational risks. IDLO is confident that it can manage this significant level of growth, thanks to the institutional reforms undertaken successfully in the past few years as well as improvements that will be carried out in 2019 to enhance IDLO's capacity and to upgrade operational systems and support services.

Thematic focus will be reinforced with the launch of three distinct Programs: Institutions for Justice and Peace; Justice for Women and Girls; and Economic Growth, Development and the Rule of Law. The Programs are being developed in collaboration with key stakeholders. The Programs will include work already under implementation, projects in the pipeline as well as proposed new programming for which additional resources will be mobilized.

Monitoring, Reporting and Learning. Having developed the Program Results Framework (PRF) and monitoring guidelines in 2018 alongside a range of tools to improve the quality of program design, implementation and reporting (collectively described as the Program Quality Framework in *Strategy 2020*), IDLO will focus its attention in 2019 on their effective implementation. Particular attention will be given to reporting on results and financial transparency.

Recognizing the importance of investing in human resources to internalize and embed the reforms, IDLO will launch an Integrated Learning Program (ILP) to strengthen the capacity and skills of its employees, especially those in the field,

to understand, support and carry out the changes. The full implementation of ILP will require additional funds beyond the resources in the 2019 Operating Budget.

IDLO will complete the Learning and Knowledge Management Initiative which was launched in 2018 to strengthen organizational learning.

IDLO will carry out a mid-term review of *Strategy 2020* in 2019 to assess progress, make any necessary adjustments for the remainder of the current strategic cycle and prepare for the next Strategic Plan.

Resource management. Over the past three years, through the Continuous Improvement Program (CIP) and other initiatives, IDLO has significantly improved its systems, processes and procedures to better manage its finances, information and human resources. In 2019 IDLO will continue to prioritize institutional reforms, further updating its systems and processes so that it can respond efficiently and effectively to the growing needs of its field operations. These changes will also help to strengthen IDLO's ability to mobilize greater donor support.

A number of improvements which began in 2017 or 2018 will be completed and some new ones will be launched in 2019 for the next phase of institutional capacity development. As the 2019 Operating Budget does not include the full cost of critical systems reforms, additional efforts will be made to raise the necessary funds.

Resource mobilization. In 2019 IDLO expects a significant increase of restricted (project) funding to match its program growth. However, unrestricted funds remain at the same level as 2018, which is significantly below the level reached in 2015. This is a matter of concern as unrestricted or soft earmarked funds are essential for investment in institutional development, for instance in learning and systems improvements that will help to sustain program growth and improve program quality.

IDLO is proposing a new approach in 2019 to attract new donors and mobilize soft earmarked funds. While including the bulk of the financial requirements of MP2019 in the Proposed Operating Budget, IDLO has made a strategic decision to identify additional needs in MP2019 that are not included in the Budget and that cover innovative approaches, scaling up of programs, policy advocacy, research, capacity development and institutional reforms. These unmet needs will be used strategically to attract new donors and encourage current donors to increase their support through a combination of unrestricted, soft earmarked and restricted funds. The Thematic Programs will be used to highlight many of the unmet needs.

Acknowledging the link between political and financial support, IDLO will seek to expand its membership in a regionally balanced manner and strengthen its engagement with Member Parties.

Summary of objectives

Programs, Research and Policy Advocacy

- Geographic diversification to improve regional balance
- Greater coherence through Thematic Programs to enhance strategic impact
- Better integration of policy advocacy and research with programming (technical legal assistance and capacity development)
- Gender mainstreaming in all IDLO's work alongside dedicated programs for women and girls

Organizational Reforms

- Integrated Learning Program to embed organizational changes and develop human resources
- Improved monitoring, program and financial reporting to further enhance accountability
- Critical systems reforms to support program growth

Political and financial support

- Intensified resource mobilization to increase quantity, quality and predictability of funds
- Expanded and engaged membership to enhance political support
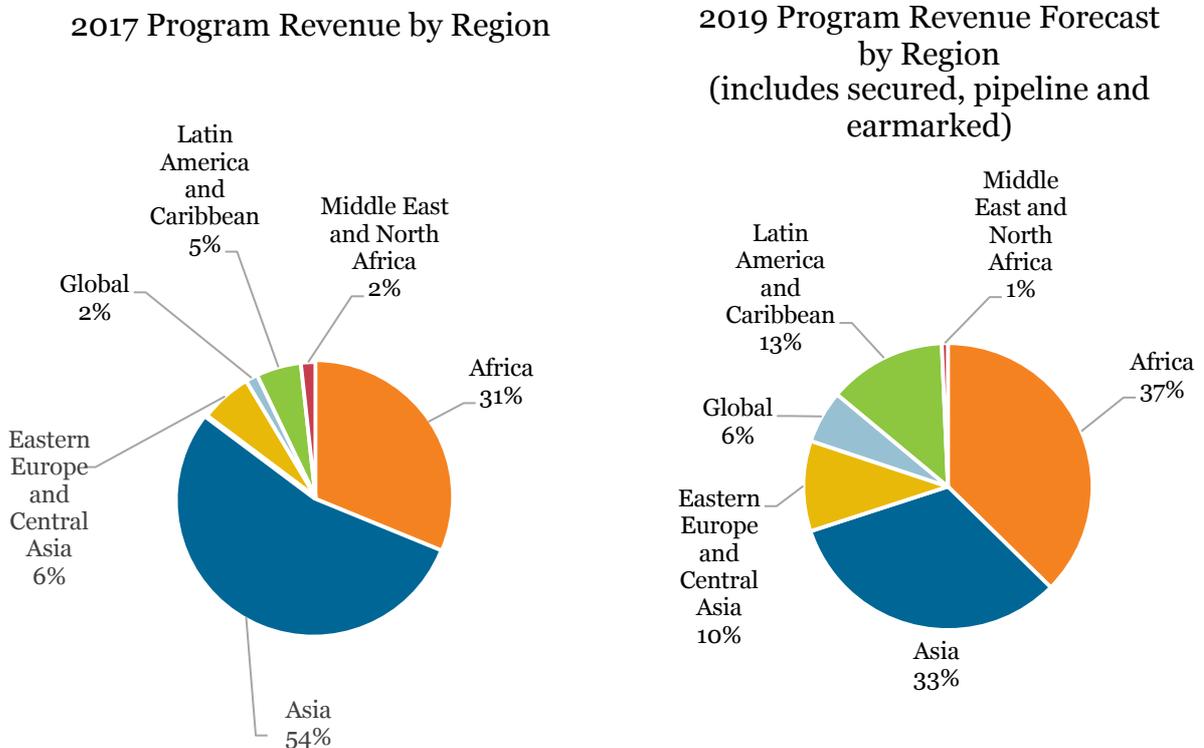
2. PROGRAMS, RESEARCH AND POLICY ADVOCACY

> **Summary of objectives**
> - Geographic diversification to improve regional balance
> - Greater coherence through Thematic Programs to enhance strategic impact
> - Better integration of policy advocacy and research with programming (technical legal assistance and capacity development)
> - Gender mainstreaming in all IDLO work alongside dedicated programs for women and girls

Geographic Scope

10. Thanks to the proactive strategy of geographic diversification of programs in recent years, IDLO's program portfolio is now much better balanced regionally, including countries from across the development spectrum, enhancing organizational stability and institutional relevance while retaining the primary focus on fragile contexts and least developed countries. IDLO's presence in Africa and Latin America has grown. During 2018, large new operations were set up in Mexico and Uganda which will become fully operational in 2019. All 2018 country operations are expected to continue in 2019 (except South Sudan which was closed in April 2018).

Diagram 1*: IDLO's Geographic Presence*

2017 Program Revenue by Region

- Latin America and Caribbean 5%
- Middle East and North Africa 2%
- Global 2%
- Africa 31%
- Eastern Europe and Central Asia 6%
- Asia 54%

2019 Program Revenue Forecast by Region (includes secured, pipeline and earmarked)

- Middle East and North Africa 1%
- Latin America and Caribbean 13%
- Global 6%
- Africa 37%
- Eastern Europe and Central Asia 10%
- Asia 33%

11. In 2019 IDLO will continue to implement its current geographic strategy to develop new programs in countries where it is already present or in neighboring countries, so that growth occurs in a coherent way, taking advantage of existing knowledge, presence and assets in the region. Subject to appropriate analysis and risk assessment of each opportunity, IDLO will seek geographic growth in:

   ▪ **Africa**: Significant expansion is forecast in West Africa, with a proposed new multi-country operation in the Sahel. Further growth is also foreseen in East and Horn of Africa where IDLO already has a sizeable operational presence.

   ▪ **Latin America and the Caribbean**: Current operations in Central America will be consolidated, with possible expansion to Guatemala or El Salvador, and assessment of prospects in Colombia.

   ▪ **Asia and the Pacific**: The focus will be primarily on ASEAN member countries, building on existing programs in Myanmar and the Philippines, laying the groundwork for growth in Indonesia and exploring opportunities in Cambodia or Vietnam, with some possibility of new programs in South Asia. IDLO will take a cautious approach to further growth in Afghanistan in light of the challenges of working in a fragile context.

   ▪ **Eastern Europe and Central Asia**: Expansion will continue in accordance with the regional strategy adopted in 2018, responding to new demands for legal capacity building in countries where IDLO is already operating or in neighboring countries.

   ▪ **Middle East and North Africa**: Efforts will be intensified significantly to develop a meaningful presence in the region, focusing on Jordan and Tunisia, and possibly Egypt, Lebanon or Morocco.

12. Within these broad parameters, IDLO will develop regional or sub-regional strategies as operational tools to guide its expansion.

Thematic focus

13. MP2019 contributes to the following outcomes or Impact Goals set out in *Strategy 2020*:

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

14. These outcomes are to be achieved through six thematic areas or Action Goals, as shown in Diagram 2 below. IDLO's commitment to advance gender equality, set out in the Gender Strategy, is relevant to all Action Goals, notwithstanding a specific reference to women's legal empowerment in Action Goal 1.

Diagram 2: Strategy 2020 Impact and Action Goals

15. Supporting countries to strengthen and reform their laws and institutions (Impact Goal 2) has been IDLO's largest area of work traditionally. This trend will continue in 2019, utilizing approximately 66% of IDLO's expected revenue in 2019, as noted in Diagram 3 below.

16. IDLO's work on legal empowerment and access to justice (Impact Goal 1) plays a crucial role in complementing "top down" institutional reforms with the "bottom up" empowerment of citizens and civil society. Diagram 3 below shows that approximately 29% of IDLO's revenue in 2019 will be invested in Goal 1, which is at a similar level to 2018. During 2019, additional efforts will be made to expand IDLO's portfolio advancing Impact Goal 1.

Program Revenue
by Impact Goals

Program Revenue
by Action Goals
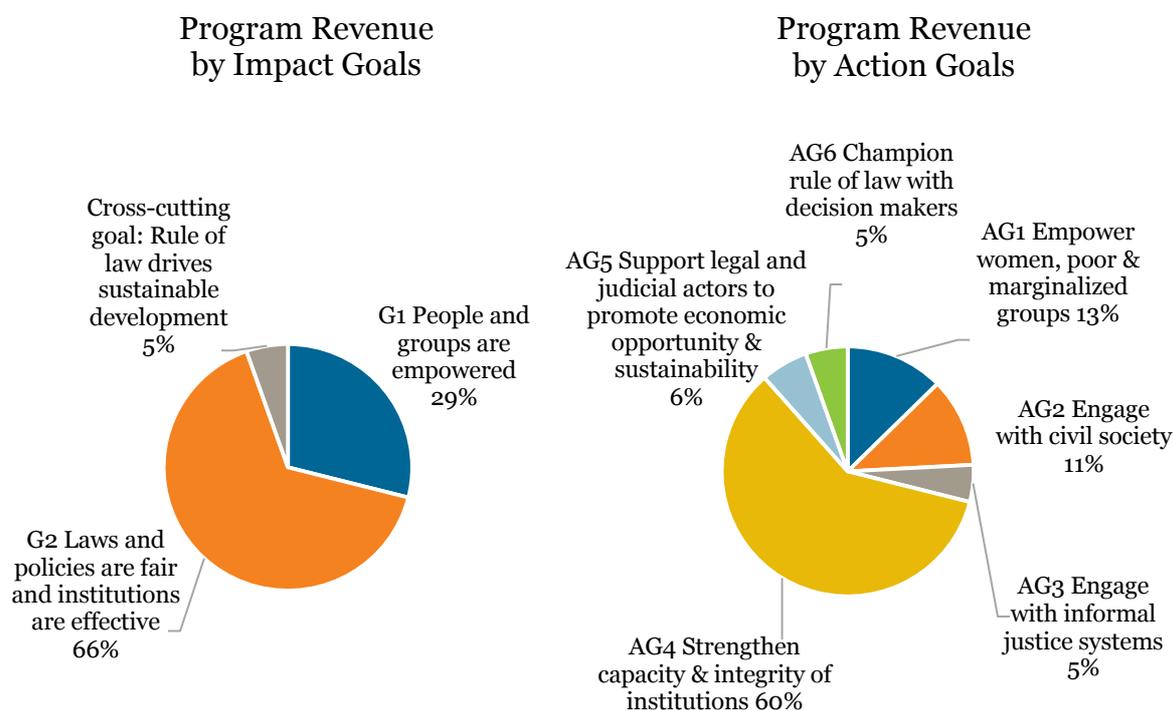
Diagram 3: *Revenue in 2019 divided by Impact and Action Goals*

17.   The Cross-Cutting Goal reiterates IDLO's commitment to contribute to the 2030 Agenda for Sustainable Development through all its programs, research and policy advocacy. Given its cross-cutting nature, it is delivered through projects under Impact Goals 1 and 2 as well as through distinct research and policy advocacy activities under Action Goal 6. As such, it is not resource intensive, covering only 5% of program revenue in 2019, as reflected in Diagram 3 above.

18.   To bring greater coherence to IDLO's programming and facilitate resource mobilization, IDLO is developing three **Thematic Programs** in consultation with key stakeholders which cut across the Goals mentioned above and will focus on: Institutions for Justice and Peace; Justice for Women and Girls; and Economic Growth, Development and the Rule of Law.

19.   The themes have been selected because of their strategic importance and growth potential as well as IDLO's proven track record and expertise on the issues. The Thematic Programs will integrate operational activities, research and policy advocacy. Covering a two-year period (2019 -2020), they will incorporate work that is funded by the 2019 Operating Budget as well as work for which IDLO will mobilize additional resources.

20.   The section below describes the 2019 Plan for programming, research and policy advocacy according to the Impact Goals. Gender equality is a cross-cutting issue. Unfunded work is highlighted below as "subject to resource mobilization" and the Plan indicates where that will be carried out through Thematic Programs.

Impact Goal 1:   G1 People and groups are empowered to realize their rights

21.   IDLO's work under Impact Goal 1 focuses on improved access to justice for women and girls (**Action Goal 1**); support to civil society organizations to promote legal empowerment (**Action Goal 2**); and engagement with informal justice providers to meet the needs of justice seekers in line with international standards (**Action Goal 3**).

a. Empower women and girls to fight discrimination and access justice

22.   Combatting **sexual and gender-based violence (SGBV)** has been a major part of IDLO's efforts in recent years to empower women and girls and ensure their access to justice. While it will remain the main thrust of programs supporting women and girls in 2019, IDLO will also seek to empower women and girls to claim a broader range of rights.

23. In 2019, IDLO will continue its programs in Afghanistan, Honduras, Liberia and Mongolia and expand its work in Uganda and Myanmar to:

- **Empower women and girls** to access information, remedies and services and claim their rights, including through innovative strategies combining legal empowerment and social accountability;

- Increase **awareness of local justice actors** on women's justice needs and improve pathways to address gender-based disputes;

- Improve **protection and support to SGBV survivors** by strengthening coordination among service providers, including women's groups and civil society organizations;

- Combat trafficking in persons by supporting professional **advancement of women police officers**; and

- Enhance **knowledge and learning,** among governmental and non-governmental partners and internally in IDLO, to improve SGBV programming, promote innovative approaches to legal empowerment and advocate for legal and policy changes.

> Subject to resource mobilization
>
> Under the Thematic Program 'Justice for Women and Girls' IDLO will expand its work on innovative approaches to legal empowerment of women and girls.

b. Engage with civil society to enhance legal empowerment and promote the rule of law

24. IDLO has long-established relationships with civil society organizations, including non-governmental organizations (NGOs), Bar Associations and women's groups, and works to strengthen their capacity to enhance rights awareness and provide legal aid and other legal services to those who are marginalized and poor.

25. In 2019 IDLO will continue its programs in Honduras, Uganda, Myanmar and Indonesia to:

- Enhance the capacity of NGOs and other local partners to deliver **legal aid and legal services** and improve accountability of local government institutions;

- Support civil society organizations and community groups to promote **legal awareness and legal literacy** in local communities and strengthen their capacity to address local justice issues, including domestic violence;

- Promote **inclusive, multi-stakeholder processes** to enhance dialogue and collaboration between civil society, local authorities and other State institutions to develop and implement policies and other measures to protect and support those at risk, including women, children, the elderly and people with disabilities.

26. In Indonesia, IDLO's support to civil society includes grant-making.

c. Engage with informal and customary justice systems

27. The vast majority of disputes around the world, especially among poor people, are resolved through customary and informal justice systems because they are cheaper, faster and more accessible than formal courts. However, such systems often do not offer adequate procedural safeguards and can be biased against women, children and other groups with low social status. IDLO has a strong record of research over the past decade, and a growing portfolio of projects more recently on informal and customary justice systems. In 2018, it developed a policy brief on the challenges of engaging with such mechanisms and identified good practices and potential entry points for interventions.

28. The Organization will draw on these insights and experiences to strengthen its capacity and expand its work on informal and customary justice in 2019. Focusing primarily on Africa, IDLO will:

- Address **justice gaps** in Uganda by developing a network of community justice workers to address community level disputes and channel them, where appropriate, to the formal justice system;

- Enable **conflict resolution** and social cohesion by strengthening the capacity of communities to resolve conflicts through traditional means and restorative justice in Somalia;

- Promote **dialogue** between formal and informal justice actors to enhance access to justice and support **reforms** to bring customary and informal justice systems in line with national constitutional and legal provisions in Kenya, Somalia and Uganda;

- Support **national networks** of legal aid providers and paralegals and a **regional forum** for peer-to-peer learning to enhance legal services and access to justice for women, poor people and other marginalized groups; and

- Provide thought leadership and encourage innovative approaches through **comparative research, learning and policy dialogue** on traditional dispute resolution processes and practices, including lessons drawn from IDLO's programs.

The Thematic Program 'Institutions for Justice and Peace' will seek to expand IDLO's engagement with informal justice systems in conflict-affected countries in Africa.

The Thematic Program 'Justice for Women' will seek to ensure that customary and informal systems respond adequately to women's justice needs.

Impact Goal 2:

> **G2** Laws and policies are fair and institutions are effective, accessible and accountable

29. Impact Goal 2 focuses on strengthening the capacity and integrity of justice sector institutions (**Action Goal 4**) and supporting legal and judicial capacity for economic development (**Action Goal 5**). As part of this work, IDLO also provides capacity development and technical assistance to reform laws and policies. In fragile and conflict-affected contexts, IDLO is increasingly combining support to the formal justice sector and engagement with informal justice systems (**Action Goal 3**).

a. Strengthen institutional capacity and effectiveness

30. Capacity development is IDLO's core competency. In recent years, the bulk of its capacity development programs have supported the reform of criminal justice systems in conflict-affected and post-conflict countries as part of stabilization and peace-building initiatives. This trend will become more pronounced in 2019 with the continuation of existing programs as well as the launch of new initiatives.

31. While most of IDLO's capacity development programs have focused on the judiciary or other justice institutions, in 2018 the Organization launched its first large multi-year capacity development program for the police in Mexico which will continue until 2021.

32. In 2019, IDLO will:

- Continue to implement programs to support the **capacity development and effectiveness** of justice institutions in Afghanistan, Kenya, the Philippines and Somalia, as well as the capacity development and professionalization of the police in Mexico;

- Support the **independence and integrity of the judiciary** in Kenya and Kyrgyzstan and encourage peer-to-peer learning and **regional networking** among judiciaries, notably in East and Horn of Africa, and Central Asia;

- Improve **women's access to justice** by strengthening the capacity of institutions to investigate, prosecute and adjudicate offenses related to SGBV;

- Encourage greater **participation of women** in the justice sector;

- Strengthen the **criminal justice chain** in northern Mali by continuing to implement the multi-year program using an **innovative methodology** (Program Driven Iterative Adaptation) to promote inclusive participation and local ownership, including both formal and informal justice actors;

- Respond to **trafficking in persons** by strengthening the capacity of the police and other law enforcement agencies in Liberia.

Subject to resource mobilization

Under the Thematic Program 'Institutions for Justice and Peace', IDLO will launch a multi-year program in the **Sahel region**, drawing on lessons from its work in Mali and partnering with UNODC, to strengthen national criminal justice chains and promote sub-regional measures to address cross-border criminality, which is a major source of insecurity and instability in the region. The project will focus initially on the Liptako-Gourma region at the intersection of Burkina Faso, Mali and Niger with potential for subsequent expansion to Mauritania and Chad.

Under the Thematic Program 'Justice for Women and Girls', IDLO will promote improved, survivor-oriented prosecution of SGBV offences and increased gender responsiveness of justice institutions, including through greater participation and leadership of women in the sector.

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b. Fight corruption and promote institutional integrity

33. IDLO's anti-corruption work has grown rapidly in the past two years. There are good prospects in 2019 to further expand activities to increase the transparency, integrity and accountability of institutions.

34. In 2019 IDLO will continue to implement multi-pronged programs in Ukraine, Kyrgyzstan and the Philippines to:

- Strengthen the capacity of **specialized anti-corruption institutions** dedicated to investigating, prosecuting and adjudicating corruption and other financial crimes;

- Promote the transparency, integrity and accountability of **justice institutions,** including through the use of technology;

- Reduce corruption, bribery and mismanagement of public funds by providing technical legal assistance to enhance the transparency, efficiency and accountability of **public services**;

- Support the role of **civil society** to advocate for transparent, accountable and inclusive public institutions and services.

35. In addition, in 2019 IDLO will continue to encourage **sub-regional cooperation** among countries in the Western Balkans to combat corruption

through improved mutual legal assistance and the training of regulators and judges as part of fulfilling the Berlin Process reforms related to European Union candidacy and improving the investment climate.

c. Enhance judicial and legal capacity for economic development

36. During the past year, through strategic partnerships and carefully designed programs, IDLO successfully expanded its program on judicial and legal capacity building to support sustainable economic development. In the coming year, IDLO intends to consolidate these programs and expand its activities to new regions and related issues with new partners.

37. In 2019 IDLO will:

- Strengthen the capacity and effectiveness of judicial and legal actors in Central Asia, Eastern Europe, Kenya and in the Middle East and North Africa region to resolve **commercial disputes**, including through **alternative dispute resolution mechanisms**, and **enforcement of decisions**;

- Implement the **Investment Support Programme for Least Developed Countries (LDCs),** launched in 2017 in partnership with the UN to provide legal and technical support and advice to LDC governments and qualified small and medium enterprises on investment related negotiations and disputes.

> **Subject to resource mobilization**
>
> IDLO will expand the Investment Support Programme as well as its work on developing the capacity of judicial institutions in relevant areas of commercial and economic law.
>
> Under the Thematic Program 'Economic Growth, Development and the Rule of Law', IDLO will address legal and other barriers faced by women entrepreneurs, starting with a project in Jordan to implement the findings and recommendations of its research in 2018.
>
> The Organization will build on its existing partnership with the UN Food and Agriculture Organization (FAO) to promote responsible investment in agriculture by supporting the review of institutional, policy and legal frameworks and building the legal capacity of small-scale producers in Guatemala and Honduras.

d. Support legal and policy reforms

38. In conjunction with capacity development support, IDLO will continue to provide technical assistance for legal and policy reforms in line with international standards and national contexts and needs.

39.   Existing programs to be continued in 2019 include:

- In Kenya: support to the three branches of government to review, reform and develop laws, regulations and policies for the **implementation of the Constitution** including on local governance, gender equality, human rights and access to justice.

- In Ukraine: technical assistance for the development of laws, policies and regulations to improve **transparency, efficiency and accountability** for a wide range of national and sub-national institutions.

40.   New areas of work on legal and policy reforms in 2019 will be:

- **Non-communicable diseases:** a program to build the capacity of a select number of developing countries to formulate and implement regulatory measures to address unhealthy diets, physical inactivity and other factors that lead to non-communicable diseases, in cooperation with the World Health Organization (WHO) and IDRC in Canada. IDLO will also explore cooperation in this context with Rome-based Agencies in line with the outcomes of the Second International Conference on Nutrition.

- **Biodiversity:** policy, legislative and institutional reforms to mainstream a human rights-based approach to biodiversity in Kenya, Tanzania and Uganda and possibly in West Africa, building on previous work to support the implementation of the Nagoya Protocol.

- **Refugees and Internally Displaced Persons**: support for the development and implementation of policies for the return, reintegration and protection of internally displaced persons and refugees in Somalia.

Subject to resource mobilization
Under the Thematic Program 'Justice for Women' IDLO will collaborate with UN Women on the implementation of "Levelling the Law for Women and Girls by 2030: A Multi-stakeholder Strategy for Accelerated Action" – a global partnership to repeal gender discriminatory laws and enact laws that protect the rights of women and girls.

Cross Cutting Goal:

| CCG | Rule of law drives sustainable development at local & global levels |

41. As mentioned in *Strategy 2020*, the Cross-Cutting Goal seeks to ensure that all IDLO's programs and projects advance SDG 16 and are aligned with the overall aim of the 2030 Agenda to "leave no one behind". MP2019 furthers these objectives through its work under Impact Goals 1 and 2, described above, contributing to poverty eradication (SDG 1), food security (SDG 2), reduction of NCDs (SDG 3), human rights of women and girls (SDG 5), economic development (SDG 8), equality and non-discrimination (SDG 10) and access to justice and inclusive approaches to institution building in fragile contexts (SDG 16).

42. The Cross-Cutting Goal also requires IDLO "to champion the rule of law with decision makers" (**Action Goal 6**). Policy advocacy at national and international levels, including at the UN, has gained new urgency and relevance at a time when the rule of law and human rights are under pressure around the world.

43. IDLO will magnify the impact of its advocacy efforts in 2019 through partnerships with organizations with complementary mandates and priorities. It will reinvigorate its engagement with Rome-based Agencies and strengthen its partnership with UN Women, UNDP and other parts of the UN system in New York and Geneva as well as strategic partners such as EBRD. It will also seek to work with relevant policy think tanks, national institutions and advocacy organizations in the Netherlands, Sweden and other partner and program countries.

44. In 2019 through research and policy advocacy, IDLO will seek to influence global policy discussions and national policy processes on three distinct issues:

45. The **2030 Agenda for Sustainable Development**, with a particular emphasis on Goal 16 and its relationship with other SDGs. IDLO will use the Ministerial Review of SDG 16 at the High-level Political Forum in July 2019, the UN Quadrennial Summit on the 2030 Agenda in September 2019 and other events leading up to them, to share its operational experience, policy research and the outcomes of its policy debates, especially at IDLO's Partnership Forum, to demonstrate how access to justice and the rule of law advance the SDGs. IDLO will simultaneously seek to strengthen partnerships for new transformative strategies, including with the Pathfinders for Peaceful, Just and Inclusive Societies group.

> **Subject to resource mobilization**
>
> During 2019 IDLO will explore opportunities to support national governments in their efforts to produce Voluntary National Reports on SDG 16 and other relevant SDGs.

46. **Justice for Women and Girls.** In line with the approaches outlined above and its new Gender Strategy, IDLO will develop a strong research and policy advocacy agenda, backed by a program of activities at global and national levels. IDLO's gender research and policy advocacy will focus on: greater participation of women in the justice sector; women's rights in informal and customary justice systems; and justice issues related to SGBV.

47. As a co-convener with UN Women and the World Bank and in cooperation with the Secretariat of the Pathfinders group, IDLO will contribute to the efforts of the High-level Group on Justice for Women. A major output will be the report of the High-level Group, underlining the linkages between SDG 5 and SDG 16 and their relevance to the achievement of all other goals of the 2030 Agenda for Sustainable Development. The report will make a strong case for more investment by the international community and national governments to accelerate progress towards gender equality. It will be presented to the 63rd session of the Commission on the Status of Women and will feed into the recommendations of the Pathfinders Taskforce on Justice at the High-level Political Forum in July 2019. It will also be used also as an advocacy tool at other high-level events and policy fora, including at policy discussions planned by IDLO in 2019.

> **Subject to resource mobilization**
>
> Under the Thematic Program 'Justice for Women and Girls', IDLO will seek to enhance its evidence-based research and policy advocacy, in partnership with UN Women and other stakeholders, to champion justice for women as an integral component of the Agenda for Sustainable Development.

48. **Building Institutions for Sustainable Peace.** The objective of IDLO's research and policy advocacy in this area is to influence policy makers at national and international levels by demonstrating concrete ways in which early and innovative investment in institution building can contribute to peace, democracy and human rights. Drawing lessons from its programs in fragile and conflict-affected contexts as well as its recent policy brief on informal and customary justice, IDLO will focus research and policy advocacy on innovative approaches to building formal and informal justice institutions, and to strengthening the independence and integrity of the judiciary.

> **Subject to resource mobilization**
>
> While funding for policy advocacy on informal justice has been included in the 2019 Operating Budget, with additional funds under the Thematic Program 'Institutions for Justice and Peace' IDLO will strengthen its capacity for research on issues related to institution building in fragile contexts.

3. ORGANIZATIONAL REFORMS

Summary of 2019 organizational reform objectives
▪ Integrated Learning Program to embed organizational changes and develop human resources ▪ Improved monitoring, program and financial reporting to further enhance accountability ▪ Critical systems reforms to support program growth

49. As shown in Diagram 4 below, *Strategy 2020* sets out 14 areas for organizational improvement and investment to support the effective implementation of the Impact and Action Goals. To facilitate implementation and reporting against *Strategy 2020*, these organizational goals have been grouped into eight Major Initiatives. (An organizational goal may be relevant to more than one Major Initiative).

Diagram 4: Extract from Strategy 2020 Map Showing Organizational Goals

50. As mentioned earlier in MP2019, IDLO is embarking on a period of substantial program growth. In anticipation of the growth, during 2017 and 2018 IDLO invested to improve program design, delivery, results and reporting as well as support services. In 2019 IDLO will further strengthen institutional capacity. Two cross-cutting institutional projects are worth noting:

51. **Integrated Learning Program**. During the first half of *Strategy 2020*, IDLO reviewed, updated and introduced various organizational policies, guidelines and processes under the Major Initiatives. In 2019 the ILP will be launched to thoroughly familiarize IDLO employees with the changes and equip them with the necessary knowledge and skills to implement them. Integrating program, policy, people management, financial learning and professional development, this Learning Program cuts across several Major Initiatives and is both a change management project and a critical investment in employee development. IDLO has included some funding for this Program in its 2019 Operating Budget but will require additional resources for its full implementation.

52. **Critical Systems Reforms**. As part of its institutional transformation to become an effective, field-oriented organization, over the past three years IDLO has been carrying out a series of improvements to upgrade its financial and support services and systems and to strengthen its ICT infrastructure and security. While many of the measures have been completed, a number of them were delayed or deferred due to lack of adequate funding. With IDLO entering a new period of substantial growth in 2019, it has become imperative to accelerate these reforms so that the Organization can effectively manage a significantly larger and more diverse workload, including a growing number of field offices and employees. Although a part of the costs of these reforms has been included in the Proposed 2019 Operating Budget, the funds available do not meet the needs fully and more resources will need to be mobilized.

53. The following section lists IDLO's main priorities in 2019 under Major Initiatives 1, 2, 3, 4, 7 and 8.

**Major Initiative 1:
Enhancing Program Quality**

54. <u>Program Quality Framework.</u> During 2017 – 2018 IDLO developed a number of policies, tools, guidelines and templates to improve program design and implementation, including on political economy analysis, conflict sensitivity, theories of change, gender mainstreaming, scoping missions, research and risk assessment. It will develop new guidelines on project inception periods in 2019. In 2019 IDLO will incorporate these guidelines and tools in a Program Cycle Management Manual and roll them out through the Integrated Learning Program (ILP).

55. <u>Improved Program Monitoring</u>. In 2018 IDLO adopted a Program Results Framework and with the support of external consultants, carried out a comprehensive review of its policies, guidelines and practices on project monitoring to improve output and outcome monitoring and reporting. In 2019, a new monitoring framework and guidelines will be developed and rolled out through the Integrated Learning Program (ILP).

56. <u>New Gender Strategy</u>. IDLO's current (and first ever) Gender Strategy, adopted in 2015, is being independently evaluated in 2018. The findings and recommendations will inform a new Gender Strategy (2019 – 2020), to be adopted in early 2019 after consultation with the Standing Committee. IDLO will retain its dual approach to advancing gender equality by designing and implementing projects focused on women and girls while also systematically mainstreaming gender in all its programs and activities. As of December 2017, all IDLO projects are obliged to undergo gender analysis at the design stage.

Major Initiative 2: Learning and Knowledge Management

57. <u>Research</u>. In 2019, IDLO will continue to align its research with its policy advocacy agenda and programmatic and learning needs. Tailored knowledge products will be developed to support IDLO's policy advocacy priorities, described in paragraphs 41 – 48 above, and specific program requirements. Where relevant, IDLO's research will seek to incorporate lessons learned from its programs, encourage innovation and improve project design. The Organization will also seek to enhance its research capacity and dissemination through strategic partnerships with other institutions.

58. <u>Organizational Learning and Knowledge Management</u>. Recognizing the direct link between research, learning, knowledge management and improved programming outcomes, IDLO launched the Learning and Knowledge Management Initiative project in 2018 to identify and analyze its knowledge management needs. Based on the findings and recommendations of that Initiative, in 2019 IDLO will develop appropriate processes and infrastructure for knowledge management. This project is closely linked to the Integrated Learning Program and dependent on planned ICT improvements, for which additional resources may be needed. IDLO will also adopt a standardized approach to digital content through a participatory process and implement it through learning and practice exchanges, including webinars and communities of practice, drawing lessons from the pilots carried out in 2018.

59. <u>Evaluation and Learning.</u> IDLO will continue to assess the impact of its programs through regular independent evaluations in accordance with OECD DAC guidelines and publish the findings and recommendations. The improvements introduced by the Learning and Knowledge Management Initiative will better enable IDLO to systematically integrate lessons learned from evaluations into new programs.

60. A major undertaking in 2019 will be the mid-term review of *Strategy 2020*, the findings of which will influence the final year of this strategic cycle and the development of IDLO's next Strategic Plan.

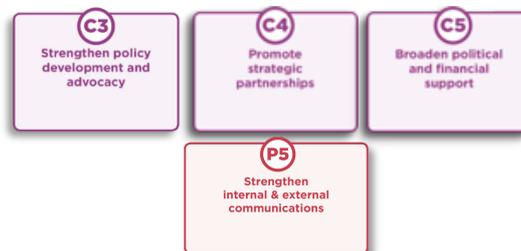**Major Initiative 3: Transparency and Accountability**

61. In 2017 – 2018 IDLO took a number of important measures to enhance transparency and accountability, including output-based budgeting, public reporting under the International Aid Transparency Initiative, publication of

independent evaluations on the website and the hiring of an internal auditor. A Whistleblower Protection Policy was adopted earlier in 2016. MP2019 will further advance IDLO's commitment to transparency and accountability as follows:

62. Improved Institutional Reporting. The Program Results Framework, adopted in 2018, will be used to measure IDLO's achievements against the Impact Goals of *Strategy 2020* and improve reporting to internal and external stakeholders. The Framework will draw on information generated by the new monitoring system (mentioned under Major Initiative 1). IDLO will also provide regular progress reports on the Major Initiatives to the Standing Committee.

63. IPSAS Compliant Financial Reporting. The rollout of the Enterprise Resource Program (ERP) Navision finance module across the Organization in 2018 and 2019 will increase IDLO's capacity to produce accurate, timely and detailed financial information. IDLO will have International Public Sector Accounting Standards (IPSAS) compliant financial structures in place by January 2019 with the aim of producing the 2019 financial statements in an IPSAS compliant format.

64. Transparent Budgeting and Cost Allocation. A new cost policy was approved by the Standing Committee in October 2018. It will improve the classification of direct and indirect costs and allow IDLO to allocate them to projects more accurately and transparently. Under the new policy, project support services will be identified and charged based on the time spent by employees on projects while general support costs will continue to be charged as overhead. The new budgeting approach, together with the output-based budget reporting implemented in 2018, will further enhance IDLO's financial accountability and transparency.

65. Enhanced Internal Oversight: In 2018 IDLO established an Internal Audit Committee, recruited an Internal Auditor and Compliance Officer and conducted audits of several large field operations. The internal audits will continue in 2019 with particular attention on compliance.

Major Initiative 4: Communications and Stakeholder Relations

C3 Strengthen policy development and advocacy

C4 Promote strategic partnerships

C5 Broaden political and financial support

P5 Strengthen internal & external communications

66. Communications and stakeholder relations bring visibility, generate understanding and enhance support for IDLO's mission and work. They also contribute to increasing the trust of donors and partners, supporting Major Initiative 3 on Transparency and Accountability and Major Initiative 5 on Political and Financial Support.

67. IDLO's external relations function was re-designed in 2018 to strengthen the Organization's capacity for strategic communications to meet the demands arising from its growing portfolio, substantial policy advocacy agenda and enhanced visibility and outreach.

68. Under MP2019 the main priorities are:

69. Stakeholder relations. IDLO will record, manage and strengthen relationships with key stakeholders, including justice sector professionals, in line with the findings of the 2018 Stakeholder Engagement Review. In light of the increasing diversity of IDLO's stakeholders resulting from the expansion of programs and advocacy activities to Central America and West Africa and the Organization's growing global profile, it will review its language policy in 2019 with a view to strengthening communications in languages other than English.

70. Communicating results. IDLO will review the Annual Report and other communication products, including on its website, internet and social media, to optimize the timeliness and relevance of its communications with internal and external stakeholders based on their preferences. Earned media and social media will be a priority in 2019. The improved flow of information on outcomes generated by the new project monitoring systems (see Major Initiative 1 above) and the development of IDLO's knowledge management system under Major Initiative 2 will help to enhance the quality of communications products. To improve the flow of stories from the field, IDLO will strengthen its "storytelling" and evidence-based reporting through training and guidance to relevant employees as part of the Integrated Learning Program.

71. Support to policy advocacy. IDLO's strategic communications function is critical to effective policy advocacy. Coordination between IDLO's Headquarters, UN Liaison Offices and Branch Office in The Hague will be strengthened. Measures will be taken to improve planning and prioritization and ensure adequate support on strategic communications is available to the relevant offices to maximize the visibility and impact of IDLO's policy advocacy and the publication and dissemination of its knowledge products.

Major Initiative 7:
Human Resources and Talent Management

Major reforms in IDLO's human resources policies and practices were carried out in the first half of this strategic cycle. A New Employment Model was adopted in 2017 and implemented through a phased process in 2018.

72. In 2019 IDLO will prioritize the following:

73. Integrated Learning Program. As mentioned above, the Integrated Learning Program is a major institutional undertaking. Building on previous efforts to
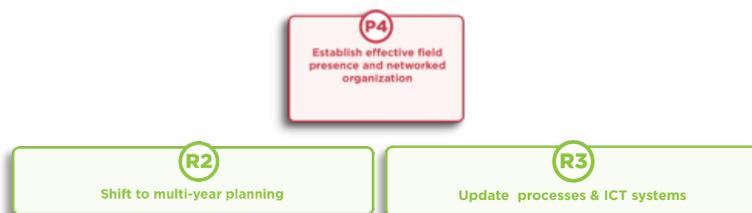
increase professional learning opportunities through specialized training and the e-learning platform launched in 2017, it will provide employees with the necessary skills, competencies and opportunity for professional growth while also ensuring that they understand, support and are empowered to implement the organizational changes adopted by IDLO. The Program will introduce employees to the tools and guidelines developed as part of the various Major Initiatives and familiarize them with IDLO's key institutional policies, business processes and related ICT systems. It will also provide training on substantive subjects, ethical standards and on soft skills including leadership, people management, communications and stakeholder relations.

74. Field Orientation. To improve organizational performance and make the best use of talent where it is most needed, IDLO will introduce a mobility policy in 2019 to promote greater movement between HQ and field offices and pilot programs for increased functional mobility. Employee development under the Integrated Learning Program will also be used to facilitate mobility.

75. In keeping with its institutional goal to be field oriented, to improve retention and ensure institutional continuity, IDLO will provide fixed term contracts in 2019 to a number of managers in field offices. IDLO will also explore the possibility of strengthening field operations by creating senior level positions for operational support services at country or regional levels where appropriate factors including economies of scale or specialized knowledge justify it.

76. Strengthening Recruitment. IDLO will strengthen its recruitment processes including through the use of databases and rosters and make other improvements to ensure that the Organization is able to attract and recruit qualified candidates through an efficient and timely recruitment process. Special attention will be given to the needs of new operations in 2019, especially the program in the Sahel given its complexity and size.

77. Human Resources (HR) Services. In view of the proposed HR Information Management System and the need to develop the capacity of HR services to respond to the demands of a growing and diverse workforce, IDLO will review its HR structure at HQ and adopt measures to improve HR support to all offices.

> **Subject to resource mobilization**
>
> Improving the performance management system is critical for the proper roll out of the Integrated Learning Program as well as smooth operation of the New Employment Model. IDLO will develop a new performance appraisal system and competency framework to systematically monitor, assess and manage the performance of employees. The implementation of the performance management system is not included in the 2019 Operating Budget and will require additional resources.

Major Initiative 8:
Field Orientation and
Organizational Reforms

P4
Establish effective field
presence and networked
organization

R2
Shift to multi-year planning

R3
Update processes & ICT systems

78. As noted above, the year 2019 will be critical for the reforms to improve and update IDLO's business processes, policies and systems to maintain progress within the strategic cycle as promised and also support its anticipated growth. A number of the outputs noted below are essential for the completion of other outputs or activities mentioned elsewhere in MP2019.

79. In 2019, IDLO will prioritize the following:

80. Enterprise Resource Planning (ERP) system. The implementation of additional modules of the ERP across the Organization will allow IDLO to improve many business processes that are currently carried out on paper. The transition will increase speed and efficiency, improve standardization and compliance with procedures, and allow the generation, collection and analysis of information on programs and operations in a timely manner. It is a high priority for completion in 2019 and will be instrumental in IDLO's efforts to increase transparency and accountability.

81. In 2019 IDLO will roll out the following functionalities across the Organization: a Finance Module to increase the automation of financial processes and reporting; a Procurement Module to automate procurement processes and achieve better control and monitoring over transactions; an HR Information Management System with payroll, contracts management and annual leave management; and a Grants Management System to enable IDLO to more efficiently record, manage and share information on its project portfolio. As noted above, the Performance Management functionality of the HR Information Management System is not included in the 2019 Budget and will require additional funding.

82. Timekeeping System. A timekeeping system will be adopted in all IDLO offices to support ongoing efforts to improve the accuracy of budgeting and cost allocation under the new cost recovery policy, mentioned in Major Initiative 3. It will allow IDLO to more accurately track the use of staff time and allocate it to the appropriate projects and donors. It is contingent on the successful rollout of the finance module of the ERP in 2019.

83. Improved financial planning. In addition to the positive 2019 Output-Based Budget, prepared for approval by the Assembly of Parties in November, IDLO has produced – for the first time – a high-level two-year projection of its financial resources. Such projections will help to improve planning and resource mobilization by identifying the resource gaps for proposed program activities and institutional reform projects. The two-year financial projection will form a key element of IDLO's fundraising efforts in 2019.

84. <u>Redesign of ICT Systems.</u> IDLO will upgrade its ICT systems and infrastructure to improve data security and support the implementation of privacy and retention policies. Priority will be given to increasing security, including of the website, and implementation of knowledge management components to increase the safety and security of IDLO's systems.

85. <u>Operational Support to Field Offices.</u> In line with the commitment in *Strategy 2020* to strengthen its field orientation, IDLO will provide operational support for the set-up of new field offices in 2019 by increasing the field orientation of Finance and HR Departments. Following the adoption of a Delegation of Authority policy in 2018 and increased ability to monitor field operations through the ERP, IDLO will review and amend business processes to increase efficiency and bring them in line with the new policy and systems.

86. <u>Managing Risks.</u> IDLO will continue to ensure that security risk assessments are conducted/updated, that their recommendations are implemented and that employees are provided with appropriate training. Security advice and support will be provided for the set-up of new offices in 2019, particularly in fragile and conflict affected locations such as the Sahel.

87. IDLO will continue to mitigate political and operational risks through the conclusion of Host Country Agreements or other alternative arrangements to secure or strengthen the legal status of field offices. It will continue to seek and rely on its Member Parties and governing bodies for political support in these efforts.

88. The Organization will continue to strengthen its treasury management function to manage financial and banking risks, including by refining its approach to investments, foreign exchange management and banking transactions to minimize foreign exchange losses and transaction costs and seek additional cost savings.

89. It will also take steps to develop and implement an Occupational Health and Safety Compliance Policy to provide a healthy and appropriate working environment for all employees.

4.   POLITICAL AND FINANCIAL SUPPORT

Summary of objectives
▪ Intensified resource mobilization to increase quantity, quality and predictability of funds ▪ Expanded and engaged membership to enhance political support

90.   The successful implementation of MP2019 requires strong political and financial support. Major Initiatives 5 and 6 of *Strategy 2020* cover these two areas.

Major Initiative 5: Resource Mobilization

91.   IDLO's Resource Mobilization Strategy, adopted in 2017, seeks to achieve greater diversity, flexibility and predictability in funding, reduce dependence on a small number of donors and increase unrestricted and program revenue.

92.   Over the last two years IDLO demonstrated its ability to effectively prioritize its use of resources to drive efficiency gains, maintain the quality and timely delivery of its programs and place the Organization on a sound footing for the future. After a difficult financial period in 2016 - 2017, IDLO's financial situation has revived with significant increase of program funding. However, IDLO remains vulnerable in two ways: firstly, the disproportionately low level of unrestricted funding, which has remained unchanged for the past two years and is 29% lower than in 2015, and secondly, a narrow donor base with only four donors providing the bulk of the unrestricted and program revenue.

***Diagram 5****: IDLO Revenue (2012 -2020)*
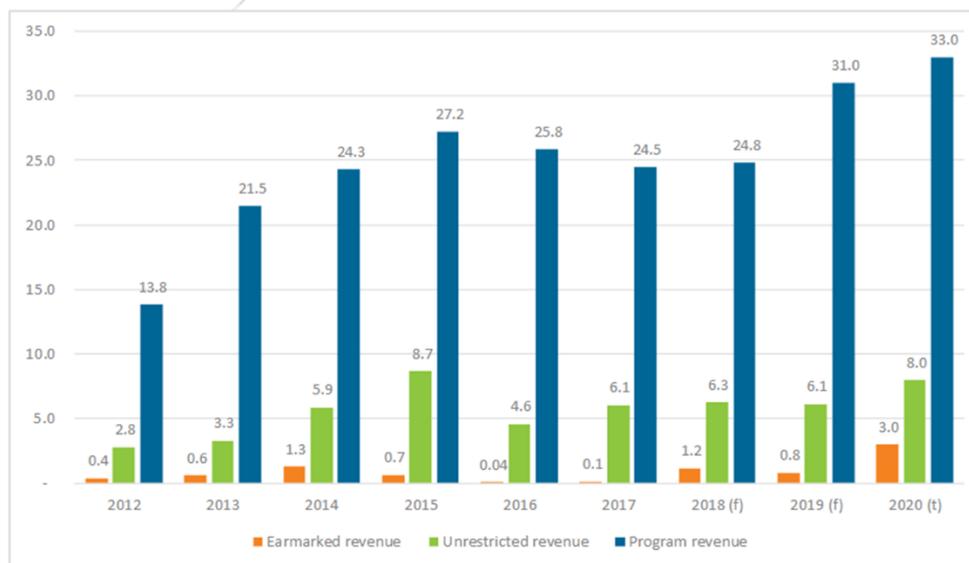
(f) forecast (t) target

93. IDLO is reasonably confident of reaching its revenue target of 38 million euro in the 2019 Proposed Operating Budget. However, that figure does not cover its total needs in 2019 as outlined in MP2019, and additional funds will need to be mobilized. Furthermore, IDLO proposes a significantly higher Target Budget for 2020.

94. As can be seen in Diagram 4 above, IDLO is seeking to increase its unrestricted income from 6.1 million euro in 2019 to 8 million euro in 2020 and its soft earmarked revenue from 800,000 euro in 2019 to 3 million euro by 2020. While these targets are ambitious, IDLO believes they can be reached. Building on the outreach to donors in recent months, IDLO intends to ramp up its resource mobilization efforts significantly in the coming months and looks to the support of its Member Parties as donors and champions of the Organization.

95. To reach its targets, in 2019, IDLO will pursue the following resource mobilization objectives:

96. <u>Increased unrestricted and soft earmarked funds</u>. In order to sustain the quality of its programs and the growth trajectory, IDLO needs to invest more in program development, innovation, research, learning and institutional capacity development. While unrestricted funds will allow IDLO the flexibility to effectively channel resources to deliver the highest impact, they are increasingly scarce globally and IDLO is therefore looking at a mix of unrestricted and soft earmarked funds.

97. **IDLO has set a fundraising target of 1 – 1.3 million euro in unrestricted and soft earmarked funds in 2019, over and above the figures in the Proposed 2019 Operating Budget.** The unmet needs in the three Thematic Programs and the two institutional projects (Integrated Learning Program and Critical Systems Reforms noted in the 2019 Management Plan) will form the basis of the "asks" from donors for additional unrestricted and/or loosely earmarked funds.

98. <u>Diversified donor base.</u> IDLO will strengthen its relations with prospective donors by building on its outreach in 2017 and 2018 and encouraging them to invest in the Thematic Programs. It will strengthen coordination between Headquarters, field and other offices to ensure strong, smooth and sustained donor relations. The objective is to reach concrete **partnership agreements with three new donors** by the end of 2019.

99. Following the positive reaction of the European Union to IDLO's Investment Support Programme for LDCs, IDLO will nurture its relations with Brussels with a view to preparing for a Pillar Assessment in 2019. That will enable IDLO to access to funds from the European Union, the second largest funder of rule of law programming globally.

100. While retaining sovereign donors as its first priority, in 2019 IDLO will commission studies and develop strategies for philanthropic and private sector funding. It will also continue to solicit non-financial support in the form of seconded staff or sponsored junior professionals from governments as well as in-kind support from law firms.

101. Predictable funding. IDLO will consolidate and, where possible, increase the level and quality of funding from its current donors, including through multi-year agreements for unrestricted or soft earmarked funds. It will work to secure a new **multi-year funding agreement** with Sweden in 2019 and open negotiations on a similar agreement with the Netherlands from 2020 onwards.

102. Donor consultations. IDLO will seek to enhance its prospects for increased funding from current and prospective donors in 2019 through improved reporting, transparency and accountability measures (as a result of action taken under Major Initiatives 1, 2, 3 and 4, mentioned above).

103. In addition to bilateral meetings, IDLO will hold its **Annual Consultation on Strategic Partnerships**. The Annual Consultation serves as a forum for multilateral discussions with donors, where IDLO can report on its achievements, discuss its priorities and seek support for unfunded program and institutional needs.

104. The first Consultation was held in Rome on October 10 and 11, 2018 with a selected number of existing and potential donors. It has opened up a number of possibilities for further collaboration, with a particular focus on Thematic Programs. Lessons learned from the event will help to shape the next Annual Consultation in 2019.

Major Initiative 6: Membership and Governance

C5 Broaden political and financial support

P5 Strengthen internal & external communications
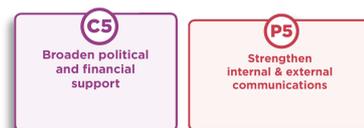
105. In recent years IDLO's growing global profile and programs have generated increased interest in membership, with seven new States becoming Member Parties in the last six years. In 2017, IDLO's Member Parties successfully completed reforms to strengthen the governance bodies in line with the Organization's evolution and growth.

106. In 2019 IDLO will build on these positive developments and pursue two major priorities:

107. Membership growth. Experience shows that governments which have partnered financially or programmatically with IDLO tend to be more receptive to Membership discussions. IDLO will focus on such countries in 2019. In pursuing Membership growth, the Organization will strive for regional balance as well as balance between OECD and non-OECD states. The target is to **increase**

Membership to 40 Member Parties by the end of 2020 (as compared to 34 Member Parties in 2018). Although ambitious, this goal can be achieved with the support and guidance of IDLO's governing bodies and existing Members.

108. <u>Membership engagement.</u> To help increase the level of its engagement with Member Parties, IDLO will enhance the flow of communications and dialogue with Permanent Missions in Rome as well as New York, Geneva and capitals as appropriate. The Organization will continue to seek the support and guidance of the Presidency in its efforts to encourage greater participation by members in IDLO's governance and resource mobilization. Through gatherings such as the Partnership Forum, IDLO will encourage substantive dialogue among Member Parties and other partners on rule of law and sustainable development.

109. The Secretariat will be strengthened in 2019 to provide more tailored support to Member Parties, the Standing Committee and other governing bodies.