

MANAGEMENT PLAN

2021-2022



I. INTRODUCTION

1. IDLO has developed its Strategic Plan 2021-2024 against the backdrop of one of the biggest disruptions the world has faced since the Second World War. The Management Plan 2021-2022 will implement the first two years of IDLO's new four-year Strategic Plan.
2. While the rule of law is now widely recognized as a necessary enabler for sustaining peace and achieving sustainable development, the justice gap continues to widen and there has been a consistent deterioration in peace, human rights and equality in recent years.
3. The COVID-19 crisis has dramatically exacerbated these negative trends and represents a profound challenge to humanity's shared aspirations for a better future, expressed in the 2030 Agenda for Sustainable Development. At the same time, by shining a light on fragility and putting problems of good governance, human rights, inequality, multilateralism and respect for international law in such stark relief, the pandemic also presents an opportunity for building a more just, prosperous and inclusive world.
4. IDLO enters a new strategic cycle, having adapted well to the operational constraints imposed by the pandemic and reoriented its efforts to contribute to the global response to COVID-19. We remain committed to placing SDG 16, justice, human rights and the rule of law at the heart of efforts to promote peace and development and to *Build Back Better*.
5. The Management Plan 2021-2022 balances caution with ambition, building on current strengths while preserving IDLO's ability to respond quickly and innovatively to emerging opportunities in a challenging but fast evolving global environment. It has three key objectives:
 - Maximize IDLO's contribution to peace and sustainable development through the rule of law, including by contributing to the global response to COVID-19;
 - Develop a healthy, geographically diverse and thematically balanced portfolio of programs, research, policy and advocacy;
 - Strengthen organizational resources, systems and capacities to deliver on our Strategic Goals efficiently and flexibly in an uncertain operating environment.

II. STRATEGIC FRAMEWORK

6. IDLO's new Strategic Plan 2021-2024 structures IDLO's substantive work around two Strategic Goals and six Strategic Objectives based on our commitment to putting people's needs and human rights at the center of justice systems and making the rule of law a driver of sustainable development. It recognizes and seeks to advance the interdependence and mutually reinforcing connection between human rights, democracy and the rule of law.
7. The first Strategic Goal (Goal 1) seeks to make justice systems more effective and responsive to people's needs and help protect their human rights. It and builds on IDLO's

expertise in legal empowerment and access to justice (O 1), institutional strengthening and reforms (O 2), and addressing key justice barriers faced by women and girls (O 3).

8. The second Strategic Goal (Goal 2) seeks to leverage the contribution of the rule of law and human rights to peace and sustainable development. It aims to promote inclusive economic development (O 4), climate justice and sustainable use of natural resources (O 5), and healthy lives and well-being for all (O 6).
9. IDLO has also identified four organizational Enablers to strengthen key aspects of our operations to achieve our Strategic Goals and deliver the high-quality results our partners expect.

III. SUMMARY OF MANAGEMENT PLAN 2021-2022

10. The Management Plan 2021-2022 is divided into two sections as follows:

Strategic Goals and Objectives

11. IDLO will seek to achieve the following results through our programs, research, policy and advocacy in line with the Strategic Plan 2021-2024.
12. **Strategic Goal 1: Justice systems are more effective and responsive to people's needs.** We will promote justice systems that are more effective and responsive to people's needs through:
 - **Strategic Objective 1: Empowering justice seekers:** empowering people to access justice and claim their human rights through formal and informal pathways, including digital platforms, and promoting participatory decision-making at the grassroots level that is inclusive of civil society;
 - **Strategic Objective 2: Making laws and institutions work for people:** promoting smart legal reform, enabling the delivery of essential justice services, strengthening criminal justice chains, combatting corruption, and increasing accountability and enabling equitable digital innovation; and
 - **Strategic Objective 3: Reducing the justice gap for women and girls:** complementing gender mainstreaming with focused interventions to support the full enjoyment by women and girls of their human rights, including through the elimination of gender discriminatory laws, promoting women's participation in the justice sector and combatting gender-based violence.
13. **Strategic Goal 2: Rule of law drives peace and sustainable development.** Through the lens of SDG 16 and 5, IDLO will promote the rule of law's contribution to realizing human rights and different dimensions of peace and sustainable development in line with our mandate, resources and comparative advantage in the following areas:

- **Strategic Objective 4: Inclusive economic development:** promoting enabling legal frameworks, strengthening governmental capacities to enforce commercial and economic laws, negotiating and implementing investment agreements, resolving disputes and supporting the economic empowerment of women and girls;
 - **Strategic Objective 5: Climate justice and sustainable use of natural resources:** supporting the realization of environmental rights and climate justice, promoting climate-resilient development and increased access to land and natural resources, and strengthening food security for marginalized and vulnerable groups; and
 - **Strategic Objective 6: Healthy lives and well-being for all:** promoting greater access to health services, supporting pandemic preparedness and strengthening regulatory and fiscal capacity to prevent and manage non-communicable diseases.
14. IDLO will develop thematic programs in priority areas including digital innovation; gender-based violence; justice for refugees and migrants; anti-corruption; criminal justice; climate change, land and natural resources; food security; and pandemic preparedness.
15. Geographically, IDLO will continue to diversify its operations, deepening its engagement in and near the sub-regions where it is already present. Africa will be IDLO's largest region of operations in 2021.

Enablers

16. **Organizational Enablers:** IDLO has identified four organizational Enablers to strengthen our ability to deliver on our Strategic Goals as follows:
- **Enabler 1: Enhancing innovation, integration, and impact** by strengthening the quality of interventions, fostering innovative and multi-sectoral approaches, developing an evidence base for policy and decision-making and improving the ability to capture and report on results;
 - **Enabler 2: Investing in people** through a strategic approach to human resources management, including enhancements in recruitment, workforce planning, performance management, learning and professional development;
 - **Enabler 3: Improving systems and processes** by adopting smarter, greener, and more flexible ways of working; leveraging technology and digital innovation; enhancing transparency and accountability; and promoting greater internal communication; and
 - **Enabler 4: Implementing a strategic approach to partnerships** with clear, prioritized and mutually reinforcing efforts to enhance outreach and communications, advocate for the rule of law, and diversify and strengthen political and financial support. IDLO will adopt a cross-cutting Gender Action Plan to promote gender parity and mainstream a gender focus throughout our work.

IV. STRATEGIC GOALS AND OBJECTIVES

17. IDLO's program revenue is expected to be 36.7 million euro in 2021, which represents a 5 per cent increase from the 35 million euro in the approved budget for 2020. The increase reflects both IDLO's ability to flexibly adapt its programming to a rapidly evolving operating environment, and the continued importance of rule of law to global efforts to promote peace and sustainable development. We will target a similar revenue increase in 2022.

Thematic Focus

18. An estimate of the relative proportion of IDLO's expenditures on program, research, policy and advocacy in 2021 allocated towards the six Strategic Objectives and four Enablers of the new Strategic Plan is shown in the figure below:

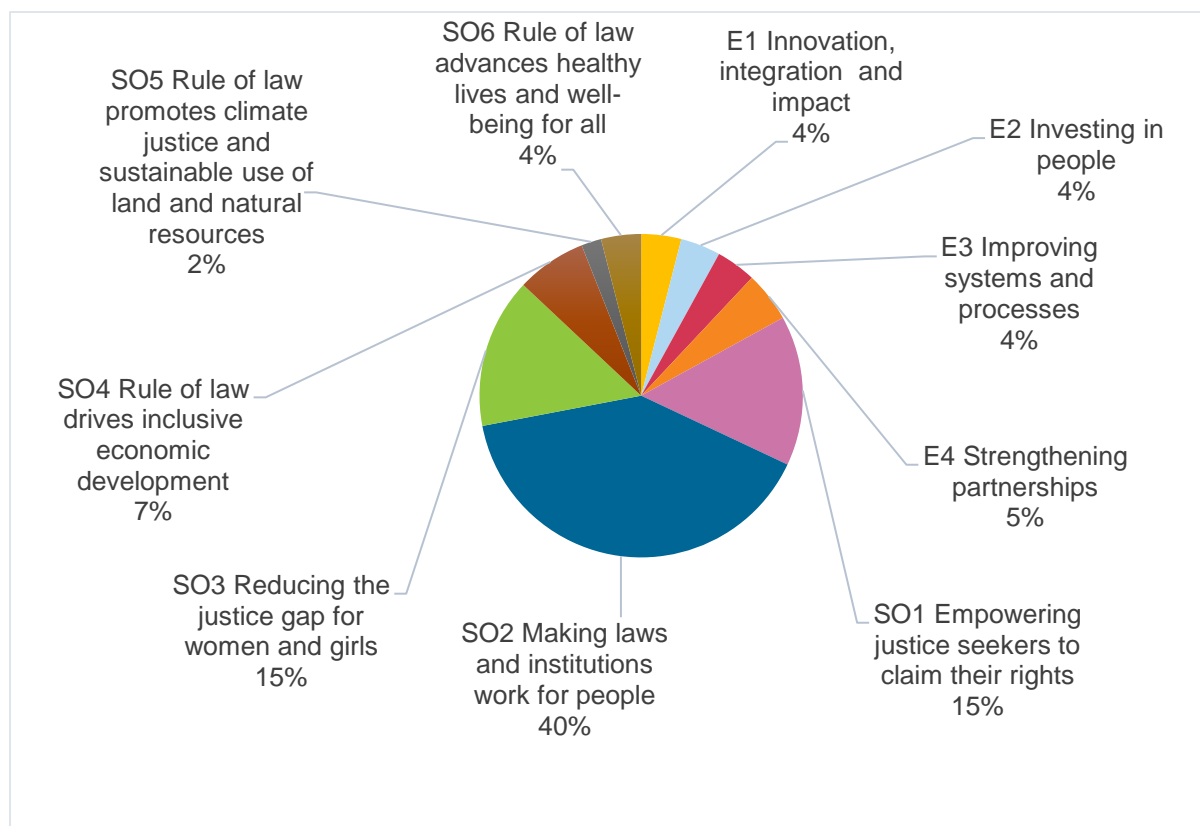


Diagram 1. Breakdown of operating expenditure by Strategic Objectives and Enablers

19. As many projects will be carried forward from the current strategic cycle, the three objectives of Strategic Goal 1 (legal empowerment, legal and institutional reform and justice for women and girls) will comprise the majority of IDLO's program portfolio in 2021, which will be a transitional year for the Organization.
20. The Strategic Plan 2021-2024 opens up promising new opportunities under Strategic Goal 2, where IDLO enjoys comparative advantages and has an established track record but relatively limited programming to date.
21. Over the course of the next two years, we will invest in building up our work on inclusive economic development, climate justice, sustainable use of land and natural resources, food security and health law. In doing so, we will keep in mind our core competencies, expertise and availability of resources and draw on strengthened partnerships with the UN system.
22. We will also develop thematic programs in priority areas including digital innovation; gender-based violence; refugees and migration; anti-corruption; criminal justice; climate change, land and natural resources; food security; and pandemic preparedness. These programs will allow IDLO to invest in relatively new areas, bring greater balance and coherence to our portfolio, strengthen quality and impact prospects.

Geographic Focus

23. IDLO has pursued a policy of geographic diversification to increase its global footprint and reduce its reliance on any single country operation. The geographic distribution of our program implementation in 2021 is shown in the figure below.

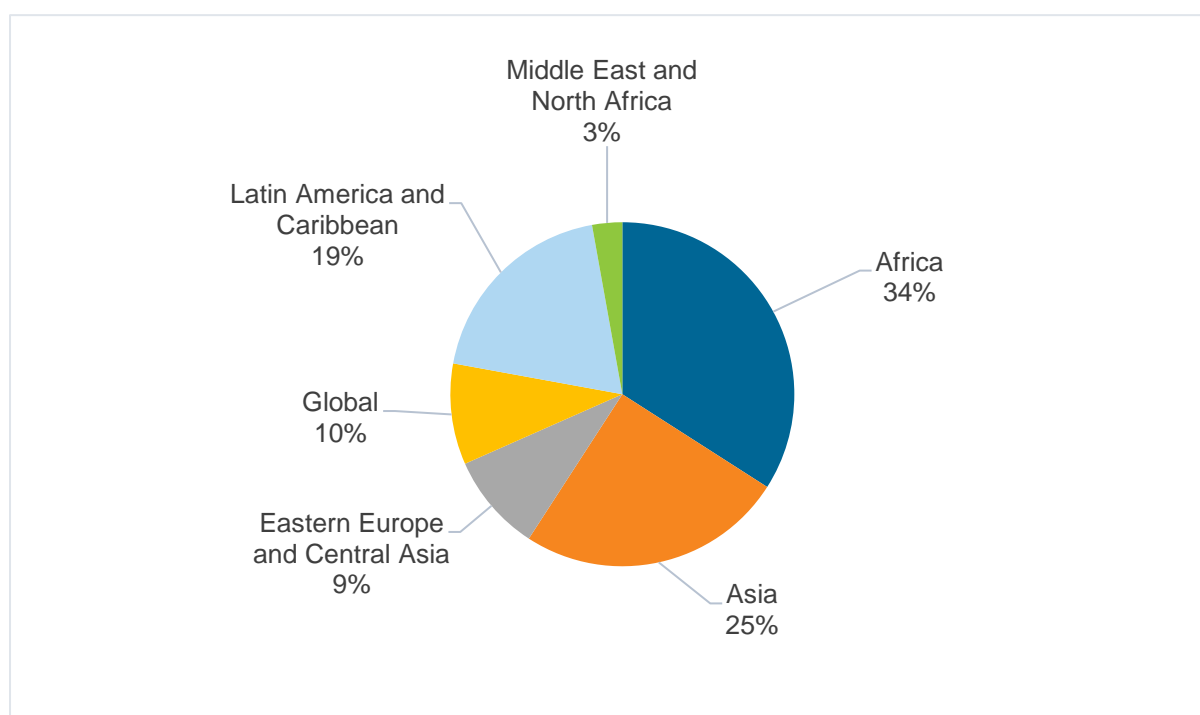


Diagram 2: Geographic distribution of IDLO programs in 2021 by program revenue

24. The geographic focus of our portfolio in 2021 is as follows:

- **Africa.** The region will continue to be IDLO's largest region of operations. We will consolidate our presence in current countries of operation, strengthen engagement with the African Union and explore new opportunities in the region, particularly in Eastern and Western Africa and the Horn of Africa.
- **Asia and the Pacific.** IDLO will develop tailored initiatives building on our operations in Afghanistan, Myanmar, the Philippines, and Indonesia, and will explore further entry points in the region, including through sub-regional approaches.
- **Eastern Europe and Central Asia.** We are present in a number of Eastern European and Central Asian countries and will continue to build up our portfolio in current countries of operation and diversify our presence in the region.
- **Latin America and the Caribbean.** We will consolidate our presence in the Bahamas, Honduras and Mexico and explore new opportunities in Latin America, Central America and the Caribbean.
- **Middle East and North Africa.** IDLO will continue efforts to scale up presence in a region where we have significant membership and where our mandate is particularly relevant by developing a regional strategy and new programs.

Goal 1: Justice systems are more effective and responsive to people's needs



Diagram 3: Strategic Goal 1 and accompanying Objectives

25. IDLO's work under Strategic Goal 1 focuses on empowering justice seekers to claim their rights (O 1); making laws and institutions work for people (O 2); and working to reduce the justice gap faced by women and girls (O 3).

Strategic Objective 1: Empowering justice seekers to claim their rights

26. IDLO works both directly and in partnership with civil society to promote human rights awareness, legal literacy, legal aid and other assistance and advisory services. We are a recognized leader in working with alternative methods of dispute resolution and pluralistic legal systems and have a demonstrated track record in helping communities and rights holders to engage with decisionmakers on key justice priorities. We will work to:

- Partner with civil society organizations and community groups to promote legal awareness and literacy at the community level and strengthen people's capacity to address priority local justice issues;
- Enhance the capacity of paralegals, legal aid organizations, ADR mechanisms and other service providers to deliver legal aid and services and to improve the accountability of local government institutions;
- Support increased access to justice for refugees and migrants, including through the development of a thematic program;
- Advocate for justice for women and girls, refugees and migrants, marginalized or vulnerable groups, and those experiencing inequality and discrimination at national and global levels in partnership with the UN, the SDG 16+ community, civil society and other partners;

- Strengthen the capacity of customary and informal justice systems to resolve community-level disputes in line with international human rights standards and channel cases, where appropriate, to formal justice systems;
- Enable conflict resolution and social cohesion by strengthening the capacity of communities to resolve conflicts through customary means, restorative justice and other community-based platforms in line with human rights standards;
- Facilitate dialogue between formal and informal justice actors to enhance access to justice and support reforms to harmonize customary and informal justice systems with formal justice systems;
- Provide thought leadership and encourage innovative approaches through comparative research, learning and policy dialogues on customary and informal dispute resolution processes and practices, including through lessons drawn from IDLO's programs;
- Promote inclusive, multi-stakeholder processes engaging 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.

Strategic Objective 2: Making laws and institutions work for people

27. Government institutions are effective when they are accountable, transparent and accessible. Helping to enable justice institutions to uphold human rights and deliver essential services, particularly in countries experiencing or emerging from conflict and fragility, is the largest component of our operations, representing 40% of our work in 2021.

28. IDLO provides support that advances national priorities and that is grounded in an understanding of the social, cultural and political contexts in which we work. We will implement programs to:

- Provide technical assistance to legislative, executive and judicial bodies for legal and policy reforms;
- Enhance justice sector capacities to deliver essential justice services in line with institutional mandates;
- Strengthen the criminal justice chain through innovative approaches to improve coordination, promote inclusive participation and local ownership;
- Support the capacity development and professionalization of law enforcement, including through building capacities for preventive and community-oriented policing;
- Increase the preparedness of justice sector institutions for public health emergencies;
- Increase the capacity of law enforcement officials to identify, prevent, report and investigate trafficking in persons cases;
- Strengthen the independence and accountability of the judiciary;
- Strengthen the capacity of anti-corruption institutions to investigate, prosecute and adjudicate corruption and financial crimes;
- Reduce corruption, bribery and mismanagement of public funds by providing technical legal assistance to strengthen laws, policies and regulations, and enhance transparency, efficiency and accountability of public services;

- Support the role of civil society to advocate for transparent, accountable and inclusive public institutions and services, including through case monitoring;
- Develop a thematic strategy and program of work on digital innovation of justice services.

Strategic Objective 3: Reducing the justice gap for women and girls

29. IDLO will integrate gender equality throughout our work to ensure that women and girls are empowered to claim their human rights, and that institutions are responsive to the justice needs of women and girls. In addition, we will also take the following targeted measures to reduce the gender justice gap:

- IDLO will support the repeal or reform of discriminatory laws, regulations and policies by undertaking legal analyses; strengthen the capacities of stakeholders to adopt gender-responsive legal and policy frameworks; and support the implementation of gender equality provisions of constitutions, laws and policies;
- We will promote survivor-centric approaches to tackling gender-based violence (GBV) by strengthening coordination among service providers, including women's groups and civil society organizations and by improving the capacity and effectiveness of justice institutions to investigate, prosecute and adjudicate offenses.

We will tailor interventions to reflect and benefit from IDLO's strong track record of GBV programming, while reorienting them in response to emerging challenges, such as the COVID-19 pandemic;

- IDLO will address barriers to women's participation by engaging with international and national associations of women judges, providing technical support and capacity building programs, and conducting national-level assessments on barriers and pathways; and
- We will advocate for reducing the justice gap for women and girls at local, national and international levels—including at the UN in New York and Geneva—with the support of our research. Key themes will include the elimination of discriminatory laws, combatting GBV and barriers to women's participation in the justice sector.

Goal 2: Rule of law drives peace and sustainable development



Diagram 4: Strategic Goal 2 and accompanying Objectives

30. A new element in IDLO's Strategic Plan 2021-2024 is the strengthened emphasis on SDG 16 and the broader contribution of the rule of law and human rights to different dimensions of peace and sustainable development. Our work under Strategic Goal 2 promotes this catalyzing role in line with our mandate, resources and comparative advantages.
31. We will focus on three priority areas where IDLO has relevant expertise and has identified entry points where it can add value, such as inclusive economic development (O 4), climate justice and the sustainable use of natural resources (O 5), and healthy lives and well-being for all (O 6).

Strategic Objective 4: Rule of law drives inclusive economic development

32. IDLO has experience in promoting inclusive economic development through the rule of law. Our work in this area has gained increased relevance and urgency following the devastating impact of the COVID-19 pandemic. We will:
- Support the development of enabling laws and policies to promote inclusive economic recovery from COVID-19 and improve national legal frameworks on insolvency and bankruptcy, competition law and other priority areas;
 - Build judicial and legal capacity to enforce economic laws and resolve commercial disputes, including through alternative dispute resolution mechanisms such as mediation and arbitration;
 - Enhance institutional capacity in developing, landlocked and least developed countries (LDCs), including through a dedicated support facility for LDCs to negotiate, implement and monitor international investment agreements. We will also provide legal and technical support to governments and small and medium-sized enterprises on investment-related disputes;
 - Improve women and girls' ability to exercise their economic rights by identifying systemic barriers to access faced by women. IDLO will work to empower women

entrepreneurs through capacity building and awareness training programs, promote gender sensitivity of justice sector actors and support the development of a more gender-responsive legal and regulatory business climate for women.

Strategic Objective 5: Rule of law promotes climate justice and sustainable use of land and natural resources

33. Climate change has been identified by many of our stakeholders as the defining challenge of our time. It is a threat multiplier, disrupting livelihoods, especially in rural areas, increasing migration and displacement, fueling conflict and undermining state capacity to ensure human security.

34. As outlined in IDLO's 2020 Management Plan, we conducted research to identify policy, advocacy and programmatic entry points on climate change. Based on our findings, and building on IDLO's experience working on issues of sustainable development, climate change, food security, land rights and biodiversity, we will:

- Develop a comprehensive strategy on climate justice for IDLO;
- Support the development of policy and legal frameworks for environmental protection and adaptation and mitigation measures related to climate change;
- Position IDLO as a partner of choice on climate justice, develop targeted programs and begin the accreditation process to become an implementing entity for climate and environmental facilities;
- Contribute to policy dialogue on climate justice and sustainable use of natural resources including in areas related to their intersection with pandemics, economic development and conflict; and the impact of environmental regulatory and legal frameworks on cross-border trade;
- Establish a senior-level climate justice expert advisory group to provide expertise; advocate for greater financial investment in rule of law dimensions of climate change; and conduct research, develop knowledge products and organize policy dialogues;
- Develop thematic strategies and programs on food security, sustainable use of land and natural resources governance;
- Work in partnership with FAO to promote improved understanding of the impact of emergency laws and regulations on access to food for vulnerable groups including women and girls, and identify policy and legal solutions to enhance food security during emergency response and recovery;
- Support increased awareness of rural communities about land rights, especially for women and girls, and enhance delivery of legal services related to land rights for beneficiaries of laws and policies related to property rights for rural communities.

Strategic Objective 6: Rule of law advances healthy lives and well-being for all

35. The COVID-19 pandemic has underlined the importance and challenges of managing, coordinating and expanding the key building blocks of a well-functioning health system. At both global and local levels, the law is a powerful tool for advancing the right to health, including through the prevention and management of public health emergencies.

36. IDLO has extensive experience working at the intersection of health, sustainable development and the rule of law. We will work with a range of national and international partners to:
- Promote legal empowerment for vulnerable groups on issues related to the right to health, including through combined empowerment and social accountability initiatives to increase access to health services and contribute through policy advocacy to the global commitment to accelerate Universal Health Coverage;
 - Scale up efforts to support partner countries in developing national legal and policy frameworks to improve public health emergency preparedness;
 - Strengthen the capacity of government officials and institutions to implement the required laws and policy reforms to address non-communicable diseases based on assessed country needs;
 - Assist low- and middle-income countries to implement legal and regulatory components of mandated strategies on diet and physical activity;
 - Strengthen collaboration with WHO and other national and international partners in support of various health law reform, research and programming initiatives.

Organizational Enablers

37. The Strategic Plan 2021-2024 envisions that IDLO will undertake improvements and investments to support the effective implementation of IDLO's Strategic Goals and Objectives. These organizational goals are grouped under four Enablers. Priorities under each organizational Enabler are listed in the section below.
38. IDLO will also adopt a cross-cutting Gender Action Plan (GAP) with a focus on achieving gender equality across the Organization. The objectives of the GAP will include promoting gender equality, including in senior positions; mainstreaming a gender focus throughout IDLO's work; and promoting increased organizational learning on gender equality and empowerment of women.

Enabler 1: Enhance innovation, integration, and impact

39. **Improve quality:** We will build on achievements and enhance the quality of IDLO's interventions to:
- Strengthen coordination mechanisms for integration of programs, research, policy and advocacy across IDLO interventions;
 - Update tools, guidelines and processes to improve quality throughout the program management cycle;
 - Integrate gender equality and a Human Rights-Based Approach into all IDLO interventions;

- Continue the transition to a program-based implementation model by developing thematic programs and strengthening substantive expertise in priority areas identified under the Strategic Objectives;
 - Develop strategies for our regional and country operations to increase the coherence and integration of our work in line with the Strategic Plan 2021-2024.
40. **Foster innovation:** We will foster a culture of innovation across IDLO by exploring new modes of delivery and adopting more flexible, iterative and scalable approaches. We will develop an organizational Innovation Hub to act as a platform for generating, incubating and disseminating new ideas across IDLO.
41. **Strengthen evidence base:** A key priority for the next strategic cycle is strengthening our ability to use data. We will:
- Develop an organizational data strategy to improve our ability to collect, analyze and make better use of data;
 - Improve programs' monitoring, data collection, and analytical capacities to strengthen program management and implementation;
 - Ensure incorporation of recommendations and lessons learned from project evaluations into the design of IDLO interventions;
 - Improve use of data in IDLO's policy, advocacy and programming.
42. **Emphasize results:** In order to improve IDLO's ability to capture and report on its results over the next strategic cycle, we will work to:
- Operationalize the Strategic Results and Resources Framework (SRRF) for the Strategic Plan 2021-2024 to measure and report progress against the Strategic Objectives and Organizational Enablers of the new Plan;
 - Develop an institutional monitoring mechanism and align program monitoring tools to the SRRF;
 - Ensure transparent and timely reporting for governing bodies, donors and other stakeholders;
 - Conduct a mid-term evaluation to assess IDLO's progress against the Strategic Plan 2021-2024 in order to identify successes and challenges.

Enabler 2: Investing in people

43. A review of IDLO's human resources management function in 2020 recognized the significant work done in the introduction of the new employment model in the last strategic cycle. It also identified the need for a more comprehensive approach to human resources management aligned with IDLO's values, mission and strategic priorities.
44. We will develop and implement an overarching human resources management strategy to:
- Reinforce our ability to attract, develop and retain a diverse, motivated and talented workforce by:
 - Strengthening IDLO's recruitment processes and procedures;
 - Enhancing diversity; and

- Reviewing and adjusting IDLO's employment model.
- Establish an appropriate competency framework and performance management system for IDLO and strengthen the culture of performance management within the Organization;
- Enhance IDLO's capacity for workforce planning to improve planning and budgeting, and strengthen our ability to identify needs and source talent;
- Develop an improved organizational learning system based on a learning needs assessment to ensure that learning opportunities offered to employees reflect their individual needs and organizational priorities;
- Update and implement IDLO's professional development and mobility framework;
- Implement new working modalities and adopt an updated teleworking policy;
- Strengthen the human resources capacity across the Organization to improve the level of service.

Enabler 3: Improving systems and processes

45. IDLO is committed to *Build Back Better* from the COVID-19 pandemic and adopt smarter, greener and more flexible ways of working. Our goal is to deliver the best possible quality and value for our partners. We will:

- **Adopt new ways of working:** Review and update our systems and business processes to ensure that operational and support modalities are suited to our needs as a medium-sized, impact-oriented organization with a growing field presence and provide an optimal balance of efficiency, transparency and accountability.
- **Invest in technology and digital innovation:** We will invest in our ICT capacity by:
 - Having developed ERP systems for finance over the past two years, continuing in 2021 to implement these modules across the Organization and upgrade their functionality;
 - Completing the development and operationalization of the HR Management System to increase the efficiency of HR processes, security and accuracy of HR data, and accessibility of information by relevant managers;
 - Developing a comprehensive Program Management System to more efficiently record, manage and share information on the program portfolio;
 - Identifying and implementing an appropriate Customer Relationship Management (CRM) system integrated with the ERP;
 - Developing a system to help automate and streamline internal compliance with sanctions obligations;
 - Developing and integrating a secure system for electronic approval of documentation;
 - Implementing systems on procurement and tender management in all offices with appropriate delegations of authority.

46. **Enhance transparency and accountability:** IDLO is committed to enhancing its transparency and accountability to its governing bodies, donors, program partners and other stakeholders. We will:
- Implement the organizational Transparency Policy adopted in 2020. IDLO will continue to publish information on our website related to the annual audited financial statements that are now IPSAS-compliant and on platforms such as the International Aid and Transparency Initiative (IATI);
 - Develop and implement an internal audit plan for 2021-2022 based on assessed risk and carry out compliance training across the Organization based on the findings of previous audits;
 - Review and align IDLO financial policies, procedures and guidance with IPSAS and peer organizations;
 - Introduce improvements in financial management and reporting through automation of monthly statements, budgeting and forecasting;
 - Strengthen compliance with IDLO Financial Regulations and Rules across all offices; and
 - Improve compliance with and support for procurement policies and procedures across the Organization.
47. **Promote internal communications and knowledge management:** We will strengthen our internal communications systems to manage and share knowledge and facilitate greater integration across IDLO's offices by:
- Implementing a knowledge management system to capture, systematically store and disseminate information, encourage learning and ensure that we can make the best use of our accumulated research and experience;
 - Improving IDLO's intranet and developing it into an organizational resource for communications and knowledge sharing;
 - Strengthening mechanisms for internal communication and exchange across the organization;
 - Encouraging more collaboration and interaction between teams, including through the establishment of a middle managers' forum.
48. **Strengthen change management:** IDLO will strengthen its capacity for change management and ensure that any new systems and platforms are accompanied by plans for their effective integration and implementation.
49. **Manage risks:** IDLO works in some of the most complex and fragile operating environments in the world. We will continue to prioritize risk management through the next strategic cycle by:
- Continuing to monitor and update IDLO's corporate risk register and establish improved risk management procedures at the country level;
 - Strengthening security risk management including by reviewing and updating our Security Risk Management Policy Framework and developing and implementing updated security compliance policies across operations;
 - Developing and implementing improved ICT security policies and procedures across IDLO offices, including a secure digital information scheme;

- Mitigating political and legal risks and delivering better value for money to donors and national partners by securing appropriate legal recognition. We will develop country-specific strategies for existing countries of operation. Legal status issues will also be better integrated into initial donor consultations and in early country outreach efforts.

Enabler 4: Strengthening partnerships

50. As an independent mid-sized intergovernmental organization, IDLO places high value on partnerships with other organizations and entities to pool expertise and resources, strengthen our convening power and leverage our impact.
51. Following a review of IDLO's external relations function in 2020 and based on its findings, an External Relations and Partnerships Department was established to bring together IDLO's partnerships, communications, resource mobilization and governance support functions.
52. The Department will help enhance strategic outreach and coordination, further develop IDLO's resource mobilization efforts, increase support for governance and strengthen relationships with institutional and other partners.
53. **Strategic approach to partnerships:** IDLO enjoys strong relationships and partnerships with a wide range of partners across the globe. We will develop a comprehensive partnerships strategy and implement a coordinated, mutually reinforcing approach to strengthen partnerships with priority stakeholders at capital and field levels, including:
 - *Governments.* IDLO will build on relationships of trust with national counterparts in countries of operation and strengthen outreach to key foreign ministries and development agencies. We will also increase engagement with parliamentarians, an important constituency in promoting legal reform and prioritizing rule of law in national budgets and development assistance.
 - *The UN system.* We will strengthen IDLO's links and collaboration with the political and peacebuilding, peacekeeping, development, humanitarian and human rights entities in the UN system in Rome, New York, Geneva and Vienna as well as in our countries of operation. IDLO will explore opportunities for collaboration with coordination mechanisms including interagency taskforces, UN Country Teams and multi-partner trust funds.
 - *Regional organizations.* An important way to increase IDLO's relevance and profile with national partners is by engaging with regional organizations like the European Union, the African Union and ASEAN as well as sub-regional groupings like ECOWAS and IGAD.
 - *Civil society.* We will strengthen engagement with civil society, including women's organizations and youth groups, beyond current cooperation with implementing partners to strengthen policy, advocacy and research.
 - *Private sector.* IDLO will engage with the private sector, including in the context of promoting public-private partnerships.
 - *Academia and thinktanks.* We will strengthen collaboration with academia and thinktanks on research, policy and advocacy work and increase access, expertise and skillsets in specialized areas.

54. **Enhance communications:** Effective communications can help build IDLO's brand and visibility, generate understanding and enhance support for our mission and work. We will work to:

- Highlight program, research and advocacy initiatives through timely, attractive and compelling web features and reports;
- Update IDLO's website to better highlight our work under the new Strategic Plan and pilot country office websites in English and local languages;
- Strengthen capacity to monitor IDLO's reputation, anticipate and mitigate risks, and monitor and protect our intellectual property;
- Develop and implement communications plans and outreach activities in close cooperation with branch, liaison and field offices; and
- Support country offices to more effectively engage host country authorities, donors and multilateral organizations and broaden their stakeholder networks.

55. **Advocate for continued support for rule of law:** Drawing on its specialized and cross-cutting mandate, extensive research, and lessons from programming in the field, IDLO is a prominent contributor to the global policy dialogue on issues related to the rule of law, access to justice and human rights.

56. Our goal is to further position IDLO as a thought leader and advocate for SDG 16 as a driver and enabler of peace and the 2030 Agenda in partnership with a broad range of stakeholders. We will continue to advance key advocacy priorities including justice for women and girls, the rule of law and human rights, and customary and informal justice as noted under the relevant Strategic Objectives. IDLO will:

- Implement an integrated organizational advocacy plan for 2021-2022 and develop plans for priority areas of engagement identified under relevant Strategic Objectives;
- Strengthen internal coordination and planning on policy development and advocacy;
- Develop a research agenda aligned with an integrated advocacy strategy and publish high-quality, timely knowledge products;
- Participate in international policy debates through IDLO's presence in hubs including New York, Geneva, Rome and The Hague and help translate policy insights into action through programs and interventions in the field.

57. **Diversify and strengthen the resource base:** With the goal of building a sustainable foundation for future growth and increasing the diversity and predictability of IDLO's resource base to allow us to invest in innovation, quality and institutional capacity, we will:

- Develop a comprehensive resource mobilization strategy aimed at achieving a better balance between unrestricted and restricted revenue;
- Advance ongoing engagement with the EU by strengthening bilateral relations and completing a pillar assessment to secure a PAGoDA;
- Support resource mobilization efforts to develop IDLO's portfolios in key thematic areas, particularly relatively new ones including health, climate justice, land and food security;
- Build funding partnerships with traditional and non-traditional funders including governments, the private sector, foundations and other actors; and

- Convene donor consultations to showcase the new strategy and results, highlight thematic programs and priority funding needs.

58. **Membership and engagement:** IDLO will adopt a structured approach to membership enlargement to promote balanced and representative growth in our membership, with a priority on countries with an active interest in our mandate and programming.

59. We will strengthen our engagement with current and prospective Member Parties with a view to increasing understanding of the value of membership in the Organization.

/ENDS

ANNEX: IDLO'S STRATEGIC FRAMEWORK 2021-2024

