

MANAGEMENT PLAN

2025-2026



I. INTRODUCTION

1. Against the backdrop of increasing global challenges - including conflict, inequality, climate change, and threats to justice and human rights - the overarching goal of the IDLO Strategic Plan 2025-2028 is to accelerate progress toward peace and sustainable development through the rule of law.
2. The Plan sets out IDLO's ambition to contribute to the shared effort to address the root causes of these crises and accelerate progress on key development priorities. Our efforts will emphasize SDG 16's role as an essential enabler of the 2030 Agenda for Sustainable Development and the rule of law's contribution to achieving the commitments made by global leaders in the Pact for the Future.
3. The Strategic Plan 2025-2028 is structured around six interrelated Outcomes that advance targeted rule of law solutions to expand access to justice, enhance public integrity, reduce the justice gap for women and girls, promote climate justice and inclusive economic growth, and reduce health inequalities.
4. The Management Plan 2025-2026 operationalizes the first two years of the Strategic Plan, setting out concrete steps to translate ambition into action. It focuses on delivering integrated programming, research, and policy advocacy to advance our Strategic Goal and reflects IDLO's commitment to human rights and a people-centred approach, prioritizing the needs of women and girls and those living in conditions of vulnerability and marginalization.
5. The Management Plan underscores the importance of mobilizing political and financial support through partnerships, engagement, and advocacy. It also seeks to ensure that IDLO's efforts are supported by robust organizational systems that emphasize quality, results, and operational efficiency while ensuring a sustainable and inclusive organizational culture that fosters talent development and innovation.

Specifically, the Management Plan 2025-2026 aims to:

- Maximize the rule of law's contribution to peace and sustainable development through a well-balanced portfolio of programming, research, and policy advocacy;
- Actively mobilize political and financial support to promote the rule of law globally and reinforce IDLO's capacity to deliver on its mandate; and

- Ensure efficient and adaptable systems and processes, backed by robust organizational resources, through a focus on innovation, integration, and inclusion.

II. STRATEGIC FRAMEWORK

6. **Strategic Goal and Outcomes:** IDLO’s Strategic Goal during the 2025-2028 strategic cycle is to ensure that the “Rule of law accelerates progress towards peace and sustainable development”. It will be achieved through six interrelated Outcomes:

- **Access to Justice Expanded:** IDLO will work to make justice systems more accessible, efficient, and responsive and expand legal services, particularly for those living in conditions of marginalization and vulnerability.
- **Public Integrity and Anti-Corruption Efforts Enhanced:** IDLO will seek to advance rule of law solutions to fight corruption and promote transparency and accountability, particularly in the justice sector.
- **Justice Gap for Women and Girls Reduced:** In addition to mainstreaming gender equality throughout its work, IDLO will advance dedicated interventions to address the unique justice needs of women and girls.
- **Action on Climate Justice and Environmental Governance Accelerated:** IDLO will apply a justice lens to climate action to support adaptation to climate change, promote equitable access to food, land and natural resources, support green development, and help climate-vulnerable communities to claim their rights.
- **Enabling Environments for Inclusive Economic Growth Promoted:** IDLO will advance legal and policy frameworks that promote trade, investment and commercial dispute resolution, and expand economic opportunities for women and marginalized groups.
- **Health Inequalities Reduced Through Enhanced Legal and Policy Frameworks:** IDLO will strengthen legal and policy frameworks to address health inequalities, promote equitable access to health services, and tackle public health challenges.

To achieve these Outcomes, IDLO will employ five “levers of change” that emphasize its people-centred approach:

- **Legal and Policy Reform:** IDLO will collaborate with governments to develop inclusive legal frameworks that address specific development challenges and create an enabling legal environment for peace, sustainable development and the protection of human rights.

- **Strengthening Institutions:** IDLO will enhance the ability of institutions to deliver people-centred services that align with national priorities and the needs of justice seekers.
- **Digital Solutions:** IDLO will promote digital solutions to expand equitable access, improve transparency, and facilitate the delivery of legal services in response to key development challenges, consistent with multilateral frameworks such as the Global Digital Compact.
- **Participatory Governance:** At a time of shrinking civic space, IDLO will promote participatory models that engage communities and civil society in the decision-making processes that affect their lives.
- **Legal Empowerment:** IDLO will provide legal aid, education, and empowerment initiatives to ensure that individuals can exercise their rights, resolve disputes, and participate in the justice process.

Mobilizing Political and Financial Support for the Rule of Law

Mobilizing political and financial support for the rule of law is critical to advancing IDLO's mandate in an exceptionally challenging environment. We will do this through:

- **Partnerships:** IDLO will expand and deepen its relationships with key stakeholders to pool resources, leverage impact and convene like-minded partners in support of its mandate.
- **Policy Advocacy:** Engaging with policymakers at global, regional, national, and local levels, IDLO will advocate for the rule of law and SDG 16, as essential enablers for peace and sustainable development.
- **Resource Mobilization:** IDLO will contribute to the business case for increased investment in justice systems and the rule of law to advance peace and sustainable development. It will seek to diversify its funding sources to secure the resources needed to deliver on its mandate.
- **Communications:** IDLO will highlight the value of investing in the rule of law, drawing on the results achieved through its programming, research, and advocacy.

Organizational Systems and Capacities

To deliver on the Strategic Plan, IDLO will continue to strengthen its internal systems and capacities by focusing on:

- **Quality, Evidence, and Results:** IDLO will enhance the integration between its programmes, research, and policy advocacy to ensure its interventions are data-driven and impactful. Strengthened Monitoring, Evaluation and Learning systems will improve the measurement and communication of results.

- **Investing in People:** IDLO will continue to attract and develop a diverse and talented workforce by promoting a supportive and inclusive organizational culture.
- **Systems and Processes:** IDLO will improve operational efficiency by leveraging technology, upgrading ICT systems, and enhancing internal communications and knowledge management. The Organization will also strengthen its security risk management and efforts to secure recognition of its legal status in all countries of operation.

III. STRATEGIC GOAL AND OUTCOMES

7. IDLO's programme revenue is expected to be 39.3 million euro in 2025, which represents a two per cent increase from the approved budget for 2024. We will target a similar revenue increase in 2026.

Thematic Focus



8. An estimate of the relative proportion of IDLO's expenditures on the six development Outcomes is shown in the figure below:

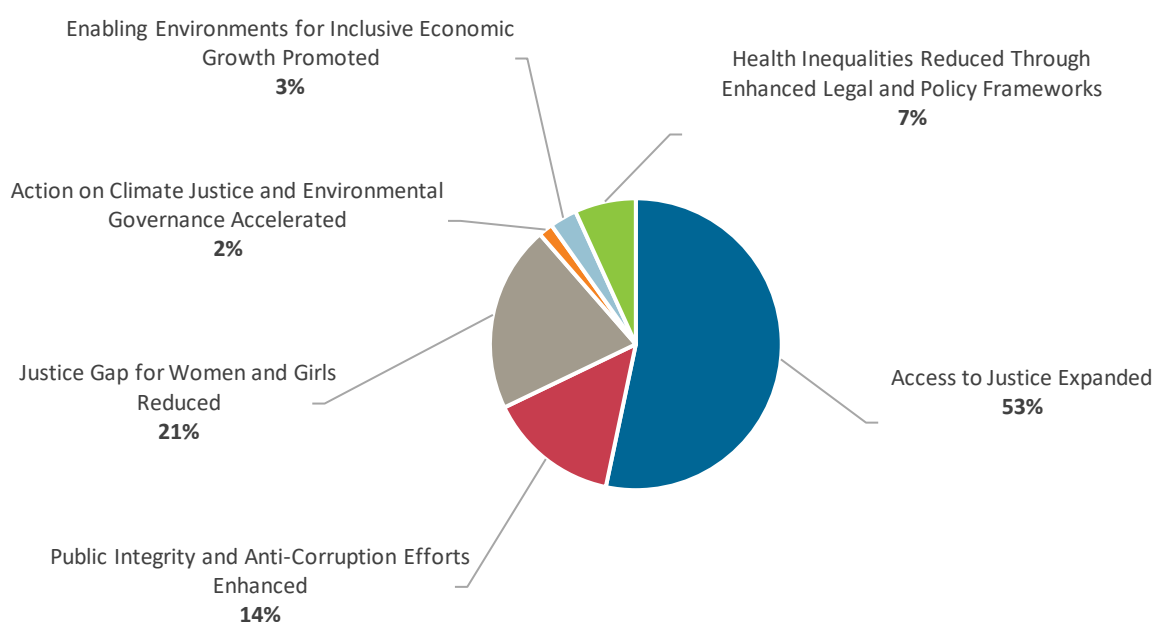


Diagram 1: Breakdown of operating expenditure by Outcome in 2025

9. IDLO's traditional work on Access to Justice will remain the largest component of our portfolio in 2025. The figures also reflect growth in IDLO's work related to justice for women and girls, anti-corruption, and health law during the previous strategic cycle.
10. Over the course of the next two years, we will capitalize on this progress and invest in building up our work on inclusive economic development, climate justice, sustainable use of land and natural resources, and food security. In doing so, we will keep in mind our core competencies, expertise and availability of resources and draw on strengthened partnerships.

Geographic Focus



11. Given the challenging contexts in which it operates, IDLO has diversified its global footprint and reduced its exposure to volatility in any single country of operation. IDLO is also increasingly exploring multi-country programmes related to

transnational or thematic issues to respond to evolving needs. The geographic distribution of our programme implementation in 2025 is shown in the figure below:

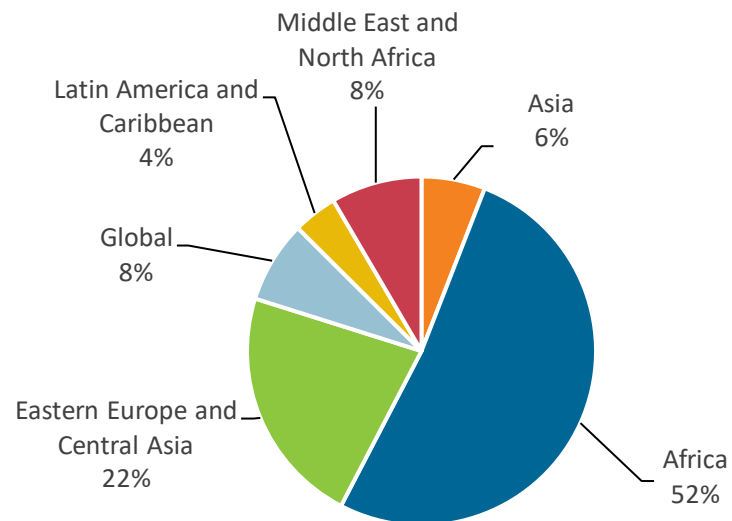


Diagram 2: Geographic distribution of IDLO operations in 2025 by programme revenue

12. The geographic focus of our operations in 2025 is as follows:

- **Africa:** The region will continue to be IDLO's largest region of operations over the course of the current cycle representing 52% of programme revenue in 2025. 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, the Philippines, and Indonesia, and will explore further entry points in the region, including through sub-regional approaches.
- **Eastern Europe and Central Asia:** IDLO's operations in the region have expanded significantly over the past strategic cycle, particularly in Ukraine and Moldova. We will continue to build on this foundation to expand and consolidate our presence in Eastern Europe and Central Asia.
- **Latin America and the Caribbean:** We will consolidate our presence in the Bahamas and Honduras and explore new opportunities in the region, including by building on recent engagements in Colombia, Costa Rica, and Peru.
- **Middle East and North Africa:** Building on recent growth, we will continue efforts to scale up presence in a region where our mandate remains highly relevant in light of ongoing conflicts and crises.

STRATEGIC GOAL: Rule of law accelerates progress towards peace and sustainable development

OUTCOMES



13. IDLO's Strategic Plan 2025-2028 addresses global challenges by advancing tailored rule of law solutions for promoting peace, and sustainable development. At a time when the rule of law is under pressure globally, IDLO will work to strengthen justice systems, address the root causes of global challenges, and promote targeted rule of law solutions to achieve the following outcomes:

OUTCOME 1 Access to justice expanded



14. Justice remains out of reach for much of the world's population due to financial, legal, and systemic barriers, particularly in crisis contexts where vulnerable communities rely most on legal protection. IDLO's Strategic Plan 2025-2028 focuses on expanding access to justice by promoting people-centred reforms and innovations to enhance access and fairness. IDLO is committed to creating justice systems that are inclusive, accessible, and capable of delivering meaningful outcomes, especially for the most marginalized populations. We will work to:

- Provide technical assistance to legislative, executive, and judicial bodies for legal and policy reforms to expand access to justice, including through preventive approaches;
- Enhance justice sector capacities to deliver people-centred justice services in line with institutional mandates;
- Strengthen the criminal justice chain through innovative approaches including to improve coordination, promote inclusive participation and local ownership;

- Increase the capacity of law enforcement, and justice officials to tackle international and transnational crimes, including trafficking in persons;
- 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;
- Support the responsible digitization of justice services and application of technologies such as artificial intelligence, to improve the fairness and quality of justice services, with special attention to the inclusion of women, girls, and marginalized communities;
- Provide thought leadership and encourage innovative approaches through comparative research, learning and policy dialogues on expanding access to justice;
- Promote inclusive, multi-stakeholder processes engaging governments, civil society, local authorities, and other institutions to jointly identify and resolve priority local justice issues;
- Expand legal awareness and literacy at the community level and support the provision of legal aid; and
- Advocate for justice for all, in partnership with the United Nations system, the SDG 16 community, civil society, and others, with particular attention to the needs of those experiencing inequality and discrimination including women and girls, refugees, migrants and stateless persons, marginalized or vulnerable groups.

OUTCOME 2 Public integrity and anti-corruption efforts enhanced



15. Corruption corrodes public trust, generates grievances that grow into conflict and diverts significant resources away from development and essential services. The rule of law can be a powerful means for tackling corruption and restoring confidence in governance. Building on our growing anti-corruption portfolio, IDLO will:

- Support governments and stakeholders to develop and reinforce legal and policy frameworks to promote transparency, integrity, and accountability;
- Provide technical assistance to help reduce corruption, bribery and mismanagement of public funds and promote greater transparency, accountability, and integrity in public institutions, particularly in the justice sector, in line with the UN Convention against Corruption and other relevant international instruments;

- Strengthen the capacity of anti-corruption institutions to prevent, investigate, prosecute and adjudicate corruption and financial crimes;
- Promote digital solutions, including platforms and tools for automation and open governance, which enhance transparency, streamline operations, and reduce the potential for corrupt practices;
- Support the role of civil society to advocate for transparent, accountable, and inclusive public institutions and services, including through joint monitoring, and efforts to protect whistleblowers and maintain civic space;
- Raise awareness for individuals and communities on their rights, as well as reporting mechanisms, legal recourse, and support systems; and
- Engage with key global forums and multilateral bodies on anti-corruption to promote knowledge exchanges and partnerships.

OUTCOME 3

Justice gap for women and girls
reduced



16. 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 their justice needs. In addition, we will take the following targeted measures to reduce the gender justice gap:

- 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;
- Promote survivor-centred approaches to ending gender-based violence, including by improving the capacity and effectiveness of justice institutions to investigate, prosecute and adjudicate offenses; and strengthening coordination among service providers, including women's groups and civil society organizations;
- Support specialized courts, prosecution units and similar mechanisms established to enhance access to justice for women and girls, particularly in fragile and conflict-affected settings;
- Promote the development and implementation of gender-responsive legal, policy and institutional frameworks to address online violence against women;

- Address barriers to women’s participation in the justice sector, both formal and informal, through engagement and capacity building support for policymakers, associations of women justice professionals, and women leaders in customary and informal systems. Increase engagement with young leaders and empower young women and girls to participate in the justice sector;
- Empower women and girls to fight discrimination and access justice, including through legal literacy, awareness campaigns, and access to legal assistance; and
- Advocate for greater investment in justice for women and girls at local, national, and international levels, including by contributing to the evidence base through targeted research.

OUTCOME 4 Action on climate justice and environmental governance accelerated



17. In the face of the increasingly dramatic effects of climate change and the slow and uneven global response, applying a justice lens to environmental governance can accelerate transformative action on climate and food systems transformation and support a just transition to greener, more sustainable development models. IDLO will:

- Support the development of laws and policies on climate action, food systems and the sustainable and equitable use of land and other natural resources, with a special focus on the rights of women and girls;
- Contribute to policy dialogues and advocacy on climate justice, and the sustainable use of land, maritime, and other natural resources, including their intersection with gender equality, economic development, health, migration, and conflict;
- Enhance the capacity of justice institutions to support the implementation of climate commitments, support climate-resilient development and engage stakeholders through inclusive, human rights-based approaches;
- Building the capacity of formal and informal justice actors to resolve climate-driven disputes over land and natural resources;
- Develop evidence base for the application of digital solutions for food, climate, and environmental legal and policy processes through targeted research;
- Promote inclusive governance for the sustainable use of, and access to, land and natural resources, including through engagement with customary and informal systems;

- Strengthen IDLO's work on climate justice for women and girls, including through increased engagement with grassroots women's groups, youth organizations, and local communities; and
- Support increased awareness of rural communities on rights related to food, land, and natural resources, especially for women and girls, and enhance delivery of legal services to underserved communities.

OUTCOME 5

Enabling environments for inclusive economic growth promoted



18. IDLO has worked since its inception to promote inclusive economic development through the rule of law. This area has gained renewed importance at a time of extreme economic inequality within and between countries. We will:

- Support partner countries to formulate legal and policy frameworks for sustainable investment, to negotiate and implement sustainable investment contracts, and to resolve investment disputes, in line with their development priorities. Special attention will be given to the needs of Least Developed Countries, Landlocked Developing Countries, and Small Island Developing States, in line with relevant provisions of the Doha Programme of Action, the Gaborone Programme of Action, and the Antigua and Barbuda Agenda;
- Build judicial and legal capacity to apply economic laws and resolve commercial disputes, including through alternative dispute resolution mechanisms such as mediation and arbitration;
- Promote digital solutions that advance economic development through the rule of law, focusing on innovations that expand access to financial information and services for underserved communities;
- Support legal interventions to improve access to finance, simplify regulatory requirements, and promote the growth and sustainability of small businesses;
- Address systemic barriers to the realization of women's economic rights by supporting efforts to develop a more equal business climate and building the capacity of women entrepreneurs and workers to engage with legal and regulatory processes.

OUTCOME 6

Health inequalities reduced through enhanced legal and policy frameworks



19. At both global and local levels, the law is a powerful tool to advance the right to health and reduce health inequalities. Drawing on IDLO's experience working at

the intersection of law, development and health, as well as the progress made over the past strategic cycle, we will seek to:

- Promote the development and review of effective legal and policy frameworks to address non-communicable and communicable diseases, as well as access to health services for vulnerable groups;
- Strengthen countries' capacity to advance the right to health, including by enhancing their ability to prevent, detect, and respond to public health emergencies, tackle non-communicable and communicable diseases, and address the social determinants of health;
- Explore opportunities to integrate technology to address health inequalities including through digital solutions to increase access for vulnerable and underserved communities, including women and girls;
- Support civil society and communities as they engage with policymakers on public health-related policies by strengthening their knowledge and capacity, to help build mutual trust and confidence and ensure greater accountability;
- Promote legal empowerment through capacity building, legal literacy, the provision of legal services, and social accountability initiatives for individuals and communities.

IV. Mobilizing Political and Financial Support for the Rule of Law



Partnerships



Policy
Advocacy



Resource
Mobilization



Communications

20. By leveraging its global presence, specialized expertise, and relationships of trust, IDLO will continue to advocate for political and financial support for justice and the rule of law as key enablers of stability and development. Over the next two years we will work to:

i. Strengthen partnerships

- Strengthen engagement with current and potential members and outreach to priority stakeholders, including governments, parliaments, intergovernmental organizations, UN entities, regional bodies, civil society, academia, private sector, and youth;

- Improve coordination, including through the operationalization of a Customer Relationship Management (CRM) system to strengthen IDLO's ability to build and maintain partnerships;
 - Support IDLO governing bodies to exercise their mandated functions.
- ii. Engage with policymakers at global, regional, national, and local levels**
- Partner with like-minded organizations to highlight the rule of law's contribution to peace and sustainable development, including the achievement of the 2030 Agenda for Sustainable Development, the Pact for the Future, and other global policy objectives;
 - Enhance IDLO's thought leadership and policy advocacy to advocate for political and financial support for the rule of law and SDG 16;
 - Leverage IDLO's field experience and offices in Rome, New York, Geneva and The Hague to contribute evidence-based research and policy recommendations in key global forums.
- iii. Enhance and diversify IDLO's resource base**
- Draw on IDLO's global presence and demonstrated impact on the ground to attract and retain donor funding;
 - Increase focus on identifying new financial partners, including governments, multi-partner financing facilities, and the private sector, to diversify and strengthen IDLO's resource base, including by monitoring ODA trends;
 - Promote resource mobilization as a shared corporate responsibility, through coordinated engagement with current and prospective partners across IDLO operations;
 - Strengthen relations with Member Parties to encourage increased financial contributions to IDLO, ensuring a stable resource base to enable strategic planning, innovation and responsiveness to emerging challenges.
- iv. Generate high-quality communications for target audiences**
- Complete the development and launch of the updated IDLO website;
 - Improve dissemination of communications products to key audiences including Member Parties, partners, and the general public;
 - Strengthen relationships with media outlets to amplify the visibility of IDLO's initiatives;

- Diversify content and increase the use of digital platforms (social media, the new IDLO website, and email newsletters) to amplify outreach;
- Create a culture of communication and enhance communications skills and capacities at Headquarters and across the Organization.

V. Organizational Systems and Capacities: Strengthening Innovation, Integration, and Inclusion



Quality, Evidence, and Results

- Advance innovative, integrated, and multisectoral approaches
- Ensure systematic integration of gender and human rights
- Sustain transition transition to a programme-based implementation model
- Contribute to the evidence-base on the rule of law
- Communicate results effectively



Investing in people

- Attract and develop a diverse, motivated and talented workforce
- Promote professional development and learning
- Encourage a performance management culture
- Enhance organizational change management to drive culture change



Systems and processes

- Increase efficiency, transparency, and accountability
- Invest in organizational capacity to sustain growth
- Enhance internal communications, knowledge management, and collaboration
- Strengthen security risk management
- Ensure recognition of legal status

21. During the 2025-2028 strategic cycle, IDLO will focus on strengthening its organizational systems and capacities to effectively deliver on its mission. By prioritizing innovation, integration, and inclusion, IDLO will ensure that its operations are fit for purpose with the evolving global development landscape. The Management Plan 2025-2026 will operationalize these goals by enhancing quality and results, investing in people, and optimizing systems and processes to improve IDLO's agility, efficiency, and sustainability.

A. Quality, Evidence and Results

22. IDLO will prioritize quality improvement by enhancing the integration between its programmes, research, and policy advocacy efforts. This will ensure more innovative, integrated, and multisectoral approaches that respond effectively to global challenges. The Organization will work to:

- Strengthen integration of programmes, research, and policy advocacy:
 - Continue to enhance the programme cycle including through refining tools and processes on programme development, implementation, closure, and learning;
 - Promote a culture of innovation across IDLO by exploring new approaches and modes of delivery and adopting more flexible, iterative, and scalable approaches;
 - Review and strengthen thematic focus in priority areas, including through the work of cross-organizational thematic clusters.
- Ensure the systematic integration of gender equality and the Human Rights-Based Approach (HRBA) in all programmes, including by enhancing the Gender Tracker and developing comprehensive HRBA Guidelines to support monitoring and verification;
- Continue the development, monitoring and implementation of country strategies and review and update them for the new strategic cycle. Strengthen IDLO's ability to develop and resource thematic, regional, and country level programmes in priority areas;
- Contribute to the evidence base on rule of law as a driver of peace and sustainable development through Knowledge Products, including policy and issue briefs, factsheets, best practices, and lessons learned from the field;
- Improve the use of data in decision making, advocacy, and programming through the development of monitoring tools and systems and the implementation of the Data and Knowledge Management Strategy;
- Deliver high-quality reporting to governing bodies, donors and other institutional partners, including by incorporating impact stories and Strategic Results and Resources Framework results and data;
- Ensure continuous learning from evaluations and strengthen results reporting through the integration of learning from evaluations into the programme and learning cycles.

B. Investing in People

23. As a knowledge-based organization, IDLO's greatest asset is its people. The Management Plan 2025-2026 prioritizes creating a supportive, inclusive work environment that attracts and develops a talented and diverse workforce to respond to evolving global challenges. IDLO will:

- Continue to implement IDLO's Human Resources Management Strategy;
- Strengthen talent acquisition, including through the IDLO website, the development of expert rosters, and outreach;
- Enhance induction for all staff, including through the development of onboarding materials;
- Adopt a new performance management system and promote a performance-based culture of goal setting and accountability across the organization;
- Finalize a learning needs assessment to support continuing learning opportunities for employees;
- Enhance internal mobility and learning, including through the use of temporary and detail assignments;
- Promote employee wellbeing through access to resources and support for mental health and wellbeing;
- Advance the organizational change management initiative to strengthen organizational culture and staff engagement.

C. Systems and Processes

24. To ensure IDLO's ability to deliver on its mission and remain agile in response to a volatile and rapidly evolving operating environment, the Organization will continue improving its systems and processes. By increasing efficiency, transparency, and accountability, IDLO will enhance its capacity to scale operations and meet growing demands. Over the next two years, IDLO will:

- Continue to publish relevant information on our website and on platforms such as the International Aid and Transparency Initiative (IATI), in line with IDLO's Transparency Policy;
- Strengthen the internal audit function and promote greater compliance with organizational rules and policies;
- Assess existing support functions and business processes to ensure they are fit for purpose, meet organizational needs, keep pace with change, maximize existing resources, and are appropriately resourced;

- Complete ongoing updates to ICT systems, including the Programmes Management system, the Customer Relations Management system, the Enterprise Resources Planning system, and the IDLO website;
- Implement the findings of the ICT review and ensure implementation of appropriate training and sensitization of new systems and tools;
- Map and automate relevant business processes to enhance efficiency and introduce dashboards and other monitoring tools to inform decision-making;
- Strengthen modalities and tools for working with implementing partners;
- Implement the Data and Knowledge Management Strategy to strengthen internal knowledge management and communication;
- Strengthen internal communication channels, including through the redesign and update of the IDLO intranet;
- Update the Security Risk Management Policy Framework and review Security Risk Assessments and Business Continuity Plans for all IDLO Offices, and increase internal awareness of, and compliance with, security issues;
- Strategically engage with partners to secure recognition of IDLO's legal status as an intergovernmental organization in countries of operation, including by negotiating Host Country Agreements or similar arrangements and ensuring their proper implementation.

ENDS/

IDLO Strategic Plan 2025 - 2028

VISION

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

MISSION

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

STRATEGIC GOAL

Rule of law accelerates progress towards peace and sustainable development

