



International Development Law Organization
Organisation Internationale de Droit du Développement



Making a Difference Through Law

Strategic Plan

2009 - 2012

A New Model for Legal Change

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(IDLO) Assembly of Parties

By: Submission prepared by IDLO Senior
Management team

Table of Contents

- Note to the Assembly of Parties..... 3**
- Executive Summary 4**
- Draft Decision..... 6**
- Context 7**
- IDLO’s Position..... 8**
- IDLO Model for Change..... 9**
- Strategic Objective One: National Strategies & Frameworks 11**
- Strategic Objective Two: Legal Empowerment 12**
- Strategic Objective Three: Global Issues 13**
- Strategic Objective Four: Networks 14**
- Strategic Objective Five: Knowledge Generation..... 15**
- Partnerships..... 16**
- Strategic Plan Implementation 17**
- Evidence of Success..... 17**

Note to the Assembly of Parties

This document is submitted to the Assembly of Parties for approval.

The Director General invites IDLO member states who may have questions of a technical nature with regard to this document to contact the IDLO staff focal point indicated below, preferably well in advance of the Assembly of Parties' meeting.

Thomas F. McInerney
General Counsel and Director of Research and Policy
Tel: +39 06 4040 3236
E-mail: tmcinerney@idlo.int

Executive Summary

Rule of law lies at the intersection of many of the chief challenges of our era. It cuts across three pillars of international cooperation agendas today: development, security, and human rights. Evidence overwhelmingly suggests a strong correlation between rule of law and development, and it plays a central role in contributing to peace and human security and preserving human rights through effective justice institutions. Rule of law is simply indispensable in today's world.

IDLO's Strategic Plan (2009 – 2012) outlines the goals and desired outcomes IDLO intends to pursue in helping to achieve improvements in rule of law over the next four years. It provides a framework upon which IDLO can set clear targets and define its program of work, in order to facilitate progress on rule of law and good governance issues in developing countries and transitional economies.

IDLO's proposed Strategic Objectives, which are the foundation of this Strategic Plan, reflect the interdependence between rule of law and human, economic and social development. They take into account IDLO's history, experience and comparative advantages, new emerging models of legal change, as well as the current global context in which IDLO is operating. The Strategic Objectives also reflect the continued importance of the goals of the Paris Declaration on Aid Effectiveness embraced by the international development assistance community.

The Strategic Plan (2009 – 2012) marks a turning point for IDLO as an international organization. It charts a new course for IDLO, while building upon a strong legacy of leadership in its field. It builds on IDLO's strengths as a convener and trainer of individuals capable of stimulating legal reform and sees IDLO becoming the implementing partner of choice and a thought leader on international legal / regulatory and institutional reform processes.

IDLO's focus is on the intersection between law and development. IDLO's goal is two-fold: to enable continuing progress on national rule of law and good governance objectives in developing countries and transitional economies and to facilitate long term, sustainable advances in the realization of effective rule of law and good governance through the knowledge and experience generated by IDLO's project work and the activities of its network.

IDLO has a number of unique assets and approaches that distinguish it from others in its field, including a unique mandate to further interrelated goals of advancing law and development, access to decision makers based on its intergovernmental organization status, a multi-lingual, multi-cultural team, a large and committed alumni network, which provides local knowledge and ready partners willing to drive change, and proven capacity to deliver practical solutions that draw on international best practice, in both stable and volatile settings (e.g. post conflict).

The global environment within which IDLO operates has changed significantly in recent years. The extensive growth of international law in the form of treaties and international trading regimes has put significant pressure on domestic legal orders. The international community is increasingly recognizing the critical role legal and regulatory reform can play in achieving broader development objectives. IDLO's Strategic Plan is intended to assist IDLO in deploying its resources and expertise in the most effective manner within this global context.

IDLO has learned that progress in improving law and regulation occurs as part of an iterative process over time. IDLO has learned that improving rule of law is an incremental process, not one that occurs at once through a great leap forward. IDLO further believes that legal change occurs at multiple levels in society. Given this

understanding, IDLO will seek to work at multiple levels in pursuit of its development objectives by focusing on five Strategic Objectives:

1. **National Strategies & Frameworks:** Support achievement of formalized national legal reform agendas and peace building plans.
2. **Legal Empowerment:** Facilitate means for securing the legal rights of the individual, particularly of vulnerable populations and those in crisis.
3. **Global Challenges:** Support actors in addressing legal / regulatory aspects of emergent global issues undermining development.
4. **Networks:** Build networks which stimulate legal and institutional reform processes.
5. **Knowledge Generation:** Generate knowledge and disseminate best practices in legal / regulatory and institutional reform.

Each future project or activity that IDLO undertakes will be designed and implemented so as to contribute to one or more of these strategic objectives. Activities will be determined based on the specific needs and priorities identified in a given context or related to the specific issue IDLO is addressing in its program offering.

IDLO will continue to develop tools and approaches that do justice to the diversity of institutional arrangements, belief systems, and social and legal cultures in the different countries in which it operates. IDLO also expects to continuously assess and adapt its approaches over the lifetime of this strategy based on IDLO's comparative advantage as well as changes in the external operating and funding environment. Thus, IDLO will continue to adapt its organizational model to address emerging needs and undertake continual improvement.

IDLO's ability to be accountable for the efficient and effective use of its resources, in line with this Strategic Plan, will be enhanced by IDLO's ongoing adoption of results based management. This move includes the introduction of a more systematic and holistic approach to needs assessment, more coherent program design and implementation, as well as more rigorous monitoring and evaluation of each IDLO project. It will also include a research program that is tightly aligned with IDLO's Strategic Objectives and more active integration of learning from IDLO program experience.

Of course, IDLO's success in implementing this strategy will depend not only on augmenting its internal capacity as an organization, but also on the strategic partnerships it develops – including partnerships with beneficiaries, member states, funders, other bilateral agencies, the United Nations and other multilateral institutions, non-governmental organizations (NGOs), national legal and regulatory institutions, legal experts, and individual agents of change.

Draft Decision

The Assembly of Parties approves the IDLO Strategic Plan (2009 – 2012)
presented at the Assembly of Parties meeting 26 November 2008
in accordance with IDLO's Governance rules and procedures.

Context

1. *Strategic Plan Outline.* IDLO's Strategic Plan provides a framework for action for IDLO for the next four years. The foundation of this Strategic Plan (2009 – 2012) is the set of Strategic Objectives for IDLO proposed in this document. These Strategic Objectives are aligned with IDLO's mandate, organizational charter and mission statement. The Strategic Objectives reflect a refined understanding of how legal change occurs in society as confirmed both by IDLO's history and experience and the observations of leading experts in the field. The Strategic Objectives also point toward the expected continued importance of the Paris Declaration on Aid Effectiveness, as supplemented by the Accra Outcome Document, as the dominant framework for development assistance for the foreseeable future.
2. The proposed Strategic Objectives have also been formulated based on the needs expressed by national governments in the areas of legal, regulatory and institutional reform, which IDLO is actively inventorying. In addition, IDLO has given strict consideration to its comparative advantage relative to others actively contributing to rule of law and good governance issues within developing countries and emerging economies. Therefore, this strategy and its underlying Strategic Objectives reflect the important leadership role IDLO's member states and Secretariat believe IDLO is capable of fulfilling within the international development community.
3. *External Environment.* The international development assistance community, national heads of state, and private sector leaders are increasingly recognizing the critical role that legal, regulatory and institutional reform plays in the achievement of broader development objectives. Evidence that the number of very poor people is much larger than previously thought along with growing concern that the international community may not achieve the targets set by the Millennium Development Goals, suggests the need to take decisive action. Food and security shocks have only compounded the problem. Rule of law issues are being prioritized in international policy, as they cut across the interdependent development, security and human rights agendas. Separately, the reports of the Commission on Legal Empowerment for the Poor¹ helped draw attention to the ways in which access to justice and effective legal protection can enable poor people to overcome poverty and protect their human rights.
4. In parallel with these developments, trends at the international level highlight the necessity of strengthening legal and regulatory systems in all countries. For example, extensive growth of international law in the form of treaties binds signatory states to implement international law domestically. In addition, the continued growth of the international trading regime through the World Trade Organization and regional institutions places significant pressure on domestic legal orders. The challenge this new form of international law places on domestic legal systems is particularly acute in developing countries.
5. The United Nations has been a leading force in putting rule of law at the center of recent policy debates. The creation of the Rule of Law Unit within the Secretariat has established a mechanism through which cooperation between members of the United Nations system and external actors can cooperate in furthering rule of law. The recent set of Guidelines for Rule of Law Assistance disseminated by the Rule of Law Unit are consistent with decisions of the IDLO Assembly of Parties and provide a normative footing for devising and carrying out development assistance to the legal sector. Similarly, the recent report of the Secretary-General on "Strengthening and

¹ Commission on Legal Empowerment for the Poor, Making the Law Work for Everyone Vols. I and II (2008).

coordinating United Nations rule of law activities² has identified many of the challenges and priorities in advancing rule of law internationally, while pointing the way for enhanced cooperation among international actors.

6. *Traditional Response.* Historically, development assistance has often favored a prescriptive approach to establishing rule of law and good governance. This approach is characterized by taking institutional models or legal reform processes from countries with effective rule of law and good governance and attempting to replicate them in those countries where rule of law and consistent good governance have not yet been achieved. The underlying assumption of this approach is that the introduction of institutions and processes can result in legal change and provide a platform upon which economic and social development can take place. This understanding has been criticized as overly rigid and static as well as inconsistent with the manner in which legal change actually occurs.
7. *Emerging Model for Legal Change.* An alternative model has now emerged based on the findings of leading social scientific and historical studies of legal change. This new model shows legal change to be non-linear, long term and iterative. This view also recognizes that legal change is driven by societal demand that emerges on a rolling basis alongside the process of economic and social development. In addition, the adoption of the terminology of rule of law to discuss legal reform needs has at times obscured what is really required to improve the legal systems of developing countries. As a practical matter for development assistance purposes, the notion of rule of law must be disaggregated. Improving rule of law is an incremental process, not one that occurs at once through a great leap forward.
8. *Emerging Needs.* In addition to these high-level trends within the global context and the field of rule of law, very specific indicators of the need for legal and regulatory development assistance are visible. For example, IDLO has determined that only one-quarter of states with Poverty Reduction Strategy Papers (PRSPs) have elaborated separate strategies for the rule of law sector. Worldwide governance indicators developed by multilateral agencies also suggest that for a significant number of nation states, sizeable improvements in regulatory quality, rule of law and government effectiveness remain possible.

IDLO's Position

9. *Historical Foundations.* When IDLO was founded, work within the field of law and development was in its infancy. IDLO's initial focus was to facilitate improvements in law in developing countries by seeking to alleviate disparities in the levels of competence between lawyers in developing countries and their counterparts in advanced economies or international institutions. The overwhelming focus of IDLO's work was international transactions between multinational companies or international aid agencies and developing country governments.
10. *Recent Developments.* In recent years, demand for the Organization's assistance has grown and diversified, thus taking the Organization into new terrain. Among these changes are the provision of legal technical assistance in post-conflict environments, use of legal empowerment approaches, assistance on social development issues arising from the Millennium Development Goals, and development of research and publications that develop and disseminate needed knowledge on what works in development assistance for the legal sector. At the same time, recent experience with processes associated with economic globalization has demonstrated the

² A/63/226.

continued relevance of IDLO's historical focus in helping to make the encounter between international actors and counterparts in developing countries more equitable and less conflictual, thus leading to more sustainable outcomes from globalization. IDLO continues to believe in the importance of economic growth to achieving poverty reduction goals but has come to see the critical need to balance growth with equity considerations.

11. *Other Actors in the Field.* IDLO has identified numerous other actors in the rule of law field. Broadly speaking, these actors can be broken down into two categories. On the one hand are multilateral development agencies, which seek to achieve broad development objectives, of which rule of law is a part. On the other hand are national legal reform organizations, including bar associations, judicial education institutions, think tanks, consulting firms, and academic institutions, which seek to advance legal reform often bearing distinctively national characteristics.

12. *IDLO Comparative Advantage.* IDLO has a number of unique assets and approaches that distinguish it from others in the field, most notably:

- Unique mandate to further interrelated goals of advancing law and development as the sole focus of the Organization's work;
- Access to decision makers based on its intergovernmental organization status and notable track record of working in partnership with multiple stakeholders;
- A multi-lingual, multi-cultural team with experience and the capacity to work across multiple legal traditions with sensitivity;
- A large and committed alumni network, which provides local knowledge, facilitates peer to peer learning between developing country professionals, and develops ready partners willing to drive change; and
- IDLO's proven capacity to deliver practical solutions that draw on international best practice, in both stable and volatile settings (e.g. post conflict).
- IDLO's recognized non-political approach, which enables it to work effectively in all states.

13. *Future Potential.* It has become clear to the Secretariat that IDLO is uniquely positioned to play a significant role for the international community in its field. No other organization has the specific mandate of IDLO. Moreover, no other development organizations combine work in legal and governance reform with other diverse and far-ranging development goals. IDLO's unique focus positions it to become a sought after implementation partner for international actors requiring expertise on legal and regulatory matters in advancing broader development agendas. This focus also positions IDLO to become a thought leader in the field of law and development. Specifically, it can apply needed perspectives in studying rule of law issues in the development context through its substantial practical experience. By marrying knowledge and experience gained through its practical development assistance work and the activities of its global legal network with leading academic thinking, IDLO can help influence public and private actors as well as the international development community as to the approaches best suited to improving legal systems.

IDLO Model for Change

14. *IDLO's Overarching Goal.* IDLO's mandate conceives of an interrelationship between two distinct concepts: law and development. This mandate is broadly consistent with emerging understandings of legal change. The Secretariat sees IDLO's overarching

goal as “**enabling progress towards national development objectives by catalysing legal and regulatory reform in developing countries and transition economies.**” This understanding captures a number of important guiding principles the Secretariat proposes for the Organization. First, IDLO’s role is enabling rather than directive or prescriptive. Second, IDLO should act consistent with the notion of national ownership of development strategies as called for in the Paris Declaration. Together these principles counter attempts to implement a single model for rule of law or good governance. Third, as an intergovernmental agency, IDLO has an important role to play in helping catalyze reform agendas by bringing together diverse stakeholders at the national level, including governments, private sector, civil society, and other international organizations.

15. *How IDLO will Facilitate/Stimulate Legal Change.* Legal change occurs at multiple levels in society. To address these different levels, a five-prong approach is proposed as a framework for facilitating/stimulating legal change:

- (i) IDLO will provide technical assistance to state institutions in furtherance of national development strategies.
- (ii) Where consistent with national development strategies, IDLO will facilitate legal empowerment of individuals, and particularly poor people, by developing solutions to problems affecting their ability to make use of existing legal rights.
- (iii) To reduce the risk of major global problems undermining national development plans and efforts, IDLO will work to facilitate the successful adoption and implementation of law and regulation called for in international policy responses to such issues.
- (iv) IDLO understands that individuals are critical components of legal systems and that strengthening individual capacity is important to improve law and institutions. To enhance this individual capacity development, IDLO will develop peer networks in thematic areas of specialization to unlock further the value of its existing alumni associations and other partner nongovernmental organizations.
- (v) To maximize the effectiveness of IDLO’s work in all of the foregoing areas, IDLO plans to systematically study and disseminate knowledge of best practices in successful reform efforts and other normative guidance developed through multi-stakeholder processes. A great deal of knowledge can be gained through rigorous monitoring and evaluation of IDLO’s programming overall.

16. *IDLO Program Streams.* IDLO believes that there are three main spheres around which development oriented legal and regulatory change can occur: Economic, Social and Institutional Development. Within each sphere, IDLO has defined specific program themes that have been prioritized based on their substantial contribution to achieving development aims. While other organizations certainly work on some of these same issues, IDLO believes that its clear focus on the legal and regulatory needs of developing and transition countries fills an important gap in the existing international institutional landscape. Therefore, IDLO will further national progress on these priorities by creating specific program streams that deliver specialized assistance and generate knowledge:

ECONOMIC	SOCIAL	INSTITUTIONAL
<ul style="list-style-type: none"> ✚ Trade law ✚ Investment law ✚ Microfinance law and regulation 	<ul style="list-style-type: none"> ✚ Environmental and natural resources law ✚ Land law ✚ Health law 	<ul style="list-style-type: none"> ✚ Justice Sector ✚ Governance ✚ Legal Education
CROSS-CUTTING		
<ul style="list-style-type: none"> ✚ Gender 		
<ul style="list-style-type: none"> ✚ Human Rights 		

17. *Operational Guiding Principles.* Each future project or activity that IDLO undertakes in one of its program streams will be designed and implemented so as to contribute to one or more of these Strategic Objectives. Not all Strategic Objectives will apply to all countries or contexts. Rather, the selection of the Strategic Objective(s) and IDLO's course of action will be determined based on the specific needs and priorities identified in a given context or related to a given issue IDLO is addressing in its program offering. All of these choices will be guided by the framework and direction this Strategic Plan advances. IDLO will distinguish itself, as it implements its program of work, by adhering to the following operational guiding principles:

- Commitment to principles of national ownership of development agendas provided in the Paris Declaration framework, as refined through the Accra Agenda for Action;
- Understanding that legal change occurs gradually over time, which accordingly shapes project design;
- Requirement that domestic demand for legal reform exists before undertaking capacity building activities;
- Belief that legal reform activities should be undertaken through multi-stakeholder processes; and
- Commitment to carrying out legal technical assistance in a manner that maximizes impact.

Strategic Objective One: National Strategies & Frameworks

18. *Context:* National governments in developing countries and transition economies are prioritizing judicial and legal reform activities, improvements in economic regulation, and governance and capacity building activities related to domestic legal and governance systems, as critical ingredients to achieving desired domestic economic, social and human development objectives or achieving political and social stability during times of crisis and recovery. These priorities are often documented within UN development assistance frameworks (UNDAF), national Poverty Reduction Strategy Papers (PRSPs), national peace building plans or domestic government strategy

papers. National governments often do not have sufficient expertise or resources in-country to carry out these plans efficiently and effectively and therefore look to the international community for support.

19. *Strategic Objective and Aims:* Where IDLO's areas of expertise in law and development align with national interests and needs, IDLO will work with national government and nongovernmental partners and funders to design interventions that result in continuing, self-sustaining and resilient advancements in domestic legal and regulatory systems. IDLO is committed to these activities as they are central to the Organization's mandate and purpose. IDLO's Strategic Objective One is to: ***Support elaboration and achievement of formalized national development agendas and peace building plans in the legal and justice sector.***

Sample Outputs	Sample Activities
<ul style="list-style-type: none"> ▪ Joint assessments with national governments on current country conditions and/or capacity relative to stated legal and regulatory reform or governance aims. ▪ Legal/regulatory and institutional models suitable for domestic adaptation to further national legal reform or peace building objectives. ▪ Plans that serve as roadmaps for government and key stakeholders in implementing sector-wide strategies. 	<ul style="list-style-type: none"> ▪ Offer technical assistance and training activities in program areas including judicial reform and alternative dispute resolution, trade, investment, public sector finance, reform and anti-corruption. ▪ Apply knowledge & expertise gained from direct experience with sector-wide strategies in the legal and justice sector to improve design and implementation of such strategies. ▪ Convene and facilitate multi-stakeholder dialogues to foster the development of shared goals for devising or implementing development strategies in the legal and justice sector.

Intended Outcome: national governments have formally adopted and are implementing appropriate legal/regulatory reform strategies as part of their national development or peacebuilding plans.

Strategic Objective Two: Legal Empowerment

20. *Context:* In developing countries and transition economies there often exist vulnerable populations or groups in crisis who do not have *awareness of* or *access to* recognized legal rights and justice systems within their countries. At times, governments may also not yet have attained a consistent balance between documentation and application of the law, resulting in rights or processes being compromised in select areas.

21. *Strategic Objective and Aims:* Where consistent with national priorities or called for according to international rights and standards to which countries subscribe, IDLO will design project interventions with key stakeholders at the government or civil society levels to alleviate legal / regulatory burdens or inequalities across vulnerable groups or those in crisis situations (e.g. natural disasters). IDLO's Strategic

Objective Two is to: ***Facilitate means for securing the legal rights of the individual, and particularly of vulnerable populations and those in crisis.***

Sample Outputs	Sample Activities
<ul style="list-style-type: none"> ▪ Laws, policies and institutions to ensure legal protection of vulnerable groups. ▪ Information and education products to improve the knowledge among vulnerable groups of their legal rights and available resources and institutions to protect them. ▪ New legal services or structures that strengthen the capacity of local civil society to strengthen the legal/regulatory protection of vulnerable groups. 	<ul style="list-style-type: none"> ▪ Offer technical assistance to governments to devise laws, policies and institutions that uphold the rights of vulnerable populations. ▪ Conduct public awareness campaigns and convene multi-stakeholder dialogues to create solutions for addressing the legal needs of vulnerable populations. ▪ Collaborate with civil society to develop responses to local needs regarding judicial reform, access to justice, land, human security, human rights and gender equality.

Intended Outcome: Vulnerable and crisis-affected populations are aware of and have access to existing legal rights and systems within their country.

Strategic Objective Three: Global Challenges

22. *Context:* In today's inter-connected world, a new set of global, cross-cutting challenges are demanding the attention of world leaders. These include climate change, scarcity of critical resources (e.g. land, water, and food), disease, economic instability and human security. These issues, while global in their scope, constitute grave threats to development progress either achieved or planned at the community, country-wide, or regional levels. Law and regulation partially and, in some cases substantially, can help solve these issues.

23. *Strategic Objective and Aims:* IDLO can make positive contributions to addressing these global challenges in situations where they threaten national development progress and the threat can be reduced through legal or regulatory action. IDLO can help the international community facilitate the implementation of laws and regulations that arise from global responses to these issues. IDLO's Strategic Objective Three is to: ***Support actors in addressing legal / regulatory aspects of emergent global issues undermining development.***

Sample Outputs	Sample Activities
<ul style="list-style-type: none"> ▪ Educational products to assist governments and other actors to devise legal and regulatory solutions to global issues. ▪ Sample laws or regulatory frameworks that reduce or eliminate social harm and potential threats to development efforts due to a specific global issue. 	<ul style="list-style-type: none"> ▪ Deliver training courses, seminars and workshops on legal and regulatory issues related to climate change, water, HIV/AIDS and human trafficking. ▪ Develop communities of practice to advance learning and share best practices on how to develop and implement law or regulation designed to overcome legal/regulatory impediments to these problems. ▪ Offer technical assistance to complement activities of other actors leading thought and action on emergent global issues where legal/regulatory expertise is called for.

Intended Outcome: national governments have adopted and are implementing laws and regulations which address those global issues most relevant to continued development progress.

Strategic Objective Four: Networks

24. *Context:* There is broad consensus in the rule of law field that legal reform happens only when there is domestic demand for change. Individual legal and regulatory professionals with the vision and commitment to undertake regular, continuing reform that enables economic, human and social development are the key actors capable of giving effect to that demand.
25. In all countries, individual legal and regulatory professionals specialize. While the degree of specialization may differ depending upon the resources and resulting staffing levels of institutions, the level of complexity of domestic law within the context of an emerging global legal order continues to grow and the information needs of legal and regulatory professionals have never been greater. In the context of greater technical complexity and specialization, lawyers and regulators in all countries increasingly have more in common with colleagues doing similar work in other jurisdictions than in their own institutions. Yet, many lawyers and regulators in developing countries lack connection to legal or regulatory practitioners in other jurisdictions, thus depriving them of valuable information. These professionals lack access to both knowledge on substantive law and practical know-how on using or implementing laws or regulations.
26. *Strategic Objective and Aims:* IDLO knows from experience that there are untold numbers of professionals wishing to meet the demand for legal reform in their countries. IDLO has also learned that dialogue among legal and regulatory specialists is not enough: it must be oriented to the specific needs of developing countries and it must focus on sharing knowledge on successful approaches to implementing legal and regulatory change. IDLO can play a key role in identifying individual agents of change and connecting them to peers working on similar aspects

of legal/regulatory reform in other jurisdictions. IDLO's Strategic Objective Four, therefore, is to: ***Build networks which stimulate legal and institutional reform processes.***

Sample Outputs	Sample of Activities
<ul style="list-style-type: none"> ▪ Activated thematic networks aligned with IDLO program streams and strategic objectives. ▪ On-line library of sample legal and regulatory products or best practices used by professionals leading reform efforts. ▪ Educational products, such as e-learning programs, to reach out and maintain connections with network participants. ▪ Partnerships with like-minded public and private sector institutions to support network growth, productivity and impact. 	<ul style="list-style-type: none"> ▪ Identify individual legal and regulatory professionals from the IDLO community of alumni and other professionals to become members of thematic networks relevant to their specific functional areas of specialization. ▪ Develop accessible information technology tools to facilitate the creation of each network and robust dialogue and information exchange among network participants. ▪ Seek resources to enable each network to conduct face-to-face meetings or conferences at least once annually.

Intended Outcome: relevant national legal reform processes are being actively advanced by national legal and regulatory experts who are supported by specialist professional networks.

Strategic Objective Five: Knowledge Generation

27. *Context:* One of the most effective ways to stimulate change is by sharing successful approaches other actors have implemented that could be adapted to other contexts with similar needs. Many commentators in the rule of law field agree that the level of information about what works and in what contexts is thin. Further, no comprehensive knowledge center or systematic efforts exist to gather and analyse data on legal and regulatory reform experience in developing countries and transitional economies.

28. *Strategic Objective and Aims:* IDLO is uniquely positioned to identify best practices in how appropriate and sustainable reform to domestic legal and regulatory systems is achieved. By undertaking this work, IDLO can improve its own program delivery and inform program design and implementation by other international actors. IDLO's Strategic Objective Five is to: ***Generate knowledge and disseminate best practices in legal / regulatory and institutional reform.***

Sample Outputs	Sample of Activities
<ul style="list-style-type: none"> ▪ Policy papers, publications and practical manuals to support legal and regulatory reform across IDLO's program streams. ▪ Reports and conferences on trends in legal and regulatory reform as well as codified best practices. ▪ Partnerships with leading research institutions and international development agencies. 	<ul style="list-style-type: none"> ▪ Conduct original research on practical development issues associated with IDLO's main program streams and strategic objectives, supplemented by monitoring and evaluation learning from IDLO program activities. ▪ Systematic gathering and analysis of development strategies in the rule of law sector. ▪ Build substantial in-house research capabilities, leveraged by relationships with external actors such as universities, multi-lateral and bilateral development agencies, and think tanks.

Intended Outcome: national legal and regulatory reform strategies/programs are informed by documented best practices from similar contexts.

Partnerships

29. *Value of Partnerships.* The field in which IDLO works cuts across many areas of development assistance and international policy making. To work effectively in this field, IDLO will need to develop partnerships with a variety of institutions.
30. *Partnering with International Organizations.* In line with efforts such as the Paris Declaration and the UN's "Delivering as One" initiative, IDLO will seek to avoid duplication and ensure harmonization of its activities with other agencies in its field to maximize collective impact. In particular, IDLO will seek to realize the full potential of its mandate as an intergovernmental organization by striving to establish more strategic, long-term partnerships with UN agencies. Among these relationships, IDLO will seek to deepen its ties with the United Nations Development Program (UNDP) through the Implementing Partner Agreement the organizations have concluded. UNDP's extensive country presence and overlapping fields of work affords IDLO an opportunity to improve simultaneously its program implementation and knowledge development, sharing, and dissemination.
31. Outside the UN system, IDLO will seek to engage with like-minded funders (e.g. Gates Foundation) and NGO counterparts and private sector partners with unique interests and capabilities to assist IDLO in stimulating legal / regulatory and institutional reform (e.g. Nike). The Secretariat is, more than ever, aware of the need to identify and manage strong partnerships in order to extend and augment IDLO's impact on law and development.

Strategic Plan Implementation

32. *Results Orientation.* IDLO's ongoing adoption of results based management will be a critical ingredient to guiding IDLO in the successful implementation of this strategy. IDLO's more rigorous results orientation will be evident at all stages of the project cycle: from needs assessment through project design, implementation, monitoring, and evaluation, as well as in IDLO's reporting, decision making and risk assessment practices. This approach will also strengthen IDLO's ability to be accountable to key stakeholders, to quickly adjust and adapt its approaches within a changing global context and to communicate its results and learning in an effective and inspiring manner to the international development community.
33. *Operational Guidance.* The Strategic Plan will guide IDLO in defining its annual program of work, outlining annual evaluation and research activities and prioritizing operational improvement initiatives. IDLO has developed a Management Plan for 2009, which details how IDLO will implement these priorities. This Strategic Plan has assisted IDLO in preliminarily defining and developing its thematic program streams. Over the course of the coming years, IDLO intends to build these and other program streams into centers of knowledge around which communities of practice will emerge. Development of thematic practice areas is a key step in the growth in the Organization and is a reflection of the greater degrees of specialization and knowledge that this field has witnessed since IDLO was founded. Moving to thematic programming will also provide useful guidance to the Secretariat in assessing and re-aligning staff capabilities and performance to achieve required levels of sophistication in these specialized branches of knowledge and identifying possible improvements or new requirements relating to IDLO's funding mechanisms.

Evidence of Success

34. If IDLO is successful in carrying out this Strategic Plan, it will become a key contributor to the international community's efforts to build the rule of law in developing countries and transitional economies. To gauge IDLO's success in achieving that goal, we will consider whether IDLO is viewed as a significant contributor within the international community to developing country efforts to improve their legal systems to achieve economic and social development. During 2009, IDLO will develop the framework for preparing an annual performance report, which will evaluate IDLO's progress in meeting this goal. In addition, IDLO will seek to become a recognized source of knowledge in the international community about what works in rule of law development assistance. Evidence of such knowledge can be assessed through references to the Organization and quotations from IDLO staff regarding relevant issues in IDLO's field. IDLO's ability to become a privileged partner with key multinational institutions, particularly within the United Nations family, will be further evidence of success.