

Subject: CILC policy statement

The Hague, June 2017

### **Mission**

- CILC is a not-for-profit organisation with a mission to develop and implement capacity building projects supporting the rule of law in developing countries, countries in transition and countries within and around the European Union.
- Our current project portfolio covers countries in the European Union, Central and Eastern Europe, the Middle East, Northern and Sub-Saharan Africa and Asia.
- CILC's approach is to bring together international (legal) expertise to find solutions for a variety of challenges related to international legal cooperation and development of the rule of law.
- CILC engages in capacity building projects, applied research assignments and supporting European networks. All of our work is based on the transfer of (public sector) expertise and exchange of experiences among professionals and academics.
- CILC is based in The Hague, the International City of Peace and Justice.

### **Policy**

CILC's policy is based on five pillars. Each of these pillars contains a number of guiding principles.

#### Pillar 1: A professional, effective and result-oriented organisation

##### *General*

- We strive to be a high-performing and flexible organisation with the full commitment to achieving positive development outcomes.
- We combine our mission to promote the rule of law with entrepreneurship in a collegial and stimulating organisational culture.
- We take pride in supporting project beneficiaries and stakeholders to really own change.
- We address challenges in justice systems in an integral chain approach, showing an understanding of value chains and interdependencies that exist between justice sector agencies.
- We believe in small-scale, working-level activities with a focus on peer learning.

##### *Human resources*

- We have a team of qualified and dedicated staff, associates and experts.
- We foster our staff members to be responsible and focus on what they are good at.
- We are a learning organisation and encourage personal and group development through regular internal meetings, evaluations, brainstorming sessions, trainings and other development opportunities.
- Our staff and experts adhere to the Partos Code of Conduct.
- Our staff development and remuneration policies conform with market level and are competitive.

##### *Organisation*

- We have an open and non-hierarchical office culture.
- We are a predominantly paperless office and we use a digital management information system.

- We are eager to continuously improve our operations and quality management.
- We have our own training, meeting and event space in the centre of The Hague.

#### Pillar 2: Sound and transparent financial management

- We apply a transparent financial management approach involving task division and a system of checks and balances.
- We periodically update our administrative organisation to be fully in line with changing demands within the organisation and adhere to the rules and procedures from our main financing sources.
- We have opted for a sustainable business model and we avoid applying for funding for which considerable co-financing is required, as this can put the financial wellbeing of our organisation at risk.
- Growth is not a goal in and of itself but for the financial stability of the organisation, each year we aim to slightly increase our total turnover in order to ensure the continuity of the organisation.

#### Pillar 3: Effective and rational acquisition process

- We are a not-for-profit organisation and our mission is to take a leading position in our acquisition strategies.
- We focus on projects in the area of international legal cooperation and rule of law, but we allow ourselves, within the boundaries of our statutory provisions, to respond to international trends affecting our societies, including for example migration management.
- We are a mandated body for the implementation of EU twinning projects on behalf of the Netherlands Ministry of Security and Justice.
- We prefer building partnerships with likeminded (semi) public organisations and institutions.
- We rely on expertise from within the Dutch (legal) professions, but also know when and how to tap into expertise in other EU Member States and from the regions in which we are active.
- Our aim is to not be dependent on one financing instrument, active only in one sector or in one country. Diversity of our portfolio in terms of funding sources, beneficiary countries and themes/topics is a leading principle within our organisation.
- We give priority to funds made available by the Netherlands government (Ministry of Foreign Affairs, embassies, RVO, Nuffic) and the European Commission (twinning, grants, international service contracts, framework contracts). We are open to applying for other financing instruments as well, but only based on the careful assessment of the advantages and disadvantages of such an approach.

#### Pillar 4: Public relations & communication

- We aim to make development cooperation more transparent and accountable by providing open-data information on development work.
- We provide detailed information on our website about our projects in an accessible and open manner.
- We frequently publish updates about project activities and events, and when allowed by the donor and the beneficiary we publish project products to promote our work.
- We aim for uniformity in the presentation and communication of our materials while providing the necessary space for differences in style and personal creativity of the authors.

#### Pillar 5: Network organisation

- We want to be a reliable link in the expanding network of development organisations that apply the principles and tools for effective aid delivery.
- We believe in initiatives that will allow for more effective mobilisation and exchange of knowledge and experience from (public) professionals and scholars across the globe.
- We want to be the project organisation for the Netherlands (public) legal community, including: the judicial institutions, the operational (executive and law enforcement) agencies, the law faculties of the universities and the free legal professions in the Netherlands.
- We are an active partner of the Ministry of Security and Justice and the Ministry of Foreign Affairs in promoting the rule of law worldwide.
- We actively promote cooperation among Dutch (semi) public implementing agencies and Dutch NGOs operating in international legal cooperation or related policy areas.
- We actively promote cooperation among European (semi) public international legal cooperation agencies.