

POLICY PLAN 2018-2020

8 January 2018

Introduction

CILC's policy plan is based on five pillars. Each of these pillars focuses on a number of priorities. In addition, the CILC Business Canvas (in annex) provides an overview of the core philosophy, ambitions and challenges of our organisation. The implementation of the policy plan will be reviewed twice per calendar year.

Before we describe the five pillars of CILC's Policy plan, it is important to shortly present the key elements of CILC's **mission statement**:

- 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.
- 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 support to 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.

Our current project portfolio covers countries in the European Union, Central and Eastern Europe, the Middle East, Northern and Sub-Saharan Africa and Asia.

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

Our first policy pillar concerns human resources and organisational development. Priority areas are included under this pillar with the aim to ensure that both staff and the organisation have the necessary means and tools to ensure CILC remains high-performing and flexible.

Project management is at the core of CILC. We address challenges in justice systems in an integral approach, showing an understanding of value chains and interdependencies that exist between justice sector agencies. As mandated body, we provide access to Dutch justice sector expertise. Government-to-government support is key to our work and we aim to further extend our role as the facilitator of such cooperation.

In order to provide high quality services and products, we believe it is important to foster a learning environment. We apply a **"learning by doing" approach** in our projects for staff at all levels in the core operations. On-the-job coaching and support from senior staff is crucial to ensure exchange and assimilation of knowledge. We feel this deserves extra emphasis in the coming years. Especially for new staff, we will invest in standardised procedures so that they can be integrated at CILC in a structured and effective manner.

In order to make concrete steps towards **standardising procedures**, we have embarked on a trajectory to improve our administrative organisation and internal operational procedures (AO/IC). We will map out all main organisational processes and workflows and assign clear roles and responsibilities. Clear job descriptions will be an essential element of this. Moreover, we will look into the benefits and costs of an ISO or other quality certification.

In addition to this standardisation process, we will introduce **individualised training plans**. These will help staff address professional and personal development goals and needs, and make better use of the available yearly training budget. Moreover, the training plans will ensure that the learning trajectories of staff are well anchored in the knowledge and skill build-up at CILC, and also serve the ambitions and needs of the organisation. The individual plans will be based on an organisational “*learning plan*” that the team agrees upon at the beginning of each calendar year.

Last but not least, we continue promoting an open and non-hierarchical office culture, in which **teamwork and professionalism** are key. Through past team building exercises we have agreed on a list of shared principles. The aim is to ensure that this “Words We Live By” document is a living, valuable part of the way we operate; knowing that culture is very little about what we say, and very much about what we do.

Priorities	Activities	Benchmarks
1. Project management	1.1 Develop introduction programme for new staff members	New staff induction workflow completed before end July 2018
2. Learning by doing	2.1 Familiarise staff with all essential elements of acquisition processes	<ul style="list-style-type: none"> • First cycle of internal acquisition trainings completed before end of 2018 • All junior staff members have been part of a bid team at least twice a year • New staff members are assigned a “buddy for coaching and support” • Identification of CILC learning plan
	2.2 Introduction of individualised annual training plans	First training plans have been approved by end of 1 st quarter 2018
3. Standardising procedures	3.1 Completed AO/IC trajectory	<ul style="list-style-type: none"> • Approved mapping of workflows by July 2018 • Decision on ISO certification by July 2018
	3.2 Updated job profiles	Approved job profiles for positions by December 2018
4. Information management	4.1 Agree on a uniform information management approach	<ul style="list-style-type: none"> • See 3.1 AO/IC • Upgrade of Filelinx by July 2018
5. Team work and professionalism	5.1 Annual team building exercise	<ul style="list-style-type: none"> • Mid-week Ibiza (or equivalent) in case of full portfolios ☺ • Annual team building event
	5.2 Ensuring that “Words We Live By” are observed	Short compliance review every six months

Pillar 2: Sound and transparent financial management

The following priorities are before us in what concerns consolidating a sound and transparent financial management system at CILC:

Growth of our organisation is not a goal in and of itself, but it is key for the **financial stability** of CILC. Each year we aim to slightly increase our total turnover in order to ensure the continuity of the organisation. In light of this, we aim at a continuity reserve that allows for one year of operations without income.

CILC believes in a healthy administrative and financial management approach that observes the requirements of our donors, is in compliance with the law and serves the needs and priorities of efficient project management. As part of the AO/IC trajectory included under the first pillar, we will target improved and more efficient financial project management. Project managers should have **access to workable tools and key financial information** to help them ensure quality project implementation. These tools should automatically generate up to date budget depletion information and be accessible at all times. They should be based on the already existing instruments (FileLinx/Multivers). Investments in this area are also justified given the growing workload for our financial department and target the removal of time-consuming manual work. Adequate checks and balances in financial processes will be respected.

Against this background, **flexibility** is an asset. Our financial administration should be flexible enough to adapt to the requirements of individual donors, as the rules and regulations of these organisations have priority. We will continue the initiated process to improve our adaptiveness and invest in smart IT solutions.

Given the growth of the organisation and the importance of having **standardised methods**, we will reassess the financial flows and mutual obligations vis-a-vis local partner organisations and project offices. This includes standardised formats and clear instructions. Simplicity and clarity will be guiding.

Priorities	Activities	Benchmarks
1. Financial stability	1.1 Increase CILC's financial reserve	Approval from tax authority to increase financial reserve
2. Improved tools and instruments	2.1 Mapping of financial processes and workflows (AO/IC)	<ul style="list-style-type: none"> • Endorsed EIFEL recommendations implemented by mid-2019 • Approved mapping of financial workflows by July 2018
	2.2 Improve budget depletion overview instruments	Button-push budget depletion status obtainable for each project by July 2018
3. Flexibility	3.1 Agree on most efficient and effective method of cost benefit analyses of projects (KBAs)	Multiple formats tested for generating financial overviews, serving project managers' and donors' requirements by July 2018
4. Standardising methods	4.1 Standardise financial flows towards local offices and partners	Manual, standard formats and clear instructions in place by end of 2018

Pillar 3: Effective and rational acquisition process

In international legal cooperation we recognise more and more a market trend in which donor (EC and NL) funding programmes and their conditions do not allow for margins on expertise days or are even loss making, due to the fact that compensation of time input by own staff is based on gross salary and not internal cost price (which includes overhead). Furthermore, CILC often operates as a representative of Dutch legal sector institutions, but our overhead costs are not directly covered by those institutions or other State resources. Therefore, we consider it a key priority to seek for a **minimum of annual core (or programmatic) funding** to cover CILC's operational costs (€ 500.000 per year). Such core funding would allow CILC to adapt to the current donor market trends and to take on more assignments and projects within our mandate, which only allow for direct salary compensation. We will seek to obtain this core funding from the Dutch Ministry of Foreign Affairs and/or the Ministry of Justice and Security, promoting CILC as a membership based organisation. The essence of the idea we wish to promote is that public sector partners on whose behalf we implement projects contribute an annual fee to cover CILC's yearly operational costs.

Secondly, since we would like to remain the main implementing partner for Dutch public sector organisations in the areas of justice and security, we will focus primarily on government-to-government projects. The European Commission's Twinning instrument is a vital modality to acquire these kind of assignments. A renewal process with regard to the mandated status, which is essential to be eligible to bid on Twinning projects, has been initiated by the European Commission recently. Given the importance of government-to-government projects for CILC, we will invest in **maintaining the current mandated body status** on behalf of the Dutch Ministry of Justice and Security. This will require time investments during the renewal process, as well as successfully seeking our continued endorsement as mandated body by the Ministry.

In our work to carry out the CILC mission, our preference is to be contracted by the Dutch Government or the European Commission. However, government-to-government cooperation funded by these bodies, especially in the thematic areas under our mandate, are sometimes lossmaking and often barely break even from a financial perspective. In light of this, and in the absence of core funding, we will also invest in increasing the number of CILC assignments funded by other donors, on which a measure of profit is possible (such as DANIDA, DFID, UNDP). In addition, we will focus on acquiring new technical assistance service contracts funded by the European Commission. As these are always rather time consuming and detail-oriented procedures, we will be more selective in pursuing service contract opportunities. CILC will focus on projects within our core business and/or in countries in which we have ongoing presence. In case we decide to pursue a service contract opportunity as lead partner, we will ensure that enough internal capacities are available and bid teams are organised in advance. We will also invest in internal training on project acquisition and proposal writing.

We prefer building partnerships with likeminded (semi) public organisations and institutions. When pursuing opportunities as a sub-contractor or partner, we will only accept **partnerships at or above 15% (profit) share** (especially for projects outside our core business). To achieve this, we will internally dedicate time to discuss negotiation techniques and forming of consortia. With regard to the framework contracts (e.g. DG Home, DG Justice), we will assess whether it could be profitable to invest more in pursuing opportunities under these contracts. Even though experience has taught us that these contracts are very competitive, we continue to believe in the opportunities they present.

Lastly, we will **actively market "CILC Meeting & Training"** as a venue available for rent to our partners and similar organisations or companies. The revenues from this source will be directed to compensate for loss making projects. To attract business for "CILC Meeting & Training" we will use all available channels in The Hague and our networks.

Priorities	Activities	Benchmarks
1. Core funding	1.1 Identify and realise concrete opportunities to obtain core funding from the Government	Clarity on opportunities to obtain core funding from the Dutch Government by May 2018
2. Mandated body status	2.1 Maintain mandated body status	<ul style="list-style-type: none"> • Review of criteria for mandated body status by March 2018 • Completed self-assessment with documentary evidence to meet criteria by July 2018
3. Portfolio composition analysis	3.1 Assess framework contracts	<ul style="list-style-type: none"> • Launch of framework contract working group (March 2018) • Two pager on feasibility of pursuing framework assignments (go/no-go September 2018)
	3.2 Explore other donors	Two pager on feasibility of pursuing non-EU/NL funded projects (go/no-go December 2018)
4. CILC Meeting & Training (4 th Floor)	4.1 Marketing of CILC Meeting & Training	<ul style="list-style-type: none"> • Stationary (folders, notebooks, pens, info package, etc.) based on CILC's visual identity developed and in use (2nd quarter 2018) • 4th Floor is profitable at the end of 2018

Pillar 4: Public relations & communication

We aim to make development cooperation more **transparent and accountable** by providing accessible information on our work. We will continue to use cilc.nl to provide detailed information about our projects and to publish frequent updates about our activities and events. When allowed by donors and beneficiaries, we will publish project products online.

In our public relations and external communication, we aim for **harmony and coherence in the presentation of our materials**, while encouraging innovative style and personal creativity among our authors.

We will adopt a **clear communication policy**, outlining the general principles guiding how CILC communicates and explaining how these principles feed into the day-to-day work of CILC staff. The communication policy of CILC will be developed with support from and the aim of ownership by the entire CILC team. Most importantly, it will be in line with and advance the strategic aims and objectives of CILC from a communications perspective.

The communication policy will be subject to review in the same cycles as the policy plan and at minimum include guiding principles about:

- who CILC targets with its communication;
- what messages are key;
- how communication tasks are integrated in the organisation and work processes of the CILC team;

- what means and platforms for communication are chosen to be used and developed as a priority (such as website, social media, publications, events).

CILC will develop **annual communication plans** based on the priorities set in this policy plan. The annual communication plan is meant to provide clear and concrete action points for each calendar year on the basis of the communication policy in place. This plan will be developed, executed and revised on a yearly basis, in a flexible and iterative process, where we learn by doing and where we can adjust our priorities and activity planning accordingly.

Priorities	Activities	Benchmarks
1. Communication policy 2018 – 2020	1.1 Consult staff to explore the framework and content of the communication policy	
	1.2 Conduct survey among key CILC contacts (external) to feed into the communication policy	
	1.3 Develop draft communication policy and share with colleagues for feedback	
	1.4 Finalise and publish communication policy 2018 -2020	Adopted by end of February 2018 (as basis for Communication plan 2018)
	1.5 Review communication policy 2018-2020 in view of next policy cycle	Done by end of 4 th quarter 2020
2. Communication plan 2018	2.1 Draft communication plan 2018 with feedback from CILC team	Adopted by end of 1 st quarter 2018 (and subsequently again 2019 and 2020)
3. Visual identity manual	3.1 Make visual identity manual and share/instruct colleagues	Adopted by end of 1 st quarter 2018
4. Logo	4.1 Simplify logo, update all materials accordingly and notify colleagues & key partners	Adopted by end of 1 st quarter 2018
5. Website	5.1 Create automated project pages based on Filelinx	Operational by end of 1 st quarter 2018
6. Showcase CILC and NL products	6.1 Make systematic collection of CILC products and project successes and put in place mechanism for updating collection	1 st quarter 2019
	6.2 Develop information package on CILC, CILC as the gateway to the justice sector in the Netherlands and The Hague as the International City of Peace and Justice	1 st quarter 2018

Pillar 5: Network organisation

CILC is *the* Dutch project organisation for the (international) public legal community. CILC brings together legal experts from Dutch and international legal and judicial institutions to share experience with their peers in developing countries and those in transition. CILC will further develop its role as a network organisation in order to maintain and strengthen its position as the ‘gateway to the Netherlands justice sector’.

As such, we will remain an active partner to the Ministry of Justice and Security, the Ministry of Foreign Affairs and other government agencies in promoting the rule of law worldwide. To maintain this position, CILC will focus attention on enhancing relations with its network of experts, partner organisations, European (semi) public international legal cooperation agencies, donors, beneficiaries and target groups, by increasing the visibility of CILC and CILC’s work across and with these different network groups, and by tailoring our communications, events and outputs accordingly.

To this aim we will work on the following priorities:

1. We will optimise the use of our internal resources (Filelinx) for **customer relationship management (CRM)**. A well-managed and up-to-date database of contacts and documentation will help CILC staff to easily find and use relevant information of partners.
2. The CILC **website** will increasingly be positioned as the ‘online gateway to the Netherlands justice sector’, promoting and facilitating cooperation among and with our networks, including the possibility to develop an online recruitment tool for experts. The website should be the online ‘go-to place’ for our partners.
3. CILC will also assess the usability of **social media** as a tool to reach out to certain network groups, to share our results, events and outputs and to increase the visibility of CILC.
4. The presence and **participation** of CILC staff in relevant conferences and events will be encouraged more. Events within (but not exclusively) the scope of our work are an excellent platform to showcase CILC’s knowledge and track record. Moreover, participation should also be beneficial to the day to day project implementation (and acquisition) as the knowledge and relations gained will have to feed into the work we do.

Priorities	Activities	Benchmarks
1. CRM	1.1 Add contacts to Filelinx to become a proper CRM system	Upgrade of Filelinx by July 2018
2. Council of Partners	2.1 Organise CILC Seminars and events	At least one event/seminar organised annually
3. Website	3.1 Expand website to include information on the Dutch legal institutions	Website updated per October 2018
4. Social media	4.1 Review of added value of social media for CILC	Advice submitted December 2018
5. Participations in events	5.1 PM staff participates in external events and conferences	Each participates in at least 3 events in 2018