

# MANAGEMENT PLAN 2020



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# OVERVIEW

## Context

1. The 2020 Management Plan (MP 2020) implements the fourth and final year of IDLO's current Strategic Plan (*Strategy 2020*) and seeks to:
  - consolidate achievements of the past three years;
  - complete the remaining reforms planned for this strategic cycle (2017 - 2020);
  - sustain financial and programmatic growth; and
  - set a solid platform for developing the next Strategic Plan.
2. The terrain in which IDLO operates is challenging. As noted during the review of Sustainable Development Goal 16 by the UN High-level Political Forum in July 2019, growing appreciation for the rule of law as a building block for peace, stability, social development and economic growth is creating new opportunities and interest in justice sector reforms. However, reform initiatives face considerable difficulties, including deteriorating security conditions in fragile contexts, political volatility, pushback on international human rights norms, inadequate resources, changing donor preferences and diversion of development aid to meet humanitarian needs.
3. Acknowledging the complexities of the external environment and building on IDLO's major achievements and internal reforms, MP 2020 provides a sound basis for organizational progress and effective results.
4. IDLO is in good financial and organizational shape. It has been on a strong growth trajectory since 2018, and we foresee that trend continuing with forecasts of both unrestricted funds and program revenue in 2020 at a level higher than the Approved 2019 Budget. Program growth is supported, on the one hand, by major internal reforms carried out over the past few years to enhance IDLO's capacity, efficiency and effectiveness, and, on the other, by significant program development and good results that have diversified the program portfolio thematically and geographically in line with the priorities set out in *Strategy 2020*.
5. The project pipeline leading into 2021 is healthy, indicating further potential for the consolidation and expansion of programs, while a growing surplus in excess of general financial reserves has created an additional source of funding for program innovation and institutional improvements going forward into the next strategic cycle.
6. Thanks to effective policy advocacy supported by research drawing on program experience, IDLO is increasingly recognized as a credible champion of the rule of law and access to justice for all. Given the growing acknowledgement of the rule of law as a concrete pathway to peace and security, human rights and sustainable development, we see good

prospects in 2020 for strengthening IDLO's policy advocacy in partnership with others at international, regional and national levels, and further enhancing IDLO's profile, outreach and impact.

7. IDLO's political support is growing alongside its programs and finances. A spurt in membership applications in recent years reflects the increased recognition by governments of IDLO's distinct mandate and capabilities to advance the rule of law and sustainable development. With Liberia, Qatar and Uganda joining IDLO this year, the total number of Members now stands at 37, compared to 26 in 2012.
8. MP 2020 builds on the positive trends and achievements of recent years but is not complacent about the risks and challenges that lie ahead. The Plan is based on conservative estimates and includes clear measures to mitigate legal, financial and operational security risks.
9. We greatly value our strategic partnerships and enjoy support from several large donors in the justice sector. However, we are conscious of risks that might arise from changing donor policies and preferences. Furthermore, there remains the need to increase core/flexible contributions in line with the increase in program revenue. Concerted efforts during the past year have led to some important openings with both existing and new or potential donors. A major priority in 2020 will be to transform these openings into financial support, preferably through multiyear agreements to enhance the predictability and quality of funding. We will give particular attention to developing a partnership with the EU.
10. When MP 2020 comes into effect on January 1, 2020, IDLO will be led by a new Director-General, to be elected by the Assembly of Parties in November 2019. We are confident that the assumptions, leadership, goals and objectives of MP 2020 provide a sound basis for a smooth and successful transition.

# Summary of MP 2020

11. MP 2020 is divided into four parts:

## I. Programs, Research and Advocacy

12. The main objective is to maintain a geographically well-balanced program portfolio and to enhance results in line with the thematic priorities set in *Strategy 2020*.
13. **Thematically** we foresee growth in the following areas:
  - > **Justice for women and girls**, focusing on sexual and gender-based violence, legal and economic empowerment of women and girls, women's participation in the justice sector and the abolition of gender discriminatory laws;
  - > **Criminal justice reforms**, contributing to stabilization efforts in fragile contexts, including through a significant new multi-country initiative in the Sahel region;
  - > **Good governance and institutional integrity**, strengthening the capacity of institutions to investigate and prosecute corruption, and supporting regulatory and other preventive measures;
  - > **Customary and Informal Justice (CIJ)**, closing justice gaps through effective programs, policy advocacy and stakeholder dialogue;
  - > **Economic development**, building legal and judicial capacity in developing and middle-income countries, while also scaling up the Investment Support Program for Least Developed Countries (ISP/LDCs).
14. **Geographically** IDLO will continue to seek a good balance across the development spectrum, working in both conflict-affected and stable contexts and deepening its engagement in and near the sub-regions where it is already present. Africa will be IDLO's largest region of operations in 2020, alongside sizeable country programs also in Asia and Central America.
15. **Research and policy advocacy** will be strengthened at national and global levels, with continued focus on the 2030 Agenda for Sustainable Development and SDG 16; justice for women and girls; and effective, accountable justice institutions, formal and informal.

## II. Organizational Reforms

16. **Organizational reforms** were ambitiously undertaken during IDLO's current strategic cycle (2017 – 2020), with good progress having been made in the past two years. The main objectives in 2020 will be:
  - > **Completion and roll-out of the remaining reforms**, the most significant being the Enterprise Resource Platform systems;
  - > **Enhanced transparency and accountability**, including through greater financial accountability, improved program monitoring and piloting of results-based reporting;
  - > **Continued investment in human resources**, including roll-out of the Integrated Learning Program, a new performance management system and policies to promote greater field orientation; and
  - > **Organizational review** of support services to enhance capacity and leverage efficiency gains.

## III. Financial and Political Support

17. IDLO has experienced significant growth in 2019 and expects it to continue in 2020. The main objectives in 2020 will be to:
  - > sustain **growth of program revenue**, which is forecast at 35 million euro in 2020, 13% higher than the 2019 Approved Budget.
  - > enhance the **quality and predictability of funding** through multiyear agreements and increased core/flexible funding;
  - > pursue **expansion of the donor base** by adding at least two new major donors, including the European Union, the second largest investor in the rule of law sector;
  - > pursue **membership growth**, having increased membership from 26 to 37 Member Parties since 2012, to reach our target of 40 Members by the end of 2020.

## IV. Strategic Plan (2021 – 2024)

18. A key objective in 2020 will be:
  - > the development and adoption of the next Strategic Plan (2021 – 2024).

# I. PROGRAMS, RESEARCH, AND POLICY ADVOCACY

## Thematic Focus

19. Programs, research and policy advocacy in MP 2020 follow the priorities set out in Strategy 2020. Under the overarching aim of making the rule of law a driver of sustainable development, Strategy 2020 structures IDLO’s substantive work around two Impact Goals:

- > Empowerment of people to realize their rights
- > Building fair laws and effective, accessible and accountable institutions

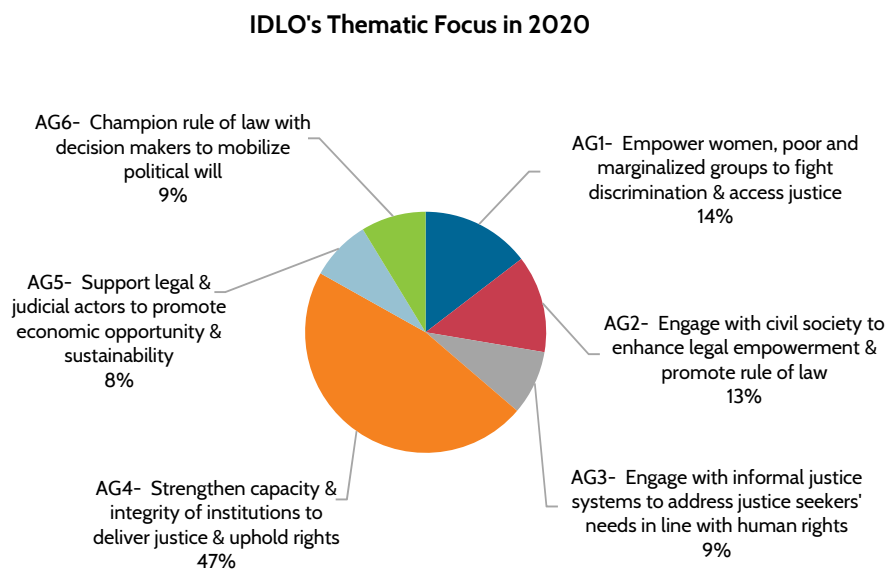
The two Impact Goals are achieved through six Action Goals or thematic areas, as shown in Diagram 1 below.



Diagram 1: Strategy 2020 Impact and Action Goals

20. Diagram 2 below shows the projected breakdown of IDLO’s program, research and policy advocacy by the six Action Goals or thematic areas in 2020. Action Goal 4 (strengthening the capacity and integrity of institutions) has been historically the largest area of IDLO’s work and will remain so next year, covering over 47% of our overall efforts on programs, research and policy advocacy.

The overall increase of IDLO’s revenue means that work on all Action Goals will expand (**Annex 2: Programs, Research, and Policy Advocacy: Expected Results**, lists IDLO’s expected results in 2020 alongside their corresponding Action and Impact Goals).



**Diagram 2:** IDLO’s Thematic Focus in 2020 by Action Goal (as a percentage of operational costs of Programs, Research and Policy Advocacy)

21. The main **thematic trends** in the 2020 program portfolio are as follows:

### Justice for women and girls

22. It continues to be a major priority for IDLO, contributing to both Impact Goals of *Strategy 2020* (empowerment and institution-building) and covering the themes of all six Action Goals. Following a positive external evaluation of our previous Gender Strategy (2016-2018) and based on its findings and recommendations as well as extensive consultations with stakeholders, IDLO adopted a new Gender Strategy in 2019. The Strategy is also informed by the “Report on Justice for Women”, produced under the leadership of UN Women, IDLO, the World Bank and the Pathfinders.
23. The 2019 Gender Strategy forms the basis of IDLO’s work for women and girls in 2020, focusing on the legal empowerment of women and girls; building gender-responsive justice institutions; strengthening legal and policy frameworks for gender equality, including through the repeal of discriminatory laws; and undertaking research and policy advocacy to promote justice for women and girls.
24. Combatting Sexual and Gender Based Violence (SGBV) will remain the largest component of IDLO’s work for women and girls in 2020. In addition, IDLO will



enhance its work on the abolition of gender discriminatory laws, the economic empowerment of women, and women's participation in justice institutions. As in previous years, IDLO will take a dual approach, mainstreaming gender equality across all programs, research and advocacy while also pursuing specific projects and activities dedicated to promoting the rights of women and girls.

### **Criminal justice reforms**

25. Historically, building the capacity of justice institutions has been the largest component in IDLO's program portfolio. This work, captured in Action Goal 4, has become increasingly focused on criminal justice reforms, contributing to stabilization efforts in fragile contexts and helping to build public trust and confidence in the rule of law in both developing as well as middle income countries. It contributes heavily to Impact Goal 2 (institution-building).
26. While our work on criminal justice has expanded in recent years through large programs in Afghanistan, Mexico and Somalia, in 2020 a new sub-regional initiative on criminal justice reform in the Sahel will add to it significantly. The Sahel program will be an important learning experience both programmatically, as a multi-country effort to strengthen the criminal justice chain locally and prevent cross-border crimes, and operationally, as the first decentralized regional program to be implemented by IDLO.

### **Good governance and institutional integrity**

27. As public trust in governments and the integrity of state institutions declines worldwide, helping to rebuild confidence in them through increased transparency, accountability and measures to combat corruption has become a growing area of IDLO's portfolio.
28. In 2020, IDLO's work on anti-corruption, covered by Action Goals 4 and 5 and seeking to advance Impact Goal 2 on institution-building, will range from supporting regulatory and other preventive measures to strengthening the capacity of institutions to investigate and prosecute corruption and financial crimes. A distinct Thematic Program will be developed to strengthen our work further on this issue and support resource mobilization.

### **Customary and Informal Justice (CIJ) systems**

29. CIJ systems are the most common means around the world to resolve disputes. However, they often lack procedural safeguards and can be biased against women, children and other marginalized groups. For these reasons, engaging with such systems remains controversial and they are often misunderstood or ignored in justice reform efforts.

30. Building on our significant research and programmatic experience, in 2020 IDLO will increase its engagement with customary and informal justice systems through a combination of field-based programs, policy research, advocacy and stakeholder dialogue. The objective will be to seek reforms in fragile contexts and to ensure access to justice for women, girls and marginalized communities. Work on this theme cuts across Action Goals 1, 2, 3 and 4 and advances both Impact Goals 1 and 2 (empowerment and institution-building).

## Economic development

31. Strengthening the rule of law to promote economic development was at the genesis of IDLO. Strategic partnership and an injection of resources in 2018 – 2019 have significantly revitalized this thematic area over the past two years. It is closely linked to our work on institutional and judicial capacity development, covering Action Goals 4 and 5 and advancing Impact Goal 2 (institution-building).
32. There is good potential in 2020 to further develop legal and judicial capacity in 2020 in middle income countries in North Africa, Eastern Europe and Central Asia, and East Africa. Balancing that expansion, we will scale up the Investment Support Program for Least Developed Countries, a public-private partnership initiative developed by IDLO in cooperation with the UN.
33. In addition to investing its program revenue, during 2020 IDLO will seek to increase its investment in strategically selected thematic areas in two concrete ways:
- > Firstly, we will develop **Thematic Programs** to bring greater coherence to programming, make a measurable impact and generate donor interest on strategically selected aspects of the Action Goals. Justice for Women, Investment Support for Least Developed Countries, and Good Governance and Institutional Integrity have been identified as areas in which to pilot this approach. They have been selected on the basis of their strategic relevance, our comparative advantage, the potential for growth, the prospect for good results and feedback received from donors when we first launched the idea at the Strategic Partnerships Consultation in 2018.
  - > Secondly, we will draw on the **Operational Fund** (to be approved by the Assembly, see **Annex 1: Proposed 2020 Operating Budget**) and use the **Self-Funded Program** modality to develop and design pilot projects and innovative programming. (The Self-Funded Program modality was approved by the Standing Committee in 2015 and was used to invest in Myanmar in 2015 – 2017).

## Geographic focus

34. During this strategic cycle (2017-2020), IDLO has pursued **geographic diversification** to achieve a healthy balance between programs in fragile contexts and in more stable operating environments across all regions of the world.

We have taken a **three-pronged approach**: firstly, consolidating and expanding IDLO's presence in countries where it is already present, secondly, prioritizing neighboring countries and thirdly, after careful analysis and risk assessment, expanding to new countries or sub-regions to pursue financially viable opportunities. We will continue to pursue this strategy for geographic growth in 2020.

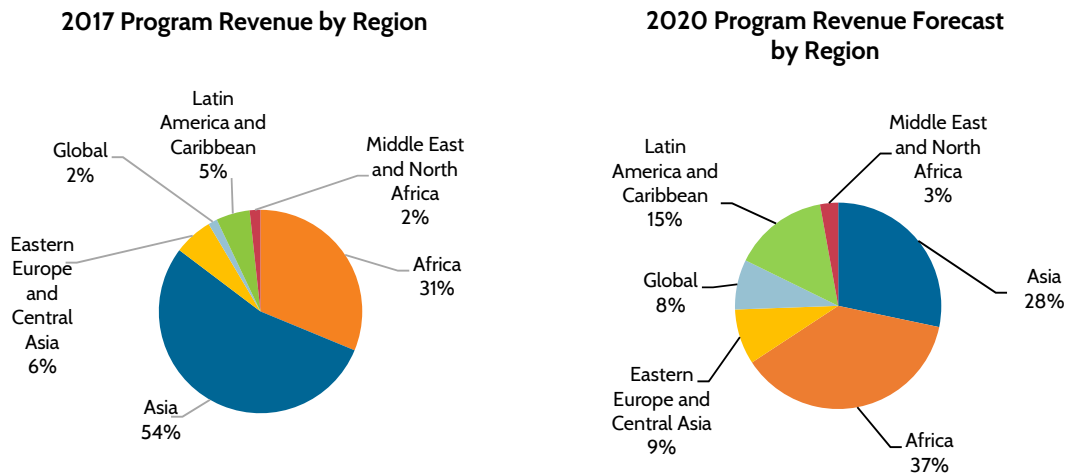


Diagram 3: Program Revenue by Region in 2017 & 2020

35. Diagram 3 above, comparing the situation in 2017 and 2020, shows the **geographic shift** as a result of the diversification, as follows:

**Africa** will become IDLO's largest region of operations following the launch of the multi-year sub-regional program in the Sahel and the scaling up of the Community Justice Program in Uganda. IDLO's growth on the continent will continue to focus on West, East and the Horn of Africa.

**Asia** will remain a major area of IDLO's operations. Security permitting, we will continue to maintain a sizeable program in Afghanistan. We will seek to expand our work in the ASEAN countries, consolidating our presence in Myanmar and the Philippines and exploring new opportunities in Indonesia, following the end of the Rule of Law program there in December 2019, and in Vietnam, funds permitting.

**Eastern Europe and Central Asia.** Although the proportionate volume of our activities has remained stable, the number of countries where IDLO is engaged programmatically has grown rapidly. During 2020 we will review our regional presence with a view to prioritizing the quality of engagement over geographic expansion.

**Latin America and the Caribbean.**

IDLO's programs have grown considerably in recent years in terms of financial volume, while remaining concentrated in Central America. In 2020 we will consolidate our program in Mexico and explore new opportunities in Honduras as well as outside the sub-region in Colombia and Ecuador.

**Middle East and North Africa** will be a major priority for program expansion in 2020. We re-opened our office in Jordan in 2019 and will use it to scale up programs in Jordan and Tunisia, pursue new opportunities in Morocco and Lebanon and explore partnerships with Qatar and Kuwait.

## Policy Advocacy

36. Since 2018, IDLO has championed **three major themes**:
  - > 2030 Agenda for Sustainable Development and **SDG 16**;
  - > Justice for **women and girls**; and
  - > Effective, accessible and accountable **justice institutions**.
37. The results have been encouraging, as demonstrated respectively by the Global Conference on SDG 16 in Rome in May 2019, co-organized by IDLO and UNDESA in partnership with the Government of Italy in preparation for the UN High-level Political Forum, the High-level Group on Justice for Women, co-convened by UN Women, the World Bank, IDLO and the Pathfinders in 2018; and Global Consultations on Customary and Informal Justice launched by IDLO in 2019.
38. IDLO's research and ability to convene broad, cross-sectoral coalitions of stakeholders at global and national levels have been key to its successful policy advocacy. IDLO will continue to build on these assets to enhance its results in 2020.
39. The **United Nations** will remain a major forum for global policy advocacy. **European Union institutions** in Brussels will be a new and important venue for IDLO's policy advocacy in 2020.
40. **Partnerships** will be leveraged to enhance policy advocacy and program-related engagement, especially with UNDP, UN Women, UNODC, WHO, OHCHR, the World Bank and UNHCR.
41. In addition, to policy advocacy at the global and regional levels, IDLO will continue to champion the rule of law at the country level through its programs, in line with its mandate.

For additional details on IDLO's Substantive Focus in 2020 see **Annex 2: Programs Research and Policy Advocacy: Expected Results**

## II. ORGANIZATIONAL REFORMS

42. *Strategy 2020* identifies 14 areas for **organizational improvement and investment**, as shown in Diagram 4 below. To facilitate implementation and reporting against *Strategy 2020*, these organizational goals have been grouped into eight Major Initiatives. **Annex 2** provides a list of IDLO's main organizational priorities in 2020, which fall under Major Initiatives 1, 2, 3, 4, 7 and 8. Major Initiatives 5 and 6 of *Strategy 2020*, which concern political and financial support, are addressed in the following section.



**Diagram 4:** Extract from Strategy 2020 Map showing Organizational Goals

43. In the course of 2017 – 2019 we undertook wide-ranging internal reforms to update organizational policies, procedures and systems and to improve programming, learning and reporting. In the final year of this strategic cycle, our **priorities** are to:
- > **Complete the remaining reforms** promised in *Strategy 2020*;
  - > **Embed the reforms** through employee development, institutional culture changes and organizational restructuring; and to
  - > **Leverage efficiency gains** from the implementation of reforms.
44. Major organizational reforms in 2020 include:
- > **Strengthened monitoring and reporting.** IDLO is developing an institutional results framework in 2019 to complement the Programs Results Framework and to measure the progress of the institutional reforms implemented under *Strategy 2020*. Next year we will roll out a framework to monitor both program and institutional results and to report on our progress.
  - > **Completion of the remaining ERP systems reforms.** In 2020, IDLO will complete the roll-out of its Enterprise Resource Platform (ERP) systems and modules across the organization. Once fully implemented the ERP will increase the accuracy,

transparency and efficiency of IDLO's business processes. The rollout of the ERP is a key priority for IDLO and is a pre-requisite for many of the efficiencies and deliverables elsewhere in this Management Plan.

- > **IPSAS Compliant Financial Reporting.** Having implemented a series of reforms in 2019 to align IDLO's financial systems with International Public Sector Accounting Standards (IPSAS), we will produce an IPSAS compliant financial report in 2019 and budget. This will bring IDLO's financial statements in line with "best practice" for the sector and is an important step in ensuring a successful EU pillar assessment.
- > **Implementation of the new cost policy.** IDLO will align its budgeting with the revised cost policy statement, and review and update its overhead rate based on the data from the Timekeeping System implemented in 2019.
- > **Strengthened Communications and Outreach.** We will continue to improve both external and internal Communications by increasing the quality, relevance and timeliness of our communications products and by establishing a dedicated internal communications function for the first time at IDLO. We will improve outreach to different stakeholders through targeted media channels and multilingual communications. IDLO's "alumni" are a potentially significant yet untapped resource and we will update our database and engagement strategy to strengthen our links with them.
- > **Improved Performance Management System.** IDLO will develop an organizational framework to identify competencies and assess skills and revise our current performance management and evaluation system to incorporate both performance management as well as skills development. The updated system will be linked to the HRMS.
- > **Increased Field Orientation.** The completion of the ERP will allow us to progressively decentralize several support functions and delegate authority to selected field operations, while strengthening Headquarters' capacity to provide support and oversight. An internal mobility policy adopted in 2019 will promote greater movement between HQ and field offices and increase functional mobility within. The Integrated Learning Program will be used also to facilitate mobility through professional development. An important test case of this decentralized operational model will be our program in the Sahel which will largely be managed from a regional office with minimal support from HQ. Furthermore, a mobility policy framework adopted in 2019 will promote talent rotation between HQ and field offices. The Integrated Learning Program will be used also to facilitate mobility through professional development.

More detailed information on the organizational reforms planned in 2020 is available in **Annex 3: Organizational Reforms: Major Initiatives**

### III. FINANCIAL AND POLITICAL SUPPORT

#### Major Initiative 5: Resource Mobilization

45. While IDLO met the key objectives of the Resource Mobilization Strategy in 2019 (increased program and unrestricted revenue and two new program donors) and while program revenue is expected to show strong growth in 2020, we recognize the vulnerability created by our narrow donor base, especially in relation to unrestricted funding, and the increasingly challenging environment for international development aid, especially unrestricted or flexible funds.
46. In April 2019 the OECD reported that Official Development Assistance is declining. While SDG 16 has brought greater attention to the rule of law and access to justice issues, it has not yet led to increased availability of funds to advance the rule of law. Furthermore, short funding periods, high levels of restrictions, the use of competitive processes, and a scarcity of flexible funding undermine efforts to drive innovation and improve impact.
47. Building on the increased attention these issues received at the thematic review of SDG 16 at the HLPF in 2019, IDLO will continue to advocate for greater political support and financial investment in rule of law and justice initiatives.
48. In 2020 IDLO's resource mobilization objectives are:
  - > **Donor diversification**, with a target of at least two new donors in 2020;
  - > **Unrestricted/flexible funding** at or above the 2019 level; and
  - > **Enhanced predictability** of unrestricted/flexible funding through multiyear agreements.
49. IDLO will seek to achieve these objectives through:
  - > **Strategic partnership with the EU.** IDLO plans to secure the European Union as a program donor by the end of 2020 through a three-pronged approach. Firstly, IDLO will prepare for a pillar assessment by the EU by mid-2020, including by becoming IPSAS compliant in 2019, and conclude a Pillar Assessed Grant or Delegation Agreement (PAGoDA). An internal pre-pillar assessment exercise will be carried out in early 2020 to ensure that IDLO is adequately prepared. Secondly, IDLO will step up activities already started in 2019 to build greater political support in Brussels through increased visibility, advocacy and bilateral contacts. Thirdly, IDLO will actively solicit the support of its Member Parties which are also EU Member States. Strategic partnership with the European Union is a significant initiative for IDLO and its



successful completion will require not only organization-wide efforts but also the advice, engagement, and support of IDLO's EU Member Parties.

- > **New Multi-Year Agreements.** IDLO will seek to renew its existing multi-year funding agreement with Sweden in 2020. It also expects to negotiate a multi-year agreement with the Netherlands, starting in 2021.
- > **Cultivating new bilateral donors.** Over the course of 2019, IDLO has been successful in attracting the attention of several major bilateral donors in the rule of law sector. IDLO will actively cultivate these relationships with a view to seeking program and core support. The aim will be to sign an agreement with at least one such donor in 2020.
- > **Consultations with existing partners.** We do not take for granted the generous support of our financial and strategic partners and will seek to deepen our relations through several means, including a multilateral consultation during the year, bilateral meetings, donor visits to our programs, and improved reporting. We will engage proactively with our partners on the development of IDLO's next Strategic Plan and seek their views on our future priorities.
- > **Field orientation.** We will continue to support and strengthen the capacity and competencies of our country offices to better engage with donor embassies and international partners.

## Major Initiative 6: Governance and Membership

50. Liberia, Qatar and Uganda joined IDLO in 2019, increasing IDLO's membership from 26 Member Parties in 2012 to 37 in 2019. Increased membership is a recognition of our growing profile and programmatic results as well as a reflection of greater interest in our mandate to promote the rule of law and sustainable development.
51. **In 2020, IDLO will focus on:**
  - > **Membership growth.** To meet the target (set in 2018, on IDLO's 30<sup>th</sup> anniversary) of 40 Member Parties by the end of 2020, IDLO will continue to actively pursue its strategy of prioritizing membership of countries which are actual or potential program or financial partners.
  - > **Support to governing bodies.** We will continue to improve our support to the governing bodies with a dedicated Secretariat. In 2020 there will be a significant turnover of membership of the Board of Advisers as well as the IDLO Presidency. The Secretariat will provide support and induction, as needed, to ensure smooth elections and transition.

- > **Enhanced government relations.** We will continue to mobilize political support and strengthen government relations through regular engagement with existing and potential Member Parties and other governments interested in IDLO's work. We will engage in dedicated outreach and regular briefings organized by Headquarters and IDLO offices in New York, Geneva and The Hague, as well as country offices.

## IV. DEVELOPING THE NEXT STRATEGIC PLAN

52. A major priority for IDLO in 2020 will be the development of its next Strategic Plan. Building on the lessons from previous strategic planning processes in 2012 and 2016, we plan to carry out substantive research and analysis, wide-ranging consultations with internal and external stakeholders, and regular engagement with and reporting to the governing bodies.
53. Resources and activities in MP 2020 will support efforts as follows:
  - > **Lessons Learned from Strategy 2020.** IDLO has initiated a learning review of *Strategy 2020*. The results will be available in early 2020.
  - > **Research.** Resources have been allocated in the 2020 Budget for research and analysis of external trends, as well as specific thematic areas. In light of the overwhelming global significance of climate change and migration, we will commission studies on these issues, with the aim of identifying suitable programmatic entry points for IDLO based on its mandate, competencies and comparative advantage.
  - > **Resource mobilization.** IDLO will conduct a review of the development assistance environment in relevant areas, including research across major income streams and donor interest to inform the new Strategy. It will also consult with current and potential donors to solicit their input.
  - > **Stakeholder consultations.** Resources have been allocated in the proposed 2020 Budget to carry out consultations with external and internal stakeholders using a wide range of methods, and to facilitate engagement with the governing bodies and Member Parties to solicit their views and active contribution to the strategic planning process.