



Commonwealth Local Government Forum Business Plan 2015-2018

Introduction

The purpose of this document is to provide the Board and staff of CLGF with a clear picture of the priority activities, plans and financial expectations for the 4 year period April 2015 – March 2018. It is intended for **internal use only** and contains **commercially sensitive** information.

This document sets out the following information:

- Key objectives and desired outcomes
- Initiatives to be undertaken and the deliverables required
- Financial overview and assumptions made in producing the budgets
- Risk management and risk action plans

CLGF has committed to promote and strengthen effective democratic local government throughout the Commonwealth to build local government capacity and to facilitate the exchange of good practice in local government structures and services.

CLGF is committed to working with its members to realise the principles and democratic values set out in the Aberdeen Agenda¹:

- Constitutional and legal recognition for local democracy
- The ability to elect local representatives
- Partnerships between spheres of government
- Defined legislative framework
- Opportunity to participate in local decision-making
- Open local government –accountability
- Open local government – transparency
- Openness to scrutiny
- Inclusiveness
- Adequate and equitable resource allocation
- Equitable service delivery
- Building strong local democracy and good governance.

¹ The Aberdeen Agenda: Commonwealth principles on good practice for local democracy and good governance, was developed at CLGF's 2005 Conference in Aberdeen, and endorsed by Commonwealth Heads of Government as part of their commitment to fundamental political values in the same year. In 2009 Commonwealth Heads of Government endorsed the principles in the Aberdeen Agenda as part of its core values and in 2013 the Aberdeen Principles were endorsed in the new Commonwealth Charter.
May 2015



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Consideration of these commitments has given rise to five **Strategic Aims**:

1. To promote democratic values and good local governance
2. To strengthen local government capacity for effective governance and improved service delivery to the community
3. To exchange good practice and share knowledge among local government practitioners
4. To serve our members and strengthen a network of local government in the Commonwealth
5. To strengthen CLGF's organisational effectiveness.

This Business Plan sets out how CLGF will work towards achievement of its Vision in the period 2015-2018. The Plan covers all core and project funded activities undertaken by CLGF either through directly employed staff in HQ and regional offices, or in partnership with other organisations.



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CLGF Strategic Framework

Strategic Aim I: To promote democratic values and good local governance

We will achieve this aim by:	The outcomes we seek are:
Ensuring that local government is represented at the Commonwealth level	<ul style="list-style-type: none"> • Local government interests are represented/reflected in key statements and policy documents • The role of local democracy and good governance is widely understood and appreciated across the Commonwealth and in the post 2015 development agenda • Local government concerns are taken into account by Commonwealth Heads of Government (via CHOGM) and Ministers
Representing the interests of CLGF members at international events	<ul style="list-style-type: none"> • The role of local government and principles of good local governance and democracy are supported by the outcomes of the events
Promoting gender equity in local government across the Commonwealth	<ul style="list-style-type: none"> • CLGF members are committed and supported to improve gender equity in local government
Participating in and providing experts for election observer teams to monitor local government elections.	<ul style="list-style-type: none"> • Local democratic processes are strengthened through positive engagement
Promoting the practical realisation of the principles set out in the Aberdeen Agenda, including through delivery of the advocacy strategy	<ul style="list-style-type: none"> • Good practice is recognised and recommendations are made for further strengthening of local governance systems • Interaction with key policy makers achieved and technical/other advice on local government reforms provided. • Developments to strengthen the delivery capacity and governance of the sector are supported



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Strategic Aim 2: To strengthen local government capacity for effective governance and improved service delivery to the community

We will achieve this aim by:	The outcomes we seek are:
Management and delivery of the DFID supported CLGF capacity building programme with regional programmes in Southern Africa, West Africa and South Asia	<ul style="list-style-type: none"> • Strengthened local government capacity, competencies and skills • More supportive national institutional frameworks supporting improved service delivery • Greater reference to local government in regional policy making
Management and delivery of Pacific Regional Capacity Building Project	<ul style="list-style-type: none"> • Greater regional cooperation at the local government level in the Pacific Island countries, with new approaches to intergovernmental relations developed and improved awareness and understanding of local government. • Better trained and effective local leaders, and improved profile for local government at regional level; national associations/councils showing greater member satisfaction and impact.
Capacity building in the Caribbean and support to the Caribbean Forum of Local Government Ministers	<ul style="list-style-type: none"> • Greater regional cooperation at the local level in the Caribbean with new approaches to intergovernmental relations developed and improved awareness and understanding of local government • Local government contributing positively towards supporting and enabling local economic development
Management and delivery of the programme on strengthening governance in Zimbabwe	<ul style="list-style-type: none"> • Increased capacity at local level in Zimbabwe demonstrated through constitutional recognition, an effectively functioning LGA and improved operations and delivery of councils
Regional programme of support to strengthen local governance and democracy in East Africa	Support to strengthen local governance and democracy in East Africa is established
Development and implementation of a strategic partnership with the EC to support local government in implementing the Communication “Empowering local authorities in partner countries for enhanced governance and more effective development outcomes”.	<ul style="list-style-type: none"> • Increased capacity and empowerment to deliver at the local level, and closer engagement and support from the EC • Strengthened programme activities in the Caribbean, Pacific, and Africa



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We will achieve this aim by:	The outcomes we seek are:
<p>Management and implementation of the CARILED programme in the Caribbean, supporting LED at the local level, improving national LED policy frameworks and exchange of good practice across the region</p>	<ul style="list-style-type: none"> · Models of good practice in local government involvement in delivering effective LED · More enabling policy frameworks supporting local government's role in LED · Better awareness and understanding of LED and its role across the region
<p>Management and implementation of the Strengthening Local Governance for national development project aimed at strengthening local government systems and encouraging an inclusive developmental approach in planning and delivery of local services, consistent with the national policy framework of Mahinda Chinthana, Idiri Dakma.</p>	<ul style="list-style-type: none"> · Increased capacity of local government to respond to the needs of citizens · Capacity for own-source resource generation, public participation, participatory planning, and strategic planning. · Strengthened inter-governmental relations between the Ministry, Provincial councils, and Local Authorities, as well as with their representative bodies, such as the Federation of Sri Lankan Local Government Authorities.

Strategic Aim 3: To exchange experiences among local government practitioners

We will achieve this aim by:	The outcomes we seek are:
<p>Biennial Commonwealth Local Government Conference</p>	<ul style="list-style-type: none"> · Networking and exchange within the local government sector in the Commonwealth · Evidence of impact on the local government policy agenda
<p>Policy and action research</p>	<ul style="list-style-type: none"> · CLGF Policy-making is supported and informed by empirical research and information from CLGF members. · Information and experiences are shared by CLGF members to enable improved governance and services



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Strategic Aim 4: To serve our members and strengthen a network of local government in the Commonwealth

We will achieve this Aim by:	The outcomes we seek are:
Strengthening CLGF's network of members	<ul style="list-style-type: none"> • CLGF maintains a strong network of members from across the Commonwealth
Encouraging learning and good practice amongst CLGF's network of members	<ul style="list-style-type: none"> • CLGF members are kept fully informed and have access to learning and good practice
Ensuring effective statutory meetings	<ul style="list-style-type: none"> • CLGF members are actively involved in the work and policy direction of the organisation

Strategic Aim 5: To strengthen CLGF's organisational effectiveness

We will achieve this Aim by:	The outcomes we seek are:
Developing CLGF's Communications Strategy	<ul style="list-style-type: none"> • CLGF's reputation is enhanced and awareness of its work is improved amongst members, partners and other stakeholders • Corporate partner support continues for events and publications
Providing good financial management	<ul style="list-style-type: none"> • CLGF is financially stable and proactively manages expenditure in line with budgets
Developing CLGF's organisational capacity	<ul style="list-style-type: none"> • CLGF has a strong and effective staff with the skills, capacity and resources to deliver the business plan
Undertaking a strategic review of CLGF	<ul style="list-style-type: none"> • CLGF continues to be relevant to the needs of its members and is focused on short, medium and long term actions to strengthen the organisation in terms of scope, capacity and effectiveness.



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2015-2018: Initiatives and deliverables

Strategic Aim I: To promote democratic values and good local governance

I.1 To ensure that local government is represented at the Commonwealth level by:

Desired outcome	Initiatives	Lead	Deliverables	Timeframe
Local government interests are represented/reflected in key statements and policy documents	Develop relationships within the Commonwealth family, in particular with the Commonwealth Secretariat Annual programme of meetings, conferences, written submissions, and opportunities for joint policy positions and joint activities with a range of Commonwealth organisations (see Annex A)	CW	Annual programme approved by EC Annual report of achievements received by EC	Spring EC meeting (annually)
The role of local democracy and good governance is widely understood and appreciated across the Commonwealth	Prepare targeted briefings and lobby partner governments to speak at CHOGM 2015/2017	CW	Briefings prepared and delivered effectively	April-October 2015/2017
	Prepare a plan to make appropriate representation at CHOGM 2015	CW	Plan approved by EC	November 2015
	Attend CHOGM 2015 to promote CLGF's work in the Commonwealth and the outcomes of the CLGF Conference, Gaborone 2015	CW	Report of achievements at CHOGM 2015 circulated to all members	Nov/December 2015
	Encourage members to participate in and organise consultations on localising the SDGs and the post 2015 development agenda to feed into the global consultation (May-September 2014)	CW/LS	Recommendations endorsed and submitted to the UN	September 2015
	Prepare a plan to make appropriate representation at CHOGM 2017	CW	Plan approved by EC	Spring 2017
	Attend CHOGM 2017 to promote CLGF's work in the Commonwealth and the outcomes of the CLGF Conference 2017	CW	Report of achievements at CHOGM 2017 circulated to all members	December 2017



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Desired outcome	Initiatives	Lead	Deliverables	Timeframe
Local government concerns are taken into account by Commonwealth ministers	Prepare and deliver submissions to CMAG/Foreign Ministers to ensure that the health of local democracy is taken into account in CMAG decision making	CW	Report of achievements received by EC	Spring EC meeting annually
	Prepare and deliver submissions to others as appropriate (e.g. finance, health, education, environment, women's affairs, tourism etc)	CW	Annual programme approved by EC Annual report of achievements received by EC	Spring EC meeting (annually)

I.2 To represent the interests of CLGF members at international events

Desired Outcome	Initiatives	Lead	Deliverables	Timeframe
The role of local government and principles of good local governance and democracy are supported by the outcomes of the events	Attend meetings and make interventions reflecting CLGF members' interests: <ul style="list-style-type: none"> · AIMF annual conference (2015/16/17/18) · UN World Urban Forum (2016/18) · UCLG World Council (2016/17/18) · UCLG Congress (2016) · PLATFORMA meetings (EU) · UN Habitat Governing Body (2015/17) 	CW	Report of the meeting is prepared and made available on the website	On-going



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I.3 To promote gender equity in local government across the Commonwealth.

Desired Outcome	Initiatives	Lead	Deliverables	Timeframe
CLGF members are committed to improving gender equity in local government	Development of a Commonwealth Gender and Local Government Action Plan.	LS	Preliminary review of current relevant policies completed	December 2015
	Launch a network of Commonwealth Women Councillors		Draft Action Plan for adoption by all CLGF members produced	September 2016
			Strategy for development agreed, including appropriate financing, and implementation plan adopted	December 2016

I.4 To participate in and provide experts for election observer teams to monitor local government elections.

Desired outcome	Initiatives	Lead	Deliverables	Timeframe
Local democratic processes are strengthened through positive engagement	Provide a small team of experts to monitor key local government elections as appropriate when announced. Provisionally Fiji, 2016	CW	Team recruited and prepared	On-going
			Report produced collaboratively with the Commonwealth Secretariat for the Government, Commonwealth Secretary General and the CLGF Board	
	Provide team members for other national elections where appropriate and on request.	CW	Request(s) evaluated and decision on whether to participate made	within 10 days of receipt of request



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I.5 To promote the practical realisation of the principles set out in the Aberdeen Agenda

Desired Outcome	Initiatives	Lead	Deliverables	Timeframe
Good practice is recognised and recommendations are made for further strengthening of governance systems Interaction with key policy makers achieved and technical/other advice on local government reforms provided.	Develop an advocacy strategy to guide CLGF's work to promote and support local democracy and good governance in line with the Aberdeen Agenda	CW/LS	Strategy developed and being implemented	On-going
	Support implementation in selected countries with particular focus on countries where the principles are facing challenges or where new democratic local structures are being developed	CW	Project proposal(s) and resource allocation(s) approved by EC	Appropriate EC Meeting
Small scale interventions to support or kick-start the practical realisation of the Aberdeen Agenda principles	Short-term assignments to promote local democracy Research and development to identify and design capacity building activities to support the realisation of the Aberdeen Principles, eg technical assistance to the Government of Maldives.	CW	Report of activities delivered to the EC Plan for advocacy work agreed with the Board annually Project proposals endorsed by the CLGF EC	Six-monthly Annually On-going
	Roundtable meeting with Pakistan political leaders and senior officials to promote local democracy, address the need for enabling legislation in all Provinces and support post-election capacity building as appropriate Follow up activities as appropriate	CW	Roundtable policy meeting Plan for on-going engagement agreed by the EC	September 2014 and regular on-going follow up



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Strategic Aim 2: To strengthen local government capacity for effective governance and improved service delivery to the community

2.1 To manage and deliver the DFID regional capacity building programme

Desired Outcome	Initiatives	Lead	Deliverables	Timeframe
Improved governance and service delivery at the local level in selected regions; more supportive national policy frameworks for local government service delivery; and more engagement of local government in regional policy planning and implementation	<p>Establish and monitor LED pilot projects in Southern Africa, West Africa and Southern Asia</p> <p>Support to Ministries of local government and LGAs to strengthen national policy making, using the lessons of the pilot projects</p> <p>Establishment of regional fora to enable local government into engage in and influence regional policy making to reflect the needs and priorities of local government</p> <p>Development of targeted research work to strengthen CLGF's policy making and advocacy, including more sustained engagement in international policy debates on key issues affecting local government, eg climate change, local government in post conflict countries</p> <p>Leverage additional co-funding from other donors and partner governments/local governments, to enhance the impact of the programme</p>	LS	<p>Baseline studies completed</p> <p>Programme set up and regional management appointed (Southern Africa, West Africa and South Asia)</p> <p>Regional plans completed and agreed</p> <p>National pilot projects implemented</p> <p>National and regional dissemination and policy events in Southern Africa, South Asia and West Africa</p> <p>Knowledge management strategy agreed and implemented</p> <p>Annual report prepared for DFID</p> <p>Leverage of 35% of the DFID contribution</p> <p>External evaluation (2015/6) completed</p>	September 2012-2016



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2.2 To manage and deliver the Pacific Regional Capacity Building Project

<p>Greater regional cooperation at the local government level in the Pacific Island countries, with new approaches to intergovernmental relations developed and improved capacity and focus on delivery, including local economic development.</p> <p>Better trained and effective local leaders and staff, and improved profile for local government at regional level; national associations showing greater member satisfaction and impact.</p>	<p>Programme of initiatives designed to:</p> <ul style="list-style-type: none"> · To raise the profile of local government in the Pacific region and establish effective local government networks. · To ensure local government is appropriately positioned, recognized and supported within systems of government · To strengthen the institutional and service delivery capacities of local government to meet the needs and priorities of their communities · To identify and address specific governance and capacity building challenges facing capital cities and urban local governments. · To improve local government knowledge and exchange of good practice to help address key issues and challenges facing local government in the Pacific · To ensure effective organizational leadership, governance and management. · To strengthen local economic development and local government capacity to deal with the effects of climate change · Supporting women in local government (FLOW project) · Supporting LGAs to implement LED (EC funded) 	<p>CLGF Pacific Office</p>	<p>Finalisation of new project proposal (2015-2019) to NZAP</p> <p>Project implementation</p> <p>Leverage of additional funding support</p>	<p>July 2015</p> <p>January 2015</p> <p>On-going</p>
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2.3 To build capacity in the Caribbean and support the Caribbean Forum of Local Government Ministers/CALGA

Desired Outcome	Initiatives	Lead	Deliverables	Timeframe
Effective delivery of the CARILED programme to stimulate sustainable local economic development (LED) through strengthening competencies and capacities in local governments or local agencies of central government (where no local government exists) in Commonwealth Caribbean countries.	Work with local partners, including the Caribbean Forum of Local Government Ministers, CALGA and FCM/Canadian Government to develop and implement CARILED.	LS	Project agreed and funding secured from Canadian Government CARILED preparatory work, baseline studies and programme implementation plan agreed and implemented CARILED Project implementation commences reflecting policy priorities set out in the Cardiff Consensus CLGF represented on the Steering Committee and Project Management Committee CLGF provides technical capacity, advice and guidance to support project delivery Regular project monitoring and reporting	November 2011-2016



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2.4 To manage and deliver the programme on strengthening governance in Zimbabwe

Desired Outcome	Initiatives	Lead	Deliverables	Timeframe
Increased capacity at local level in Zimbabwe demonstrated through implementation of the constitutional commitments, effectively functioning LGAs and ZILGA, and improved operations of councils	<ul style="list-style-type: none"> · Submit full project proposal · Project implementation to include office set-up, inception workshop and consultations, capacity assessments, research with MSU, training and capacity building activities. · Mid term and end of project evaluation 	LS	Full project proposal Successful project implementation meeting objectives and targets	February 2015-July 2017

2.5 To manage and deliver the regional programme of support to strengthen local governance and democracy in East Africa

Desired Outcome	Initiatives	Lead	Deliverables	Timeframe
Support to strengthen local governance and democracy in East Africa is established	Support the establishment and development of an Eastern African Local Government Forum	LS	Support to the East African Local Government Forum EALGF Action Plan agreed and being implemented Meeting with Kenyan Local Government on the role of local government associations Partner with Human Dynamics on a bid for EC funding on strengthening devolution and building LED capacity of the Countries	On-going August 2015 On-going



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2.6 Delivery of a capacity building programme to support local government in Sri Lanka

Desired Outcome	Initiatives	Lead	Deliverables	Timeframe
A dedicated programme of support to build local government capacity to deliver more effectively to all parts of the community across Sri Lanka in partnership with the Ministry of Local Government and Rural Development, the Federation of Sri Lankan Local Authorities and the Commonwealth Secretariat	<ul style="list-style-type: none"> · Institution building to strengthen intergovernmental relationships and promote good governance · Strengthening local government administration and finance capacity, including own-source revenue collection · Building the capacity of local government to deliver effectively · Strengthening engagement between local government and key stakeholders to promote stronger community development · Leveraging additional co-funding support 	LS/RS	<p>Local project manager appointed</p> <p>Agreed work plan in place and endorsed by the key partners</p> <p>Implementation across Sri Lanka</p> <p>Regular monitoring and evaluation of results against a results framework</p> <p>Annual reporting</p> <p>Identification of new funding partners to support the programme</p> <p>Extension agreed to June 2016 in view of the impact of recent elections on councils</p>	August 2012- July 2016



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2.7 Delivery of the project: Increasing the responsiveness of people’s representatives in local governance structures in three states in South Sudan and the Local Government Board.

Desired Outcome	Initiatives	Lead	Deliverables	Timeframe
Improved responsiveness of local governments to the communities they serve in selected states in South Sudan (in partnership with Skills for South Sudan – SKILLS)	National dialogue conference Inception meetings in target states Exchange of good practice and expertise from within the region Development of representational structures enabling public participation and consultation Training of local government and CSOs in community programming and mobilisation, advocacy and local government budget monitoring Community projects	LS	Assessment report Action plan for project delivery Increased capacity for service delivery at the grassroots and strengthened structures for community participation Dialogue meetings at local level Training activities and related pilot project Evaluation Leverage of co-funding (contractually required)	June 2015



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2.8 Development of a strategic partnership with the European Commission

Desired Outcome	Initiatives	Lead	Deliverables	Timeframe
A strategic partnership between CLGF and the EC to align efforts to implement the EC's policy on "Empowering local authorities in partner countries for enhanced governance and more effective development outcomes".	<ul style="list-style-type: none"> · Implementation of project to strengthen decentralisation, localise the SDGs and build the capacity of local government associations in five regions of the Commonwealth · Participate in monitoring activities and coordination among global organisations 	LS	<ul style="list-style-type: none"> · Signed partnership agreement · Activities to strengthen local government capacity to implement the priorities in the Communication and to localise the SDGs · Strengthened CLGF capacity to support its membership 	January 2015-2017



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Strategic Aim 3: Exchange of experience among local government practitioners

3.1 To manage and deliver the Biennial Commonwealth Local Government Conference

Desired outcome	Initiatives	Lead	Deliverables	Timeframe
Evidence of impact of CLGF policy and research outcomes on the local government policy agenda				
	Planning, preparation and delivery of the Biennial Commonwealth Local Government Conference June 15-19 2015 Conference achieves its objectives including policy recommendations to support CLGF's on-going work or to generate new work	SR	Business plan developed with conference partners setting out targets for attendance etc Delivery of the conference within budget, with positive delegate evaluation and media feedback Emerging policy statements are widely disseminated and incorporated into CLGF business plan and that of other strategic partners.	December 2015 June 2015 On-going
	Preparations for 2017 CLGF Conference – carry out bidding process to select host and development of business plan	SR	Bidding process initiated by Secretariat Detailed analysis against criteria circulated to EC for shortlisting EC Teleconference to recommend shortlist to the Board 2017 host announced	December 2014 February 2015 March 2015 June 2015



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3.2 To manage and deliver policy and action research

Desired outcome	Initiatives	Lead	Deliverables	Timeframe
CLGF Policy-making is supported and informed by CLGF members. Information and experiences are shared by CLGF members to enable improved governance and services	Production and biennial distribution of the updated Commonwealth local government handbook (CLGH).	SR/LS	CLGH 2015/16 and 17/18 published on time and circulated to all members and other stakeholders Post profiles on the website Good advertisement sales recorded Increased sales target met	June 2015
	Production and distribution of the E-journal on Commonwealth Local Governance – provision of publicity and support to the editorial board	SR	Two editions produced per year	Ongoing
	Development of a knowledge management strategy for CLGF	LS/SR	Detailed knowledge management strategy developed and implemented (3-5 years) Funding identified to deliver research programme which supports CLGF policy implementation and builds on outcomes from CLGF conferences, projects and events	On-going On-going



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Desired outcome	Initiatives	Lead	Deliverables	Timeframe
	Growing the network of inclusive cities	LS	Review of CN work plan underway Cities seminar with Centre for livable cities and UNDP, Singapore August 2015 Dedicated pages on the website to improve learning opportunities and exchange Case studies and good practice documentation collated and disseminated Review of network to strengthen impact in line with agreement of SDGs	Ongoing September 2015



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Strategic aim 4: To serve our members and strengthen a network of local government in the Commonwealth

4.1 To strengthen CLGF's network of members

Desired outcome	Initiatives	Lead	Deliverables	Timeframe
CLGF maintains a strong network of members from across the Commonwealth	Support and retain existing members through regular communications, access to events and projects Member services leaflet	CW/SR/DT	At least 90% of current members are retained All members have access to at least one regional event per year and one Commonwealth-wide event every two years Annual review of member services and benefits to members	On-going
	Increase CLGF membership on a targeted basis	CW/SR/DT	New members, particularly among state/provincial ministries and cities are recruited	On-going
	Develop membership database as a contact management system to proactively manage contacts with members Keep information up to date and manage membership administration	SR DT	Review of database system Monitor contacts with members Database content accurate and up to date	On-going On-going



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4.2 To encourage learning and good practice amongst CLGF's network of members

Desired outcome	Initiatives	Lead	Deliverables	Timeframe
CLGF members are kept fully informed and have access to learning and good practice	Implement membership component of communications strategy, to include: <ul style="list-style-type: none"> · Website development and improvements · Development of members e-newsletter · Regular e-news bulletin · E-journal · Publish annual report · Production and dissemination of publications and Handbook · Use of social media 	SR	Communications strategy in place, with clear targets	On-going
			New, responsive website launched E-news 10 issues per year Bulletin 2 issues per year Publications and Handbook Profiles available on website	On-going
			Regular updating of Linked-in and Twitter sites Special publication to highlight the 20 th Anniversary of CLGF	November 2015



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4.3 To ensure effective statutory meetings

Desired outcome	Initiatives	Lead	Deliverables	Timeframe
CLGF members are actively involved in the work and policy direction of the organisation	Manage the biennial programme of meetings for the Board, EC and General Meeting, ensuring that members contribute to CLGF policy and endorse conference outcomes	CW	Papers circulated at least one week in advance Draft minutes produced and circulated within 1 month Board members elections are completed correctly	On-going: Board: June 2015, 2016, 2017, 2018 EC: October and May annually plus teleconferences as necessary General Meeting June 2015, June 2017



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Strategic Aim 5: To strengthen CLGF's organisational effectiveness

5.1 To develop the communications strategy

Desired outcome	Initiatives	Lead	Deliverables	Timeframe
CLGF's reputation is enhanced and awareness of its work is improved amongst members, partners and other stakeholders	Develop, implement and review an enhanced corporate communications strategy to communicate with members and support the objectives of the business plan (see also 4.2)	SR	Media coverage of key activities Branding correctly applied to all documents and publications Greater use of e-services eg e-newsletter, website	On-going
	Develop a social media strategy to guide the staff and Board of CLGF to maximise the benefits of social media to strengthen CLGF's profile externally and among the membership	SR	Social media strategy in place Greater profile and impact of CLGF messages for CLGF through social media	On-going
Corporate partner support continues for events and publications	Review and develop corporate partnership strategy to maintain existing partners and seek new partners	SR	Events and publications supported by corporate partner agreements	On-going



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5.2 To provide good financial management

Desired outcome	Initiatives	Lead	Deliverables	Timeframe
CLGF is financially stable and proactively manages expenditure in line with budgets	Develop and implement a medium term financial strategy to clarify budget layouts, identify urgent financial risks and identify potential future funding opportunities for longer term corporate and project support	CW/STB	Medium-term financial strategy framework adopted	On-going
	Develop a strategic fund-raising plan to ensure that CLGF can continue to meet and expand its capacity building commitments in line with agreed policy and objectives	LS/STB	Annual corporate and project budgets produced	On-going
	Ensure that corporate and project budgets are produced and monitored		Strategy adopted, implemented and meeting financial targets	Nov 2015
			Regular financial monitoring undertaken with annual and 6-month reporting to the EC	Quarterly

5.3 To develop organisational capacity

Desired outcome	Initiatives	Lead	Deliverables	Timeframe
CLGF has a strong and effective staff with the skills, capacity and resources to deliver the business plan	Strengthen staff capacity at HQ and in regional project offices; investigate secondment opportunities from members where appropriate, and others for specifically agreed tasks	CW/DT/LS	Adequate staff capacity in place Secondees strengthening capacity	On-going
	Implement the employee appraisal scheme to monitor achievement and identify staff development needs	CW	Annual appraisal of all staff completed	Annually (March)



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5.4 To undertake regular evaluations of CLGF's effectiveness

Desired outcome	Initiatives	Lead	Deliverables	Timeframe
CLGF continues to be relevant to the needs of its members and is focused on short, medium and long term actions to strengthen the organisation in terms of scope, capacity and effectiveness.	Continue to monitor CLGF's delivery against the business plan under the guidance of the Executive Committee	CW	Annual update produced for the EC and new issues emerging identified	Annually



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Financial Overview

The work of CLGF is funded through Membership subscriptions and grants, conference surpluses and through project funds. Four budgets have been established to manage the income and expenditure associated with the various activities. The following tables sets out the income and expenditure across the four CLGF budgets for the financial years 2014/15, 2015/16, and 2016/17 (TBC at the November 2015 EC meeting in London)

A. Established Core Budget

	2014/15 £	2015/16 £	2016/17	
Income	579,707	622,350		
Expenditure	580,472	620,738	TBC	TBC
Surplus/(Deficit)	(765)	1,612		
Reserves B/F	198,191	197,426	TBC	TBC
Reserves C/F	197,426	199,030		



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Notes:

- i) The activities funded from this budget are: Membership administration, support and development; advocacy & lobbying; research & policy; communications; project development; and regional co-ordination & management. These are broadly those activities under strategic aims 1, 3, 4 and 5.
- ii) Income is derived from grants, membership subscriptions, project management fees, conference surplus (profit) and investment and foreign exchange income.
 - a. Grants are included only where they have been confirmed.
 - b. It is assumed that approx 85% of the current maximum possible membership subscription income is received in each financial year. A review of membership fees undertaken in May 2013, may affect this assumption.
 - c. Project management fees represent a management fee charged against the other budgets (B, C and D) and is therefore balanced by an Expenditure in each of those budgets.
 - d. Investment & foreign exchange income is derived from cash invested in UK fixed-term bonds and UK Treasury deposits, and higher interest accounts in the UK and South Africa. Incomes are mostly based on fixed interest rates for fixed periods except investment in South Africa for which the rate of return is variable. However, a prudent approach has been employed in forecasting the returns at a relatively lower average rate. Profit on exchange is largely dependent on the FOREX market and ruling average rates during the budget periods; sensitivity analysis has been employed in determining the profit on exchange budget and the risks associated with the worst case scenario of major currencies depreciating against the £sterling have been accommodated accordingly in the figures.
- iii) Expenditure is primarily associated with staff costs (5.5 FTEs) and operating costs (office rent and service charges, telephones, postage, ICT, professional fees, etc.).



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B. CLGF Conferences Ltd Budget

	2015		2017	
Income	349,752		TBC	
Expenditure	329,868		TBC	
Surplus (Deficit)	19,884			

Notes:

- i) The biennial conference takes place during the 2015/16 (September 2015) financial year, income and expenditure will straddle two financial years, but will be accounted for in the year 2015/16 in line with statutory financial reporting standards. The conference is one of the key activities under Strategic Aim 3.
- ii) Income is comprised of delegate fees and a cash contribution from the host country. Assumptions will be made as to the number of paying delegates at member, non-member and discounted rates. A modest allocation of sponsorship may also be assumed.
- iii) Expenditure includes all the costs associated with the preparation and delivery of the event, including the venue catering, staging, marketing, publicity and speaker/board costs plus staff and travel costs, and preparation of the background paper/research. This also includes a management fee which makes up part of the income in the established core budget (A).



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C. CLGF Projects budget (UK)

	2014/15 £	2015/16 £	2016/17 £	
Income	2,254,917	2,060,483	TBC	TBC
Expenditure	2,071,562	1,995,078		
Surplus (Deficit)	183,355	65,405	TBC	TBC

Notes:

- i) This budget covers the UK managed project-based work under strategic aim 2.
- ii) Income is primarily from the DFID Grant which commenced in September 2012. Other (miscellaneous) project funding is assumed to grow across this period; although funding for smaller projects are relatively quicker to source in relation to the amounts involved and are usually confirmed for a limited period of 6 – 12 months, the administrative costs of these projects must be considered and can be relatively large.
- iii) Expenditure is again primarily related to the DFID programme and other miscellaneous projects. Part of the expenditure is a management fee paid to the Established Core Budget (A).
- iv) Securing new resources Proposals for new projects are in train with particular efforts being made to leverage against existing programme activity. This strategy has been showing success in the case of the DFID project.



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D. CLGF Pacific Project Budget

	2014	2015	2016	2017
	£			
Income	297,273	1,474,227	1,523,101	TBC
Expenditure	296,698	1,425,353	1,445,353	
Surplus (Deficit)	575	48,874	77,748	TBC

Notes:

- i) This Budget covers the CLGF Pacific Office-managed project-based work under strategic aim 2. Funding for projects, staff and operating costs are relatively stable in this region.
- ii) Income in this budget is derived from the grants from the NZ Aid Program (for the Pacific Governance project), Australian Government, EC and other smaller donors. As in other regions CLGF Pacific seeks to leverage additional resources to support and expand its work in the region. Expenditure includes all project related costs (including staff costs) and the management fee to CLGF Established Core Budget (A).



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Risk assessment

CLGF has undertaken a risk assessment and identified 23 key risks. A number of these were considered to be above a critical threshold to mean that they require active management. These key risks can be broadly grouped in three key areas:

- Access to resources and capacity and to key income streams such as the conference, sufficient to ensure that CLGF and its work can be sustained effectively
- Clarity of benefits to members and of CLGF's USP as an organisation on the international stage
- The importance of effective communications and the challenge that the geographic size of the Commonwealth places on the effective running of the organisation

These are kept under regular review by the management team.

All CLGF projects are additionally developed to include their own risk assessment action plans.

STAFF abbreviations

Carl Wright, Secretary General	CW
Lucy Slack, Deputy Secretary General	LS
Susan Rhodes, Director of Communications	SR
Karibaiti Taoaba, Pacific Project Manager	KT
Sam Tekyi-Berto, Finance Manager	STB
Dzifa Tay, Personnel and Membership Officer	DT
Nyasha Simbanegavi, Regional Programme Manager (Southern Africa)	NS
Leopold Bhoroma	LB
Rajah Shanmugarajah	RS



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Glossary of Acronyms

ACP	African, Caribbean and Pacific
AIMF	International Association of Francophone Mayors
CARICOM	Caribbean Community
CIDA	Canadian International Development Agency
CHOGM	Commonwealth Heads of Government Meeting
CFLGM	Caribbean Forum of Local Government Ministers
CMAG	Commonwealth Ministerial Action Group
DFID	Department for International Development (UK)
FCM	Federation of Canadian Municipalities
HQ	Headquarters
ICT	Information and Communication Technology
LGA	Local Government Association
MALGA	Malawi Association of Local Government Authorities
MDGs	Millennium Development Goals
EC	European Commission
TAP	Technical Advisory Panel
UCLG	United Cities and Local Government
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
ZILGA	Zimbabwe Local Government Association



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ANNEX A

Commonwealth organisations with which CLGF will develop relationships to ensure that local government is represented at the Commonwealth level include:

- Commonwealth Secretariat (CS),
- the Commonwealth Foundation (CF),
- the Commonwealth Parliamentary Association (CPA),
- Commonwealth Business Council (CBC)
- Commonwealth Association of Public Administration and Management (CAPAM)
- The Commonwealth of Learning (COL)
- Commonwealth Association of Planners (CAP)
- Council for Education in the Commonwealth
- The Council of Commonwealth Societies
- Commonwealth Committee on Zimbabwe