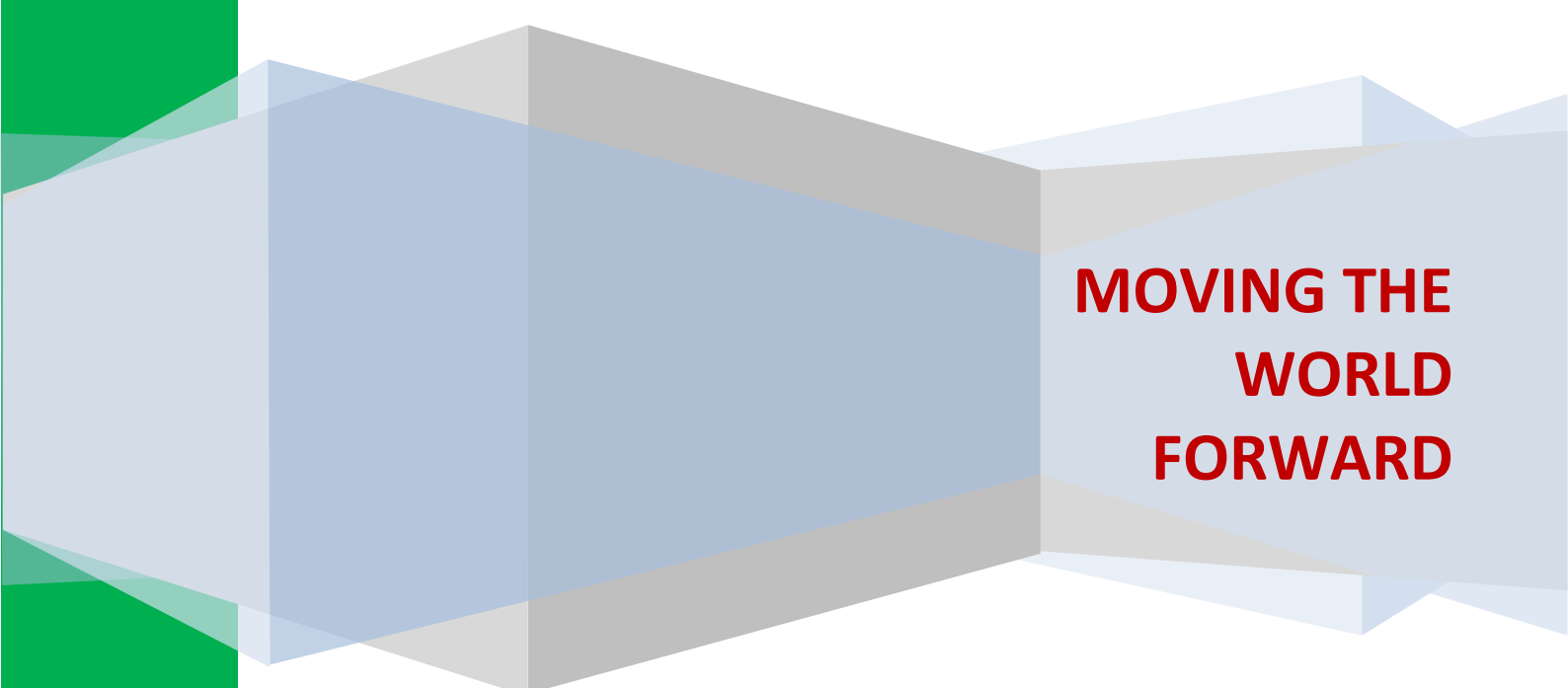


ACTION PLAN 2017-2019



**MOVING THE
WORLD
FORWARD**

English Edition

WORK PLAN AND STRATEGY 2017-2019

GLONGO strategic priorities, expected results and activity focus

This Work Plan summarises the Global Council of Non-Governmental Organisations (“GLONGO” or “the Council”) strategic priorities, expected outcomes, and activity focus areas for 2017-2019. The plan will be publicly available as part of our commitment to open communication. The Council’s Governing Board, management, and staff will strive to ensure that the Council meets its strategy and fulfils its obligations to the satisfaction of its members, partners, and wider stakeholders.

This plan takes into consideration the Council’s global and strategic plan objectives. Key stakeholders during meetings have provided feedback on what they believe the Council’s strategic priorities should be. Between 2017 and 2020, we will pursue constructive dialogue with our members, partners and stakeholders about where the Council should seek to be in 2020 and beyond. We will remain accountable to our members, and partners and, via our non-profit sector leadership, civic activism and capacity building and membership, we will be fully accountable to our members and the communities we seek to serve.

This plan will be reviewed and adjusted quarterly to ensure that we remain focused on delivering against our strategy and within our budget.

Highlight Strategic priorities, expected results and activity focus

- 1 **Legal Incorporation of the Council** – Ensure the legal certainty of the Council through the appropriate government departments and agencies.
- 2 **Membership Development** – Strong and motivated GLONGO Membership: Work with members and other organisations to enhance accountability and quality by providing technical support, building capacity, and improving linkages
- 3 **Establish and Operationalise the Secretariat** – Establish a corporate secretariat with working staff and effective programmes in place
- 4 **Leadership, governance and strategy** - Ensure that the Council achieves its mission and objectives and positions itself well for the future through a well-resourced Secretariat and effective governance.
- 5 **Organisational Development** – Develop an effective organisational structure to provide strategic direction in pursuit of the Council’s mission and goals.
- 6 **Research, documentation and learning** – Promote good corporate governance, accountability and quality through relevant research, advocacy, collective learning and effective engagement with Council members and key stakeholders
- 7 **Policy dialogue and advocacy** – Bring to the attention of national, regional and global policymakers and other stakeholders, and where necessary, advocate for a change in public policy or practices, that affect or hinder private sector growth and development.
- 8 **Decentralise Activities and Operations** – Decentralise Key Activities to strategic locations worldwide, and Conduct an External Audit and Evaluation of the Council and its operations on an on-going basis.
- 9 **Convening and Outreach** – Organise conferences and strategic events on key Council’ priority issues, and to create an avenue where members can converge with policymakers and keys stakeholders on global socioeconomic development efforts
- 10 **Training and Capacity Building of target beneficiaries** – Train our partners and members to become good NGOs and effective corporate citizens
- 11 **Information, Education and Corporate Communications** - Produce awareness raising and sensitisation materials on key Priority Issues and the Council
- 12 **Strategic Alliance Building** – Build and strengthen good working relationships with key stakeholders with whom the Council has shared interests and concerns.
- 13 **Resource Mobilisation** – Institutionalise fundraising within the Council to raise adequate resources to support the Council’s work in the long-term.
- 14 **Monitoring, Reporting and Evaluation** – Conduct an External Audit and Evaluation of the Council and its operations on an on-going basis.

Strategic priority	Activity focus	Expected outcome
1. Legal Incorporation of the Global NGO Council – Ensure the legal certainty of GLONGO through the appropriate government departments and agencies.	• Employ the expertise of legal practitioners for the legal incorporation with the Sierra Leonean government. • Develop a constitution/by-laws and other governing documents • Submit an initial list of three Board members for the legal incorporation, and after the first AGM, a detail list of Boar members will be sent to the Corporate Affairs Commission (CAC) of Sierra Leone, in fulfilment of the Organisation’s legal requirement. • Develop a list of initial directors for incorporation purpose with the CAC • Following the legal incorporation, a bank account in the name of the Organisation will be established with a reputable financial institution with national and international reach or operations. However, three signatories will be required to fill this void • Make annual fillings with the CAC in fulfilment of the Council’s legal obligations. • Make copy of incorporation certificate available whenever requested by any stakeholder.	1.1 A well-developed Memorandum and Articles of Incorporation 1.2 A constitution and organizational by-laws 1.3 A certificate of incorporation with the CAC, and 1.4 A legally incorporated Global Council of NGOs, mandated to pursue its mission and objectives 1.5 A bank account opened for official purposes in the name of GLONGO.
2. Membership Development – Strong and motivated GLONGO Membership: Work with members and other organisations to enhance accountability and quality by providing technical support, building capacity, and improving linkages	• Establish a framework that GLONGO will use to recruit, engage, support, maintain and develop a GLONGO membership community • Engage and assist Council members and stakeholders to meet their commitments to improved global socioeconomic development. • Build capacity of members and other stakeholders in key areas of NGO sector development, growth, economic activities and corporate governance. • Promote baseline services to members and other significant stakeholders. • Extend member services through developing and supporting other service providers • Contribute actively in strategic forums linked to NGO sector development. • Promote awareness of good corporate governance, social responsibility, and NGO sector leadership amongst members. • Support members with their marketing and business promotional needs. • Promote transparency and anti-corruption practices amongst members. • Create and promote networking platforms and discussion forums for members to interact and converge among themselves and with key stakeholders.	2.1. A globally representative, inclusive and committed membership. 2.2. Held the inaugural/first Annual General Meeting (GLONGO Forum) in Nairobi, Kenya. 2.3. Member NGOs actively engaged and meet Council membership obligations. 2.4. Well organised monthly NGO Roundtable events for networking and dialogue. 2.5. Improved understanding of and compliance with GLONGO Code of Conduct. 2.6. Increased participation of NGO sector leadership in global development.

Strategic priority	Activity focus	Expected outcome
	- Attract and retain as member NGOs of the most effective medium-sized and large organisations. Number and relevance matters. - Maintain relations with members and offering them opportunities to influence and participate in the Council's programmes. - Provide leadership and support to members' collective efforts. - Provide timely research and analysis and advocacy, opportunities for networking, experience and information sharing and capacity building. - Offer learning opportunities and tools and using methods such as "learning-by-doing" and "communities-of-practice" on policy, ethics, government relations, stakeholder and public engagement.	2.7. socioeconomic development endeavours 2.8. A well-developed Membership Manual 2.9. A well-developed Membership Policy 2.10. A well-developed directory/list of members 2.11. A well-developed customised membership invitations and forms.
3. Establish and Operationalise the Secretariat – Establish a corporate secretariat with working staff and effective programmes in place	- Setting up of the Secretariat with working materials and equipment in place - Recruitment of core staff to implement this work plan and other duties of the Council - Official launch of GLONGO in Freetown - Production of four quarterly GLONGO newsletters in English and made public - Development and management of a professional website for the Council's public use - Develop and strengthen cordial working relationships with sister private sector organisations, networks, and organisations across Africa and abroad - Create the research and documentation/library unit within the secretariat - Implement key personnel, office, operations and financial procedures and policies - Produce communication materials and profile documents of the Council - Develop a 'Strong Governance Structure' within GLONGO based on ownership by and accountable to members, partners, policymakers, and the general public - Capacitate (build on the capacity of) the Council to become and remain an independent, effective, innovative and an efficient national corporate sector alliance of business leaders with relevant, accountable and professional ethics and standards.	3.1 A functioning office space in place 3.2 A working staff in place carrying out the duties of the Council 3.3 Quarterly newsletters being published and circulated among members and key partners 3.4 The Council is officially launched and accessible to the public 3.5 A research and documentation unit established at the Council secretariat 3.6 Key personnel policy documents in place and being implemented 3.7 Other communications materials such as flyers and brochures printed and distributed at events and among partners.

Strategic priority	Activity focus	Expected outcome
4. Leadership, governance and strategy - Ensure that GLONGO achieves its mission and objectives and positions itself well for the future through a well-resourced Secretariat and effective governance.	- Conduct Board of Directors' meetings and orientation workshops - Organise Board development programmes to expose the Board to potential partners, sister organisations, and key stakeholders in Sierra Leone and abroad. - Listen and learn from members and other stakeholders feedback - Review this Work Plan and develop 5-year strategy for 2019-2023 - Plan annually and deliver against strategy and within budget - Convene annual General Assembly (GA) and quarterly Board meetings - Reinforce the representativeness of Council Board - Strengthen GLONGO's internal systems and procedures - Build and maintain constructive relations with partners and stakeholders - Develop a strong corporate identity/image of, and position the Council to play active and meaningful roles globally for NGO sector leadership in corporate governance as means to promote growth and human development across the continent.	4.1 Strategic direction is defined and approved with the involvement of GLONGO members and stakeholders 4.2 GLONGO has transparent, visionary and supportive governance underpinned by mutual accountability 4.3 A well-managed Secretariat with organisational capacity and resources to achieve its objectives 4.4 Quarterly Board meetings held 4.5 An effective Board in place providing corporate leadership for the Council.
5. Organisational Development – Develop an effective organisational structure to provide strategic direction in pursuit of the Council's mission and goals.	- Institute an interim Board for decision making and to support on-going activities - Develop a five-year corporate strategic plan (CSP) and budget - Hire volunteers and part-time staff for key functions - Develop an organisational development strategy and other policy documents - Develop Personnel Recruitment and Development Policy - Develop a comprehensive budget in-line with activities and programmes mapped-out in the CSP - Develop working strategies as guide to implement the CSP - Create an operational structure conducive to relevant activities - activity management by teamwork.	5.1. A well-developed five-year CSP 2019-2023 5.2. An effective Board of Directors in place governing the affairs of the Council 5.3. The number of new staff recruited and actively work for GLONGO 5.4. The number of organisational documents developed for the Council.

Strategic priority	Activity focus	Expected outcome
6. Research, documentation and learning – Promote good corporate and public governance, accountability and quality through relevant research, advocacy, collective learning and effective engagement with GLONGO members and key stakeholders.	• Set GLONGO’s research agenda through consultation with members and other relevant stakeholders • Conduct, commission and encourage research in line with the research agenda • Actively engage in strategic forums to promote private sector development • Actively participate in relevant events and conferences to highlight and advocate issues concerning private sector and socioeconomic development • Communicate individually with all major government ministries and agencies concerned with private sector development and economic activities • Convene and support a peer accountability learning group, share findings to improve practice within the private sector, linking with other groups as necessary • Produce an improved Private Sector Development Report which highlights the key trends and learning for the sector • Organise and conduct roundtables and events on quality and accountability issues • Contribute articles to relevant publications and online platforms • Mainstream inclusion of voices of unsatisfied customers and affected communities in learning (events) and publications • Define and roll out a communication strategy that effectively engages GLONGO members and stakeholders and enhances GLONGO’s visibility • Develop and upgrade of GLONGO’s website to improve accessibility, navigation and membership engagement • Produce material to present GLONGO services and mission more effectively to a wider audience.	6.1 Research: Stronger evidence base for the impact of implementing quality and accountability practices is provided 6.2 Accountability and quality are advocated for in strategic forums 6.3 Key learning is identified, shared and integrated into practice 6.4 GLONGO members and key stakeholders are aware of and value the active role private sector plays in global development 6.5 An effective national corporate governance code, and corporate social responsibility guide in place.
7. Policy dialogue and advocacy – Bring to the attention of policymakers and other stakeholders, and where necessary, advocate for a change in public policy	• Have mechanism in place to engage GLONGO members on public-private partnership-related issues as relevant to both processes and promote their active participation • Communicate regularly with GLONGO members and other key stakeholders on both processes with particular emphasis on messaging around implication of changes for Council members	7.1. Number of links created and sustained with the international institutions such as, UNITAR, UNDP, IOM, IFC, IMF, ILO, World Bank, etc. present in S/Leone and at their headquarters and regional offices.

Strategic priority	Activity focus	Expected outcome
or practices, that affect or hinder private sector growth and development	• Determine and advocate clear non-negotiable positions for GLONGO engagement • Represent GLONGO's view in the public-private partnership process, infrastructural development and public procurement processes • Effectively communicate and share revised policy with members and key stakeholders • Approach relevant stakeholders to agree on ways of learning and working together in the context of socioeconomic deployment of Africa • Conduct and plan context specific capacity building activities to address anti-corruption, environmental harms, and corporate malpractices in Africa. • Advocate and influence policy makers and public leaders and to build strategic alliances with key stakeholders in case studies and training and research activities. • Support existing national and regional networks as alliances on the Council's key thematic areas. • Undertake research to continuously assess situations in order to identify issues and provide evidence for influencing and advocating changes in policies and practices that hinder performance, adherence and productivity of the private sector. • Advocate for and lobby government agencies to implement effective policies in the areas of good corporate governance, social responsibility and anti-corruption issues. • Build and sustain collaboration at all levels, to raise awareness of potentials, strengthen the weaknesses of private sector, and advocate for the development of socioeconomic policies and systems targeting good governance, business growth and trade and investment processes. • Strengthen the capacity of national partners and create alliances with stakeholders. • Fine-tune with the Council's Public-Private Partnership initiative to enforce national capacities, effective in applied policies, transparency and accountability and restore trade partners' and foreign investors' confidence in the government's programmes. • Create partnerships with the government and international institutions such as UNDP, World Bank, International Finance Corporation, etc. to implement training programmes, socioeconomic development training and research activities.	7.2. Report on regular communications with GLONGO members and key stakeholders 7.3. Report of issues advocated and negotiated with national policymakers; 7.4. Number of government agencies and enforcement bodies engaged in pursuit of GLONGO's mission and mandate 7.5. Number of GLONGO's views presented on the public-private partnership process, infrastructural development and public procurement processes 7.6. Number of and reports produced on plan context specific capacity building 7.7. Reports on type of support provided to existing national networks as allies on the Council's key thematic areas. 7.8. Reports on researches undertaken to continuously assess situations in order to identify issues and provide evidence for influencing and advocating changes. 7.9. Report on issues advocated for and public officials lobbied and government agencies worked with to implement effective policies and standards. 7.10. Reports on the number of relationships built and sustained collaboration at all levels. 7.11. Number of partners whose capacity has been strengthened and alliances created.

Strategic priority	Activity focus	Expected outcome
8. Decentralise the Activities and Operations of GLONGO – Decentralise Key Activities to strategic locations worldwide, and conduct an External Audit and Evaluation of GLONGO and its operations on an on-going basis.	• Carry out independent audit of financial accounts • Evaluate the initial activities of the Council • Produce annual report and audited accounts and financial statement • Develop a monitoring, reporting and evaluation policy and strategy • Conduct frequent/quarterly review of its activities to ensure they are on track and within time range and on budget • Produce quarterly and annual reports for its past and on-going operations and activities • Develop a Monitoring, Reporting and Evaluation Strategy and Guide or Manual.	8.1 Copies of independent audit of financial accounts 8.2 Evaluation report of the initial activities of the Council 8.3 Published annual report and audited accounts and financial statement 8.4 A well-developed monitoring, reporting and evaluation policy and strategy 8.5 Copies of quarterly activity reports.
9. Convening and Outreach – Organise conferences and strategic events on key GLONGO' priority issues, and to create an avenue where members can converge with policymakers and keys stakeholders on global development efforts.	• Organise the first Global NGO Summit & Awards • Organise the first Global NGO Leaders' Summit • Organise the first Global NGO Roundtable series • Organise the first Global NGO Governance Forum • Organise the first Corporate Responsibility Forum • Organise the first Environmental Sustainability Forum • Organise other national and regional seminars, forums, debates and lectures series in key cities across the continent.	9.1 Humanitarian Summit held 9.2 Development Awards held 9.3 NGO Summit & Awards 9.4 NGO Roundtable series 9.5 Corporate Governance Forum held 9.6 Corporate Responsibility Forum held 9.7 Environmental Sustainability Forum held 9.8 Published reports on organised events.
10. Training and Capacity Building of target beneficiaries – Train our partners and member NGOs to become good and effective organisations.	• Organise training workshops and seminars for members and partners • Develop training workshop and guidance materials for GLONGO's use • Organise exchange programmes for Staff of GLONGO to learn from partners • Hold national training of leaders of member companies to learn and gain experience • Organise national trainings for partners and key stakeholders to acquire knowledge • Institute exchange programmes for staff of member NGOs to learn from each other and from partners across the world.	10.1. Number of national and regional training workshops and seminars organised 10.2. Training reports produced and circulated among members and partners 10.3. Develop training workshop and guidance materials 10.4. Number of exchange programmes

Strategic priority	Activity focus	Expected outcome
	- Promote innovation, efficiency, and effectiveness in all marketing and public relations activities of the Council. - Embark on creating and sustaining participatory-partnerships and strategic alliances and networks across the world, with sister corporate training centres, professional associations worldwide. - Establish a competent management and workforce – with the technical expertise, experience, and skills to contribute to the realisation of the Council’s vision and mission and goals. - Stimulate continuous ‘Corporate Strategic Planning’ sessions to ensure that strategic and profound corporate policy documents are in place to guide the Council’s governance and provide strategic direction.	for Staff of GLONGO organised 10.5. Number of training events for leaders of member NGOs organised 10.6. Number of national trainings for partners and key stakeholders organised 10.7. Number of exchange programmes for staff of member NGOs organised. 10.8. Copies of activity report, evaluation reports, and annual reports produced.
11. Information, Education and Corporate Communications - Produce awareness raising and sensitisation materials on key Priority Issues and GLONGO.	- Produce four quarterly advocacy newsletters in English - Produce GLONGO -related information and communication materials - Produce a variety of socioeconomic development-related information and communication materials - Produce the NGO Sector Development Report in English - Develop a professional website for the official use of the Council - Develop a comprehensive database of key stakeholders across the world - Develop a communications policy to support its overall public relation activities - Develop a corporate communications strategy to guide Policy implementation - Develop media/press releases on various activities being implemented - Develop a list of media institutions and contact them for partnership to cover GLONGO events and activities - Develop placement for in-house media/press contact and corporate communications to handle the CCP and Strategy - Use social media such as Facebook and LinkedIn for strategic communications to enhance the image and work of the Council to reach its target audience.	11.1 A professionally developed website in place showcasing the work of the Council 11.2 Social media pages well developed in reflection of the Council’s image and mission 11.3 A well-developed Corporate Profile 11.4 A well-developed Executive Summary 11.5A well-developed Membership Manual 11.6 A well-developed Code of Professional Conduct 11.7 A well-developed Conflict of Interest Policy 11.8A well-developed Gift Acceptance Policy 11.9A well-developed Whistleblower Policy.

Strategic priority	Activity focus	Expected outcome
12. Strategic Alliance Building – Build and strengthen good working relationships with key stakeholders with whom GLONGO has shared interests and concerns.	- Conduct a stakeholder mapping exercise through a series of roundtable events - Develop a detailed list of ALL key stakeholders, both across the country and overseas - Develop a partnership strategy and policy - Conduct a stakeholder consultation series, followed by courtesy visits and conference calls - Develop and send letters of official/formal introduction to ALL/KEY stakeholders, both across Africa and overseas - Constantly engage stakeholders in activities and events to ensure stakeholder ownership and a real sense of partnership.	12.1 A list of organisations GLONGO has developed a good working relationship with 12.2 A well-developed database of potential partners and key stakeholders across the world 12.3 Reports of roundtable events organised Africa-wide.
13. Resource Mobilisation – Institutionalise Fundraising within GLONGO to raise adequate resources to support the Council's work in the long-term	- Develop and launch a fundraising/resource mobilisation campaign to raise the necessary funds to support and to sustain on-going operations such as events, publications, etc. of the Council. - Hire core fundraising staff - Establish and operationalize the Fundraising Department within GLONGO - Develop and launch the International Fundraising Strategy 2019-2023 - Launch the Endowment Campaign - Develop and distribute fundraising proposals - Carryout a donor/partner mapping on key/priority issues of concern - Conduct annual review of the Fundraising strategy - Create an operational structure conducive to relevant activities - activity management by teamwork - Ensure innovation, efficiency, and effectiveness in all marketing and public relations activities of the Council.	13.1. Copies of the fundraising campaign 13.2. Copies of project proposals developed and distributed to partners 13.3. Amount of fund raised worldwide 13.4. A list of partners with good working relationship 13.5. Number of staff hired for fundraising 13.6. Copies of report of the Fundraising Department within GLONGO 13.7. Copies of report of the International Fundraising Strategy 13.8. Copies of report of the Endowment Campaign and the Fundraising strategy.
14. Monitoring, Reporting and Evaluation – Conduct an External Audit and Evaluation of GLONGO and its operations on an on-going basis.	- Carry out independent audit of financial accounts - Evaluate the initial activities of the Council - Produce annual report and audited accounts and financial statement - Develop a monitoring, reporting and evaluation policy and strategy - Conduct frequent/quarterly review of its activities to ensure they are on track and within time range and on budget - Produce quarterly and annual reports for its past and on-going operations and activities - Develop a Monitoring, Reporting and Evaluation Strategy and Guide or Manual.	14.1Copies of independent audit of financial accounts 14.2Evaluation report of the initial activities of GLONGO 14.3Published annual report and audited accounts and financial statement 14.4A well-developed monitoring, reporting and evaluation policy and strategy 14.5Copies of quarterly activity reports.