



CITIZENS ENGAGEMENT PLATFORM  
SEYCHELLES

# CITIZENS ENGAGEMENT PLATFORM SEYCHELLES

*"Citizens Engaged In Development"*

Strategic Plan  
2013 to 2017

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## Glossary

### Civil Society

Sometimes referred to as Non State Actors. A wide array of non-governmental and not-for-profit organizations that have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations. Civil Society Organizations (CSOs) therefore refer to a wide of array of organizations: community groups, non-governmental organizations (NGOs), labour unions, indigenous groups, charitable organizations, faith-based organizations, professional associations, and foundations (Source: The World Bank).

### Key Performance Indicators (KPI)

A key performance indicator (KPI) is a business or performance metric used to evaluate factors that are crucial to the success of an organization. Ultimately, they help an organization assess progress toward declared goals (Source: TechTarget.com).

### Civil society Organisations (CSOs)

The multitude of associations around which society voluntarily organizes itself and which represent a wide range of interests and ties. These can include community-based organisations, indigenous peoples' organisations and non-government organisations (Source: OECD, 2006, DAC Guidelines and Reference Series Applying Strategic Environmental Assessment: Good Practice Guidance for Development Co-operation, OECD, Paris).

### Liaison Unit of Non-Governmental Organisations, Seychelles (LUNGOS)

The current national platform for NGOs in Seychelles. It perceives itself as representative of the collective interest of Civil Society Organisations and the voluntary sector in Seychelles. LUNGOS has a membership of 85 civil society organisations operating in sectors ranging from Socio-Economic, Environment, Health and Social Welfare, to Women's issues, Human Rights and Democracy. Internationally, it is affiliated to the International Forum of Platforms, The United Nations Economic and Social Council (ECOSOC) and the International Council of Social Welfare (ICSW) (Source: Civil society Seychelles, The LUNGOS Organisation Profile).

### CEPS

Citizens Engagement Platform Seychelles

## Foreword



As the Chairperson responsible for LUNGOS Board Of 2012 - 2014, I must say I have been enormously impressed with what some organisations have achieved in every part of the country - often stepping in and quite literally changing lives where the others has tried and failed. This kind of social action, the culture of volunteerism and philanthropy are at the very heart of the CSOs, and more CSOs should be encouraged to do the same.

With the creation of Citizens Engagement Platform Seychelles (CEPS) we will continue to do everything we can to support your hard work in supporting people to take positive action, providing services that really work for the people who use them, and speaking up for those who would otherwise be voiceless.

I have no doubt that creation of the new platform will bring some new challenges, but I believe it will also bring many new and really exciting opportunities for the Civil Society Organisations and I will commit myself to clearing away every obstacle we can so that we can achieve our vision:

***“To be a credible Platform that is valued by its members and respected by its stakeholders; that is characterised by meaningful members' participation; and that engages strategically and systematically in Nation-Building.”***

**Marie-Nella Azemia**

**Chairperson**

## Executive Summary



A strategic plan is one of the most important tools for any organisation. It is a set of agreed upon, concepts, ideas, objectives, goals and activity road map for a specific period of time. It helps to identify milestones and also to provide indicators of performance.

The document helps everyone to view the same page and helps people to collaborate and clarify ideas. Michael Porter, the famous Harvard University Professor says, ““The essence of strategy is choosing what not to do.”

**If knowing “what not to do” is the essence, then, surely, knowing what to do is crucial.**

This Strategic Plan is to my knowledge the first Strategic Plan for CEPS and surely it will not be the last. It will therefore set precedence. Hopefully the precedence will be one of which the designers, partners, stakeholders, beneficiaries and implementation team will be proud of.

So many people have been involved in the preparation of this plan. From Consultants of the Seychelles Institute of Management who have shown their commitment to civil society, through the members of LUNGOS who have displayed their hope in the future of their country, to the staff of LUNGOS that have diligently strung all the activities concerned with putting the plan together. To everyone, I feel so grateful.

The implementation team will range from the staff of LUNGOS and will involve a wide range of people from all corners of life. This plan is not only for civil society, but also for the development of Seychelles and for nation building. At the heart of it all will be the platform.

May CEPS be strong enough to sustain the demands placed upon it and flexible enough to withstand the shakes it will encounter. For this to happen, everyone's contribution will be required. Let us be so generous that the future citizens of Seychelles will remember the work we have done today.

**Steve Lalande - CEO**

## Acknowledgements

LUNGOS is grateful to its members and stakeholders, including members of Parliament, for the active participation in the consultative workshops that culminate in the development of its first Strategic Plan.

LUNGOS is also thankful to the EU 10<sup>th</sup> EDF for the financial support which has resulted in the development of this Plan, the UNDP which has facilitated in the funding and management of the plan.

LUNGOS wishes to also thank the Seychelles Institute of Management for facilitating the consultative workshops and the professional support given during the development of the Plan.

The staff of LUNGOS having diligently strung the activities in the preparation of the plan together. The Technical Committee for having provided so many hours of inputs, deliberations and work. Lastly LUNGOS wishes to thank all its members for their valuable input and editorial support.

## Background

The Cotonou Agreement (the most comprehensive partnership agreement between developing countries and the EU) calls for an open dialogue with Government authorities and Non-State Actors (NSA) on development cooperation issues in all areas. The EU recognizes the complementary role of NSA in the development process, not just as service providers and project implementers, but also as key partners in devising policy input, as advocates of their constituencies' needs and interests, and further, as representatives of wide segments of population within their reach. This principle is reflected in the constitution of Seychelles, article 24, which states the right for citizens to participate in public affairs.

Consultations have been carried out by reputable institutions such as EU, UN, IMF, World Bank, AU etc, calling for a stronger civil society in Seychelles that displays characteristics of cohesion, leadership and effectiveness. A SWOT analysis (STEPS 2009) conducted during the 9th EDF capacity building project implies that as long as CSOs in Seychelles keep working in a scattered manner and don't find sustainable ways to come together, they are bound to remain weak in being meaningful partners in development and in making an impact on promoting good governance in the country. The study clearly identified LUNGOS as the engine that will bring non-state actors involved in development together. There have been calls from citizens for LUNGOS to transform into a veritable pillar for civil society, as the national platform and key driver enabling civil society organizations to come together to create synergy, increase efficiency and demonstrate impact. This synergy within the NSA sector should be a driving force to forge and strengthen partnerships with the various Government agencies for the benefit of the country.

The role of LUNGOS has forcibly evolved beyond its constitutional mandate from that of liaison unit at the time of inception to one whose current operation reflects and is comparable to a national platform for Civil Society in Seychelles. Its constitutional and strategic documents have not kept upto date with the changes and this needs to be



addressed. The concept of national platform is one which is now operational internationally. This is particularly so in the EU, AU and SADC Regions. The need to have a civil society organization operating as a national platform to be operational in each member state is now widely accepted. This call has also been echoed by the Seychelles Government, which for efficiency reasons prefer to liaise directly with a recognized entity, which is representative of other non-state actors, rather than with multi organisations. The intensity of this interaction is even more necessary now that Seychelles government policy (rhetorically) is to be a facilitator and is thus calling particularly on civil society to be a major partner in development. This can only happen when civil society intervenes strategically and with cohesiveness.

In stepping towards this direction, a partnership MoU was signed between the State and LUNGOS in June 2008. Following the signing of the MoU, LUNGOS has been called upon to contribute in various key areas such as policy formulation, representation on national boards and committees etc...

Consultations has indicated that LUNGOS is seen by citizens, CSOs, government and other institutions as the mechanism that will bring together non state actors committed to effectively contribute in policy processes and national development initiatives. This has been confirmed by development actors, both locally and internationally. LUNGOS therefore has the responsibility to effectively constitute and mould itself to respond more effectively to the needs of its members, the NGO community and the wider civil society. In the process, this exercise will also place LUNGOS in line with international operating standards as required of national civil society platforms. A project was tendered under the 10 EDF seeking to transform LUNGOS from its current form into one which will better reflect the aspirations of the citizens of Seychelles and the current load and demands placed on LUNGOS. The project was successful in raising funding. This enabled LUNGOS to contract the Seychelles Institute of Management to facilitate the design of the Strategic Plan.

## Chapter I: Our Strategies

This Strategic Plan brings to the fore new thinking and approaches to the way CEPS will conduct its business. It involves a transformation and subsequent formation of a new CSOs Platform owned by its members; working in the interest of the membership; and existing to facilitate communication; and provide a common voice when engaging in national, regional and international forums.

### **Our Vision**

***CEPS is inspired by the Vision:***

To be a credible and strong Platform that engages strategically and systematically in Nation-Building.”

### **Our Mission**

***CEPS's actions will be driven by the Mission:***

“We are United and Engaged as key Partners in Nation-Building, through active Dialogue, Participation and Action,”

### **Our Motto:**

‘Citizens are engaged in Development’

# Our Core Values

*The actions of CEPS will be guided by the following principles:*

**1. Ownership**

We shall be committed to the Mission & Vision of the Platform.

**2. Leadership**

We shall lead by example and encourage actions that promote universal Governance Principles.

**3. Collaboration**

We shall work in collaboration with member; national, regional and international partners in development initiative aimed at enhancing the growth and wellbeing of the membership and of the citizens.

**4. Respect**

We shall ensure that all our members, the beneficiaries; the stakeholders are treated with respect, dignity, courtesy and tolerance,

**5. Integrity**

We will promote a culture of honesty, openness and accountability.

**6. Sharing**

We shall share best practices, ideas, knowledge and experience, nationally, regionally and internationally.

**7. Solidarity**

We shall ensure that unity, harmony and synergy are promoted amongst all our members, beneficiaries and stakeholders.

**8. Peace**

We shall nurture a culture of peace; and be in harmony with self and others.

**9. Accountability**

She shall be accountable for our actions, as well as our inactions.

**10. Unity in diversity**

We focus on our unity in Nation Building, and agree on programmes direction while respecting differences.

## Our Areas of Strategic Focus

Eight main strategic focus areas will guide CEPS towards achieving its vision:

1. Strengthening Leadership and Governance
2. Building Capacity
3. Improving Communication
4. Developing Institutional Framework
5. Enhancing Legitimacy
6. Mobilising Resources
7. Strengthening Key Relationships
8. Engaging in National Development

CEPS strategies around these eight areas are presented below. Each area is introduced with an explanation of the current situation. Then a goal and a series of objectives developed according to priorities for the next five years.

### 1. Strengthening Leadership and Governance

#### Current Situation:

The LUNGOS Board has, on behalf of its membership, ensured active, diplomatic engagement with Government. However, it has not solicited the participation of all the membership. The LUNGOS Board has a good representative system of governance through credible elections from the membership, but the accountability level to the membership has been low. This has been done solely through the AGM.

Another, very vital, executive organ of LUNGOS is the Commission. Despite its importance, few commissions have been working well. The TOR of the Commissions should be reviewed, and there is an urgent need to build their capacity.

There has been improvement in the LUNGOS Secretariat in terms of its infrastructures and service delivery. Nonetheless, lack of professional staff to address demand of members, budget restriction and inadequate office space remains as challenges for the Secretariat.

Putting in place Policies, Codes of Conduct and Ethics, Governance Mechanisms, Accountability Framework, Communication Protocols; and securing sufficient human and resources to fulfil CEPS Strategic Plan are seen as priorities.

**Strategic Goal:**

To develop the governance and management capacity of CEPS ensuring that it is appropriately structured, resourced and managed to implement the strategic plan.

**Strategic Objectives:**

- To promote and maintain an active civil society diplomacy;
- To protect and promote the core values of the Platform;
- To enhance the capacity of the Platform for better understanding of the roles and responsibilities of the Board, Commissions and the Secretariat.
- To use the Strategic Plan as the road map to attain the goals and Objectives of the Platform.

**2. Building Capacity****Current Situation:**

Having enough staff and volunteers with the right technical and professional competencies to effectively manage the operations of LUNGOS and CSOs is a challenge. Many staff and volunteers are overwhelmed with work and the demand on their time.

LUNGOS and its members are contributing significantly to societal well being but this is not publicised. There is a need to sensitise the general public about the roles and contributions of CSOs in society; this may entice more people to join. Staff and volunteers need to be further empowered to build citizen action; and to strengthen civic responsibilities and passion about the work they do.

To redress this lack of capacity LUNGOS initiated a Civil Society Organisations' Academy, where CSOs members with the right proficiency are encouraged to use their skills and know-how to support others. The Academy has organised various training, for instance training in Project Management, which is aimed at helping CSOs members manage their respective organisation more effectively.

**Strategic Goal:**

To develop and implement capacity building and networking programmes for a well governed, managed and resourced Platform and CSOs.

**Strategic Objectives:**

- To build the capacity of the Platform for the achievement of its goals.
- To promote the retention of staff and volunteers
- To organise and promote networking programme
- To promote innovative thinking.

### 3. Improving Communication

#### Current Situation

LUNGOS is composed of three institutions; the Board, the Secretariat and the Commissions. Each commission has two “focal persons”. Communication between LUNGOS and the individual CSOs is through these focal persons. Despite this established communication line, members of individual CSOs generally have difficulty accessing timely and relevant information, for example training programme. The use of “focal persons” needs to be reassessed.

The individual CSOs have called upon LUNGOS secretariat to help improve information flows and communication links, both between the three institutions and CSOs. There is a need to have an updated database of CSOs. This will allow CSOs with common interest to come together for better synergy.

While some CSOs have benefited from the opportunities provided by the new internet-based technologies that allow faster and cheaper communication and access to information, some CSOs have not.

**Strategic Goal:**

To strengthen information sharing and communication between CEPS secretariat, CSOs and stakeholders.

**Strategic Objectives:**

- To strengthen the relevant communication protocols;
- To build capacity of CEPS for effective communication; and
- To strengthen the communication tools utilised by CEPS.

#### **4. Developing Institutional Framework**

##### **Current Situation:**

LUNGOS has an MOU with the Government which will expire in 2013. LUNGOS needs to review the MOU and negotiate for improved support and collaborations.

There is a need to review the landscape of organisations operating as CSO's. Some of these are not operating under any legal and institutional framework, which can be used to guide their actions and protect people or other organisations working with them from harm, especially fraudulent behaviours.

##### **Strategic Goal:**

To improve the legal, institutional and operational frameworks for CEPS and CSOs to operate effectively.

##### **Strategic Objectives:**

- To review and update the MOU with government
- To advocate for the revision of applicable existing legislation.
- To promote strategic alliances, collaborative actions and partnerships with key national, regional and international partners.

#### **5. Enhancing Legitimacy**

##### **Current Situation**

Some CSOs have good democratic structures and their actions are guided by their core values and belief. They carry out programmes which are in line with their mission and are recognised as legitimate entity by beneficiaries and key stakeholders.

However, for some CSOs these values have not been well thought out and members do not have a value system to adhere to. Such CSOs were usually created in a "hurry" to grab funding opportunities. Others do not have regular meetings or even a recognised membership.

There is a need to develop and implement Criteria for Membership and Code of Ethics. CSOs joining LUNGOS and eventually CEPS must be legitimate entities which are in good standing with the Registrar of Associations and are abiding to ethical standards. CEPS must also lead by example; its actions and behaviours must never compromise CEPS's legitimacy.

### **Strategic Goal**

To be a legitimate and visible platform

### **Strategic Objective**

- To strengthen the integrity and legitimacy of CEPS and the membership

## **6. Resource Mobilisation Current Situation**

LUNGOS receives a budget from the Government as well as grant from organisation such as the United Nation, the Embassies and the High Commissions. LUNGOS has also engaged in few activities to generate revenue, such as renting of space and vehicle, but this needs to be strengthened and diversified further. Additionally LUNGOS also sourced funding by participated in different project calls for proposal from UNDP and received funding under the 9<sup>th</sup> (2007-2009) & 10<sup>th</sup> EDF 2012, US Embassy, NATF and COI.

LUNGOS is unable to sustain all its programmes due to lack of funds and other resources. Therefore, it must develop and implement appropriate instrument, procedures and structures to ensure that it has access to reliable and sustainable resources. LUNGOS, and eventually CEPS, needs to support CSOs to obtain enough resources for the development and implementation of programmes in line with their missions.

### **Strategic Goal:**

Increase and diversify resource mobilisation to ensure sustainability of CEPS.

### **Strategic Objectives:**

- To strengthen the capacity of CEPS in resource Mobilisation
- To promote sustainability strategies for CEPS and its members
- To lobby for more funding opportunities for CEPS and the CSOs.



## 7. Strengthening Key Relationships

### Current Situation:

LUNGOS is invited for national dialogue but this is limited to certain specific issues. The organisation has recently developed an engagement plan which will facilitate the engagement with the three branches of government.

LUNGOS is only as strong as its membership and the membership provide LUNGOS with the mandate to relate to its external stakeholders. CEPS must work in partnership with both internal and external stakeholders. Therefore, an improved relationship with its members is a priority.

### Strategic Goal:

Cultivate existing relationships with partners and explore relevant new partnerships.

### Strategic Objective:

- To foster and strengthen key relationship.

## 8. Engagement in National Development

### Current Situation:

LUNGOS has signed a MoU with the Government and has been called upon to contribute to various key areas such as policy formulation, representation on national boards and committees

The Constitution of Seychelles makes provision for CSOs to be fully engage in National Development. This is being done by a few CSOs which have the capability to do so, but often these CSOs find that the space available to engage is restricted. Other CSOs aspire to engage but do not have the capacity to effectively utilise the available space. The time is right for CSOs to increase and heighten its contributions to matters of national importance.

CEPS need to advocate to the Government for it to increase the space for such contributions, and needs to build its capacity and that of its members so that they Can effectively utilise the space when it is available. CEPS need to collaborate with the government to develop the roadmap for enhanced engagement in National Development.

**Strategic Goal:**

Development of capacity, mechanisms and instrument that allows CEPS to engage effectively in National and regional Development.

**Strategic Objective:**

- To promote effective engagement.
- Build the lobbying capacity of CEPS

## Chapter 2: Risks Assessment

There are several risks to the implementation of this strategic plan, amongst them being the timely availability of resources. All risks must be considered and measures put in place to mitigate them. Some of the risks/risk factors to be considered are:

**1. *Leadership Conflicts:***

CEPS consist of the Board, the Secretariat and the Commissions. The three executive organs should have different roles, responsibilities; and conflict occurs essentially, as a result of a discrepancy between differing expectations of these roles and responsibilities. Conflict may also occur when members of the executive organs are not obtaining what they need or want and are seeking their own self-interest.

**2. *Ineffective use of capacity***

CEPS need to build its capacity but the challenge remains making effective use of this capacity. The platform lacks the necessary mechanisms to measure the Return on Investment where capacity building is concerned. Another challenge remains retention of employees and volunteers.

**3. *Ineffective or lack Communication***

Each commission has two “focal persons”. Communication between the Platform and the individual CSOs is through these “focal persons”. Despite this established communication line, members of individual CSOs generally have difficulty accessing timely and relevant information. Failure to communicate effectively often leads to conflict, which can harm the Platform.

**4. *Non compliance to Legal Requirements***

Members of the Platform are required to comply with both the legal requirement of the Platform as well as the law of Seychelles. Non-compliance will jeopardise the legitimacy of the Platform.

**5. *Fraudulent activities***

The Platform needs financial resources to carry out its programmes, finances which are accepted from multiple sources. CEPS needs to put in place the necessary mechanism to avoid involvement in *activities involving dishonesty and deception*.

**6. *Loss of independence***

CEPS received financial support from the government and needs to ensure that it does not become over-dependent on the state in order to remain independent.

**7. *Resource Constraints***

Resources are essential for implementation of this Plan. Inadequate financial, human, and other resources may negatively impact the implementation of the planned activities.

**8. *Transformation from LUNGOS to Citizens Engagement Platform Seychelles***

Civil Society Organisation's may be hesitant to go along with to the transformation of LUNGOS to the Civil Society Platform. This conflict may delay the transformation process.

**9. *Perception that CEPS will performs as a clinic.***

Currently Most Civil Society members are not fully aware of the role and responsibilities of LUNGOS, especially the LUNGOS's secretariat. Their general perception is that the Unit is there to assist them manage their respective CSOs. Through the creation of CEPS role and responsibilities will be well define.

**10. *CSOs are busy with their own activities.***

The Majority of civil society organisations in Seychelles are managed by volunteers and, additional to their employment, the volunteers have their own CSOs to manage. We find that, Often the same volunteers are elected to have responsibility positions within LUNGOS. They find that they are busy and do not have adequate time to dedicate to the work of the Platform.

### Mitigation Strategies

The table below gives a list of the risks, level of risks and suggested mitigation strategies:

Risks	Level of the risks	Mitigation Strategies
1. Leadership Conflicts	Very High	Develop Guidelines which stipulate roles and responsibilities of the different organs of the Platform, followed by induction sessions.
2. Ineffective use of capacity	Very High	Develop and implement criteria to select the right persons for capacity development and develop and implement retention programme.
3. Ineffective or lack Communication	High	Establish protocol for communication.
4. Non compliance to Legal Requirements	Low	Develop and implement effective monitoring mechanisms.
5. Fraudulent activities	Very high	Develop and implement clear procedures on how to attract legitimate partners.
6. Loss of independence	High	Diversify source of funding.
7. Resource Constraints	High	Diversity source of resources
8. Transformation from LUNGOS to CEPS	High	Educate the memberships on the benefit of the transformation.
9. Perception that the platform performs as a clinic.	High	Educate the members of the roles and responsibilities of the Platform
10. CSOs are busy with the own activities.	Very High	Judicious selection of Platform members.

## Chapter 3: From Strategy to Implementation

The strategic plan will be implemented according to the implementation plan developed by the Platform. The activities in the implementation plan will be monitored and evaluated periodically so as to ensure that the strategic goals are attained.

The development of the implementation plan involves:

1. Establish the activities or projects that will enable the organisation to achieve its strategic objectives.
2. Develop Key Performance Indicators (KPI) with targets. These are performance targets that are desired level or extent of achievement of specified performance indicators.
3. Decide on a timeline for each activity or project.
4. Indicate the capacity for implementation the financial resources required to carry out the action/activity/project.
5. Designate who is responsible to ensure that the action/activity/project is indeed carried out.

Every year operational plans will be developed by the Secretariat, drawn from the Strategic Plan and approved by the Board.

## Implementation Plan

### Priority Area 1: Strengthening Leadership and Governance

<b>Goal:</b> To develop the governance and management capacity of CEPS to ensure that it is appropriately structured, resourced and managed to implement the strategic plan.					
<b>Objectives</b>	<b>Activities</b>	<b>KPI</b>	<b>Timeline</b>	<b>Resources</b>	<b>Responsibilities</b>
To promote and maintain an active civil society diplomacy;	<ul style="list-style-type: none"> <li>Develop mechanisms required for civil society to act collaboratively when engaging the Platform in decision making at national, regional and international level.</li> </ul>	<ul style="list-style-type: none"> <li>Number of mechanism developed</li> <li>Number of CSO's engaged in decision making</li> </ul>	November 2014 – February 2015  <b>Addressed throughout plan period</b>		Board Secretariat
To protect and promote the core values of the Platform;	<ul style="list-style-type: none"> <li>Develop and implement a Code of Conduct and a Code of Ethics to guide the action of the Platform and the membership.</li> </ul>	<ul style="list-style-type: none"> <li>Number of initiatives to promote the platform integrity to code of conduct developed and implemented</li> </ul>	Sept 2013		Board Secretariat
			<b>Addressed throughout plan period</b>		Board Secretariat Members
To enhance the capacity of the Platform for better understanding of the roles and responsibilities of the Board, Commissions and the Secretariat.	<ul style="list-style-type: none"> <li>Develop and implement customised training for staff, volunteers, Board, Commissions, and Secretariats about their roles and responsibilities.</li> <li>Develop clearly defined Terms of Reference for the Board, Commissions, and Secretariats about their roles and responsibilities.</li> <li>Develop and implement an</li> </ul>	<ul style="list-style-type: none"> <li>Number of Development programmes customised and implemented for staff, volunteers, Board, Commissions, and Secretariats</li> <li>TOR Developed</li> <li>Accountability framework developed and in operation.</li> </ul>	December 2014 – June 2015  <b>December 2014</b>  <b>July 2014</b>  <b>Gaps addressed throughout plan period.</b>		Board Secretariat

	accountability framework for the Platform.		Sep 2014- March 2015  Gaps addressed throughout plan period.		
To use the Strategic Plan as the road map to attain the goals and objectives of the Platform.	<ul style="list-style-type: none"> <li>Develop and implement training on Strategic Management for the Platform.</li> <li>Develop and implement annual operational plan to support the implementation of the strategic plan.</li> </ul>	<ul style="list-style-type: none"> <li>Number of training developed and implemented.</li> </ul> <p>Number of annual plan developed</p>	<p>March 2015</p> <p>Annually</p>		Board and secretariat



## Priority Area 2: Building Capacity

Goal: To develop and implement capacity building and networking programmes for a well governed, managed and resourced Platform and CSOs.					
Objectives	Activities	KPI	Timeline	Resources	Responsibilities
To build the capacity of the Platform for the achievement of its goals.	<ul style="list-style-type: none"> <li>Develop and implement training in key areas such as resource mobilisation, project management, grant proposal, lobbying, governance and grant negotiations.</li> <li>Organise lobby groups for the promotion of good governance and democracy within the Platform and at national level.</li> <li>Develop E-learning as a means of building capacity for the Platform.</li> </ul>	<ul style="list-style-type: none"> <li>number of training organised</li> <li>Numbr of people trained</li> <li>CSOs successfully lobbying and advocating for the promotion of good governance and democracy within the Platform and at national level.</li> <li>Numbr of programmes participated in List of qualified, competent professionals registered with ACTS</li> </ul>	<b>Feb – 2014 throughout the plan</b>  <b>July - Dec 2014</b>  <b>Jan – March</b>		<b>Board, secretariat &amp; commissions</b>
		Percentage of members using ICT facilities	<b>2015</b>  <b>Jan – March 2015</b>  <b>Gaps addressed throughout period</b>		
To promote the retention of staff and volunteers	<ul style="list-style-type: none"> <li>Develop and implement attractive schemes to retain staff and volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>Attractive schemes developed and implemented.</li> <li>Turnover rate of employees and volunteers is reduced.</li> </ul>	<b>Oct - 2015</b>  <b>Gaps addressed throughout period</b>		<b>Secretariat &amp; Board</b>
To organise and promote networking programmes	<ul style="list-style-type: none"> <li>Develop and implement a comprehensive communication system for the Platform's Programme which encourages networking.</li> </ul>	<ul style="list-style-type: none"> <li>The Platform has a comprehensive communication system for its entire programme.</li> <li>There are established linkages within the various structures of the Organs of Platform and the CSOs.</li> </ul>	<b>Jan – Sept 2015</b>  <b>Gaps addressed throughout</b>		secretariat
To promote innovative thinking.	<ul style="list-style-type: none"> <li>Develop mechanisms for the CSOs to engage in research which inform national policy.</li> <li>Establish "Think Tank" clusters and task teams on issues of concern to CSOs.</li> </ul>	<ul style="list-style-type: none"> <li>Number of CSOs engaged in research to inform national policy.</li> <li>Number of established "Think Tank" clusters and task teams on issues of concern to CSOs.</li> </ul>	<b>June 2015</b>		<b>Secretariat</b>

### Priority Area 3: Improving Communication

<b>Goal:</b> To strengthen information sharing and communication between the Platform, CSOs and stakeholders.					
Objectives	Activities	KPI	Timeline	Resources	Responsibilities
To strengthen the relevant communication protocols.	<ul style="list-style-type: none"> <li>Develop mechanisms to establish communication protocols.</li> </ul>	<ul style="list-style-type: none"> <li>The relevant communication protocols are well established</li> <li>Percentage increase in communication between the platform secretariat, members and stakeholders</li> <li>Number of information sharing sessions organised by the platform</li> <li>.</li> </ul>	Oct 2014ongoing		Board, secretariat, commissions
To build capacity of the Platform for effective communication;	<ul style="list-style-type: none"> <li>Develop and implement training on effective communication for the Platform and the members.</li> <li>Instate the relevant ICT communication technology.</li> </ul>	<ul style="list-style-type: none"> <li>Number of communication training organised for The Board, Commissioners and the staff</li> <li>There is sharing of high quality, relevant and timely information on issues of concern to CSOs.</li> </ul>			Secretariat
	<ul style="list-style-type: none"> <li>Develop the relevant protocols and training to use media for effective communication</li> </ul>	<ul style="list-style-type: none"> <li>ICT and Social Network are being effectively used for efficient dissemination of relevant information.</li> <li>The media is being used effectively to promote the platform.</li> <li>The Platform has a positive image nationally, regionally and internationally.</li> </ul>			
To strengthen the communication tools of the Platform	<ul style="list-style-type: none"> <li>Develop and update an interactive website linked to members and other CSOs.</li> </ul>	<ul style="list-style-type: none"> <li>The Platform has an interactive website linked to members and other CSOs.</li> <li>The website being used for storage of critical data and as a knowledge bank.</li> </ul>			Secretariat & Board

## Priority Area 4: Developing Institutional Framework

<b>Goal:</b> To improve the legal, institutional and operational frameworks for the Platform and CSOs to operate effectively.					
Objectives	Activities	KPI	Timeline	Resources	Responsibilities
To review and update the MOU with government	<ul style="list-style-type: none"> <li>Actively engage with Government to review and update the MOU it has with the Platform.</li> </ul>	<ul style="list-style-type: none"> <li>The Platform has a new MOU with Government.</li> <li>There is enhanced collaboration and partnership between the Platform and government.</li> <li>The Platform and the CSOs are actively engaged national development.</li> <li>The Platform is receiving continuous financial support by the government.</li> </ul>	<b>Q1 2014</b>  <b>ongoing</b>		<b>Board &amp; secretariat</b>
To encourage revision of relevant existing legislation.	<ul style="list-style-type: none"> <li>To actively advocate for the revision of existing legislation.</li> </ul>	<ul style="list-style-type: none"> <li>The platform actively advocating for revision of existing laws.</li> </ul>	<b>Througho ut the plan</b>		<b>Board, Secretariat &amp; Commissions</b>
To promote strategic alliances, collaborative actions and partnerships with key national, regional and international partners.	<ul style="list-style-type: none"> <li>MOU developed with national, regional and international partners.</li> </ul>		<b>Througho ut the plan</b>		<b>Board, Secretariat &amp; Commissions</b>
To strengthen funding opportunities for the Platform and the CSOs.	<ul style="list-style-type: none"> <li>The Charity Act is developed.</li> <li>CSOs are accredited and are benefiting from funding</li> <li>There is enhanced visibility of CSOs</li> </ul>		<b>2015</b>  <b>Througho ut the plan</b>		<b>Board, Secretariat &amp; Commissions</b>

## Priority Area 5: Enhancing Legitimacy

<b>Strategic Goal</b> Strengthen the integrity and legitimacy of the Platform and the membership.					
Objectives	Activities	KPI	Timeline	Resources	Responsibilities
Strengthen the integrity and legitimacy of the Platform and the membership	<ul style="list-style-type: none"> <li>Develop mechanism to monitor the implantation of the Code of Conduct and the Code of Ethics</li> </ul>	<ul style="list-style-type: none"> <li>The membership is conforming to the Code of Ethics</li> <li>CSOs are conforming to the core values of the Platform.</li> </ul>	Throughout the plan		<b>Board, Secretariat &amp; Commissions</b>

## Priority Area 6: Resource Mobilisation

<b>Goal:</b> To strengthen, increase and diversify resource mobilisation to ensure sustainability of the Platform.					
Objectives	Activities	KPI	Timeline	Resources	Responsibilities
To strengthen the capacity of the Platform and CSOs in resource Mobilisation	<ul style="list-style-type: none"> <li>Develop and Implement training in Project management and Fundraising.</li> </ul>	<ul style="list-style-type: none"> <li>The Platform and CSOs have undergone intensive Project management and Fundraising training.</li> <li>The Platform and CSOs have increased capacity to raise funds from multi-lateral donors, national government, regional &amp; international bodies.</li> <li>The Platform has funding to support its programmes of activities.</li> <li>Platform and CSOs benefiting from Social Corporate Responsibilities funds</li> </ul>	Throughout the plan		<b>Secretariat &amp; ACTs</b>
To promote sustainability strategies for the Platform and CSOs.	<ul style="list-style-type: none"> <li>Develop and implement instrument, procedures and structures to ensure sustainable resources.</li> <li>Develop and implement an Incentive Scheme for high performing CSOs.</li> </ul>	<ul style="list-style-type: none"> <li>The Platform has appropriate instrument, procedures and structures to ensure sustainable resources</li> <li>There is improvement of financial accountability</li> <li>There is an Incentive Scheme for high performing CSOs.</li> <li>CSOs are actively engaged in fundraising activities and project management.</li> </ul>	2014 - 2015		<b>Board</b>
To guarantee sustainability and independence of the Platform.	<ul style="list-style-type: none"> <li>Develop and implement strategies to improve good governance and leadership.</li> <li>Develop a contingency plan for the Platform.</li> </ul>	<ul style="list-style-type: none"> <li>There is improved good governance and leadership.</li> <li>The Platform has a contingency plan;</li> <li>CSOs is being recognised as the Third Sector.</li> </ul>	2015		<b>Board</b>

## Priority Area 7: Strengthening Key Relationships

<b>Strategic Goal:</b> To foster existing relationships with partners and explore relevant new partnerships.					
Objectives	Activities	KPI	Timeline	Resources	Responsibilities
To foster and strengthen key relationship.	<ul style="list-style-type: none"> <li>Develop and implement strategies to strengthen the partnership of the Platform with relevant stakeholders such as the media, Parliament, Judiciary and the private sector.</li> </ul>	<ul style="list-style-type: none"> <li>The Platform has strengthened its partnership with relevant stakeholders such as the media, Parliament, Judiciary and the private sector.</li> </ul>	Throughout the plan		Board, secretariat & commissions

## Priority Area 8: Engagement in National Development

<b>Goal:</b> To develop capacity, mechanisms and instrument that allow the Platform to engage effectively in National Development.					
Objectives	Activities	KPI	Timeline	Resources	Responsibilities
To promote effective engagement in National Development	<ul style="list-style-type: none"> <li>Develop and implement supportive policy and regulatory mechanism for CSOs to operate and engaged effectively.</li> </ul>	<ul style="list-style-type: none"> <li>There are supportive policy and regulatory mechanism for CSOs to operate effectively.</li> <li>There are strong, vibrant and proactive CSOs that effectively and meaningfully engages in National Development</li> <li>There is enhanced effectiveness and impact when CSOs engaged in lobbying and advocacy of issues at national level.</li> <li>CSOs are collaborating and speaking with one voice when engaging in National Development.</li> <li>CSOs are delivering National Programmes</li> </ul>	September 2013 & throughout the plan		Board, Secretariat & commissions

## Chapter 4: Monitoring and Evaluation

"Taking a periodic look at "how it's going."

Monitoring the implementation of the Plan is important for a number of reasons. First, it helps to assure that the Platform's efforts conform to the plan. That the actions being performed are actually steps the Platform intended and that the implementation of the plan is "on track." Second, the Platform needs to be sure the results achieved align with the objectives and key performance indicators, and that the Platform is accomplishing what was intended to accomplish. Also, monitoring allows for corrective action; for making the necessary changes along the way.

Finally, and most importantly, monitoring provides the essential link between the written plan and the day-to-day operation of the Platform and the day-to-day duties of individuals. Monitoring the plan makes your entire performance management effort a tangible reality rather than a once-a-year academic exercise

The Platform will use a variety of monitoring methods such as:-

- a) Quarterly Internal Progress reviews
- b) Periodic Staff retreats and strategy review sessions
- c) Project based progress reports to individual funding cooperating partners
- d) Executive Committee meetings
- e) Annual staff performance appraisals
- f) Annual Audits
- g) Specific project based monitoring and evaluation
- h) Mid-Term Strategy review based on the planned activities and results logical framework
- i) End of Strategy review

***Key Questions While Monitoring Status of Implementation of the Plan***

1. Are performance objectives being achieved or not? If they are, then acknowledged and communicate the progress. If not, then consider the following questions.
2. Will the performance objectives be achieved according to the timelines specified in the plan? If not, then why?
3. Should the deadlines for completion be changed (be careful about making these changes -- know why efforts are behind schedule before times are changed)?
4. Do personnel have adequate resources (money, equipment, facilities, training, etc.) to achieve the performance objectives?
5. Are the performance objectives still realistic?
6. Should priorities be changed to put more focus on achieving the performance objectives?
7. Should the performance objectives be changed (be careful about making these changes -- know why efforts are not achieving the goals before changing the goals)?
8. What can be learned from our monitoring in order to improve future performance management activities and also to improve future monitoring efforts?

***Reporting Results of Monitoring and Evaluation*****STEPS TO FOLLOW:**

Monitor progress of the action plan through regular reports and review meetings

Modify the action plan as necessary.

At the monitoring meetings of the organisation review

- a) Action taken
- b) Time and funds spent
- c) Difficulties encountered
- d) Successful experiences
- e) Unmet objectives

Evaluate success of the plan



**CITIZENS ENGAGEMENT PLATFORM**  
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