

THE CENTRE FOR STRATEGIC AND INTERNATIONAL GOVERNANCE

England & Wales · Charity number 1204765

Details

Other names THE CSIG

Status Registered

Legal form CIO

Registered 2023-09-18

Register [View on the Charity Commission register](#)

Contact

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Activities

Objects: THE PROMOTION OF HUMAN RIGHTS (AS SET OUT IN THE UNIVERSAL DECLARATION OF HUMAN RIGHTS (DOHR) AND SUBSEQUENT UNITED NATIONS CONVENTIONS AND DECLARATIONS – WITH SPECIFIC FOCUS UPON ARTICLES 21.1, 25.1 AND 26.1 OF THE DOHR, 25A OF THE INTERNATIONAL COVENANT ON CIVIL AND POLITICAL RIGHTS (ICCPR) AND 6.2, 11.1, 12.1 AND 13.1 OF THE INTERNATIONAL COVENANT ON ECONOMIC, SOCIAL AND CULTURAL RIGHTS (ICESCR) – AND THROUGHOUT THE WORLD BY ALL OR ANY OF THE FOLLOWING MEANS:1. RESEARCH INTO HUMAN RIGHTS ISSUES AND PUBLISHING THE USEFUL RESULTS OF SUCH RESEARCH;2. EDUCATING THE PUBLIC ABOUT HUMAN RIGHTS;3. PROVIDING TECHNICAL ADVICE TO GOVERNMENT AND OTHERS ON HUMAN RIGHTS MATTERS;4. CONTRIBUTING TO THE SOUND ADMINISTRATION OF HUMAN RIGHTS LAW;5. RAISING AWARENESS OF HUMAN RIGHTS ISSUES;6. PROMOTING PUBLIC SUPPORT FOR HUMAN RIGHTS;7. PROMOTING RESPECT FOR HUMAN RIGHTS AMONG INDIVIDUALS AND CORPORATIONS;8. INTERNATIONAL ADVOCACY OF HUMAN RIGHTS;IN FURTHERANCE OF THIS PURPOSE BUT NOT OTHERWISE, THE TRUSTEES SHALL HAVE POWER TO ENGAGE IN POLITICAL ACTIVITY PROVIDED THAT THE TRUSTEES ARE SATISFIED THAT THE PROPOSED ACTIVITIES WILL FURTHER THE PURPOSES OF THE CHARITY TO AN EXTENT JUSTIFIED BY THE RESOURCES COMMITTED AND THE ACTIVITY IS NOT THE DOMINANT MEANS BY WHICH THE CHARITY CARRIES OUT ITS OBJECTS.

Activities: .

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, Human Rights/religious Or Racial Harmony/equality Or Diversity, Other Charitable Purposes
- **Who:** Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- Afghanistan
- Albania
- Australia
- Bangladesh
- Barbados
- Bosnia And Herzegovina
- Cambodia
- China
- Eswatini
- Ethiopia
- Haiti
- India
- Indonesia
- Iraq
- Jamaica
- Kenya
- Kosovo
- Lebanon
- Lesotho
- Malawi
- Malaysia
- Moldova
- Nigeria
- Pakistan
- Papua New Guinea
- Peru
- Serbia
- Slovakia
- Slovenia
- Solomon Islands
- South Africa
- South Sudan
- Sudan
- The Bahamas

- Trinidad And Tobago
- Tunisia
- Uganda
- Ukraine
- Zambia
- Zimbabwe
- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-02-05		£0	£0	-

Trustees

Name	Role	Appointed
Keith Edmund Sargent FRGS, FRSA		2024-05-13
Philip James Shelton MBA		2025-01-31
SIMON RICHARD SHELLY		2025-01-31

THE CENTRE FOR STRATEGIC AND INTERNATIONAL GOVERNANCE

England & Wales - Charity number 1204765

Accounts

First Trustees' Annual Report to the UK Charity Commission, 4th December 2025 of the Centre for Strategic and International Governance (CSIG)

1. Purpose, Vision and Aims

Purpose (as per the CSIG's Constitution)

The purpose of the CSIG is the promotion of human rights (as set out in the Universal Declaration of Human Rights (DoHR) and subsequent United Nations conventions and declarations – *with specific focus upon Articles 21.1, 25.1 and 26.1 of the DoHR, 25A of the International Covenant on Civil and Political Rights (ICCPR) and 6.2, 11.1, 12.1 and 13.1 of the International Covenant on Economic, Social and Cultural Rights (ICESCR)*) throughout the world by all or any of the following means:

1. research into human rights issues and publishing the useful results of such research,
2. educating the public about human rights.
3. providing technical advice to government and others on human rights matters,
4. contributing to the sound administration of human rights law,
5. raising awareness of human rights issues,
6. promoting public support for human rights,
7. promoting respect for human rights among individuals and corporations,
8. international advocacy of human rights.

In furtherance of this purpose, but not otherwise, the trustees shall have power to engage in political activity provided that the trustees are satisfied that the proposed activities will further the purposes of the charity to an extent justified by the resources committed and the activity is not the dominant means by which the charity carries out its objects.

Vision

A world in which human rights are neither denied nor undermined by unethical governance or poor administration of the law; in which institutions are representative and accountable and effectively deliver upon their legitimate obligations; and space for civic voice is not threatened.

Aims

The CSIG aims to work in the UK and internationally, at a range of levels, across sectors, with organisations¹ from the public, private and third sectors and individuals with similar values and goals to advance human rights and education.

2. Objectives and Activities

Objectives

In accord with its Purpose, the CSIG's Objectives will be to research, train, advise and mentor to:

- deliver positive, transformative change for as-wider range of beneficiaries as possible – the general public, specific communities, institutions, leaders, and CSIG's wider membership and collaborating partners
- support delivery of "state-society compact(s) and culture grounded in constitutionalism, access to justice, equality and human rights"²
- support the achievement of good governance reforms led by human rights values, particularly those identified by the UN OHCHR³

¹ Including but not confined to think-tanks, academia, civil society institutions, regional and global institutions, the UN's SDG Hubs and Leadership Laboratories, multi-national organisations, donor agencies, etc

² Advocated by the UN System Task Team on the Post-2015 UN Development Agenda

³ The UN OHCHR identify four key areas that, if addressed, can have wide ranging impact:

- creating "avenues for the public to participate in policymaking";

- promote governance that *"can mitigate, even overcome, power asymmetries to bring about more effective policy interventions that achieve sustainable improvements in security, growth, and equity"*⁴.
- support ethical leadership and standards in public life, advising upon and supporting *inter alia*, measures to counter the potential for exclusion, capture, and clientelism and the unequal power of individuals and groups
- mitigate corruption and advance the rule of law,
- provide *pro bono* services to address cases of hardship once adequate resources - personnel and financial – become available.

Activities

In the Spring of 2024, the CSIG's founders reluctantly had to report fundamental differences of opinion with those of two of its Trustees and ultimately the demise of its three member Trustee Board. The possibility of mediation was not accepted by the Trustees. These matters were formally conveyed to the Commission on the 4th April 2024 via (i) an e-mailed letter marked for the attention of the Directorate of Legal and Accounting Services, and (ii) through the Commission's website via a 'Subject Access Request'. Web form submission was confirmed – ref. CRM: 0049595 – on the 5th April 2024.

Matters were subsequently discussed on the telephone with representatives of the Charity Commission. In these it was agreed that the CSIG could continue in being and endeavour to find new Trustees, and for the then CEO, Mr. Keith Sargent, to temporarily take on the dual role of CEO and Trustee.

The CSIG has since then built a quorate Board of Trustees with Mr. Sargent taking the Chair and Mr. Alan Waldron taking on the role of CEO. Since then, the CSIG has been building its strategy to ensure sustainability and seeking to reinforce – in numbers, experience and skill sets – its Trustee Board, Executive Committee and International Advisory Board. The bios of all personnel are provided on the 'Our People' page of our website (csig.org.uk). The CSIG has commenced implementing Activities to achieve its Objectives.

2. Achievements and performance

Major achievements have been accomplished since the formation of a quorate Trustee Board. The following is a summary:

2a. Partnerships

Four partnerships are currently in various stages of development. It is hoped that they will be the first of many to enable the CSIG to achieve its charitable purpose. Those of (ii) and (iii) below, link the CSIG to two key academic entities that have been selected by the UN as Academic Impact Hubs (UNAI Hubs) for the Goalsⁱ (respectively SDG16 and 11), whilst supporting SDG 17 'Partnership for the Goals'

(i) Global Peace and Security (GPS) Centre, Monash University

The CSIG is now an Affiliate of the Global Peace and Security Centre, Monash University. It is hoped that the CSIG will soon be collaborating with the GPS Centre in research and training

(ii) UNAI SDG 16 Impact Hub Chair, Jimmy and Rosalynn Carter School for Peace and Conflict Resolution (CSPCR), George Mason University⁵, Virginia, USA

The CSIG is currently in discussion with CSPCR to explore how we can connect our work for greater impact on peace and conflict resolution, through collaboration in such areas as research and education. We have agreed an initial schedule of joint working with the aim of running one or more pilot training initiatives by the end of March 2026 (n.b. SDG16 is for 'Peace, Justice and Strong Institutions'. Its achievement underpins the attainment of all other SDGs).

(iii) UNAI SDG 11 Impact Hub Chair, De Montfort University (DMU)

The CSIG has signed a Memorandum of Understanding (MoU) with the UNAI SDG 11 Impact Hub Chair, De Montfort University (DMU), in order to enable joint research, education and teaching. The CSIG's focus will

-
- improving *"the state's capacity to fulfil its responsibility to provide public goods which are essential for the protection of a number of human rights ... education, health and food (etc)";*
 - enabling *"accountability, transparency and participation to shape anti-corruption measures"*, and
 - enabling *"appropriate legislative reform"*.

⁴ "Governance and the Law, World Development Report 2017, World Bank, January 2017

⁵ The United Nations, says George Mason "was selected based on its pioneering research and programs focused on promoting peace and conflict resolution" as well as the university's educational policies.

be on SDG 16 and SDG 11 overlap areas (e.g. achieving good governance and mitigating corruption in municipal authorities, equitable delivery of public services, and promoting human resource development and capacity-building for human sustainable settlements development). Discussions with DMU are scheduled for mid-December 2025 (n.b. SDG11 is for 'Making cities and human settlements inclusive, safe, resilient and sustainable').

(iv) The Centre for Sustainable Development and Governance (CeSDAG),

CeSDAG is a Gambian CSO promoting social justice, central and local government accountability and equity. Through the CSIG's link with the DMU's SDG 11 Hub, we hope to be able to support the CeSDAG's work supporting local government and ethical governance, to promote stability, and to provide needed training and mentoring to that end.

2b. The CSIG Strategic Plan

A detailed Strategic Plan for the CSIG has now been written. It covers 10 years and addresses the following key themes:

- The CSIG's Mission statement
- The core elements of our work:
- Our Strategic Planning Framework, demonstrating what success looks like and how we will measure success, covers the following key elements:
 - Internal Governance
 - Internal governance systems and processes
 - Staff / staffing
 - Wider Membership
 - Collaboration to support UN SDG16 and our peacebuilding endeavour
 - External governance endeavour to support human rights
 - Think Tank Services
 - Education/Training and Research
 - Our Profile (external/stakeholder perception)
 - Finance / financing

The UK Charity Governance Code will steer the CSIG's conduct and will be used to guide the measurement of our governance. The McKinsey Method will be used for the measurement of the CSIG's performance in the provision of services (e.g. training, mentoring, overseas project initiatives, etc.). This will include measurement of the impact of our work – especially upon the achievement of our Mission and Vision – as well as activity and capacity measurement in other areas. Where relevant and affordable, external assessment will be made.

The Strategic Plan highlights the CSIG's ambition and determination to pursue its charitable Purpose and is attached to this submission. It will be under regular review.

2c. The CSIG Website

CSIG's website with its own domain name, went live in October 2025.

It will be regularly up-dated / maintained and amongst other things it will be used:

- as a vehicle for communicating with the public and potential stakeholders / funders
- as the premier means for linking with our partners, to enable the sharing of knowledge and facilitating joint training initiatives
- for the publication of research, policy papers, think pieces, blogs, etc; and
- for advertising to enlist the CSIG's wider membership.

Given the wave of damage – through hacking and related activities – that has been experienced by public, private and third sector bodies over recent years, the CSIG is well conscious of the need for security and data protection. Good security for our system is thus a priority, but regrettably for the moment, its provision is dependent upon affordability.

2e. Job descriptions

Job descriptions for all CSIG Trustees and ExCo Members have been formulated, together with Terms of Reference for the Trustee Board, ExCo and the International Advisory Board. They can be provided to the Commission if required.

2f. Registered Office

The CSIG now has a registered office at 167-169 Great Portland Street, 5th Floor, London, W1W 5PF

2g. Management and administrative systems and procedures

All relevant management and administrative systems and procedures are in place and available in a Management Handbook. Potential financial systems and procedures have been appraised, and will be put in place once a bank account for the CSIG has been opened

4. Structure, Governance and Management

The CSIG will combine a think-tank and education and training school, delivering research, professional training, education and awareness raising for / of the public as well as mentoring and advisory services.

Upon Registration of the CSIG, the three founders – Mr. Alan Waldron, Professor Rob McCusker and Mr Keith Sargent – formed the Executive Committee (ExCo), with Mr. Sargent becoming the CEO. Following the collapse of the Trustee Board in February 2024, Mr. Sargent took on the dual role of Trustee and CEO, with the permission of the Commission.

The CSIG gained a quorate Board of three trustees in February 2025, following the appointment of Mr. Philip Shelton and Mr. Simon Shelley, and Mr. Sargent becoming the Chair and handing his CEO role to Mr. Waldron. The Executive Committee (ExCo) became three in number with the appointment of Mr James Nixey to the position of Strategic Development Adviser in August 2025.

The high-level Board of International Advisers remains as previously described to the Commission, other than in July 2025 it was joined by Dr Mark Charlton, Associate Professor of Sustainable Development at De Montfort University and Associate Director of DMU's United Nations Academic Impact SDG Hub. This Board now numbers eight.

The Bios of all CSIG personnel are provided on our website. For the Commission's convenience, summary bios of Trustees and ExCo members are provided in the Table below. We are looking to expand both Boards and ExCo in terms of numbers and expertise / experience.

Summary Bios of Trustees and ExCo personnel

Trustees

Keith Sargent, Chair of Trustees and CSIG Co-Founder. Keith specialises in public policy analysis, including organisational development and capacity building; good governance and integrity in public office; socio-economic development planning; and post conflict stabilisation planning / fragile state transformation. He is a registered Deployable Civilian Expert (Governance Core) with the UK Government's Office for Conflict Stabilisation and Mediation (OCSM). His posts include as Adviser to the 1st State Prime Minister, Bosnia and Herzegovina, post the signing of the Dayton Peace Accord and as first Director of the Integrity Commission, Turks and Caicos Islands Government. He has held lecturing positions at the Development Planning, Unit, University College London and the Institute of Diplomacy and International Governance, University of Loughborough, and has mentored and tutored widely.

Simon Shelly. Simon has spent over 40 years' working in the FCDO, and the UK Diplomatic Service, including time as Head of Learning in the International Policy Faculty of the International Academy. He has held overseas postings at the British Embassies in Kabul, Paris and Ankara. He has also worked extensively on Europe, including as Lead Policy Planner for Europe, then as a Senior Europe Research Analyst, leading on the Benelux Union, its three member countries and France. He speaks near native French, working level German and Dutch, and basic Turkish and Spanish.

Phil Shelton. Phil is a Trustee of the Cranfield Trust providing strategic guidance to charity leaders, and expertise to support non-profit organisations' growth. He is an accomplished executive specialising in the technology and social housing sectors. He is skilled in providing strategic and operational support to senior leaders, and has extensive expertise in stakeholder engagement, process improvement, and complex project management. He initially came to the CSIG at the start of 2024, under the Cranfield Trusts pro bono support scheme, to advise on financial planning and IT. He continues to provide such advice, whilst acting as Trustee.

Executive Committee

Alan Waldron, CBE, Chief Executive Officer (CEO), and CSIG Co-Founder. Alan is an independent adviser and trainer specialising in corruption risk reduction. He has developed and led the advocacy, analysis, change management and delivery of training and capacity building anti-corruption programmes and tools currently used by NATO, the UK and many other Governments globally.

Prof. Rob McCusker, Head of Education and Training, and CSIG Co-Founder. Rob is the Head of Academic Delivery and Development at David Game Higher Education (DGHE) in London and a transnational crime adviser. He is a retained expert for the Council of Europe. He has advised UN congresses on 'Crime Prevention' and 'Criminal Justice', the EU, UNODC, and many governments and agencies globally.

James Nixey, Strategic Development Adviser. James is the former director of the Russia and Eurasia Programme at the International Affairs Think Tank Chatham House. Specialising in Russia's relationships with the other post-Soviet states, and key international actors, he is currently contracted to the UK's Ministry of Defence. He is an Associate Fellow with the Geneva Centre for Security Policy and an Honorary Research Fellow at the University of Exeter.

5. Reference and administrative details

Name: The Centre for Strategic and International Governance

Registration No: 1204765

National Location of Principal Office: London, England

E Mail⁶: info@csig.org.uk

Trustees: Keith Sargent (Chair)
Simon Shelly
Philip Shelton

6. Financial Review

The CSIG remains being self-funded and as yet, no bank account has been opened and no external funding provided / obtained. Accordingly, there has been no requirement for a Financial Review.

As referenced in 2 above, the CSIG Strategic Plan illustrates key financial aspects, including Profit and Loss and Balance Sheet

6. Exemptions and disclosure

Not relevant

7. Funds held as custodian trustee on behalf of others

Not relevant

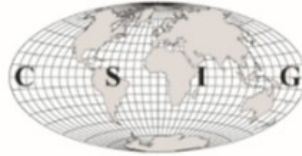
8. A statement of the CSIG's regard for the CC's guidance on public benefit

Full cognisance of the Commission's guidance on Public Benefit has been taken in the design of the CSIG's Business Plan and Strategy, and will be taken throughout implementation.

In the CSIG's initial registration submission to the Commission two statements (i) re. 'Our Beneficiaries' and the public benefit that would be sought and (ii) re. 'Our Global Reach' were provided in the Constitution document under the heading of 'Purpose'. We were advised that whilst both were acceptable, the Constitution was not the appropriate place for them⁷. They have subsequently been removed from the Constitution and inserted (as paras 2.2 and 2.3) into the CSIG's Business Plan.

⁶ This address is able to be used. However, for the time being it would be appreciated if all correspondence could be addressed to Mr Sargent at iidadvisory@gmail.com

⁷ In correspondence with Ms Caroline Jones, 19th / 20th July 2023



The Centre for Strategic and
International Governance

A Charitable Incorporated Organisation
Registration Number 1204765

**A Think Tank, Education and Training Centre
Affiliate of the Global Peace and Security Centre,
Monash University, Australia**

STRATEGIC PLAN

June 2025

Our Mission:

To promote human rights, the rule of law, democracy, and peace through informed leadership, education, and training.

By empowering individuals, organisations, and communities, we aim to bridge gaps in human rights initiatives and foster partnerships for sustainable social impact.

The Core Elements of Our Work:

Supporting the attainment of the UN's Sustainable Development Goals – focusing on SDG16 and SDG17 – and the fulfilment of the Human Rights and Anti-corruption Principles of the UN Global Compact, the core elements of our work will provide:

A Global Perspective	Research	Training & Skills Development	Advisory Services
<p>The CSIG's Think Tank will be a membership organisation and serve as a forum for discussing national and international policy and strategy. It will focus on identifying, evaluating, and proposing solutions to human rights issues, with an emphasis on achieving ethical leadership and good governance</p>	<p>The CSIG aims to deliver evidence-based and innovative solutions to complex problems, leveraging research, interdisciplinary collaboration and domain expertise to ensure sustainable, scalable, and impactful outcomes that address both present and future human rights challenges</p>	<p>The CSIG will offer training and skill development for both the general public and professionals in human rights and related fields, including continuing professional development and training of trainers</p>	<p>The CSIG will provide advisory services and mentoring to help initiate and sustain positive changes in strategy, policy, organisational culture, processes, and attitudes</p>

OUR STRATEGIC PLANNING FRAMEWORK: WHAT SUCCESS LOOKS LIKE AND HOW WE WILL MEASURE IT

Year 1	Year 5	Year 10
<p>Internal Governance:</p> <p>3 Boards assembled and fully operational: (<i>see below for Current Composition</i>¹):</p> <ul style="list-style-type: none"> o Established Trustee Board (quorum of 3) o ExCo - As 'Current Composition' plus: <ul style="list-style-type: none"> - Paid expert CEO - Head of Think Tank (paid/permanent) o High-level Advisory Board: - As 'Current Composition' supplemented by Private and CSO sector, and Asia representation <p>Success: Boards demonstrating exemplary leadership and governance</p> <p>Measurement: operations in accord with the UK Charity Governance Code²</p>	<p>Internal Governance:</p> <p>Governance structure expanded to achieve greater inclusion, effectiveness and impact, to include:</p> <ul style="list-style-type: none"> o 3 Patrons (Africa, Asia, Europe) o 9 Trustees (as year 1 + Charity Lawyer, Financial Secretary, Captain of Commerce / Industry, and Jewish, Muslim and Christian Faith Leaders) o 8 – 12 High-level Advisory Board members (As year 1, but additionally drawn from private, third and faith sectors) o 5 -7 Exco members (as year 1 + IT and marketing experts) <p>Success: Boards continue exemplary governance</p> <p>Measurement: UK Charity Governance Code</p>	<p>Internal Governance:</p> <p>A President (an internationally respected name) appointed, and governance structure further expanded, to include:</p> <ul style="list-style-type: none"> o 4 Patrons (as year 5 + Americas representative) o 9 - 12 Trustees (As year 5 + others subject to needs assessment nearer the time) o 8 – 15 High-level Advisory Board members (As year 5 + others subject to needs assessment nearer the time) o 5 -7 Exco members (as year 5?) <p>Success: enhanced presence on international stage. Boards continue exemplary governance</p> <p>Measurement: UK Charity Governance Code</p>
<p>Internal Governance Systems and Processes</p> <ul style="list-style-type: none"> o The UK Charity Governance Code and SORP set 	<p>Internal Governance Systems and Processes</p> <ul style="list-style-type: none"> o Corporate systems and processes regularly 	<p>Internal Governance Systems and Processes</p> <ul style="list-style-type: none"> o Corporate systems and processes regularly

¹ *Current Composition*

Patron (Appointment tbc)

Quorate Trustee Board: (i) Chair, 45 years international development experience and ex-founding Director of Turks and Caicos Integrity Commission; (ii) Ex Head of Learning, International Policy Faculty, Diplomatic Academy, UK FCDO (Foreign Commonwealth and Development Office); (iii) private sector specialist, Trustee of Cranfield Trust

Executive Committee (ExCo):

CEO – Ex-Transparency International Anti-corruption Adviser and Ex-Air Commodore and Director of Training for the RAF

Head of Training – Professor of Transnational Crime, and retained expert for Interpol and the Council of Europe

Strategic Development Adviser – Ex Head of Russia and Eurasia Programme, The Royal Institute of International Affairs (Chatham House)

High-level Advisory Board: Head of Board – Ex UK Ambassador to Syria

o **8 Members (total) drawn from:** academia, public service, diplomatic sector

o **regional experience and expertise inc:** Russia, Eurasia, CEEC, Balkans, Poland, Ukraine, Middle East, Southern and Western Africa

o **Technical expertise inc:** geo-strategic / geo-economic, public administration, governance, cyber-crime, political journalism, fragile states, anti-corruption, sustainable development and Euro-Atlantic integration,

² **Measurement.** *This voluntary Code sets principles and best practice for good governance, demonstrating desired outcomes across 7 key indicators: Organisational Purpose, Leadership, Integrity, Decision Making, Risk and Control, Board Effectiveness, Equality, Diversity and Inclusion, and Openness and Accountability, (see also the CSIG's Business Plan and Footnote 3 below)*

<p>the principles and recommended practice for CSIG's good governance and financial accounting³</p> <ul style="list-style-type: none"> ○ The McKinsey⁴ methodology is embedded to assess achievement of Purpose and performance against a range of indicators ○ Corporate systems developed and implemented, including but not necessarily confined to: <ul style="list-style-type: none"> - corporate file system and historic document transfer - template letters and contracts for appointments - collaborative partnership arrangements (inc vetting / due diligence / MoUs, etc) - grant and philanthropic funding application procedures - risk assessment (UK GDPR / DPA⁵ and project) - comprehensive insurances⁶ - IP safeguarding - finance / banking (inc financial software) - marketing <p>Success: all systems and processes concerned with ensuring the overall direction, effectiveness, supervision and accountability of the CSIG are in place, and lay a firm foundation for continued development and the pursuit of the CSIG's Purpose</p> <p>Measurement: Internal assessment against all key targets of the UK Charity Governance Code.</p> <p style="text-align: center;">Staff / Staffing</p> <ul style="list-style-type: none"> ○ All HR, financial and other relevant administrative 	<p>reviewed and refined</p> <ul style="list-style-type: none"> ○ The aspirations of the UK Charity Governance Code continually reviewed, updated and carefully followed ○ The McKinsey methodology is further developed to enshrine / measure indicators across the spectrum of the CSIG's operations <p>Success:</p> <ul style="list-style-type: none"> ○ relevant systems and processes are in place and working effectively and efficiently, demonstrating that CSIG interventions are making positive impact and demonstrating that: <ul style="list-style-type: none"> - collaborative efforts are valued, - risks are minimised - that sustained efforts to ensure accountability to its many stakeholders are paying dividends <p>Measurement:</p> <ul style="list-style-type: none"> ○ External assessment commissioned of the CSIG's adherence to and success in meeting the targets of the UK Charity Governance Code ○ achievement of Organisational Purpose will be measured utilising the McKinsey methodology and will be used to inform the Code assessment <p style="text-align: center;">Staff / Staffing</p> <ul style="list-style-type: none"> ○ Annual reviews of staff and staffing levels continued, enabling sustainability of staffing 	<p>reviewed and refined / updated</p> <ul style="list-style-type: none"> ○ The aspirations of the UK Charity Governance Code continually reviewed, updated and carefully followed ○ The McKinsey methodology for measuring performance further developed to enshrine / measure indicators across the spectrum of the CSIG's operations <p>Success:</p> <ul style="list-style-type: none"> ○ relevant systems and processes are in place and working effectively and efficiently, demonstrating that CSIG interventions continue to make a positive impact and demonstrating that the CSIG is becoming a 'go to' organisation. <p>Measurement:</p> <ul style="list-style-type: none"> ○ External assessment again commissioned of the CSIG's adherence to and success in meeting the targets of the UK Charity Governance Code ○ achievement of Organisational Purpose will be measured utilising the McKinsey methodology and will inform the Code assessment <p style="text-align: center;">Staff / Staffing</p> <ul style="list-style-type: none"> ○ Annual reviews of staff and staffing levels continued, enabling sustainability of staffing
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³ For accounting purposes, the CSIG would become SORP (Statement of Recommended Practice) compliant.

⁴ The McKinsey Methodology enables monitoring and evaluation (M&E) across a range of indicators including impact, activity and capacity. It is described in full in the CSIG's Business Plan and will be used across primary areas of our work to measure success, and provide the context for assessment against the UK Charity Governance Code. M&E will include but not be confined to: externally run surveys of members, collaborating partners and beneficiaries; external evaluation of major initiatives; assessment of website visit numbers; numbers of customers (individual and institutional beneficiaries) returning for further CSIG services and press coverage.

⁵ The CSIG will adhere to both the UK Data Protection Act (DPA) 2018 and UK General Data Protection Regulations (GDPR) 2021

⁶ Insurances would include (but not necessarily be confined to) those for public liability, trustee indemnity, employers' liability and professional indemnity

<p>systems and procedures designed, approved and operational including measures for:</p> <ul style="list-style-type: none"> - annual determination of (incremental) staff levels over first 5 year period - prioritisation of transfers from <i>pro bono</i> to paid staff based on anticipated funding <ul style="list-style-type: none"> o Job descriptions prepared for all personnel (inc. Trustees, the CEO and other ExCo members, members of the High-level board of Advisers, and staff). o A Guide to ‘Good Governance for Recruitment and Succession Planning’ agreed and operationalised. o Contract templates prepared and appropriate contracts signed o Future recruitment needs assessed (depending on funding and contracts), prioritising positions of e.g. Chief Executive / Administrator, financial administrator plus other executive appointments <p>Success: increase in staffing commensurate with contracts for services, and grant and philanthropic donations</p> <p>Measurement: 1st year ‘Actuals’ within +/- 10% of Budget⁷</p> <p style="text-align: center;">The wider membership</p> <ul style="list-style-type: none"> o Fee structure for wider membership - Fellows, Members, Associate Members, Student Members - agreed by Trustee Board o Vetting / processing team established o Initial advertising for wider membership launched o Applications continually assessed: approvals leading to wider membership and evolution of Think Tank o Review of systems and procedures for: <ul style="list-style-type: none"> - advertising 	<p>levels commensurate with anticipated tasking and funding both for UK and overseas contracts / requirements</p> <ul style="list-style-type: none"> o Core to above: a full time CEO/COO recruited and a minimum of 3 administrative staff (admin, finance and HR) in place. o Primary executives paid on a part time, or full time basis, depending on finances and contract <p>Success:</p> <ul style="list-style-type: none"> o A contracted CEO (paid / no longer <i>pro bono</i>), a minimum of 3 administrative staff (admin, finance and HR) and others (e.g. for IT and social media) in place commensurate with contracts for services, and grant and philanthropic donations o Primary executives paid on a part time, or full time basis, depending on finances and contracts <p>Measurement: quantitative and qualitative analysis of staffing levels against proposed annual and long term plans. Year 5 ‘Actuals’ within +/- 10% of Budget</p> <p style="text-align: center;">The wider membership</p> <ul style="list-style-type: none"> o Membership applications continue to be successfully processed o Year 5 review undertaken of: <ul style="list-style-type: none"> - applicant quality, quantity and diversity in relation to the CSIG’s proposed services to potential beneficiaries / international requirements / future global commitments - membership expansion opportunities (esp. relating to potential new fee earning initiatives and grant funding) and constraints - requirement for further and/or revised membership categories 	<p>levels commensurate with anticipated tasking and funding both for UK and overseas contracts / requirements</p> <p>Success:</p> <ul style="list-style-type: none"> o Staffing levels increased to successfully support full range of Think Tank, Education and Training, and Office functions (inc. HR, finance, media, research tasks). All commensurate with contracts for services, and grant and philanthropic donations. o Personnel for dedicated report writing and publication inputs contracted as and when required. o All executives in paid employment on a full time (or as required) basis <p>Measurement: quantitative and qualitative analysis of staffing levels against proposed annual and long term plans. Year 10 ‘Actuals’ within +/- 10% of Budget</p> <p style="text-align: center;">The wider membership</p> <ul style="list-style-type: none"> o Membership applications continue to be successfully processed o Year 10 review undertaken of: <ul style="list-style-type: none"> o applicant quality, quantity and diversity in relation to the CSIG’s proposed services to potential beneficiaries / international requirements / future global commitments o membership expansion opportunities (esp. relating to potential new fee earning initiatives and grant funding) and constraints o requirement for further and/or revised membership categories o fee structure
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⁷ Quantitative and qualitative analysis of staffing levels against proposed annual and long term plans will be undertaken every year to measure progress

<ul style="list-style-type: none"> - categorisation of applicants - application processing, and - revenue generation <p>undertaken quarterly</p> <ul style="list-style-type: none"> o Success: wider membership search and processing placed on firm footing o Measurement: wider membership numbers 80 by end of first year 	<ul style="list-style-type: none"> - fee structure <p>and successfully used to inform continuing wider membership evolution strategy</p> <ul style="list-style-type: none"> o Vigorous recruitment of membership (all categories) continues, conditional on Review results <p>Success:</p> <ul style="list-style-type: none"> o End Year 1 Review results used to underpin the CSIG’s strategy for current 5 years and regularly reviewed in the period (especially balancing UK and international applications and approvals). o Wider membership and search processing becomes firmly established and applications increase <p>Measurement:</p> <ul style="list-style-type: none"> o wider membership increases annually, reaching 360 by end year 5. 	<p>and successfully used to inform continuing wider membership evolution strategy</p> <ul style="list-style-type: none"> o Vigorous recruitment of membership (all categories) continues, conditional on Review results <p>Success:</p> <ul style="list-style-type: none"> o End Year 5 Review results used to underpin the CSIG’s strategy for current 5 years and regularly reviewed in the period (especially balancing UK and international applications and approvals). o Continued positive recruitment in quality, quantity and diversity, especially international candidates <p>Measurement:</p> <ul style="list-style-type: none"> o CSIG’s wider membership increases annually, reaching 800 by end year 10.
<p style="text-align: center;">Collaboration to support SDG16 and peacebuilding endeavour</p> <ul style="list-style-type: none"> o Organisations (academic / research, CSOs, business and other relevant bodies) identified with the view to initially creating Alliances, and in the longer-term partnerships with the potential for the creation of regional Hubs⁸ o Due diligence commenced on one or two such bodies⁹ o Collaboration on teaching and colloquia programmes addressing state fragility and peace building commences with the Global Peace and Security Centre, Monash University o Collaboration agreed / commenced with one or more of the following through: <ul style="list-style-type: none"> - Collaborative agreement reached with the UN SDG16 Hub, Jimmy and Rosalynn Carter 	<p style="text-align: center;">Collaboration to support SDG16 and peacebuilding endeavour</p> <ul style="list-style-type: none"> o MoU signed and collaboration commenced on teaching, colloquia and/or research programmes with the UN SDG16 Hub, Jimmy and Rosalynn Carter School for Peace and Conflict o Collaboration commenced on teaching and colloquia programmes for SDG 16 overlap areas with the UN SDG11 Hub, De Montfort University o Collaboration on teaching and colloquia programmes addressing state fragility and peace building continues successfully with the Global Peace and Security Centre, Monash University o CSIG successfully collaborate with the CSDG, Gambia in support of their SDG16 work o CSIG successfully collaborate with A4ID in a project in an African state to deliver effective, 	<p style="text-align: center;">Collaboration to support SDG16 and peacebuilding endeavour</p> <ul style="list-style-type: none"> o Collaboration on teaching, colloquia and/or research programmes continues successfully with the UN SDG16 Hub, Jimmy and Rosalynn Carter School for Peace and Conflict o Collaboration on teaching and colloquia programmes for SDG 16 overlap areas continues successfully with the SDG11 Hub, De Montfort University o Collaboration on teaching and colloquia programmes addressing state fragility and peace building continues successfully and limited project work commences with the Global Peace and Security Centre, Monash University o Collaborative work with CSDG expands,

⁸ Hub options will be either CSIG stand alone, or joint / collaborative ventures (with 2 or more organisations). Initially, the CSIG will focus on collaborative ventures.

⁹ Initially, a number of potential partner organisations will be appraised taking into consideration such factors as: shared outlook and values, support for human rights / SDG16, fragility, potential for financing, task/contract potential, global or regional status. Attractive potential partners will then be selected for due diligence and further investigation.

<p>School for Peace and Conflict, George Mason University, N. Virginia, USA. <i>(n.b. agreement to run pilot initiative reached 01/12/25)</i></p> <ul style="list-style-type: none"> - Memorandum of Understanding (MoU) agreed and signed with the UN SDG11 Hub, De Montfort University (DMU), UK, to support SDG16 over-lap areas. [Until the UN changed SDG Chairs, the SDG16 Chair was held by the DMU] <i>(n.b. MoU signed 05/11/25)</i> - MoU signed with the Centre for Sustainable Development and Governance (CSDG)¹⁰, The Gambia, to support their SDG16 related work. - ‘Development Partner’ status gained with Advocates for International Development (A4ID)¹¹ - Agreement reached with Exeter University to take ‘placement’ students from their MA Course in Conflict, Security and Development. Students provide research inputs on an agreed topic and are mentored in return <i>(n.b. so far, three placement students have assisted the CSIG)</i> ○ Appraisal of the conditions, modalities and procedures for ‘participatory status’ in the Council of Europe’s (CoE’s) International NGO Network and, in turn, the benefits of the CSIG’s alignment ○ Appraisal of building collaborative ties with donor agencies including UN SDG Hubs and UN SDG Leadership Laboratories with the view to supporting VNRs and the UN’s HLPF (see under ‘External Governance Endeavour’ above) ○ Implementing CSIG’s MarrComms Strategy¹² 	<p>accountable, and inclusive institutions, that protect human rights</p> <ul style="list-style-type: none"> ○ Alliances successfully created with selected CSOs and possibly another academic institution ○ Investigation of the potential for a joint or stand-alone hub with one or more of the organisations with whom an alliance has been created ○ CSIG successfully work with a UN SDG Leadership Laboratory to support VNR delivery and the UN’s HLPF ○ Dialogue with major foundations (and similar) continues and results in the sharing of data, research, academic papers and speakers ○ Having joined the CoE INGO Network, collaboration commenced with selected INGOs ○ On the basis of successful placements, discussions with the University lead to an MoU to enabling joint research and training ○ Success: ○ Successful collaboration with one or more alliance organisations leads to discussions on the potential to create a (joint and/or stand-alone) hub ○ National and international collaboration expands leading to increased demand for CSIG services ○ Measurement: ○ McKinsey M&E methodology (as described above) undertaken by independent, external expert 	<p>assisting Gambian CSOs and the Government of Gambia</p> <ul style="list-style-type: none"> ○ Further successful work undertaken with A4ID in support of effective, accountable and inclusive institutions, including in one or more fragile and conflict affected state ○ Key alliances mature into the establishment of fully operational (joint and/or stand-alone) Hubs ○ Expansion of additional hubs under consideration¹³ ○ Collaboration continues successfully with CoE INGOs, including by supporting democracy on a pan-European basis ○ Collaboration with Exeter University continues successfully ○ Success: ○ Two (possibly three) joint and/or standalone regional Hubs established globally and functioning with long term potential ○ At least one Hub (by year 10) seen as, and utilized as, a go to facility by established educational and governmental, national and international institutions, and CSOs ○ National and international collaboration expands leading to increased demand for CSIG services. ○ Measurement: ○ McKinsey M&E methodology (as described above) undertaken by independent, external expert
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¹⁰Discussions toward this goal commenced following a visit in November 2022 by the Head of the CSIG’s High-level Board of Advisers to the Gambia and his meeting with the CSDG’s Director (now himself an Adviser on the Board)

¹¹Discussions to this end have already commenced

¹²See: CSIG’s (Illustrative MarrComms Activities by Agency, Purpose and Media Usage), CSIG Business Plan

¹³ Global expansion and consolidation of hubs will continue in subsequent years

<p>dialogue established with the likes of the Asia Foundation, the Global Leadership Foundation, the Civil Society Platform for Peacebuilding and State Building, the World Business Council for Sustainable Development and the Centre for International Cooperation, NY University.</p> <p>Success:</p> <ul style="list-style-type: none"> ○ Collaborative alliances successfully launched leading to provision of fee-earning services <p>Measurement:</p> <ul style="list-style-type: none"> ○ Beneficiary surveys, directed / overseen by the CSIG's Trustee Board 		
<p>External Governance Endeavour to support human rights</p> <ul style="list-style-type: none"> ○ Implementation of range of targeted education and training programmes as detailed below ○ Implementation of a small range of advisory and mentoring services ○ CSIG becomes a signatory to UN Global Compact to assist leaders in meeting its 'Principles', with focus on human rights (Principles 1 and 2), and anti-corruption (Principle 10) <p>Success:</p> <ul style="list-style-type: none"> ○ positive feedback from beneficiaries demonstrating the CSIG's ability to deliver high-quality work, on time <p>Measurement:</p> <ul style="list-style-type: none"> ○ Beneficiary surveys, directed / overseen by the CSIG's Trustee Board 	<p>External Governance Endeavour to support human rights</p> <p>Working with all relevant stakeholders CSIG successfully provides an enlarging range of advisory and mentoring support to private, government and third sectors in such areas as:</p> <ul style="list-style-type: none"> ○ PSR (public sector reform) needs assessment and commencing long term mentoring / cultural change programme for a national government ○ assisting leadership of major multi-national company assess risks, opportunities, and impacts across Global Compact issue areas ○ strengthening / establishment of an Integrity or Anti-Corruption Commission ○ supporting 'Voice' of CSO and/or media organisation(s) in obtaining accountability of government ○ support to the accountability and progress monitoring endeavour of Voluntary National Reviews (VNRs) focusing on governance and ethical leadership to advance human rights, and 	<p>External Governance Endeavour to support human rights</p> <p>Working with all relevant stakeholders CSIG successfully provides a wider and deeper range of advisory and mentoring services (to that described for Year 5). Additional support offered in such areas as:</p> <ul style="list-style-type: none"> ○ fragile state interventions supporting peace building and mediation ○ support to NATO in addressing unethical leadership and corruption in the armed services ○ support to aid harmonisation and donor coordination ○ Supporting joined up thinking and working between international bodies (e.g. the G7 and the UN, HLPF) ○ Implementation of full range of education and training programmes as detailed below <p>Success:</p> <ul style="list-style-type: none"> ○ the CSIG reinforces its international reputation for integrity, truthfulness and thoroughness in

	<p>advising the UN High Level Political Forum (HLPF) accordingly</p> <ul style="list-style-type: none"> ○ Implementation of full range of education and training programmes as detailed below ○ Undertaking research – solely or in conjunction with a partner organisation – to advance human rights <p>Success:</p> <ul style="list-style-type: none"> ○ The CSIG begins to develop an international reputation for integrity, truthfulness and thoroughness in its assistance, through advising the UNHLPF and provision of services to state, private and third sector organisations. ○ Positive feedback from Beneficiaries, some of whom request further assistance <p>Measurement:</p> <ul style="list-style-type: none"> ○ McKinsey M&E methodology (as described above) undertaken by independent, external expert 	<p>its assistance and builds a ‘go to’ reputation</p> <ul style="list-style-type: none"> ○ Positive feedback from Beneficiaries, some of whom request further assistance <p>Measurement:</p> <ul style="list-style-type: none"> ○ McKinsey M&E methodology (as described above) undertaken by independent, external expert
<p style="text-align: center;">Think Tank Services</p> <ul style="list-style-type: none"> ○ Adequate human and financial resources in place to sustain initial Think Tank activities of advocacy, networking, holding conferences, debates and colloquia, research and providing at least one internship ○ Initial debates and conferences held, and colloquia and research plans developed ○ Symbiosis with CSIG’s Training Centre exploited, with Fellows providing / scheduled to provide key inputs into the allied services of education and training, mentoring and advisory work ○ Members of the CSIG’s High-level Board of Advisers contributing to major components of the 	<p style="text-align: center;">Think Tank Services</p> <ul style="list-style-type: none"> ○ Adequate human and financial resources maintained and with sufficient to meet most contingencies ○ Conferences, debates, colloquia, research, networking and advocacy events all being undertaken and fulfilling the CSIG’s Purpose ○ Internationally recognised / respected speakers providing inputs to debates and conferences <p>Success:</p> <ul style="list-style-type: none"> ○ Recognised domestically (within public, private and third sectors, academia and major think tanks) as an important and respected centre for debate on current human rights, fragility and 	<p style="text-align: center;">Think Tank Services</p> <ul style="list-style-type: none"> ○ Adequate human and financial resources continue to be well maintained ○ Conferences, debates, colloquia, research, networking and advocacy events all being undertaken and fulfilling the CSIG’s Purpose ○ Help provided to strengthen the role of overseas think tanks etc. (<i>measurement?</i>) ○ Enlarged group of internationally recognised / respected speakers providing inputs to debates and conferences, and additionally supporting research and other activities <p>Success:</p> <ul style="list-style-type: none"> ○ Evidence based research on human rights,

<p>work of the Think Tank</p> <p>Success:</p> <ul style="list-style-type: none"> ○ Developed thinking and ideas on key current human rights, fragility and resilience issues ○ A coalition of actors (CSIG’s wider membership, associates / collaborating bodies and representatives of academia, government, the third and private sectors) to support such ideas and debate ○ A research programme (designed and started on selected key issues <p>Measurement:</p> <ul style="list-style-type: none"> ○ Internally run survey of members, collaborating partners and beneficiaries 	<p>resilience issues; and, for offering creative and practical solutions to tackle such issues</p> <ul style="list-style-type: none"> ○ Evidence based research on human rights, fragility and resilience issues published in respected journals and debated publicly ○ Authoritative speakers presenting views and counter views on key issues, inviting defence of positions ○ Help provided to strengthen the role of think tanks in one or more Global South countries to enable public debate on important human rights and related issues of the day <p>Measurement:</p> <ul style="list-style-type: none"> ○ McKinsey M&E methodology (as described above) undertaken by independent, external expert 	<p>fragility and resilience issues continues and publications in respected journals increase as too do public debates(measurement?)</p> <ul style="list-style-type: none"> ○ Authoritative speakers continue presenting views and counter views on key issues, inviting defence of positions (measurement?) ○ The CSIG Think Tank gains an international reputation in the provision of its evidence-based research (and services generally) for thoroughness, honesty and integrity, ability to inform critical human rights and related issues of the day, and becomes a ‘go to’ centre for advice on policy and strategy ○ Policy and strategy advice respected and endorsed <p>Measurement:</p> <ul style="list-style-type: none"> ○ McKinsey M&E methodology (as described above) undertaken by independent, external expert
<p>Education / Training and Research</p> <ul style="list-style-type: none"> ○ Free, publicly available, on-line talks and debates provided, focusing on human rights and related fragility and resilience issues; raising awareness and educating; and advancing governance and ethical leadership to advance human rights. ○ Free, miscellaneous talks and experiential training contributions by Advisers and Fellows to the wider CSIG membership and the Global Peace and Security Centre, ○ Range of fee earning education and training initiatives launched including: <ul style="list-style-type: none"> - miscellaneous talks and experiential training contributions to UK university / higher education centres - Colloquia programme(s) planned / designed / maybe launched – in conjunction with an established academic body – in support of 	<p>Education / Training and Research</p> <ul style="list-style-type: none"> ○ An expanded range of free, publicly available, on-line talks and debates are provided, with new speakers and widened collaboration ○ Free talks and seminars for CSIG Members targeted on achieving our Mission (e.g. Human Rights and Anti-Corruption Principles of the UN Global Compact, UNDP’s SDG16 Custodian Indicators¹⁵, ESG risk and related) ○ An expanded range of fee earning education and training initiatives launched including (as year 1, with the addition of): <ul style="list-style-type: none"> - A range of seminar sessions (e.g. on such subjects as mediation, security awareness, leadership skills, human rights and advocacy) - 2 Colloquia p.a. (ave) - 3 short courses (1 per term) p.a. - talks / seminars from CSIG Hubs and other 	<p>Education / Training and Research</p> <ul style="list-style-type: none"> ○ An expanded range of free, publicly available, on-line talks and debates are provided, with new speakers and through widened collaboration ○ An expanded range of free talks and seminars for CSIG Members ○ An expanded range of fee earning education and training initiatives launched ○ Major research project(s) conducted on behalf of one or more major donor <p>Success:</p> <ul style="list-style-type: none"> ○ CSIG education and training demonstrably benefiting wider membership and external beneficiaries ○ Education, training and research skills of CSIG’s wider membership sought by external academic, research and funding institutions

<p>Master's and/or PhD students</p> <ul style="list-style-type: none"> - Short course designed, certified (professionally and/or academically) and ready to run focusing on the advancement of human rights through good governance and ethical leadership <ul style="list-style-type: none"> o Appraisal of key training needs of CSOs to strengthen their efforts to address SDG16+¹⁴ <p>Success:</p> <ul style="list-style-type: none"> o The general public with raised awareness of how they might gain resilience to abuse of human rights o Awareness of the CSIG's purpose and potential o Initial income obtained o Basis provided to enable launch of major NGO training programme(s) <p>Measurement:</p> <ul style="list-style-type: none"> o Internally run survey of members, collaborating partners and beneficiaries 	<ul style="list-style-type: none"> approved collaborators - state, business and third sector case studies - Training of Trainers (ToT) programmes implemented - talks at regional and international centres (e.g. Barcelona International Peace Centre) <ul style="list-style-type: none"> o The wider Membership leading and providing inputs to the education and training programme (inc. talks, debates, seminars and colloquia) and building a research programme o Research collaboration with major university <p>Success:</p> <ul style="list-style-type: none"> o CSIG education and training demonstrably benefiting wider membership and external beneficiaries <p>Measurement:</p> <ul style="list-style-type: none"> o McKinsey M&E methodology (as described above) undertaken by independent, external expert 	<ul style="list-style-type: none"> o Programmes start gaining international recognition <p>Measurement:</p> <ul style="list-style-type: none"> o McKinsey M&E methodology (as described above) undertaken by independent, external expert
<p style="text-align: center;">Profile</p> <p>Low but growing profile based upon:</p> <ul style="list-style-type: none"> o skills and experience of members of the High-level Board of Advisers , ExCo and Trustees o growing number of the CSIG's wider membership o collaborative arrangements referenced above o modest number of services provided, and beneficiaries reached <p>Success;</p> <ul style="list-style-type: none"> o feedback from collaborators and wider membership o numbers of talks, debates, conferences and courses held o agreements reached <p>Measurement:</p>	<p style="text-align: center;">Profile</p> <p>Medium profile domestically and growing internationally, through all means shown for Year 1, plus:</p> <ul style="list-style-type: none"> o published papers in respected journals o conferences, blogs and broadcasts on major national and international human rights, fragility and resilience issues o collaborative linkages o support to VNRs and the UN's HLPF o strong marketing and communications o respected education programmes o evidence based research o appointment of new members of the High-level Advisory Board and Trustee Board bringing further 	<p style="text-align: center;">Profile</p> <p>High profile domestically and internationally through all means shown for Year 5, plus:</p> <ul style="list-style-type: none"> o work supporting human rights and peace building in fragile states o Honorary President appointed <p>Success;</p> <ul style="list-style-type: none"> o Appointment of dignitary as Honorary President o Positive feedback from collaborators and wider membership o Support to human rights and peace building in fragile states obtains recognition from national, regional and/or international bodies o Increased numbers of talks, debates, conferences and courses held

¹⁴ N.B. The CSO Rome Declaration on SDG 16+ (May 2019) highlighted the need to Improve capacity building for civil society to address gaps around data collection, monitoring and spotlight reporting on SDG16, awareness raising, and inclusion in national VNR, public policy, and budgeting processes. There is the requirement for re-appraisal in order to guide CSIG's proposed assistance programme(s).

¹⁵ These indicators (16.3, 16.6 and 16.7) focus on the core functions of a functioning democratic state

<ul style="list-style-type: none"> Internally run survey of members, collaborating partners and beneficiaries 	<p>strong technical and geographic experience and skills, and associated kudos and networks</p> <p>Success;</p> <ul style="list-style-type: none"> feedback from collaborators and wider membership numbers of talks, debates, conferences and courses held agreements reached <p>Measurement:</p> <ul style="list-style-type: none"> McKinsey M&E methodology (as described above) undertaken by independent, external expert 	<ul style="list-style-type: none"> further collaborative agreements reached <p>Measurement:</p> <ul style="list-style-type: none"> McKinsey M&E methodology (as described above) undertaken by independent, external expert
Finance & Financing	Finance & Financing	Finance & Financing
Recruit volunteer fundraiser to develop fundraising strategy and make initial approaches to potential grantees	Permanent, paid fund raiser / business developer recruited	
<p>Formulate income mix goals to exploit CSIG's 'social enterprise' status considering i.a.:</p> <ul style="list-style-type: none"> fee earning capital, core (running cost) and project grants <p>ring fenced for specific services (e.g. <i>pro bono</i> training)</p>	Fund raising strategy review – undertaken annually and balancing income mix goals – introduces alternative / innovative ways to raise funds (e.g. legacy giving, online advertising, celebrity promotions)	Fund raising strategy is successfully continued with
<p>Formulate and prioritise potential grantee listing including:</p> <ul style="list-style-type: none"> Foundations Donor agencies Philanthropists <p>Private donors</p>	Major thrust pursued to win grants from prioritised potential sources, ensuring in so doing that opportunity cost (e.g. risk to on-going projects) is stringently reviewed and kept to absolute minimum	Pursuit of grants continues successfully
Design corporate partnerships programme, with view to early agreement with at least one organisation	Further corporate partnerships pursued, subject to resource availability and market conditions	Further corporate partnerships pursued, subject to resource availability and market conditions
Design and submit operational grant proposals (inc. ring fenced)	Submission of operational grant proposals continues with increased success	Submission of operational grant proposals continues with increased success
Due diligence processes designed and	Reports to trustees, stakeholders and the	Reports to trustees, stakeholders and the

installed for delivery control, transparency and traceability	public are produced and circulated (at least) annually	public are produced and circulated (at least) annually
Success	Success	Success
First corporate partnership obtained	Limited expansion - including rental of permanent office and increased staffing – is supported by maintenance of appropriate income mix,	Increased fee-earning and successful fund raising strategy enables further expansion
Small grants won supporting capital and recurrent costs	Ring fenced grants won to provide <i>pro bono</i> education, training and mentoring services	Further ring-fenced grants won, now enabling <i>pro bono</i> assistance in fragile states and peace building
Fee-earning services – training, advisory, mentoring and research – planned and where possible launched	Fee-earning services generate small surplus enabling the provision of wider range of <i>pro bono</i> services	Fee-earning services generate enlarged surplus enabling the provision of wider range of <i>pro bono</i> services
Measurement	Measurement	Measurement
Internally run survey of members, collaborating partners and beneficiaries	McKinsey M&E methodology (as described above) undertaken by independent, external expert	McKinsey M&E methodology (as described above) undertaken by independent, external expert
Net Income / P&L (£ Sterling)		
-840	523,300	2,371,000
Balance Sheet (£ Sterling)		
-860	225,000	1,240,000
<i>N.B. All the above figures are currently under review</i>		

UN OHCHR Alignment

The CSIG will align its work with the UN OHCHR's (Office of the High Commissioner for Human Rights) framework connecting good governance and human rights through four key areas: democratic institutions, public service delivery, anti-corruption, and the rule of law. These will be CSIG's thematic focus areas for advising, training, and capacity-building, with particular emphasis on supporting leadership and governance aligned with UN SDG16 and SDG17 targets and the human rights and anti-corruption Principles of the UN Global Compact.

Democratic Institutions

The CSIG will support developing effective, accountable, and transparent institutions [SDG 16.6] and promote responsive, inclusive, and representative decision-making [SDG 16.7]. To this end, it will focus on ethical leadership, organizational change, governance systems, and advising on e-democracy.

Public Service Delivery

The CSIG will work to strengthen national institutions and build capacity [SDG 16a] by advising on joined-up government, human resource management, change management, procurement transparency, stakeholder engagement, monitoring and evaluation systems, balancing societal demands, and amplifying civic and media voices. It will also enhance policy coherence for sustainable development [SDG 17.14] by supporting sustainability planning, human security, aid policy and management, and engagement with Voluntary National Reviews [VNRs] and the UN High-Level Political Forum (HLPF).

Anti-Corruption

The CSIG aims to counter and reduce corruption and bribery [SDG 16.5] by addressing various forms of corruption, including petty, grand, systemic, and political, as well as strategic and transnational crimes like money laundering. It will work to address illicit economies, kleptocracy, misuse of aid, and security service malpractice, and to support free and fair elections, integrity in public life, watchdog institutions, and whistle-blowers.

Rule of Law

The CSIG will promote non-discriminatory laws and policies for sustainable development [SDG 16b] by advising on rule of law policies, resource prioritization, instrument specification, framework drafting, institutional capacity building, and effective implementation. It will support human rights norms, integrity in justice systems, gender equality, non-discrimination, and building trust in legal proceedings.