



ANNUAL WORKPLAN 2018-2019



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Acronyms

ACB	Association Capacity Building
ACOBOL	Asociación de Concejalas de Bolivia
ACVN	Association of Cities of Vietnam
AMBF	Association des municipalités du Burkina Faso
AMDECO	Asociación de Gobiernos Autónomos Municipales de Cochabamba
AMDECRUZ	Asociación de Municipios de Santa Cruz
AMM	Association des municipalités du Mali
AMUNIC	Asociación de Municipios de Nicaragua
AWP	Annual Workplan
BARE	Business Attraction, Retention, and Expansion
BD	Business Development
BSC	Business Service Centre
CA	Contribution Agreement
CAD	Canadian Dollar
CAM	Carrera Administrative Municipal (Nicaragua)
CB	Capacity Building
CBA	Community-Based Approach to Local Development
CBP	Cape Breton Partnership
CEA	Canadian Executing Agency
CEBEM	Centro Boliviano de Estudios Multidisciplinarios
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CETI	Couloir économique transfrontalier inclusif de la région de Sikasso (Mali)
CIB	Capacity and Institution Building Working Group
COP	Community of Practice
COSUDE	Swiss Agency for Development and Cooperation
DETEG	Territorial Economic Development with Gender Equality (Bolivia)
DG	Democratic Governance
EEIF	Enabling Environment Innovation Fund
ES	Environment Sustainability

FAM-Bolivia	Federación de Asociaciones Municipales de Bolivia
FCM	Federation of Canadian Municipalities
FCMI	FCM International (Department)
GAC	Global Affairs Canada (Government of Canada)
GBA+	Gender-Based Analysis +
GE	Gender Equality
GMAP	Global Market Action Plan
GS	Governance Strategy
HR	Human Resources
IFI	International Financial Institutions
IM	Information Management
INFOCAL	Instituto de Formación y Capacitación Laboral
INIFOM	Instituto Nicaragüense de Fomento Municipal
KM	Knowledge Management
KMS	Knowledge Management Strategy
LED	Local Economic Development
LG	Local Government
LGA	Local Government Association
LIF	Local Innovation Fund
LM	Logic Model
M&E	Monitoring and Evaluation
MNL	Municipalities Newfoundland and Labrador
MPED	Municipal Partners for Economic Development
MSME	Micro, Small and Medium-sized Enterprises
NLC	National League of Local Councils of the Kingdom of Cambodia
NGO	Non-Governmental Organization
NPC	National Project Coordinator
PAC	Project Advisory Committees
PIP	Project Implementation Plan
PMF	Performance Measurement Framework
PMI-LED	Partnerships for Municipal Innovation – Local Economic Development
PNG	Politique nationale genre (Mali)

PRF	Performance Reporting Framework
RBM	Results Based Management
RED	Regional Economic Development
RPC	Regional Project Coordinators
RIFCAM	Red Interinstitucional de Formación y Capacitación Autonómica Municipal
SAM	Sistema Asociativo Municipal (Bolivia)
SCIR	Standing Committee on International Relations (FCM)
SCRD	Sunshine Coast Regional District
SDEL	Service de développement économique local
SDG	Sustainable Development Goals
SEG	Sustainable Economic Growth
SME	Small and Medium Enterprises
SUMA	Saskatchewan Urban Municipalities Association
TA	Technical Assistance
TIC	Tecnologías de la Información y la Comunicación
TORS	Terms of Reference
TOT	Training of Trainers
UCLG	United Cities and Local Governments
UEMOA	Union Économique et Monétaire Ouest Africaine
UN	United Nations
UNDP	United Nations Development Project
UVICOCI	Union des Villes et Communes de Côte d’Ivoire
WBS	Work Breakdown Structure

Executive Summary

The Partnerships for Municipal Innovation in Local Economic Development Project (PMI-LED) seeks to increase sustainable economic growth at the local level by strengthening the capacity of municipal governments in Bolivia, Nicaragua, Mali, Burkina Faso, Ivory Coast, Vietnam, and Cambodia. With funding from Global Affairs Canada (GAC) (\$19,308,000 CAD) and in-kind contributions from Canadian municipalities (\$5,179,073 CAD), this five-year program is delivered by FCM in cooperation with local government associations in each of the seven partner countries.

PMI-LED is entering into its third year of implementation. With a proposed budget of **\$5,658,111 CAD**, which includes an in-kind contribution estimated at **\$990,231 CAD**, FCM and its partners in Canada and overseas are committed to delivering an ambitious yet achievable program this year. The foundations are in place and the partners are ready to achieve concrete results within their municipalities and municipal associations so that more inclusive LED and trade is happening on the ground.

In **Bolivia**, the program is working quickly to orient newly appointed members of Federación de Asociaciones Municipales de Bolivia (FAM) and Asociación de Concejalas de Bolivia's (ACOBOL) Board of Directors on program goals and activities. Both associations will undertake a needs assessment and develop a training plan for local governments to improve mechanisms and support for increased revenue generation and municipal tax collection. Municipal partners will work with their Canadian counterparts to finalize their local project plans and will begin to implement their projects.

Although the start up of the program in **Nicaragua** was delayed, 2017-2018 ended with all of the necessary preparatory work in place to enable the Canadian and Nicaraguan partners to hit the ground running in 2018-2019. This year, the program will work to simplify processes and create strong, productive partnerships. The regional office will continue to lead a coordination group with other Canadian funded organizations, and test the placement of skilled CUSO economic development cooperants in PMI-LED local level projects, as well as coordination of activities with the Swiss Cooperation (COSUDE), also working in Jinotega. However, it is important to note that since completion of this Annual Work Plan 2018-19, political unrest suddenly turned violent in early April when student demonstrators were brutally killed by police. Many students were injured and the violence continued. Despite attempts at reconciliation, the situation has continued to worsen in April-May and PMI-LED project activities in the country were forced to go on hold, including planned Nicaraguan missions to Canada. Although this Work Plan for Nicaragua and corresponding budget have not been revised, this step will be necessary after an assessment of the political situation in the country and the program's ability to achieve its results. This will be done in consultation with GAC and is targeted to be undertaken in the next two months.

In **Mali**, the program will formalize the *Services de développement économique local* (SDEL) as fully-functional economic development departments, and advance the knowledge and capacity of staff to provide assistance to job seekers, entrepreneurs and economic operators in the informal and social economy. The Association of Municipalities of Mali (AMM) will work with program partner communities in Mali, Burkina Faso and Ivory Coast on several joint activities, allowing them to apply the concept of regional economic development towards the long-envisioned trans-border economic corridor. Canadian partners will provide training and support to the SDEL by delivering technical training on business attraction, retention and expansion. Economic actors in all three countries have expressed similar needs, and each LGA partner will undertake a workshop to increase the understanding of community commerce-related legislation within the Union Économique et Monétaire Ouest Africaine (UEMOA). However, because of the ongoing security risk in both Mali and Burkina Faso and the associated GAC travel bans, partners will continue to meet in Canada or in the Ivory Coast.

After capturing a wealth of ideas on inclusive economic development and support models for employment assistance and entrepreneurship from their Canadian partners in Year 2, the SDEL from Manga and its replication community of Bama, **Burkina Faso**, will be implementing new initiatives within their communities with the assistance of PMI-LED. These activities will include the organization of engagement awareness activities such as organising debate-style panel discussions on local economic development challenges and opportunities involving women and with youth; implementing a system to orient potential internship seekers to opportunities for placement; developing and making accessible a database of available training activities; and establishing a framework for promoting the economic importance of women and youth in the informal, social and green economies. Equipping the SDELs with effective tools to assist entrepreneurs will include training of women and youth in entrepreneurship skills that will allow for real-world experience to be infused in the training. The SDELs in Bobo-Dioulasso and Banfora, similar to their counterparts in the other two African counties, will be developing a trade promotion strategy to guide their involvement in assisting local economic actors participate in national and international events and on the organization of promotional events with the support of Canadian partners.

In addition to hosting program activities for its PMI-LED neighbours, partners in **Ivory Coast** will continue to build the capacity of the local SDEL to deliver services to job seekers and entrepreneurs. Several training modules (job seeking technologies, simplified business planning, simplified accounting, etc.) will be added to the services offered by the SDEL, along with the development of a coaching system that will further support entrepreneurs through their business journey. The commune of Ferkessédougou will complete a business incubator feasibility and viability study of its economic zone to evaluate the potential for further opportunities to support local businesses.

In **Vietnam**, the Association of Cities of Vietnam (ACVN) will design and implement an operational and financial sustainability plan for its new training centre. The demonstration project in Cao Lanh and Can Tho is now in full swing, and partners will work to develop a regional agricultural plan and new services to respond to the needs of the business community within their respective municipalities. Canadian partners will also work with their Vietnamese counterparts to jointly assess and leverage local knowledge and experience in the area of trade to design and deliver new services for the benefit of the agricultural sector of focus for the regional plan.

The **Cambodia** National League of Councils (NLC) will apply new approaches this year to the organisation and delivery of LED training, including testing a new training methodology aimed at providing more effective post-training support to participants. NLC will also explore relationships with NGOs and multilateral organisations in order to leverage existing LED and related resources, including those aimed at increasing the capacity of women elected officials. Serei Sophoan, Battambang, Poipet and Bantey Menchey will receive support from Canadian partners to establish an inter-municipal coordination body that will work together on the development and implementation of a regional agricultural strategy. The relationships created through this coordination body will also help to leverage knowledge and best practices in the provision of services to local businesses which is also a priority for all four of the Cambodian project partners.

A highlight for PMI-LED this current year, across all partner countries, will be the roll-out of the Innovation Fund to be implemented as two: - the Local Innovation Fund (LIF) and the Enabling Environment Innovation Fund (EEIF). With two application rounds planned in 2018-2019, it is anticipated that at least two successful projects will be implemented in each country.

Activities in **Canada** for the 18 municipal and municipal association partners involved in the program continue to support front-line volunteer technical experts and elected officials as they increase their awareness and ownership of their projects. In-kind hours are expected to multiply this year as municipal experts reach full speed in their provision of capacity building support to partners overseas as well as the

necessary preparatory work in Canada. Several tools will be developed to assist Canadian champions to deliver on their commitments as identified in their Canadian Municipal Engagement Plans, and to share these experiences with each other. A training will take place in Ottawa in November to build the skills of elected officials to share their involvement in PMI-LED with their community.

At the **regional and international** levels, PMI-LED will work with partners to align the program with Agenda 2030, specifically the Sustainable Development Goals (SDGs) on gender equality, economic growth, sustainable cities, strong institutions and partnerships. Workshops facilitated by the Regional Program Coordinators (RPCs) will develop plans to integrate the SDGs into national development plans, including in supporting ACVN and AMM to contribute to the Voluntary National Reviews of their countries. PMI-LED partners from local governments and their associations around the world will meet on several occasions to reinforce the role of local and regional governments in economic growth, including the Women's Forum during the Commonwealth Heads of Government Meetings, the Commonwealth People's Forum, the Global Social Economic Forum, the UN Commission on the Status of Women, and other events organized by international municipal networks. There they will exchange best practices and identify opportunities for collaboration; providing direction to multilateral organizations and national governments on the role of local governments in creating an enabling environment for LED.

A midterm internal review (MIR) of the program as a whole has been planned for Quarter 3. This will be an important milestone marking insights and lessons at the mid-way point of program implementation. Findings and recommendations will be presented to the GPG and fed into the work planning process for Year 4. The team's ongoing monitoring, reporting and learning process will be supported by qualitative stories gathered by staff and by two Canadian volunteers conducting "looking back" case studies.

This year, the Innovation Fund will be launched in the 7 countries. The Fund is implemented in two sub-funds: one that targets local initiatives and a second, smaller fund that supports the enabling environment. The full details of the Innovation Fund is presented in Appendix 8. One additional staff person in Ottawa will be hired to administer the Innovation Fund and ensure the planned processes are efficiently established and tools developed and shared across the three regions. At the country-level local, innovation fund project assistants will be engaged to facilitate the many details related to Fund administration.

This year too, the PMI-LED Global Partners Group (GPG) which is the steering committee for PMI-LED overall, will hold its second meeting to be held in Ottawa in February 2019 to review performance and provide recommendations for improvements. National Project Advisory Committees (PACs), will also be held in the seven countries to review country-progress, discuss and strategize how to address challenges, and to review the next year's work plan.

Project description

PMI-LED seeks to increase sustainable economic growth at the local level by strengthening the capacity of municipal governments in Bolivia, Nicaragua, Mali, Burkina Faso, Ivory Coast, Vietnam, and Cambodia. This \$24.5M Can. project is delivered by FCM in cooperation with its partner local government associations (LGAs). Based on key local economic development (LED) gaps and opportunities identified by the target beneficiary countries, the project introduces and reinforces innovative approaches such as city branding, marketing for trade and investment attraction, business support centres and economic empowerment projects for poor and marginalized women and youth. The PMI-LED project follows and is built on the experience and the lessons learned from FCM's predecessor partnership project, the "Municipal Partners for Economic Development" project (MPED) that successfully built foundations for LED municipal partners in 6 of the 7 countries selected for PMI-LED. PMI-LED is a five-year local government capacity

strengthening project conceived in two stages; a six-month inception phase to prepare the Program Implementation Plan and the 4.5-year implementation stage that became fully operational in January 2017.

Overview of the document

For each year of PMI-LED, program staff and stakeholders develop an Annual Workplan (AWP) that provides the details of how the activities and strategies included in the project implementation plan will be carried out in the upcoming fiscal year in partnering countries, as well as the estimated budget to conduct the activities. The AWP sets out activities according to the program's Logic Model and Work Breakdown Structure (see Appendix 1) and defines the outcome and output results to be achieved through the life of the project, along with main sets of activities to be implemented in that year. In PMI-LED, outcomes are organized around five themes: enabling environment, inclusive local economic development, regional development and trade, Canadian engagement and regional and international engagement. Each partner country has selected two themes of focus, in addition to Canadian engagement and regional and international engagement. The structure of the AWP is based on each country's plans for implementing the themes in their country (i.e. by country, then by theme). The document is designed in a way to facilitate the sharing of each country's expected result and detailed activities with Global Affairs Canada field-based staff. This is the program's third AWP, and covers the period from April 1st, 2018 to March 31st, 2019.

Program Reach: Beneficiaries and Intermediaries

In the seven partner countries, PMI-LED will directly benefit local governments (elected officials and staff) and their communities; their local government associations; the private sector and local and regional business communities and institutions; and Canadian municipalities and their communities. Indirectly, PMI-LED will also benefit citizens (especially women and youth) from participating communities, Canadian communities, and private sector networks as well as regional and global municipal organizations such as United Cities and Local Governments (UCLG), AIMF, UCLG-ASPAC, TFO Canada, Equal Voice Canada etc. PMI-LED will update and quantify its direct and indirect beneficiaries in project reports through the collection of data on indicators in the semi-annual partner reports.

Cross-Cutting Themes

Gender equality

PMI-LED's gender equality strategy (see Appendix 5) lists three areas for gender equality that run across all WBS elements; 1) capacity of LGs to address issues related to women's empowerment/gender equality; 2) women's unequal participation in decision-making (elected officials and others); and 3) women entrepreneurs and women-owned businesses. The program planned to conduct gender analyses in Year 1 of the program; many of these are being completed this year as local project plans are finalized and beginning implementation. In addition, several other activities are planned for the coming year which are specifically related to gender equality:

- LAC: In Bolivia, the country and local level gender analysis and action plan will be finalized before the end of June, and activities will be adjusted or integrated into this year's work plan as well. ACOBOL will carry forward several activities with a focus on empowering women this year, including leading a call for good practices in local and territorial economic development that

integrates gender equality. They will also participate in a forum in Ecuador around the development of stronger economic development plans and projects that integrate gender equality throughout. In Nicaragua, AMUNIC has expressed an interest in gender equality training for its staff, and the program is considering the Gender Based Analysis + (GBA+) training materials that the Canadian government has adopted and used to provide information in Spanish to all GAC funded organizations in Managua. A country and local level gender analysis will also be conducted early in the year.

- Africa: Advisory committees were established in Mali in Years 1 and 2 to consult on program local and regional activities; to offer program leadership within and outside of the local government; and to provide guidance in the development of activities and partnerships. These committees will be tasked in Year 3 with ensuring gender remains at the heart of program implementation by incorporating the learnings of the PMI-LED gender analysis and aligning activities with Mali's national gender policy (PNG – Politique Nationale Genre). In Burkina Faso, learnings from the PMI-LED gender analysis will be infused in the development of all of the training modules and systems implementation to ensure gender inclusion and engagement remains at the forefront of the SDEL's LED efforts. The Ivory Coast gender analysis outcomes and recommendations will be interwoven into the activities of the programme, and efforts will continue to ensure that, where gender parity is not possible, at least 30% of participants in any activities of the program are women.
- Asia: NLC will also implement key actions emanating from its gender advocacy strategy and LED policy paper. Two of NLC's working committees will take a leadership role in the implementation of actions, particularly those that aim at strengthening the engagement of NLC members in the organisation's advocacy work. Learnings from the PMI-LED gender analysis will be infused in the development of all of the training modules and systems implementation in both Cambodia and Vietnam to ensure gender inclusion and engagement remains at the forefront of the local level projects.
- Other program areas: At the regional and international levels, PMI-LED will work with partners to align the program with Agenda 2030, specifically the Sustainable Development Goals (SDGs) on gender equality, economic growth, sustainable cities, strong institutions and partnerships. Strategies will be developed to integrate the SDGs into national development plans, including in supporting ACVN and AMM and to contribute to the Voluntary National Reviews of their countries.
- Innovation Fund: The Local Innovation Fund (LIF) supports LGs in their efforts to provide services and programs to MSMEs, entrepreneurs and citizens (the ultimate beneficiaries) that will increase prosperity, strengthen the MSME sector, enhance trade, create employment opportunities (especially for women and youth), prepare disadvantaged women and youth for employment, and improve livelihoods for those working in the informal sector. One third of the LIF is reserved for initiatives that primarily focus on women's economic empowerment.

Environmental sustainability

PMI-LED has committed to follow the environmental requirements of Global Affairs Canada based on the *Agency's Policy for Environmental Sustainability* and the *Canadian Environmental Assessment Act* (CEAA). The purpose of environmental sustainability as a cross cutting theme in PMI-LED is to build the capacity of LGA partners to better manage the interactions between the environment, economic growth, and development by engaging in LED activities that are environmentally sustainable, emphasize good practices, and designing municipal demonstration projects that have a positive impact on the environment.

PMI-LED is primarily a capacity-building initiative, and should not involve direct physical work. The PIP notes that while the various project activities (e.g., LED strategic plans, demonstration projects, workshops, etc.) should not have direct effects on the environment, they will be screened for any potential environmental impacts. By introducing more innovative approaches to economic development, the project is expected to have a positive impact on the environment, for example, by introducing new technology or processes that could reduce energy, water consumption and waste production or by protecting environmental assets on which businesses in the tourism sector depend.

In Year 3, as local project plans are approved and begin implementation, PMI-LED will update and use its Environmental Checklist for each plan. This checklist is a screening/checklist tool developed by FCM to determine, for any given activity, its potential positive or negative effects with respect to environmental sustainability. The tool can be used to enhance its positive effects on the environment, identify what safeguards should be integrated to minimize its negative effects, and determine whether local environmental permits are liable to be required in the future. The checklist will be updated this year and will: a) “flag” any issues of concern that should be addressed; b) improve local project design; c) illustrate if any mitigation measures are needed; d) support monitoring; e) identify how the positive effects of a project can be maximized, thus increasing its attractiveness; f) address the question of environmental regulations; and g) create a lasting record of how environmental issues have been addressed, thus contributing to institutional learning. The checklist will be completed for each project activity by the project partners and in consultation with key local stakeholders. PMI-LED will also consult local stakeholders to consider public concerns about the projects’ potential environmental effects (e.g., community groups, NGOs, government agencies, public institutions, private sector actors), and monitor their satisfaction once the activities are initiated.

Governance

Good local governance is at the centre of this project, and PMI-LED uses Global Affairs Canada’s definition of effective governance as the process by which “the state, individuals, non-state actors and civil society interact to effect change, allocate resources and make decisions.” While the project’s focus is on local economic development, it builds the capacity of local actors, particularly local officials, municipal staff, civil society organisations so they can develop a common vision of the potential opportunities that can be harnessed to provide a better quality of life for citizens and specific marginalized segments of society that are less likely to benefit from a growing economy. Overall, the project promotes and institutionalizes participatory processes which engage citizens, the local business community and civil society to work hand in hand to bring constructive change that address economic needs expressed by the population and will strengthen the voice of all local actors so they can formulate and implement public policies that are in the public interest and also that can give them the opportunity to propose local economic development solutions. For the partner LGAs, the project will strengthen their capacities in member consultation, policy development and regional and international networking. Through the Enabling Environment Innovation Fund (EEIF), skills will be honed in project management.

WBS 1000 ECONOMIC PROSPERITY

BOLIVIA

In February 2018, PMI-LED's association partner Federación de Asociaciones Municipales de Bolivia (FAM-Bolivia) elected a new board of directors and hired a new executive director. The Asociación de Concejales de Bolivia (ACOBOL) also has a newly elected board of directors, but the same executive director remains. The program will work in the early months of the year to bring the new officials quickly up to speed. Briefings on the PMI-LED program and workplan have already taken place with these new officials. FAM-Bolivia also had the opportunity to meet with its Canadian partner, Municipalities Newfoundland and Labrador (MNL), late last fiscal year to define their interests and needs, and to start designing their partnership project.

The workplan at the association level begins with a needs assessment and development of a training plan, including a strategy for the reuse of training modules and tools that have been previously developed. An LED strategic planning experts committee will oversee many of the enabling environment activities. FAM-Bolivia will lead training sessions with local government associations (LGAs) and local governments (LGs) to improve mechanisms and support the increase of revenue generation and municipal tax collection.

A knowledge management system will be established this year, and partners will be trained on the use of an online sharing platform to document project progress, challenges and successes. The country and local-level gender analysis and action plan will be finalized before the end of June, and activities will be adjusted or integrated into this year's workplan. ACOBOL will carry forward several activities with a focus on empowering women this year, including leading a call for good practices in local and territorial economic development that integrates gender equality. It will also participate in a forum in Ecuador around the development of stronger economic development plans and projects that integrate gender equality.

The Program Advisory Committee will meet in May to review the annual workplan and budget, and discuss the Innovation Fund (this meeting had been delayed from 2017-2018 because of changes in leadership). The Innovation Fund will be rolled out in early 2018-2019, and PMI-LED anticipates ending the year with at least three successful projects in the implementation phase.

At the local level, last year's activities in Bolivia focused on planning; this year is about training, and putting the new skills and practices into action. The program aims to promote better dialogue between local governments and community groups representing women and youth. All demonstration project local governments will build their capacity in civic engagement, employment creation and partnerships with the private sector. Training modules to be developed include business start-up projects; business plan development; how to develop a CV; and, simple accounting and marketing for small businesses. Municipal partners will work with their Canadian counterparts to finalize local project plans; they will begin to implement their projects, and will prepare proposals to the Innovation Fund. This signifies a shift in the nature of exchanges – from relationship building to technical (community tourism, skills for young entrepreneurs, etc.). Both projects will explore the improvement or creation of public-private partnerships and/or committees, and will work to increase community awareness of the role local governments' play in creating employment opportunities. PMI-LED will update the checklist and analysis tool for environment screening, and each local project will use it to assess potential impacts and benefits.

Immediate outcome 1100 Enabling Environment: LGAs and LED stakeholders collaboratively create an improved enabling environment that fosters local economic prosperity.

1110 New or improved LED training and coaching services provided to LGA members.

Indicator 1110a: # of LED training materials developed	Program-wide target: By Year 5, 12 new training modules developed. Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 5
Indicator 1110b: # of participant (m/f) who access new training and professional development services	Program-wide target: By Year 5, 5,000 participants have access to new training and professional development services <i>(target to be revised in Year 2 after needs assessments completed in relevant countries)</i> Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 15 <i>(target to be revised after needs assessment is completed)</i>

Expected progress this year:

To gain a better understanding of the training needs of its members, and to support amendments to municipal LED policies, FAM-Bolivia will develop and roll out an LED survey to 11 LGAs and at least 10 local governments. Based on the results of the survey, an LED capacity-building plan will be developed for the association and its members.

A virtual platform and website will support the sharing of information between project participants, as well as the training of members of the municipal associations of Bolivia (Sistema Asociativo Municipal (SAM) and their local government members. Through this platform, four training courses will be delivered on information technology management and communications (Tecnologías de la Información y la Comunicación). The content of these courses will be designed in consultation with the Centro Boliviano de Estudios Multidisciplinarios (CEBEM) and will be used to build capacity, train and support SAM. Four other FCM/PMI-LED LED modules (including or integrating gender equality) will be adapted to the Bolivian context and tested with trainers and local project local government partners. Finally, knowledge gained from the training will be supported through the virtual platform, study visits, on-the-job training, and follow up.

Activity 1. FAM-Bolivia to roll out survey on LED in Bolivia with LGAs and LGs in Q1.

Activity 2. In Q1, FAM-Bolivia will develop an LED training plan, adapt modules and implement train-the-trainers with staff and membership.			
Activity 3. CEBEM will develop an online virtual platform and deliver support to improve IT & communications of LGAs and LG partners. Will start in Q1 and continue throughout the entire year.			
Activity 4. PMI-LED workshops for institutional strengthening and capacity building of LGAs in public administration and LED. (Q2 & Q3)			
Activity 5. FAM-Bolivia will lead training on developing LED strategies (including integrating gender equality) with selected LGs. (Q2-4)			
1120 Municipal and local stakeholders develop strategic plans reflecting community vision and inter-municipal cooperation.			
Indicator 1120a: # of participatory LED strategic planning processes facilitated	Program-wide target: up to 2 participatory strategic planning processes facilitated per country (12 total for PMI) Baseline: TBD	Actual (from midyear Year2): 0	Expected in Year 3: 2
Indicator 1120b: Level of satisfaction among officials and stakeholders (m/f) with LED strategic planning process and tools, process, results and implementation	Program-wide target: 75% of interviewees report high or very high level of satisfaction based on questionnaires administered prior to and after planning processes Baseline: 0	Actual (from midyear Year2): N/A	Expected in Year 3: TBD (questionnaire will be developed, and planning groups surveyed, before starting planning process)
Expected progress this year: LED strategic planning working groups will be established in lead LGs and replicated in others. The working groups will drive strategic planning in LED processes, and LGs whose plans are ready will be supported to apply to the Innovation Fund to implement actions from their plans. At least two participatory strategic LED plans will be developed. Quarterly meetings will be coordinated between SAM members to discuss strategic planning and the implementation of a Training and Research Centre for SAM. Support will be provided for meeting space, photocopying, printing and, if progress is successful, some basic office equipment (a computer, desk and chair).			

Activity 1. Creation and meetings of LED Strategic Planning Experts' Groups in the lead LGs. (Q1)			
Activity 2. FAM-Bolivia will lead discussions on strategic planning for LED and conduct a feasibility study & advance the development of a Training and Research Centre for its members. (Q2 – Q4)			
1130 LGA-led action-research, tools and practices influence LED policy and reform agendas.			
Indicator 1130a: # of multi stakeholder LED policy dialogue events organized	Program-wide target: Starting in Year 2, at least 4 events annually Baseline: 0	Actual (from midyear Year2): 1	Expected in Year 3: 4
Indicator 1130b: # of initiatives undertaken to improve gender issues in LED enabling environment	Program-wide target: By Year 4, at least 1 initiative per country specifically targeting gender issues Baseline: 0	Actual (from midyear Year2): 1	Expected in Year 3: 1
Indicator 1130c: # and type of LED related research / assessments/ documentation leading to policy dialogue	Program-wide target: By Year 4, three LED related research/ assessment/ documentation/action lead to policy dialogue (12 total, 3 per country) Baseline: 0	Actual (from midyear Year2): 2	Expected in Year 3: 2
Expected progress this year: The program will support the development of an action plan on LED policy recommendations and its actions will benefit all 11 LGAs. At least two LGAs, AMDECO and AMDECRUZ, and two LGs, Vinto and Cabezas, will implement activities from the action plan on LED policy recommendations. The program will also support Vinto and Cabezas to incorporate LED into their municipal framework (normative and regulatory). The process to make these changes will be documented to share with other SAM members (i.e. FAM-Bolivia, ACOBOL, AMB, and other LGAs). Meetings will take place between public entities (the Vice Ministry of Autonomies) and private entities (NGOs and foundations working on LED) and from these meetings SAM members will identify opportunities to improve the enabling environment for LED and improve LED policies. At least four LGAs and two LGs will participate in the monitoring and meetings.			

The good practices and innovations from PMI-LED local projects will be captured and documented, and will be used for evidence-based dialogue with partners and other interested stakeholders. Four LGAs and two LGs will contribute to the process of systematization and documentation to feed a knowledge management system and sharing of lessons learned from the projects.			
Activity 1. FAM-Bolivia will develop an action plan on the recommendations for LED policies in Bolivia. (starting in Q1 until Q3)			
Activity 2. FAM-Bolivia, ACOBOL, Vinto and Cabezas will implement an action plan on the recommendations for LED policies in Bolivia. (Q2 & Q4)			
Activity 3. FAM-Bolivia and the program will organize workshops to support Vinto and Cabezas to incorporate LED into their municipal regulatory framework.			
Activity 4. Throughout the year, FAM-Bolivia will lead a process to monitor policies and opportunities to improve the enabling environment for LED in Bolivia.			
Activity 5. Beginning in Q1, CEBEM will lead a consultation process and, continuing throughout the year, will develop communities of practice to manage the knowledge created through the program in Bolivia.			
1140 LGAs demonstrate more effective LED leadership, governance structures and processes.			
Indicator 1140a: # of improvements from the association capacity assessment.	Program-wide target: By Year 5, at least 2 areas of the assessment improved for each relevant association Baseline: TBD	Actual (from midyear Year2): 0	Expected in Year 3: 1
Indicator 1140b: # and type of new or improved services provided to LGA members	Program-wide target: By Year 5, 15 new or improved services offered in all countries <i>-target will be revisited after strategic plans are completed</i> Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 1
Expected progress this year: ACOBOL will lead capacity building for local government actors through its training school. It will develop a timetable on training topics of courses to be delivered this year. ACOBOL will also launch a call for good practices in the area of territorial economic development with gender equality (DETEG) to			

share knowledge and create interest in the topic. Two territorial development policies will be chosen for documentation and sharing.

FAM-Bolivia will conduct three training sessions with LGAs and LGs to improve mechanisms for better municipal management and support the LGs to increase revenue generation and improve the collection of municipal taxes.

MNL and FAM-Bolivia will carry out two technical exchanges this year to develop their project plan and carry out activities related to LGA institutional strengthening in LED and training of trainers in LED. MNL will support FAM-Bolivia and build its capacity to share knowledge with others in the areas of fundraising strategies, the development of public policies on LED, and financial sustainability and autonomy of LGAs.

Activity 1. ACOBOL works with a consultant to promote improvements to governance structures and processes for LED by building the capacity of local governments through its training school. PMI-LED will pay for the consultant support and printing of course materials. (Q2-Q4)

Activity 2. ACOBOL leads on sharing knowledge about DETEG. Workshops with local government staff and elected officials to train on the LED and Gender Guide, and launch of a competition for best practices in LED and gender. (Q2-Q4)

Activity 3. Improve processes and mechanisms, and support LGs to increase revenue generation/improve municipal tax collection (led by FAM-Bolivia). Travel expenses and workshops to provide technical assistance and accompaniment to elected officials. (Q2-Q4)

Activity 4. Technical/political exchange missions – MNL and SAM (Bolivian LGAs will be FAM-Bolivia and its members). (Q2-Q3)

1150 An Innovation Fund supports local LED, trade and investment innovations

Indicator 1150a: # of individual (m/f) and organizations who receive funding	Program-wide target: TBD Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3:
Indicator 1150b: # and % of loan reimbursements by men/women	Target: By Year 5, 80% of loans will be reimbursed. Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 0
Indicator 1150c: # and type of innovations financially supported by men/women	Program-wide target: TBD Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 3

Expected progress this year:

The Innovation Fund will be launched in each country in 2018-2019. All of the mechanisms will be in place to operate the fund and provide grants to local governments, LGAs, and their respective partners. A least three projects will receive funding this year.			
Activity 1. Launch Innovation Fund in Bolivia. Adapt tools and templates to the Bolivian context.			
Activity 2. Management of Fund in Bolivia. Create the review committee and get its input on the Funds. Assign staff support if needed, travel costs, review committee costs.			
Activity 3. Implementation of the Local Innovation Fund (LIF) in Bolivia. Receive concept notes, review, support development of proposals, and implementation and monitoring of selected projects.			
Activity 4. Implementation of the Enabling Environment Innovation Fund (EEIF) in Bolivia. Receive concept notes, review, support development of proposals, and implementation and monitoring of selected projects.			
Immediate outcome 1200 – Inclusive Local Economic Development: Local governments and their local stakeholders promote and facilitate access to decent employment and entrepreneurship opportunities for youth and women.			
1210 New and improved civic engagement and inclusive employment strategies facilitate access to decent jobs for women and youth.			
Indicator 1210a: # and type of engagement of youth and women and business organizations involved in LG employment strategies and activities	Program-wide target: By Year 4, 50% increase in the level of engagement in LG employment strategies and activities by youth, women and business associations. Baseline: TBD	Actual (from midyear Year2): 2	Expected in Year 3: 6 - At least 6 different types of committees, youth councils & strategies initiated to increase level of engagement. Measures will be put in place to gauge changes to level of engagement.
Indicator 1210b: # of women and youth accessing new/improved employment opportunities	Program-wide target: By Year 5, 50% increase in the number of women and youth accessing new/improved employment.	Actual (from midyear Year2): 0	Expected in Year 3: 10 At least 10 women and youth accessing new employment opportunities.

	Baseline: TBD		Measures will be put in place to gauge changes to access to new/improved employment opportunities.
<p>Expected progress this year:</p> <p>The two focus municipalities (Vinto and Cabezas) will create coordination committees to encourage strategic alliances including public-private partnerships. The two committees will oversee the two local projects.</p> <p>Municipal youth councils will involve more youth and women to discuss employability. Support the existing municipal youth council in Cabezas to create a thematic table on youth employment and share experiences to replicate the youth council and thematic table in two other local governments.</p> <p>Vinto and Cabezas will support the participation of six women's associations to participate in three workshops to discuss youth employment. Two municipal policies focused on gender, youth and employment will be developed and submitted to their councils for approval. Two LGs (Vinto and Cabezas) will hold meetings to develop strategies for better citizen participation with a focus on young people, women and entrepreneurs. The LGs will adopt municipal strategies for citizen participation with a focus on youth, women and entrepreneurs.</p> <p>Training and support to youth and women on employability will be developed in the LGs. Four employability workshops will be implemented in two LGs.</p> <p>Technical exchange missions will take place for the local project between Vinto and Timmins. At least two in-person exchanges will take place, as well as monthly support by phone and Internet. The local project plan will be finalized early in the year, and will focus on building skills of young and female entrepreneurs.</p>			
<p>Activity 1. Create coordination committees and strategic (public-private) partnerships in the two focus municipalities. (Q1)</p>			
<p>Activity 2. Organize/support youth councils, increase women's participation in LGs and develop municipal employment strategies through workshops in the LGs of Vinto and Cabezas. Will begin in Q1 and continue through the whole year.</p>			
<p>Activity 3. Vinto and Cabezas (with support from the program) will host debates on municipal policies (gender, youth and employment) that can then be introduced into new or revised public policies. Will begin in Q1 and continue through the whole year.</p>			

Activity 4. The program will support Cabezas and Vinto to develop a citizen engagement strategy for youth, women and entrepreneurs in the municipalities. Workshops will be held to bring citizens and local government together to develop the strategy. (Q2 – Q3)			
Activity 5. The program will conduct research, provide training, and support Vinto and Cabezas to integrate youth, women and entrepreneurs into the labour market. Workshops to define other activities to implement will begin in Q2 and run to the end of the year.			
Activity 6. Two technical exchange missions (Vinto & Timmins). (Q2 & Q4)			
1220 Innovative entrepreneurship strategies and initiatives actively engage women and youth.			
Indicator 1220a: # and description of strategic partnerships created to support women and youth entrepreneurs	Program-wide target: At least 10 new strategic partnerships are created across PMI-LED countries that support women and youth entrepreneurs Baseline: 0	Actual (from midyear Year2): 2	Expected in Year 3: 3
Indicator 1220b: Degree of satisfaction of women and youth entrepreneurs with changes to local business environment in their municipalities	Program-wide target: By Year 4, at least a 50% increase in degree of satisfaction of women and youth entrepreneurs with changes to local business environment in their municipalities. Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 0
Expected progress this year: PMI-LED, with support from the Fundación Trabajo y Empresa (Work and Company Foundation) of Santa Cruz, will develop a program to support entrepreneurship centres/incubators for youth, women and entrepreneurs. At least six enterprises (run by youth and women) will be identified to receive support in Vinto and Cabezas. Vinto and Cabezas create spaces for public-private discussion, and agreements are developed. At least four meetings are held to bring together public and private entities, and allow them to build synergies to promote LED in the two LGs.			

<p>Tools are designed to identify business training and mentoring needs. Two LGs collaborate in the design and implementation of needs assessment tools to better understand the capacity building and training needs of young entrepreneurs. (This will provide the baseline for 1220b).</p> <p>PMI-LED will carry out technical exchange missions for the local project between Cabezas and Truro. At least two in-person exchanges will take place, as well as monthly support by phone and Internet. The local project plan will be finalized early in the year, and will focus on community tourism.</p>			
<p>Activity 1. Through workshops and technical support, create entrepreneurship centres/business incubators for youth, women and entrepreneurs. Begin in Q1 and continue throughout the year.</p>			
<p>Activity 2. Throughout the year, at least 4 meetings take place in Vinto and Cabezas to bring together public and private entities.</p>			
<p>Activity 3. Cabezas and Vinto develop and conduct training needs assessments for business and mentorship support. (Q2)</p>			
<p>Activity 4. Technical exchange missions (Cabezas & Truro). (Q1 & Q3)</p>			
<p>1230 New and improved training and services provided to women and youth engaged in the informal and social economy.</p>			
<p>Indicator 1230a: # of training courses conducted/services provided for women and youth engaged in the informal and social economy</p>	<p>Program-wide target: By Year 4, at least 10 training courses/services provided for women and youth engaged in the informal and social economy.</p> <p>Baseline: 0</p>	<p>Actual (from midyear Year2): 0</p>	<p>Expected in Year 3: 6</p>
<p>Indicator 1230b: # of new and improved mechanisms being piloted collaboratively by LGs and businesses operating in the informal sector</p>	<p>Program-wide target: By Year 4, at least 10 new and improved mechanisms facilitating collaboration between LGs and businesses in the informal sector are being piloted.</p> <p>Baseline: 0</p>	<p>Actual (from midyear Year2): 0</p>	<p>Expected in Year 3: 4</p>

Expected progress this year:

Research will be conducted on the informal economy, its sectors, potential, and the needs of its workers to help both Vinto and Cabezas to gain a better understanding of the scope, potential and needs of their informal economy workers.

Research will also be completed on the social and solidarity economy and on green economy businesses. This will help Vinto and Cabezas to better understand how to support young entrepreneurs to encourage the social benefits of their businesses, and to promote green economy ventures or “greening” of current business practices.

At least four collaboration partnerships between the local governments and businesses operating in the informal sector will be formalized and two dialogue workshops between government and informal businesses will be held in Vinto and Cabezas.

A program of support for social entrepreneurs will be developed, and at least six social enterprises will be selected to benefit from this program.

Activity 1. CEBEM (or a private consultancy firm) will be hired to research the informal economy (who, what, needs assessment, etc.) in Vinto and Cabezas. (Q2 & Q3)

Activity 2. CEBEM (or a private consultancy firm) will research the social and solidarity economies, and green economies of Vinto and Cabezas. (Q1 & Q2)

Activity 3. Establish partnerships and forum for dialogue. (Q2-Q4)

Activity 4. The program will develop a support program for social entrepreneurs. Program and activities to be developed with input and backing from Vinto and Cabezas and their local partners, plus the contribution of the Entrepreneurship Network of Bolivia. (Q2-Q4)

NICARAGUA

PMI-LED in Nicaragua has been slow to get started, as partners had to wait for government approval to move forward with the program. In 2018-2019, the focus will be on finding ways to make up for lost time, including simplifying planning and administrative processes, and creating strong and productive partnerships that work towards shared goals. The one outstanding inception mission will take place early in the year, and all project partners will complete their project plans. All Nicaraguan partners will have a chance in the first six months of the year to visit their Canadian counterparts, and learn about LED practices in Canada.

The Nicaraguan government and all public institutions, including the Asociación de Municipios de Nicaragua (AMUNIC), have adopted a collaborative approach to the PMI-LED program, which has its benefits and challenges. Building partnerships, clarifying roles, and aligning goals and interests takes time; however, projects with solid foundations built on partnerships and collaboration typically have greater impact, and have a greater chance of being sustainable and replicable.

Three methodologies and strategies will be used to move the program forward in Nicaragua this year:

- First, AMUNIC has adopted a *mentorship model*, wherein municipalities that participated in MPED are being considered mentors of the new municipalities involved in PMI-LED.
- Second, the *municipal trades schools* (a collaboration between national government, the private sector and municipal governments) are proving successful in providing opportunities for training and employment to youth and women.
- Third, the model of *in-country tourism* and *travelling municipal fairs* is another collaboration between national and local governments that is building awareness among municipalities about their neighbours' local assets, as well as promoting a sense of pride in both local and national attributes.

A country and local-level gender analysis will be undertaken early in the year. AMUNIC has expressed an interest in gender equality training for its staff, and the program is considering the Gender-Based Analysis + (GBA+) training materials that the Canadian government has adopted and used to provide information in Spanish to all Global Affairs Canada (GAC)-funded organizations in Managua.

The Innovation Fund will roll out this year in Nicaragua, and it is expected that at least three approved projects will have reached their implementation and monitoring phase by the end of this year. A baseline report will be completed to set up local-level indicators that align with the PMI-LED overall performance measurement framework (PMF).

The regional office will continue to lead a coordination group with other Canadian-funded organizations. This year, two potential areas for of coordination include the placement of CUSO cooperants with economic development experience in PMI-LED demonstration project municipalities, and the coordination of activities with a Swiss cooperation agency (COSUDE), which is also working in Jinotega on a territorial economic development project.

Immediate outcome 1100 Enabling Environment: LGAs and LED stakeholders collaboratively create an improved enabling environment that fosters local economic prosperity.

1110 New or improved LED training and coaching services provided to LGA members.

Indicator 1110a: # of LED training materials developed	Program-wide target: By Year 5, 12 new training modules developed. Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 2
Indicator 1110b: # of participant (m/f) who access new training and professional development services	Program-wide target: By Year 5, 5,000 participants have access to new training and professional development services <i>(target to be revised in Year 2 after needs assessments completed in relevant countries)</i> Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 25

Expected progress this year:

PMI-LED training modules: The *ABCs of LED and LED Strategic Planning* will be adapted to the Nicaraguan national context. AMUNIC's public servants will be trained, and then develop their own training plan to pilot modules with the municipalities of Jinotega, Rivas and Totogalpa. LED training workshops will be held for public servants of these local governments and other actors to strengthen their capacities, and the newly acquired LED knowledge will contribute to drive LED in the focus municipalities.

Work sessions will be held between AMUNIC, the Instituto Nicaragüense de Fomento Municipal (INIFOM) and the Carrera Administrativa Municipal (CAM) to discuss and agree on training issues, plan and distribution of actions, since all three organizations work with local governments and provide training. All courses will be developed in consultation with the municipalities who will receive the training.

The program will carry out a gender analysis and propose an action plan to ensure a gender balance for access to project opportunities. Training workshops on how to apply a gender equality framework to the PMI-LED demonstrative projects will take place with the support of a local consultant. Public servants of

AMUNIC and the municipalities where local projects are implemented will have strengthened knowledge on the topic of gender equality.			
Activity 1. AMUNIC will adapt and test two PMI-LED LED training models with AMUNIC staff in June/July.			
Activity 2. AMUNIC will pilot adapted LED training modules in Jinotega, Rivas and Totogalpa in August/September.			
Activity 3. AMUNIC will organize work sessions to build consensus and validate the LED training plan with Jinotega, Rivas & Totogalpa.			
Activity 4. Implement additional LED capacity building with LG public servants in Q3 based on the training needs assessment.			
Activity 5. Carry out gender analysis and hold workshops to increase the knowledge of AMUNIC public servants and local governments on gender equality.			
1120 Municipal and local stakeholders develop strategic plans reflecting community vision and inter-municipal cooperation.			
Indicator 1120a: # of participatory LED strategic planning processes facilitated	Program-wide target: up to 2 participatory strategic planning processes facilitated per country (12 total for PMI) Baseline: TBD	Actual (from midyear Year2): 0	Expected in Year 3: 2
Indicator 1120b: Level of satisfaction among officials and stakeholders (m/f) with LED strategic planning process and tools, process, results and implementation	Program-wide target: 75% of interviewees report high or very high level of satisfaction based on questionnaires administered prior to and after planning processes Baseline: 0	Actual (from midyear Year2): N/A	Expected in Year 3: TBD (questionnaire will be developed, and planning groups surveyed, before starting planning process)
Expected progress this year: PMI-LED will hold working sessions with municipal teams on LED planning, and will reach agreement on the working instruments and methodologies of how to incorporate LED planning into a municipality's existing strategic plans. This year, the municipalities of Jinotega, Rivas and Totogalpa will start to incorporate an LED focus into their existing strategic plans.			

AMUNIC's Economic and Legal Support Unit will visit municipal public servants to support the processes and discussion on viable alternatives to improve municipal revenue collections. As a result, the municipalities of Jinotega, Rivas and Totogalpa will have increased revenue and more sustainable financial processes.			
Activity 1. AMUNIC will work with the municipalities of Jinotega, Rivas and Totogalpa on the design and implementation of methodologies and instruments to incorporate LED into municipal strategic plans.			
Activity 2. AMUNIC will work with the municipalities of Jinotega, Rivas and Totogalpa to develop financial and administrative procedures for sustainable LED projects as well as to increase their municipal revenue.			
1130 LGA-led action-research, tools and practices influence LED policy and reform agendas.			
Indicator 1130a: # of multi stakeholder LED policy dialogue events organized	Program-wide target: Starting in Year 2, at least 4 events annually Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 4
Indicator 1130b: # of initiatives undertaken to improve gender issues in LED enabling environment	Program-wide target: By Year 4, at least 1 initiative per country specifically targeting gender issues Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 1
Indicator 1130c: # and type of LED related research / assessments/ documentation leading to policy dialogue	Program-wide target: By Year 4, three LED related research/ assessment/ documentation/action lead to policy dialogue (12 total, 3 per country) Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 4
Expected progress this year: An assessment of the needs of small businesses and entrepreneurs will be undertaken to gather information in the municipalities of Jinotega, Rivas and Totogalpa. AMUNIC will work with municipal public servants to discuss and analyse the survey results including the identification of the strengths and challenges of existing small businesses and entrepreneurs in the municipalities of Jinotega, Rivas and Totogalpa.			

<p>AMUNIC will work with a consultant to support the municipalities of Jinotega, Rivas and Totogalpa to create municipal maps of economic activity/businesses. Small businesses and innovators will be interviewed to gather information and this activity will be coordinated with INIFOM.</p> <p>AMUNIC will develop a framework to support study/knowledge exchanges within Nicaragua, between different municipalities and other public institutes, in order to learn from each other. The municipalities of Jinotega, Rivas and Totogalpa will build their skills and knowledge by learning about the LED experiences of other municipalities in the country.</p>			
<p>Activity 1. AMUNIC works with a consultant to design and implement a needs assessment survey to identify weaknesses and strengths of small businesses and entrepreneurial initiatives of youth and women in the LGs of Rivas, Jinotega & Totogalpa.</p>			
<p>Activity 2. AMUNIC staff will support the LGs of Jinotega, Rivas and Totogalpa to develop their municipal maps of small businesses, entrepreneurial initiatives and innovation, and to identify needs for strengthening LED capacity (in coordination with INIFOM).</p>			
<p>Activity 3. Share and learn about other LED experiences in Nicaragua – study tour knowledge exchanges within Nicaragua in Q2 through Q4.</p>			
<p>1140 LGAs demonstrate more effective LED leadership, governance structures and processes.</p>			
<p>Indicator 1140a: # of improvements from the association capacity assessment.</p>	<p>Program-wide target: By Year 5, at least 2 areas of the assessment improved for each relevant association</p> <p>Baseline: TBD</p>	<p>Actual (from midyear Year2): 0</p>	<p>Expected in Year 3: 0</p>
<p>Indicator 1140b: # and type of new or improved services provided to LGA members</p>	<p>Program-wide target: By Year 5, 15 new or improved services offered in all countries <i>-target will be revisited after strategic plans are completed</i></p> <p>Baseline: 0</p>	<p>Actual (from midyear Year2): 0</p>	<p>Expected in Year 3: 2</p>
<p>Expected progress this year:</p> <p>Public servants of AMUNIC and INIFOM will learn good practices in LED through the implementation of the project workplan established with the Saskatchewan Urban Municipalities Association (SUMA). AMUNIC public servants will travel to Canada to gain knowledge on LED from SUMA, its Canadian</p>			

partner. This will strengthen the capacities of certain AMUNIC staff who are committed to sharing the knowledge acquired with the other AMUNIC public servants and with municipalities in Nicaragua.

A consultant will be hired to support AMUNIC and the municipalities to document their experiences of working with their Canadian counterparts on how they incorporate LED into their municipal strategic plans. Working sessions will be held with municipal public servants from Jinotega, Rivas, Totogalpa and AMUNIC to design the systematization model.

In working sessions, AMUNIC will review and adapt LED methodologies and tools gathered from SUMA and share them with local governments in the country (beginning with Jinotega, Rivas and Totogalpa).

A baseline analysis study will be completed early in the year to reaffirm and align with the indicators of the PMF, and ensure all stakeholders understand the projects goals and objectives and how to monitor them.

AMUNIC staff will continue to improve their English language skills to be able to better work with Canadian partners and interact with English-speaking organizations and associations on a global scale.

Activity 1. AMUNIC and INIFOM public servants participate in exchange of good practices in LED in Saskatchewan (with SUMA) through technical missions between the partners.

Activity 2. A consultant will design and write a document (knowledge product) on the model AMUNIC uses to accompany Nicaraguan LGs to incorporate an LED focus in their municipal strategic plans.

Activity 3. AMUNIC will review and adapt LED methodologies and tools from Saskatchewan, to the national context, and test with Nicaraguan LGs.

Activity 4. AMUNIC will work with a consultant to complete the baseline study for PMI-LED in Nicaragua. (Including training and tools on monitoring of indicators for local projects).

Activity 5. AMUNIC staff will participate in English classes to build capacity of the association to work on development/projects with English-speaking countries (including Canadian local projects).

1150 An Innovation Fund supports local LED, trade and investment innovations

Indicator 1150a: # of individual (m/f) and organizations who receive funding	Program-wide target: TBD Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 3
Indicator 1150b: # and % of loan reimbursements by men/women	Program-wide target: By Year 5, 80% of loans will be reimbursed. Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 0 (too early this year)

Indicator 1150c: # and type of innovations financially supported by men/women	Program-wide target: TBD Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 3
Expected progress this year: The Innovation Fund will be launched in each country in 2018-2019. All of the mechanisms will be in place to operate the fund and provide grants to local governments, the local government association, and respective partners. At least three projects will receive funding this year.			
Activity 1. Launch Innovation Fund in Nicaragua. Adapt tools and templates to the Nicaraguan context.			
Activity 2. Manage the Fund in Nicaragua. Create the review committee and get their input on the Funds. Assign staff support if needed, travel costs, review committee costs.			
Activity 3. Implement LIF in Nicaragua. Receive concept notes, review, support development of proposals and implementation and monitoring of selected projects.			
Activity 4. Implement EEIF in Nicaragua. Receive concept notes, review, support development of proposals and implementation and monitoring of selected projects.			
Immediate outcome 1200 – Inclusive Local Economic Development: Local governments and their local stakeholders promote and facilitate access to decent employment and entrepreneurship opportunities for youth and women.			
Output 1210 New and improved civic engagement and inclusive employment strategies facilitate access to decent jobs for women and youth.			
Indicator 1210a: # and type of engagement of youth and women and business organizations involved in LG employment strategies and activities	Program-wide target: By Year 4, 50% increase in the level of engagement in LG employment strategies and activities by youth, women and business associations. Baseline: TBD	Actual (from midyear Year2): 0	Expected in Year 3: 4
Indicator 1210b: # of women and youth accessing new/improved employment opportunities	Program-wide target: By Year 5, 50% increase in the number of women and youth accessing new/improved employment.	Actual (from midyear Year2): 0	Expected in Year 3: TBD System will be put in place to count # of women and youth accessing to new/improved

	Baseline: TBD		employment opportunities
<p>Expected progress this year:</p> <p><i>(Note: Output 1210 refers to activities in the Jinotega/Drayton Valley partnership. Since the local projects are still being developed, it was easier for the program to budget and plan activities in this way; however, the project in Jinotega could eventually contribute to results under Outcome 1210 civic engagement and employment, Outcome 1220 entrepreneurship, and/or Outcome 1230 informal economy & social and solidarity & green economies, depending on the project's area of focus.)</i></p> <p>AMUNIC and Drayton Valley will support Jinotega to plan and prepare information required to develop its local project plan. Public servants from Jinotega and AMUNIC will visit Drayton Valley to learn about LED practices in Canada that they can use and share in Jinotega. Then they will implement their project by developing local initiatives, such as supporting entrepreneurs and generating new local opportunities that will reduce poverty and energize the local economy. Youth and women will participate in work sessions, identifying some entrepreneurial initiatives to generate debate about job creation.</p> <p>A consultant will gather updated information on the local social and solidarity economy, as well as the informal economy. Working sessions with municipal public servants will be conducted to identify training needs and materials required by the Municipal Trades School and AMUNIC. This work will be supported by a consultant, who will organize workshops with the school to strengthen its capacities to prepare youth for employment and support entrepreneurs and innovative thinking that will boost local economic development.</p>			
<p>Activity 1. Through regular visits to Jinotega, AMUNIC will support the municipality of Jinotega to develop its innovative LED local project plan. Working sessions will be held with municipal employees to plan and prepare information that is needed to develop the local project plans (with input from Canadian partner through videoconferences). (Q1-Q4)</p>			
<p>Activity 2. Technical exchange missions in Q2 & Q4 between Jinotega and Drayton Valley to share knowledge and work on LED local project.</p>			
<p>Activity 3. Implementation of key LED activities included in the Jinotega project plan.</p>			
<p>Activity 4. Jinotega with support from AMUNIC will host workshops to facilitate and support building capacity in LED through coordination with youth and women organizations. Together, they will identify innovations, and create and participate in forums that generate dialogue and consensus between the government and youth and women citizens to discuss employment in Jinotega. (Q2-Q4)</p>			
<p>Activity 5. Research undertaken by a consultant on the informal, social and solidarity economies in the municipality of Jinotega. City staff to integrate these actions into the local project. (Q2)</p>			
<p>Activity 6. Support the strengthening of the Municipal Trades School in Jinotega through working sessions between municipal public servants and the Municipal Trades School to identify training needs and materials required by the school. AMUNIC, supported by a consultant, will organize workshops with</p>			

the school to strengthen its capacities to build skills to promote innovative thinking, support entrepreneurs and make youth more employable. (Q3 & Q4)

1220 Innovative entrepreneurship strategies and initiatives actively engage women and youth.

Indicator 1220a: # and description of strategic partnerships created to support women and youth entrepreneurs	Program-wide target: At least 10 new strategic partnerships are created across PMI-LED countries that support women and youth entrepreneurs Baseline: 0	Actual (from midyear Year2): 1	Expected in Year 3: 4
Indicator 1220b: Degree of satisfaction of women and youth entrepreneurs with changes to local business environment in their municipalities	Program-wide target: By Year 4, at least a 50% increase in degree of satisfaction of women and youth entrepreneurs with changes to local business environment in their municipalities. Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 0

Expected progress this year:

(Note: Output 1220 refers to activities in the Rivas/Sunshine Coast Regional District (SCRD) partnership. Since the local projects are still being developed, it was easier for the program to budget and plan activities in this way; however, the project in Rivas could eventually contribute to results under Outcome 1210 civic engagement and employment, Outcome 1220 entrepreneurship, and/or Outcome 1230 informal economy & social and solidarity & green economies, depending on the project's area of focus.)

Similar to the approach in Jinotega, AMUNIC and SCRD will support Rivas to plan and prepare the information required to develop its local project plan. Public servants from Rivas and AMUNIC will visit the Sunshine Coast Regional District (SCRD) to learn about LED practices in Canada that they can use and share in their own municipality. Rivas will then implement their project by developing local initiatives, including providing support to entrepreneurs and generating new local opportunities that will reduce poverty and energize the local economy. Youth and women will participate in work sessions, identifying some entrepreneurial initiatives to generate debate about job creation.

A consultant will gather updated information on the local social and solidarity economy, as well as the informal economy. Working sessions with municipal public servants will be conducted to identify training needs and materials required by the Municipal Trades School and AMUNIC. This will be supported by a consultant, who will organize workshops to work with the school to strengthen its capacities to prepare youth for employment and support entrepreneurs and innovative thinking that will boost local economic development.			
Activity 1. Through regular visits to Rivas, AMUNIC will support the Municipality of Rivas to develop its innovative LED local project plan. Working sessions will be held with municipal employees to plan and prepare information that is needed to develop the local project plans (with input from Canadian partner through videoconferences). (Q1-Q4)			
Activity 2. Technical exchange mission in Q2 between Rivas and SCRD to share knowledge and work on LED local project.			
Activity 3. Implementation of an innovative LED local project in Rivas throughout the year, once the project plan is finalized.			
Activity 4. Rivas with support from AMUNIC host workshops to facilitate and support building capacity in LED through coordination with youth & women organizations. Jointly they will identify innovations, and create and participate in spaces that generate dialogue and consensus between the government and youth and women citizens to discuss employment in Rivas. (Q2-Q4)			
Activity 5. Consultant to carry out research on the informal, and social and solidarity economies in the Municipality of Rivas, and city staff integrate these actions into local project. (Q2)			
Activity 6. Support the strengthening of the Municipal Trades School in Rivas through working sessions between municipal public servants and the school to identify what training needs and materials the school requires. AMUNIC, supported by a consultant, will organize workshops with the school to strengthen its capacities that build skills to promote innovative thinking, support entrepreneurs and make youth more employable. (Q3 & Q4)			
1230 New and improved training and services provided to women and youth engaged in the informal and social economy.			
Indicator 1230a: Number of training courses conducted/services provided for women and youth engaged in the informal and social economy.	Program-wide target: By Year 4, at least 10 training courses/services provided for women and youth engaged in the informal and social economy. Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 2

Indicator 1230b: Number of new and improved mechanisms being piloted collaboratively by LGs and businesses operating in the informal sector.	Program-wide target: By Year 4, at least 10 new and improved mechanisms facilitating collaboration between LGs and businesses in the informal sector are being piloted. Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 2
<p><i>(Note #1: Output 1220 refers to activities in the Totogalpa/Morinville partnership. Since the local projects are still being developed, it was easier for the program to budget and plan activities in this way; however, the project in Totogalpa could eventually contribute to results under Outcome 1210 civic engagement and employment, Outcome 1220 entrepreneurship, and/or Outcome 1230 informal economy & social and solidarity & green economies, depending on the area of project focus.</i></p> <p><i>Note #2: PMI-LED may need to recruit a Canadian partner in 2018-2019 if Morinville is not able to fulfill its intended commitment. In that case, the new partner will take the role of Morinville in the activities described below.)</i></p> <p>Similar to the approach in Jinotega and Rivas, AMUNIC and Morinville will support Totogalpa to plan and prepare information required to develop its local project plan. Public servants from Totogalpa and AMUNIC will visit Morinville to learn about LED practices in Canada that they can use and share in their own municipality. Totogalpa will then implement the project by developing local initiatives, including providing support to entrepreneurs and generating new local opportunities that will reduce poverty and energize the local economy. Youth and women will participate in work sessions, identifying some entrepreneurial initiatives to generate debate about job creation.</p> <p>A consultant will gather updated information on the local social and solidarity economy, as well as the informal economy. Working sessions with municipal public servants will be conducted to identify training needs and materials required by the Municipal Trades School, and AMUNIC. This will be supported by a consultant, who will organize workshops to work with the School to strengthen its capacities to prepare youth for employment and support entrepreneurs and innovative thinking that will boost local economic development.</p>			
<p>Activity 1. Through regular visits to Totogalpa, AMUNIC will support the Municipality of Totogalpa to develop its innovative LED local project plan. Working sessions will be held with municipal employees to plan and prepare information that is needed to develop the local project plans (with input from Canadian partner through videoconferences). (Q1-Q4)</p>			
<p>Activity 2. Technical exchange mission in Q2 between Totogalpa and Morinville to share knowledge and work on LED local project.</p>			

Activity 3. Implementation of an innovative LED local project in Totogalpa throughout the year, once the project plan has been finalized.
Activity 4. Totogalpa, with support from AMUNIC, is to host workshops to facilitate and support building LED capacity through coordination with youth and women’s organizations. Jointly, they will identify innovations, and create and participate in spaces that generate dialogue and consensus between the government and youth and women citizens to discuss employment in Totogalpa. (Q2-Q4)
Activity 5. Consultant to carry out research on the informal and social and solidarity economies in the Municipality of Totogalpa, and city staff integrate these actions into local project. (Q2)
Activity 6. Support the strengthening of the Municipal Trades School in Totogalpa through working sessions between municipal public servants and the school to identify what training needs and materials the school requires. AMUNIC, supported by a consultant, will organize workshops with the school to strengthen its capacities to build skills that promote innovative thinking, support entrepreneurs and make youth more employable. (Q3 & Q4)

MALI

The focus this year in Mali will be on training and putting partner strategies into action for the partners. The program will build on support services and training tools developed in the first years of PMI-LED, which will help formalize the *Services de développement économique local* (SDEL) as fully-functional economic development departments, and advance the knowledge and capacity of staff to provide assistance to job seekers, entrepreneurs and economic operators in the informal, social and green economy. Partner organizations in the *Couloir économique transfrontalier inclusif de la région de Sikasso* (CETI), a trans-frontier economic corridor in the Sikasso region, who are the local partners working on WBS 1200, will come together and sign a convention on the promotion of employment and entrepreneurship for women and youth to ensure cross-communication and coordination of efforts. Support services for women and youth in employment and entrepreneurship will be further developed, including the delivery of training, the training-of-trainers, and the development of tools. One such module is intended for use by professional schools and training centres, extending the SDEL reach for entrepreneurship awareness and development to young women and men within existing learning environments.

The Association of Municipalities of Mali (AMM) will work on several joint activities with program partner communities in Mali, Burkina Faso and Ivory Coast, allowing them to apply the concept of regional economic development towards the long-envisioned trans-border economic corridor. Partners will develop a regional economic development strategy and complementary communications strategy to ensure a common, coordinated message on the strategy that will cover the important *SKABO* corridor (Sikasso-Mali; Korhogo-Ivory Coast; and Bobo-Dioulasso-Burkina Faso). Canadian partners will provide training and support to the SDEL by delivering technical training on business attraction, retention and expansion (BARE). Economic actors on all sides of the country borders in the region have expressed similar needs, and partners will each organize and deliver a workshop to increase the understanding of community acts and legislation related to commerce within the *Union Économique et Monétaire Ouest Africaine* (UEMOA). This common understanding will help SDELs to offer standardized services to economic actors. Mali's SDEL (along with SDELs in Burkina and Ivory Coast) will be supported by Canadian partners to develop a trade promotion strategy that assists local economic actors to participate in national and international events.

Advisory committees were established in Mali in Years 1 and 2 to consult on local and regional program activities; to offer program leadership within and outside of the local government; and, to provide guidance in the development of activities and partnerships. These committees will be tasked in Year 3 with ensuring gender remains at the heart of program implementation by incorporating the learnings of the PMI-LED gender analysis and aligning activities with Mali's national gender policy, the *Politique nationale genre* (PNG).

The ongoing security risk that prevents the travel of Canadian partners to Mali means the program will continue to use innovative means to implement activities. Partners from the region of Sikasso and Ville de Rigaud will continue to meet in Canada, or in Ivory Coast. The CETI will conduct a study visit to either Canada or Senegal, where they can learn more from examples of inclusive LED and entrepreneurship support services, and devise new and innovative options for their region.

Intermediate outcome 1100 Enabling Environment: LGAs and LED stakeholders collaboratively create an improved enabling environment that fosters local economic prosperity.

1210 New and improved civic engagement and inclusive employment strategies facilitate access to decent jobs for women and youth.

Indicator 1210a: # and type of engagement of youth and women and business organizations involved in LG employment strategies and activities	Program-wide target: By Year 4, 50% increase in the level of engagement in LG employment strategies and activities by youth, women and business associations. Baseline: Baseline studies will take place in Q1 of Year 2.	Actual (from midyear Year2): 0	Expected in Year 3: 2
Indicator 1210b: # of women and youth accessing new/improved employment opportunities	Program-wide target: By Year 5, 50% increase in the number of women and youth accessing new/improved employment. Baseline: See above	Actual (from midyear Year2): 0	Expected in Year 3: 0

Expected progress this year:

The region of Sikasso will work towards better delivery of services to women and youth by gaining knowledge on employment creation/entrepreneurship from its peers. It will also promote its services to women and youth, and take greater leadership by engaging other organizations to develop a convention on the promotion of employment and entrepreneurship for women and youth. The local advisory committee will help guide this process, and ensure alignment with the program and country objectives towards gender equity.

Activities in Year 3 are focused on the design of service delivery modules, and data will be gathered (where available) to determine the level of engagement of women, youth and business organizations in that design.

Activity 1. Study tour by CETI SDEL staff to Canada or Senegal, focused on identifying relevant support mechanisms in employment creation and entrepreneurship for women and youth.			
Activity 2. A series of workshops in Q3 to promote and build awareness of enterprises and other structures in CETI to women and youth recruitment, retention and promotion in the workplace.			
Activity 3. Gathering of partner organizations in Q1 towards the development and signing of a convention on the promotion of employment and entrepreneurship for women and youth.			
Activity 4. Biannual meetings of the local advisory committee and continued development of local leadership on inclusive local economic development, including a focus on gender analysis in 2018-2019.			
1220 Innovative entrepreneurship strategies and initiatives actively engage women and youth.			
Indicator 1220a: # and description of strategic partnerships created to support women and youth entrepreneurs	Program-wide target: At least 10 new strategic partnerships are created across PMI-LED countries that support women and youth entrepreneurs Baseline: 0	Actual (from midyear Year2): 2	Expected in Year 3: 0
Indicator 1220b: Degree of satisfaction of women and youth entrepreneurs with changes to local business environment in their municipalities	Program-wide target: By Year 4, at least a 50% increase in degree of satisfaction of women and youth entrepreneurs with changes to local business environment in their municipalities. Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 0
Expected progress this year: The SDEL will work to improve its own capacity and tools to accompany women and youth in entrepreneurship development, through workshops and train-the-trainer activities.			

Activity 1. The SDEL will develop a training module and hold a training-of-trainers on the topic of drafting simplified business plans.			
Activity 2. In Q2 and Q3, the SDEL will develop a strategy and action plan on how to support the participation of women and youth in regional and national events.			
Activity 3. The SDEL will develop a training module and hold a training-of-trainers for professional schools and training centres on the topic of business start-ups.			
1230 New and improved training and services provided to women and youth engaged in the informal and social economy.			
Indicator 1230a: # of training courses conducted/services provided for women and youth engaged in the informal and social economy	Program-wide target: By Year 4, at least 10 training courses/services provided for women and youth engaged in the informal and social economy. Baseline: 0	Actual (from midyear Year2): 1	Expected in Year 3: 0
Indicator 1230b: # of new and improved mechanisms being piloted collaboratively by LGs and businesses operating in the informal sector	Program-wide target: By Year 4, at least 10 new and improved mechanisms facilitating collaboration between LGs and businesses in the informal sector are being piloted. Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 1
Expected progress this year: The SDEL and the local governments have established mechanisms by which informal and social businesses can access public procurement opportunities.			
Activity 1. The SDEL develops tools and delivers training to informal and social businesses related to the development of administrative and financial documents appropriate for local government procurement.			

Activity 2. The SDEL will conduct awareness-building workshops to encourage the adaptation of local governments and other public entities' policies towards procurement by informal and social enterprises.

1300- Trade and Regional Economic Development (RED): Local/regional governments and LED stakeholders collaboratively facilitate access to new markets and trade opportunities.

1310 Regional economic development strategies enable local governments to create an environment for economic and business opportunities.

<p>Indicator 1310a: # of RED strategies and policies developed and implemented.</p>	<p>Program-wide target: By Year 2, all partners have developed and are implementing RED processes/strategies and at least 2 economic corridor strategic plans. By Year 4, 3 regional governments in Africa have developed 5 RED/corridor strategies and 3 policies; in Asia, 2 RED strategies have been developed and 2 policies.</p> <p>Baseline: Mapping and SWOT analysis will take place in Mali, Burkina Faso and Ivory Coast before end of Q1 of Year 2.</p>	<p>Actual (from midyear Year2): 1</p>	<p>Expected in Year 3: 1</p>
<p>Indicator 1310b: # of regional and inter-municipal tools and mechanisms in use.</p>	<p>Program-wide target: By Year 3, all regional/municipal governments have developed and adopted new tools.</p>	<p>Actual (from midyear Year2): 1</p>	<p>Expected in Year 3: 1</p>

	By Year 4, a total of 4 new tools and mechanisms are effectively used by regions in Asia (2) and in Africa (2). Baseline: 0		
Expected progress this year: SKBO partners in each PMI-LED Africa country will create a combined regional economic development and communications strategy that is championed by the regional consultative table.			
Activity 1. Combined workshop with all PMI-LED local partners to develop a global strategy for regional economic development within the SKBO trans-border economic corridor.			
Activity 2. Combined workshop with all PMI-LED local partners to develop a communications strategy for regional economic development within the SKBO trans-border economic corridor.			
Activity 3. Organization of biannual meetings of the consultation table (cadre de concertation) to monitor the implementation of the regional economic development (RED) strategy.			
1320 Business attraction /retention /expansion (BARE) and investment models and tools stimulate economic activities and create employment opportunities.			
Indicator 1320a: # of municipal staff trained/oriented to new tools in communities that have received them.	Program-wide target: By Year 3, at least 3 staff per city (25 in total) have received training and have started using the new tools. By Year 5, at least 25 staff in regions/cities are efficiently implementing new BARE tools to stimulate economic activities. Baseline: Partners' need assessments	Actual (from midyear Year2): 0	Expected in Year 3: 3

	will take place in Q4 of Year 1.		
Indicator 1320b: # of tools/mechanisms developed and implemented to promote private sector development.	<p>Program-wide target: By Year 5, at least 5 new tools to promote private sector development are successfully being used by regional and local government staff. At least 100 LG staff, business community and civil society stakeholders are trained in BRAE systems and methodologies.</p> <p>Baseline: Partners' need assessments will take place in Q4 of Year 1.</p>	Actual (from midyear Year2): 0	Expected in Year 3: 2
<p>Expected progress this year:</p> <p>The SDEL will have a better understanding of its role in effective BARE and in supporting local economic actors in legislation affecting commerce.</p>			
<p>Activity 1. A support mission with the Canadian partners in Ivory Coast will include a training workshop focused on strengthening economic development structures related to the delivery of BARE activities.</p>			
<p>Activity 2. An information and awareness-building workshop will be organized for economic actors on the community acts and legislation relating to commerce within the UEMOA.</p>			
<p>Activity 3. Development tools for the SDEL to support the promotion of BARE activities and services offered to economic actors.</p>			
<p>1330 New and improved trade initiatives benefiting local businesses are promoted by local and regional governments.</p>			
Indicator 1330a: # of elected leaders, staff and SME owners trained and using trading readiness and	<p>Program-wide target: By Year 3, 100 elected officials,</p>	Actual (from midyear Year2): 0	Expected in Year 3: 30

promotional tools to promote trade initiatives.	<p>staff and SMEs are trained and are implementing new tools to promote trade. By Year 5, at least 25 elected officials, staff and SMEs in each country are successfully using trade readiness tools and are actively developing trading opportunities.</p> <p>Baseline: Partners' survey will take place in Q4 of Year 1.</p>		
Indicator 1330b: # of trade forums and missions designed and realized	<p>Program-wide target: By Year 3, 15 regional government partners will have successfully participated in trade missions. By Year 5, 6 regional government partners are effectively designing and promoting trade opportunities.</p> <p>Baseline: 0</p>	Actual (from midyear Year2): 0	Expected in Year 3: 2
<p>Expected progress this year:</p> <p>In Year 3, the SDEL will develop strategies to operationalize the management of events, support economic actors in trade promotion opportunities, and increase its focus on trade readiness.</p>			

Activity 1. The SDEL will develop a strategy to promote local economic actors at national and international events.
Activity 2. Canadian partners will conduct a training on the organization of events for regional economic development, and support the development of strategies of communication for RED.
Activity 3. The SDEL will organize an exchange visit to Korhogo or Banfora for food processors to learn about effective labelling of products, and replicate and utilize the learnings from the visit to develop a training for other producers.
Activity 4. With the support of the SDEL, economic actors will participate in trade-shows and/or conferences in the country or sub-region in accordance with the established strategy.

BURKINA FASO

For 2018-2019, the activities in Burkina Faso will follow the path established in the previous year and focus on bringing Canadian examples and expertise to help shape and redefine LED and RED within the partner communities. As the security situation changed in Burkina Faso after the start of the inception visits by the Canadian partners in mid-2017, the program has adapted to include assembling teams in Ivory Coast for joint activities, in addition to exploring further options for study tours to Canada or Senegal where similar activities are taking place successfully.

After capturing a wealth of ideas on inclusive economic development and support models for employment assistance and entrepreneurship from their Canadian partners in Year 2, the SDEL from Manga and its replication community of Bama, will be implementing new initiatives within their communities with the assistance of PMI-LED. These activities will include the organization of engagement awareness activities such as organising debate-style panel discussions with women and with youth; implementing a system to orient potential internship seekers to opportunities for placement; developing and making accessible a database of available training; and establishing a framework for promoting the economic importance of women and youth in the informal, social and green economies. Equipping the SDELs with effective tools to assist entrepreneurs will include training of women and youth in entrepreneurship skills that will allow for real-world experience to be infused in the training.

In year 3, AMBF and the PMI-LED partner communities in Africa will be working on several joint activities, allowing them to take the concepts of “regional” economic development towards the long envisioned trans-border economic corridor. The partners will work jointly on the development of a regional economic development strategy and complimentary communications strategy that will cover the important corridor of the SKABO (Sikasso in Mali, Korhogo in Ivory Coast and Bobo-Dioulasso in Burkina Faso). Canadian partners will also jointly provide training and support to the SDELs by delivering a technical training on BARE that will utilise the expertise areas of the Canadian communities. Responding to a cross-border need expressed by economic actors in the region and the *Services de développement économique local* (SDEL) (which are becoming fully functional economic development departments), African partners will each undertake a workshop to increase the understanding of the community acts and legislation related to commerce within the Union Économique et Monétaire Ouest Africaine (UEMOA). The common understanding will help the SDELs offer standardized services to economic actors. The SDELs in Bobo-Dioulasso and Banfora, similar to their counterparts in the other two African counties, will be developing a trade promotion strategy to guide their involvement in assisting local economic actors participate in national and international events and on the organization of promotional events with the support of Canadian partners.

The SDELs will also continue to assess the needs of local economic actors to ensure a constant feedback loop to the activities. Learnings from the PMI-LED gender analysis will be infused in the development of all of the training modules and systems implementation to ensure gender inclusion and engagement remains at the forefront of the SDEL’s LED efforts.

Intermediate outcome 1100 Enabling Environment: LGAs and LED stakeholders collaboratively create an improved enabling environment that fosters local economic prosperity.			
1210 New and improved civic engagement and inclusive employment strategies facilitate access to decent jobs for women and youth.			
Indicator 1210a: # and type of engagement of youth and women and business organizations involved in LG employment strategies and activities	Program-wide target: By Year 4, 50% increase in the level of engagement in LG employment strategies and activities by youth, women and business associations. Baseline: Baseline studies will take place in Q1 of Year 2.	Actual (from midyear Year2): 0	Expected in Year 3: 3
Indicator 1210b: # of women and youth accessing new/improved employment opportunities	Program-wide target: By Year 5, 50% increase in the number of women and youth accessing new/improved employment. Baseline: See above	Actual (from midyear Year2): 0	Expected in Year 3: 70
Expected progress this year: The SDEL in Manga and Bama will pilot civic engagement methods and implement an orientation system to increase access to employment for women and youth.			
Activity 1. The SDEL in Manga and Bama will develop civic engagement methods, including organizing two workshops (along the style of debate panel discussions/conferences to promote civic engagement in women and youth within the community.			
Activity 2. The SDEL in Manga and Bama will implement a training module for graduate youth and women employment seekers focused on writing CVs, cover letters and doing interviews.			
Activity 3. The SDEL will establish a method of collecting information about opportunities for internships for women and youth with local businesses and will disseminate information about these opportunities.			

Activity 4. The SDEL will develop catalogue of trainings offered to youth and women by existing partner organizations and will share this widely within their communities.

1220 Innovative entrepreneurship strategies and initiatives actively engage women and youth.

Indicator 1220a: # and description of strategic partnerships created to support women and youth entrepreneurs	Program-wide target: At least 10 new strategic partnerships are created across PMI-LED countries that support women and youth entrepreneurs Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 3
Indicator 1220b: Degree of satisfaction of women and youth entrepreneurs with changes to local business environment in their municipalities	Program-wide target: By Year 4, at least a 50% increase in degree of satisfaction of women and youth entrepreneurs with changes to local business environment in their municipalities. Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 0 (too early to measure)

Expected progress this year:

Year 3 will focus on equipping the SDEL in Manga and Bama with more in-depth knowledge and ready-made tools to support youth and women entrepreneurs.

Activity 1. The SDEL will develop training modules and operational systems on entrepreneurship, business planning, business set-up, and management to support entrepreneurs in the community.

Activity 2. The SDEL will develop awareness-building tools and a training module for secondary education establishments and professional development centres to introduce youth to the entrepreneurial culture.

1230 New and improved training and services provided to women and youth engaged in the informal and social economy.

Indicator 1230a: # of training courses conducted/services provided for women and youth engaged in the informal and social economy	Program-wide target: By Year 4, at least 10 training courses/services provided for women and youth engaged in the informal and social economy. Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 0
Indicator 1230b: # of new and improved mechanisms being piloted collaboratively by LGs and businesses operating in the informal sector	Program-wide target: By Year 4, at least 10 new and improved mechanisms facilitating collaboration between LGs and businesses in the informal sector are being piloted. Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 1
Expected progress this year: The support mission with Canadian partners will focus on further developing services for women and youth developed in 1210 and 1220 towards improving the roster of services offered to these two target groups in the informal and social economy.			
Activity 1. Canadian partners will support the development of the SDEL services to women and youth, focusing on the informal, social and green economies, and in furthering the establishment of a well-functioning SDEL and local government partnership.			
Activity 2. The SDEL will develop a framework for the promotion of the economic value of activities by youth and women engaged in the informal, social and green economies, including hosting a two-day fair on the value of these sectors.			
1300- Trade and Regional Economic Development (RED): Local/regional governments and LED stakeholders collaboratively facilitate access to new markets and trade opportunities.			
1310 Regional economic development strategies enable local governments to create an environment for economic and business opportunities.			

<p>Indicator 1310a: # of RED strategies and policies developed and implemented.</p>	<p>Program-wide target: By Year 2, all partners have developed and are implementing RED processes/strategies and at least 2 economic corridor strategic plans. By Year 4, 3 regional governments in Africa have developed 5 RED/corridor strategies and 3 policies; in Asia, 2 RED strategies have been developed and 2 policies.</p> <p>Baseline: Mapping and SWOT analysis will take place in Mali, Burkina Faso and Ivory Coast before end of Q1 of Year 2.</p>	<p>Actual (from midyear Year2): 0</p>	<p>Expected in Year 3: 1</p>
<p>Indicator 1310b: # of regional and inter-municipal tools and mechanisms in use.</p>	<p>Program-wide target: By Year 3, all regional/municipal governments have developed and adopted new tools. By Year 4, a total of 4 new tools and mechanisms are effectively used by regions in Asia (2) and in Africa (2).</p> <p>Baseline: 0</p>	<p>Actual (from midyear Year2): 0</p>	<p>Expected in Year 3: 1</p>

Expected progress this year:			
The SKBO partners in each PMI-LED Africa country will create a combined regional economic development and communications strategy that is championed by the regional consultative table.			
Activity 1. Combined workshop with all PMI-LED local partners to develop a global strategy for regional economic development within the trans-border economic corridor of the SKBO.			
Activity 2. Combined workshop with all PMI-LED local partners to develop a communications strategy for regional economic development within the trans-border economic corridor of the SKBO.			
Activity 3. Organization of biannual meetings of the consultation table (cadre de concertation) to monitor the implementation of the RED strategy.			
1320 Business attraction /retention /expansion (BARE) and investment models and tools stimulate economic activities and create employment opportunities.			
Indicator 1320a: # of municipal staff trained/oriented to new tools in communities that have received them.	Program-wide target: By Year 3, at least 3 staff per city (25 in total) have received training and have started using the new tools. By Year 5, at least 25 staff in regions/cities are efficiently implementing new BARE tools to stimulate economic activities. Baseline: Partners' need assessments will take place in Q4 of Year 1.	Actual (from midyear Year2): 0	Expected in Year 3: 4
Indicator 1320b: # of tools/mechanisms developed and implemented to promote private sector development.	Program-wide target: By Year 5, at least 5 new tools to promote private sector development are successfully being used by	Actual (from midyear Year2): 0	Expected in Year 3: 2

	<p>regional and local government staff. At least 100 LG staff, business community and civil society stakeholders are trained in BRAE systems and methodologies.</p> <p>Baseline: Partners' need assessments will take place in Q4 of Year 1.</p>		
<p>Expected progress this year:</p> <p>Canadian partners assist in furthering the development of BARE tools and strategies that include increasing the knowledge of local economic actors of the legislation affecting commerce.</p>			
<p>Activity 1. A support mission with the Canadian partners in Ivory Coast will include a training workshop focused on strengthening economic development structures related to the delivery of BARE activities.</p>			
<p>Activity 2. An information and awareness-building workshop will be organized for economic actors on the community acts and legislation relating to commerce within the UEMOA.</p>			
<p>Activity 3. The SDEL will identify the priority needs of local economic actors and develop a plan on how to provide the necessary support.</p>			
<p>1330 New and improved trade initiatives benefiting local businesses are promoted by local and regional governments.</p>			
<p>Indicator 1330a: # of elected leaders, staff and SME owners trained and using trading readiness and promotional tools to promote trade initiatives.</p>	<p>Program-wide target: By Year 3, 100 elected officials, staff and SMEs are trained and are implementing new tools to promote trade. By Year 5, at least 25 elected officials, staff and SMEs in each country are successfully using</p>	<p>Actual (from midyear Year2): 0</p>	<p>Expected in Year 3: 30</p>

	trade readiness tools and are actively developing trading opportunities. Baseline: Partners' survey will take place in Q4 of Year 1.		
Indicator 1330b: # of trade forums and missions designed and realized	Program-wide target: By Year 3, 15 regional government partners will have successfully participated in trade missions. By Year 5, 6 regional government partners are effectively designing and promoting trade opportunities. Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 0 (too early)
Expected progress this year: In Year 3, the SDEL will develop strategies to operationalize the management of events, support economic actors in trade promotion opportunities, and increase its focus on trade readiness.			
Activity 1. The SDEL will develop a strategy to promote local economic actors at national and international events.			
Activity 2. Canadian partners will conduct a training on the organization of events for regional economic development and support the development of communication strategies for RED.			

IVORY COAST

Year 3 of the program in Ivory Coast will see the partnerships defining and refining the offerings of the *Services de développement économique local* (SDEL) as fully-functional economic development departments in the African partner communities. As both PMI-LED themes of inclusive LED and RED and trade are undertaken simultaneously by the partnered Canadian and African municipalities, the combination of activities anticipated for this year reflect the development of holistic economic development strategies across the spectrum of local and regional activities.

Within the theme of inclusive economic development, activities will focus on ensuring continued capacity building of the SDELs to deliver services to job seekers and entrepreneurs. With the support of Canadian partners and through the delivery of training for entrepreneurs, the SDELs will build strong capacities to deliver services to women and youth. Several training modules (job seeking technologies, simplified business planning, simplified accounting, etc.) will be added to the services offered by the SDELs, along with the development of a coaching system that will further support entrepreneurs through their business journey.

A training workshop for local government officials will be delivered on LED roles and responsibilities; the aim will be to encourage active participation and leadership amongst elected officials in promoting LED best practices. Furthermore, partners will undertake feasibility and economic zone viability studies to determine and evaluate the potential for further opportunities to support to local businesses.

In Year 3, the *Union des Villes et Communes de Côte d'Ivoire* (UVICOCI) and the PMI-LED partner communities in Africa will be working on several joint activities, allowing them to take the concepts of “regional” economic development towards the long-envisioned trans-border economic corridor. The partners will work jointly on the development of a regional economic development strategy and complimentary communications strategy that will cover the important corridor of the SKABO (Sikasso – Mali, Korhogo – Ivory Coast, and Bobo-Dioulasso – Burkina Faso). Canadian partners will also jointly provide training and support to the SDELs by delivering a technical training on business attraction, retention and expansion (BARE) that will use the expertise areas of the Canadian communities. Responding to a cross-border need expressed by economic actors in the region and the SDEL, African partners will each undertake a workshop to increase the understanding of the community acts and legislation related to commerce within the *Union Économique et Monétaire Ouest Africaine* (UEMOA). The common understanding will help the SDELs to offer standardized services to economic actors. The SDELs in Korhogo and Ferkessédougou will, as will their counterparts in the other two African counties, be developing a trade promotion strategy to guide its involvement in assisting local economic actors participate in national and international events and on the organization of promotional events with the support of Canadian partners.

Although already at the forefront, the Ivory Coast gender analysis outcomes and recommendations will be woven into the activities of the program, and efforts will continue to ensure that, where gender parity is not possible, at least 30% of participants in program activities are women.

Intermediate outcome 1100 Enabling Environment: LGAs and LED stakeholders collaboratively create an improved enabling environment that fosters local economic prosperity.			
1210 New and improved civic engagement and inclusive employment strategies facilitate access to decent jobs for women and youth.			
Indicator 1210a: # and type of engagement of youth and women and business organizations involved in LG employment strategies and activities	Program-wide target: By Year 4, 50% increase in the level of engagement in LG employment strategies and activities by youth, women and business associations. Baseline: Baseline studies will take place in Q1 of Year 2.	Actual (from midyear Year2): 0	Expected in Year 3: 4
Indicator 1210b: # of women and youth accessing new/improved employment opportunities	Program-wide target: By Year 5, 50% increase in the number of women and youth accessing new/improved employment. Baseline: See above	Actual (from midyear Year2): 0	Expected in Year 3: 0 (too early)
Expected progress this year: In year 3, the SDEL will focus on engaging elected officials in inclusive LED and ensuring support systems are in place to assist women and youth with increasing civic engagement and employment-seeking strategies.			
Activity 1. The SDELs will develop and implement workshop modules and tools for awareness and promotion of civic engagement for youth and women in Korhogo and Ferkessédougou.			

Activity 2. The SDEL will develop a support model to accompany the design of a training module in job seeking technologies for women and youth that includes writing CVs, cover letters and interview skills.			
Activity 3. The SDEL will deliver a training workshop for local elected officials/municipal councils on roles and responsibilities of elected officials and the communes (municipalities) in local economic development promotion.			
1220 Innovative entrepreneurship strategies and initiatives actively engage women and youth.			
Indicator 1220a: # and description of strategic partnerships created to support women and youth entrepreneurs	Program-wide target: At least 10 new strategic partnerships are created across PMI-LED countries that support women and youth entrepreneurs Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 0 (too early)
Indicator 1220b: Degree of satisfaction of women and youth entrepreneurs with changes to local business environment in their municipalities	Program-wide target: By Year 4, at least a 50% increase in degree of satisfaction of women and youth entrepreneurs with changes to local business environment in their municipalities. Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 0 (too early)
Expected progress this year: The SDEL staff will develop and implement training modules, tools and services to assist in entrepreneurship development for women and youth.			

Activity 1. Through technical missions with Canadian partners during the year, the SDEL will build capacity to improve the delivery of services in support of entrepreneurship.			
Activity 2. The SDEL will develop a training module on simplified business planning for women and youth entrepreneurs.			
Activity 3. A consultant will complete a feasibility study of a business incubator in Ferkessédougou, including a market study and providing recommendations for approaches, management and financing.			
Activity 4. The SDEL will develop and begin to implement a business coaching system for potential youth and women entrepreneurs.			
Activity 5. The SDEL will engage in drafting a catalogue of available business financing for youth and women entrepreneurs.			
Activity 6. The SDEL will develop and implement a training module on awareness building for enterprise formalization for start-up enterprises.			
1230 New and improved training and services provided to women and youth engaged in the informal and social economy.			
Indicator 1230a: # of training courses conducted/services provided for women and youth engaged in the informal and social economy	Program-wide target: By Year 4, at least 10 training courses/services provided for women and youth engaged in the informal and social economy. Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 1
Indicator 1230b: # of new and improved mechanisms being piloted collaboratively by LGs and businesses operating in the informal sector	Program-wide target: By Year 4, at least 10 new and improved mechanisms facilitating collaboration between LGs and businesses in the	Actual (from midyear Year2): 0	Expected in Year 3: 2

	informal sector are being piloted. Baseline: 0		
Expected progress this year: The SDEL is developing tools and mechanisms by which the informal and social economic actors are valued and supported with information, access to financing and training.			
Activity 1. The SDEL will develop a training module and on simplified accounting for economic actors in the informal and social sectors.			
Activity 2. A consultant will develop an operations manual for the existing financial and equipment fund held by the local government, including developing management policies and procedures.			
Activity 3. The SDEL will develop a framework for the promotion of the economic value of activities by youth and women engaged in the informal, social and green economies, including hosting a one-day fair on the value of these sectors.			
1300- Trade and Regional Economic Development (RED): Local/regional governments and LED stakeholders collaboratively facilitate access to new markets and trade opportunities.			
1310 Regional economic development strategies enable local governments to create an environment for economic and business opportunities.			
Indicator 1310a: # of RED strategies and policies developed and implemented.	Program-wide target: By Year 2, all partners have developed and are implementing RED processes/strategies and at least 2 economic corridor strategic plans. By Year 4, 3 regional governments in Africa have developed 5 RED/corridor strategies and 3	Actual (from midyear Year2): 0	Expected in Year 3: 1

	<p>policies; in Asia, 2 RED strategies have been developed and 2 policies.</p> <p>Baseline: Mapping and SWOT analysis will take place in Mali, Burkina Faso and Ivory Coast before end of Q1 of Year 2.</p>		
<p>Indicator 1310b: # of regional and inter-municipal tools and mechanisms in use.</p>	<p>Program-wide target: By Year 3, all regional/municipal governments have developed and adopted new tools. By Year 4, a total of 4 new tools and mechanisms are effectively used by regions in Asia (2) and in Africa (2).</p> <p>Baseline: 0</p>	<p>Actual (from midyear Year2): 0</p>	<p>Expected in Year 3: 1</p>
<p>Expected progress this year:</p> <p>The SKBO partners in each PMI-LED Africa country will create a combined regional economic development and communications strategy that is championed by the regional consultative table.</p>			
<p>Activity 1. Combined workshop with all PMI-LED local partners to develop a global strategy for regional economic development within the trans-border economic corridor of the SKBO.</p>			
<p>Activity 2. Combined workshop with all PMI-LED local partners to develop a communications strategy for regional economic development within the trans-border economic corridor of the SKBO.</p>			

Activity 3. Organization of biannual meetings of the consultation table to monitor the implementation of the RED strategy.			
Activity 4. The SDEL will develop tools and methods of communication—such as a brochure—to inform and promote the work of the SDEL within the region to economic actors and stakeholders.			
1320 Business attraction /retention /expansion (BARE) and investment models and tools stimulate economic activities and create employment opportunities.			
Indicator 1320a: # of municipal staff trained/oriented to new tools in communities that have received them.	<p>Program-wide target: By Year 3, at least 3 staff per city (25 in total) has received training and has started using the new tools. By Year 5, at least 25 staff in regions/cities are efficiently implementing new BARE tools to stimulate economic activities.</p> <p>Baseline: Partners' need assessments will take place in Q4 of Year 1.</p>	Actual (from midyear Year2): 0	Expected in Year 3: 4
Indicator 1320b: # of tools/mechanisms developed and implemented to promote private sector development.	<p>Program-wide target: By Year 5, at least 5 new tools to promote private sector development are successfully being used by regional and local government staff. At</p>	Actual (from midyear Year2): 0	Expected in Year 3: 2

	<p>least 100 LG staff, business community and civil society stakeholders are trained in BRAE systems and methodologies.</p> <p>Baseline: Partners' need assessments will take place in Q4 of Year 1.</p>		
<p>Expected progress this year:</p> <p>BARE tools and related strategies are increasing local economic actors' knowledge of the legislation affecting commerce in their community.</p>			
<p>Activity 1. A support mission with the Canadian partners will include a training workshop focused on strengthening economic development structures related to the delivery of BARE activities.</p>			
<p>Activity 2. An information and awareness-building workshop will be organized for economic actors on the community acts and legislation relating to commerce within the UEMOA.</p>			
<p>Activity 3. The SDEL will undertake a feasibility study of the economic zones in Ferkessédougou to inform local authorities of potential opportunities to help facilitate the settlement of new enterprises.</p>			
<p>1330 New and improved trade initiatives benefiting local businesses are promoted by local and regional governments.</p>			
<p>Indicator 1330a: # of elected leaders, staff and SME owners trained and using trading readiness and promotional tools to promote trade initiatives.</p>	<p>Program-wide target: By Year 3, 100 elected officials, staff and SMEs are trained and are implementing new tools to promote trade. By Year 5, at least 25 elected officials, staff and SMEs in each country are successfully using trade readiness</p>	<p>Actual (from midyear Year2): 0</p>	<p>Expected in Year 3: 30</p>

	tools and are actively developing trading opportunities. Baseline: Partners' survey will take place in Q4 of Year 1		
Indicator 1330b: # of trade forums and missions designed and realized	Program-wide target: By Year 3, 15 regional government partners will have successfully participated in trade missions. By Year 5, 6 regional government partners are effectively designing and promoting trade opportunities. Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 0
Expected progress this year: In Year 3, the SDEL will develop strategies to operationalize the management of events, support economic actors in trade promotion opportunities and increase its focus on trade readiness.			
Activity 1. The SDEL will develop a strategy to promote local economic actors at national and international events.			
Activity 2. Canadian partners will conduct a training on the organization of events for regional economic development and support the development of strategies of communication for RED.			
Activity 3. The SDEL will develop and implement a dynamic exchange platform (website) for the promotion of local goods as part of its economic development strategy.			

VIETNAM

In 2018-2019, the Association of Cities of Vietnam (ACVN) will move forward with the design and implementation of an operational and financial sustainability plan for its new training centre, supported by Canadian partners, the Nova Scotia Federation of Municipalities (NSFM) and Cape Breton Partnership (CBP). A new fee-for-service approach may prove challenging in the current context – members currently expect these services to be free – but this approach will address the centre’s need for financial sustainability. Four training modules will be completed and tested this year in Can Tho and Cao Lanh, including the basics of LED, LED planning, trade, and business attraction, retention and expansion (BARE). All of the necessary foundations will also be in place by Q4 to launch the new LED planning services offered by ACVN to the broader membership.

ACVN will continue to engage its members in policy discussions this year; however, with support from its Canadian partners, it will do so using new approaches to engage with and communicate to members. A practical approach to engaging municipalities in its advocacy work will include the development of a guidebook to help municipalities navigate land administration and local taxation legislation.

ACVN will also continue to focus on strengthening its role as representative of the municipal sector. This year will see ACVN implementing key actions coming out of its new strategic plan and a soon to be developed corresponding member communication plan. ACVN is eager to strengthen communications with members and to put the foundations in place for increased uptake of new and improved member services.

The local project in Cao Lanh and Can Tho, supported by the cities of Rossland and Edmonton, is now in full swing. The partners will work together to finalize the local project plan based on the completed project concept document. The local project will result in the preparation of a regional agricultural plan, including the design and development of new services to respond to the needs of the business community within their respective municipalities (Can Tho is a large urban centre with a business community whose needs may differ from those of the business community in the smaller and more rural town of Cao Lanh). The Canadian partners will also work with their Vietnamese counterparts to jointly assess and leverage local knowledge and experience in the area of regional trade to design and deliver new services that will benefit the agricultural sector which is the focus identified by the two municipalities and surrounding smaller towns.

Intermediate outcome 1100 Enabling Environment: LGAs and LED stakeholders collaboratively create an improved enabling environment that fosters local economic prosperity.			
1110 New or improved LED training and coaching services provided to LGA members.			
Indicator 1110a: # of LED training materials developed	Program-wide target: By Year 5, 12 new training modules developed. Baseline: 0	Actual (from midyear Year 2): 6	Expected in Year 3: 3

Indicator 1110b: # of participant (m/f) who access new training and professional development services	Program-wide target: By Year 5, 5,000 participants have access to new training and professional development services <i>(target to be revised in Year 2 after needs assessments completed in relevant countries)</i> Baseline: 0	Actual (from midyear Year2): 25	Expected in Year 3: 60
Expected progress this year: The implementation of an operational plan for its new training branch and increased staff capacity to design and organize training sessions will enable ACVN to offer services requested by members in a more effective, systematic and financially viable way.			
Activity 1. Develop an operational and financial sustainability plan for ACVN's new training centre, with support from the Canadian partners.			
Activity 2. Update and refine existing LED training modules (ABCs of LED; LED planning; trade; and BARE) with support of a local consultant and deliver to PMI-LED partner municipalities.			
Activity 3. Design outreach and marketing strategy with support from the Canadian partners on the LED training services offered by the centre and start to implement in order to attract potential clients.			
Activity 4. Provide capacity building training to ACVN and training centre staff with the support of a consultant, on design, marketing, delivery and provision of training services.			
1120 Municipal and local stakeholders develop strategic plans reflecting community vision and inter-municipal cooperation.			
Indicator 1120a: # of participatory LED strategic planning processes facilitated	Program-wide target: up to 2 participatory strategic planning processes facilitated per country (12 total for PMI) Baseline: TBD	Actual (from midyear Year2): 0	Expected in Year 3: 2
Indicator 1120b: Level of satisfaction among officials and stakeholders (m/f) with LED strategic planning	Program-wide target: 75% of interviewees report high or very high level of satisfaction based on	Actual (from midyear Year2): 0	Expected in Year 3: 0

process and tools, process, results and implementation	questionnaires administered prior to and after planning processes Baseline: 0		
Expected progress this year: All of the necessary foundations will be in place to offer financial sustainable LED planning services to the ACVN membership.			
Activity 1. ACVN will revisit and document strategic planning processes in four cities that participated in MPED and develop guidelines and tools for participatory LED planning. Pilot process in Can Tho and Cao Lanh.			
Activity 2. Design and implement marketing and outreach strategy to introduce new LED planning services offered by ACVN based on lessons learned through Activity 3 in WBS 1120.			
1130 LGA-led action-research, tools and practices influence LED policy and reform agendas.			
Indicator 1130a: # of multi stakeholder LED policy dialogue events organized	Program-wide target: Starting in Year 2, at least 4 events annually Baseline: 0	Actual (from midyear Year2): 3	Expected in Year 3: 4
Indicator 1130b: # of initiatives undertaken to improve gender issues in LED enabling environment	Program-wide target: By Year 4, at least 1 initiative per country specifically targeting gender issues Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 0
Indicator 1130c: # and type of LED related research / assessments/ documentation leading to policy dialogue	Program-wide target: By Year 4, three LED related research/ assessment/ documentation/action lead to policy dialogue (12 total, 3 per country) Baseline: 0	Actual (from midyear Year2): 1	Expected in Year 3: 3
Expected progress this year: Activities organized by ACVN to engage the broader membership in policy discussions will result in the development of stronger ACVN policy positions on national issues that			

affect members. New approaches to data analysis and strengthened advocacy strategies will also increase ACVN capacity to advocate on behalf of its members.			
Activity 1. ACVN to design and start to implement process to advocate on LED policy issues identified by its members.			
Activity 2. ACVN to design and implement member engagement strategy, develop position paper, and develop and implement advocacy strategy on draft Law of Urban Development.			
Activity 3. Develop technical case study/guide book on the land administration and taxation model documented through the MPED project.			
1140 LGAs demonstrate more effective LED leadership, governance structures and processes.			
Indicator 1140a: # of improvements from the association capacity assessment.	Program-wide target: By Year 5, at least 2 areas of the assessment improved for each relevant association Baseline: TBD	Actual (from midyear Year2): 0	Expected in Year 3: 2
Indicator 1140b: # and type of new or improved services provided to LGA members	Program-wide target: By Year 5, 15 new or improved services offered in all countries <i>-target will be revisited after strategic plans are completed</i> Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 2
Expected progress this year: The implementation of key actions, as outlined in ACVN's strategic plan and its member engagement and communication plan, is demonstrating a change in the uptake of its services and the impact ACVN's advocacy work has had on membership action and policy.			
Activity 1. NSFM and CBP will support ACVN to finalize and communicate its Strategic Plan (2018-2021) with members and start to implement key actions (through other WBS).			
Activity 2. NSFM and CBP will support ACVN to create and start to implement a member engagement and communication plan.			
Activity 3. Two (2) technical exchange missions of Canadian partners (NSFM and CBP) to Vietnam to support the implementation of the enabling environment component of the program (Q3 and Q4).			

Activity 4. One (1) study tour to Canada in Q1, including participation in FCM's Annual Conference, for ACVN staff and a member of its executive committee.			
Activity 5. ACVN will share LED, RED, and trade lessons learned with members at its annual conference in Q3.			
1150 An Innovation Fund supports local LED, trade and investment innovations			
Indicator 1150a: # of individual (m/f) and organizations who receive funding	Program-wide target: TBD Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 2
Indicator 1150b: # and % of loan reimbursements by men/women Note: Based on the plan for the LED Innovation Fund, this indicator is now removed from the program PMF (the program will not provide loans).	Program-wide target: By Year 5, 80% of loans will be reimbursed. Baseline: 0	Not applicable	Not applicable
Indicator 1150c: # and type of innovations financially supported by men/women	Program-wide target: TBD Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 2
Expected progress this year: The Innovation Fund will be launched in each country in 2018-2019. All of the mechanisms will be in place to operate the fund and provide grants to local governments, local government association, and their respective partners. At least two projects are targeted to receive funding this year.			
Activity 1. Launch Innovation Fund in Vietnam. Adapt tools and templates to the Vietnamese context.			
Activity 2. Management of Fund in Vietnam. Create the review committee and get their input on the Funds. Assign staff support if needed, travel costs, review committee costs.			
Activity 3. Implementation of LIF in Vietnam. Receive concept notes, review, support development of proposals and implementation and monitoring of selected projects.			
Activity 4. Implementation of EEIF in Vietnam. Receive concept notes, review, support development of proposals and implementation and monitoring of selected projects.			
1300- Trade and Regional Economic Development (RED): Local/regional governments and LED stakeholders collaboratively facilitate access to new markets and trade opportunities.			
1310 Regional economic development strategies enable local governments to create an environment for economic and business opportunities.			

<p>Indicator 1310a: # of RED strategies and policies developed and implemented.</p>	<p>Program-wide target: By Year 2, all partners have developed and are implementing RED processes/strategies and at least 2 economic corridor strategic plans. By Year 4, 3 regional governments in Africa have developed 5 RED/corridor strategies and 3 policies; in Asia, 2 RED strategies have been developed and 2 policies.</p> <p>Baseline: Mapping and SWOT analysis will take place in Mali, Burkina Faso and Ivory Coast before end of Q1 of Year 2.</p>	<p>Actual (from midyear Year2): 0</p>	<p>Expected in Year 3: 1</p>
<p>Indicator 1310b: # of regional and inter-municipal tools and mechanisms in use.</p>	<p>Program-wide target: By Year 3, all regional/municipal governments have developed and adopted new tools. By Year 4, a total of 4 new tools and mechanisms are effectively used by regions in Asia (2) and in Africa (2).</p> <p>Baseline: 0</p>	<p>Actual (from midyear Year2): 0</p>	<p>Expected in Year 3: 1</p>
<p>Expected progress this year: The implementation of a regional agricultural plan is testing new approaches to inter-municipal cooperation.</p>			

Activity 1. The cities of Rossland and Edmonton will support their Vietnamese municipal partners, Can Tho and Cao Lanh, to implement municipal LED capacity assessments.			
Activity 2. One study tour to Canada will be organized for staff and officials from Can Tho and Cao Lanh (Q2).			
Activity 3. Can Tho and Cao Lanh will develop a regional agricultural plan, focusing on the priorities identified by local stakeholders and with support from their Canadian counterparts.			
Activity 4. With technical support from their Canadian partners, Can Tho and Cao Lanh will develop an operational to implement key areas of the regional agricultural plan.			
Activity 5. Two (2) technical exchange missions involving municipal practitioners from Edmonton and Rossland will take place in Can Tho and Cao Lanh to support the implementation of the RED and Trade component of the program (Q2 and Q4).			
1320 Business attraction /retention /expansion (BARE) and investment models and tools stimulate economic activities and create employment opportunities.			
Indicator 1320a: # of municipal staff trained/oriented to new tools in communities that have received them.	Program-wide target: By Year 3, at least 3 staff per city (25 in total) have received training and have started using the new tools. By Year 5, at least 25 staff in regions/cities are efficiently implementing new BARE tools to stimulate economic activities. Baseline: Partners' need assessments will take place in Q4 of Year 1.	Actual (from midyear Year2): 0	Expected in Year 3: 20
Indicator 1320b: # of tools/mechanisms developed and implemented to promote private sector development.	Program-wide target: By Year 5, at least 5 new tools to promote private sector development are successfully being	Actual (from midyear Year2): 0	Expected in Year 3: 2

	<p>used by regional and local government staff. At least 100 LG staff, business community and civil society stakeholders are trained in BRAE systems and methodologies.</p> <p>Baseline: Partners' need assessments will take place in Q4 of Year 1.</p>		
<p>Expected progress this year: Local Vietnamese partners, Cao Lanh and Can Tho, will work towards a thorough understanding of the needs of their local business communities, and they are providing new or improved services to emerging and existing businesses.</p>			
<p>Activity 1. Cao Lanh and Can Tho will undertake an assessment of their respective One Stop Service Shop.</p>			
<p>Activity 2. With support from their Canadian partners, Cao Lanh and Can Tho will design and implement key actions to address the business community's needs and the gaps identified through the One Stop Service Shop assessment (Activity 1).</p>			
<p>Activity 3. Implement key activities to support the application of key learnings from LED training received through ACVN's training centre under WBS 1110 (i.e. BARE and other approaches).</p>			
<p>1330 New and improved trade initiatives benefiting local businesses are promoted by local and regional governments.</p>			
<p>Indicator 1330a: # of elected leaders, staff and SME owners trained and using trading readiness and promotional tools to promote trade initiatives.</p>	<p>Program-wide target: By Year 3, 100 elected officials, staff and SMEs are trained and are implementing new tools to promote trade. By Year 5, at least 25 elected officials, staff and SMEs in each country are successfully using trade readiness tools and are actively</p>	<p>Actual (from midyear Year2): 0</p>	<p>Expected in Year 3: 30</p>

	<p>developing trading opportunities.</p> <p>Baseline: Partners' survey will take place in Q4 of Year 1.</p>		
Indicator 1330b: # of trade forums and missions designed and realized	<p>Program-wide target: By Year 3, 15 regional government partners will have successfully participated in trade missions. By Year 5, 6 regional government partners are effectively designing and promoting trade opportunities.</p> <p>Baseline: 0</p>	Actual (from midyear Year2): 0	Expected in Year 3: 0
<p>Expected progress this year: Vietnamese municipal partners will develop a more thorough understanding of the needs of the local business community to engage in domestic and international trade, which will help them to design and deliver improved services to the business community.</p>			
<p>Activity 1. Assess, with technical support from their Canadian partners, trade knowledge and readiness amongst local governments, businesses and stakeholders in the Mekong Southern Economic Corridor (which includes Can Tho and Cao Lanh).</p>			
<p>Activity 2. Can Tho and Cao Lanh will design, develop and deliver services that support small businesses to access local, national, regional, global knowledge and networks related to hi-tech approaches to agricultural production.</p>			

CAMBODIA

With the support of Canadian partner Union of British Columbia Municipalities (UBCM), the Cambodia National League of Councils (NLC) will move forward with the implementation of new approaches to the organisation and delivery of LED training based on the project concept document drafted last year. This year, the partners will finalize their project plan and the NLC will test a new training methodology aimed at providing effective post-training support to participants so they are better able to implement changes in their respective municipalities. NLC will also explore relationships with NGOs, multilateral organisations, and strengthen working relationships with central government in order to leverage existing LED and related resources, including those aimed at increasing the capacity of women elected officials.

NLC will also implement key actions emanating from its gender advocacy strategy and LED policy paper. Two of NLC's working committees will take a leadership role in the implementation of actions, particularly those that aim at strengthening the engagement of NLC members in the organisation's advocacy work.

NLC will also continue to focus on strengthening its role as representative of the municipal sector. Of particular note is the association's plan to explore and test new mechanisms to both communicate information to members and to engage members in its advocacy work. NLC staff will also continue to increase their overall project management capacity by taking a leadership role in the day-to-day management of the PMI-LED program in their country.

The strong foundation established last year between the projects partners will facilitate the implementation of a number of activities planned for 2018-2019. The City of Chilliwack, BC, will work with Serei Sophoan, Battambang, Poipet and the District of Banteay Menchey to establish an inter-municipal coordination body that will work together on the development and implementation of a regional agricultural strategy. The relationships created through this coordination body will also help to leverage knowledge and best practices in the provision of services to local businesses, which is also a priority for all four of the Cambodian project partners.

Intermediate outcome 1100 Enabling Environment: LGAs and LED stakeholders collaboratively create an improved enabling environment that fosters local economic prosperity.			
1110 New or improved LED training and coaching services provided to LGA members.			
Indicator 1110a: # of LED training materials developed	Program-wide target: By Year 5, 12 new training modules developed. Baseline: 0	Actual (from midyear Year2): 8	Expected in Year 3: 5
Indicator 1110b: # of participant (m/f) who access new training and professional development services	Program-wide target: By Year 5, 5,000 participants have access to new training and professional development services	Actual (from midyear Year2): 298	Expected in Year 3: 60

	(target to be revised in Year 2 after needs assessments completed in relevant countries) Baseline: 0		
Expected progress this year: A new operational and financial sustainability plan and a more holistic approach to the design and delivery of training will enable the NLC to deliver training services aimed at long-term, sustainable change at the local level.			
Activity 1. With technical support provided by UBCM, NLC will develop an operational plan for the delivery of LED training services to members.			
Activity 2. NLC will design a holistic approach to the delivery of all training, based on an analysis of different delivery models.			
Activity 3. NLC will finalize five training modules and test the content and delivery methodologies, including peer support mechanisms designed under Activity 2.			
Activity 4. NLC will pilot the new consolidated LED training with in Cao Lanh and Can Tho.			
Activity 5. A consultant will provide capacity-building support to NLC staff and the pool of trainers on facilitation, workshop design and other adult education training delivery methodologies.			
1120 Municipal and local stakeholders develop strategic plans reflecting community vision and inter-municipal cooperation.			
Indicator 1120a: # of participatory LED strategic planning processes facilitated	Program-wide target: up to 2 participatory strategic planning processes facilitated per country (12 total for PMI) Baseline: TBD	Actual (from midyear Year2): 0	Expected in Year 3: 2
Indicator 1120b: Level of satisfaction among officials and stakeholders (m/f) with LED strategic planning process and tools, process, results and implementation	Program-wide target: 75% of interviewees report high or very high level of satisfaction based on questionnaires administered prior to and after planning processes	Actual (from midyear Year2): 0	Expected in Year 3: 2

	Baseline: 0		
Expected progress this year: NLC will be in a position to offer LED planning services that meet the needs of its members.			
Activity 1. NLC will research, document and integrate successes and challenges experienced through MPED planning and implementation practices into the LED planning module.			
Activity 2. NLC will finalize a training module on LED planning.			
Activity 3. NLC will pilot a LED planning process with one or two municipal members.			
1130 LGA-led action-research, tools and practices influence LED policy and reform agendas.			
Indicator 1130a: # of multi stakeholder LED policy dialogue events organized	Program-wide target: Starting in Year 2, at least 4 events annually Baseline: 0	Actual (from midyear Year2): 2	Expected in Year 3: 2
Indicator 1130b: # of initiatives undertaken to improve gender issues in LED enabling environment	Program-wide target: By Year 4, at least 1 initiative per country specifically targeting gender issues Baseline: 0	Actual (from midyear Year2): 5	Expected in Year 3: 1
Indicator 1130c: # and type of LED related research / assessments/ documentation leading to policy dialogue	Program-wide target: By Year 4, three LED related research/ assessment/ documentation/action lead to policy dialogue (12 total, 3 per country) Baseline: 0	Actual (from midyear Year2): 1	Expected in Year 3: 1
Expected progress this year: With the necessary tools in place and resources mobilised, NLC is moving its existing gender strategy and advocacy plan and its LED advocacy plans forward.			
Activity 1. NLC will design, with support from UBCM, and implement key activities to move its gender advocacy strategy forward.			
Activity 2. NLC will design, with support from UBCM, and implement key actions outlined in its LED policy paper.			

1140 LGAs demonstrate more effective LED leadership, governance structures and processes.			
Indicator 1140a: # of improvements from the association capacity assessment.	Program-wide target: By Year 5, at least 2 areas of the assessment improved for each relevant association Baseline: 0	Actual (from midyear Year2): 1	Expected in Year 3: 2
Indicator 1140b: # and type of new or improved services provided to LGA members	Program-wide target: By Year 5, 15 new or improved services offered in all countries <i>-target will be revisited after strategic plans are completed</i> Baseline: 0	Actual (from midyear Year2): 1	Expected in Year 3: 3
Expected progress this year: The implementation of key actions, as outlined in the NLC's strategic plan refined with key priorities, a corresponding communications strategy, and incorporating its gender strategy, in new, more creative ways, helps to increase awareness of and engagement of members in its advocacy work.			
Activity 1. NLC will complete an LGA capacity assessment, identify key priorities and ensure they are incorporated into the five-year strategic plan.			
Activity 2. NLC will hold a seminar with members to disseminate its five-year strategic plan with a focus on its priority actions.			
Activity 3. Support knowledge sharing activities at NLC annual meeting.			
Activity 4. NLC's Public Relations Committee will implement its communications strategy.			
Activity 5. Two (2) technical exchange missions to Cambodia involving UBCM staff will be organized so that the LGA can support the NLC with the design and implementation of key activities in their project plan.			
Activity 6. NLC will engage in one (1) study tour/technical exchange to Canada to work with UBCM on the design of key activities as part of the enabling environment component of the program.			
Activity 7. NLC will deliver capacity building support and training for elected women (Q2 and Q3).			
1150 An Innovation Fund supports local LED, trade and investment innovations			

Indicator 1150a: # of individual (m/f) and organizations who receive funding	Program-wide target: TBD Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 2
Indicator 1150b: # and % of loan reimbursements by men/women	Program-wide target: By Year 5, 80% of loans will be reimbursed. Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: N/A
Indicator 1150c: # and type of innovations financially supported by men/women	Program-wide target: TBD Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 2
Expected progress this year: The Innovation Fund will be launched in each country in 2018-2019. All of the mechanisms will be in place to operate the fund and provide grants to local governments, local government association, and their respective partners. At least two projects will receive funding this year.			
Activity 1. Launch Innovation Fund in Cambodia. Adapt tools and templates to the Cambodian context.			
Activity 2. Management of Fund in Cambodia. Create the review committee and get their input on the Funds. Assign staff support if needed, travel costs, review committee costs.			
Activity 3. Implementation of LIF in Cambodia. Receive concept notes, review, support development of proposals and implementation and monitoring of selected projects.			
Activity 4. Implementation of EEIF in Cambodia. Receive concept notes, review, support development of proposals and implementation and monitoring of selected projects.			
1300- Trade and Regional Economic Development (RED): Local/regional governments and LED stakeholders collaboratively facilitate access to new markets and trade opportunities.			
1310 Regional economic development strategies enable local governments to create an environment for economic and business opportunities.			
Indicator 1310a: # of RED strategies and policies developed and implemented.	Program-wide target: By Year 2, all partners have developed and are implementing RED processes/strategies and at least 2 economic corridor strategic plans. By	Actual (from midyear Year2): 0	Expected in Year 3: 2

	<p>Year 4, 3 regional governments in Africa have developed 5 RED/corridor strategies and 3 policies; in Asia, 2 RED strategies have been developed and 2 policies.</p> <p>Baseline: 0</p>		
<p>Indicator 1310b: # of regional and inter-municipal tools and mechanisms in use.</p>	<p>Program-wide target: By Year 3, all regional/municipal governments have developed and adopted new tools. By Year 4, a total of 4 new tools and mechanisms are effectively used by regions in Asia (2) and in Africa (2).</p> <p>Baseline: 0</p>	<p>Actual (from midyear Year2): 1</p>	<p>Expected in Year 3: 1</p>
<p>Expected progress this year: A regional economic development strategy, supported by an effective governance structure, is developed and beginning to facilitate inter-municipal cooperation in the areas of agriculture and tourism.</p>			
<p>Activity 1. Chilliwack will support Serei Sophoan, Battambang, Poipet and Bantey Menchey to develop a regional economic development strategy and begin implementation.</p>			
<p>Activity 2. Serei Sophoan, Battambang, Poipet and the district of Bantey Menchey will complete an LED capacity assessment of their municipalities (as part of a broader One Stop Service Shop assessment in 1320). This will include an assessment of the municipalities to identify and deliver services to women-owned small businesses as an important target group.</p>			
<p>Activity 3. The Cambodian partners will work with their Canadian counterparts on the implementation of activities related to development of their regional agriculture strategy.</p>			
<p>Activity 4. The Cambodian partners will work with their Canadian counterparts on the implementation of activities related to development of their regional tourism strategy.</p>			

Activity 5. Serei Sophoan, Battambang, Poipet and Bantey Menchey will establish a governance structure for the regional strategies, including project coordination committees and LED sub-committees.			
Activity 6. Serei Sophoan, Battambang, Bantey Menchey and Poipet will participate in a study tour to Canada.			
Activity 7. Chilliwack will conduct two (2) technical exchange missions to Cambodia.			
1320 Business attraction /retention /expansion (BARE) and investment models and tools stimulate economic activities and create employment opportunities.			
Indicator 1320a: # of municipal staff trained/oriented to new tools in communities that have received them.	Program-wide target: By Year 3, at least 3 staff per city (25 in total) have received training and have started using the new tools. By Year 5, at least 25 staff in regions/cities are efficiently implementing new BARE tools to stimulate economic activities. Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 20
Indicator 1320b: # of tools/mechanisms developed and implemented to promote private sector development.	Program-wide target: By Year 5, at least 5 new tools to promote private sector development are successfully being used by regional and local government staff. At least 100 LG staff, business community and civil society stakeholders are trained in BARE systems and methodologies.	Actual (from midyear Year2): 0	Expected in Year 3: 1

	Baseline: Partners' need assessments will take place in Q4 of Year 1.		
Expected progress this year: The assessment of service gaps, and key activities to address these gaps, are starting to result in improved services to the local business community.			
Activity 1. Complete assessment of LED service gaps (as part of WBS 1310) and start to implement key activities to address identified gaps.			
1330 New and improved trade initiatives benefiting local businesses are promoted by local and regional governments.			
Indicator 1330a: # of elected leaders, staff and SME owners trained and using trading readiness and promotional tools to promote trade initiatives.	Program-wide target: By Year 3, 100 elected officials, staff and SMEs are trained and are implementing new tools to promote trade. By Year 5, at least 25 elected officials, staff and SMEs in each country are successfully using trade readiness tools and are actively developing trading opportunities. Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 15
Indicator 1330b: # of trade forums and missions designed and realized	Program-wide target: By Year 3, 15 regional government partners will have successfully participated in trade missions. By Year 5, 6 regional government partners are effectively designing and promoting trade opportunities.	Actual (from midyear Year2): 0	Expected in Year 3: 0

	Baseline: 0		
Expected progress this year: Elected officials and staff will increase their knowledge of regional economic development and trade (including related tools and successful practical approaches), and use this knowledge to build the foundations necessary to design and develop local tools that promote trade initiatives.			
Activity 1. A municipal practitioner from Rossland, BC, one of the municipal partners involved in the PMI-LED program in Vietnam, will deliver a seminar and training session on RED and trade to partner municipalities.			
Activity 2. Chilliwack will support the Cambodia on the design of a study tour on how to organize a trade show. The study tour will take place in Q3 or Q4.			

WBS 2000 OUTREACH AND ENGAGEMENT

CANADIAN ENGAGEMENT

2018-2019 is the year of building local champions for the engagement of Canadian partners in international municipal cooperation in LED (WBS 2100). The first two years of the program focused on developing and validating an engagement strategy, recruiting Canadian expertise and generating municipal commitment, and training new volunteers on their role as capacity builders with overseas partners. Year 3 will zoom in on several targeted activities to provide support for front-line volunteer experts as they move from planning to implementation of local project plans; increase awareness and ownership of the program with partner municipal institutions (especially elected officials), and begin to engage Canadian communities in program activities:

In-kind hours are expected to increase in Year 3 as municipal experts reach full speed in their provision of capacity building to partners overseas. The program will support them in their commitments through awareness-building and promotion of the tools/training provided at the Regional Workshops the previous year (especially the PMI-LED Partnership Guide). A program PowerPoint will be developed for volunteers to use with local councils and colleagues to foster increased support within their municipalities. As municipal experts experience their first challenges and successes in implementing local project plans with partners, the program will encourage them to tap into the broader Canadian PMI-LED network of municipal partners for support and knowledge-sharing opportunities. The Partnership Profiles will be completed and disseminated, and the program will use its Facebook group, FCM social media tools and distribution lists to share news and foster connections between Canadians.

Eighteen Canadian municipalities are direct program partners in PMI-LED, and while individual staff received program training in Year 2, the current year will shift focus to building commitment at an institutional level. Targeting networks will be an important part of this work, and so PMI-LED will work with the British Columbia Economic Development Association to hold a workshop that raises the profile of the program with several municipalities at its conference in June. The biggest ticket item will be a signature training for elected officials engaged in PMI-LED to develop their skills and plans for sharing their program involvement with their home municipalities and communities: A workshop linked to FCM's Advocacy Days in Ottawa will provide them with skills training, coaching and support in developing their own communications aligned with their local Municipal Engagement Plans. Finally, the program newsletter will be sent out at least twice this year to provide both Canadian elected officials and volunteers with updates and information that can be easily shared with their own target groups.

Municipal partners were trained in Year 2 on developing their municipal engagement plans (MEPs). This year the MEPs will be finalized, including activities proposed by municipal partners, and PMI-LED will provide coaching and funding for each partner. A template will be developed and supported to capture the "stories" and results, including list of participants, from these activities. Municipal partners will help to craft the framework for 3 thematic stories from the field, through which midterm results (linked to the midterm evaluation) will be written in to a format targeted to Canadian municipalities and their communities. These will be disseminated through the growing network of Canadian staff involved in program activities (both technical experts and communications professionals).

2100 - Canadian Engagement: Canadian municipalities contribute to innovative international municipal cooperation in LED.			
2110 Canadian municipal experts are supported to provide sustainable, innovative capacity building benefiting LGAs and LGs.			
	<p>Target: By year 4, each Canadian partner will report in-kind hours for at least 2 staff working at the <i>Collaborate</i> or <i>Empower</i> levels. The target is 21 cities x at least 2 municipal specialists each x 120 in-kind hours contributed per year (total 20,160 hours).</p> <p>Baseline: 0</p>	<p>Actual (from midyear Year2): 530 (174f)</p>	<p>Expected in Year 3: 4,000 hours</p>
<p>Indicator 2100b: # of volunteers reporting coaching and connections developed through program supports and their level of engagement (<i>IAP2</i>)</p>	<p>Target: By Year 2, 30% of Cdn volunteers have participated in the CoP (<i>Consult</i>). By Year 4, 75% have participated and are directing the topics (<i>Empower</i>).</p> <p>Baseline: 0</p>	<p>Actual (from midyear Year2): 0</p>	<p>Expected in Year 3: 25%</p>
<p>Expected progress this year:</p> <p>In-kind hours are expected to increase in Year 3 as municipal experts reach full speed in their provision of capacity building to partners overseas. The program will support them in their commitments through awareness-building and promotion of the tools/training provided at the Regional Workshops the</p>			

previous year (especially the PMI-LED Partnership Guide). A program PowerPoint will be developed for volunteers to use with local councils and colleagues to foster increased support.

As municipal experts experience their first challenges and successes in implementing local project plans with partners, the program will encourage them to tap into the broader Canadian PMI-LED network of municipal partners for support and knowledge-sharing opportunities. The Partnership Profiles will be completed and disseminated, and the program will use its Facebook group, FCM social media tools and distribution lists to share news and foster connections between Canadians.

Activity 1. Graphic design work/translation to develop a program PowerPoint for use by Canadian champions (Q1).

Activity 2: Graphic design work/translation to complete partner profiles for use by Canadian volunteers (Q1).

Activity 3. A writer will develop and share social media posts and information on overseas activities with the Canadian volunteers in English and French (Q2/Q3/Q4).

2120 A development education and awareness program increases the awareness and support of Canadian municipalities for international development and Canada's foreign policy priorities.

Indicator 2120a: # and type of municipal MOUs and council resolutions supporting international development goals	Target: # and type of municipal MOUs and council resolutions supporting international development goals. Baseline: 0	Actual (from midyear Year2): <i>21/Involve</i>	Expected in Year 3: 0
Indicator 2120b: # and type of municipal-led communications around international development (blogs, press releases, web pages, twitter feeds, etc.)	Target: # and types of municipal-led communications around international development (blogs, press releases, web pages, twitter feeds, etc.)	Actual (from midyear Year2): <i>1/Inform</i>	Expected in Year 3: <i>18/Inform</i>

	Baseline: 0		
<p>Expected progress this year: 18 Canadian municipalities are direct program partners in PMI-LED, and while individual staff received program training in Year 2, the current year will shift focus to building commitment at an institutional level. Targeting networks will be an important part of this work, and so PMI-LED will work with the British Columbia Economic Development Association to hold a workshop that raises the profile of the program with several municipalities at its conference in June. The biggest ticket item, will be a signature training for elected officials engaged in PMI-LED to develop their skills and plans for sharing their program involvement with their home municipalities and communities: A workshop linked to FCM's Advocacy Days in Ottawa will provide them with skills training, coaching and support in developing their own communications aligned with local Municipal Engagement Plans. Finally, the program newsletter will be sent out at least twice this year to provide both elected officials and volunteers with updates and information that can be easily shared with their own target groups.</p>			
<p>Activity 1. PMI-LED staff will co-organize a "This is my story" supported event in Kelowna at BCEDA in June (Q1).</p>			
<p>Activity 2: PMI-LED staff will host a "This is my story" training workshop for 21 elected officials in Ottawa in November (Q3).</p>			
<p>Activity 3. A writer will support the team to create and share a program newsletter with Canadian municipal partners (Q1/Q2/Q3/Q4).</p>			
<p>2130 Community-based engagement creates opportunities for sustainable cooperation initiatives/relationships between cities in Canada and in the developing world.</p>			
<p>Indicator 2130a: # and type of engagement initiatives led by Cdn munis to engage community stakeholders in PMI-LED</p>	<p>Target: By Year 2, 75% of active Cdn partner municipalities have implemented at least 1 engagement initiative at the <i>Inform</i> level. By Year 5, 30% of Cdn partner municipalities have implemented and reported on at least 1 engagement</p>	<p>Actual (from midyear Year2): 0</p>	<p>Expected in Year 3: 13 (or 75%) at the <i>Inform</i> level</p>

	initiative at the <i>Collaborate</i> level. Baseline: 0		
Indicator 2130b: # and type of new Cdn community stakeholders (m/F) engaged, and their level of engagement (<i>IAP2</i>)	Target: By Year 2, at least 1 community stakeholder in each Canadian partner municipality is engaged at <i>Inform</i> level. By Year 5, at least 1 community partner per municipality is engaged at the <i>Collaborate</i> level. Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 18 at the <i>Inform</i> level
Expected progress this year: Municipal partners were trained in Year 2 on developing their municipal engagement plans (MEPs). This year the MEPs will be finalized, including activities proposed by municipal partners, and PMI-LED will provide coaching and funding (up to \$1000) for each partner. A template will be developed and supported to capture the “stories” and results, including list of participants, from these activities. Municipal partners will help to craft the framework for 3 thematic stories from the field, through which midterm results (linked to the midterm evaluation) will be written into a format targeted to Canadian municipalities and their communities. These will be disseminated through the growing network of Canadian staff involved in program activities (both technical experts and communications professionals).			
Activity 1. A promotional tool will be developed and shared encouraging completion of the Municipal Engagement Plans (Q1).			
Activity 2: 18 Canadian partners will receive promotion and coaching from PMI-LED staff to implement 1-2 local activities in their Municipal Engagement Plans.			
Activity 3. Three stories of midterm results will be prepared by writers in the 3 regions; linked to the Midterm Internal Review, and shared with Canadian partners (Q3).			
Activity 4. A writer and graphic designer will support the development of a “This is my story” template and writers will conduct interviews to share stories via social media (Q2/Q3/Q4).			

INTERNATIONAL AND REGIONAL ENGAGEMENT

In 2018-19, this program component will focus on the formal integration of partners into PMI-LED networks and organizations as directed by regional engagement strategies and an overall global strategy. PMI-LED will work with partners to align the program with Agenda 2030, specifically the Sustainable Development Goals (SDGs) on gender equality, economic growth, sustainable cities, strong institutions and partnerships. Plans will be developed that plans to integrate the SDGs into national development plans, including in supporting the Association of Vietnam Cities (ACVN) and the Association des Municipalités du Mali (AMM) to contribute to the Voluntary National Reviews of their countries. Additionally, all partners will receive training on the SDGs and municipal international policies, such as policy paper on Local Economic Development of the United Cities and Local Governments (UCLG), through webinars and workshops. These activities will align with the program thematic activities, namely enabling environment (WBS 1100), to ensure that local government associations have the tools needed to disseminate this knowledge and advocate for key issues to their membership, central governments, and throughout regional and global networks.

PMI's overseas partners will implement the regional engagement strategies developed by each region and facilitate collaboration between and among LGAs in the region to exchange knowledge and explore opportunities for policy development in support of the identified activities and actions in the regional engagement strategy. Specifically, PMI-LED partners in Africa will hold a regional forum in Senegal linked to the thematic work of WBS 1200 (Inclusive LED) and 1300 (Trade and Regional Economic Development). Local governments, associations and networks, such as the Local Economic Development Network of Africa (LEDNA), will be tapped during the forum to share best practices and deliver training on economic development and inclusive growth. In Asia, discussions will continue with UCLG ASPAC and other regional municipal networks on a regional LED forum for PMI-ED partners and other local governments and their associations. Meanwhile in Latin America, the program will coordinate and deliver programming and training in collaboration with regional municipal networks and FCM's Sustainable and Inclusive Communities in Latin America (CISAL) project.

This year, local governments and their associations around the world will meet on several occasions to reinforce and further promote the role of local and regional governments in economic growth, including the Women's Forum during the 2018 Commonwealth Heads of Government Meetings and the Commonwealth People's Forum, the Global Social Economic Forum, the UN Commission on the Status of Women, and other events organized by international municipal networks. PMI-LED and its partners will continue to contribute to the workplans and coordination of UCLG's Capacity and Institution Building (CIB) Working Group and Local Economic and Social Development Committee (LESD). Partners will become formal members of these groups and contribute to the research and implementation of workplans. During the official meetings of the working groups, PMI-LED partners will exchange best practices and identify opportunities for collaboration; providing direction to multilateral organizations and national governments on the role of local governments in creating an enabling environment for LED in their respective contexts.

2200 - International and Regional Engagement: LGAs, municipal and LED stakeholders benefit from and contribute knowledge and policy inputs to networks focused on inclusive LED, trade and investment.			
2210 New LED knowledge is created and disseminated by PMI-LED partners and key stakeholders.			
Indicator 2210a: # and type of international LED and development cooperation policy-related initiatives undertaken by LGA partners	Target: Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 7
Indicator 2210b: Examples of best practices from all components of WBS 1000 are shared at the national level in all regions through networks, communities of practice and other forums	Target: Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 3
<p>Expected progress this year: This year, the PMI local government association partners will align PMI-LED activities in their country with the Sustainable Development Goals (SDGs), and learn more about international municipal policies. All partners will receive a series of training over the year (more in-depth modules will be provided to partners in Vietnam, Mali, and Bolivia; the rest will receive similar training in Year 4). PMI-LED will develop and deliver a webinar series on the SDGs for partners, focused on understanding the SDGs, reporting mechanisms, and resources to support implementation at the country level. Additionally, partners will contribute to the UCLG's survey on the contribution of LGAs to SDG implementation. The program will also support FCM field staff, in particular the NPCs, to participate or take on lead roles in the coordination of Canadian or other international organizations working with municipalities at the country-level (areas of coordination may include the implementation of the SDGs, integration of the FIAP into their respective programs, gender equality and local economic development, operational efficiencies, and/or coordination of resources).</p>			
<p>Activity 1: Regional Program Coordinators will provide orientation and deliver country-level trainings in Vietnam, Bolivia, and Mali to integrate the SDGs and project results to position partners to contribute to the country National Development Plans.</p>			
<p>Activity 2: Support to FCM field staff, in particular the National Program Coordinators, to participate or take on lead roles in the coordination of Canadian organizations working at the country-level.</p>			
<p>Activity 3: While developing LED strategies and policies, association partners will ensure alignment with the UCLG LED policy, which will be revised to incorporate gender equality and the SDGs.</p>			
2220 Partners' participation in municipal and thematic forums, networks and communities of practice enable learning about LED.			

Indicator 2220a: Examples of LED best practices and knowledge acquired and/or contributed by LGs and stakeholders to regional municipal networks	Target: Baseline: 0	Actual (from midyear Year2): 9	Expected in Year 3: (TBD)
Indicator 2220b: Examples of LED best practices and knowledge acquired and contributed by LGs and stakeholders to regional <i>thematic</i> networks	Target: Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: (TBD)
Expected progress this year: PMI-LED will work to align regional engagement strategies with activities in the region to facilitate collaboration between LGAs, assisting them to exchange knowledge and explore opportunities for replicating good practices and policy development. In Africa, the program will support the development of a regional workshop in Senegal with support from LEDNA and UCLGA Training Academy. The RPC in Asia will collaborate with UCLG ASPAC for the creation of an LED Forum in. In Latin America, the program will work closely with the UNDP LED and Gender Initiative (DELGEN) and contribute to and participate in the regional activities of FLACMA and the FCM Sustainable and Inclusive Communities in Latin America (CISAL) project.			
Activity 1: PMI-LED will work to update and implement the regional engagement strategies, validate/identify opportunities to facilitate collaboration between LGAs in the region.			
Activity 2: Regional PMI-LED staff will implement a framework for the Africa region to support partner LGAs and participate in regional activities and discussions throughout the year.			
Activity 3: Regional PMI-LED staff will implement a framework for Asia region to support partner LGAs to participate in regional activities and discussions throughout the year.			
Activity 4: Regional PMI-LED staff will implement a framework for Latin America region to support and participate in regional activities and discussions.			
2230 Local government partners contribute to/learn from International policy dialogue on LED, development cooperation and democratic governance.			
Indicator 2230a: # and type of international LED and development cooperation related working groups and committees in which PMI-LED partners are participating	Target: Baseline: 0	Actual (from midyear Year2): 2	Expected in Year 3: 2
Indicator 2230b: # and type of opportunities to contribute to global	Target: Baseline: 0	Actual (from midyear Year2): 0	Expected in Year 3: 7

policies undertaken by partner LGAs, and key stakeholders			
<p>Expected progress this year: PMI-LED's LGA partners will participate in the governance structure of UCLG's Local Economic and Social Development committee. Additionally, select partners will also participate in the UCLG Capacity and Institution Building Working Group. In both cases, this participation will help inform policy discussions that promote the role of local governments as development actors and agents of change. Partners will also deepen their networks and provide insight into the direction of these organizations related to LED and development cooperation.</p>			
<p>Activity 1: Support the involvement of LGAs in international municipal and thematic networks to inform policy discussions related to the SDGs and development cooperation.</p>			
<p>Activity 2: Provide support to the development of the UCLG Committee on Local Economic and Social Development Work Plan and activities.</p>			
<p>Activity 3: Provide support and participate in the UCLG CIB Working Group annual meeting and other work plan activities.</p>			

WBS 3000 MANAGEMENT

The project will be moving forward at full steam in Year 3. Full implementation of the project is expected this year, including the launch of the Innovation Fund. Early this year, FCM will bring an additional staff resource on board in Ottawa to manage the new Innovation Fund. Supplemental resources will also be mobilised in each partner country to support the implementation of the Fund at the local level. Regional offices will open, and banking and financial processes will become more decentralized (as planned in the PIP).

Under Monitoring and Evaluation, PMI-LED will work to leverage existing M&E resources and continue to support the team to conduct analysis leading to program measurement and improvement. The main milestone for Year 3 will be the internal midterm review for which an evaluation specialist will develop a process and prepare a tool in Q1 for each regional office to use in conducting the review. S/he will also train the PMI-LED team on the process and tool in June (Ottawa). An evaluation team composed of this specialist (or staff substitute), a writer (see WBS 2100 thematic stories) and a local photographer will travel to each region in Q3 to work with regional offices in gathering research for the program's Mid-term Internal Review. The evaluation report will be presented at the program's GPG in Q4. As in other years, shortened versions of the Annual Workplan, Annual Report and Semi-Annual Report will be translated into French and Spanish and shared with overseas partners, and a simple template will be developed to capture and present cumulative PMF results across the program. To support the analysis of the team's ongoing performance measurement work, and to share sustained success to program stakeholders, two returning municipal volunteers will be supported to visit their own MPED partner municipalities and prepare Looking Back stories (continuation of the highly successful series of case studies from Year 2).

In 2018-2019, several activities within each of the thematic areas describe the participatory processes specifically related to LED as well as outreach and engagement. In addition to these, the program has several governance structures with the following planned activities for 2018-2019:

The PMI-LED Global Partners Group (GPG) is the steering committee for PMI-LED overall, and provides FCM with guidance and direction on issues of strategic importance in the implementation of the project. The second meeting of the GPG will take place in Ottawa in February 2019 to review performance and provide recommendations for improvements (this activity is described in WBS 3000 Management).

The National Project Advisory Committees (PACs), of which there are seven, are comprised of elected representatives from key government agencies and from the local governments involved in the local projects; local Global Affairs representatives and FCM elected officials, and will meet in each country in Q4 (Bolivia will actually meet in Q1 as well). During these annual meetings, the PACs will review country-level annual results and approve country-level annual workplans. Other activities for PAC members are as described in the country sections of this workplan (WBS 1000).

FCM's Standing Committee on International Relations (SCIR) provides oversight to FCM's international programming, represents Canadian engagement in PMI-LED and, through three assigned Governance Representatives, provides specific support to the program. For example, the Governance Representatives for Africa, Asia and Latin America serve to represent PMI-LED at FCM Board meetings and international networking activities; they strengthen the program by utilizing their networks and relationships with strategic partners and elected officials; and they assist in troubleshooting political issues that may hinder project objectives. Involvement of the SCIR and governance representatives in 2018-2019 include participation in Board meetings in Canada; co-facilitation at the Champions training for elected officials in Ottawa in November, participation in PAC meetings overseas; and various technical expertise in project missions as required.

3000 – Management

Expected progress this year: Systems and tools will be refined this year to support the implementation of the local level projects and to ensure a smooth roll out of the Innovation Fund. The PMs, RPCs and NPCs will come together in Q1 to participate in training focussed on the new processes and procedures in place for the implementation of the Innovation Fund. The team will also work together to ensure that the necessary preparations are made to launch the internal midterm review in each of their respective countries.

Good progress has been made in the last year to lay the groundwork for opening two of three regional offices (Asia and Africa). Final registration will be completed, office space finalized, banking processes decentralized, and field manuals completed. Other options are being considered for the Latin America regional office due to the complex process of registration and the current political situation in Nicaragua.

Year 3 will also see a shift in the way some of the program’s human resources are utilized. The thematic expertise of the PMs will be maximized in a way that will see more leadership on the development of thematic tools to support capacity development and institutional change within the partner municipalities and LGAs.

This year will also see the GPG being held in Ottawa in Quarter 4. A highlight of this meeting will be the introduction of the Innovation Fund and the findings of the mid-term internal review (see below).

Activity 1. Refine systems and tools for continuous improvement in the day-to-day management of the program.

Activity 2. Open regional field offices and operationalize PMI-LED field manual to support operations.

Activity 3. Develop thematic-based program tools and resources.

Activity 4: Design and implement training for PMI-LED staff in Ottawa and in field offices.

Activity 5: Organise bi-annual GPG meeting to ensure effective oversight of the program.

Monitoring and Evaluation

Expected progress this year:

Two returning municipal volunteers will be supported to visit their own MPED partner municipalities and prepare Looking Back stories. Shortened versions of the Annual Workplan, Annual Report and Midyear Report will be translated into French and Spanish and shared with overseas partners. An evaluation specialist will develop a process and prepare a tool in Q1 for each regional office to use in conducting a midterm internal review, and train the team on the process and use of the tool in June (Ottawa). A review team composed of this specialist (or staff substitute), a writer (see WBS 2100

thematic stories) and a local photographer will travel to each region in Q3 to work with regional offices in gathering research for the program's midterm internal review. Findings and recommendations will be important in developing the work plan for the Year 4. The report will be translated and presented at the program's GPG in Q4. A simple template will be developed to capture cumulative PMF results.

Activity 1. Develop a cumulative tool for results.

Activity 2. Two volunteers will be supported by a writer to create Looking back stories.

Activity 3. The team will work to develop the 2018-2019 workplan, semi-annual and annual and reports to Global Affairs, and translate information to share among partners.

Activity 4. A midterm internal review will take place, led by the PMI-LED team and supported by a specialist.

Activity 5. The team will improve their systems and skills for ongoing sense-making and analysis.

BUDGET

AWP Budget Financial Summary

The total budget required to implement the PMI-LED Annual Work Plan for FY 2018-19 is estimated at **\$5,658,111 CAD** with a Global Affairs Canada contribution of \$4,667,880 CAD and \$990,231 CAD from FCM municipal expert in-kind contribution. This budget covers the period from April 1, 2018 to March 31, 2019. The following two tables present the budget by inputs (cost categories) and by intermediate outcomes. This year it is expected that the program will reach full pace of implementation particularly with the introduction of the Innovation Fund.

We would like to clarify that the technical assistance model for PMI-LED includes the use of *subcontractors or consultants* both local and Canadian, to move forward capacity building processes with LG and LGA partners. This includes their assistance in implementing local demonstration plans and applying recommendations from Canadian municipal experts in between their successive visits. The approach includes developing a pool of local consultants that can continue to be tapped in each country throughout the program and beyond. As they are exposed to and partnered with Canadian municipal experts, and the new systems and practical tools they bring, the local consultants too become effective and knowledgeable municipal LED practitioners. Thus, to ramp up implementation in Year 3 there will be a significant budget for these local subcontractors, including for interpreters who accompany our Canadian municipal experts working in-country or those international partners visiting Canada. Some Canadian consultants will also be necessary particularly in relation to the mid-term internal evaluation and tool development.

The *Travel* budget line includes the cost of transportation, accommodation and per-diem of FCM staff, municipal volunteers, consultants, and partners traveling to and around the program regions to implement program activities and to participate in various conferences and workshops. This budget line also includes the travel insurance cost of members of technical missions travelling to Canada.

The *Other Training Costs* budgeted in this line include costs related to workshops, knowledge sharing conferences and other similar activities, such as printing and translation of materials, venue and equipment rental, and refreshments for participants.

With regards to *Administration Costs Directly Related to the Project*, this budget line includes expenses related to the overall operation of the field offices, including office rent and utilities, communications, office supplies, printing, and software licenses.

The *Funds for Demonstration Projects* line refers to expenses related to the Innovation Fund, which are implemented as two funds: the *Local Innovation Fund (LIF)* and the *Enabling Environment Innovation Fund (EEIF)*. The details of the Fund and its administration is fully described in Annex 8 of this Annual Work Plan and has been developed in close consultation with GAC. In order to clearly illustrate the operational expenses related to this special Fund, we included under this line and are tracking expenses in the sub-categories of:

- Fund Launch – includes the adaptation of tools to local contexts, translation, printing and dissemination of tools and templates, other related publications
- Fund management – includes the country-level Innovation Fund administrative assistants, meeting costs, travel costs
- Implementation of LIF – financing of goods, technical assistance and expenses related to the approved projects in this Fund
- Implementation of EEIF – financing of goods, technical assistance and expenses related to the approved projects in this Fund

In the second table presenting the budget by WBS, we would like to point out that the bulk of the budget is allocated for the intermediate outcome of Economic Prosperity or WBS 1000. This is because most of the local capacity building activities in three of the program’s thematic: Enabling Environment, Inclusive LED, Regional Economic Development and Trade are located within this WBS.

Finally, we would like to reiterate that due to the recent and continuing political unrest in Nicaragua, project activities there are on hold. This Annual Work Plan 2018-19 and corresponding proposed budget will need to be revised once there is clarity on how the program will proceed in Nicaragua. This process of review will take place in the next two months and in consultation with GAC.

PROPOSED PMI-LED BUDGET 2018-2019 (6 MONTHLY PERIOD)

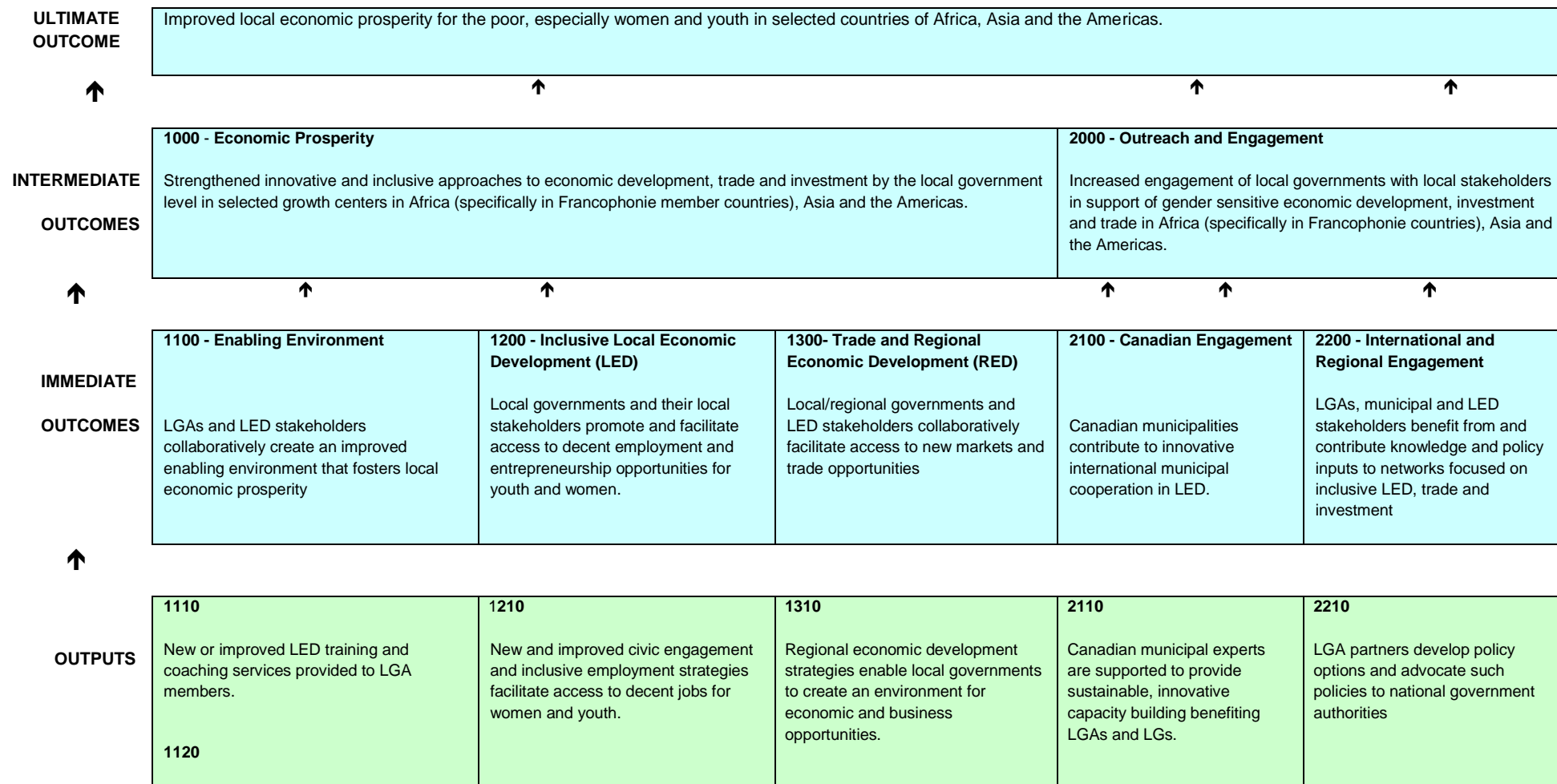
Summary of Eligible Budget Categories	Six months - April to September 2018	Six months - October 2018 to March 2019	TOTAL
Remuneration – FCM's Employees in Canada and Overseas			
<i>Employees based in Canada and on short-term assignment overseas</i>	453,120	453,120	906,241
<i>Canadian Personnel on long-term assignment overseas</i>			
<i>Remuneration - Local Employees and National Program Coordinators</i>	157,427	157,427	314,853
Sous-total - Remuneration			
Fees - Subcontractors			
<i>Canadian Subcontractors</i>	70,297	98,647	168,945
<i>Local Subcontractors</i>	184,114	183,047	367,160
Sous-total - Fees – Subcontractors			
Sub-Total - Remuneration / Fees			
Reimbursable Costs			
<i>Travel Cost</i>	614,484	859,328	1,473,812
<i>Benefits and allowable expenses for: Personnel on long-term assignment overseas and on short-term relocation</i>			
<i>Student and Trainees training Costs</i>			
<i>Other Training Costs</i>	152,938	221,160	374,098
<i>Recipient Country Government Employees</i>			
<i>Goods, Assets, and Supplies (Equipment)</i>	11,632	12,477	24,109
<i>Project Administration Costs Directly Related to the Project</i>	82,294	80,678	162,972
<i>Demonstration projects (Note 1)</i>	66,591	294,868	361,460
<i>Other Direct Costs identified under the project (list here)</i>			
Sub-Total - Reimbursable Costs	927,940	1,468,511	2,396,451
Sub-Total Direct Project Costs Eligible for the Application of the Overhead Rate	1,792,898	2,360,753	4,153,650
Compensation for Overhead			
Compensation for overhead / indirect costs	215,148	283,290	498,438
Compensation for overhead costs for volunteers	4,115	11,677	15,792
Ineligible costs for the application of overhead rates			
<i>Flow-through Funds (if applicable)</i>			
<i>Goods, Capital Expenditures (if applicable)</i>			
<i>Construction Costs (if applicable)</i>			
<i>Others (list here)</i>			
Sub-Total - Overhead	219,263	294,968	514,230
Total Contribution to Initiative	2,012,160	2,655,720	4,667,880
Total In-Kind Contribution	335,713	654,518	990,231
Total Initiative Value	2,347,874	3,310,238	5,658,111

PROPOSED PMI-LED BUDGET 2018-2019 BY WBS

Summary of Eligible Budget Categories	WBS 1000	WBS 2000	WBS 3000	Total GAC
Remuneration – FCM's Employees in Canada and Overseas				
<i>Employees based in Canada and on short-term assignment overseas</i>	444,309	140,529	321,402	906,241
<i>Canadian Personnel on long-term assignment overseas</i>				
<i>Remuneration - Local Employees and National Program Coordinators</i>	195,274	12,430	107,149	314,853
Sous-total - Remuneration	639,584	152,959	428,551	1,221,094
Fees - Subcontractors				
<i>Canadian Subcontractors</i>	6,000	91,125	71,820	168,945
<i>Local Subcontractors</i>	304,760	53,100	9,300	367,160
Sous-total - Fees – Subcontractors	310,760	144,225	81,120	536,105
Sub-Total - Remuneration / Fees	950,344	297,184	509,671	1,757,199
Reimbursable Costs				
<i>Travel Cost</i>	1,013,622	263,735	196,455	1,473,812
<i>Benefits and allowable expenses for: Personnel on long-term assignment overseas and on short-term relocation</i>				
<i>Student and Trainees training Costs</i>				
<i>Other Training Costs</i>	336,698	24,800	12,600	374,098
<i>Recipient Country Government Employees</i>				
<i>Goods, Assets, and Supplies (Equipment)</i>	5,109	-	19,000	24,109
<i>Project Administration Costs Directly Related to the Project</i>	38,567	19,500	104,905	162,972
<i>Demonstration projects</i>	361,460			361,460
<i>Other Direct Costs identified under the project (list here)</i>				
Sub-Total - Reimbursable Costs	1,755,456	308,035	332,960	2,396,451
Sub-Total Direct Project Costs Eligible for the Application of the Overhead Rate	2,705,800	605,219	842,631	4,153,650
Compensation for Overhead				
Compensation for overhead / indirect costs	324,696	72,626	101,116	498,438
Compensation for overhead costs for volunteers	15,240	552		15,792
Sub-Total Overhead	339,936	73,178	101,116	514,230
Total Contribution to Initiative	3,045,735	678,398	943,747	4,667,880
Total In-Kind Contribution	949,681	40,550		990,231
Total Initiative Value	3,995,416	718,948	943,747	5,658,111

Appendix 1: Logic Model

Title	Partnerships for Municipal Innovation in Local Economic Development	No.	D-002451	Team Leader	Kristin Marinacci Manager, PMI-LED
Country/Region	Global Project	Budget	\$19,308,000 + \$5,179,073 (in-kind)	Duration	2016 - 2020



ACTIVITIES

<p>Municipal and local stakeholders develop LED strategic plans reflecting community vision and inter-municipal cooperation.</p> <p>1130 LGA-led action-research, tools and practices influence LED policy and reform agendas.</p> <p>1140 LGAs demonstrate more effective LED leadership, governance structures and processes.</p> <p>1150 An Innovation Fund supports local LED, trade and investment innovations.</p>	<p>1220</p> <p>Innovative entrepreneurship strategies and initiatives actively engage women and youth.</p> <p>1230</p> <p>New and improved training and services provided to women and youth engaged in the informal and social economy.</p>	<p>1320</p> <p>Business attraction /retention /expansion (BARE) and investment models and tools stimulate economic activities and create employment opportunities.</p> <p>1330</p> <p>New and improved trade initiatives benefiting local businesses are promoted by local and regional governments.</p>	<p>2120</p> <p>A development education and awareness project increases the awareness and support of Canadian municipalities for international development and Canada's foreign policy priorities.</p> <p>2130</p> <p>Community-based engagement creates opportunities for sustainable cooperation initiatives and relationships between cities in Canada and in the developing world.</p>	<p>2220</p> <p>Local governments and community-based LED stakeholders acquire and contribute to LED best practice and knowledge through their active involvement in municipal/thematic networks at the regional level.</p> <p>2230</p> <p>Local government partners contribute to/learn from International policy dialogue on LED, development cooperation and democratic governance.</p>
<p>1110</p> <ul style="list-style-type: none"> a) Training needs assessment b) Development of LED leadership training project (global curriculum) c) Training of trainers on LED d) LED Training delivery to elected official, municipal staff and key community stakeholders <p>1120</p> <ul style="list-style-type: none"> a) Development of toolkit for participatory LED strategic planning b) Training of local team on toolkit c) Coaching of selected municipalities in their strategic planning exercise d) Monitoring of plan implementation <p>1130</p> <ul style="list-style-type: none"> a) Establishment of working groups on LED policy papers b) LED surveys c) Development of action plan for implementation of recommendation from survey and policy papers d) Establishment and meeting of thematic coordination platform 	<p>1210</p> <ul style="list-style-type: none"> a) Map key stakeholders; create coordination committees and strategic partnerships b) Develop "civic engagement" activities with a focus on youth and women c) Develop youth/women inclusive employment strategies and networks, e.g. youth and technology d) Organize youth councils and increase diverse women's participation in LG e) Develop municipal policies on gender/youth and employment f) Research, provide training and support integration of youth and women into labour market (demo projects) <p>1220</p>	<p>1310</p> <ul style="list-style-type: none"> a) Develop and implement RED strategies b) Create RED stakeholder consultative platforms c) Implement RED demonstration projects to increase LED opportunities in economic corridors and growth poles d) Support RED demonstration projects <p>1320</p> <ul style="list-style-type: none"> a) Develop BARE toolkits b) Develop BARE training for LGs c) Develop tools/mechanisms on land use planning and for financial incentives d) Use investment funds to revitalize downtown business districts and attract new businesses 	<p>2110</p> <ul style="list-style-type: none"> a) Select/train Canadian partners b) Create/implement volunteer mentoring/pairing project c) Establish Communities of Practice d) Collect effective connections of Canadian involvement overseas <p>2120</p> <ul style="list-style-type: none"> a) Develop/implement roles and training for municipal elected officials b) Create/implement mechanisms for reporting results and storytelling to FCM members c) Engage FCM's network of "champion" elected officials 	<p>2210</p> <ul style="list-style-type: none"> a) Develop policy development training tools for LGAs. b) Create advocacy tools to promote the adoption of relevant economic development policies at local and national level. c) Identify opportunities for LGAs to promote PMI-LED/MPED LED tools, policies and strategies. <p>2220</p> <ul style="list-style-type: none"> a) Create/support communities of practice and mentorship initiatives to strengthen local democracy/citizen's involvement and LED good practices

<ul style="list-style-type: none"> e) Legislative and regulatory framework review f) Research, documentation and evidence-based policy dialogue based on demonstration projects and local innovations <p>1140</p> <ul style="list-style-type: none"> a) Selection of Canadian PTA partners for LGAs b) Institutional capacity assessments c) Development and implementation of association capacity building (ACB) plans d) Review of LGA strategic plans e) Coordination with other donors <p>1150</p> <ul style="list-style-type: none"> a) Development of fund guidelines b) Training of team on the guidelines c) Selection/ funding/monitoring/ documentation of innovation 	<ul style="list-style-type: none"> a) Map key stakeholders; create coordination committees and build strategic partnerships /networks (technical/trade schools, youth and women business associations) b) Pilot (demonstration projects) entrepreneur education project in primary schools (modules, young entrepreneur initiative, mentorship project and/or internship/coop project c) Support entrepreneurship centers/business incubators for youth and women d) Conduct business skills needs assessments and training <p>1230</p> <ul style="list-style-type: none"> a) Research on informal economy (who, what, needs) b) Research social and solidarity economy and green economy c) Build collaborative partnerships and dialogue forums d) Support incubators, training and financing of solidarity and informal economy initiatives 	<ul style="list-style-type: none"> e) Develop business/trade mentoring advice tools/entrepreneur drop-in f) Develop new economic models g) PPP training on agreements, tools and procedures <p>1330</p> <ul style="list-style-type: none"> a) Develop business trading readiness tools and processes for trade investment fairs and tours b) Train local governments c) Develop trade promotion tools and outreach strategies d) Identify and facilitate trade opportunities and missions e) Design and implement capital and secondary city trading forums and networks 	<ul style="list-style-type: none"> d) Create/implement staff member engagement working group at FCM <p>2130</p> <ul style="list-style-type: none"> a) Support municipal volunteers to develop/implement Municipal Engagement plans/initiatives b) Design and implement opportunities for overseas partners to connect with Canadian communities. c) Collect/share stories showcasing benefits of community engagement 	<ul style="list-style-type: none"> b) Share knowledge, best practices and innovative strategies in regional municipal and thematic networks c) Develop plan to foster financial information sharing and pooling of resources among donors <p>2230</p> <ul style="list-style-type: none"> a) Research and develop decentralization policies b) Facilitate LG participation in activities in global inclusive LED organizations c) Share knowledge, best practices and innovative strategies on strengthening municipal capacity internationally.
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Appendix 2: Gantt Chart of Activities

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
BOLIVIA												
1100 – Enabling Environment												
1110 - New or improved LED training and coaching services provided to LGA members												
Activity 1. Survey on LED in Bolivia												
Activity 2. Develop an LED training plan, adapt modules and Train the trainers												
Activity 3. Develop online virtual platform and support RE: IT & communications for LGAs and LG partners.												
Activity 4. Institutional strengthening and Capacity building of LGAs in Public Administration and LED												
Activity 5. Training on developing LED strategies with selected LGs												
1120 - Municipal stakeholders develop strategic plans reflecting community vision and inter-municipal cooperation												
Activity 1. Creation of LED Strategic Planning Experts' Groups												
Activity 2. Support feasibility study & advancement on development of Training and Research Centre (FAM Bolivia)												
1130 - LGA led action-research, tools and practices influence LED policy and reform agendas												
Activity 1. Develop an action plan on the recommendations on LED policies in Bolivia												
Activity 2. Implement action plan on the recommendations on LED policies in Bolivia												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Activity 3. Support LGs to incorporate LED into municipal regulatory framework												
Activity 4. Monitoring of policies/opportunities to improve enabling environment for LED in Bolivia												
Activity 5. Consultation and creation of communities of practice for Knowledge Management												
1140 - LGAs demonstrate more effective LED leadership, governance structures and processes												
Activity 1. ACOBOL leadership promotes improvements to the governance structures and processes for LED												
Activity 2. ACOBOL leads on sharing knowledge about Territorial economic development with gender equality processes (DETEG: desarrollo economico territorial con enfoque de genero)												
Activity 3. Improve processes and mechanisms & support LGs to increase revenue generation/ improve municipal tax collection (led by FAM Bolivia)												
Activity 4. Technical / Political Exchange Missions -MNL & SAM (Bolivian LGAs: FAM-Bolivia & members)												
1150 – An Innovation Fund supports LED innovations												
Activity 1. Adapt tools and templates, put the necessary foundations in place, and launch the Innovation Fund in Bolivia												
Activity 2. Operationalize the day-to-day management of the Fund												
Activity 3. Implementation of the LIFF Fund in Bolivia												
Activity 4. Implementation of EEIF Fund in Bolivia												
1200 – Inclusive Local Economic Development												
1210 – New and improved civic engagement and inclusive employment strategies facilitate access to decent jobs for women and youth												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Activity 1. Create coordination committees & Strategic (public-private) partnerships in LGs												
Activity 2. Organize/support youth councils, increase women's participation in LGs and develop municipal employment strategy												
Activity 3. Develop municipal policies on gender, youth and employment												
Activity 4. Develop citizen engagement strategy for youth, women and entrepreneurs												
Activity 5. Research, training and support to integrate youth, women and entrepreneurs into the labour market												
Activity 6. Technical exchange missions (Vinto & Timmins)												
1220 – Innovative entrepreneurship strategies and initiatives actively engage women and youth												
Activity 1. Support to entrepreneurship centres/business incubators for youth, women & entrepreneurs												
Activity 2. Support public/private partnerships												
Activity 3. Conduct training needs assessments for business and mentorship support												
Activity 4. Technical Exchange missions (Cabezas & Truro)												
1230 – New and improved training and services provided to women and youth engaged in the informal and social economy												
Activity 1. Research informal economy (who, what, needs assessment, etc.)												
Activity 2. Research social and solidarity economy & green economy												
Activity 3. Establish partnerships & forum for dialogue												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Activity 4. Support social businesses												
NICARAGUA												
1100 – Enabling Environment												
1110 - New or improved LED training and coaching services provided to LGA members												
Activity 1. Adapt and pilot PMI-LED LED training models with AMUNIC staff												
Activity 2. Pilot adapted PMI-LED LED training modules in Jinotega, Rivas & Totogalpa												
Activity 3. Build consensus and validate LED training plan in AMUNIC and with Jinotega, Rivas & Totogalpa												
Activity 4. Implement LED capacity building with LG public servants (as a result of AMUNIC training diagnostic plan)												
Activity 5. Gender analysis completed & Knowledge of public servants of AMUNIC and local governments in gender equality is strengthen												
1120 - Municipal stakeholders develop strategic plans reflecting community vision and inter-municipal cooperation												
Activity 1. AMUNIC to accompany (design methodologies & instruments) to promote incorporation of an LED focus in municipal strategic plans												
Activity 2. AMUNIC to accompany the municipalities of Jinotega, Rivas & Totogalpa to develop their financial and administrative procedures for sustainable LED projects as well as to increase their municipal revenue												
1130 - LGA led action-research, tools and practices influence LED policy and reform agendas												
Activity 1. Implement and reach consensus of results of LED survey to identify weaknesses and strengths of small businesses and entrepreneurial initiatives of youth and women in the LGs of Rivas, Jinotega & Totogalpa												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Activity 2. Accompany the LGs of Jinotega, Rivas and Totogalpa to develop their municipal maps of small businesses, entrepreneurial initiatives & innovation and identify needs for strengthening LED capacity, (in coordination with INIFOM)												
Activity 3. Share and learn about other LED experiences in Nicaragua – study knowledge exchanges												
1140 – LGAs demonstrate more effective LED leadership, governance structures and processes												
Activity 1. Participate in exchange of good practices in LED in Saskatchewan (with SUMA), public servants of AMUNIC & INIFOM												
Activity 2. Elaborate, design and write up of the model of AMUNIC's accompaniment of LGs to incorporate an LED focus in their strategic plans (documentation and knowledge management)												
Activity 3. Review and adapt LED methodologies and tools from Saskatchewan, to the national context, and test with Nicaraguan LGs												
Activity 4. Baseline - for PMI-LED in Nicaragua (including monitoring of indicators for demo projects)												
Activity 5. Participate in English classes to build capacity of AMUNIC to work on development/projects w English speaking countries (including accompany Canadian local projects)												
1150 – An Innovation Fund supports LED innovations												
Activity 1. Launch Innovation Fund in Nicaragua												
Activity 2. Management of Fund in Nicaragua												
Activity 3. Implementation of the LIFF Fund in Nicaragua												
Activity 4. Implementation of EEIF Fund in Nicaragua												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
1200 – Inclusive Local Economic Development												
1210 – New and improved civic engagement and inclusive employment strategies facilitate access to decent jobs for women and youth												
Activity 1. AMUNIC to accompany the municipality of Jinotega to develop their innovative LED demonstration project plan												
Activity 2. Technical exchange missions between Jinotega and Drayton Valley to share knowledge and work on LED local project												
Activity 3. Implementation of an innovative LED local project in Jinotega												
Activity 4. Facilitate and support building capacity in LED through coordination with youth & women organizations. Identify innovations, participate in spaces that generate dialogue and consensus with youth and women to discuss employment in Jinotega												
Activity 5. Carry out research on the informal & social and solidarity economies in the municipality of Jinotega and integrate actions into local project												
Activity 6. Support the strengthening of the Municipal Trades school in Jinotega												
1220 – Innovative entrepreneurship strategies and initiatives actively engage women and youth												
Activity 1. AMUNIC to accompany the municipality of Rivas to develop their innovative LED local project plan												
Activity 2. Technical exchange missions between Rivas and SCR D to share knowledge and work on LED local project												
Activity 3. Implementation of an innovative LED local project in Rivas												
Activity 4. Facilitate and support building capacity in LED through coordination with youth & women organizations.												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Identify innovations, participate in spaces that generate dialogue and consensus with youth and women to discuss employment in Rivas												
Activity 5. Carry out research on the informal & social and solidarity economies in the municipality of Rivas and integrate actions into local project												
Activity 6. Support the strengthening of the Municipal Trades school in Rivas												
1230 – New and improved training and services provided to women and youth engaged in the informal and social economy												
Activity 1. AMUNIC to accompany the municipality of Totogalpa to develop their innovative LED local project plan												
Activity 2. Technical exchange missions between Totogalpa and their Canadian partner to share knowledge and work on LED local project												
Activity 3. Implementation of an innovative LED local project in Totogalpa												
Activity 4. Facilitate and support building capacity in LED through coordination with youth & women organizations. Identify innovations, participate in spaces that generate dialogue and consensus with youth and women to discuss employment in Totogalpa												
Activity 5. Carry out research on the informal & social and solidarity economies in the municipality of Totogalpa and integrate actions into local project												
Activity 6. Support the strengthening of the Municipal Trades school in Totogalpa												
MALI												
1200 – Inclusive Local Economic Development												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
1210 – New and improved civic engagement and inclusive employment strategies facilitate access to decent jobs for women and youth												
Activity 1. Study tour by the SDEL of the CETI focused on the support mechanisms in employment creation and entrepreneurship for women and youth												
Activity 2. Promotion and awareness-building of enterprises and other structures in the CETI to women and youth recruitment, retention and promotion in the workplace												
Activity 3. Gathering of partner organizations towards the development of a convention on the promotion of employment and entrepreneurship for women and youth												
Activity 4. Biannual meetings of the local advisory committee and continued development of local leadership on inclusive local economic development												
1220 – Innovative entrepreneurship strategies and initiatives actively engage women and youth												
Activity 1. Development of a training module and training-of-trainers of the CDEL in drafting simplified business plans												
Activity 2. Development of support mechanisms by the SDEL and implementation of the participation by women and youth in regional and national events												
Activity 3. Development of a training module and training-of-trainers in business start-ups for professional schools and training centres												
1230 – New and improved training and services provided to women and youth engaged in the informal and social economy												
Activity 1. Development of support services and tools for the SDEL and training related to the development of administrative and financial documents for informal and social businesses in local government procurement												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Activity 2. Awareness-building and adaptation of local governments and other public entities' policies towards procurement by informal and social enterprises												
1300- Trade and Regional Economic Development (RED)												
1310 – Regional economic development strategies enable local governments to create an environment for economic and business opportunities.												
Activity 1. Development and implementation of a global strategy for regional economic development within the transborder economic corridor of the SKBO												
Activity 2. Development and implementation of a communications strategy for regional economic development within the transborder economic corridor of the SKBO												
Activity 3. Organization of biannual meetings of the consultation framework and follow-up of the implementation of the RED strategy												
1320 – Business attraction / retention / expansion (BARE) and investment models and tools stimulate economic activities and create employment opportunities												
Activity 1. Support mission from the Canadian partners: Undertaking of a training workshop of the economic development structures on business attraction, retention and expansion (BARE)												
Activity 2. Implementation of an information and awareness-building workshop for economic actors on the community acts and legislation relating to commerce within the UEMOA												
Activity 3. Development of BARE promotional tools												
1330 New and improved trade initiatives benefiting local businesses are promoted by local and regional governments.												
Activity 1. Development of a strategy for the promotion of local economic actors by the SDEL at national and international events												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Activity 2. Support mission by the Canadian partners: training and support in the organization of events and strategies of communication for RED												
Activity 3. Exchange visit on the labelling of products												
Activity 4. Participation in trade-shows and conferences in the country or sub-region												
BURKINA FASO												
1200 – Inclusive Local Economic Development												
1210 – New and improved civic engagement and inclusive employment strategies facilitate access to decent jobs for women and youth												
Activity 1. Development of engagement methods and organization of debate conferences to promote civic engagement in women and youth												
Activity 2. Development of a support model and training module for graduate youth and women employment seekers												
Activity 3. Implementation of a placement and orientation system for internships for women and youth with local businesses												
Activity 4. Drafting of a catalogue of trainings offered to youth and women by existing partner organizations												
1220 – Innovative entrepreneurship strategies and initiatives actively engage women and youth												
Activity 1. Development of training modules, training -of-trainer, and systems to support entrepreneurs by the Local Economic Development Service												
Activity 2. Development of awareness tools and training module for initiating youth to the entrepreneurial culture within secondary education establishments and professional development centres												
1230 – New and improved training and services provided to women and youth engaged in the informal and social economy												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Activity 1. Support mission by Canadian partners: support in the development of services focused on the informal, social and green economies and in the well functioning of the SDEL												
Activity 2. Implementation of a framework for promotion and value of the activities of youth and women engages in the informal, social and green economies												
1300- Trade and Regional Economic Development (RED)												
1310 – Regional economic development strategies enable local governments to create an environment for economic and business opportunities.												
Activity 1. Development and implementation of a global strategy for regional economic development within the transborder economic corrido of the SKBO												
Activity 2. Development and implementation of a communications strategy for regional economic development within the transborder economic corridor of the SKBO												
Activity 3. Organization of biannual meetings of the consultation framework and follow-up of the implementation of the RED strategy												
1320 – Business attraction / retention / expansion (BARE) and investment models and tools stimulate economic activities and create employment opportunities												
Activity 1. Support mission from the Canadian partners: Undertaking of a training workshop of the economic development structures on business attraction, retention and expansion (BARE)												
Activity 2. Implementation of an information and awareness-building workshop for economic actors on the community acts and legislation relating to commerce within the UEMOA												
Activity 3. Identification of the priority support needs of local economic actors												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
1330 New and improved trade initiatives benefiting local businesses are promoted by local and regional governments.												
Activity 1. Development of a strategy for the promotion of local economic actors by the SDEL at national and international events												
Activity 2. Support mission by the Canadian partners: training and support in the organization of events and strategies of communication for RED												
IVORY COAST												
1200 – Inclusive Local Economic Development												
1210 – New and improved civic engagement and inclusive employment strategies facilitate access to decent jobs for women and youth												
Activity 1. Development of workshop and tools concepts for awareness and promotion of civic engagement for youth and women in Korhogo and Ferkessedougou												
Activity 2. Development of a support model and training module in job seeking technologies for women and youth												
Activity 3. Implementation of a training for elected officials/municipal councils on roles and responsibilities of the municipality in LED promotion												
1220 – Innovative entrepreneurship strategies and initiatives actively engage women and youth												
Activity 1. Capacity building of the SDEL staff in support of entrepreneurship through a technical exchange with the Canadian partners												
Activity 2. Development of a training module and training of trainers for the CDEL in simplified business planning for women and youth												
Activity 3. Complete a feasibility study of a business incubator in Ferkessédougou												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Activity 4. Implementation of a coaching system by the economic development services for youth and women looking to engage in business												
Activity 5. Drafting of a catalogue of available financing to youth and women entrepreneurs												
Activity 6. Development of a training module and training-of-trainers on awareness-building for enterprise formalization												
1230 – New and improved training and services provided to women and youth engaged in the informal and social economy												
Activity 1. Development of training module and training-of-trainers of the SDEL for simplified accounting for economic actors in the informal and social sectors												
Activity 2. Operationalise the existing financial and equipment fund through the development of management policies and procedures												
Activity 3. Implementation of a promotional and value-added framework of the activities of youth and women in the informal and social economies												
1300- Trade and Regional Economic Development (RED)												
1310 – Regional economic development strategies enable local governments to create an environment for economic and business opportunities.												
Activity 1. Development and implementation of a global strategy for regional economic development within the transborder economic corridor of the SKBO												
Activity 2. Development and implementation of a communications strategy for regional economic development within the transborder economic corridor of the SKBO												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Activity 3. Organization of biannual meetings of the consultation framework and follow-up of the implementation of the RED strategy												
Activity 4. Development of communication tools and methods to inform and promote the work of the SDEL												
1320 – Business attraction / retention / expansion (BARE) and investment models and tools stimulate economic activities and create employment opportunities												
Activity 1. Support mission from the Canadian partners: Undertaking of a training workshop of the economic development structures on business attraction, retention and expansion (BARE)												
Activity 2. Implementation of an information and awareness-building workshop for economic actors on the community acts and legislation relating to commerce within the UEMOA												
Activity 3. Undertake a viability study of the economic zones in Ferkessedougou to inform local authorities and facilitate the settlement of new enterprises												
1330 New and improved trade initiatives benefiting local businesses are promoted by local and regional governments.												
Activity 1. Development of a strategy for the promotion of local economic actors by the SDEL at national and international events												
Activity 2. Support mission by the Canadian partners: training and support in the organization of events and strategies of communication for RED												
Activity 3. Implementation of an dynamic exchange platform (website) for the promotion of local goods												
VIETNAM												
1100 – Enabling Environment												
1110 - New or improved LED training and coaching services provided to LGA members												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Activity 1. Support ACVN's new training centre to develop an operational plan for training and coaching services for members.												
Activity 2. Update and refine existing LED training modules (ABCs of LED; LED Planning; Trade; and Business Attraction, Retention and Expansion) and deliver to PMI-LED partner municipalities.												
Activity 3. Design outreach and marketing strategy on the LED training services offered by the Centre and start to implement.												
Activity 4. Provide capacity building training to ACVN and training centre staff on design, delivery and provision of training services.												
1120 - Municipal stakeholders develop strategic plans reflecting community vision and inter-municipal cooperation												
Activity 1. Revisit and document strategic planning processes in four cities previously participating in MPED project and develop guidelines and tools for participatory LED planning. Pilot process in Can Tho and Cao Lanh.												
Activity 2. Design and implement marketing and outreach strategy to introduce new LED planning services offered by ACVN.												
1130 - LGA led action-research, tools and practices influence LED policy and reform agendas												
Activity 1. Design and start to implement process to advocate on LED policy issues identified by ACVN members.												
Activity 2. Design and implement member engagement strategy, develop position paper, and develop and implement advocacy strategy on draft Law of Urban Development.												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Activity 3. Develop technical case study/guide book on the land administration and taxation model documented through the MPED project.												
1140 - LGAs demonstrate more effective LED leadership, governance structures and processes												
Activity 1. Finalize and communicate the ACVN Strategic Plan (2018-2021) with members and start to implement key actions (through other WBS').												
Activity 2. Create and start to implement ACVN member engagement and communication plan.												
Activity 3. Organise two (2) technical exchange missions of Canadian partners (UNSM and CBP) to Vietnam to support the implementation of the enabling environment component of the program.												
Activity 4. Organise one (1) study tour to Canada, including participation in FCM's Annual Conference, for ACVN staff and a member of its Executive Committee.												
Activity 5. Share LED, RED, and Trade lessons learned with ACVN members at its annual conference.												
1150 – An Innovation Fund supports LED innovations												
Activity 1. Adapt tools and templates, put the necessary foundations in place, and launch the Innovation Fund in the Vietnam.												
Activity 2. Operationalize the day-to-day management of the Fund.												
Activity 3. Implement the LIFF Fund.												
Activity 4. Implement the EEIF Fund.												
1300- Trade and Regional Economic Development (RED)												
1310 – Regional economic development strategies enable local governments to create an environment for economic and business opportunities.												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Activity 1. Implement municipal LED capacity assessments in Can Tho and Cao Lanh.												
Activity 2. Organise one study tour to Canada for Can Tho and Cao Lanh.												
Activity 3. Develop a regional agricultural plan, focusing on the priorities identified by stakeholders in Can Tho and Cao Lanh												
Activity 4. Develop operational plan to implement key areas of the regional agricultural plan.												
Activity 5. Organise two (2) technical exchange missions of Canadian partners (Rossland and Edmonton) to Vietnam to support the implementation of the RED and Trade component of the program.												
1320 – Business attraction / retention / expansion (BARE) and investment models and tools stimulate economic activities and create employment opportunities												
Activity 1. Undertake assessment of Cao Lanh and Can Tho's One Stop Service Shop.												
Activity 2. Implement key actions aimed at improving the capacity of Can Tho and Cao Lan's capacity to serve its business community.												
Activity 3. Implement key activities to support the application of key learnings from LED training (i.e. BARE and other approaches).												
1330 New and improved trade initiatives benefiting local businesses are promoted by local and regional governments.												
Activity 1. Assess trade knowledge and readiness amongst local governments, businesses and stakeholders in the Mekong Southern Economic Corridor (which includes Can Tho and Cao Lanh).												
Activity 2. Design, develop and deliver services that support small businesses to access local, national, regional,												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
global knowledge and networks related to hi-tech approaches to agricultural production.												
CAMBODIA												
1100 – Enabling Environment												
Activity 1. Develop NLC operation plan for the delivery of LED training services to members.												
Activity 2. Design holistic approach to the delivery of training.												
Activity 3. Finalize 5 training modules, and test content and delivery methodology including peer support mechanism.												
Activity 4. Deliver pilot LED training with consolidated LED training materials												
Activity 5. Provide capacity building training to NLC staff and pool of trainers												
1120 - Municipal stakeholders develop strategic plans reflecting community vision and inter-municipal cooperation												
Activity 1. Research, document and integrate successes and challenges experienced through MPED planning and implementation practices into the LED planning module.												
Activity 2. Finalize LED planning training module.												
Activity 3. Pilot LED planning process with one or two municipal partners.												
1130 - LGA led action-research, tools and practices influence LED policy and reform agendas												
Activity 1. Implement NLC gender advocacy strategy.												
Activity 2. Implement key actions in LED policy paper.												
1140 - LGAs demonstrate more effective LED leadership, governance structures and processes												
Activity 1. Complete LGA capacity assessment												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Activity 2. Dissemination seminar of NLC 5- year strategic plan												
Activity 3. Support key activities at NLC annual meeting												
Activity 4. Support NLC Public Relation Committee to implement communications strategy (including meeting, filed visits, printing bulletin....)												
Activity 5. Organise two (2) technical exchange mission for UBCM in Cambodia to support the implementation of the enabling environment component of the program.												
Activity 6. Organise one (1) study tour/technical exchange to Canada for NLC to work with UBCM on the implementation of the enabling environment component of the program.												
Activity 7. Deliver capacity building support and training for elected women												
1150 – An Innovation Fund supports LED innovations												
Activity 1. Adapt tools and templates, put the necessary foundations in place, and launch the Innovation Fund in the Cambodia												
Activity 2. Operationalize the day-to-day management of the Fund.												
Activity 3. Implement the LIFF Fund.												
Activity 4. Implement the EEIF Fund.												
1300- Trade and Regional Economic Development (RED)												
1310 – Regional economic development strategies enable local governments to create an environment for economic and business opportunities.												
Activity 1. Develop regional economic development strategies and start implementation.												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Activity 2. Complete capacity assessment for LED.												
Activity 3. Implement key activity related to development of agriculture strategy.												
Activity 4. Implement key activity related to tourism development.												
Activity 5. Establish governance structure including project coordination committees and LED sub-committees.												
Activity 6. Organise study tour to Canada for project partners from Serei Sophoan, Battambang, Bantey Menchey and Poipet.												
Activity 7. Organise two (2) technical exchange missions of Canadian partner (Chilliwack) to Cambodia.												
1320 Business attraction /retention /expansion (BARE) and investment models and tools stimulate economic activities and create employment opportunities.												
Activity 1. Complete assessment and start to implement key activities related to the results of the one-window-service office.												
1330 New and improved trade initiatives benefiting local businesses are promoted by local and regional governments.												
Activity 1. Deliver seminar and training session on trade to partner municipalities.												
Activity 2. Design and organise a study tour on how to organise a trade show.												
2200 – International Engagement												
2210 – New LED knowledge is created and disseminated by PMI-LED partners and stakeholders												
Activity 1. Regional Program Coordinators will provide orientation and deliver country-level trainings in Vietnam, Bolivia, and Mali to integrate the SDGs and project results to position partners to contribute to the country National Development Plans.												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Activity 2. Support FCM field staff, in particular the National Program Coordinators, to participate or lead the coordination of Canadian organizations working at the country-level.												
Activity 3. While developing LED strategies and policies in country, association partners will ensure alignment with the UCLG LED policy, which will be revised to incorporate gender equality and the SDGs throughout the document.												
2220 –Partners’ participation in municipal and thematic forums, networks and communities of practice enable learning about LED.												
Activity 1. PMI-LED will work to update and implement the regional engagement strategies, validate/identify opportunities to facilitate collaboration between LGAs in the region.												
Activity 2. Regional office staff will implement framework for Africa region to support partner LGAs and participate in regional activities and discussions throughout the year.												
Activity 3. Regional office staff will implement framework for Asia region to support partner LGAs to participate in regional activities and discussions throughout the year.												
Activity 4. Regional office staff will implement framework for Latin America region to support and participate in regional activities and discussions.												
2230 – Local government partners contribute to/learn from international policy dialogue on LED, development cooperation and democratic governance.												
Activity 1. Support the involvement of LGAs in international municipal and thematic networks to inform policy discussions related to the SDGs and development cooperation.												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Activity 2. Provide support to the development of the UCLG Committee on Local Economic and Social Development Work Plan and activities.												
Activity 3. Provide support and participate in the UCLG CIB Working Group annual meeting and other work plan activities.												
3000 – PMI- LED Management												
Activity 1. Refine systems and tools for continuous improvement in the day-to-day management of the program.												
Activity 2. Open regional field offices and operationalize PMI-LED field manual to support operations.												
Activity 3. Develop thematic-based program tools and resources.												
Activity 4. Design and implement training for PMI-LED staff in Ottawa and in field offices.												
Activity 5. Organise bi-annual GPG meeting to ensure effective oversight of the program.												
Monitoring and Evaluation												
Activity 1. Develop a cumulative tool for results.												
Activity 2. Two volunteers will be supported by a writer to create Looking back stories.												
Activity 3. The team will work to develop the 2018-2019 workplan, semi-annual and annual and reports to Global Affairs, and translate information to share among partners.												
Activity 4. A midterm internal review will take place, led by the PMI-LED team and supported by a specialist.												

Plan of Activities 2018-2019	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Activity 5. The team will improve their systems and skills for ongoing sense-making and analysis.												

Appendix 3: Performance Measurement Framework (PMF)

Revised January 19, 2017

Title	Partnerships for Municipal Innovation – Local Economic Development (PMI-LED)	No.	D-002451	Team Leader	K. Marinacci, Manager, PMI-LED
Country / Region	Global Program (Ivory Coast, Mali, Burkina Faso, Bolivia, Nicaragua, Cambodia, Vietnam)	Budget	\$19M + \$5.5 (in-kind)	Duration	5 years (2016-2021)

Expected results	Indicators	Baseline data	Targets	Data sources	Data collection methods	Frequency	Responsibility
ULTIMATE OUTCOME							
Improved local economic prosperity for the poor, especially women and youth in selected countries of Africa, Asia and the Americas.	A. # in ranking for each partner country compared with all countries on the Legatum Prosperity Index	The 2015 Legatum Prosperity Index ¹ ranking: Vietnam (55), Bolivia (84), Nicaragua (85), Burkina Faso (107), Mali (111), Cambodia (112), Ivory Coast (118)	Improvement in index ranking in partner countries in 2020 from 2015 rankings	The Legatum Institute Prosperity Index (www.li.com)	Data review/ analysis in reports	End of project and 5 years after PMI-LED	Program Director
	B. # in ranking for each PMI-LED partner country compared with all countries in Human	2015 Human Development Report: HDI ranking: Vietnam (116), Bolivia (119), Nicaragua (125), Cambodia (143), Ivory Coast	Improvement in HDI value, ranking change and/or average annual HDI growth in 2020 from 2015 indices	UNDP Human Development Report and Index (http://hdr.undp.org)	Data review in annual report	End of project and 5 years after PMI-LED	Program Director

¹ The Legatum Prosperity Index ranks countries according to their performance across 8 equally weighted sub-indexes (economy, entrepreneurship and opportunity, governance, education, health, safety and security, personal freedom and social capital). The institute is an independent, non partisan, international think tank and educational charity comprised of scholars, researchers and supporters focused on promoting prosperity, expanding personal freedom and opportunity and changing the thinking that keeps people from reaching their full potential.

Expected results	Indicators	Baseline data	Targets	Data sources	Data collection methods	Frequency	Responsibility
	Development Index (HDI) ²	(172), Mali (179), Burkina Faso (183)					
INTERMEDIATE OUTCOMES							
1000 – Economic Prosperity Strengthened innovative and inclusive approaches to economic development, trade and investment by the local government level in selected growth centers in Africa (specifically in Francophonie member countries), Asia and the Americas.	1000a. # of local governments demonstrating sustainable changes in policies, services or practices	0	By Year 5, 50% of participating local governments demonstrate sustainable improvements	Local governments	Comparative analysis/surveys	Annually	LGAs
	1000b. # of champions promoting innovating practices and policy recommendations	6 former MPED LGA partners selected for PMI-LED based on leadership results /commitment	By Year 5, 5 champions per country are promoting practices /policies	Program participants	Interviews	Annually	LGAs
2000 - Outreach & Engagement Increased engagement of local governments with local stakeholders in support of gender	2000a. # of local governments demonstrating new partnerships in economic development, investment and trade	0	By Year 5, 50% of participating local governments demonstrate new enhanced ED partnerships	Local governments, Local business Stakeholders	Comparative analysis	Annually	Program Managers

² The Human Development Index (HDI) is a summary measure of average achievement in key dimensions of human development: a long and healthy life, being knowledgeable and having a decent standard of living. HDI uses the logarithm of income and composite indices as broader proxy on key issues of human development, inequality, gender disparity and human poverty.

Expected results	Indicators	Baseline data	Targets	Data sources	Data collection methods	Frequency	Responsibility
sensitive economic development, investment and trade in Africa (specifically in Francophonie countries), Asia and the Americas.	2000b. # of Canadian businesses engaged in/considering new investment and trade opportunities in partner countries.	0	By Year 5, 15 Canadian businesses are engaging in trade opportunities	Local Governments, Local business Stakeholders	Document analysis	Annually	Program Managers
IMMEDIATE OUTCOMES							
1100 – Enabling Environment LGAs and LED stakeholders collaboratively create an improved enabling environment that fosters local economic prosperity	1100a. Examples of LGA influence on policies, their capacity to mobilize stakeholders and the recognition by their members	0	To be determined after first date collection	LGAs staff and board members	Questionnaire including from community (TBD)	3 times	RPCs/LGAs
	1100b. # and type of improvements in the enabling environment (e.g. LED strategic planning, local regulations, new policy dialogue mechanisms, etc.)	0	Starting in Year 3, at least one notable improvement per country each year	Primarily LGAs and possible and LGs	Questionnaire	annual	RPCs/LGAs
1200 – Inclusive Local Economic Development Local governments and their local stakeholders promote and facilitate access to	1200a. # of successful strategies and initiatives in place to promote access to decent employment and entrepreneurship opportunities for youth and women	A survey will take place in Q1-2 of Year 2	By Year 2, 50% of partner LGs have strategies and initiatives in place By Year 5, 90% of LGs have strategies and	Focus groups of local governments, LGAs, other stakeholders involved in projects (identify in Year 2)	Interviews/ questionnaire (including data and narrative to describe context)	Annually, starting in Year 2	NPC

Expected results	Indicators	Baseline data	Targets	Data sources	Data collection methods	Frequency	Responsibility
decent employment and entrepreneurship opportunities for youth and women.			initiatives in place				
	1200b. # of youth (m/f) (and women) who access training and professional development services for integration into the labour market	0	Significant increase of women and youth (m/f) having access to employment and entrepreneurship programs their LG delivers by 2017-18	Local governments, LGAs, other stakeholders involved in projects	Questionnaire (including data and narrative to describe context)	Semi-Annually	LG staff
1300 –Trade and Regional Economic Development Local/regional governments and LED stakeholders collaboratively facilitate access to new markets and trade opportunities	1300a. # and type of new markets accessed as a result of successful regional economic development strategies implemented.	Partner needs assessments will take place in Q4 of Year 1	By Year 5, at least 2 types of new markets for trade per country	Regional/local government staff and stakeholders	Survey	Annually from year 3 and Final Program Evaluations	Regional /Local governments and LGA partners
	1300b. # and type of economic activities generated as a result of new trading opportunities developed	Partner needs assessments will take place in Q4 of Year 1	By Year 5, at least 2 new economic activities developed per country	Regional/local government staff and stakeholders	Survey	Annually from year 2 and Final Program Evaluations	Regional /Local governments and LGA partners
2100 – Canadian Engagement Canadian municipalities contribute to innovative international municipal	2100a. # and level (IAP2) of engagement of Canadian municipalities, communities and business organizations involved in planning	0	By Year 5, all active Canadian municipal partners will be contributing at least at the Collaborate level	Local project plans, Municipal Engagement Plans, and municipal communications (websites, social media, etc.)	Document review	3 times	Program Manager

Expected results	Indicators	Baseline data	Targets	Data sources	Data collection methods	Frequency	Responsibility
cooperation in LED.	processes and decision making to advance LED through PMI						
2200 – International and Regional Engagement LGAs, municipal and LED stakeholders benefit from and contribute knowledge and policy inputs to networks focused on inclusive LED, trade and investment	2200a. # and types of opportunities provided to LGA partners to be engaged in policy and advocacy efforts and knowledge sharing in regional and international networks	As per MPED results in all countries except Ivory Coast as noted below.	By Year 5, all LGAs, municipal, and LED stakeholders have participated in or received training through engagement of PMI-LED networks.	PMI activity reports, surveys to partners, municipal and thematic networks	Observation, focus groups, collection of anecdotal evidence, analysis of training, activity reports	Semi-Annually	NPC
	2200b. Perceptions of elected officials and staff (m/f) of partner countries regarding relevance of international discussions to their national context.	0	By Year 5, application of policies and best practices from international discussions within LGA and/or local level By Year 5, sustainability plan developed to ensure continued involvement of LGA in networks.	PMI activity reports, surveys to partners, websites, social media	Interviews, observation, collection of anecdotal evidence, activity reports	Annually	Governance, Policy and Networks Advisor
OUTPUTS							

Expected results	Indicators	Baseline data	Targets	Data sources	Data collection methods	Frequency	Responsibility
1110 - New or improved LED training and coaching services provided to LGA members	1110a. # of new LED training materials developed.	0	By Year 5, 12 new training modules developed.	LGAs and other training delivery institutes; 15 former MPED trainers in Cambodia, GIZ	Project activities	Semi-annual	RPCs/LGAs
	1110b. # of participant (m/f) who access new training and professional development services	0	By Year 5, 5,000 participants have access to new training and professional development services (target to be revised in Year 2 after needs assessments completed in relevant countries)	Project activity reports	Activity report review and compilation	On-going	NPCs
1120 - Municipal and local stakeholders develop strategic plans reflecting community vision and inter-municipal cooperation.	1120a. # of participatory LED strategic planning processes facilitated	0	12 participatory strategic planning processes facilitated (target is up to 2 per country)	Project activity reports	Semi-annual questionnaire	On-going	NPCs
	1120b. Level of satisfaction among officials and stakeholders (m/f) with LED strategic planning process and tools, process,	0	75% of interviewees report high or very high level of satisfaction based on questionnaires administered prior to and	Input from sample of stakeholders involved in the strategic planning processes including business	Post planning process surveys and interviews	At the end of each strategic planning process (TBC)	RPCs/NPCs

Expected results	Indicators	Baseline data	Targets	Data sources	Data collection methods	Frequency	Responsibility
	results and implementation.		after planning processes	representatives etc.)			
1130 – LGA led action- research, tools and practices influence LED policy and reform agendas	1130a. # of multi stakeholder LED policy dialogue events organized	0	Starting in Year 2, at least 4 events annually from Y2	Project activity reports	Activity report review	Semi-annual (From Y2)	NPCs
	1130b. # of initiatives undertaken to improve gender issues in LED enabling environment	0	By Year 4, at least 1 initiative per country specifically targeting gender issues	Project activity reports	Questionnaire to LGAs	Semi-annual (From Y2)	NPCs
	1130c. # and type of LED related research/ Assessments/docum entation leading to policy dialogue.	0	By Year 4, 12 LED related research/ assessment/ documentation/ action led to policy dialogue (3 per country)	LGAs/LGs	Questionnaire	Annual	RPCs
1140 – LGAs demonstrate more effective LED leadership, governance structures and processes	1140a. # of improvements from the association capacity assessment. Note: PMI-LED will use/adapt the VNG association capacity assessment tool.	Institutional assessments will take place in Q1 of Year 2	By Year 5, at least 2 areas of the assessment improved for each relevant association	LGA Staff and Board members	Institutional Capacity Assessment tool	In Year 1 when Canadian and overseas municipalities are paired and in Year 5.	PM, RPCs
	1140b. # and type of new or improved services provided to LGA members	0	By Year 5, 15 new or improved services offered in all countries -	LGA Staff	Questionnaire with community members	Annual	

Expected results	Indicators	Baseline data	Targets	Data sources	Data collection methods	Frequency	Responsibility
			target will be revisited after strategic plans are completed				
1150 – An Innovation Fund supports local LED innovations.	1150a. # of individual (m/f) and organizations who receive funding	0	To be determined once the Innovation Fund Management Guide is complete	Fund administrators	Fund books and reports review	Semi-annual	PMs
	1150b. # and % of loan reimbursements by men/women	0	By Year 5, 80% of loans will be reimbursed.	Fund administrators	Fund books and reports review	Semi-annual	PMs
	1150c. # and type of innovations financially supported by men/ Women	0	To be determined once guide is complete.	Fund administrators	Project activity report	Semi-annual	PMs
1210 - New and improved civic engagement and inclusive employment strategies facilitate access to decent jobs for women and youth	1210a. # and type of engagement of youth and women and business organizations involved in LG employment strategies and activities.	Baseline studies will take place in Q1 of Year 2.	By Year 4, 50% increase in the level of engagement in LG employment strategies and activities by youth, women and business associations.	Focus group of local governments, LGAs, other stakeholders involved in projects	Interview questionnaire (including data and narrative to describe context)	Semi-annually	LG staff
	1210b: # of women and youth accessing new/improved	See above	By Year 5, 50% increase in the number of women and youth accessing	Focus group of local governments, LGAs, other stakeholders	Interview questionnaire (including data	Semi annually	LG staff

Expected results	Indicators	Baseline data	Targets	Data sources	Data collection methods	Frequency	Responsibility
	employment opportunities.		new/improved employment.	involved in projects	and narrative to describe context)		
1220 – Innovative entrepreneurship strategies and initiatives actively engage women and youth.	1220a. # and description of strategic partnerships created to support women and youth entrepreneurs	0	At least 10 new strategic partnerships are created across PMI-LED countries that support women and youth entrepreneurs	Local governments, LGAs, other stakeholders involved in projects	Questionnaire (including data and narrative to describe context)	Semi-Annually	LG staff
	1220b. Degree of satisfaction of women and youth entrepreneurs with changes to local business environment in their municipalities	0	By Year 4, at least a 50% increase in degree of satisfaction of women and youth entrepreneurs with changes to local business environment in their municipalities.	Focus group(s): women and youth identified by local governments, LGAs, other stakeholders involved in projects) - to be identified in Year 2.	Interview questionnaire (including data and narrative to describe context)	Annually, starting in Year 2	NPC
1230 - New and improved training and services provided to women and youth engaged in the informal and social economy.	1230a. # of training courses conducted /services provided for women and youth engaged in the informal and social economy.	0	By Year 4, at least 10 training courses/service s provided for women and youth engaged in the informal and social economy.	Focus group(s): local governments, LGAs, other stakeholders involved in projects - to be identified in Year 2.	Interview questionnaire (including data and narrative to describe context)	Annually, starting in Year 2	NPC
	1230b. # of new and improved mechanisms piloted facilitating	0	By Year 4, at least 10 new and improved mechanisms	Local governments, LGAs, other stakeholders	Questionnaire (including data and narrative to describe context)	Semi-Annually	LG staff

Expected results	Indicators	Baseline data	Targets	Data sources	Data collection methods	Frequency	Responsibility
	collaboration between LGs and businesses operating in the informal sector		facilitating collaboration between LGs and businesses in the informal sector are being piloted.	involved in projects			
1310 - Regional economic development strategies enable local governments to create an environment for economic and business opportunities.	1310a. #of regional LED strategies and policies developed and implemented.	Mapping and SWOT analysis will take place in Mali, Burkina Faso and Ivory Coast before end of Q1 of Year 2	By Year 2, all partners have developed and are implementing RED processes/strategies and at least 2 economic corridor strategic plans. By Year 4, 3 regional governments in Africa have developed 5 RED/corridor strategies and 3 policies; in Asia, 2 RED strategies have been developed and 2 policies.	Regional/local government and stakeholders	Document review	Annually from Year 1	FCM Field office and local government association
	1310b. # and type of regional and inter-municipal tools and mechanisms in use.	0	By Year 3, all regional/municipal governments have developed	Regional/local government staff and stakeholders	Annual survey and data collection	Annually from Year 2	FCM Field office and Local government association

Expected results	Indicators	Baseline data	Targets	Data sources	Data collection methods	Frequency	Responsibility
			and adopted new tools. By Year 4, a total of 4 new tools and mechanisms are effectively used by regions in Asia (2) and in Africa (2).				
1320 - Business attraction/retention/expansion (BARE) and investment models and tools stimulate economic activities and create employment opportunities.	1320a. # of partner municipal staff trained/oriented to new tools in communities that have received them.	Partners' need assessments will take place in Q4 of Year 1.	By Year 3, at least 3 staff per city (25 staff in total) has received training and has started using the new tools. By Year 5, at least 25 staff in regions/cities are efficiently implementing new BARE tools to stimulate economic activities	Regional/local government staff and stakeholders	Annual survey and data collection	Annually and Final Program Evaluations	Regional /Local governments and LGA partners
	1320b. # and type of tools/mechanisms developed and implemented to promote private sector development	Partners' need assessments will take place in Q4 of Year 1	By Year 5, at least 5 new tools to promote private sector development are successfully being used by regional and	Regional/local government staff and stakeholders	Annual survey and data collection	Annually and Final Program Evaluations	Regional /Local governments and LGA partners

Expected results	Indicators	Baseline data	Targets	Data sources	Data collection methods	Frequency	Responsibility
			<p>local government staff.</p> <p>At least 100 LG staff, business community, and civil society stakeholders are trained in BARE systems and methodologies.</p>				
1330 - New and improved trade initiatives benefiting local businesses are promoted by local and regional governments.	1330a. # of elected leaders, staff and SME owners trained and using trading readiness and promotional tools to promote trade initiatives.	Partners' survey will take place in Q4 of Year 1	<p>By year 3, 100 elected officials, staff and SMEs are trained and are implementing new tools to promote trade.</p> <p>By Year 5, at least 25 elected officials, staff and SMEs in each country are successfully using trade readiness tools and are actively developing trading opportunities.</p>	SME owners and regional/local government officials and staff	Annual survey and data collection. Training evaluation reports	Annually and Final Program Evaluations	Regional /Local governments and LGA partners and SME owners
	1330b. # and type of trade forums and	0	By Year 3, 15 regional government partners will	SME owners and regional/local	Annual survey and data collection	Annually from Year 2	Regional /Local governments and LGA partners

Expected results	Indicators	Baseline data	Targets	Data sources	Data collection methods	Frequency	Responsibility
	missions designed and realized.		have successfully participated in trade missions. By Year 5, 6 regional government partners are effectively designing and promoting trade initiatives.	government officials and staff			
2110 - Canadian municipal experts are supported to provide sustainable, innovative capacity building benefiting LGAs and LGs.	2110a. # of in-kind hours of Canadian municipal experts (m/f) providing capacity building in key result areas, and type of contributions (IAP2)	0	By Year 4, each Canadian partner will report in-kind hours for at least 2 staff working at the <i>Collaborate</i> or <i>Empower</i> levels. The target is 21 cities x at least 2 municipal specialists each x 120 in-kind hour contributed per year (total 20,160 hours).	In kind reports, PMI outcome reports	Document review	Semi-annually from Year 1	PM-Cdn Engagement
	2110b. # of volunteer reporting coaching and connections developed through		By Year 2, 30% of Canadian volunteers have participated in	PMI activity reports and surveys to volunteers	Document review, survey analysis	Semi-annually from Year 2	PM-Cdn Engagement and Comms Advisor

Expected results	Indicators	Baseline data	Targets	Data sources	Data collection methods	Frequency	Responsibility
	program supports and their level of engagement (IAP2)	0	the CoP (<i>Consult</i>). By Year 4, 75% have participated and are directing the topics (<i>Empower</i>)				
2120 - A development education program increases the awareness and support of Canadians municipalities for international development and Canada's foreign policy priorities.	2120a. # and type of municipal MOUs and council resolutions supporting international development goals	0	By Year 2, all active Canadian partner municipalities will have a MOU with their overseas partner (<i>Involve</i>). By Year 5, all Canadian partners are reporting on their work in support of international development (<i>Collaborate</i>).	MOUs and council resolutions	Document review	Semi-annually from Year 2	PM-Cdn Engagement, PM-Regional and Global
	2120b. # and types of municipal-led communications around international development (blogs, press releases, web pages, twitter feeds etc.		By Year 2, 30% of Canadian partner municipalities will re-share program information with target	Municipal communications personnel plus municipal websites, social media and community newspapers,	Document review	Semi-annually from Year 2	PM-Cdn Engagement and Comms Advisor

Expected results	Indicators	Baseline data	Targets	Data sources	Data collection methods	Frequency	Responsibility
		0	<p>audiences (<i>Inform</i>).</p> <p>By Year 5, 50% of active Canadian partner municipalities will design and share their own content related to the program (<i>Empower</i>)</p>				
2130 - Community based engagement creates opportunities for sustainable cooperation initiatives and relationships between cities in Canada and in the developing world	2130a. # and type of engagement initiatives led by Canadian municipalities to engage community stakeholders in PMI-LED	0	<p>By Year 2, 75% of active Canadian partner municipalities have implemented at least 1 engagement initiative at the <i>Inform</i> level.</p> <p>By Year 5, 30% of Canadian partner municipalities have implemented and reported on at least 1 engagement initiative at the</p>	Updates from Cdn members	Survey, web monitoring	Ongoing and semi-annually from Year 2	PM-Cdn Engagement and Comms Advisor

Expected results	Indicators	Baseline data	Targets	Data sources	Data collection methods	Frequency	Responsibility
			<i>Collaborate</i> level				
	2130b. # and type of new Canadian community stakeholders (m/f) engaged and their level of engagement (IAP2)	0	<p>By Year 2, at least 1 community stakeholder in each Canadian partner municipality is engaged at <i>Inform</i> level.</p> <p>By Year 5, at least 1 community stakeholder per municipality is engaged at the <i>Collaborate</i> level</p>	Municipal meeting minutes, study visit activity reports	Document review, interviews	Semi-annually from Year 2	PM-Cdn Engagement and Comms Advisor
2210 – LGA partners develop LED policy options and advocate such policies with national government authorities	2210a. # and type of international LED and development cooperation policy-related initiatives undertaken by LGA partners	Cambodia and Vietnam as noted in the baseline report	<p>By Year 3, all PMI-LED partners will have received training and have greater awareness of international LED and development cooperation policies.</p> <p>By Year 5, LGAs have developed action plans to integrate those policies into</p>	PMI activity reports, surveys to partners, municipal and thematic networks	Interviews, observation, focus groups, collection of anecdotal evidence, analysis of training activity reports	Annually	Governance, Policy and Networks Advisor

Expected results	Indicators	Baseline data	Targets	Data sources	Data collection methods	Frequency	Responsibility
			their national plans.				
	2210b. Examples of best practices from all components of WBS 1000 are shared at the national level in all regions through networks, communities of practice and other forums.	0	By Year 5, all LGA will be receiving information /results/best practices on all components of the program.	PMI activity reports, municipal and thematic networks websites, social media	Observation, collection of anecdotal evidence, activity reports	Semi-annually	Governance, Policy and Networks Advisor and National Program Coordinators
2220 –Local governments and community based LED stakeholders acquire and contribute to LED best practice and knowledge through their active involvement in municipal and thematic networks at the regional level.	2220a. Examples of LED best practices and knowledge acquired and/or contributed by LGs and stakeholders to regional <i>municipal</i> networks	0	By Year 3, all LGA partners will have participated in one or more activities. By Year 5, all LGA partners and 70% of the other municipal and LED stakeholders will have exchanged or learned from a municipal or thematic network, community of practice or other forum.	PMI activity reports, surveys to partners, municipal and thematic networks	Surveys to partners, activity reports	Semi-annually	Regional Program Coordinators and National Program Coordinators
	2220b. Examples of LED best practices and knowledge	0	By Year 3, all LGAs will have developed a	PMI activity reports, surveys to partners,	Committee reports from working groups in thematic	Semi-annually	Regional Program Coordinators and

Expected results	Indicators	Baseline data	Targets	Data sources	Data collection methods	Frequency	Responsibility
	acquired and contributed by LGs and stakeholders to regional <i>thematic</i> networks		plan to engage in regional networks based on the PMI-LED networks strategy. By Year 5, all LGAs will have contributed to or learned from a network or community of practice in support of all components of WBS 1000	municipal and thematic networks	networks and semi-annual questionnaires to LGAs		National Program Coordinators
2230 – Local government partners contribute to/learn from International policy dialogue on LED, development cooperation and democratic governance.	2230a. # and type of international LED and development cooperation related working groups and committees in which PMI-LED partners are participating.	See information on current networks that PMI-LED LGAs are involved in at least an ad hoc basis	By Year 3, engagement of 7 LGA representatives in at least one meeting of a committee or working group. By Year 5, formal exchanges are taking place between all LGA representatives and their counterparts in other LGAs.	PMI activity reports, surveys to partners LGA	Activity worksheets	Annually	Governance, Policy and Networks Advisor
	2230b. # and type of opportunities to contribute to global policies undertaken	See information on contributions under MPED to global policy in	By Year 3, 50% of LGA partners have contributed to	PMI activity reports, municipal and thematic	Focus groups, analysis of activity reports, Interviews	Annually	Governance, Policy and Networks Advisor

Expected results	Indicators	Baseline data	Targets	Data sources	Data collection methods	Frequency	Responsibility
	by partner LGAs, and key stakeholders	the baseline report.	global policy discussions on LED and development cooperation. By Year 5, all LGAs, and key stakeholders have been given opportunities to contribute to global LED related policy discussions on LED and development cooperation.	networks social media			

Appendix 4:

Risk Register (at March 31, 2017)

Title	Partnerships for Municipal Innovation for Local Economic Development (PMI-LED)	No.	D-002451	Team Leader	Kristin Marinacci (FCM) Sam Matheson (GAC)
Country/Region	Mali, Burkina Faso, Ivory Coast, Cambodia, Vietnam, Nicaragua and Bolivia	Budget	\$ 24,487,703 CAD	Duration	5 years (2016-2020)

Risk Definition		Risk Response	Investment LM Result Statement	Residual Risk Level – Very Low (1)/ Low (2)/High (3)/Very High (4)			
				Aug 2016	Apr 2017	Sep 2017	Mar 2018
Operational Risks							
OP1 – Human Resources	Lack of national government support	Project activities will be aligned with national development themes and priorities. Key national government representatives will be involved in the planning and implementation of project components. National representatives	WBS 1100, 1200	L ³ = 2 I ⁴ = 2	L = 2 I = 2	L = 2 I = 2	L = 2 I = 2

³ Level

⁴ Impact

Risk Definition		Risk Response	Investment LM Result Statement	Residual Risk Level – Very Low (1)/ Low (2)/High (3)/Very High (4)			
				Aug 2016	Apr 2017	Sep 2017	Mar 2018
	<p>will be informed of project activities and results through active participation in steering committees, workshops and trade and investment initiatives.</p> <p><u>Note #1:</u> The upcoming National Election for Cambodian Parliament on July 29 - 2018 and formulation of new government afterward will occupy the politicians and provincial governors of Cambodia for election campaign from April to August 2018. As such, the officials of the provincial and national government will be less available to attend the program activities between April and August 2018.</p> <p><u>Note #2:</u> Local government elections took place in Nicaragua in November 2017 and new governments took power in January 2018. No major changes accrued in the</p>	<p>will be informed of project activities and results through active participation in steering committees, workshops and trade and investment initiatives.</p> <p><u>Note #1:</u> Between April and August 2018, NLC and FCM will implement activities in the field that only involve staff and mid-management officials. In an effort to minimize project delays, the first association capacity building mission to Canada will take place in Q1 involving only senior staff from the LGA. The senior leader of the LGA will be invited to meet with his Canadian counterpart in Canada on a future mission.</p> <p><u>Note #2:</u> PMI-LED will continue to work closely with AMUNIC to identify ways in which a workable relationship of mutual interest could be established, between AMUNIC, INIFOM, local governments</p>					

Risk Definition		Risk Response	Investment LM Result Statement	Residual Risk Level – Very Low (1)/ Low (2)/High (3)/Very High (4)			
				Aug 2016	Apr 2017	Sep 2017	Mar 2018
	<p>local governments we are working with. The central government (represented by INIFOM) is involved in the design and coordination of the PMI project with AMUNIC. Positively a representative from INIFOM participated in the workshop with SUMA and AMUNIC in February 2018. (Risk level should stay the same)</p> <p><u>Note #3:</u> The Mali presidential elections are anticipated to take place in July of 2018, with the parliamentary elections taking place later in the calendar year. The dates for these elections have been postponed several times. The current mayor of Sikasso where the program works, although not working directly</p>	<p>and FCM, regarding PMI implementation.</p> <p><u>Note #3:</u> AMM will be providing any relevant information about the development of the election process and any potential disruption. As Canadians cannot travel to Mali, only locally-based activities are anticipated to slow down on and around election day.</p>					

Risk Definition		Risk Response	Investment LM Result Statement	Residual Risk Level – Very Low (1)/ Low (2)/High (3)/Very High (4)			
				Aug 2016	Apr 2017	Sep 2017	Mar 2018
	with PMI-LED, announced his candidacy earlier in 2017.						
OP2 – Performance Management	Mismanagement	Establishment of an efficient system of monitoring and evaluation. Training on management and financial system and strict adherence to proper accounting principles and procedures.	WBS 3000 (in budget)	L = 2 I = 3	L = 2 I = 3	L = 2 I = 3	L = 2 I = 3
Financial Risks							
FIN1 - Funding		Support funds, and to monitor and trade project results. Where possible, co-funding from LGs will be sought. The project will also focus on developing sustainable systems/funding sources beyond the life cycle of the project.	WBS 1100, 1200 and 1300	L = 3-2 I = 2-3	L = 3-2 I = 2-3	L = 3-2 I = 2-3	L = 2 I = 2
FIN2 - Fiduciary	The risk that funds will not be used for their intended purposes. Funds will not be properly accounted for, and/or services delivered will not be commensurate to funds transferred.	FCM will work with partner LGAs and LGs on the monitoring and evaluation of all project activities. FCM ensures that the appropriate systems exist in each partner office for financial management.	All WBS	L = 2-1 I = 3	L = 2-1 I = 3	L = 2-1 I = 3	L = 2 I = 3

Risk Definition		Risk Response	Investment LM Result Statement	Residual Risk Level – Very Low (1)/ Low (2)/High (3)/Very High (4)			
				Aug 2016	Apr 2017	Sep 2017	Mar 2018
	<u>Note 1:</u> The use of PMI resources in Nicaragua to finance other LGA activities supporting political party in power.	<u>Note 1:</u> Close monitoring by RO of PMI-related expenditures and working time allocation of LGA's PMI-financed staff.					
Developmental Risks							
DEV1 - Strategic direction and policy coherence	<p>Local political change and lack of partner/stakeholder commitment</p> <p><u>Note #1:</u> There is potential for political position change, e.g., the provincial governor or city mayors, after the National Election in Cambodia on July 29 – 2018.</p> <p><u>Note #2 Sep 2017:</u> ACVN has had a new secretariat and president, and continues to consolidate the Association's leadership structure within the Association</p>	Commitment criteria will be included in the process for country and LG selection. Project activities will be aligned with local development plans. Projects will be owned by multiple stakeholder champions to ensure continuity in times of change. Targeted outreach strategies will be applied to promote awareness, maintain interest, and engage different stakeholder groups. Training on the project will be provided to newly elected officials and staff.	All WBS	L = 3 1 = 2	L = 3 1 = 2	L = 3 1 = 3	L = 3 1 = 3

Risk Definition		Risk Response	Investment LM Result Statement	Residual Risk Level – Very Low (1)/ Low (2)/High (3)/Very High (4)			
				Aug 2016	Apr 2017	Sep 2017	Mar 2018
DEV2a - Socio-political, security, economic, conflict and gender equality	Lack of financial and human resources to implement projects	Local projects will be aligned with local municipal plans and political priorities. Local projects will be planned within the budgets of the local governments selected. Small capital funds will be made available to purchase key equipment (computers, software, etc.) if deemed necessary for the success of the project. The project will engage with other levels of government and the private sector as partners to leverage funding, and support the local associations and municipalities to access different sources of finance.	WBS 1150	L = 3 I = 2	L = 3 I = 2	L = 3 I = 2	L = 3 I = 2
DEV2b – Socio political, security, economic, conflict and gender equality	Political unrest at a national level <u>Note 1:</u> The security warning by the Canadian government currently restricts Canadians from traveling to Burkina Faso and Mali.	Political stability will be one of the criteria for country selection. Should unrest occur, FCM will 1) assess the security situation and 2) continue activities through an alternative mode of delivery (in a neighbouring country) or 3) suspend activities and reallocate resources. <u>Note 1:</u> The political situation is currently stable in Burkina Faso, with the next elections set for 2020, and the	All WBS – especially related to programming in West Africa countries (Mali, Burkina Faso, Ivory Coast)	L = 2 I = 3	L = 2 I = 3	L = 2 I = 3	L = 2 I = 3

Risk Definition		Risk Response	Investment LM Result Statement	Residual Risk Level – Very Low (1)/ Low (2)/High (3)/Very High (4)			
				Aug 2016	Apr 2017	Sep 2017	Mar 2018
		security situation is most difficult in the north (where PMI-LED does not operate). Partners can meet in Ivory Coast to conduct activities, the same way PMI-LED is operating with partners in Mali. The Mayor of Korhogo has written a letter to the director of border crossings to instruct them to allow the free movement of persons related to the program. The Minister of transportation and urban mobility (ex mayor of Banfora during MPED) has also committed to assisting.					
DEV3 – Institutional capacity and governance	Knowledge gaps in the capacity and bureaucratic system of local governments may slow down project implementation and increase cost	Local Demonstration projects will focus on political leadership needed for effective LED, coordination with community and private sector, models for public private partnerships and generation of public revenue to reinvest in LED initiatives.	WBS 1150, 1200, 1300	L = 2 I = 1	L = 2 I = 1	L = 2 I = 1	L = 2 I = 1
DEV5 – Disasters, Environment	Natural disasters (typhoons, floods or draughts brought by climate change) may cause	A flexible plan will ensure the recovery and acceleration of plan implementation. A disaster resilience plan will be developed by the local municipal partners to mitigate the	All WBS	L = 3-2 I = 2-3	L = 3-2 I = 2-3	L = 3-2 I = 2-3	L = 3-2 I = 2-3

Risk Definition		Risk Response	Investment LM Result Statement	Residual Risk Level – Very Low (1)/ Low (2)/High (3)/Very High (4)			
				Aug 2016	Apr 2017	Sep 2017	Mar 2018
	delays in project implementation	impacts. Should a disaster occur, the project partners and FCM will review and adjust the implementation plan to adapt to the local reality.					
Reputational Risks							
REP1 – Reputation and stakeholder confidence	<p>If national governments pursue undemocratic processes, support for continued technical cooperation and projects may be reduced by the Canadian government and among the general public</p> <p>Note Sep 2017: The recent arrest of a rival political leader in Cambodia caused a concern on democratic process before the National Election in July 2018.</p>	In FCM's view, local governments have an important role to play in international development. In its relationship with the Government of Canada (GAC) FCM will continue to emphasize the need to support and strengthen democratic governance and effective local economic development as the basis for partner countries' economic prosperity and social growth. With the general public, FCM will continue to publicize its international initiatives, including past and current projects in partner countries, regional and local initiatives and best practices contributing to strengthening the effectiveness of partner local governments to support its citizens.	All WBS	L = 1 I = 3	L = 1 I = 3	L = 1 I = 3	L = 1 I = 3

Risk Definition	Risk Response	Investment LM Result Statement	Residual Risk Level – Very Low (1)/ Low (2)/High (3)/Very High (4)			
			Aug 2016	Apr 2017	Sep 2017	Mar 2018
Overall Risk Level			L = 2 I = 2	L = 2 I = 2	L = 2 I = 2	L = 2 I = 2

Risks	Definitions
Operational Risks	
OP1: Human resources	There is a risk that the Agency's effectiveness will be compromised by an inability to attract, develop and retain the right people with the right skill-set for GAC's evolving business model.
OP2 – Performance management	There is a risk that the capacity to monitor, measure and communicate results and value for money will not be sufficient to support the accountability framework.
OP3 – Business – critical information	There is a risk of a lack of continuous access to accurate and up-to-date business-critical information and communications.
Financial Risks	
FIN1 – Funding	There is a risk that funding decisions will not be made in a timely way
FIN2 - Fiduciary	There is a risk that GAC funds will not be used for their intended purposes, funds will not be properly accounted for, or services delivered will not be commensurate to funds transferred.

Risks	Definitions
Development Risks	
DEV1 – Strategic direction and policy coherence	There is a risk that large-scale, unanticipated strategic changes will affect GAC's ability to deliver on its priorities.
DEV2 – Socio-political, security, economic, conflict and gender equality	There is a risk that large-scale, unanticipated strategic changes will affect GAC's ability to deliver on its priorities.
DEV3 – Institutional capacity and governance	There is a risk that implementation and monitoring capacity or commitment of partner governments and other partner organizations will hinder the partner's ability to achieve results.
DEV4 – Modality	There is a risk that an incorrect balance or choice of modalities will threaten developmental results or lead to missed opportunities.
DEV5 – Natural disasters, environment, health deterioration	There is a risk that an increase in natural disasters and their complexity will affect GAC's ability to respond in a timely, effective and efficient manner.
Risks to Reputation	
REP1 – Reputation and stakeholder conference	There is a risk that negatively perceived performance or events significantly undermine GAC's reputation and the confidence of stakeholders in GAC's ability to fulfill its mandate.

Appendix 5: Gender Equality Strategy

(August 2016)

1.0 Introduction

The gender equality strategy is a management tool for the Partnerships for Municipal Innovation in Local Economic Development program (PMI-LED). This Strategy is intended to guide PMI-LED activities, investments, technical assistance as well as monitoring and evaluation. It outlines relevant gender equality issues, expected gender equality results and the steps that the program will take.

Methodology for the development of this Strategy included a literature review on gender equality issues in local government, inclusive local economic development, and women entrepreneurs; a review of lessons learned during FCMI's previous initiative, MPED; an analysis of and identification of key gender equality issues early in the inception phase; development of an inquiry/assessment checklist on gender equality to guide information gathering and analysis and discussions on gender equality during the inception phase with key partners (including government officials and associations of women entrepreneurs); as well as completion of the inquiry/assessment checklist.

2.0 Relevant Gender Equality Issues

Although each country context has its specific realities, there are several common gender equality issues relevant to the expected results of the project:⁵

- Economic inequalities between women and men: In general, local economies are marked by gender differences and inequalities.
 - Women and men tend to work in different sectors. Even within the same sector, there are generally fewer women at higher levels of responsibility.
 - Unequal access to/control over economic resources between women and men (including land, capital, credit, networks, etc.).
 - Unequal distribution of 'care' responsibilities and work. Women generally carry the bulk of family unpaid labour (cooking, cleaning, caring for family members, etc.). These obligations influence women's participation in the labour force and income earning opportunities.
 - Gender stereotypes often influence women's and men's options for employment and opportunities for advancement.
- Unequal participation in decision-making at the local level (few women elected, especially at the level of mayor).
- Lack of capacity in local government authorities (LGAs) to carry out gender analysis and develop participation strategies that explicitly seek out and include the perspectives of diverse women and men. There is also often scepticism that gender equality issues are relevant to local government and there are many misunderstandings of the issues.
- Women-owned businesses face additional challenges and obstacles not faced by men. These can include social discrimination, the challenge of balancing home responsibilities with business demands, lack of networks, lower level of IT skills and experience, lower confidence levels, and

⁵ Given space restrictions, this discussion is highly general and abbreviated. For some country-specific issues, please see Annex 2.

more difficulties accessing credit. In some places women may also have less education than men, further restricting their options. Women-owned businesses tend to be smaller than those owned by men and often focused in low-growth sectors. This can restrict their opportunities to engage in trade promotion initiatives.

- Young men and young women often experience different challenges and opportunities. Therefore even the focus on ‘youth’ requires attention to gender differences and inequalities.
- Violence against women has economic and political implications. It influences women’s ability to participate as citizens and engage in productive initiatives. Issues include intimate partner violence, workplace violence (including sexual harassment), trafficking, and safety of public places (including safety on transport). Men are more likely than women to be victims of gang/crime related violence.
- Lack of data and information. In many cases LGAs lack access to sex-disaggregated data (for example the percentage of small business owners who are women in a specific region) and to solid studies on gender equality issues (for example, local strategies that have proved effective in increasing women’s participation in local decision making).

These specific themes will be analyzed and documented for each country context in country-specific gender analyses to be carried out in Year 1.

3.0 Gender Equality Results

Explicit gender equality results are found in the following expected results articulated in the PMI-LED logic model:

- **Ultimate Outcome:** Improved local economic prosperity for the poor, especially **women** and youth in selected countries of Africa, Asia and the Americas.
- **Intermediate Outcome 2000:** Outreach and Engagement - Increased engagement of local governments with local stakeholders in support of **gender sensitive economic development, investment and trade** in Africa (specifically in Francophonie countries), Asia and the Americas.
- **Immediate Outcome 1200:** Local governments and their local stakeholders promote and facilitate access to decent employment and entrepreneurship opportunities for youth and **women**.
- **Output 1210:** New and improved civic engagement and inclusive employment strategies facilitate access to decent jobs for **women** and youth.
- **Output 1220** - Innovative entrepreneurship strategies and initiatives actively engage **women** and youth.
- **Output 1230** - New and improved training and services provided to **women** and youth engaged in the informal and social economy.

4.0 Gender Equality Priority Focus Areas

PMI-LED has three areas of focus for gender equality that run across all WBS elements:

Capacity of LGs to address issues related to women’s empowerment/gender equality. In the seven partner countries, LGs have capacity deficits that impede their ability to address gender inequalities (in LED planning, in stakeholder engagement, in decision making, etc.). Therefore, a key PMI-LED strategy is to strengthen the capacities of LGs and LGAs (both women and men) to understand the importance of these issues (economic /business case arguments) and how to make change. For example, capacity building strategies will incorporate specific modules and general training materials will reinforce key

messages on the importance of concrete/relevant gender analysis and strategies to address gender inequalities. Specific attention will be paid to building capacity to collect and analyze sex-disaggregated statistics (a crucial building block in gender analysis) and to building relationships with women's organizations and gender equality experts (who can provide insights and guidance on gender equality issues).

Women's unequal participation in decision-making (elected officials and others). FCM has a strong expertise and history of strategies to elect more women to local government positions, both in Canada and internationally. There are good practices that can be documented and shared. Networking among women in partner countries, with Canadian female politicians and with international networks such as the UCLG will provide crucial momentum. The role of men as strategic allies in supporting women's empowerment will also be addressed.

Women entrepreneurs/women-owned businesses. As noted above, women entrepreneurs face different challenges and obstacles not shared by men. If investments in local economic development generally and support to SMEs specifically are to benefit women, then they must take the specific challenges and obstacles faced by women into account. This includes specific training for women who are interested in setting up a business or for women to expand existing businesses, working with business support centres to ensure that they do not reproduce gender stereotypes, supporting women's access to credit, IT training for women, accommodating women's family responsibilities by including childcare during training sessions, establishing mentoring initiatives that link established women entrepreneurs with women who are just starting out, linking with women's organizations to ensure that business support services are responsive to women's needs and supporting the formation of women's business associations. Strategies to support women entrepreneurs will be included in both trade promotion initiatives and inclusive economic growth strategies. Specific emphasis will be placed on young women entrepreneurs, given the project's focus on youth.

Throughout the project, links will be made to other Canadian-funded initiatives and other related initiatives in order to learn lessons and build on existing materials and good practices. The project will also link gender equality related initiatives across the 7 partner countries to learn lessons and cross-fertilize.

5.0 GE Activities

This section outlines the key activities to be carried out to support attention to gender equality issues throughout the project and the achievement of the gender equality results. In the first year, local consultants will conduct a gender analysis of each country. This analysis will focus on identifying obstacles and opportunities in each country, given the evolving focus for that country. See Appendix 1 for a draft table of contents for this analysis.

WBS 1100- Enabling Environment focuses on increasing the capacity of LGs to provide coaching services and work strategically with key LED stakeholders to influence key policies and practices on sustainable local economic development. Key gender equality initiatives include (but are not limited to):

- Ensuring all capacity building materials (training packages, good practices, etc.) address gender analysis and women's participation – both in a specific module and throughout other relevant modules.
- Ensuring equitable participation of women and men as trainers, experts, and participants in all training initiatives (minimum of 30% women – except in initiatives that specifically target building women's capacity).
- Ensuring that the LED strategic planning methodology includes gender analysis, sex-disaggregated data, identification of key gender equality issues, and how to develop outcomes that address gender inequalities. PMI will promote participatory process for the development of LED strategic plans, ensuring that the interests of women are well represented. Efforts will be made to identify and publicize good practices in this area in order to demonstrate the concrete utility of including these types of issues in LED strategic planning.
- Ensuring that stakeholder involvement strategies explicitly include an understanding of the specific obstacles faced by women when becoming involved in local decision making and plans to ensure that women and men participate equitably.
- Including initiatives to strengthen women's participation in local decision making, including elected officials.
- Ensuring that institutional strengthening strategies for LGs include building their capacity to carry out gender analysis and supporting women's equitable representation.

As well, the guidelines for the Local Innovation Fund (see Section of the PIP) will include minimum standards for gender analysis, gender equality results and women's participation. A specific percentage of the fund will be dedicated to women entrepreneurs. The focus on innovation also offers exciting potential to see how gender analysis and women's organizations can contribute to new ideas and outcomes.

WBS 1200 - Inclusive Economic Growth specifically highlights women as a target group. Gender dimensions between young women and young men will also be noted as part of the youth target group. Thus outputs and activities will focus on the capacity of local governments and stakeholders to engage women (including young women) and to develop initiatives that meet their needs across all output areas (civic engagement and employment strategies, entrepreneurship strategies, informal and social economy strategies, and training and service programs). Specific actions include, but are not limited to:

- Skills training for local government staff and elected officials on the why and how to involve women and youth in LED.
- Local projects will be required to meet 'minimum standards' regarding gender equality. These are still to be defined, but could include initial gender analysis, reporting of sex-disaggregated data, specific consultations with women/women's organizations on project design, minimum number of projects that specifically focus on gender equality issues, etc.
- Stakeholder mapping will identify women's associations and gender equality expertise to be used in advancing project objectives.
- Support for local governments undertaking training needs assessments for women and youth in the informal economy.
- LGs will be encouraged to form strategic relationships with local women's organizations and gender equality advocates.

- Engagement with the different national women's committees.

Specific strategies to be considered include the creation of professional training centres for women and youth as well as women and youth entrepreneurship centres within municipalities, linking to (or supporting the creation of) youth/women's employment networks, and piloting innovative inclusive LED activities that have the potential to be scaled up.

WBS 1300 - Regional Economic Development (RED) and Trade Component offers fewer opportunities to address gender equality outcomes. However, efforts will be made to understand the opportunities and challenges facing women-owned businesses when looking to build cross-border markets, involving women-owned business when exploring trade potential, ensuring equitable participation by women and men in capacity building initiatives, and highlighting success stories involving women-owned businesses in trade.

WBS 2000 - Outreach and Engagement focuses on the engagement of Canadians in innovative municipal international cooperation. Specific initiatives relevant to gender equality include, but are not limited to:

- Mobilizing both women and men experts from Canadian municipalities (with a minimum of 30% women's participation).
- Identifying and mobilizing Canadian municipal volunteers with an expertise in gender analysis in local economic development planning, supporting women entrepreneurs and increasing women's decision-making in local governance (as well as other related themes).
- Briefing all participants on PMI-LED's approach to gender equality issues and gender analysis of LED (and related issues).
- Highlighting the links between international commitments to gender equality (including SDG 5) and LED policies.

Finally, efforts will be made to ensure that all data is sex-disaggregated: indicators in the PMF, participants in project activities, analysis of business owners, any surveys or opinion polls, etc. In addition to disaggregating data, reports will analyze these data, identify significant gender inequalities and outline measures to move to more equitable participation.

6.0 Accountabilities, Roles and Responsibilities

FCM Teams have joint responsibility for the overall design, planning and implementation of this Gender Equality Strategy. A more specific sharing of responsibilities will emerge from the design of project annual work plans.

- The *PMI-LED Program Director* is ultimately responsible for ensuring that the Gender Equality Strategy is implemented as an integral part of PMI-LED. He is responsible for the integration of the Gender Equality Strategy into overall program design and implementation. He is also responsible for ensuring that sufficient resources are dedicated to implement this strategy. He is supported by one program manager who carries specific responsibility for ensuring attention to gender equality issues across the entire project.
- *All PMI-LED staff and consultants* are responsible for the implementation of the Strategy elements and initiatives that fall within their areas of work.

The project budget includes resources to carry out country specific gender analyses (in Year 1) and deploy both local and international gender equality expertise. It is also important to note that significant portions

of the budget will contribute to gender equality results (for example WBS 1200 constitutes close to one-quarter of the overall budget and a dedicated proportion of the innovation fund will support women entrepreneurs).

7.0 Monitoring and Updating the Strategy

Monitoring and reporting on the Gender Equality Strategy will include regular reporting on gender equality dimensions in the LM and PMF as part of that ongoing process; consideration of gender equality issues in the annual work plan, semi-annual and annual program reports; annual reporting item on the Program Steering Committees agenda (Global Partner's Group and local Program Advisory Committee); and explicit integration of gender equality issues into any and all evaluations. The Strategy will be updated following the mid-term internal review.

Appendix 6: Communications Strategy

(August 2016)

1.0 Introduction

This document outlines the strategy that will guide and support stakeholder communications activities undertaken in support of the Federation of Canadian Municipalities' (FCM) Partnership for Municipal Innovation in Local Economic Development (PMI-LED) for the initial fiscal years 2016-17 and 2017-18. This strategy is based on communications methods that proved to be successful in MPED. Through MPED we developed digital and traditional communication platforms that effectively reached our stakeholders in both Canada and Project countries. Our digital platforms including our website and Facebook (FCMI account) engaged municipal stakeholders in Canada, partner cities in Project countries as well as municipal experts in both countries. MPED's quarterly newsletter updates proved to be an effective way to directly communicate with beneficiaries and stakeholders. In addition to this, MPED employed a traditional media outreach strategy. As such, MPED enjoyed regular local and national media coverage at its respective events. PMI-LED will take lessons learned from MPED's communication outreach and build upon its strengths. At the end of year 2, PMI-LED will undergo a Communications Audit to update the strategy for the remainder of the project. This strategy has been developed in consultation with FCM Communications and Membership and PMI-LED's management team

The strategy will guide and unite the efforts of both the Canadian and partner country stakeholders towards a common approach for raising awareness of the project and communicating its activities, outputs, and results during its initial 2-year implementation phase. The communications strategy will also form the blueprint for regional outreach and communications activities that will evolve later in the project, once assessment missions and other stakeholder consultations have taken place. Importantly, the strategy identifies the communications issues associated with this project, and proposes mitigation strategies. This document provides information on a) context, b) communications objectives; c) stakeholders; d) guiding principles; e) key messages; f) roles and oversight; g) crisis communications and risk; h) communications activity areas; and i) monitoring and evaluation.

2.0 Context

The Federation of Canadian Municipalities and Global Affairs Canada (GAC) signed a Contribution Agreement for the Partnerships for Municipal Innovation Project. The project is known under its English acronym as PMI-LED. Through PMI-LED, FCM member municipalities will work with local governments and their associations in Mali, Burkina Faso, Ivory Coast, Vietnam, Cambodia, Bolivia, and Nicaragua to promote sustainable economic growth. Our municipal experts will help local governments in these emerging and developing economies foster prosperity, attract investments and generate trade opportunities, especially to benefit more marginalized segments of their communities. FCM will also work with its partners to create a platform for local governments and their regional and global networks. This will serve to better engage with strategic partners including the private sector, cultural community groups, civil society, think tanks, donors and relevant international organizations. To implement this initiative,

FCM will leverage its network of 2,000 Canadian municipal members, which includes thousands of elected officials and professionals from municipalities of all sizes and all regions.

The communications strategy will work to strengthen relationships and build synergy among partners and stakeholders, increasing the project's visibility both in project countries and in Canada, as part of PMI-LED's focus on Canadian engagement. It will also contribute to broadening the reach of the project's knowledge sharing activities. In subsequent phases of the project, the communications strategy will work in collaboration with other project strategies (knowledge management, for example) to communicate project results, achievements and lessons learned.

As such, close collaboration and coordination among stakeholders and alignment of overall communications and corporate objectives will be essential, to ensure the project's key messages reach their target audience. Stakeholders should also be consulted both early on and throughout the project's life to ensure that the activities developed meet their needs and reach the intended audiences.

2.1 Communications Environment

Consistent with GAC's commitment to a decentralized management approach, PMI-LED will be implementing a semi-decentralized project management model. Three regional coordinators (Africa, Asia and Latin America) will facilitate regional activities and provide communications support. FCM headquarters will ensure oversight of communications activities in Canada. All communications efforts linked to PMI-LED will work to establish a strong sense of recognition among stakeholders and reinforce the outreach and engagement component of the project. They will be closely aligned both with FCM International's overall communications objectives and FCM's corporate communications objectives. This is particularly crucial in the project's implementation phase. During this phase, a strong visual presence for PMI-LED will be established and clear messages about its intent, partners and objectives communicated at every appropriate opportunity. And, as agreed in the FCM-GAC contribution agreement and consistent with the new strategic partnership between FCM and GAC, public recognition of support from the Government of Canada through Global Affairs Canada will be ensured.

2.2 Communications Assets

The project's main communications assets are presented below under the categories of physical, human, owned capital.

- *Physical capital:* all the systems, tools and tactics developed and owned by PMI-LED partners, not including their staff and members. This includes all the tools and communications products developed by partners through previous work in carrying out their communications objectives.
- *Human capital:* communications "know-how" of staff in project countries and in Canada and by the Canadian and overseas individuals taking part in municipal exchanges. It includes experience of the local government association (i.e. ACVN); FCMI staff "know-how" gained from experience in similar projects (e.g. FCMI's MPED Project) and FCM's Communications staff expertise.
- *Owned capital:* the systems and tools PMI-LED has developed based on MPED's previous success. These include digital platforms, content development and delivery strategies, templates and

processes for media and public relations, as well as other tools and communications products developed to carry out communication objectives.

3.0 Guiding Principles

The following principles will guide the implementation of the PMI-LED stakeholder communications plan. In all its communications activities, PMI-LED will:

- Work closely with project partners in Project countries and Canada to ensure a shared understanding of the role of communications tools and outreach initiatives in contributing to a supportive environment for the project and sustaining the engagement of stakeholders;
- Develop high-quality communications tools and tactics that convey a consistent look and feel. This includes appropriate public recognition of support from the Government of Canada through Global Affairs Canada;
- Focus on results. Local governments are experts in providing transparent, responsive results-based communication and it is important for PMI-LED to promote and reflect these values;
- Recognize the sensitivities of the project and balance the need for adequate visibility while mitigating any negative perception or media attention;
- Use locally-appropriate, simple, jargon-free language to share the project with target audiences and stakeholders;
- Identify and leverage synergies and economies of scale for communications tools and outreach initiatives that can apply to more than one project country/context;
- Include beneficiaries in outreach and communications where appropriate.

4.0 Communications Objectives

The Communications objectives outlined in this plan are closely linked to the project's priority areas, and will contribute to the achievement of PMI-LED's expected outcomes. Given the wide reach and the unique nature of the project, it is crucial that FCM International and the project be strategic in its communications efforts. Communications activities for PMI-LED must add up to more than a series of isolated events or documents. To do so, PMI-LED must adopt a model approach that relies on the development of templates that can be easily replicated and adapted to a variety of contexts. For the implementation phase, PMI-LED's communications objectives are:

- To increase national and international stakeholder awareness and support of PMI's ultimate outcome, overall strategic goals and priority areas.
- To ensure timely access to accurate information on PMI activities
- To provide forums and mechanisms through which partners can share communications tools, materials and knowledge.
- To foster increased understanding and support of PMI partner's engagement in and contribution to global networks.

PMI-LED recognizes that the geographic diversity of the project and the extended scope of project activities can present some communications challenges. As mentioned above, the tools and templates

designed and shared with partner cities will be able to be scaled up or down and adapted to their local context. MPED faced a similar challenge, and the communications team was able to effectively bridge communication gaps, respond to the varying needs of partners and reach stakeholder audiences.

5.0 Target Audiences and Key Messages

The very nature of PMI-LED leads to a greater degree of diversity of its target audiences. As such we have laid out our key messaging by target audience.

Target audiences: Communications efforts will focus on the following target audiences. These stakeholders are either directly involved or impacted by PMI-LED's activities or play an important role in garnering support for FCM's international programming. They include:

- Funding partner, Prime Minister's Office, Ministers and Minister's Offices (Global Affairs Canada);
- FCM members;
- Canadian municipalities and their communities plus PTAs involved in PMI-LED
- Local government associations (LGAs) in project countries
- Participating Overseas Municipalities;
- FCM Board/SCIR, FCM senior management and funding partner(s)

Key messages: The following key messages will be used in PMI-LED's communications tools and activities. They will support the project's identified communications objectives and the achievement of project outcomes. It is important to note that these key messages are subject to modification following stakeholder consultation.

- ***FCM makes a difference.*** Through PMI-LED, FCM connects municipal governments in seven countries in Africa, Asia and Latin America. Partnerships for Municipal Innovation in Local Economic Development help local elected officials and municipal employees improve lives, create lasting benefits and enrich communities.
- ***FCM brings partners together.*** When Canadian and overseas municipalities come together, both learn, grow and build their communities. Through PMI-LED, local governments will work together for collective prosperity.
- ***FCM is about sharing expertise.*** FCM international initiatives help communities in Canada and around the world connect with better ways to pool skills and develop knowledge and strategies. PMI-LED's municipal experts will contribute to building vibrant economies that value local potential.
- ***FCM is committed to respect, diversity and inclusion.*** Diversity is a key strength of Canada's municipalities, and FCM is committed to promoting inclusion, gender equality and respect in everything it does.

6.0 Communications Roles, Expectations and Oversight

6.1 PMI-LED and FCM Corporate Staff

This section outlines the various areas of responsibilities in terms of communications functions of PMI-LED and FCM corporate staff.

- The *Communications Advisor*, part of FCM International's Director's Office, based in Ottawa, will be responsible for advising and supporting the Project Managers and Regional Project coordinators on the implementation of communications activities outlined in this strategy. This includes planning, content approval and reporting. The Communications Advisor will be responsible for coordinating communications activities in Canada. S/he also has an advisory and general oversight role in communications and outreach activities in FCM project countries to ensure all FCM-identified communications products comply with FCM 'look and feel guidelines' and donor acknowledgement requirements and convey PMI-LED and FCM's overall communications objectives and key messages.
- The *PMI-LED Regional Coordinators*, based in project countries, and the PMI-LED Project Managers, based in Ottawa will be responsible for coordinating communications activities that comply with FCM's communications guidelines in the project's partner countries. They will liaise with the PMI-LED Project Manager for Canadian Engagement and the Communications Advisor to provide up-to-date information on activities, outputs and outcomes of project activities in the country. They will also solicit feedback from partner cities, monitor media activity in their region and disseminate communications products or information when necessary. The RPCs are also responsible for informing the Project Manager, FCM's Director of International Projects and/or PMI-LED Principal of potentially contentious issues.
- The *PMI-LED Project Manager for Canadian Engagement*, based in Ottawa, will be responsible for coordinating communications activities with the Canadian municipalities participating in PMI-LED. S/he will liaise with the Project Director and the Communications Advisor, gathering information on results, communications identifying opportunities, and participating in the development and dissemination of communications and engagement tools. The PM will also work with RPCs and other PMs to identify opportunities to develop and disseminate communications tools and implement communications initiatives both in Canada and in project countries.
- *PMI-LED's Project Director* will be responsible for general oversight of all communications activities and final approval of all strategies, activities, and products. The Project Director is also responsible for informing FCM's Director of International Projects and/or PMI-LED Principal of project results and potentially contentious issues.
- *FCM's Senior Director of International Projects and/or PMI-LED Principal* is responsible for general oversight of all project activities. The Director is also responsible for informing the FCM's CEO and the Chair of FCM's Standing Committee on International Relations of potentially contentious issues related to the project.

6.2 Project Spokesperson

FCM's spokesperson policy is clear: *"FCM's primary spokesperson is the President. He/she represents FCM before the public, with news media and during events and meetings that are political in nature, and when FCM is engaged in panel discussions and workshops with elected officials. The President may delegate others to speak on his/her behalf. No one speaks publicly and on the record for FCM without the authorization of the President."*

In the case of PMI-LED, the President may delegate the Chair of FCM's Standing Committee on International Relations, PMI-LED's Governance Representative, FCM's Chief Executive Director or the Director of International Projects to speak on issues related to the project. All media inquiries - whether in Canada or Project countries - should be immediately referred to FCM Media Relations, the FCM Communications Advisor and the Director of international projects.

7.0 Crisis Communications, Reputation and Risk Management

For the purposes of this document, a crisis is defined as 'a significant threat to operations that may have negative consequences on PMI-LED, FCM, its representatives, employees or municipal experts deployed in the field. This can include threats to personal or public safety, financial loss or reputation loss'. Situations of crisis could take the shape of political strife in a project country, lost or reduced funding, or criticism of FCM's international project activities by a competitor, stakeholder, special interest group or private citizen, for example. In such situations, it is crucial to promptly and effectively address misinformation, correct inaccuracies and mitigate reputational harm to the project and/or to FCM. When faced with an emerging reputational threat or negative attention either through traditional or social media, the following objectives will be pursued:

- Mitigate negative reactions or perceptions of the project or FCM
- Contain the impact of the crisis and restore confidence promptly
- Respond effectively to the expressed concern, criticism or significant matter

When a crisis situation develops, time is of the essence. Accurate information should be relayed quickly through the appropriate channel and the organization should speak with one voice.

7.1 Early Issue Identification / Risk Mitigation

A key element of success in mitigating or managing reputational harm is the early identification of issues that, if left unresolved or unaddressed, could develop into a threat to the project or FCM reputation. Project staff is often best positioned to recognize early warning signs. Employees should feel empowered and encouraged to flag any potential situation or issue to senior team members. It is important to recognize that once traditional or social media takes hold of a potential issue, FCM's ability to mitigate interest will likely prove challenging, if not impossible. Vigilance, ongoing risk assessment and mitigation and/or advance notification will ensure that a potential issue is avoided or a response is well structured and executed, and increases FCM's ability to manage negative interest.

7.2 Affected Audience Identification

As part of managing a reputational crisis, FCM will identify the target audience affected by the issue. The audience can likely be segmented in three groupings:

- Supporters – likely allies who view PMI-LED as a credible and positive contributor and would publicly state their support.
- Detractors – will quickly move to capitalize on the issue and amplify it to drive their agenda.

- Ambivalent – are least affected by the issue and can be influenced either by supporters or detractors.

In developing strategies to respond to the crisis or reputational issue at hand, specific tactical measures will be identified for each target group. The analysis of the potential reaction of each audience will assist in the development of specific responses.

7.3 Online Reputational Threats

The presence of social media has significantly changed the traditional communications landscape. The ability to control the message and corporate content has taken a back seat to a host of citizen-led and internet-empowered channels where personal opinions and perspectives are shared. Ongoing monitoring of social media will prove important and will assist in the early identification of an emerging issue.

7.4 Crisis Response Protocol

This section provides an overview of PMI-LED's basic crisis communications protocol.

1. Project Director and FCMI Director must be immediately informed of any crisis situation and provided with all related materials or supporting documents;
2. FCMI Director informs the CEO, Chair of Standing Committee on International Relations and Governance Representative of situation;
3. FCMI Director, Project Director, Project Manager, Communications Advisor, Chair of Standing Committee on International Relations, CEO's office representative meet as a Crisis Response Team to assess the situation, determine a course of action, designate FCM spokesperson(s) as per FCM's spokesperson policy, and develop key messages and statements;
4. Essential information on a situation and clear instructions on how to respond to general inquiries or media calls are communicated to staff, the Chair of the Standing Committee on International Relations and Governance Representative;
5. Key messages and any statement are shared with the funder (GAC – in Ottawa and in project countries and Minister's office), FCM Board members, Standing Committee on International Relations, Governance Representative, FCM senior management and project partners;
6. Key messages and statement are shared through traditional and social media, if appropriate;
7. The FCM Media Relations Team monitors and provides regular briefing on news reports, addresses media calls and works with designated FCM spokesperson(s) to coordinate the response;
8. Essential information on the situation and clear instructions on how to respond to general inquiries or media calls are communicated to staff, the Chair of Standing Committee on International Relations and Governance Representative;
9. FCMI Director briefs the CEO, Chair of Standing Committee on International Relations and Governance Representative, informing them of steps taken and any new developments at appropriate intervals.

Steps 2 to 5 may be repeated daily or as needed until crisis situation has been downgraded or resolved.

7.5 Post-crisis

1. Crisis Response Team to reconvene and conduct a debriefing on situation, making recommendations for any adjustment of crisis response protocol;
2. Media relations team to provide an overview of traditional and social media activity during crisis period;
3. Project communications materials are edited, tools and tactics revised as needed;
4. A report is provided to Chair of Standing Committee on International Relations and Governance Representative.

8.0 Communications Priorities and Activities Plan

This communications strategy outlines priorities for PMI-LED's inception phase year one and year two activities. It covers communications and public engagement outreach for PMI-LED fiscal years 2016-17 and 2017-18. During PMI-LED's inception stage, communications priority activities will focus on rolling out the project's key features, collaborative expectations, activities and objectives to key stakeholders and potential assets in the countries of focus and in Canada. They will also focus on building on this document to develop a long-term communications strategy and tools for PMI-LED by consulting stakeholders, establishing baselines and mapping out communications opportunities both in the project countries and in Canada.

By sharing the stories of communities and individuals – both at home and abroad – who are participating in innovative and mutually beneficial exchanges, FCMI staff and partners will be able to communicate the results of PMI-LED in a way that resonates with stakeholders and provides concrete examples of the benefits of FCM's international programming.

Priority communications activity areas during project inception year one and year two include:

- Official launch of PMI-LED in Canada
- Official launch of PMI-LED in project countries in collaboration with project partners and stakeholders;
- Creating and disseminating PMI-LED visual identity;
- Conducting a thorough communications audit to identify all existing and available communications tools and channels, both in Canada and in countries of focus;
- Map out communications opportunities in project countries and in Canada (editorial calendar);
- Develop protocols and templates for PMI-LED communications efforts;
- Produce initial project promotion materials: brochure, web content, toolkit, PowerPoint presentation, stump speech and other materials as needed;
- Coordinate communications for launch events (i.e. official opening of office, initial missions to the region)

Communication priorities over the life of the project include:

- Create content for PMI-LED web presence, including resources and updates on results. The PMI-LED web presence, through a full-fledged website or other means, will be a key instrument for demonstrating achievements, sharing knowledge products and showcasing the Government of Canada's contribution to local economic development in project countries.
- Dissemination of FCM International's quarterly electronic newsletter

- Participation in FCM communications vehicles (FCM website, weekly newsletter, quarterly knowledge exchange newsletter)
- Distribution of information through social media channels
- Presentation of key deliverables through national media in project countries. Invitation of media representatives to major events, conferences, forums, roundtables.
- Regular coverage of PMI-LED activities and progress in local media, both in project countries and in Canada. This will be achieved through permanent cooperation with partners and will leverage their communications capacity.
- Cooperation with local government associations' communication department to deliver Project achievements to broader number of Ukrainian municipalities.
- Support to Canadian partner municipalities and municipal experts to conduct public engagement activities;
- Collaboration with the Canadian embassy in project countries on communications activities

Specific activities and budgetary resources required for all communications activities by year will be finalized during annual work plan and budget preparation once all requirements and specifications are determined in collaboration with PMI-LED's field office.

Table 1: PMI-LED Communications Implementation Priorities (2016-2018)

Date	Event/Project	Tools/Activities	Lead
May-Sept 2016	PMI-LED visual identity	Logo, Letterhead, folders, business card design, e-signature, templates for publications, brochures	Communications Advisor with support from Project Managers
Sept-Nov 2016, ongoing	Web-site development and its technical support	Create content on FCM.ca, explore feasibility of external web presence	Communications Advisor
Ongoing	Social media	Facebook, Twitter, YouTube	Communications Advisor with support from FCM Corporate Communications
Sept 2016	Official "soft" launch of PMI-LED	Social media, website content, rollout of Public Engagement Toolkit and templates	Communications Advisor with support from Project Managers

Date	Event/Project	Tools/Activities	Lead
Ongoing	Announcement of project partners (as MOUs are signed)	Releases in local media, social media	Communications Advisor with support from Communications staff in partner municipalities
Ongoing	Outreach and public engagement activities	FCMI Exchange project updates, public engagement activities in partner municipalities, global networks activities	Communications Advisor with support from Communications staff in partner municipalities
Feb 2017	Communications audit	Overview of communication vehicles and opportunities in the Project countries	FCM Communications Advisor with support from Project Managers and Regional Project Coordinators

9.0 Monitoring and Evaluation of the Communication Strategy

Annual activity plans to implement the Communications Strategy must be monitored and evaluated to gauge their impact and contribution to the achievement of the project's outputs and outcomes. Along with providing more credible results, this will have the added benefit of allowing for corrective action should some activities prove to be less effective than anticipated. Monitoring and evaluation will be conducted throughout the life of the plan with regular evaluation reports submitted to PMI-LED's Project Director in Q2 and Q4 of each fiscal year. Metrics will be identified following the communications audit, and in consultation with project partners. They could include, for example:

- Traffic to FCM website pages on PMI-LED (analytics);
- PMI-LED visibility in social media;
- PMI-LED visibility at and participation in high-level conferences and events;
- Media coverage;
- Cohesiveness of PMI-LED-related communications as evidenced by ongoing audit of partners' communications efforts.

Appendix 7: List of Partnerships

(as of September 29th, 2017)

#	Country	Overseas Partner	Canadian Partner	LED Thematic (WBS)
1	Bolivia	FAM Bolivia & members	Municipalities of Newfoundland and Labrador (MNL), NL	Enabling Environment for LED (1100)
2	Bolivia	Cabezas Municipality, Santa Cruz Department	Truro, NS	Inclusive LED (1200)
3	Bolivia	Vinto Municipality, Cochabamba Department	Timmins, ON	Inclusive LED (1200)
4	Nicaragua	Association of Municipalities of Nicaragua (AMUNIC)	Saskatchewan Urban Municipalities Association (SUMA), SK	Enabling Environment for LED (1100)
5	Nicaragua	Rivas Municipality	Sunshine Coast Regional District (SCRD), BC	Inclusive LED (1200)
6	Nicaragua	Jinotega Municipality	Drayton Valley, AB	Inclusive LED (1200)
7	Nicaragua	Totogalpa Municipality	Morinville, AB	Inclusive LED (1200)
8	Burkina Faso	Commune de Manga (urbain)	MRC des Laurentides, QC	Inclusive LED (1200)
9	Burkina Faso	Bobo-Dioulasso +Banfora+ un corridor économique	MRC Vaudreuil-Soulanges, QC	Regional Economic Development and Trade (1300)
10	Mali	Commune urbaine de Sikasso	AMM (LGA in Mali)	Inclusive LED (1200)
11	Mali	Région de Sikasso	Ville de Rigaud, QC	Regional Economic Development and Trade (1300)Regional Economic Development and Trade
12	Ivory Coast	Ferkessedougou + corridor économique	MRC d'Argenteuil, QC	Inclusive LED/Regional Economic Development and Trade (1200/1300)
13	Ivory Coast	Korogho + corridor économique	Marguerite d'Youville, QC	Inclusive LED/Regional Economic Development and Trade (1200/1300)
14	Vietnam	Association of Cities of Vietnam (ACVN)	Cape Breton Partnership and Union of Nova Scotia Municipalities (UNSM), NS	Enabling Environment for LED (1100)
15	Vietnam	Cao Lanh and Can Tho (With support to Dong Thap Province)	Rossland, BC and Edmonton, AB	Regional Economic Development and Trade (1300)
16	Cambodia	National League of Communes (NLC)	Union of British Columbia Municipalities (UBCM), BC	Enabling Environment for LED (1100)

17	Cambodia	Serei Saophoan (With support to Banteay Mean Chey Province)	Chilliwack, BC	Regional Economic Development and Trade (1300)
	Asia	Councillor Bev Esslinger	City of Edmonton (AB)	Asia: FCM Governance Representative
	Latin America	Councillor Marvin Plett	City of Winkler (MB)	Latin America: FCM Governance Representative
	Africa	Mayor Alexandre Cusson	Ville de Drummondville (QC) (1 st VP of UMQ)	Africa: FCM Governance Representative

Appendix 8: Innovation Fund



PMI-LED Innovation Fund Design

June 4, 2018

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1. Introduction to the PMI-LED Innovation Fund

The PMI-LED Innovation Fund contributes to the achievement of PMI-LED outcomes, ultimately contributing to poverty reduction and community prosperity. It is intended to cultivate an environment of innovation and collaboration among local economic development (LED) stakeholders from government, private sector, civil society and academe. The Fund aims to help strengthen the capacity of PMI-LED partners in selected countries in Africa, Asia and the Americas to plan and implement innovative LED approaches that benefit the entire community, especially women and youth. Fund grantees are supported to identify, design, implement and evaluate innovative solutions to a range of economic and social challenges within their communities. Successful pilot initiatives are documented so that emerging innovations can be shared, adapted and replicated in other communities facing similar challenges.

FCM's experience has shown that a small fund mechanism can be an effective tool to develop capacity in a number of contexts apropos PMI-LED. The fund mechanism:

- acts as an incentive to local governments (LGs) or Local Government Associations (LGAs) to undertake strategic planning processes and to complete and implement development plans and strategies
- helps LGs/LGAs to develop proposal writing and project management skills, including the capacity to consider gender and environmental concerns
- strengthens LGs' relationship with citizens, community groups, the private sector and other development partners
- may be used by LGs/LGAs to leverage resources from other sources
- strengthens LGs'/LGAs' visibility and credibility with citizens/members and other stakeholders
- provides an opportunity to pilot test, assess and document innovative solutions to local development challenges

Through the Innovation Fund PMI-LED provides financial contributions and technical assistance to PMI-LED participating Governments (LGs), Local Government Associations (LGAs) and their partners for innovative initiatives that contribute to strategic priorities for economic development at the municipal level.

Innovative initiatives are those that pilot a unique response to an urgent development challenge that has not previously been tested in the community or take advantage of an emerging strategic opportunity for economic growth, such as developing a new sector of the economy or new trade linkages, and that have the potential to be adapted and replicated in similar contexts.

Individual initiative outcomes are aligned with at least one of the PMI-LED Immediate Outcomes, namely, 1100: the enabling environment, 1200: inclusive local economic development (LED), or 1300: regional economic development (RED), trade and investment. All initiatives integrate PMI-LED's cross-cutting themes of gender equality, environmental sustainability and governance.

The Innovation Fund is managed as **two sub-funds**: i) the **Local Innovation Fund (LIF)** for initiatives implemented at the community or municipal level by LGs in collaboration with community stakeholders or other municipalities; and ii) the **Enabling Environment Innovation Fund (EEIF)** for initiatives that have a broader impact and are implemented by LGAs in collaboration with other

supporting institutions within the national enabling environment. These two mechanisms are described in the following sections.

The overall budget for the Innovation Fund set aside in the PIP and Contribution Agreement budget is \$1.5 million across the 7 countries. Of this, \$1 million is designated for the Local Innovation Fund, \$200,000 for the Enabling Environment Innovation Fund and \$300,000 is for technical assistance for initiative management. A governance structure, financial procedures and fund management tools developed by FCM provide transparency, accountability, effectiveness and efficiency in Fund operations.

2. Design of the Local Innovation Fund (LIF)

2.1 Purpose

The LIF makes financial support available to Local Governments (LGs) and their partners for innovative initiatives that contribute to inclusive LED, regional trade or investment. The Fund provides a vehicle for LGs and their communities, LED stakeholders and partners to collaborate in addressing economic challenges and taking advantage of economic opportunities in their area. The LIF supports LGs in their efforts to provide services and programs to MSMEs, entrepreneurs and citizens (the ultimate beneficiaries) that will increase prosperity, strengthen the MSME sector, enhance trade, create employment opportunities (especially for women and youth), prepare disadvantaged women and youth for employment, and improve livelihoods for those working in the informal sector. The structure of the LIF reinforces good governance, civic engagement, sound planning, transparency and accountability and strengthens project management capacities of the awardees.

The LIF mechanism is designed to contribute to the achievement of Immediate Outcomes 1200 and 1300 and their component Outputs. Grants are therefore made available for innovative initiatives that aim to:

- Facilitate access to decent jobs for women and/or youth
- Engage women and/or youth entrepreneurs in efforts to enhance their enterprises
- Provide training or services to women and/or youth engaged in the informal sector
- Strengthen women's business support networks, associations, cooperatives and organizations that serve women and represent women's economic interests
- Implement regional economic development strategies to increase business opportunities in economic corridors and growth-poles
- Stimulate intra-regional and international trade
- Implement business attraction, retention and expansion (BARE) models and tools to stimulate private sector growth and create employment opportunities, such as city branding, revitalizing downtowns and upgrading commercial and industrial spaces.
- Encourage investment in emerging sectors such as climate change mitigation and the green economy

2.2 Eligibility

Eligible Applicants: Eligible applicants may be LGs or organizations and institutions collaborating with an LG. Eligible LGs are those participating in PMI-LED as a **full partner** (ie. participating in a municipal partnership with a Canadian municipality) or as an **associate partner** (ie. geographically within a designated PMI-LED supported economic corridor, a mentor LG previously supported by an FCM project, or an LG identified for replication of PMI-LED models). LGs may apply to the fund on their own or in partnership with one or more LED stakeholder.

Eligible non-governmental applicants are those collaborating with a participating LG on LED such as educational and training institutions, LED centres, business support organizations, relevant NGOs, community-based organizations, women's or youth groups and small business associations.

An eligible applicant is a legal entity with the authority to open a bank account to receive LIF funds and make initiative disbursements. It has identified staff responsible for initiative management and administration. See Applicant Eligibility Criteria Checklist in *Annex A*.

Eligible Initiatives: Eligible initiatives demonstrate internationally recognized good practice in LED. The initiative has broad based support from the community and is aligned with the community's development plan, LED strategy, RED strategy or other strategic community economic development planning document or process. It is proposed and implemented by the LG in collaboration with partners or by a non-governmental LG partner with LG support, and has been designed in consultation with key stakeholders and target beneficiaries. The target outcomes of the initiative are directly aligned to a PMI-LED output or outcome, integrate PMI-LED's cross-cutting themes of gender equality, environmental sustainability and governance, and can reasonably be expected to be achieved within the proposed timeframe, budget and local context. Initiatives typically have a timeframe not exceeding 15 months. The initiative is innovative in that it provides a unique response to an urgent challenge or opportunity using an approach that has not previously been tested in the local context. It is economically and socially sustainable and has the potential for adaptation and replication in other communities. The initiative has a strategy for monitoring and assessing initiative results.

One third of the LIF is reserved for initiatives that primarily focus on women's economic empowerment. See Initiative Selection Criteria Checklist in *Annex B*.

2.3 Fund Amounts

A total of \$1 million is reserved for the LIF with 75% of the fund allocated for initiatives within the geographic area of partner LGs and 25% in associate LGs. The maximum of each individual grant for partner LG initiatives is \$25,000. The maximum for each individual grant for associate LG initiatives is \$15,000. Applicants submit an initiative budget as part of their application/proposal indicating the total cost of the initiative, the amounts contributed by the LG and other partners and the amount requested from the LIF. In-kind contributions are also detailed. Grants are only provided for initiatives that have significant contributions from the applicant and collaborating local partners. A contribution of at least 30% of the total initiative budget in cash and/or in-kind is required.

Eligible expenditures may include, but are not limited to, such things as:

- technical expertise for feasibility studies and LED advisory services;
- material for renovation of LED spaces such as business support centres, small business incubators, skills training centres etc.;
- venue, material and promotion costs for events that facilitate business networking, trade, or development of supply chains;
- training and mentoring in business planning, business and financial management, product development, marketing, business expansion, and networking to women or youth entrepreneurs and those working in the informal and agriculture sectors, MSMEs expanding to regional or international markets, or MSMEs engaging in a newly identified growth sector, social enterprise or the green economy;
- small grants to women and youth entrepreneurs, workers in the informal and agricultural sectors, MSMEs expanding to regional or international markets or MSMEs engaging in a newly identified growth sector, social enterprise or the green economy to enable them to purchase material or equipment;
- a contribution towards the establishment of a micro-credit facility that provides small loans to women and youth entrepreneurs, workers in the informal and agricultural sectors, MSMEs expanding to regional or international markets or MSMEs engaging in a newly identified growth sector, social enterprise or the green economy to support business start-up or development;
- technical expertise to research, identify, promote and create new employment opportunities for women and youth;
- curriculum development and training programs that provide women and youth with skills for employment in sectors of the economy where employment opportunities have been identified; and
- material and other costs associated with implementing business attraction, retention and expansion (BARE) tools.

2.4 Application and Selection Process

The application and selection process in each country is managed by the PMI-LED Regional Program Coordinator (RPC) with support from a LIF Review Committee made up of the National Program Coordinator, representatives from the relevant LGA and PMI-LED Project Advisory Committee (PAC), and local LED experts. The size of the committee is between three and five members depending on country context.

Application to the LIF is a two-step process. The applicant initially prepares and submits a concept note that briefly outlines the idea for the initiative providing the rationale, the target outcomes, results of any feasibility studies, an overview of the proposed activities and a preliminary estimate of the budget required. In the case of partner LGs, the initiative concept is discussed with the Canadian municipal partner and the initiative's relationship to the LG's demonstration project is examined to ensure complementarity. The LIF Review Committee reviews the concept note and provides feedback to the applicant. Initiatives that are unlikely to meet LIF eligibility criteria are weeded out at this stage and applicants are informed of the reasons for ineligibility. Applicants may then revise their concept note, or submit another one more in line with the LIF criteria.

If a concept note receives encouraging feedback, the applicant proceeds to prepare a full initiative proposal using the LIF application form and submits it to the LIF Review Committee for approval. In the case of partner LGs, the Canadian municipal partner supports the proposal development process which helps develop the LG's capacity to prepare project proposals. The LIF Review Committee examines the submitted applications /proposals in relation to the LIF objectives and eligibility criteria and approves the project, with modifications if necessary. Given the support from Canadian and LGA implementing partners and the advice provided by the LIF review committee during the proposal development stage, the majority of proposals are approved. If a proposal is not approved, the LIF committee provides a written explanation to the applicant and the National Program Coordinator (NPC) provides assistance to the applicant, if requested, to revise the proposal based on the LIF committee feedback and resubmit it for consideration.

Once an initiative is approved, PMI-LED prepares and signs a Letter of Agreement with the applicant, now a Grantee, setting out their mutual financial commitments and management responsibilities with regard to initiative implementation, monitoring and evaluation.

There are three application/selection cycles starting in April 2018. These dates will be reviewed after the first round of applications has been complete to determine whether any adjustments need to be made. The last selections will be made in July 2019 in order to allow time for the final initiatives to be completed and evaluated prior to the end of PMI-LED.

2.5 Implementation Support

PMI-LED supports and mentors applicants and Grantees at all stages of the project management cycle to help ensure success of the initiative and to develop applicants' skills in project management. Support is provided by the PMI-LED NPCs and RPCs, LGA implementing partners, Canadian municipal partners and local and Canadian technical experts as necessary.

At the beginning of initiative implementation PMI-LED provides training on the financial management guidelines contained in the Innovation Fund Procedures Manual. PMI-LED also assists Grantees to develop a simple performance measurement framework (PMF) with a small number of indicators that are aligned as much as possible with the PMI-LED PMF and assists Grantees to collect baseline data so that the results of the initiative can be assessed and reported when the initiative is completed.

If routine monitoring indicates that a Grantee is having difficulty implementing their initiative as planned, the NPC, in consultation with the RPC, provides assistance and support and may ask the Canadian partners to provide additional coaching as well. In rare instances when such advice and assistance are not sufficient, the RPC may contract a local technical expert or specialist in the relevant sector to provide the Grantee with the assistance needed to address the implementation challenge.

3. Design of the Enabling Environment Innovation Fund (EEIF)

3.1 Purpose

The EEIF makes financial support available to Local Government Associations for innovative initiatives that contribute to strengthening the enabling environment for LED in the country.

The Fund provides a vehicle for LGAs, their LG members and other national LED stakeholders to collaborate to improve the policy and regulatory environment for LED, build LG capacity to facilitate LED and provide the support services that LGs need to address LED challenges in their communities. The structure of the EEIF reinforces LGA membership engagement and responsive service delivery and strengthens LGAs' project management capacities.

The EEIF mechanism is designed to contribute to achievement of Immediate Outcomes 1100 and its component Outputs. Grants are therefore made available for innovative initiatives that aim to:

- Improve LED training and services provided by LGAs to member LGs
- Enhance support by LGAs to member LGs for piloting and replicating LED and RED innovations and good practices
- Engage more women in leadership and decision making roles in LGAs, LGs and the LED sector

3.2 Eligibility

Eligible Applicants: Eligible applicants are LGAs participating in PMI-LED. LGAs are encouraged to apply in partnership with one or more national or regional partner such as another LGA, an educational institution, a research centre or a relevant NGO. Eligible LGAs have the authority to open a bank account to receive EEIF grants and make initiative disbursements, and have identified staff responsible for initiative management and administration. See Applicant Eligibility Criteria Checklist in Annex C.

Eligible Initiatives: Eligible initiatives demonstrate internationally recognized good practice in LGA governance and member service delivery, especially services related to LED. The initiative has broad based support from the LGA's membership and is aligned with the LGA's strategies, plans and priorities for service delivery to members. It has been designed in consultation with members and other key stakeholders and technical experts. The target outcomes of the initiative are directly aligned to a PMI-LED output or outcome, integrate PMI-LED's cross-cutting themes of gender equality, environmental sustainability and governance, and can reasonably be expected to be achieved within the proposed timeframe, budget and local context. Initiatives typically have a timeframe not exceeding 15 months. The initiative is innovative in that it provides a unique response to an urgent challenge or opportunity using an approach that has not previously been tested by the LGA. It is economically and socially sustainable and has the potential for adaptation and replication by other LGAs, or by this LGA in a different context or sector. The initiative has a strategy for monitoring and assessing initiative results. See Initiative Selection Criteria Checklist in Annex D.

3.3 Fund Amounts

A total of \$200,000 is reserved for the EEIF across the 7 countries. The maximum of each individual grant for an initiative is \$20,000, although this may be adjusted in countries with more than one eligible LGA. Applicants submit an initiative budget as part of their application/proposal indicating the total cost of the initiative, the amounts contributed by the LGA and other partners and the amount requested from the EEIF. In-kind contributions are also detailed. Grants are only provided for initiatives that have cash and in-kind contributions of at least 30% of the total project value from the applicant and other national/regional partners.

Eligible expenditures may include, but are not limited to, such things as:

- technical assistance for institutional strengthening, strategic planning and other advisory services;
- technical assistance to plan, implement and measure local government policies, laws and programs that address gender equality gaps and respond to the rights and interests of women;
- material for the renovation and upgrading of LGA service delivery spaces and platforms such as LG resource centres, websites and training facilities;
- technical assistance to assess and document LED and RED innovations and good practices;
- events and platforms that facilitate knowledge sharing about LED or RED innovations and good practices;
- training, coaching and mentoring of members on LED and RED strategic planning and implementation of good practices;
- training, coaching and mentoring of members on inclusive LED especially innovative approaches to youth and women's employment, entrepreneurship and economic empowerment; and
- technical assistance for related policy research, development and advocacy.

3.4 Application and Selection Process

The application and selection process in each region is managed by the RPC with support from an EEIF Review Committee made up of the Canadian PMI-LED manager responsible for the region, members of the Global Partners Group and LED experts. Application to the EEIF is non-competitive as all eligible LGAs will receive funding for their priority initiative once it meets the eligibility and selection criteria.

Application is a two-step process (Annex G). The applicant initially prepares and submits a concept note that briefly outlines the idea for the initiative providing the rationale, the target outcomes, results of any feasibility studies, an overview of the proposed activities and a preliminary estimate of the budget required. In the case of LGAs in Asia and Latin America, the initiative concept is discussed with the Canadian LGA partner and the initiative's relationship to the LGA's demonstration project is examined to ensure complementarity. The EEIF Review Committee reviews the concept note and provides feedback to the applicant. Initiatives that are unlikely to meet EEIF eligibility criteria are weeded out at this stage and applicants are informed of the reasons for ineligibility. Applicants may then revise their concept note, or submit another one more in line with the EEIF criteria.

If a concept note receives encouraging feedback from the committee, the LGA proceeds to prepare a full initiative proposal using the EEIF application form and submits it to the EEIF Review Committee for approval. In the case of partnered LGAs, the Canadian LGA partner supports the proposal development process which helps develop the LGA's capacity to prepare project proposals. The EEIF Review Committee examines the submitted applications /proposals in relation to the EEIF objectives and eligibility criteria and approves the project once criteria are met. Given the support from Canadian LGA implementing partners and the advice provided by the review committee during the proposal development stage, it is expected that the majority of proposals will meet the selection criteria without significant modification necessary. Once an

initiative is approved, PMI-LED prepares and signs a Letter of Agreement with the LGA setting out their mutual financial commitments and management responsibilities with regard to initiative implementation, monitoring and evaluation.

There are two application/selection cycles for the EEIF starting in April 2018. The last selections will be made in May 2019 in order to allow time for the final initiatives to be completed and evaluated prior to the end of PMI-LED. These dates will also be reviewed after the first round of applications has been completed to determine if changes need to be made. See the Fund Timeline in Annex F.

3.5 Implementation Support

PMI-LED supports and mentors LGAs at all stages of the project management cycle to help ensure success of the initiative and to develop LGAs' skills in project management. Support is provided by the PMI-LED PMs, RPCs, Canadian LGA partners and local and Canadian technical experts as necessary.

At the beginning of initiative implementation PMI-LED provides training on the financial management guidelines. PMI-LED also assists Grantees to develop a simple performance measurement framework (PMF) with a small number of indicators that are aligned as much as possible with the PMI-LED PMF and assists Grantees to collect baseline data so that the results of the initiative can be assessed and reported when the initiative is completed.

4. Governance of the Two Funds

As with other PMI-LED activities, overall governance and advice regarding the approach to the Innovation Fund is provided by the Global Partners Group and the Project Advisory Committees in each country. With their input, PMI-LED will establish several fund review committees. In each country, a **LIF Review Committee** coordinated by the NPC, guided by the RPC, provides oversight of the LIF in that country. In addition to the NPC, members include representatives from the LGA and the PAC as well as local LED experts. Depending on the country, the number of LGAs involved and the number of participating LGs, the LIF committee includes three to five members. The committee reviews LIF initiative concept notes, applications and reports; provides advice to grantees on project implementation; participates in initiative evaluations; and makes recommendations to key stakeholders regarding sustainability and replication.

In each region, an **EEIF Review Committee**, coordinated by the RPC is established to provide oversight of the EEIF in that region. In addition to the RPC and Canadian PMI-LED Program Manager, members may include the representatives from the Global Partners Group and LED experts for a total of four to six members. The committee reviews EEIF initiative concept notes, applications and reports; provides advice to grantees on project implementation; participates in initiative evaluations; makes recommendations to key stakeholders regarding sustainability and replication; and makes recommendations to PMI-LED staff regarding Fund management in the region.

Committee members undertake a thorough analysis of the technical merit of each initiative proposal and provide in-depth advice to applicants on the details of initiative design and implementation. The

role of the Review Committees is thus critical in ensuring that the initiatives supported by the Fund are feasible, innovative, and sustainable, and that gender considerations are made.

When assessing the potential sustainability of proposed initiatives, committee members consider the applicant's financial capacity, plans and commitment and the anticipated support from partners, other levels of government and stakeholders to continue the initiative beyond the end of PMI-LED.

PMI-LED manages the Innovation Fund in a manner similar to its other activities using its semi-decentralized management structure of seven national program coordinators (NPCs) embedded in LGAs, three regional program coordinators (RPCs), one in each of Africa, Asia and the Americas, and program managers and a program director based in Canada.

5. Financial Arrangements

PMI-LED manages the Innovation Fund in a manner similar to its other activities with the Program Director, program managers and an Innovation Fund Project Officer based in Canada and three Regional Program Coordinators (RPCs), one in each of Africa, Asian and the Americas who work in collaboration with implementing partner LGAs. Local staff include three Regional Finance Officers (RFOs), seven National Program Coordinators (NPCs) embedded in LGAs, and seven administrative/project assistants. Each has designated responsibilities with regard to the operational and financial management of the fund.

The Innovation Fund will follow the financial management model of PMI-LED, under which RPCs, each supported by a regional finance officer (RFO), are responsible to receive PMI-LED funds from FCM Ottawa and disburse them for approved project activities in each country either through an LGA implementing partner or directly to suppliers. For the Innovation Fund, the RPCs and RFOs will disburse allocated funds to Innovation Fund Grantees either directly or through an LGA implementing partner. A part-time Innovation Fund Administrative/Project Assistant will be hired in each country to assist the NPC with financial management and administration of the Fund. Based on the PMI-LED financial procedures manual, the Innovation Fund Procedures Manual sets out the processes to be followed for disbursement of funds from PMI-LED to Fund Grantees as well as for procurement of goods and services. Depending on the country and the type of initiative, processes for disbursement of funds to Fund Grantees will be undertaken according to one of the following processes:

- i) PMI-LED staff carries out procurement of local goods, works and services on behalf of the Grantee by transferring funds directly to an identified local supplier based on a written request from the Grantee that includes a procurement form and invoices from the supplier.
- ii) PMI-LED staff advances funds for disbursement to the Grantee's beneficiaries by transferring funds through an intermediary (such as the LGA) who is responsible to disburse and account for the funds by providing original signed receipts to PMI-LED.
- iii) The Grantee carries out procurement of local goods, works and services, or makes disbursements to beneficiaries, using their own funds following PMI-LED LIF procurement

procedures and submits procurement forms, original copies of invoices marked paid or signed receipts to PMI-LED for reimbursement.

- iv) PMI-LED staff advances funds for procurement of local goods, works and service and for disbursement to beneficiaries to the Grantee in tranches and the Grantee carries out the procurement and disbursement following FCM procurement procedures and submits original copies of invoices marked paid or signed receipts to PMI-LED to account for the advance. Each tranche/ advance must be accounted for before another is released.

Learning from lessons from other FCM projects with small grant mechanisms, FCM will prepare financial management guidelines for grantees to guide them in managing initiative finances effectively, efficiently and transparently. This Innovation Fund Procedures Manual will be translated into local languages and will set out the processes that grantees must follow when expending their Innovation Fund grants for procurement of goods and services and for disbursement to initiative beneficiaries such as entrepreneurs and MSMEs. Grantees are required to follow transparent and competitive procurement procedures in line with GAC and their own government regulations and retain and provide original documents to justify expenditures. The manual will also provide templates for financial and narrative reporting to PMI-LED.

The Innovation Fund Project Assistants and PMI-LED RFOs review financial reports submitted by grantees to ensure that procurement procedures have been followed and expenditures are in line with the approved initiative budget set out in the Letter of Agreement.

The budget for the Innovation Fund allocated in the PMI-LED budget is \$1.5 million to be used across the seven countries. Of this, \$1 million is allocated to the LIF, \$200,000 to the EEIF and \$300,000 to provide LGA administrative support for Fund management.

The breakdown of the budget is highlighted in the table below:

LIF Initiatives	\$ 1,000,000
EEIF Initiatives	\$ 200,000
Management of the Funds: Adaptation of tools and resources; Launch and dissemination of information to potential applicants; field office staff support and his/her travel costs; LIF and EEIF review committee costs; etc. Approximately \$230,000 is direct costs for field office staff support.	\$ 300,000

6. Communication Plan

Communication about the two fund mechanisms is targeted to LGs and LGAs participating in PMI-LED and not publicized broadly throughout the sector so as not to raise unrealistic expectations among ineligible LGs.

PMI-LED develops and distributes a basic communication tool for each sub-fund. The *Guide to the LIF* is a booklet that provides potential applicants with the information they need to prepare a concept note and proposal to the LIF fund. It provides an overview of PMI-LED and describes the purpose of the LIF, eligibility criteria for applicants, selection criteria for initiatives, application and selection processes, deadlines for submission and a brief overview of initiative financial management, monitoring and assessment requirements. It includes a template that applicants use to prepare

initiative concept notes and proposals. It is provided in the appropriate language of communication in each country (English, French, Spanish, Vietnamese or Cambodian).

The Guide to the EEIF is a booklet providing LGAs with the information they need to prepare a concept note and proposal to the EEIF fund. It provides an overview of PMI-LED and describes the purpose of the EEIF, eligibility criteria for applicants, selection criteria for initiatives, application and selection processes, submission deadlines and an overview of grant financial management, monitoring and assessment requirements. It includes a template for initiative concept notes and proposals and is provided in the appropriate language of communication in each country (English, French, Spanish, Vietnamese or Cambodian).

Working closely with the implementing partner LGAs in each country, the NPC and RPC ensure that key personnel in each participating LG receive a briefing about the fund and the guide booklets so that there are no misunderstandings about the purpose of the fund, eligibility, processes and responsibilities. The PMs in Canada provide Canadian municipal partners with a copy of the guide booklets and a telephone briefing about the fund and the Canadians' role in providing technical assistance to their overseas partners throughout the fund life cycle.

The lessons-learned and good practices resulting from the funded initiatives will be documented and disseminated according to PMI-LEDs Knowledge Management Strategy. This includes dissemination through a variety of media and at national, regional and international events.

7. Monitoring and Evaluation

Grantees prepare narrative reports using report templates provided by PMI-LED. These reports include a performance assessment using the simple PMF and indicators prepared by the Grantee with PMI-LED assistance at the beginning of the initiative. Semi-annual narrative reports provide a brief description of activities to date, preliminary assessment of progress towards initiative outcomes and a discussion of implementation challenges and potential for sustainability. RPCs, NPCs and LGA implementing partners follow up with Grantees to ensure that implementation challenges are addressed and to provide additional technical expertise and project management support as needed, documenting their interventions. Innovation Fund Administrative/Project Assistants support ongoing monitoring and reporting by maintaining a record of key documents and information about each initiative accessible to project personnel. PMI-LED and LGA staff and Canadian municipal partners monitor initiative implementation and potential for sustainability during routine visits to project sites and provide coaching to the implementers if needed. Local technical experts are also contracted if sector specific assistance is required.

In rare instances when extra coaching and additional technical assistance are not sufficient to address implementation challenges, the RPC convenes a meeting of the fund committee to discuss strategies. An initiative may be terminated in consultation with the Grantee if it is agreed that the concept being piloted is not achieving the anticipated results even with mitigation measures in place or when the Grantee is no longer able to provide its committed personnel or in-kind resources to the initiative.

At the completion of the initiative, the Grantee prepares a final report that assesses outcomes achieved in relation to baseline and targets and that provides an analysis of barriers and success factors. Each completed initiative is further evaluated by the Innovation Fund Review Committee or a designated technical expert to identify lessons-learned and make recommendations for sustainability and replication of the innovation. The NPC, with support from the RPC and as part of the annual PMI-LED performance assessment process, makes post-completion assessments of initiative results using the PMF to determine any change in outcome indicators. Monitoring, assessment, evaluation and reporting of the initiatives are integral to PMI-LED's knowledge management strategy. Information about emerging successful innovations will be documented and shared by PMI-LED throughout its network.

8. Management Support Tools

FCM is in the process of developing, or adapting from other projects, a number of tools to ensure the efficient and effective management of the Innovation Fund's two sub-funds and each of the initiatives funded through these two mechanisms. These tools, managed by the Innovation Fund Project Coordinator based at FCM's office in Ottawa, include:

- i. **IF Tracking System** – This information system, housed where PMI-LED staff can readily access it, supports initiative management and monitoring. It stores all of the key documents related to each of the IF grants, using a clear initiative numbering system and milestone and budget tracking tools.
- ii. **Guide to the LIF** – This booklet provides potential applicants with the information they need to prepare a concept note and proposal to the LIF fund. It provides an overview of PMI-LED and describes: the purpose of the LIF, eligibility criteria for applicants, selection criteria for initiatives, application and selection processes, grant financial management requirements, and initiative management, monitoring and assessment. It includes a template for initiative concept notes and proposals.
- iii. **Guide to the EEIF** - This booklet provides potential applicants with the information they need to prepare a concept note and proposal to the EEIF fund. It provides an overview of PMI-LED and describes: the purpose of the EEIF, eligibility criteria for applicants, selection criteria for initiatives, application and selection processes, grant financial management requirements, and initiative management, monitoring and assessment. It includes a template for initiative concept notes and proposals.
- iv. **Concept Note Template (included in Guide)** – This template guides the applicant to write a short (maximum 2 page) description of their idea for an initiative and submit it to the relevant Review Committee for feedback prior to preparing a full proposal.
- v. **Application Form (included in Guide)** – This form captures basic info about the applicant and acts as the initiative proposal template. Once an initiative concept note has been reviewed, this application form guides the applicant to complete a full proposal with target results, description of activities, assessment methodology, management plan and evidence that they have met eligibility and selection criteria. It is submitted to the relevant Review Committee for approval.
- vi. **Letter of Agreement (LoA) Template** – The LoA forms the agreement between PMI-LED and the Grantee with regard to the initiative. It sets out the responsibilities of each signatory –

PMI-LED and the Grantee. It stipulates the amount of the grant and what the funds will be used for (ie. an initiative budget), the target results, reporting requirements etc. The proposal is attached as well as financial procedures guidelines.

- vii. **Innovation Fund Procedures Manual for Grantees** – This document is provided to Grantees along with the LoA. It is used by the recipient and the PMI-LED staff/implementing partners to ensure that procurement and accounting are undertaken according to required procedures. The procedures will be based on GAC and host country government standards and will be fair, competitive, accountable and transparent. A procurement form and financial report template are included along with narrative reporting templates (see viii below).
- viii. **Grantee Reporting Templates:**
- **PMF** – The performance measurement framework includes indicators, a measurement plan, targets, baseline data, and space for end of project data and annual updates post initiative completion.
 - **Semi-annual report** – This short narrative report is prepared by Grantees every six months. The timing is synchronized with PMI-LED semi-annual reporting cycles so that data from the IFs can be included in the PMI-LED semi-annual and annual reports. It includes a report on activities, expenditures, progress towards outcomes, and any implementation challenges.
 - **Financial report** – This report is attached to every semi-annual and the final report if the Grantee received funds directly from PMI-LED. It provides an account of all funds received from PMI-LED and all expenditures incurred per LoA budget clause along with receipts, invoices and other vouchers. It is not used when PMI-LED does all of the procurement on behalf of the Grantee.
 - **Final report** – This narrative report is prepared by Grantees at the end of the initiative. It summarizes initiative activities and expenditures and focuses on results. It provides an assessment, using the PMF, of the outcomes achieved in relation to those targeted and the baseline data, and provides an analysis of barriers and success factors.
- ix. **Initiative Completion Letter** – This letter formally closes the initiative and ends the LoA. It is sent from PMI-LED to the Grantee officially closing the initiative, briefly summarizing outcomes and thanking the Grantee.
- x. **Evaluation Template** – This narrative report is prepared by PMI-LED staff, implementing partners (LGA, Canadian Technical assistance) and members of the Initiative Review Committee. Evaluators review and validate the initiative final report prepared by the Grantee and comment on a) lessons-learned about this pilot and its replicability b) any follow-up recommendations to ensure success and/or sustainability; and c) lessons-learned regarding IF management.
- xi. **Risk Register** - A simple risk register will be monitored and updated by the Innovation Fund Coordinator and PMI-LED Program Managers to ensure the risks to the fund mechanism are identified and mitigated appropriately and updated as necessary. (See Annex E)

Annex A: PMI-LED Local Innovation Fund - Applicant Eligibility Criteria

Criteria		Yes/No	Comment
Applicant Eligibility Criteria – mandatory <i>Note that the applicant is the entity (organization, institution or corporation) that is applying for a grant from the LIF and who will receive the funds from PMI-LED if the application is successful. Successful applicants will be required to sign a Letter of Agreement with PMI-LED outlining the objectives of their initiative and how the funds will be used.</i>			
1	The applicant is a legal entity with the authority to open and manage a bank account for the purpose of receiving funds from PMI-LED and disbursing those funds according to the initiative budget.		
2	The applicant is a local government (or consortium of local governments) participating in PMI-LED as a partner (part of a municipal partnership with a Canadian municipality) or as an associate (in a regional collaboration, replication or mentoring role) OR		
	The applicant is a community LED partner of a LG that is participating in PMI-LED, such as a community-based organization, NGO, educational institution, business support organization or business association that is collaborating with the LG and other stakeholders to facilitate or stimulate local or regional economic development.		
3	The applicant has the support of its senior decision makers for this initiative as evidenced by a letter, motion or other directive from its Council, Board of Directors, Chief Executive Officer, President or other relevant official		
4	The applicant has assigned staff to manage, coordinate and administer the initiative such as project coordinators, LED officers, finance officers, administrative assistants etc.		
5	The applicant has agreed to collaborate with PMI-LED to undertake monitoring, assessment and documentation of the initiative		

Annex B – PMI-LED Local Innovation Fund - Initiative Eligibility and Selection Criteria

Criteria		Yes/No	Comment																								
Eligibility Criteria – <i>mandatory</i>																											
1a	The initiative will contribute to at least one of the PMI-LED outcomes.																										
1b	<p>Indicate with a P the result that the initiative primarily aims to contribute to; Indicate (if applicable) with an S the secondary result(s) that the initiative aims to contribute to:</p> <table border="1"> <tr> <td colspan="2">Inclusive LED:</td> </tr> <tr> <td>• Increased employment for women</td> <td></td> </tr> <tr> <td>• Increased employment for youth</td> <td></td> </tr> <tr> <td>• Enhanced support for women entrepreneurs</td> <td></td> </tr> <tr> <td>• Enhanced support for youth entrepreneurs</td> <td></td> </tr> <tr> <td>• Improved services for those working in the informal sector</td> <td></td> </tr> <tr> <td>• Support for MSMEs engaging in social enterprise, the green economy or new technologies</td> <td></td> </tr> <tr> <td colspan="2">Regional Economic Development, Trade and Investment</td> </tr> <tr> <td>• Implementation of regional economic development strategies in economic corridors or growth poles</td> <td></td> </tr> <tr> <td>• Implementation of strategies, tools or mechanisms for business attraction, retention and expansion</td> <td></td> </tr> <tr> <td>• Improved development and implementation of public-private partnerships contributing to local/regional economic development</td> <td></td> </tr> <tr> <td>• Enhanced intra-regional or international trade among MSMEs</td> <td></td> </tr> </table>	Inclusive LED:		• Increased employment for women		• Increased employment for youth		• Enhanced support for women entrepreneurs		• Enhanced support for youth entrepreneurs		• Improved services for those working in the informal sector		• Support for MSMEs engaging in social enterprise, the green economy or new technologies		Regional Economic Development, Trade and Investment		• Implementation of regional economic development strategies in economic corridors or growth poles		• Implementation of strategies, tools or mechanisms for business attraction, retention and expansion		• Improved development and implementation of public-private partnerships contributing to local/regional economic development		• Enhanced intra-regional or international trade among MSMEs			
Inclusive LED:																											
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• Increased employment for youth																											
• Enhanced support for women entrepreneurs																											
• Enhanced support for youth entrepreneurs																											
• Improved services for those working in the informal sector																											
• Support for MSMEs engaging in social enterprise, the green economy or new technologies																											
Regional Economic Development, Trade and Investment																											
• Implementation of regional economic development strategies in economic corridors or growth poles																											
• Implementation of strategies, tools or mechanisms for business attraction, retention and expansion																											
• Improved development and implementation of public-private partnerships contributing to local/regional economic development																											
• Enhanced intra-regional or international trade among MSMEs																											
2a	The initiative is a collaborative effort of the Local Government and one or more partners. The applicant has provided documentation of the consultation process and outputs.																										
2b	<p>List the significant partners and their primary role in the initiative (such as receiving and managing grant from PMI-LED; providing financial resources, venues, coaching, mentoring or technical expertise; providing initiative management and monitoring services, etc.)</p> <table border="1"> <tr> <th>Initiative Partner</th> <th>Role in the initiative</th> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> </table>	Initiative Partner	Role in the initiative																								
Initiative Partner	Role in the initiative																										

Criteria		Yes/No	Comment
3a	The initiative is a strategic economic development priority for the LG and the community, evidenced by its link to a community development plan, local or regional economic development strategy or other relevant local development document or process.		
3b	Name the local plan(s) or strategy that this initiative contributes to and indicate the linkage (eg. by noting the specific goal, objective or program linked with this initiative)		
	<i>Title of plan or strategy</i>	<i>Goal, objective or program linked to initiative</i>	
4a	This initiative is endorsed by the LG leadership as evidenced by a letter or other signed document indicating the support of the LG leadership (eg. mayor or council chairperson) and the support of the LG senior administrative officer or LED officer.		
4b	If necessary (<i>country dependant</i>), this initiative is endorsed by the national government as evidenced by a letter or other signed document from the relevant authority.		
5	This initiative has the support of the LG and collaborating partners as evidenced by the written commitment of cash and/or in-kind contributions to the initiative budget.		
6	This initiative is a priority for the beneficiaries as evidenced by its link to a robust consultative process. The applicant has provided documentation of the consultation events, participants and outputs.		
7	This initiative promotes gender equality, equitably involves both women and men (if not specifically targeted to women’s economic empowerment) and provides sex disaggregated data.		
8	This initiative promotes environmentally sustainable practices and mitigates any potential environmental impact such as those from construction, agriculture or manufacturing activity.		
9	This initiative has a plan to engage and communicate transparently with the community.		
10	The initiative can be completed within a 15 month timeframe (except in the last round of LIF selection when initiatives must be completed within a 12 month timeframe).		
11a	The initiative pilots an innovative approach that has not previously been tested in this community, OR		
11b	The initiative takes advantage of an emerging strategic opportunity for economic growth, such as developing a new sector of the economy or new trade linkages.		
12	This design of the initiative is sound, the activities realistically lead to the achievement of expected outcomes and the results are feasible.		
13	The outcomes of this initiative (new processes and structures, services to citizens, etc.) are likely to be sustainable after the end of Innovation Fund support.		

Criteria		Yes/No	Comment
14	This initiative has the potential to be adapted and replicated in similar contexts. The applicant is committed to document, share and be the spokesperson for the initiative.		
Additional Selection Criteria – <i>at least 1/3 of LIF funds are reserved for women's economic empowerment</i>			
1	The initiative contributes significantly to women's economic empowerment by engaging with women to help them gain decent employment or start, improve or expand their businesses.		
2	The initiative will strengthen women's business support networks, associations, cooperatives and organizations that serve women and represent women's economic interests		

Annex C – PMI-LED Enabling Environment Innovation Fund - Applicant Eligibility Criteria

Criteria		Yes/No	Comment
Applicant Eligibility Criteria – mandatory <i>Note that the applicant is the entity (Local Government Association) that is applying for a grant from the EEIF and who will receive the funds from PMI-LED if the application is successful. Successful applicants will be required to sign a Letter of Agreement with PMI-LED outlining the objectives of their initiative and how the funds will be used.</i>			
1	The applicant is a legal entity with the authority to open and manage a bank account for the purpose of receiving funds from PMI-LED and disbursing those funds according to the initiative budget.		
2	The applicant is a national Local Government Association or an associate LGA (an LGA representing a sub-section of LGs in the country) participating in PMI-LED.		
3	The applicant has the support of its senior decision makers for this initiative as evidenced by a letter, motion or other directive from the LGA President or Board of Directors.		
4	The applicant has assigned staff to manage, coordinate and administer the initiative such as project coordinators, finance officers, administrative assistants etc.		
5	The applicant has agreed to collaborate with PMI-LED to undertake monitoring, assessment and documentation of the initiative.		

Annex D - PMI-LED Enabling Environment Innovation Fund - Initiative Eligibility and Selection Criteria

Criteria		Yes/No	Comment										
Eligibility Criteria – mandatory													
1a	The initiative will contribute to at least one of the PMI-LED Enabling Environment results.												
1b	<p>Indicate with a P the result that the initiative primarily aims to contribute to; Indicate (if applicable) with an S the secondary result(s) that the initiative aims to contribute to:</p> <table border="1"> <tbody> <tr> <td> <ul style="list-style-type: none"> Provision of support services to LGA members to pilot or replicate innovative LED initiatives and implement good LED practices </td> <td></td> </tr> <tr> <td> <ul style="list-style-type: none"> Increasing women's capacity for and engagement in LGA, LG or LED leadership and decision-making roles </td> <td></td> </tr> <tr> <td> <ul style="list-style-type: none"> Improved LED training and services provided by LGAs, and sub-national LGAs, to member LGs </td> <td></td> </tr> </tbody> </table>	<ul style="list-style-type: none"> Provision of support services to LGA members to pilot or replicate innovative LED initiatives and implement good LED practices 		<ul style="list-style-type: none"> Increasing women's capacity for and engagement in LGA, LG or LED leadership and decision-making roles 		<ul style="list-style-type: none"> Improved LED training and services provided by LGAs, and sub-national LGAs, to member LGs 							
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<ul style="list-style-type: none"> Increasing women's capacity for and engagement in LGA, LG or LED leadership and decision-making roles 													
<ul style="list-style-type: none"> Improved LED training and services provided by LGAs, and sub-national LGAs, to member LGs 													
2a	The initiative is a collaborative effort of the Local Government Association and one or more partners or stakeholders.												
2b	<p>List the significant partners and their primary role in the initiative (such as receiving and managing grant from PMI-LED; providing financial resources, venues, coaching, mentoring or technical expertise; providing initiative management and monitoring services, etc.)</p> <table border="1"> <thead> <tr> <th>Initiative Partner</th> <th>Role in the initiative</th> </tr> </thead> <tbody> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> </tbody> </table>	Initiative Partner	Role in the initiative										
Initiative Partner	Role in the initiative												
3a	The initiative is a strategic priority for the LGA and its LGA membership, evidenced by its link to a robust consultative process, membership resolution or LGA plan. The applicant has provided documentation of the consultation process, participants and outputs.												
3b	<p>Name the plan(s), process or membership resolution that this initiative contributes to and indicate the linkage</p> <table border="1"> <thead> <tr> <th>Title of plan, process or other document</th> <th>Goal, objective or resolution linked to initiative</th> </tr> </thead> <tbody> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> </tbody> </table>	Title of plan, process or other document	Goal, objective or resolution linked to initiative										
Title of plan, process or other document	Goal, objective or resolution linked to initiative												
4a	This initiative is endorsed by the LGA leadership as evidenced by a letter or other signed document indicating the support of the LGA president or board chairperson and the support of the LGA senior administrative officer.												

Criteria		Yes/No	Comment
4b	If necessary (<i>country dependant</i>), this initiative is endorsed by the national government as evidenced by a letter or other signed document from the relevant authority.		
5	This initiative is supported by the LGA and collaborating partners through a significant commitment of cash and/or in-kind contributions to the initiative budget.		
6	This initiative promotes gender equality, equitably involves both women and men (if not specifically targeted to women's empowerment) and provides sex disaggregated data.		
7	This initiative promotes environmentally sustainable practices and mitigates any potential environmental impact of such as those from construction, agriculture or manufacturing activity.		
8	This initiative has a plan to engage and communicate transparently with the LGA's membership.		
9	The initiative can be completed within a 15 month timeframe (except in the last round of EEIF selection when initiatives must be completed within a 12 month timeframe).		
10	The initiative pilots an innovative approach that has not previously been tested in this country.		
11	This design of the initiative is sound, the activities realistically lead to the achievement of expected outcomes and the results are likely to be sustainable.		
12	The outcomes of this initiative (new processes and structures, services to members, etc.) are likely to be sustainable after the end of Innovation Fund support.		
13	This initiative has the potential to be adapted and replicated by other LGAs or by this LGA in a different sector or context.		
Additional Selection Criteria			
1	The initiative contributes significantly to women's political and economic empowerment by engaging with women to help them take on more leadership and decision-making roles in the LGA, in local government or the local economic development sector.		
2	The initiative contributes to the planning, implementation and/or measurement of local government policies, laws and programs that address gender equality gaps and respond to the rights and interests of women.		

Annex E – Innovation Fund Risk Register

	Risk	Mitigation
1.	Developmental Risk: Proposed initiatives do not meet selection criteria and are unlikely to result in replicable models of innovative solutions to priority LED challenges in selected communities and countries	Provide coaching and technical assistance to applicants and grantees at all stages of the fund cycle. Ensure that PMI-LED staff and personnel, including Canadian municipal partners, are available to assist applicants to conceptualize and implement sound, feasible and innovative projects
2.	Developmental Risk: Partners do not assign appropriate staff to coordinate implementation of the initiative so implementation is unsuccessful and project management skills are not successfully transferred	Ensure that the requirement for the proponent to assign a staff person responsible for the initiative is fulfilled and that a person with appropriate skills is identified, provide coaching and support for the person, encourage the formation of relevant teams and committees to be involved in initiative management and implementation activities
3.	Operational Risk: Partner uptake at the beginning and implementation throughout the process is slow making it difficult to complete and evaluate the initiatives before PMI-LED completion, LGA are unsupportive or are unclear about their roles	Hold orientation sessions for partners, Canadians and project staff as early as possible in the first quarter of 2018/19 to encourage uptake, provide coaching and TA at every stage to help partners work within the timeline. This includes good, clear tools, hiring qualified staff support, and maintaining a good database and tracking system to support monitoring, mentor the selection committees so they only approve small, simple initiatives that can reasonably be achieved within 15 months
4.	Operational Risk: Assessing initiative results and identifying lessons-learned and success stories is difficult due to the security situation that limits travel to some sites and due to limited partner capacity in monitoring and evaluation	Provide coaching and TA to grantees to prepare a simple PMF for their initiative and include M&E in the orientation and training session for grantees. Hire local M&E resource people to assist with mid-project and project completion results assessment and reporting in areas where Canadians and project staff cannot travel
5.	Financial Risk: Grantees misuse their allocated funds, they or their suppliers use corrupt procurement practices, financial documentation is not securely kept and submitted	Provide orientation and training to grantees on the fund procedures manual, train the Fund project assistant in each country to review procurement forms and procedures and check financial reports and vouchers and to follow up with grantees as necessary, make expenditures directly to suppliers on behalf of grantees, check references from suppliers of works and services
6.	Reputational Risk: Potential applicants and ineligible applicants have incorrect assumptions and unrealistic expectations about the amount of money available from the fund and the type of initiatives that will be funded leading to frustration and negative perceptions	Develop and distribute clear concise communication material about the fund, target communication to eligible partners (not broadly), engage the LGA to provide accurate fund information to members and not raise expectations, provide onsite fund orientations to partners to address any misunderstandings, explain the link between the fund and the PMI-LED results and other project activities

	Risk	Mitigation
	when concept notes and applications are not accepted or approved.	
7.	Reputational Risk: Stakeholders have unrealistically high expectations for initiative results leading to undo criticism and negative perceptions of PMI-LED or GAC when pilot innovations fail	Develop and distribute clear concise communication material about the purpose of the fund, explain to key stakeholders that funding innovative and pilot initiatives involves an element of testing and trial and error, acknowledge that trying new solutions involves the risk of failure and that new knowledge created through the fund will include learning about what doesn't work in certain contexts as well as what does.

Annex F – Innovation Fund Timeline

	Process	2018												2019												2020												
		✓ Apr.	May	Jun.	Jul.	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Au.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.				
Communication Schedule	Finalize guides and templates																																					
	Translate Info Kits																																					
	Train Staff																																					
	Distribute Info Kits																																					
	Orient Overseas Partners																																					
	Orient Canadian Partners																																					
	Establish database																																					
	Document Successess																																					
	Disseminate Success Stories																																					
Local Innovation Fund Cycles	Concept Note Deadline				15			31				15																										
	Feedback to Applicant				7			21				7																										
	Proposal Deadline					30				15		30																										
	Decision to Application							7			21			7																								
	Training for Grantees								✓			✓			✓																							
	Implement and Monitor																																					
	Completion Target																						✓				✓		✓									
	Final Report																							✓				✓		✓								
	Evaluation																								✓				✓		✓							
Enabling Environment Fund Cycles	Concept Note Deadline					31					15																											
	Feedback to Applicant						21					7																										
	Proposal Deadline							7					31																									
	Decision to Application								15						15																							
	Training for Grantees									✓						✓																						
	Implement and Monitor																																					
	Completion Target																								✓				✓									
	Final Report																									✓				✓								
	Evaluation																										✓				✓							

Annex G – Application Process Flow

Annex G- PMI-LED Innovation Fund Application Process

