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Commonwealth Secretariat
Annual Results Report

2013 / 2014

The Commonwealth

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PROGRESS REPORT

Commonwealth Secretariat Annual Results Report

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Contents

Introduction

This is the Commonwealth Secretariat's first Annual Results Report. It summarises the Secretariat's performance in the first year of the Strategic Plan 2013/14–2016/17. The report is structured around the Strategic Results Framework as outlined in the Strategic Plan and has three main parts:

- Part 1: programme outcomes
- Part 2: enabling outcomes
- Part 3: internal outcomes.

Part 1 has six sections, one for each of the six programme areas. Each section starts with a brief description of the work area, followed by a short description of significant results achieved during the reporting period. A short paragraph provides a snapshot of the financing situation: planned and actual expenditure. The main part of each section comprises a table showing progress against each intermediate result. Each section ends with a case study that provides evidence of a tangible result in a related area or an impact story.

Part 2 reports on enabling outcomes. It highlights significant convening events and global advocacy work as well as progress towards raising the Commonwealth profile. Work involving placement of technical experts is summarised in this section with reference to a full table of results in Appendix 2.

Part 3 covers all four internal outcomes – human resources; financial and non-financial services; information technology; and quality and results – as well as gender mainstreaming and challenges. For gender mainstreaming, an overview is presented regarding progress in achieving the mainstreaming aims set out in the Gender Equality Policy. This section also highlights key challenges that have been faced by the Secretariat during the first year of the Strategic Plan.

There are three appendices. The first appendix provides information on expert placement under technical assistance programme. The second lists publications of the Secretariat during this period. The third is a list of acronyms and abbreviations used in this report.

In addition to producing an Annual Results Report for 2013/14, the Secretariat has produced two six-monthly reports for the periods July–December 2013 and January–June 2014. The six-monthly progress reports focused on progress towards outcomes and outputs. The Annual Results Report presents progress towards achieving the indicators in each intermediate outcome.

Together, the Annual Results Report and the six-monthly progress reports provide a comprehensive picture of the Secretariat's work towards achieving the outcomes of the new Strategic Plan.

Executive Summary

Significant progress was made on delivering results in the first year of the Strategic Plan. Fiji was reinstated as a full member of the Commonwealth after the restoration of constitutional democracy. Good Offices' excellent work in Lesotho was praised by both the Prime Minister and the Administrator of the United Nations Development Programme (UNDP). Many recommendations of Election Observation Missions were adopted by member countries.

On the Human Rights front, the National Human Rights Action Plan was supported in Seychelles, and assistance was provided to Dominica, Seychelles and Vanuatu in the Universal Periodic Review process. Also, national capacities in legislative drafting were strengthened in Mozambique, Rwanda and Belize. Sri Lanka was supported in outcome-based policy formulation. Technical support to Sierra Leone helped modernise its financial system.

Sierra Leone benefited from support in strengthening its public health system, and two new frameworks developed by the Secretariat in the area of education are now being pilot-tested and used by member countries.

In the area of youth, a number of global partnerships were established; a bachelor's programme in youth development was started at the University of the West Indies; a youth employment strategy was developed for the Pacific region; and substantive contributions were made to the global development and climate change agendas.

On the development side, policies and strategies were developed for Mauritius, Anguilla, African, Caribbean and Pacific (ACP) states, South Africa and Kenya; debt management systems were strengthened in Sri Lanka, Swaziland, Barbados, Malta, The Bahamas, Trinidad and Tobago, and Jamaica. St Vincent and the Grenadines benefited from support in maritime boundary negotiations; a joint management agreement was signed between Seychelles and Mauritius; and St Lucia was able to develop a national sustainable development strategy with the Secretariat's support.

Small states benefited immensely from New York and Geneva office spaces and services. Concrete proposals were provided to the International Conference on Small Island Developing States (SIDS) 2014; and at the Commonwealth Heads of Government Meeting (CHOGM) an open-ended ministerial working group was established to address the priority development concerns of small states.

CHOGM and five ministerial meetings were successfully delivered in the reporting period, which resulted in Commonwealth consensus on major global issues. CHOGM publicity attracted 34% more people to the Secretariat's website than in 2011. The Secretariat identified and secured major interview opportunities, including those with the Financial Times (FT), the BBC World Service and the Guardian. Thirty press releases and ten official statements were issued.

On the corporate side, systems were strengthened, internal processes were reviewed and improved, the risk management strategy was developed, restructuring was planned and delivered, work on the development of the Programme Management and Information System continued, and results-based management started taking a firm ground in the Secretariat.

The performance in the year was hampered by the fact that the budget was not approved until the reporting year had commenced and the work-plans were not approved until 30 October 2013. In addition, the scaling back of the Commonwealth Fund for Technical Co-operation (CFTC) budget due to a drop in contributions led to reductions in programme budget. The Secretariat, despite these odds, managed these challenges and was able to make good progress on delivering results in the first year of the Strategic Plan.

Part 1: Programme Outcomes

1. Democracy

Greater adherence to Commonwealth political values and principles

Deepening adherence to Commonwealth political values and principles is the focus of this strategic outcome, in line with the Commonwealth Charter. Areas of work include Commonwealth Ministerial Action Group (CMAG) and Good Offices engagement; election management; and 'respect and understanding'.

During the reporting period, the Secretariat supported three CMAG meetings and observed 12 elections in **Cameroon** (legislative and municipal), **Maldives** (presidential and parliamentary), **Rwanda** (legislative), **Swaziland** (national), **Sri Lanka** (Northern Provincial

Council), **Antigua and Barbuda** (national), **South Africa** (national) and **Malawi** (presidential, parliamentary and Local Council).

Significant results include the restoration of constitutional democracy in Fiji, Good Offices' excellent work in Lesotho, which was praised by both the Prime Minister and the Administrator of UNDP (partner organisation for this work), the adoption of Election Observation Mission observations in Rwanda, Kenya, Maldives and Malawi, and an impressive outreach of the Commonwealth Class.

This programme outcome had a **total approved budget** of £4.9 million (£4.3 million from COMSEC and £0.6 million from CFTC) and 97% of the approved budget was utilised.

The following chart shows progress on achieving results with respect to specific indicators.

1.1	CMAG is well-informed and supported to protect and promote Commonwealth values and principles
Indicator	**Progress**
Member states that respond positively to and implement CMAG's recommendations	CMAG reviewed developments in **Fiji**, which had been on its agenda since 2006. It noted that its recommendations have been taken forward, including the promulgation of a new constitution; the enrolment of more than 540,000 voters; the establishment of an independent Electoral Commission; and the commencement of a dialogue between the commission and political stakeholders. In recognition of the uptake of CMAG recommendations and the subsequent progress achieved towards the restoration of constitutional democracy, CMAG scaled back the level of Fiji's suspension from full suspension to suspension from the Councils of the Commonwealth, thus permitting Fiji to participate in a range of Commonwealth activities, including the Commonwealth Games.
	The group placed **Maldives** on its formal agenda pending the holding of a credible election and the inauguration of a new president. Following the presidential elections in November 2013 and the report of the Commonwealth's Observer Group, Maldives was removed from CMAG's scrutiny.

1.2	Member states engage with and benefit from strengthened Good Offices of the Secretary-General
Indicator	Progress
Member states that benefit from the Good Offices of the Secretary-General	The Secretary-General(S-G) continued to work personally, and through his envoys and advisers, to promote adherence to the Commonwealth's fundamental political values. For instance, invitations were secured for Commonwealth observers to be present at several elections, and commitments were secured at senior political level to strengthen national human rights institutions (NHRIs). These and other developments were shared with CMAG to promote coherent joint efforts between the work and interactions of the S-G and CMAG.
Member states able to prevent, manage and overcome internal differences	The Secretariat continued to provide support in the form of an adviser to **Lesotho** to strengthen coalition governance in the country. **This intervention in Lesotho was widely acclaimed by the stakeholders, including the Prime Minister and the Administrator of UNDP**, and helped to alleviate a serious political crisis in the country.
1.3	Member states conduct fair, credible and inclusive elections
Indicator	Progress
Member states where Commonwealth Observer Groups assess improvements in quality and credibility of elections	Following the implementation of previous recommendations, significant progress has been made in Kenya, Rwanda, Malawi and Maldives towards institutional development of electoral management, improving the quality, credibility and management of electoral processes, based on Commonwealth observer recommendations. Specific outcomes include implementation of policies, strategies and strengthening of institutions. Country examples include the following:

The Commonwealth Observer Group in **Rwanda** noted the electoral reforms that had taken place since the 2010 presidential elections:

- Governance Board instituted for registering political parties;
- four new parties and independent candidates registered, and participated in 2013 election.

Based on recommendations from the earlier Commonwealth Observer Group Report on the general election in **Kenya** in 2007, the 2013 Election Mission reported:

- more inclusive and transparent election management board created after the report;
- improved voter registration;
- improved procedure for election disputes resolution.

A key recommendation of the Commonwealth's 2008 Observer Group in the **Maldives** was for clarity and coherence around mechanisms for complaints and appeals. This has since been addressed in the Presidential Election Regulation 2013, with the complaints process being implemented during the 2013 elections. Also, a National Elections Complaints Bureau has been established.

A major recommendation of the 2009 Observer Group to the **Malawi** Electoral Commission was to improve communication and consultations with political parties. It was taken forward. Other key recommendations that were taken forward included:

- establishment of National Elections Consultative Forum for improved communication with parties and intra-parties, before and after 2014 elections;
- setting up of a Complaints Handling Unit at the Malawi Electoral Commission to expedite the handling of complaints.

National election management bodies engaged in information and knowledge exchange through the Commonwealth Electoral Network and implementing Commonwealth Observer Groups' recommendations	No progress reported.
1.4	**Value of respect and understanding advanced**
Indicator	**Progress**
Member states initiating programmes and projects in line with the Respect and Understanding approach	In preparation for the 2014 Commonwealth Games in Glasgow, the Secretariat together with the British Council and the BBC launched Commonwealth Class to promote understanding of the Commonwealth, its goals and its values among schoolchildren, linking Commonwealth themes of democracy, development and diversity. The initiative delivered 30 knowledge products and capacity-building programmes reaching 88,091 schools across the Commonwealth. Its website received 62,246 visits; 6,470 copies of its education packs and resources were downloaded; and 1,696 Commonwealth Class website sign-ups were made. Member countries in all regions participated. Highlights of this initiative include: • schools from **Australia, Bangladesh, Cameroon, Canada, Ghana, India, Jamaica, Kenya, Malaysia, Nigeria, Pakistan, South Africa, Sri Lanka** and other locations; • in **Pakistan** alone, 100 schools were briefed, introduced to the pack and encouraged to apply for small grants to host local Commonwealth-themed events; • 274 schools from across the globe actively participated in the World's Biggest Assembly on 10 March 2014.
Global advocacy opportunities to advance Respect and Understanding values	The Secretariat shared the report of its high-level roundtable on post-conflict reconciliation with Commonwealth member governments, national human rights institutions and key stakeholders in the UN human rights system to help advance Respect and Understanding values. A draft reconciliation work plan was developed by the Human Rights Commission of Sri Lanka (HRCSL) following a working session, convened and facilitated by the Secretariat, which leveraged expertise of accredited NHRIs such as the South Africa Human Rights Commission.

Case study: Sri Lanka's Northern Provincial elections

In August 2013, the Government of Sri Lanka announced that it would hold provincial council elections in the Northern Province. This province had been at the heart of civil conflict between the government and the Liberation Tigers of Tamil Eelam (LTTE), which ended in 2009 after lasting for 28 years. The elections were seen as an important milestone in Sri Lanka's journey towards restoring normalcy to the war-affected province.

The Office of the Commissioner of Elections invited the Secretariat to observe the elections alongside one other international observer group present. The assistance formed part of the S-G's ongoing Good Offices engagement with Sri Lanka, which is seeking to strengthen democratic processes and institutions.

In September 2013, the S-G constituted a team of eminent persons from the Commonwealth, led by the former Vice-President of Kenya, HE Stephen Kalonzo Musyoka. Before polling day, the team met with election officials, major political parties, domestic observer groups, civil society organisations and representatives of the international community. On polling day itself the mission was deployed to witness the opening of polls, the voting process, the closing of polls and the counting of the votes.

The high voter turnout, the confidence displayed by stakeholders in election day processes and the peaceful acceptance of election results have been attributed, in part, to the presence of the Commonwealth Observer Mission. The mission was told first-hand by the Office of the Commissioner of Elections, voters, civil society, media personnel and political parties that its presence and conduct had contributed significantly to an atmosphere of calm on election day and in the days following it. Since the election, the Secretariat has engaged with the Commissioner of Elections on the recommendations of the Observer Mission, particularly on expanding the remit of local election observation groups, who act as frontline safeguards of any electoral process.

2. Public Institutions

More effective, efficient and equitable public governance

Ensuring the achievement of more effective, efficient and equitable public governance is the key feature of this strategic outcome. Efforts focus on improving public administration, building effective institutions for the protection and promotion of human rights, enhancing judicial independence and improving constructive engagement of member countries in the UN's Universal Periodic Review (UPR) process.

Significant results include the finalisation of the National Human Rights Action Plan in **Seychelles** and the assistance provided to **Dominica, Seychelles and Vanuatu** in the UPR process. All three countries duly noted this assistance in their statements at the United Nations Human Rights Council (UNHRC). National capacities in legislative drafting were strengthened in **Mozambique, Rwanda and Belize**, which resulted in tangible outcomes. **Sri Lanka** was supported in outcome-based policy formulation. Technical support to **Sierra Leone** helped modernise its financial system and resulted in substantive savings to the exchequer.

This outcome had a **total approved budget** of £4.2 million (£4.18 million from CFTC and £0.04 million from COMSEC). In this financial year, 80% of the approved budget was spent. The underspending was caused due to the delay in approval of annual budget, and restructuring in this area of Secretariat's work.

2.1	Effective institutions and mechanisms for the promotion and protection of human rights
Indicator	**Progress**
Member states with new or strengthened national human rights institutions	Discussions were held and assistance provided to the Human Rights Commission of **Sri Lanka** for getting reaccredited at 'A' level in terms of the Paris Principles.
Member states with polices, plans and legislation	Technical assistance to the Government of **Seychelles** helped finalise a National Human Rights Action Plan that would enable it to comply with the Paris Principles. A monitoring and evaluation plan is an integral part of the action plan.
More national interlocutors engaged in protection and promotion of human rights	Youth trainers were trained in human rights promotion and protection. Detailed workshop feedback showed initial level of engagement and willingness to take forward the skills achieved, with 98% of participants indicating that they would like to promote human rights education with youth and in the communities.
2.2	Improved and constructive engagements of member countries in the UN's UPR process through technical assistance
Indicator	**Progress**
Member states constructively engaged in international and regional human rights mechanisms	A regional seminar for **African** parliamentarians on the 'Role of parliamentarians in promotion and protection of human rights' delivered by the Secretariat contributed to: • adoption of the Mahé Declaration by parliamentarians; • establishment of the Commonwealth Africa Parliamentary Human Rights Group (CAPHRG), comprising 10 parliamentarians who have pledged to work as a regional network and promote interparliamentary co-operation with the view to ensuring best practices are shared; • establishment of a national chapter of the CAPHRG in **Zambia** with an executive to ensure the group achieves national-level impact; • establishment of a parliamentary human rights caucus (March–May 2014) in **Kenya** in furtherance of the Mahé Declaration. The Report of the **Commonwealth** Roundtable on Early and Forced Marriage informed the Office of the High Commissioner for Human Rights (OHCHR) thematic report on 'Preventing and Eliminating Child, Early and Forced Marriage'. Through the OHCHR report, Commonwealth views informed the UNHRC Panel discussion on Preventing and Eliminating Child, Early and Forced Marriage held during the 26th session.
Member states that have progressed in the implementation of the international and regional human rights mechanisms including UPR, through Secretariat technical assistance	In their delegate statements to the UNHRC (February–June 2014) **Dominica, Seychelles and Vanuatu** noted the Secretariat's support in their engagement with the UN UPR process. The Government of Mozambique initiated the process of implementing the UPR recommendations on prison reform as a result of the Secretariat's support. The Secretariat also provided technical assistance to **Mozambique** with a Train-the-Trainer workshop for senior prison management officials using the *Human Rights in Prison Management* manual. The manual and Train-the-Trainer workshops were designed to build the capacity of prison trainers and managers to adhere to and promote the principles of human rights within their remit of custodial care and management.

2.3	Effective mechanisms ensuring the autonomous and harmonious operations of the three branches of government
Indicator	Progress
Member states taking affirmative action to reflect Latimer House Principles on judicial, parliamentary and executive autonomy and harmonious operation	No progress reported.
2.4	**National institutions effectively facilitating the administration and delivery of rule of law and justice**
Indicator	Progress
Member states operationalising Secretariat guidelines, tools and model laws/regulations in the administration and delivery of justice	A seven-point strategy (the Nassau Affirmation) was agreed by ministers and attorneys-general at the Caribbean Financial Action Task Force (CFATF) meeting, outlining actions to achieve 75% compliance with the CFATF standards before the fourth Round of Mutual Evaluation begins. A clear strategy was formulated for engagement with development partners for technical assistance in order to implement the standards.
Member states with substantial progress in law reforms for effective delivery of justice	Following the Secretariat's training of legislative drafters, and a discussion with the Ministry of Justice, **Mozambique** is considering centralising co-ordination of drafting offices. In **Rwanda**, the Secretariat provided technical support and convened a workshop. As a result, draft guidelines on the assessment of damage have been agreed, and the framework on sentencing guidelines has been finalised. In **Belize**, the Secretariat provided technical support to the Ministry of Justice to establish a Drafting Department. Of the substantive laws enacted in 2013, 19 of the 29 Acts were prepared by that department as opposed to being outsourced to consultant drafters.
Member states with a reduced backlog of cases	With the Secretariat's help in **Namibia**, the capacity of the magistracy has been enhanced and systems improved. Processes have been streamlined, and the average processing time of cases has improved, resulting in reducing the backlog of cases.
2.5	**Enhanced judicial independence in member countries**
Indicator	Progress
Member States whose constitutional arrangements reflect the Commonwealth (Latimer House) Principles on judicial independence	A paper on independence of the judiciary and economic development was endorsed by law ministers at their meeting in Botswana in May 2014.

2.6	Improved public administration
Indicator	**Progress**
Member states with more effective institutions at the centre of government	**Sri Lanka's** government pilot-tested two policy frameworks provided by the Secretariat. This included an outcomes-based approach to policy formulation, and a balanced scorecard performance management system. Encouraged by the pilot test and the commitment of the Ministry of Public Administration and the Ministry of Industry and Commerce, the government is considering extending the reforms across the public service.
	The Secretariat facilitated a memorandum of understanding (MoU) to twin the Administrative Staff College of **India** and the **Sri Lanka** Institute of Development Administration for South–South co-operation. The agreement was reached following a joint programme to review and learn from public policy and governance in the Indian states of Andhra Pradesh and Kerala.
	Sri Lanka committed to institutionalising the recommendations from Secretariat retreats for senior public officials and ongoing assistance to strengthen key public institutions. These include frameworks for public policy planning and performance management in the Public Service. The Secretariat supported the piloting of these frameworks within two test ministries.
	A number of the recommendations from a 2010 conference organised by the Secretariat and the Public Sector Reform Unit to strengthen the political–administrative relations in the Government of **Sierra Leone** have been carried forward, in particular the establishment of a performance-based management system.
Anti-corruption and public procurement agencies functioning effectively through networks	An anti-corruption forum for directors of public prosecutions (DPPs) and heads of public prosecutions of anti-corruption agencies in **Eastern and Southern Africa** was hosted by the Secretariat to discuss anti-corruption strategies and the need for effective prosecution and recovery of proceeds of crime. It resulted in: • a strategy to strengthen regional prosecutorial agencies, including the independence of prosecution offices; • The establishment of an Eastern and Southern Africa Regional Forum of DPPs/heads of prosecution agencies; • capacity building for prosecutors; • training on plea-bargaining procedures; • international co-operation and the establishment of new networks between prosecution agencies; • co-ordination and co-operation of authorities to enhance investigation and prosecution of financial crimes.
Member states strengthening democratic oversight of public financial management standards	The first phase of the establishment of a Treasury Single Account (TSA) for **Sierra Leone** was completed and identified potential savings to the government of over 4.5 billion leones (UK £713,550). An agreement has been reached between the Ministry of Finance and Economic Development and the Bank of Sierra Leone to reinforce the provisions of Section 53 of the Banks of Sierra Leone Act, and establish the structure of bank accounts and connectivity between the two organisations. The agreement will accelerate the centralisation of over 1,114 bank accounts owned by ministries, departments and agencies at commercial banks. A proposed implementation plan for the TSA and cash management system has been accepted by the Accountant General, the Minister of Finance, the Governor of the Bank of Sierra Leone and all other stakeholders.
Small states applying comparative experience to develop more effective public administration.	The Secretariat Assisted the **Tuvalu** Government with establishing the Central Agencies Committee (CAC) in February through procurement of an expert from the Government of Samoa. The Government of Tuvalu agreed on recommendations to improve the Cabinet functions and processes.
	Swaziland's e-Government Strategy was finalised and approved by Cabinet.

Case study: institutional strengthening of the Internal Audit Bureau, Ministry of Finance & Treasury, Solomon Islands

In 2009, the Government of the Solomon Islands requested technical support for strengthening its Internal Audit Bureau. The Secretariat responded through the placement of a long-term CFTC Internal Audit Technical Adviser within the Internal Audit Division of the Ministry of Finance & Treasury in Honiara, Solomon Islands. The purpose of the technical assistance was to improve financial governance, expenditure control and compliance within the Solomon Islands Government through support for institutional strengthening of the Internal Audit Bureau. The project also involved building the capacity of a core team of practitioners in the bureau to be able to train other officials across government.

An independent evaluation of the technical assistance found that the assistance has successfully built the required auditing capabilities within the Internal Audit Division of the Ministry of Finance & Treasury as well as laid good foundation for future sustainability of this capacity development initiative. The ministry now has a usable Public Sector Internal Audit framework in compliance with international standards for auditing, which is supported by a strategic internal audit development plan. The training and mentoring has led to the establishment of a cadre of nearly 30 professional internal auditors, many of whom have gained membership to the Institute of Internal Auditors and are seeking to achieve their professional certifications. The Institute of Internal Auditors has now transitioned to the Association of Internal Auditors, Solomon Islands, which comprises members from both the government and state-owned enterprises. There is now a community and public sector recognition of the profession and its role in public financial accountability and anti-corruption. The knock-on effect of improved public sector financial and operating systems should bring greater public confidence that action will be taken against corrupt officials.

3. Social Development

Enhanced positive impact of social development

This strategic outcome encompasses health, education and gender. Efforts focus on strengthening national frameworks and policies for health and education, as well as achieving gender equality in the Secretariat's work, and helping member countries to mainstream gender in their policies, frameworks and programmes.

Significant results include strengthened public health system in **Sierra Leone**; piloting and possible uptake of the Secretariat's Professional Standards Framework in **South Africa, Mauritius, Swaziland, Botswana, Kenya, Samoa** and **Maldives**; partnership with the Commonwealth Consortium for Education (CCE) to finalise the School Capability Framework and its piloting in **Barbados, Ghana, Malaysia, Namibia, Papua New Guinea** and **Singapore**; partnership with Commonwealth of Learning (CoL) to carry out institutional quality review (IQR) in member countries such as **Pakistan** and **Sri Lanka**; and Arabic translation of the Secretariat's publication entitled Gender and Trade Action Guide by UN Women.

This outcome had a **total approved budget** of £2.6 million (£2.1 million from CFTC and £0.5 million from COMSEC). Delivery in this area was significantly impeded by staff constraints and restructuring. As a result, only 62% of the approved budget in this area could be spent.

3.1	Strengthened national frameworks and policies improve health outcomes
Indicator	Progress
Member states with up-to-date policies and regulatory mechanisms to meet international health care delivery standards	The Commonwealth Secretariat in collaboration with Public Health England (PHE) assisted **Sierra Leone** to draft a National Public Health Strategy. PHE assigned a public health lab technician to Sierra Leone for six weeks to continue the improvement of the laboratory systems.

3.2	Strengthened national frameworks and policies improve education outcomes
Indicator	Progress
Member states with up-to-date policies, regulatory mechanisms and standards for the implementation of quality teaching and learning systems	Commonwealth Ministerial Working Group Recommendations for the post-2015 development framework for education were adopted and included in the United Nations Educational, Scientific and Cultural Organization (UNESCO) statement for the post-2015 development goals on education in Oman in May 2014. This statement was also **endorsed by the African Union.**
	Following the development of the Guidelines for Quality Education Provision to Nomadic Communities for Africa and Asia, **Kenya, Uganda,** and **Botswana** have adopted the recommendations. Kenya has set up a National Commission for Nomadic Education. Uganda and Botswana adopted the guidelines and are implementing their policies for provision of education to their nomadic populations. French-speaking countries have requested a translated version.
	Policy recommendations on the subject of boys' underachievement in the Caribbean were produced for **St Lucia** and **Jamaica**. Both countries have adopted the recommendations and launched national strategies. St Lucia has started its intervention strategy, which is a school mentoring programme for boys.
	The model proposed in the Secretariat's report *Verification of the 2011–2012 Education Sector HIV **and AIDS Global Progress*** has been adopted by The Ministry of Education in **Zambia**.
	The School Leaders Capability Framework was finalised in 2013 in collaboration with the CCE. Six countries (**Barbados, Ghana, Malaysia, Namibia, Papua New Guinea** and **Singapore**) have agreed and signed up to pilot the framework.
	The Secretariat completed and published the Professional Standards Framework for Teachers and School Leaders. Plans have now been finalised to validate a Pan-Commonwealth Framework in selected pilot countries – **South Africa, Mauritius, Swaziland, Botswana, Kenya, Samoa** and **Maldives** – with **Jamaica** as a control country, which has already developed teachers' standards.

3.3	Gender equality and the empowerment of women effectively mainstreamed into member state policies, framework and programmes and Secretariat's projects
Indicator	**Progress**
Policy formulation and planning processes of member states reflect and demonstrate gender equality and empowerment	In response to the Accra consensus reached at the regional colloquium for women as agents for change, a gender bill has been passed in South Africa mainstreaming gender in every institution in the country.
	Production of Illustrative Trends Analysis for the End Term Review of the Plan of Action on Women's Political Participation resulted in the UK instituting a mechanism for increasing women's leadership after the Tenth Women's Affairs Ministerial Meeting (WAMM).
	Since the **National Women's Machineries** (NWM) meeting in March, discussions have been held with the World Bank surrounding women's enterprise and development. A partnership with the World Bank and International Labour Organization (ILO) was envisaged for the **Rwanda** meeting in September 2014.
	Technical advice and support was provided by the Secretariat to a **Southern Africa** sub-regional Commonwealth Gender Plan of Action Monitoring Group (CGPMG) meeting in January in the **Seychelles**, resulting in strengthened sub-regional co-operation and members providing good-quality Country Action and Results submissions.
	Rwanda is currently reviewing its legal and institutional frameworks for public finance management. Technical expertise and papers on procurement were provided by the Secretariat to the Rwanda Minister for Gender and Family Promotion. This model was accepted and it has been agreed that gender will be incorporated in the revised Bill to strengthen gender equality within procurement systems in Rwanda.
	The Executive Committee of the **CGPMG** endorsed the report of the strategic review of the group in February 2014 in **London**. The Executive Committee agreed to shift the group's focus to an accountability remit, and a technical subgroup was established.
Secretariat's resources, including annual budget allocation, training and capacity building, actively support gender equality	No progress reported.
Secretariat's programmes, projects and services address gender gaps	Gender elements have been incorporated into the Secretariat's Programme Management and Information System (PMIS). Capacity-building training was conducted. All project design documents (PDDs) are now required to include a gender indicator.

3.4	Improved capacity building for social development
Indicator	Progress
Member states have the ability to formulate policy and planning processes for their social development priorities	Following training on gender responsive budgeting, **Trinidad and Tobago** developed gender-responsive budgeting guidelines for institutionalising gender equality and gender-mainstreaming practices in government ministries and has asked for advice on implementation.
	The Office of the Attorney General of **Cameroon** has taken forward Secretariat's Handbook on Women's Land Rights to develop a national strategy for legal reform, and to build capacity of the judiciary's response in addressing women's land rights.
	In collaboration with Commonwealth of Learning, the Secretariat conducted the IQR of the National Institute of Health and Social Studies (NIHSS), **Seychelles**, Fatima Jinnah Women University (FJWU), **Pakistan**, and the University of Jaffna (UoJ), **Sri Lanka**. The NIHSS and FJWU are now carrying out the implementation of IQR recommendations. The UoJ is now in the process of developing an implementation plan.
	The Secretariat's publication on *The Impact of Women's Political Leadership on Democracy and Development: Case Studies from the Commonwealth* resulted in independent research supported by the **Ugandan Parliament**. The Government of the **Bahamas** used the publication as a key resource in the development of a training programme for women aspiring to political leadership, which will be held before the 2016 national elections.
	Ministers at the **2014 Commonwealth Law Ministers Meeting in Botswana** welcomed the paper addressing violence against women and girls in the Commonwealth. Ministers acknowledged the recommendations and expressed support and the need for closer co-operation between law ministries, the judiciary, national women's machineries and other agencies. Ministers further asked the Secretariat to continue supporting member countries to effectively address violence against women and girls in the Commonwealth.
	Collaboration with the Global Board Ready Women (GBRW) Initiative has occurred to support the inclusion of Commonwealth women leaders in a global network and online database to increase the visibility of 'board ready' women.
	The Secretariat's Gender and Trade Action Guide has been translated into Arabic and published by UN Women.

Case study: advancing the education of boys in Jamaica

In 2013, the Commonwealth Secretariat provided technical assistance to the Ministry of Education to establish a School Improvement Strategy aimed at addressing the issue of boys' underachievement in Jamaica. This initiative developed as a result of the 17th Conference of Commonwealth Education Ministers (CCEM) in 2009, whereby ministers requested the Secretariat's assistance in advancing education in small states through a variety of capacity-building initiatives. During regional consultations with Caribbean member states in 2010, the issue of boys' underachievement and teachers' professional standards were identified as regional priorities.

The execution of a baseline study in Jamaica, and the development of a school intervention strategy inclusive of a monitoring and evaluation programme, were endorsed by the Jamaica Ministry of Education in May 2013. The school intervention strategy, scheduled to commence in September 2014, aims to advance the education of boys in Jamaica by transforming 16 secondary schools so that they provide safe, enriching and supportive teaching and learning environments.

Based on the findings of the baseline study, a policy brief was developed presenting recommendations for those working with boys in the education system, including the Ministry of Education and Quality Education Circles, for how the institutional environment affecting boys could be improved and retention and graduation rates increased.

A number of recommendations have since been adopted by the Ministry of Education, including the development of a mentoring programme, professional standards for teachers, and a school leaders framework developed by the Secretariat. The intention is to provide mechanisms that will strengthen teaching standards and the capabilities of school leaders to manage their schools.

The initial success of the School Improvement Strategy has led to a request from the Bahamas for support on a similar programme. In June 2014, St Lucia also launched a School Intervention Strategy, which will run for three years.

4. Youth

Youth more integrated and valued in political and development processes

Ensuring the young people of the Commonwealth are more integrated and valued in political and development processes is the focus of this strategic outcome. Efforts are placed on developing national and pan-Commonwealth frameworks to advance the social, political and economic empowerment of young people, as well as on supporting and empowering young people to participate and take forward youth-led initiatives.

Significant results include initiation of pan-Commonwealth and global partnerships in this area; the start of a bachelor's programme in youth development at the University of the **West Indies (UWI)**; development of a youth employment strategy for **the Pacific**; establishment of new youth networks; and contributions made to the global development and climate change agendas.

This outcome had a **total approved budget** of £3.8 million. The Secretariat's work in this area centred on the transition to new and more efficient Commonwealth Youth Programme (CYP) model. Closure of CYP regional centres was a huge part of this reform. The actual spend was 87% of the approved budget despite severe capacity constraints.

4.1	National and pan-Commonwealth frameworks advance social, political and economic empowerment of young people
Indicator	**Progress**
Member states with developed, strengthened and/or implementing frameworks (policies, systems, modalities, measurement, etc.) for youth empowerment and mainstreamed participation	The Secretariat supported and partnered with many international organisations[1] to advocate for strong recognition for youth – ideally with a youth goal on empowerment and participation – in the Post-2015 Agenda as recommended by Commonwealth youth ministers. Subsequently, there was an increased recognition of youth in the final draft of the Open Working Group on Sustainable Development Goals in the Post-2015 Agenda. In **Cameroon**, two national consultations were held in partnership with the Ministry of Economy and Planning and the UN System. The National Youth Council and the Cameroon Commonwealth Youth Ambassadors led these consultations, drawing inspiration from the outcome documents of the Commonwealth Youth Ministers Meeting and the Commonwealth Youth Foundation. A Commonwealth Youth Policy Group has been formed to build consensus and strengthen information sharing between Commonwealth associations and stakeholder organisations focused on youth development across the Commonwealth. The Secretariat's structure and approaches for youth engagement used in the Commonwealth Youth Forum were a model for the World Conference on Youth held in **Sri Lanka** in May 2014. Senior officials of the UN and other agencies remarked that the conference 'gave young people a true voice in organisation and deliberations [of such a conference] for the first time ever'.
Member states engaged in promoting the professionalisation of youth work	A new Bachelor in Youth Development Work online degree programme was launched in August 2012 at the **UWI**. The degree programme is continuing successfully. A tripartite project between the UWI, the Secretariat and the Commonwealth of Learning aims to develop the UWI's online Bachelor in Youth Development Work into an open (globally accessible) programme. In the Pacific, a Pacific Youth Employment Strategy developed by the Secretariat and the ILO for the Pacific Islands Forum will assist member countries in developing national youth employment programmes, and will also support requests for donor support. The Secretariat delivered capacity building to directors of ministries of youth and labour from eight countries – **Cook Islands**, **Kiribati**, **Nauru**, **Papua New Guinea**, **Samoa**, **Solomon Islands**, **Tonga** and **Vanuatu** – to strengthen their technical expertise on developing, implementing, monitoring and evaluating youth employment programmes. As part of the workshop, the senior officials worked on national action plans for youth employment to be integrated into national budget and planning cycles. Experts from the Commonwealth Youth Development Index Technical Advisory Panel provided advice and guidance for the development of the Global Wellbeing Index and was launched in April 2014. The Secretariat's Youth Development Index (YDI) is being used by **www.youthpolicy.org** to develop global fact sheets on the status of national youth policies in over 200 countries, and the University of Victoria has included study of the YDI in its Bachelor of Youth Work curriculum for all first-year students. Other initiatives include the creation of the Commonwealth Youth Policy Group to build consensus and strengthen information sharing between Commonwealth associations and stakeholders, and the appointment of the Pacific Coordinator of the Commonwealth Youth Network (CYN) as a UN Focal Point of Small Island Developing States 2014–2016 for Children and Youth.

1   These partnerships include the United Nations Department of Economic and Social Affairs (UNDESA), the United Nations Human Settlements Programme (UN-Habitat), UNESCO, the United Nations Children's Fund (UNICEF), the Commonwealth Youth Council (CYC) and the European Youth Forum (EYF).

Member states that adopt sports as an approach to development and peace	Facilitated sessions at Commonwealth Sports Conference in Glasgow in August resulted in the development of a Youth Sports Charter.
4.2	**Young people empowered and supported to participate meaningfully and to take forward youth-led initiatives**
Indicator	**Progress**
Number of established and functional national, regional and pan-Commonwealth youth networks and platforms	Following the Africa Regional Consultation on Commonwealth Youth Council (CYC) conference (early 2013), in November 2013 Commonwealth Youth Forum delegates elected the executive for the new Youth Council. The new CYC Executive met with Heads of Government in the CHOGM Youth Dialogue, presenting their ideas, needs and concerns regarding youth voice and youth development. The Heads of Government endorsed the CYC as the official voice for young people in the Commonwealth.
	The CYC in partnership with the Government of **Sri Lanka** recruited staff to serve in the CYC Secretariat based in Sri Lanka. The Secretariat delivered a comprehensive orientation to the CYC, including introduction to the divisions, work and principles of the Secretariat. As a result of the orientation and planning sessions, the CYC Executive produced its two-year Strategic Plan.
Number of national, regional and international institutions and mechanisms with increased capacity in youth development and youth-led programming	The number of nominations for the Commonwealth Youth Awards increased by 52% and came from 32 member countries. Sixteen outstanding finalists were selected, with youth-led projects in the areas of youth employment, enterprise, poverty reduction, HIV/AIDS, education and climate change.
	A regional finalist of the Commonwealth Youth Awards was recognised by her government at the Samoa National Youth Awards ceremony, which also included a video message from the CYP about the importance of recognising young people's talents and contributions.
	The Commonwealth Students Association (CSA) made significant contributions in the following areas:
	• It led the student policy contributions as part of the 19 CCEM planning and agenda-setting process. It also agreed a partnership with the University of Essex Law Society to deliver legal support and advice to students and an MoU was signed between the University of Essex and the CSA.
	• It contributed a student voice (Chair of CSA) in a UNESCO expert meeting to initiate the process of developing a global convention on the recognition of higher education qualifications. The meeting analysed current and future trends in the field of recognition of higher education qualifications, identified the aims of a global convention and recommended effective implementation mechanisms.
	• It developed recommendations for the Commonwealth Ministerial Working Group: Post-2015 for Education, while the Commonwealth Youth Climate Change Network was accepted as a partner in the Global Partnership for Youth in the Post-2015 Development Agenda.
	The various youth networks established by the Secretariat – CYC, CSA, Commonwealth Youth Sport for Development and Peace (CYSDP), Commonwealth Youth Climate Change Network (CYCN), Commonwealth–Asia Alliance of Young Entrepreneurs, etc. – advocated strongly with key global decision-makers on youth inclusion, and thematic issues such as education, climate change and sport for development and peace.
	The CYC, the CSA, the CYSDP and the European Youth Forum (EYF) together held a youth taskforce meeting on youth in the post-2015 development framework. The taskforce produced a paper and campaign entitled *Youth-less Development Is Useless Development*. The paper has been used to advocate for greater youth recognition in the 13th Open Working Group meeting at the UN.

Support continued for Your Commonwealth (**www.yourcommonwealth.org**), with stories posted by young Commonwealth correspondents, and a significant number of audience views. Some correspondents developed enough to be promoted to assist with editing.

The Pacific Co-ordinator of the CYCN was appointed Global Focal Point of Small Island Developing States 2014–2016 within the United Nations Major Group of Children and Youth. He will work with others towards an effective youth participation in the Third International Conference on Small Island Developing States in September 2014.

The Commonwealth Asian Alliance of Youth Entrepreneurs (CAAYE) continues to independently deliver a range of activities and advocacy to promote youth entrepreneurship, including at the Asia Region Senior Officials Meeting convened by the Secretariat.

The Commonwealth Youth Climate Change Network was accepted as a partner in the Global Partnership for Youth in the Post-2015 Development Agenda. In addition, an increased recognition of youth was evident in the final draft of the Open Working Group on Sustainable Development Goals in the Post-2015 Agenda, which was agreed by Commonwealth youth ministers.

Case study: the first Global Youth Development Index

The Commonwealth YDI measures the status of 15 to 29-year-olds across five key areas: education, health, employment, civic participation and political participation. As the first worldwide Index measuring the development and empowerment of young people, the YDI was formulated to help governments, decision-makers and stakeholders identify and learn from areas of success, pinpoint priority investment areas, and track progress over time.

The YDI was developed in response to the Commonwealth Plan of Action for Youth Empowerment 2007–2015, and the Commonwealth Eminent Persons Group in its report issued in 2011, which recommended the development of a tool for monitoring progress on youth development in the Commonwealth.

Since its launch in 2013, the YDI has ignited a global debate on the importance of gathering youth-specific data. The Secretariat has been able to lead global efforts on establishing youth indicators and targets for the post-2015 framework. The most recent example was the Global Meeting on Youth Indicators and Targets (June 2014) in partnership with the United Nations Department of Economic and Social Affairs (UNDESA) and the United Nations Human Settlement Programme (UN-Habitat). Furthermore, the YDI has exposed deficiencies in the existing stock of data on key focus areas such as youth unemployment and is working to ensure better data are available, especially for small states.

The YDI is used as one of the main indicators to track global progress on youth development. It has been referenced in several policy outcome documents as a benchmark for monitoring progress in youth development and has also been used in academic and research institutes. As a result of the YDI and the increased focus on measuring progress on youth development, there are now greater calls for a similar tool to be developed to track progress on the World Programme of Action on Youth (WPAY).

5. Development: Pan-Commonwealth

More inclusive economic growth and sustainable development

More inclusive economic growth and sustainable development is the goal of this outcome. Interventions focus on participation in the global trading system; advancing Commonwealth principles and values in global development and finance; debt management; maritime and natural resources; and knowledge management.

Significant results include development policies and strategies for **Mauritius**, **Anguilla**, **ACP states**, **South Africa** and **Kenya**; progress on G20-related work; institutional strengthening of debt management systems in **Sri Lanka**,

Swaziland, **Barbados**, **Malta**, **the Bahamas**, **Trinidad and Tobago**, and **Jamaica**; tangible support to **St Vincent and the Grenadines** in maritime boundary negotiations; a Joint Management Agreement between **Seychelles** and **Mauritius**; development of the National Sustainable Development Strategy of **St Lucia**; and publication of 20 high-quality reports and books.

This outcome had a **total approved budget** of £7.68 million (£7.6 million from CFTC and £0.08 million from COMSEC). The Secretariat's work in this area could not progress as planned. There were unforeseen delays due to freeze on staff recruitment, restructuring and reasons associated with commitments of delivery partners. Despite all these difficulties, 81% of the approved budget in this work area was spent.

5.1	Effective policy mechanisms for integration and participation in the global trading system
Indicator	**Progress**
Member states that effectively formulate trade policy and negotiate and implement international trade agreements	Following technical assistance to **Mauritius**, the government established a **'Look Africa'** policy and strategy to facilitate export and investment into selected African destinations, and give leverage to Mauritius as the location of choice for international companies doing business in the region. A long-term CFTC expert has supported the implementation of **Anguilla's Sustainable Tourism Master Plan**. As a result, Anguilla has acquired associate membership in UNESCO; signed an MOU with the UK-based West India Committee (to support and facilitate tourism); and reached an agreement with the Anguilla Hotel and Tourism Association to collaborate in implementing a public awareness radio programme. The Secretariat provided a fisheries adviser to support operationalisation of the ACP Group Fisheries Mechanism in Brussels, resulting in the development and approval of the five-year Strategic Plan of Action for Fisheries and Aquaculture in **ACP states**. All outstanding resolutions addressing key fisheries and aquaculture issues in the ACP were incorporated into the plan as implementation milestones. Significant progress was made on **Seychelles** market access issues and bilateral negotiations/agreements were completed with nine countries. A consultant provided by the Secretariat was directly involved in the process and made significant contributions to the outcomes of the negotiations.
Member states that implement export development and competitiveness strategies	Following a detailed review of the **South African** fruit export chain and benchmarking against major competitors in 2009, Secretariat recommendations were implemented, and as a result, in 2013 port cargo dues reduced by 8%; there was a net saving of R9.6 million to South African fruit exporters; electronic data processing commenced. The Secretariat-developed export strategy for non-tourism services in **Kenya** in 2008 was reviewed in 2014. The review established that around 60% of the recommended actions have been fully or partially implemented. These include extending Export Processing Zone incentives previously limited to the manufacturing sector to services, and enacting key pieces of legislation and reforms in regulation, product development and marketing to build the profile of the Nairobi Stock Exchange.

5.2	Commonwealth principles and values advanced in global development and financing decisions (e.g. G20 and post-2015 MDG framework)
Indicator	Progress
Commonwealth position on global development and financing decisions recognised at G20 and post-2015 MDG framework, and others	The Commonwealth has had an impact on the G20 future work through recommendations to a series of meetings with G20, leading to the following outcomes: • The G20's development accountability process was discussed during the Development Working Group (DWG) Commonwealth Organisation internationale de la Francophonie (OIF) meeting in 2013. A paper was also produced: 'The Accountability of the G20's Development Agenda: Perspectives and Suggestions from Developing Countries of the Commonwealth and Francophonie'. They welcomed the fact that the G20 had followed through on several Commonwealth and OIF recommendations (e.g. on agricultural productivity, infrastructure, aid for trade). • The Secretariat recommended that infrastructure, human resource development, private investment and job creation, and trade conditions between developed and developing countries should remain a focus for G20 development efforts; and suggested new areas for the G20 to consider, including resilience, small states debt, climate change, financial and economic stability, global imbalances, natural resource management and financial regulation. All of the above recommendations have been included in the 2013 G20 Accountability Report on Development Commitments. • The fourth annual Commonwealth–Francophonie–G20 dialogue and outreach in April enabled the perspectives of developing countries to feed into the G20, and issues raised by developing country members were acknowledged by the G20 Development Working Group (DWG). The Secretariat prepared a research paper highlighting concerns on the automatic exchange of information with G20 members and selected non-G20 Commonwealth countries. The latter added their voice to these concerns at the G20–Commonwealth meeting in Washington, DC, in April and was reinforced by Organisation for Economic Co-operation and Development (OECD) research, which detailed the Secretariat's views on the impact of newer proposals on small and vulnerable economies.

5.3	National frameworks facilitate effective debt management
Indicator	**Progress**
Member states that reform their management of public debt	The Secretariat provided debt management policy advisory work in various countries that have seen adoption and reforms taking place to improve management of debt. Six countries and one regional bloc have adopted, reformed and implemented the Secretariat's debt management database system. A policy advisory mission on domestic debt market development to **Sri Lanka** in August 2013 resulted in improvement of cash flow management, modification in the private placement of government securities, and establishment of a trading platform for all financial instruments. Guidelines and regulations for public debt management have now been adopted by the Government of **Swaziland** to guide its debt operations in a prudent manner. Following policy advisory support on policy framework and institutional arrangements on public debt management, the Government of **Barbados** is currently strengthening its policy framework and also undertaking institutional strengthening by putting middle office functions in place. A partnership agreement was signed between the Secretariat and the Government of **Malta**. Malta will support strengthening debt management capacity in small states including high-level policy deliberations on their debt management challenges. In addition, assistance on the formulation of the Public Debt Act, provided to **Malta**, will enhance a robust and modern legal framework for promoting sound public debt management. Following consultation with the country authorities, a detailed reform plan on public debt management has been drawn for **Malta** and the **Bahamas** for implementation through the Secretariat's support.
Member states effectively utilise the Secretariat debt management systems to proactively manage their debt	The Secretariat provided support to **Trinidad and Tobago** to establish a comprehensive public debt database in CS-DRMS. The final work to validate and reconcile the database for Trinidad and Tobago to ensure its comprehensiveness was completed in June and led to the following outcomes: • Duplication has been eliminated and only one institution (the Ministry of Finance) now owns the debt database in CS-DRMS. • The government is now using the system to support its debt management operations. As a result of policy advice on reform of the debt management framework in **Jamaica**, debt stock of gross domestic product (GDP) dropped to 131.9% in 2013/14, down 3.7% from 2012/13; debt service declined by 5% from 2010/11 levels of GDP to 14.7% in 2013/14; interest charges reduced by 5.6% of total expenditure to 27.4% in 2013/14; there is a better debt structure in terms of currency, interest rate and maturity mix; a more responsible debt management governance has been instituted; professional expertise is growing as part of institutional building; and it serves as a role model for reforming other indebted Caribbean countries.

5.4	Strengthened, equitable and sustainable management of maritime and other natural resources
Indicator	Progress
Member states with integrated policies for sound governance of natural capital	Advice was provided to **Seychelles** and **Mauritius** to implement a Joint Management Agreement on an area of extended continental shelf, which enabled them to finalise agreed rules concerning the development of natural resources and the protection of the marine environment in the area covered by the joint management regime.
Member states that reform/establish governance frameworks that support and promote responsible exploitation of natural resources	A long-term expert supported **St Lucia**'s Ministry of Economic Planning and National Development to develop a National Sustainable Development Strategy (NSDS). Six months after commencement of the project, the Governor-General announced plans to establish a National Vision Commission, which will lead the political process to support national sustainable development. The Ministry of Tourism, Culture and Creative Industries has been selected as the pilot for the application of the Strategic Business Plan and Results Frame Document derived from the NSDS.
Number of satisfactory delimited maritime boundaries by Commonwealth member states, including joint development agreements	Legal and technical advice on maritime boundary negotiations, delimitation options and draft maritime boundary treaties to **St Vincent and the Grenadines**, has resulted in Organization of Eastern Caribbean States (OECS) Maritime Boundary Policy Revision – states can now delimit with OECS and Caribbean Community (CARICOM) states, and as a group with Venezuela. Eastern Caribbean Regional Ocean Policy and Action Plan adopted by the OECS.
Member states implementing broad-based mechanisms for integrated management of ocean resources	No progress reported.
5.5	Knowledge management and exchange leads to sharing of good practices and strengthened Commonwealth networks
Indicator	Progress
Number of quality publications reports periodicals, research and knowledge-based materials disseminated and utilised	The Secretariat published 20 publications in the reporting period, including six reports of election observation groups, five ministerial meeting books and three books on small states. (See Annex 2 for a complete list.)
Number of knowledge exchange forums (ministerial meetings, regional consultations, etc.) and active networks on Commonwealth Connects	Following four regional workshops to address trade facilitation issues in Africa, a network of experts from the regional economic communities (RECs) in Africa has been created on Commonwealth Connects. Implementation of the Communication and Advocacy Strategy for the Hub & Spokes II programme commenced. There is a Hub & Spokes Network on the Commonwealth Connects platform promoting intra-ACP exchanges. Experiences and knowledge are also shared through articles and other communications.
Number of effective networks of governments, professional associations, civil society and other partners facilitate the advancement of Commonwealth values and principles	No progress reported.

Case study: support for trade facilitation in Kenya

In 2002/03, the Government of Kenya requested support from the Secretariat in the area of trade facilitation to assess Kenya's ability to participate effectively in the World Trade Organization (WTO) negotiations and generally improve its trade competitiveness. The intervention by the Secretariat identified various administrative and bureaucratic bottlenecks hampering trade and investment that needed to be addressed urgently. A series of short-, medium- and long-term recommendations resulted, one of which has led to the development and launching in May 2014 of the Kenya National Electronic Single Window System (officially known as Kenya TradeNet).

TradeNet is being implemented by the Kenya Trade Network Agency in collaboration with the Government of Singapore (demonstrating successful South–South cooperation), and aims to remove impediments to trade between Kenya and other East African countries, which have adversely impacted Kenya's business environment.

The system is classified as a flagship project under Kenya's Vision 2030 programme to position the country as a key trading hub in Africa. Its implementation will now integrate the electronic systems of stakeholders involved in the cargo clearance process, including Kenya Revenue Authority, Kenya Bureau of Standards, Kenya Ports Authority, Port Health and many others. It is also expected that cargo dwell times will be reduced substantially (sea freight from eight days to a maximum of three days, freight by air from five days to one day and by road from two days to one hour). It is forecast that the new system will lead to national savings in Kenya of around US$300 million per annum.

Based on an overall budget of £180,000, the Secretariat's involvement has also been catalytic in attracting other donor interests in trade and transport infrastructure support in Kenya, from donors such as the World Bank and the World Customs Organisation.

6. Development: Small States and Vulnerable States

Strengthened resilience of small states and vulnerable states

Advocating for international policies and mechanisms for strengthened resilience of small and vulnerable states is the main challenge for the Secretariat in this strategic outcome. This includes climate financing issues and effective participation of small states in international decision processes.

Significant results include adoption of Commonwealth Resilience Framework by the **Indian Ocean Commission (IOC)** and **UNDESA**; establishment of **partnership** with CoL and IOC on capacity-building programmes in environment and sustainable development; provision of concrete proposals to SIDS 2014; and establishment of an **Open-ended Ministerial Working Group** by the CHOGM on priority development concerns of small states.

This outcome had a total approved budget of £3.4 million (£1.95 million from CFTC and £1.47 million from COMSEC). During the reporting period 86% of the approved budget was spent.

6.1	International policies, mechanisms and rules are more responsive to small states' development strategies and resilience needs
Indicator	**Progress**
Small and vulnerable member states reporting an improvement in the international framework of support for their development strategies and resilience needs	The **Trinidad and Tobago** Central Bank Governor shared the Commonwealth Secretariat's study **A Time to Act: Addressing Commonwealth Small States' Financing and Debt Challenges** with the Managing Director of the International Monetary Fund (IMF) in October.
	CHOGM 2013 agreed to the establishment of an Open-Ended Ministerial Group to progress proposals to address the priority development concerns of Commonwealth small states, including through the Third International Conference on Small Island Developing States in 2014 and development of the Post-2015 Development Agenda.
Small and vulnerable member states that effectively formulate policy, negotiate international agreements and participate in international processes related to their sustainable development strategies and resilience needs	The Commonwealth Resilience Framework developed in 2008 has been used by the IOC, UNDESA and the Secretariat of the Pacific Community in the development of their resilience frameworks
	The third Global Biennial Conference on Small States (GBCSS) was convened by the Secretariat from 26 to 27 March 2014. Following the conference, the Secretariat and UNDESA agreed to work in partnership on strengthening the Resilience Framework. The two organisations planned a joint high-level side event at the UN Conference on Small Island Developing States (SIDS 2014) on building resilience in SIDS, and in particular on the work done to date by the Commonwealth to enhance vulnerability resilience.
	Following the capacity-building programme on international architecture on environmental and sustainable development (2011/12), a tripartite MoU between the Secretariat, the IOC and CoL was signed to further deliver the innovative online training to participants in the Indian Ocean region.
6.2	Small states enabled to effectively participate in international decision-making processes
Indicator	**Progress**
Small states making submissions and attending high-level meetings on trade and human rights in Geneva	No progress reported.

Small states engaging effectively with the UN General Assembly and other forums in New York	Further efforts were made to increase the participation of New York missions on Commonwealth Connects web space, resulting in a 50% increase in the sign-up over this period.
	Small states offices received and utilised dedicated briefings on their engagements on salient UN intergovernmental processes: right to development, treaty body reform and UNHRC sessions.
6.3	**Improved climate financing frameworks**
Indicator	**Progress**
UN Framework Convention on Climate Change (UNFCCC) and regional platforms take action and facilitate improved flow of climate finance to vulnerable states	The Secretariat, the Caribbean Community Climate Change Centre (CCCCC), the Secretariat of the Pacific Regional Environment Programme (SPREP) and the IOC hosted a joint event on climate finance and planning at SIDS 2014.
	The Secretariat submitted its inputs to the SIDS 2014 preparatory process – an effort that contributed to concrete proposals. The written submission was posted on the UN SIDS 2014 website, and the first draft of the conference outcome specifically referenced the written statement in relation to Commonwealth proposals on debt.

Case study: building resilience in small island developing states

One of the platforms that the Commonwealth Secretariat uses to advance the concerns of small states is the Global Biennial Conference on Small States (GBCSS). The third conference was convened by the Secretariat and hosted by the Government of St Lucia on 26–27 March 2014. With 2014 designated as the International Year of Small Island Developing States (SIDS), the conference sought to review priorities for small states in preparation for the UN Third International Conference on SIDS and for the post-2015 development framework in the context of resilience building.

In the lead-up to the third GBCSS, the Secretariat established a technical working group (TWG) to strengthen the resilience framework first developed by the Commonwealth and the University of Malta in 2004. The revised framework was presented at the conference and a blueprint was adopted for finalising a resilience index, which aims to help small states and the wider international community to agree on appropriate policy mechanisms for advancing sustainable development in these countries.

A key outcome of the conference has been the forging of strong partnerships with international financial institutions and development partners to ensure global support for a resilience-building framework as a prerequisite for small states to access development finance. In particular, the similarities in the Secretariat and UNDESA resilience frameworks were highlighted and prompted a call for collaboration. The two organisations held a joint high-level side event during the SIDS 2014 conference, whereby UNDESA presented its Vulnerability Resilience Framework and the Commonwealth presented recent work in the areas of governance, environmental resource management and social development to take the framework forward. This collaboration is important in advancing the resilience agenda of SIDS to ensure the international community recognises and adopts 'vulnerability' as a criteria and 'resilience building' as a precondition for development finance.

The Secretariat also launched and disseminated the publication Building the Resilience of Small States: A Revised Framework at the SIDS conference, which outlined all aspects of the finalised framework. The intention is to distil the key messages arising from the conference for a wider audience of international interlocutors.

Part 2: Enabling Outcomes

Global advocacy

The Secretariat has continued to engage with and influence global discussion and decision-making processes at a range of levels: political-level engagement of the S-G's Office; convening of Heads of Government and ministerial meetings; and policy analysis.

The **Commonwealth Heads of Government Meeting** (CHOGM) 2013 took place in Sri Lanka, on the theme 'Growth with Equity: Inclusive Development'. Fifty countries attended, with 27 represented by their Heads of State or Government. Heads acknowledged the progress made, since the 2011 meeting, in implementing recommendations of the Eminent Persons Group (EPG), notably the adoption of a Commonwealth Charter, as well as agreement on a new Strategic Plan. The Secretariat has been following up on CHOGM 2013 mandates since then.

Following discussions around a paper prepared by the **Commonwealth Finance Ministers' Meeting** (CFMM), Heads agreed to establish an open-ended High-Level Working Group to identify through a Commonwealth Statement on the Post-2015 Development Agenda, shared Commonwealth perspectives and recommendations, advancing these through individual member governments in the intergovernmental consultations at the 69th Session of the UN General Assembly. A draft Commonwealth Statement on the global Post-2015 Development Agenda was agreed.

Analysis on expanding access to trade finance in the Commonwealth and discussion at CFMM informed the Kotte Statement on International Trade and Investment issued at CHOGM Colombo, whereby Heads requested the S-G to place priority on advancing analysis to assess the need for and viability of a Commonwealth trade and investment finance facility and to prepare a proposal.

The **Commonwealth Law Ministers' Meeting** (CLMM) was convened in May 2014 in Botswana. Ministers accepted the recommendations of the Secretariat's report on counterterrorism, and also endorsed the Secretariat's work and reports in the fields of human rights; strengthening judicial systems and the independence and integrity of the judiciary; the Post-2015 Development Agenda and the rule of law; the gender mainstreaming of law; the Commonwealth Cybercrime Initiative (CCI); the Commonwealth Model Legislation on Mutual Legal Assistance; the Secretariat's programme to combat corruption and related economic and financial crimes; and the Secretariat's report about violence and women in the Commonwealth.

Ministers approved the establishment by the Secretariat of a Clearing House to facilitate international judicial development assistance. A revised paper on the modalities of Civil Society Engagement with Commonwealth Law Ministers was also accepted and adopted. The Meeting also received and approved a report containing recommendations that the Secretariat continue to work in the field of international criminal justice and international humanitarian law.

At the **Commonwealth Health Ministers' Meeting** (CHMM), in May 2014 in Geneva, ministers noted the need to increase efforts to reduce maternal, new-born and child mortality; integrate life–course approach to health with attention to non-communicable diseases; Universal Health Coverage (UHC), health system strengthening; and to link health to other development agendas. These health priority areas of focus for 2014–17 were endorsed by ministers. Ministers agreed that UHC must be integrated into plans and strategies in the post-2015 health agenda in order to provide equal access for all to quality and affordable health care. There was a consensus among ministers that the theme for the 2015 CHMM would focus on UHC, placing emphasis on ageing health.

The Advocacy Strategy and Road Map that was developed by the Commonwealth Ministerial Working Group (CMWG) on the **Post-2015 Development Framework for Education** was formally adopted and taken into consideration by the UN High Level Panel, with recommendations being endorsed by key partners.

The **Commonwealth–Francophonie–G20** annual dialogue and outreach meeting in April 2014 in Washington, DC, registered the most intense discussion since the meetings commenced in 2011 as well as the highest level of engagement. Over 20 Commonwealth and Francophonie developing countries participated, alongside a growing number of international institutions, including the European Union, the World Bank and International Monetary Fund, the Overseas Development Institute, Development Finance International, the World Food Programme, the International Fund for Agricultural Development, the OECD and the G24.

Technical assistance

During the course of 2013/14, CFTC technical assistance to member countries disbursed £3,609,519 of a £3,734,000 budget (i.e. 97% expended) across 60 distinct technical assistance engagements. This support provided 61 technical experts drawn from across the Commonwealth on a predominantly (66%) South–South basis, 78% of whom were from small states.

All Commonwealth regions benefited from technical assistance in the period, with 41% of engagements in **Africa**, 28% in the **Caribbean**, 19% in the **Pacific**, 3% in **Asia** and 9% delivered on a **Pan-Commonwealth** basis.

Technical assistance was delivered across the programmes areas of the Secretariat's work. 'Support to public institutions' was the largest user of technical assistance (63%) in terms of the number of engagements, with 'Development: pan-Commonwealth' accounting for 27% of engagements, followed by 'Development: small states and vulnerable states' (5%), 'Social development' (3%) and 'Youth' (2%).

In expenditure terms, regions benefited, with 45% of expenditure in Africa, 28% in the Pacific, 21% in the Caribbean, 3% in Asia and 3% delivered on a pan-Commonwealth basis.

Of technical assistance expenditure across the programme areas of the Secretariat's work, 70% went to 'Support to public institutions', with 22% directed to 'Development: pan-

Commonwealth' followed by 'Youth' (4%), 'Development: small states and vulnerable states' (2%) and 'Social development' (2%).

Commonwealth profile

CHOGM 2013 publicity was more effective than in previous years, attracting 103,680 people to visit our website; this was up 34% on CHOGM 2011. There were 141,274 media items that mentioned the Commonwealth such as in reference to the Charter, CHOGM, CMAG, Commonwealth Day, etc. Other ministerial meetings such as those of finance ministers, law ministers, health ministers and ICT ministers were used as media events.

The Secretariat identified and secured major interview opportunities, including those with FT Weekend, the BBC World Service and the Guardian. Thirty press releases and 10 official statements were issued during the reporting period.

The Commonwealth Day campaign generated 1,156 mentions on news websites globally (including 213 blog articles). There were 7,100 Twitter mentions of Commonwealth Day worldwide and there was an increase in the number of Commonwealth Day posters distributed (hard copies): up to 21,980 from 19,410 in the same period in 2013. A set of multi-coloured #TeamCommonwealth stickers proved highly popular, with 10,350 sheets of stickers distributed (248,400 individual stickers).

A communications plan for campaign for a youth goal in the post-2015 development framework raised the Commonwealth's profile in this space. This involved support to a public launch at the World Conference of Youth in **Sri Lanka**. A 'Yes to Youth Goal' initiative involved a Thunderclap social media campaign, which had a social reach of 172,759 people.

The overall rate of posting to social networks increased in this period. From January to June 2014, Twitter followers increased by 21.7% to 13,900, Facebook fans increased by 24.6% to 11,135 and YouTube views increased by 245 per cent.

Part 3: Internal Outcomes

This section addresses the internal outcomes that focus on effective functioning of the Secretariat primarily contributed to by the corporate divisions. The outcomes of corporate efficiency and effectiveness are inputs for the delivery of the Strategic Plan. The outputs relate to the internal policies, procedures, systems and organisational capacity development leading to the Secretariat's improved institutional performance.

Human resources

Progress was made in support of the recruitment and retention of a diverse, engaged and high-performing workforce. This included the recruitment of a change management consultant in October 2013 and four proposals to support the organisational change programme: streamlining of recruitment, job evaluation update, voluntary exit scheme (VES) and young professionals programme (YPP). In May 2014, an e-recruitment system was piloted and social media were utilised to reach more diverse audiences. There were 1,700 followers within two weeks of the launch of the corporate LinkedIn page, which serves to enhance the Secretariat globally. A total of 118 new and vacant jobs were evaluated by the end of May 2014, which ensured that the Secretariat are recruiting on a modern basis. In addition, recruitment of a new legal counsel provides for more effective, dedicated and quicker turnaround on legal advice.

Financial and non-financial services

Improvements were made in the efficient and effective delivery of corporate services. Of particular note in this area was the development of a risk management plan that included updating of the risk register and development of risk policy and strategy. Internal audits were conducted and the Secretariat followed up on recommendations. Maintenance of Marlborough House and Quadrant House continued. The Secretariat staff was trained to comply with procurement policy.

Information technology

Progress on this front included the commissioning of a new SharePoint platform with its own Structured Query Language (SQL) databases, search engines and identical staging and production environments. In addition, the videoconferencing facilities were upgraded to improve picture quality to high definition and multipoint connections.

Quality and results

The Secretariat's commitment to results-based management (RBM) continued with the implementation of the new Strategic Plan through results-based budgeting and work plans, results-focused projects and results-focused reporting.

The first year of the Strategic Plan has focused on establishing systems and implementation processes. The results based work planning process was conceived to plan for outputs and activities for each outcome. Project design guidelines and models to support the development of bigger and longer-term projects are being effectively utilised as reflected in the quality of project design. This resulted in improvements in the quality of project design. The consolidation exercise of designing bigger and better-quality projects reduced the project number from 330 to 50. A robust design and reduction of administrative burden has resulted in increased efficiency as more time is being spent on implementation and eventually on monitoring and delivery of results.

I find that for the first time in a long time, I actually look at a report by the Secretariat which gives me a good feel for what is happening in this area. To that extent I must very heartily congratulate the team for putting this together. I think this is a useful report.

(HE T. Jasudasen, High Commissioner of Singapore in the Executive Committee meeting of the Board of Governors on 22 May 2014)

Further development of the PMIS with the planning and financial monitoring mechanism has enhanced capacity to plan for results. Although the software is still under development, and monitoring and assessment tools/guidelines are at piloting stage, progress has been made in relation to effective reporting on results. The move to more developed results-based reporting was evident in the report on the first six months of the new Strategic Plan. It was presented to the Executive Committee meeting in May 2014 and was well received.

In this reporting period, five country and thematic evaluations were conducted. The evaluation recommendations are being implemented comprehensively.

Financial year 2013/14 continued the attentive guidance of the board in the finalisation of the new Strategic Plan's work plan and budget for 2014/15. Two extraordinary board meetings were held in August and October to approve the budget and review detailed, results-based work plans for 2013/14. A new reporting framework for the Strategic Plan Reporting Cycle was developed and discussed. The Executive Committee received regular updates on progress and quality assurance, and the new six-monthly progress report was unveiled at the May 2014 meeting.

The Accreditation Committee considered improvements in the accreditation process at its meetings in February and May. At CHOGM, in response to requests from associated organisations, a separate briefing was held for them with the foreign affairs ministers. The Secretariat continued to provide support and briefings for newly arrived diplomats. Individual briefings were provided as requested. In addition, the 30th Commonwealth Diplomats induction for 20 new London-based diplomats from member countries was conducted in September 2013 in collaboration with the Commonwealth Foundation.

Gender mainstreaming

In line with the Secretariat's **gender equality policy**, the gender mainstreaming strategy ensures cross-divisional collaboration to integrate gender equality into policy-making, strategic planning, project design, programme delivery, evaluation and reporting, to ensure that the different needs of men and women are identified and addressed by all divisions. Gender mainstreaming is under way across the Secretariat, with technical experts within the Gender Section actively contributing to project design, training and director-level discussion.

Divisions and staff are collectively responsible for gender mainstreaming. In a bid to increase access to, and improve coordination of, gender expertise, the Gender Section has recently relocated to the Secretary-General's Office.

Within the reporting year, **gender mainstreaming guidelines** for project planning were produced. The guidelines help staff understand the concept of gender, gender mainstreaming and how gender analysis can enhance the design of projects to enable staff and members to deliver the outcomes of the policy, the Strategic Plan and the CHOGM 2013 mandates. These efforts have increased interest in and awareness of gender mainstreaming as an institutional requirement.

Challenges

The new four-year Strategic Plan, which came into effect on 1 July 2013, marks fundamental changes in the way that the Secretariat delivers its work. It required a new structure aligned with the new plan and introduction of new ways of working. Structural reform during the reporting period was launched and continued in full swing. This reform, however, created challenges to the effective implementation and delivery of the work plan.

The performance of the Secretariat in the first six months of the new Strategic Plan was significantly slowed by the fact that the budget approval was delayed and the work plans were not approved until 30 October 2013. In addition, the scaling back of the CFTC budget, due to a drop in contributions, led to reductions in programme budget.

The Secretariat has been heavily preoccupied with the launch of an ambitious process to reform staff structure required to deliver the Strategic Plan. The introduction of the Voluntary Exit Scheme in April 2014, and subsequent departures of 56 support grade staff over a three month period, had an initial adverse impact. Furthermore, logistical difficulties in securing and on boarding new and replacement staff resulted in staffing constraints during this period. Risks were mitigated by the recruitment of temporary staff for new roles.

The first year of the Strategic Plan also saw the introduction of new methods of work planning, budgeting, monitoring and reporting. Training was provided to the Secretariat staff but many of the trained staff left during the restructuring process. The Secretariat managed to respond to these challenges and has been able to demonstrate good progress on results despite these challenges.

Appendix 1: Expert Placement in Member Countries

Africa

Country	Progress
Botswana	The preparation of a working paper on a system of community service; The preparation of a working paper on the establishment of an independent sentencing commission.
	Ministry of Security and Justice: a legal team from within the Office of the Attorney General has been established and trained on data analysis and to work on the implementation of the recommendations; working papers, work schemes and implementation plans in respect of the recommendations on the Sentencing policy paper prepared; drafting instructions and guidance on information to be recorded in respect of individual prisoners prepared.
Kenya	A twinning arrangement signed between Kenya School of Monetary studies (KSMS), the Reserve Bank of India – India Institute for Development and Research of Banking Technology (IDRBT) and the University of Portsmouth, UK, in order to implement an e-banking curriculum at KSMS and develop a systems master plan for the e-banking sector in Kenya.
	CFTC assistance (two full-time legislative drafters) has enabled the Kenya Law Reform Commission to meet the legislative requirements and deadlines stipulated in the original document. Over 40 Constitutional Bills have been enacted since 2010, including some key pieces of legislation such as The Elections Act (2011), The Political Parties Act (2011), The Transition to Devolved Government Act (2012), and The County Governments Act (2012). These have been crucial in building citizen confidence in the constitution and in the democratic process in general.
Lesotho	Final delivery of texts for Commercial Court library has completed the project which has seen the establishment of an effectively functioning commercial court in Lesotho. The commercial court backlog has been cleared; commercial court rules and procedures have been established; and commercial court judges trained. This is a crucial aspect of the delivery of justice and also directly affects economic prospects as investors (domestic and foreign) gain confidence in the legal system. Accordingly, Lesotho has jumped 17 places in the World Bank 'Doing Business' scale from 156 to 139 between 2012 and 2013. Indicators of particular note are the protection of investors (from 147th place to 100th place) and enforcing contracts (from 154th place to 139th place), both of which require a strong judicial environment. The project was undertaken in close collaboration with the US-funded Millennium Challenge Account (MCA).
	Strengthening of Directorate on Corruption and Economic Offences (DCEO): a draft Prevention of Corruption and Economic Offences (Amendment) Bill presented to the Attorney General for final review before it passes to parliament for enactment; DCEO Manual of Operations partly completed. It is currently about 60% complete, with sections completed that do not depend on the content of the new law; Opinion formers consultation completed and report submitted; the central records and intelligence system designed and being operationalised manually; DCEO capacity is continuously assessed; training has been provided for educators, preventers and investigators throughout the project; terms of reference for public perception survey have been prepared and agreed. The Transparency International Corruption Perception Index shows that Lesotho has gone from 89th lowest perception of corruption in 2009 to 64th in 2012, with a score of 45. This is above South Africa, Italy and Brazil.

Country	Progress
Mauritius	Sovereign Wealth Fund: drafted and submitted the legal, management and governance document for the establishment of the sovereign investment unit; eighth in-country mission undertaken; production of a Background Report and Comprehensive Proposal Report on the requirements and proposed legal, governance and management structure for the establishment of a sovereign investment unit within the Ministry of Finance, Mauritius; and production of draft legal, management and governance documentation.
	Health Professionals Council: finalised a draft bill for the establishment of council, boards and an appeal tribunal for professionals allied and complementary to medicine. A final draft bill titled the Allied Health Professions Bill with supporting draft regulations was submitted to the Ministry of Health and Quality of Life on 12 February 2013, and accepted as the basis for their application to the State Law Office (and thereafter parliament).
Namibia	Local government: revised and updated Local Authority Position Paper 2013 produced and presented.
	Support to Magistrates Commission: over 300 magistrates trained, including over 40 new magistrates; nearly 200 clerks trained, complete new administrative tool kit for magistrates' offices developed and introduced, including new civil and criminal bench books. The effect this has had on the performance of some of the magistrates' offices is clear, with the best (Keetmanshoop) showing a 70% decrease in outstanding cases.
Nigeria	The Economic and Financial Crimes Commission (EFCC): two local trainers assigned to the South Africa Prosecutors Office to gain practical experience on management of asset forfeiture and seizure; Three EFCC investigators and prosecutors completed a two-week training in investigation and prosecutions at Western Australia Police Academy, Perth (31 March – 14 April 2014). Joint intelligence between EFCC and Western Australia under Operation Sunbird on cybercrime has led to significant progress in several high-profile cases.
	Ministry of Youth and Development: contributed to the development of a strategic plan; signed partnership agreement/MOU with UNDP Nigeria to work on youth and entrepreneurship programmes.
Seychelles	Judicial support: two judges to the Supreme Court and Court Administration Expert to Supreme Court. A simplified appeal procedure has been established and instituted with acceptance by defence counsel, respondent and appellant. Movement of cases in court has improved: 20 cases have progressed to the judgment stage, with judgment delivered on the majority. Work on sentencing policy commenced. Court sitting activities are now computerised, providing more accurate, reliable and up-to-date statistics on caseload of judges, year, case type and court for workload management and information reporting.
	Drafting, consolidation and vetting of the following regulations: border measures; valuation of goods; supply and granting of stores; transshipment; import/export declarations; disposal of goods; usual form of handling; warehouse bond; conditions for relief on re-importation; pre-departure declarations; entry of exports; postal import/export; manifest procedures; and restricted/prohibited list.
	Policy adviser and negotiation expertise supports the Ministry of Trade towards WTO Accession. All WTO-compliant acts (Bureau of Standards Act, Industrial Property Act, Copyright Act, Food Act, Animal and Plant Biosecurity Act, Customs Act) have been enacted into law by the parliament of Seychelles. Negotiations and progress towards accession is far advanced and scheduled for completion by end 2014. Further support on the resulting regulations is underway.

Country	Progress
Sierra Leone	Intelligence and investigative prosecutorial support to the Anti-Corruption Commission. The High Court has been strengthened. A manual on the substantive law (Digest of Jurisprudence) developed and consulted as a reference tool by prosecutors and investigators at the Sierra Leone Anti-Corruption Commission. Convictions in 2012 (22) surpassed the total number in 2011 (10). Counterparts mentored are now leading in the implementation of an improved institutional framework. A total of 10 current service national judges received training on special judicial areas at the Judicial Institute at Warwick University. Impact records successful disposal of 37% (i.e. 69) of backlog criminal cases. Successful disposal of Regular criminal cases and civil cases numbered 117 (49 and 68 respectively). Mentorship of local judges has been mostly accomplished through informal interactions, values, ethics, habits and quality of judgments.
Swaziland	Legislative drafters to the Office of the Principal Parliamentary Counsel (OPPC) and the Office of the Clerk of the Parliament (OCP): Development of legislation necessary to give effect to electoral and political reforms. Judge to the High Court of Swaziland: case backlog cleared by: 890 cases heard and disposed, 57 judgments issued. A total of 40 court taxation officers have been trained. Database training for the uploading judgment to the national website conducted; 296 cases have been disposed of with 17 judgments issued. Ministry of Youth, Sports and Culture: a comprehensive assessment report of the Swaziland Youth Employment Fund produced. University of Swaziland: business clinics held for 41 young entrepreneurs; Swaziland Small and Medium-Sized Enterprises (SME) Database created; Computer laboratory for SME training established and equipped with 27 internet-linked computers. The EBDC website created; this project was completed in January 2014. Final outputs included business clinics held for young entrepreneurs; Swaziland SME Database updated; proposals developed and discussions held to support stakeholder platforms on public–private dialogue (PPD), including with the US Embassy, the Small Business Unit in the Ministry of Commerce and Industry, the Federation of Swazi Employers, the Chamber of Commerce, three local government entities (Mbabane City Council, Matsapha Town Board and Manzini City Council), Swazibank, the Swaziland Economic Policy Analysis and Research Council, and Swaziland Investment Promotion Authority.
Uganda	East Africa Local Government Associations/Uganda Ministry of Local Government: Validation and assessment of Uganda's compliance to the Aberdeen principles.

Caribbean

Country	Progress
Anguilla	Implementation of Sustainable Tourism Master Plan: developed a flagship tourism project to create the Anguilla Archaeological Centre/Amerindian Heritage Centre; and fine-tuned and broadened the Tourism Product Development Programme.
Grenada	Senior commercial counsel support to the AG's Office has seen Cabinet approval and implementation of Government Contracts Protocol Policy; and creation of 3000 secured jobs through successful negotiation of national investment and infrastructure projects.
Jamaica	Office of the Parliamentary Council: the expert has led in the preparation of the following substantive Bills: Evidence (Amendment) Bill, 2013; Pesticides and Toxic Chemicals Regulations, 2013; Shipping (Prevention of Pollution of the Sea) Bill, 2013; Fair Competition (Amendment) Bill, 2013; Occupational Health and Safety Bill, 2013; and Law Reform (Fraudulent Transactions) (Special Provisions) Bill, 2013. In addition, a draft manual for the preparation of drafting instructions for government ministries and departments developed and disseminated.

The expert has also prepared the following substantive Bills: Criminal Justice Administration (Amendment) Bill, 2014; Maritime Drug Trafficking Suppression (Amendment) Bill, 2014; Integrity Commission Bill, 2014; Evidence Special Measures (Video Recorded Evidence) (Criminal Proceedings) Regulations, 2014; Shipping (Prevention of Pollution of the Sea) Bill, 2014; and Judicature (Appellate Jurisdiction (Amendment) Act, 2014.

Legislation enacted under the time-bound structural benchmarks agreed under Jamaica's Extended Fund Facility with the IMF included the Fiscal Incentives Act, Taxation Act, Customs Act and Stamp Duty Act. |
| St Lucia | Ministry of Health, Wellness, Human Resources and Gender Relations: Knowledge management strategy developed and complementary policy linkages have been established; human resources (HR) data validation for the health sector and finalisation of the HR database of the existing stock for the public sectors complete; convening of a multi-sector National Human Resources for Health Advisory Group has now been institutionalised within the Ministry of Health; HR module of the Ministry of the Public Services' Smart Stream system has now been acquired by the Ministry of Health to fulfil the role of an HRH workforce planning tool; a draft conceptual proposal for development of HRH capacity within the Ministry of Health has been produced.

National Strategic Development Planning: completed work on the National Sustainable Development Plan (NSDP); prepared situational analyses to support the NSDP for 12 sectors; developed an institutional mechanism in summit working groups and technical core groups to support the integrated consultation for the development of the situational analyses, High-Level Vision Plan and NSDP; contributed on a range of other national-level consultations, including the Caribbean Growth Forum (World Bank), The Future We Want Post 2015 (UN), The Future We Want Post 2015 Dedicated to Children (UNICEF), A Study on Competitiveness of Tourism Sector (IMF/IFC), and the OECS Sector Development Strategies Project; draft National Sustainable Development Plan chapters with strategies, policies, estimated physical targets 2040 and KPIs for successful implementation were completed for four sectors/subsectors: law and justice, crime and security, youth and sports, and infrastructure. A strategic business plan (SBP) and results frame document (RFD) for the Ministry of Tourism have been submitted and presented. On-the-job training for 19 officers is more sector specific, with live cases of integration of inter-sectoral linkages. |

Pacific

Country	Progress
Tonga	The Vital Statistics Preservation and Access Policy has been reviewed and agreed to by the Ministry. Preservation of historic documents, facilitation of access and reference to public records (birth and death) by citizens and government agencies are expected to dramatically increase the effectiveness of public service delivery and access to state benefits. Ministry of Justice: audited and established procedures for the digitisation of birth and death registers. Ministry of Justice: A total of 16 training modules have been produced and delivered to ministry staff. Eight staff have been trained in the processes of basic archival handling, basic conservation, scanning and photographing documents, and archive storage.
Cook Islands	Ministry of Marine Resources: developed a fiscal regime (income tax/royalty/RRP) for seabed minerals; developed a business plan; provided input to the SPC Pacific–ACP States Legislative and Regulatory Framework for Deep Sea Minerals Exploration and Exploitation; revised National Seabed Minerals Policy; established procedures for drafting the necessary regulations for allocating exploration acreage in terms of preparation of drafting instructions; completing second business plan for the SBMA; strengthened working relationships with SOPAC SPC–EU EDF10 Deep Sea Minerals Project team based in Fiji; completed a joint project to undertake analysis of CI polymetallic nodules for rare earth elements; provided training opportunities for Advisory Board members in advance of the STAR conference in November; and completed a comprehensive financial analysis of the in-ground mineral content and value of the main minerals. A National Seabed Minerals Policy for the Cook Islands has been approved by cabinet. The fiscal policy settings for seabed minerals in the Cook Islands has now been approved. The Cook Islands has entered into a joint venture with the Belgian Government-sponsored GSR G-TEC Sea Mineral Resources NV (GSR) to explore seabed minerals in the Clarion Clipperton Zone, extending over 75,000 km^2 with an estimated in-ground value of US$227 billion.

Regional and pan-Commonwealth

Country	Progress
Caribbean	Stronger negotiating positions from Caribbean states at the UNFCCC COP19 informed by fact-based analyses from the work undertaken by the CFTC expert at the Caribbean Community Climate Change Centre.
	CARICOM: CFTC drafters and law reform revision expert have advanced progress on Antigua's law revision exercise, which is now 50% completed. Work on law reform for the Government of Dominica has commenced, with preliminary support also provided to the Government of Guyana. Draft legislation (Marine Pollution Prevention Act 2014) has been submitted to the Government of St Vincent and the Grenadines for consideration. Grenada benefited from drafting support and has now enacted the following: Caribbean Financial Action Task Force (CFATF) compliant legislation – Terrorism (Amendment) Bill; Banking (Amendment) Bill; Off-shore Banking (Amendment) Bill; and Proceeds of Crime (Amendment) Bill.
	CARICOM Secretariat: law reform and drafting expertise provided to Caribbean member states.
	Eastern Caribbean Enterprise Fund (ECEF): A five-year business plan developed; the ECEF Investment Pitch Book developed; a business plan template and preparation manual for potential investee companies developed; and the OECS database of technical consultants, business mentors and related service providers developed.
	Climate change adaptation analysis and planning: completed draft feasibility studies on erection of two saltwater reverse osmosis systems in St Vincent and the Grenadines; trained 21 persons in environmental economics and economics of climate change adaptions; drafted a position paper on natural income accounting; developed a concept note for €15 million to build climate resilience in CARIFORUM; progressing the Centre's application for Regional Implementing Entity (RIE) status under the Climate Adaptation Fund (AF); made presentations at COP19 and at the Cuban Institute of Meteorology (INSMET); prepared a final review of the MR&E framework design, which will help the centre determine if the region is indeed achieving development resilient to climate change as espoused in the regional framework and accompanying implementation plan; completed cost–benefit analyses (CBAs) on the SMART Hospital Initiative for St Kitts and Nevis and St Vincent and the Grenadines; and provided training in environmental economics for two undergraduates and two postgraduates from regional universities.

Country	Progress
Pacific	Increased awareness of and demand for CBA to inform/develop effective and efficient climate change responses at the country level, with specific requests from Kiribati, Fiji, Tuvalu and Vanuatu.
	Strengthening the Office of the Chief Trade Adviser (OCTA) to support Pacific Islands Forum countries in PACER+ negotiations: ongoing development of common negotiating positions in relation to negotiating issues, including rules of origin, regional labour mobility (beyond mode 4), investment, development assistance, focusing on physical infrastructure for trade, trade development and promotion; and trade facilitation, including sanitary and phytosanitary (SPS) measures, technical barriers to trade (TBT), standards and customs procedures, prior to meetings with Australia and New Zealand.
	Climate change and environmental challenges in the Pacific: seven CBAs of Pacific country climate change adaptation projects have been completed and donor resources mobilised; the Pacific Adaptation to Climate Change (PACC) and its CBA pilot/demonstration projects completed; and the final evaluation report of the PACC capacity-building components produced.
	Technical support for meteorological services to Pacific island countries: finalisation and first implementation of the new SPREP 10-year strategic plan for the development of meteorological services in the region (Pacific Island Meteorological Strategy 2012–2021, PIMS); direct in-country technical assistance has been provided to support the development of the Vanuatu Meteorological Service Strategic Plan; the development of a new project for ongoing climate adaptation in the forestry and agriculture sector in Samoa; and the installation and first training in the use of the use of the SmartMet system in the Solomon Islands.
Pan-Commonwealth	Fisheries Mechanism of the ACP Secretariat: technical advice provided to the Fisheries Mechanism in Brussels on development and trade; the EU proposal for a comprehensive fishery strategy on the Pacific region; the EU Common Fisheries Policy; EU Illegal, Unreported and Unregulated (IUU) Fishing Regulation; EU tariff changes for certain fisheries products; the World Bank's Global Partnership for Oceans; bilateral fisheries programmes with the Government of Norway; the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and the United States Agency for International Development (USAID); the alignment of the New Partnership for African Development (NEPAD) Conference of African Ministers of Fisheries and Aquaculture (CAMFA) in 2014 to the meetings of ACP ministers of fisheries and aquaculture; introduction 'Fisheries' into an MoU between FAO and the ACP Secretariat; small-scale fisheries guidelines; and marine piracy issues.
	All outstanding resolutions addressing key issues and articulating the aspirations of ACP states in the fisheries and aquaculture sectors have been adopted by ACP fisheries ministers.

Appendix 2: Commonwealth Secretariat Publications 2013/14

Economic affairs

Assessing Aid for Trade: Effectiveness, Current Issues and Future Directions
Edited by Dirk Willem te Velde and
Mohammad A Razzaque
November 2013

Gender

The Impact of Women's Political Leadership on Democracy and Development: Case Studies from the Commonwealth
Commonwealth Secretariat
June 2013

Anticipatory Social Protection: Claiming Dignity and Rights
Marilyn Waring, Anit N Mukherjee, Elizabeth Reid and Meena Shivdas
October 2013

Public sector development

e-Governance in Small States
Edited by Anthony Ming, Omer Awan and
Naveed Somani
July 2013

New Century Local Government:
Commonwealth Perspectives
Edited by Graham Sansom and Peter McKinlay
September 2013

Small states

Tourism and Inclusive Growth in Small Island Developing States
Mark P Hampton and Julia Jeyacheya
August 2013

Transitioning to a Green Economy: Political Economy of Approaches in Small States
Edited by Nadine Smith, Anna Halton
and Janet Strachan
March 2014

Small States Economic Review and Basic Statistics, Volume 17
Commonwealth Secretariat
June 2014

Youth

Strengthening Sport for Development and Peace: National Policies and Strategies
Edited by Oliver Dudfield
May 2014

Elections

Pakistan General Elections, 11 May 2013
Commonwealth Observer Mission
July 2013

Cameroon Legislative and Municipal Elections, 30 September 2013
Commonwealth Expert Team
January 2014

Rwanda Legislative Election (Chamber of Deputies), 16–18 September 2013
Commonwealth Expert Team
January 2014

Sri Lanka's Northern Provincial Council Elections, 21 September 2013
Commonwealth Observer Mission
January 2014

Swaziland National Elections, 20 September 2013
Commonwealth Observer Mission
January 2014

Maldives Presidential Election, Re-run and Run-off, 7 September, 9 November and 16 November 2013
Commonwealth Observer Group
February 2014

Commonwealth reference books

The Commonwealth Yearbook 2013
Published for the Commonwealth Secretariat by
Nexus Strategic Partnerships
Managing editors: Rupert Jones-Parry and
Andrew Robertson
July 2013

*Commonwealth Governance Handbook
2013/14: Democracy, Development and
Public Administration*
Published for the Commonwealth Secretariat
by Nexus Strategic Partnerships
Managing editors: Andrew Robertson and
Rupert Jones-Parry
November 2013

Commonwealth Education Partnerships 2013/14
Published for the Commonwealth Secretariat by
Nexus Strategic Partnerships
Managing editors: Andrew Robertson and
Rupert Jones-Parry
November 2013

Commonwealth Governance and Growth 2014
Published for the Commonwealth Secretariat by
Nexus Strategic Partnerships
Managing editors: Rupert Jones-Parry and
Andrew Robertson
April 2014

Commonwealth Health Partnerships 2014
Published for the Commonwealth Secretariat by
Nexus Strategic Partnerships
Managing editor: Andrew Robertson
May 2014

Full details available at:
www.thecommonwealth.org/books

Appendix 3: Abbreviations and Acronyms

ACP	African, Caribbean and Pacific group of states
AF	Adaptation Fund
CAC	Central Agencies Committee
CAMFA	Conference of African Ministers of Fisheries and Aquaculture
CARICOM	Caribbean Community
CAPHRG	Commonwealth Africa Parliamentary Human Rights Group
CAYE	Commonwealth Alliance of Youth Entrepreneurs
CBA	Cost–Benefit Analysis
CCCCC	Caribbean Community Climate Change Centre
CCE	Commonwealth Consortium for Education
CCEM	Conference of Commonwealth Education Ministers
CFATF	Caribbean Financial Action Task Force
CFMM	Commonwealth Finance Ministers' Meeting
CFTC	Commonwealth Fund for Technical Co-operation
CGPMG	Commonwealth Gender Plan of Action Monitoring Group
CHMM	Commonwealth Health Ministers' Meeting
CHOGM	Commonwealth Heads of Government Meeting
CLMM	Commonwealth Law Ministers' Meeting
CMAG	Commonwealth Ministerial Action Group
CMWG	Commonwealth Ministerial Working Group
CoL	Commonwealth of Learning
COMSEC	The Commonwealth Secretariat Fund
CSA	Commonwealth Students Association
CYC	Commonwealth Youth Council
CYCN	Commonwealth Youth Climate Change Network
CYMM	Commonwealth Youth Ministers Meeting
CYN	Commonwealth Youth Network
CYP	Commonwealth Youth Programme
CYSDP	Commonwealth Youth Sport for Development and Peace
DCEO	Directorate on Corruption and Economic Offences
DPP	Director of Public Prosecution
DWG	Development Working Group
ECEF	Eastern Caribbean Enterprise Fund
EFCC	Economic and Financial Crimes Commission
EPG	Eminent Persons Group
EU	European Union
EYF	European Youth Forum
FJWU	Fatima Jinnah Women University

FT	Financial Times
GBCSS	Global Biennial Conference on Small States
GBRW	Global Board Ready Women
GDP	Gross Domestic Product
HR	Human Resources
HRCSL	Human Rights Commission of Sri Lanka
IDRBT	India Institute for Development and Research of Banking
ILO	International Labour Organization
IMF	International Monetary Fund
INSMET	Cuban Institute of Meteorology
IOC	Indian Ocean Commission
IQR	Institutional Quality Review
IUU	Illegal, Unreported and Unregulated
KSMS	Kenya School of Monetary Studies
MDG	Millennium Development Goal
MoU	Memorandum of Understanding
NEPAD	New Partnership for African Development
NHRI	National Human Rights Institution
NIHSS	Seychelles National Institute of Health and Social Studies
NSDP	National Sustainable Development Strategy
NWM	National Women's Machineries
OCP	Office of the Clerk of the Parliament
OCTA	Office of the Chief Trade Advisor
OECD	Organisation for Economic Co-operation and Development
OECS	Organization of Eastern Caribbean States
OHCHR	Office of the High Commissioner for Human Rights
OIF	Organisation internationale de la Francophonie
OPPC	Office of Principal Parliamentary Counsel
PACC	Pacific Adaptation to Climate Change
PDD	Project Design Document
PHE	Public Health England
PIMS	Pacific Island Meteorological Strategy
PMIS	Programme Management Information System
PPD	Public–Private Dialogue
RBM	Results-Based Management
REC	Regional Economic Community
RFD	Results Frame Document
RIE	Regional Implementing Entity
SBP	Strategic Business Plan
S-G	Secretary-General
SIDS	Small Island Developing States
SME	Small and Medium-sized Enterprise
SPREP	Secretariat of the Pacific Regional Environmental Programme
SPS	Sanitary and Phytosanitary

SQL	Structured Query Language
TBT	Technical Barriers to Trade
ToT	Train the Trainer
TSA	Treasury Single Account
TWG	Technical Working Group
UHC	Universal Health Coverage
UN	United Nations
UNDESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UN-Habitat	United Nations Human Settlement Programme
UNHRC	United Nations Human Rights Council
UNICEF	United Nations Children's Fund
UoJ	University of Jaffna
UPR	Universal Periodic Review
UWI	University of the West Indies
VES	Voluntary Exit Scheme
WAMM	Women's Affairs Ministerial Meeting
WPAY	World Programme of Action on Youth
WTO	World Trade Organization
YDI	Youth Development Index
YPP	Youth Professional Programme