

Commonwealth Secretariat Annual Results Report

2014/2015



The Commonwealth

PROGRESS REPORT

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Introduction

This Annual Results Report summarises the Secretariat's performance in 2014/15, the second 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 four main parts:

- **Part 1: programme outcomes**
 - **Part 2: enabling outcomes**
 - **Part 3: internal outcomes**
 - **Part 4: financial performance**
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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, and 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 an impact story that provides evidence of a tangible result in a related area.

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 1.

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. This section also highlights key challenges that have been faced by the Secretariat during the second year of the Strategic Plan.

Part 4 has been added in this report to provide a financial overview of budgets and spending to achieve the results of the strategic plan. Information is also provided regarding spending per region.

There are three appendices. The first appendix provides information on expert placement under technical assistance programme. The second lists publications by 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 2014/15, the Secretariat produces six-monthly reports which focuses on progress towards outcomes and outputs. The Annual Results Report presents progress towards achieving the indicators in each intermediate outcome. Together, they provide a comprehensive picture of the Secretariat's work towards achieving the outcomes of the new Strategic Plan.

Executive Summary

With a new staff structure in place, the Secretariat was able to make good progress in the second year of the Strategic Plan.

Commonwealth Observer Groups (COGs) monitored 13 elections in 11 countries. The Commonwealth Class initiative advanced understanding of the Commonwealth and its values in more than 100,000 schools across the Commonwealth.

The Commonwealth reached an important milestone in efforts to prevent, and eradicate child, early and forced marriage with the signing of the Kigali Declaration by 16 members of the Commonwealth. This reporting period also saw a substantial reduction in the backlog of judicial cases in **Seychelles, Kiribati** and **Vanuatu** due to Secretariat support.

A community of practice consisting of education policy makers, planners and professionals was established and launched as part of the Commonwealth Education Hub. The Health Ministers meeting focused on Universal Health Coverage (UHC), while Education Ministers agreed to establish a Commonwealth Accelerated Development Mechanism for Education to help advance the Sustainable Development Goals (SDGs).

The Secretariat launched its Young Professionals Programme (YPP) which will provide 27 young people with the opportunity to work at the Secretariat and bring youth perspectives to our work. The Youth Development Index (YDI) continues to be a model for national youth indices valued by a wide variety of stakeholders, including many outside the Commonwealth.

Jamaica developed a National Export Strategy (NES) with Secretariat technical assistance while conferences held ahead of the World Trade Organisation's (WTO) 10th Ministerial Conference in Nairobi and 5th Global Aid for Trade Review prepared Commonwealth states to participate meaningfully in negotiations. New debt management software has been well utilised with 50 per cent of the users utilising the new software. Agreements on Maritime boundaries were reached for **Barbados** and **St Vincent and the Grenadines**,

St Kitts and Nevis, Fiji and **Tuvalu**, while **Ghana's** submission for Extended Continental Shelf was approved.

Consensus was reached for a pilot phase of the Climate Finance Skills Hub. The Secretariat expanded its resilience work in the Caribbean with the project for a Strategic Vision for the Caribbean 2050.

The Secretariat successfully brought the issue of the debt problem of many member states to the Annual Commonwealth Francophonie-G20 Dialogue. A Commonwealth Connects platform was established for accredited Commonwealth organisations.

On the corporate side, almost 80 per cent of the 164 vacant positions were recruited during the year. The year saw an improvement in gender balance with 59 per cent female appointments in 2014/15, and in national diversity with an increase of 4 member countries to a total of 36. The Secretariat received unqualified financial statements for both the ComSec fund and the Commonwealth Fund for Technical Cooperation (CFTC). The iLibrary is averaging 5,000 downloads a month enabling the Secretariat to reach a wider audience for its publications across all regions.

During 2014/15, the Secretariat conducted six evaluations, an end of term review and an impact study. The evaluations are an important part of organisational learning and draw out lessons on how the Secretariat can demonstrate better results. The Secretariat had KPMG audit its Strategic Business and Planning processes as well as those for project outcomes and delivery. The Secretariat was judged to have good practices in place with a number of improvements suggested including the addition of baselines and targets.

The end of the 2014/15 financial year marked the mid-term point in the Strategic Plan, and the Secretariat has begun a Mid-Term Review to strengthen its Strategic Results Framework with more robust indicators and will update its Strategic Plan document.

Part 1: Programme Outcomes

1. Democracy

Greater adherence to Commonwealth political values and principles

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

'The independent and objective role by the Commonwealth team contributed to the peaceful transitioning to the new government and the safeguarding of the tenets of our democracy. For this we in the private sector are grateful.'

Ramesh Persaud
Chairman Private Sector Commission of Guyana Ltd

Results of the reporting period include CMAG's decision to restore **Fiji** to full Commonwealth membership after the country held credible elections and returned to constitutional civilian democratic government.

The Secretariat observed 13 elections in 11 countries: **Botswana** (national), **Dominica**, **Guyana** (national and regional), **Lesotho** (national assembly), **Mozambique** (national), **Nigeria** (presidential and national assembly), **Namibia**, **St Kitts and Nevis** (parliamentary), **Solomon Islands** (general), **Sri Lanka** (presidential) and **Papua New Guinea** (sub-national). All were judged to have credible results in accordance with Commonwealth norms and recommendations for further improvement in their quality were made.

The observer groups' work in **Guyana** and **Papua New Guinea** (PNG) drew praise, whilst the Prime Minister of Vanuatu lauded the Secretariat's assistance with facilitating a dialogue among the country's political leaders as "the first significant step in our efforts to strengthen the democratic processes in the country."

The Commonwealth Class initiative with the British Broadcasting Corporation (BBC) and British Council reached 108,923 schools across the Commonwealth through face to face, online and broadcasts, surpassing its goal of 100,000.

This programme outcome had a **total approved budget** of £5,013,071, with expenditures of £3,969,046.

The following chart shows progress towards 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	In recognition of the credible elections and assumption of office by a democratically elected government, CMAG rescinded Fiji 's suspension in September from the Councils of the Commonwealth and reinstated Fiji to full membership within the Commonwealth family. Although there is currently no country present on the formal CMAG agenda, CMAG reviewed a number of country situations at its March meeting, received a report on the Secretariat's activities to promote the Commonwealth's fundamental political values and advanced discussion of ways to enhance its work in a more proactive and positive way.

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	<p>The Secretary-General's Good Offices contributed to the determination of a way forward in Lesotho following a political crisis. The Secretariat worked in partnership with the Southern African Development Community (SADC) to enable the Lesotho Parliament to be recalled and to create a basis for fresh elections which successfully took place in February 2015. The Secretary-General's Special Envoy worked with the members of the newly formed Coalition Government to draft a Coalition Agreement which enjoys the buy-in of all coalition members.</p> <p>In Lesotho, Maldives, Mozambique and Swaziland, the Secretariat engaged the wider international community in building a coherent international strategy and implementation plan, and partnerships to support it. In particular, the Secretariat worked closely with South Africa, United Nations Development Programme (UNDP) and SADC.</p>
Member states able to prevent, manage and overcome internal differences	<p>A Political Leaders Dialogue on Reform in Vanuatu in March 2015, facilitated by the Secretariat, reached consensus to address political reform to strengthen the stability of government through regulation and reduction of motions of no confidence, strengthening political parties, reform of the political system and strengthening parliamentary effectiveness.</p> <p>Electoral offices in Mozambique were better able to manage and resolve disputes in the provinces during the country's election and post-election period thanks to conflict prevention/resolution training provided before the October 2014 elections.</p> <p>Strengthening relations with regional organisations such as the African Union (AU) and the Caribbean Community and Common Market (CARICOM) was a priority of the Secretary-General through the reporting period.</p>
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	<p>Commonwealth Observer Groups (COGs) were sent to 13 national, parliamentary, presidential and sub-national elections in 2014/15.</p> <p>Demonstrable improvements were noted in eight elections where previous COG recommendations were implemented, including:</p> <ul style="list-style-type: none"> • Mozambique simplified processes to resolve election-related disputes. • Solomon Islands established a national biometric voter registration system. • Lesotho amended its National Assembly Electoral Act to provide a sound basis for conducting transparent and credible elections and focused on strengthening the credibility of the register. • Nigeria restructured its Independent National Electoral Commission, created a biometric register of voters and introduced continuous voter registration. • In PNG's Autonomous Region of Bougainville, the facility for out-of-constituency voting was expanded.

<p>National election management bodies engaged in information and knowledge exchange through the Commonwealth Electoral Network and implementing Commonwealth Observer Groups' recommendations</p>	<p>The Commonwealth Electoral Network (CEN) Steering Group has supported a refocusing of the CEN to implement COG recommendations, clarified governance arrangements and clarified CEN Working Group Outcomes.</p> <p>Electoral good practice in the Commonwealth's Asia region was the focus of a Junior Election Professionals (JEP) workshop conducted with the India International Institute for Democracy and Election Management. The Asia region workshop, held in March in India, was the fourth of a series of five pan-Commonwealth and regional training events organised by the Commonwealth JEP Initiative. Launched in June 2013 and funded by the Australian Government Department of Foreign Affairs and Trade, the JEP Initiative provides professional development and networking opportunities to more junior-level staff of Commonwealth Electoral Management Bodies (EMBs). The training event was attended by 12 participants (6 men and 6 women) from 6 regional CEN members, comprising: Bangladesh; India; Malaysia; Maldives; Pakistan and Sri Lanka.</p> <p>CEN's Commonwealth Connect workspace facilitated knowledge exchange through the posting of the 2014 Biennial Conference report which summarised good practices for each topic discussed at the conference, along with the challenges and lessons learnt, and provided additional sources for support and assistance.</p>
1.4	Value of respect and understanding advanced
Indicator	Progress
<p>Member states initiating programmes and projects in line with the Respect and Understanding approach</p>	<p>Commonwealth Class, a partnership between the Secretariat, the BBC, and the British Council offered online teaching and learning resources to advance understanding of the Commonwealth, global citizenship, and the values of the Commonwealth Charter. Through classroom activities and online debates, the programme brought together schools and children from across the Commonwealth to mark the run-up to the Glasgow 2014 Commonwealth Games.</p> <p>Its impact exceeded expectations reaching 108,923 schools. In the team element, 168 schools and 480 teachers worked on an in-depth internationally collaborative project in cross-Commonwealth 'teams'.</p> <p>The Secretariat is working with the British Council on Phase 2 of Commonwealth Class for schools to maintain the engagement with the Commonwealth.</p>
<p>Global advocacy opportunities to advance Respect and Understanding values</p>	<p>Efforts in 2014-15 focused on developing a project to promote mutual understanding by looking to best practices and lessons learnt to realise post-violence reconciliation, recovery and development.</p>

A Commonwealth Class Story from South Africa

The following Impact Story was prepared by Reginald Assur, Mount View High School for the Commonwealth Class Phase 1 final report

Mount View High School is situated in Hanover Park, in an area infested with drugs, gangs, unemployment and abuse. The sound of gunshots can be heard from all four corners of Hanover Park. Our learners walk to school with fear in their eyes. Their minds are not on the daily routine of the school day but on getting to school and home safely.

Here at Mount View High we do not take a back step because of difficulties; we act proactively in order to be successful. Mount View High rose from the ashes baffling the imagination to become a global citizen of the Commonwealth. Teacher and learner involvement in Commonwealth Class gave us a sense of pride. We took whatever resources we had and developed them into an identity of the Commonwealth. Our young people know where they come from. They are not shy to express themselves. Commonwealth Class project uplifted the spirits of our learners and community. It gave us hope and dignity. We are proud to be a citizen of the Commonwealth.

With our involvement with Commonwealth Class, Mount View High rose from the ashes to become a school with international recognition. Commonwealth Class creates a space for learning and development. Our learners were down and out. Their morale and self-esteem was very low. Our pride was given back to us. The young people of our school were exposed to international learning and global citizenship. The international learning experience taught them the values and humanity of the Commonwealth. Learners at our school are getting stronger. Commonwealth Class laid a foundation to build on. It gave us building blocks to use for further development in international learning.

To be a partner, citizen and member of the Commonwealth, success is continuing. More stories will develop in Commonwealth Class involvement. Global issues are more understandable and serves as encouragement to take actively part. We rose to global pride.

Reginald Assur, Mount View High School

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.

Results include signing of the Kigali Declaration by 16 institutional members of the Commonwealth Forum of National Human Rights Institutions (CFNHRI) in May which established the framework for NHRI efforts to prevent and eradicate child, early and forced marriage; the Secretariat's contribution

'One of the most important things I've learnt from the 2015 Commonwealth Pacific Forum of Central Agencies is that good coordination and communication between central agencies is pivotal to the success of delivery of the executive government's programmes. Without this, there can be discontent and misunderstanding. We also need to get news to the people so they can understand what the government is doing.'

Eliam Tangirongo
Chairman, Public Service Commission, **Solomon Islands**

to the development of indicators for SDG16; and capacity strengthening of judges and magistrates in member states in Africa and in **Maldives**. The declaration was cited as a promising practice by UN Women, the African Commission on Human and People's Rights, civil society, traditional leaders and referenced in research completed by the Royal Commonwealth Society (RCS) and Plan UK and launched at the Conference of Commonwealth Education Ministers (CCEM) in June.

Three member countries (**Seychelles, Kiribati** and **Vanuatu**) had a substantial reduction in the backlog of judicial cases thanks to the Secretariat's help to strengthen the capacity of the judiciary.

In **Tonga**, a Judicial Services Commission was established, following work to make the judiciary more independent.

The Secretariat continued to support members to strengthen public service delivery, including through convening the well-received 2015 Commonwealth Pacific Forum of Central Agencies.

This outcome had a **total approved budget** of £3,850,894 with expenditures of £3,260,017

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

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	<p>Progress advanced on establishing an NHRI in Jamaica by December 2015 and on strengthening the NHRI in Seychelles in line with the Paris Principles.</p> <p>15 NHRIs signed the Kigali Declaration as a comprehensive framework for NHRIs to strengthen and calibrate their efforts to prevent and eliminate Early and Forced Marriages. The declaration contains a number of key commitments including: monitoring enforcement of legislation; improving data collection and; promoting compulsory education for girls. NHRIs are currently preparing action plans to implement the declaration.</p> <p>Following the Kigali process the Secretariat contributed to, and facilitated the participation of NHRIs in the Child Marriage Dialogue convened by the African Commission on Human and People's Rights and the Human Rights Centre of the University of Pretoria in Nairobi in June 2015. The Dialogue served as a critical platform for government stakeholders, community, traditional and religious leaders from Kenya, Malawi and Uganda to discuss child marriage, make recommendations and design solutions for tackling the issue in their respective communities.</p>
Member states with policies, plans and legislation	The Human Rights Commission of Sri Lanka adopted and validated a reconciliation action plan developed by the Secretariat.
More national interlocutors engaged in protection and promotion of human rights	Senior officials from 14 NHRIs across different Commonwealth regions completed training to explore ways of preventing, managing and resolving human rights related disputes. Participants reported strengthened knowledge and ability to use mediation and negotiation within their work. The programme, hosted by Malaysia , the CFNHRI Chair, saw equal participation of men and women.

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	<p>Parliamentarians in the Commonwealth Africa Parliamentary Human Rights Group (CAPHRG) began implementing their pledges under the Mahé Declaration. In May, the Group developed a strategic plan for the implementation of the Declaration. Members' capacity was developed in: innovative use of parliamentary tools for rights promotion and protection; more effectively holding independent institutions to account; improving cooperation between national human rights institutions and Parliament and; strengthening advocacy efforts and abilities around issues of regional interest, such as equality and non-discrimination and child, early and forced marriage.</p> <p>The Kenyan Parliament also established a Parliamentary Human Rights Caucus to advance protection and promotion of human rights.</p>
Member states that have progressed in the implementation of the international and regional human rights mechanisms including UPR, through Secretariat technical assistance	<p>Human Rights Education Curriculum for Secondary Schools in Mauritius, developed by the Secretariat, was adopted by the government. This is in pursuance of accepted UPR recommendations from 2009 and 2013.</p> <p>Technical assistance for UPR examination and reporting was delivered to Seychelles, Dominica, Kiribati, Grenada, Guyana and Malawi.</p>
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	<p>A Judicial Services Commission has now been established in Tonga. The role of the judiciary which had been compromised by the 2010 Constitution was corrected and made independent. Implementation of constitutional reforms to be compliant with the Commonwealth (Latimer House) Principles have also begun.</p>

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	<p>Botswana is currently making use of the Commonwealth Model Law on Computer and Computer-related Crime in revisions of its national cybercrime legislation.</p> <p>Jamaica is currently developing procedural rules on the recovery of proceeds of crime based on the Commonwealth model legislation jointly developed with the United Nations Office on Drugs and Crime (UNODC) and the International Monetary Fund (IMF).</p> <p>The Commonwealth countries in the Caribbean region, through their Directors of Public Prosecutions, have resolved to establish a regional Assets Recovery Network for the Caribbean countries similar to the Assets Recovery Network of the Southern Africa countries.</p> <p>Member States in the Caribbean region, through a regional meeting organised jointly by the Commonwealth and the Hague Conference on Private International Law, have recognised the value of accession to the Hague family and commercial law conventions and agreed to strengthen understanding of factors that may affect ratification decisions, and to encourage the designation of members of the International Hague Network of Judges.</p> <p>The Commonwealth Model law provisions for the Common law jurisdictions on money laundering, financing of terrorism and recovery of proceeds of crime's review were finalised in September 2014.</p> <p>National capacities in the administration and delivery of justice were also strengthened in Uganda, South Africa, and member countries of the Caribbean region.</p>
Member states with substantial progress in law reforms for effective delivery of justice	The Secretariat's technical support enabled political leaders in Vanuatu to reach consensus on addressing a number of legal and political issues, including through law reform in the areas of motions of no confidence, strengthening of political parties, reform of the electoral system, and strengthening parliamentary effectiveness
Member states with a reduced backlog of cases	The backlog of cases were reduced substantially in three member countries as a result of the Secretariat's help to strengthen the capacity of the judiciary. In Seychelles , the backlog of criminal and civil cases were reduced by more than 70 per cent and 25 per cent respectively. In Kiribati , court staff and judicial officers received training to improve efficiency, and a target number of cases per session have been introduced to raise the pace of backlog clearance. In Vanuatu , a Master of the Court has been posted to institutionalise processes to continue with the reduction of backlog cases and improve administration of justice for commercial 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	<p>A regional consultative meeting in Zambia on model law with judicial services commissions produced recommendations which formed the basis of the first draft of model law in September.</p> <p>New Civil Procedure Rules and Practice Directions produced and delivered to the judiciary of Guyana with judges, lawyers and court officials trained in provisions of Civil Procedure Rules and Directions in November.</p> <p>Latimer House principles on judicial independence were promoted at the Commonwealth Magistrates' and Judges' Association conference in Zambia and in Nairobi at the East African Magistrates' and Judges' Association conference.</p>
2.6	Improved public administration
Indicator	Progress
Member states with more effective institutions at the centre of government	<p>Antigua and Barbuda resolved to establish a Policy Unit within the Cabinet Office on the conclusion of a consultative forum supported by the Secretariat.</p> <p>The Secretariat is providing expert support to strengthen institutional, policy and administrative capacity in the Prime Minister's Office in Grenada by focusing on improved functional administration and strengthening the monitoring and evaluation unit with the Cabinet Office.</p>
Anti-corruption and public procurement agencies functioning effectively through networks	<p>Initiatives to support anti-corruption agencies focused on research, capacity building and networks.</p> <p>An expert roundtable on anti-corruption research, held at Marlborough House with representatives from the World Bank, Transparency International, DFID, and a Kenyan Supreme Court Judge, recommended that the Commonwealth pursue research on what works in the fight against corruption in Africa. Senior leadership of Anti-Corruption Agencies in Africa benefitted from capacity building training in Botswana and Namibia on effectively managing their agencies, public/community education and corruption prevention, and the development of relevant monitoring and evaluation strategies. The main network of these agencies, the Association of Anti-Corruption Agencies in Commonwealth Africa, held their fifth annual conference in Tanzania which enabled them to discuss cooperation, entrench their community of practice and learn from mutual challenges and innovations.</p> <p>An anti-corruption network (the Association of Integrity Commissions and Anti-Corruption Bodies in the Commonwealth Caribbean) was created for the Caribbean region.</p>
Member states strengthening democratic oversight of public financial management standards	<p>Member countries will benefit from expanded Secretariat support in this area due to the recruitment of a Public Financial Management Adviser.</p>
Small states applying comparative experience to develop more effective public administration.	<p>The Secretariat has completed a diagnostic study for The Bahamas regarding how to upgrade and restructure its public service.</p> <p>A Decentralisation Strategy was developed for Sierra Leone and is helping make a substantial contribution to establishing an effective, efficient and equitable public governance system at the district level.</p>

The Kigali Declaration – from aspiration to action to end child, Early and Forced Marriage in the Commonwealth

Following the Commonwealth Heads of Government Meeting (CHOGM) mandates in 2011 and 2013, the Secretariat has developed specific actions to tackle the issue of early and forced marriage (EFM). In 2013, the first Roundtable on Early and Forced Marriage was held in London. EFM was the focus of the Human Rights Day commemoration in 2014, and in 2015 the Secretariat convened, under the auspices of the Commonwealth Forum of National Human Rights Institutions (CFNHRI), a working session focused on the role of NHRIs in the prevention of EFM across the Commonwealth, involving 42 participants from 15 CFNHRI members.

One of the firm outcomes of the working session was the Kigali Declaration. In the Declaration, NHRIs acknowledged that EFM presents a serious and persistent violation of the rights of young women and girls and causes irreparable damage to victims and society as a whole.

The Kigali Declaration sets out a comprehensive framework for NHRIs to take forward, strengthen and calibrate their efforts to prevent and eliminate EFM in their respective countries. The Declaration contains a number of key commitments, which includes the monitoring of the enforcement of legislation; strengthening partnerships with traditional and religious leaders; improving data collection and promoting compulsory education for girls.

During the working session, participants began developing action plans framed within the Declaration in order to give practical effect to operationalise this document.

The Declaration was hailed as an important milestone in strengthening Commonwealth efforts to prevent and eradicate EFM and acknowledged as a promising practice by UN Women and the African Commission on Human and People's Rights as well as by civil society organisations.

Paramount Chief Kyungu, who has been working closely with the Malawi Human Rights Commission in engaging religious leaders and chiefs in rural Malawi described the Declaration as an important tool to galvanise action on the ground. He also highlighted how the Kigali Declaration brings together efforts of a variety of actors in different parts of the Commonwealth: "Until now, we've had no linkages. Each country has been trying to address the issue of child marriage independently. The Commonwealth is trying to introduce these linkages through the Kigali Declaration".

3. Social development

Enhanced positive impact of social development

This strategic outcome encompasses health, education and gender. Over the past year, the programming of interventions in health and education underwent a significant redesign to facilitate a greater focusing of Secretariat's efforts through alignment with the global post-Millennium Development Goals (MDG) agenda on Sustainable Development Goals (SDG). In the Health sector, programming will address the need for updated

Universal Health Coverage (UHC) and Non-Communicable Disease (NCD) policies in member countries. The education focus is on modernising member countries' policies to better reflect SDG principles. On gender, the Secretariat will continue to advance the principle of gender equality through the mainstreaming of gender in its own work and through support to member countries in strengthening gender considerations across national policy frameworks.

Results emerged through the 13th meeting of the global **Commonwealth Gender Plan of Action Monitoring Group (CGPMG)** held in New York

alongside the Annual Consultation of National Women’s Machineries including: the strengthening of partnerships with the **African Union** and **Rwanda** to advance the participation of women in politics and leadership and with UN Women for collaboration on Violence Against Women and Girls (VAWG), women’s political participation, distance learning, gender responsive budgeting, gender mainstreaming and women’s empowerment.

During the reporting period the annual Commonwealth Health Ministers Meeting focused their discussions on UHC with an emphasis on ageing and good health and called on Heads of Government to collectively support the call for inclusion of UHC as one of the health goals in the post-2015 SDGs. Education ministers in their triennial meeting, agreed to establish a Commonwealth Accelerated Development Mechanism for Education (CADME) to assist with the implementation of the SDGs in Commonwealth countries. In addition, they established a Commonwealth Education Ministers Action Group to take forward recommendations of the 19th CCEM. (Conference of Commonwealth Education Ministers).

The conference (of Commonwealth Education Ministers) was vital indeed in the context of determining Commonwealth strategies for education with a focus to post-2015 agenda.

Nurul Islam Nhid
Minister of Education, **Bangladesh**

The Secretariat is also assisting the **Sierra Leone** Ministry of Health and Sanitation to strengthen the public health system for effective prevention, control and management of disease outbreaks, in the wake of the Ebola virus disease outbreak.

This outcome had a **total approved budget** of £2,007,555 and expenditures of £1,628,192.

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

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	<p>The Secretariat’s draft publication ‘<i>Accelerating Progress Towards Universal Health Coverage in the Commonwealth</i>’ facilitated consensus on the way forward at a UHC Advocacy event where 16 member countries were represented.</p> <p>Commonwealth Health Ministers at their 2015 meeting recommended that Heads of Government recognise the importance of cooperation across the Commonwealth to strengthen health systems.</p>
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.	<p>A progress report on MDGs and Education for All (EFAs) in the Commonwealth, <i>Education in the Commonwealth - Quality Education for Equitable Development</i>, was produced by the Secretariat as well as a guidebook on good educational practices, Guidebook of Educational Initiatives in the Commonwealth.</p> <p>The Nassau Declaration, issued by Ministers of Education at their June 2015 meeting, stated that the Commonwealth Secretariat would develop effective policy frameworks to support efforts in equity and quality, to be adopted by member states that wish to do so.</p>

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	<p>Knowledge sharing was facilitated during the 2015 annual consultation of National Women's Machineries aligned to the 59th Session of the UN-CSW theme: 'Women's Political Leadership within Beijing+20 and post-2015 Development Agenda'. Members contributed to the global debate on issues including the 30 per cent global target for women in accordance with the Beijing Declaration, and the SDGs and Plan of Action. They also recommended strategies to consolidate the gains, and consider mechanisms to increase women's political participation at decision-making levels across regions.</p> <p>The two side-events held prior to the meeting in partnership with the African Union (AU) and Government of Rwanda centered on advancing women's political participation and leadership at all levels of decision-making.</p> <p>The Rwanda high-level side event explored specific mechanisms for universal application as a commendable model for the Commonwealth. The report would be launched at the CHOGM Women's Forum in Malta.</p> <p>The AU-Commonwealth meeting resulted in a strengthened partnership aimed at building the capacity of electoral management bodies, political parties and women organisations to advance the participation of women in politics and leadership.</p>
Secretariat's resources, including annual budget allocation, training and capacity building, actively support gender equality	The Secretariat integrated gender into monitoring and reporting tools, rolled out an action plan to sensitise staff and management and provided direct support to the design of projects. The gender team made pro-active contributions to the development of the new staff handbook. A new gender mainstreaming strategy is being developed. These measures to strengthen mainstreaming were taken in response to the results of a survey of Secretariat staff that found 83 per cent of respondents agreed that gender mainstreaming was critical to the Secretariat's Strategic Plan although just over 60 per cent saw gender equality as relevant to the work of their division.
Secretariat's programmes, projects and services address gender gaps	Gender considerations were incorporated into the Secretariat's newly drafted UHC policy. The Secretariat also briefed Commonwealth Education Ministers on relevant gender equality concerns during 19th CCEM.
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	<p>Trinidad and Tobago commenced implementation of Gender Responsive Budgeting using guidelines prepared with Secretariat support.</p> <p>The Commonwealth launched its first knowledge-sharing network to help facilitate dialogue on education across member countries at the Conference of Commonwealth Education Ministers. The website www.thecommonwealth-educationhub.net has a wealth of resources, best practice examples and country reports for policy makers and professionals.</p> <p>The Commonwealth Health Exchange, a new web-focused strategy to provide a platform to connect the communities of all doctors, nurses and allied healthcare practitioners, was presented to Health Ministers at their annual meeting.</p>

Integrating gender into Universal Health Coverage policy development

As the Commonwealth Secretariat embarked on its work programme to assist member countries in their development and review of universal health coverage (UHC) policy, there was recognition that the Secretariat could uniquely contribute to integrating gender into the policy development and review.

Concurrent with this development in 2014, the World Bank was seeking opportunities for collaboration in health, particularly on their Health in Africa Initiative, which required strengthening to better target underserved populations and address gender concerns.

The Secretariat, through its Gender and Health Sections provided technical input to the World Bank study: Barriers and Opportunities for Women's Participation in the Health Private Sector in Africa. The collaborative work identified the barriers to equitable participation of men, women and young people in the health sector and highlighted the relevance to effective universal health coverage.

This technical engagement also identified the following critical lessons that are informing the Secretariat's programming of support to member countries in UHC policy review and development.

- A robust gender approach to policy development and review must be identified from the outset of the process, including through all consultation processes.
- The development of effective and relevant solutions to mitigate gender disparities must go beyond recognition and measurement of the disparities and be informed by the interrogation of the socio-cultural and economic drivers that contribute to, and entrench, these disparities.
- All aspects of the health system framework must be adequately analysed - including institutions, workforce, financing, governance, logistics, information systems and service delivery - for gender-related barriers and gaps that can undermine universal access to health care and health facilities.
- Gender disparities in the workforce are recognised as reflective of the inequality between men and women that starts in the household and remains throughout the life cycle and therefore mitigation strategies require a comprehensive and in-depth approach.
- Recognising these disparities and their causes in the health sector can lead to equity and non-discriminatory actions to, among other things, ensure that female health professionals have equal opportunities to their male counterparts at all levels in the health systems.
- Societal and institutional barriers rooted in socio-cultural factors and practices exclude women from economic participation and from financial aspects of community and household life.
- The identification of the causes of gender disparities in society can help policy stakeholders design and implement national gender policies that facilitate improved social and economic outcomes for both men and women.

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 young people to meaningfully participate and take forward youth-led initiatives.

The website platform for young people, www.yourcommonwealth.org, was redesigned with 240 articles posted, and attracted 78,578 unique users.

Results include the launch of the Young Professionals Programme (YPP) which will enable 27 young people to work across the Secretariat and bring youth perspectives to our work. The new positions have garnered a great deal of interest with 4,677 applications received for the 22 YPP posts advertised to date. By the end of June 2015, 17 young professionals had been recruited (53 per cent female /47 per cent male).

Commonwealth youth networks and platforms were expanded significantly over the year, with the establishment of national youth councils in **Guyana** and **Sierra Leone**; and Commonwealth Alliances of Young Entrepreneurs (CAYE) at the regional level for Caribbean-Canada and East Africa. The model for the young entrepreneurs' alliance, the CAYE- Asia, saw over US\$1 million in trade between participants, and held its annual summit in **Brunei**.

The Secretariat's flagship Youth Development Index (YDI) has become a model for national youth indices with a wide variety of stakeholders, many outside the Commonwealth, using the index to benchmark progress in youth development. It continues to have a broad impact, for example, **Fiji** and **Philippines** have developed their own YDIs by building on the Commonwealth YDI model, while YouthPolicy.org uses the YDI to track progress on youth policy globally and as a benchmark for policy development, UNDP Asia/Pacific uses it as part of their regional and national reporting and priorities framework, and Victoria University includes it as part of its Youth Work curriculum. It was also a key feature of the Evidence Based Youth Policy Workshops conducted in partnership with UN and regional partners (see Impact Story).

This outcome had a **total approved budget** of £2,126,689 with expenditures of £1,220,852.

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

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	<p>Capacity for evidence-based youth policymaking expanded in Africa and the Caribbean through regional workshops in partnership with UNDP, (United Nations Department for Economic and Social Affairs (UNDESA), UN Habitat and CARICOM resulting in prioritisation of youth policies and requests for assistance to review National Youth Policies. (See impact story)</p> <p>Sri Lanka used Commonwealth processes in the development of a new National Youth Policy while, Bangladesh was supported to develop a revised National Youth Policy and National Action Plan during the reporting period.</p> <p>The YDI continues to have a broad impact, Fiji has used the model to develop its own YDI, while YouthPolicy.org uses the YDI to track progress on youth policy globally and as a benchmark for policy development and UNDP Asia/Pacific use it as part of regional and national reporting and priorities framework.</p>
Member states engaged in promoting the professionalisation of youth work	<p>Sri Lanka agreed a national framework to provide for the professionalisation of youth work. Malta finalised a Youth Work Profession Act as part of their youth policy framework. Youth work as a priority was reflected and adopted in the national youth policies of Malaysia and Sri Lanka.</p> <p>An important step was taken to professionalise youth workers across the Commonwealth with the signing of a Memorandum of Understanding (MoU) between the Secretariat, the Commonwealth of Learning and the University of the West Indies (Open Campus) for development of a global consortium for the Diploma and Bachelor of Youth Development Work.</p> <p>The annual Commonwealth Youth Work Week campaign was undertaken during the period to promote the professionalisation of youth work, including youth work degree and diploma. This included the announcement of the Commonwealth Youth Worker of the Year Awards 2014.</p>
Member states that adopt sports as an approach to development and peace	<p>Programme priorities on Sports for Development and Peace (SDP) were agreed by both the Commonwealth Sports Ministers and the Commonwealth Advisory Body on Sport. In addition, the Commonwealth action on 'Sport and the post-2015 agenda' has led to strong engagement with partners such as the United Nations Educational, Scientific and Cultural Organization (UNESCO), and a framework for use of sport to deliver Sustainable Development Goals developed through 3 roundtables and consultations which involved 17 member countries, UN agencies and key sport stakeholders.</p> <p>The Commonwealth Youth SDP (CYS DP) Working Group developed and launched a Commonwealth SDK Advocacy Toolkit and has delivered associated capacity building in Australia, India, Kenya and Trinidad and Tobago.</p>

4.2	Young people empowered and supported to participate meaningfully and to take forward youth-led initiatives
Indicator	Progress
# of established and functional national, regional and pan-Commonwealth youth networks and platforms	<p>2014/15 saw the establishment of National Youth Councils in Guyana and Sierra Leone; and Commonwealth Alliance for Young Entrepreneurs at the regional level for the Caribbean-Canada and East Africa.</p> <p>Ministerial meetings served as important platforms for the voices of young people. Regional Youth Ministers Meetings convened by the Commonwealth in Africa and Caribbean included national youth leaders, and reached consensus on youth policy priorities including: youth employment, post-2015 development framework, national youth policy design and implementation and professionalisation of youth work. A key priority from the Commonwealth Students Forum on the role and contribution of national student associations, was adopted by the Commonwealth Education Ministers at their meeting in The Bahamas. The CYSDP's policy recommendations were adopted in the outcome document of the Commonwealth Sports Ministers meeting in Glasgow. Members of the Commonwealth Youth Climate Change Network contributed to the UN Small Island Developing States (SIDS) Conference in Samoa and developed a set of recommendations for the upcoming COP21 (Conference of Parties) meeting in Paris.</p> <p>The Commonwealth Youth Council (CYC) played a key role in the Regional Youth Ministers Meetings as co-convenor of the Youth Leaders Forums. Similarly it is partnering as the co-convenor of the tenth Commonwealth Youth Forum to be held in Malta at CHOGM in November 2015.</p> <p>The Secretariat successfully launched its YPP which provides entry-level opportunities to build the capacity and knowledge of talented young development professionals from across the Commonwealth, bringing informed youth perspectives and ideas into the Secretariat's work. By the end of the reporting period, 17 of the 27 positions had been recruited.</p>
# of national, regional and international institutions and mechanisms with increased capacity in youth development and youth-led programming	<p>The Secretariat supported the Commonwealth Students Association (CSA) to deliver programmes in member countries including planning and education materials for disabled higher educational students in Sri Lanka; youth exchange and youth dialogue through Conduct India –Sri Lanka; building national students association in Maldives; ICT initiative to develop student body websites in Bangladesh.</p> <p>At the Conference of Commonwealth Education Ministers, the CSA co-chaired the Commonwealth Students Forum and produced recommendations on Quality Education for Equitable Development: Performance, Paths and Productivity.</p> <p>The Commonwealth Youth Awards 2015 received 215 applications (137 male; 78 female) from 38 member countries. 16 winners and finalists and their youth development projects were supported through the awards programme. The 2015 winners came from: Enterprise development-Tanzania, India; Climate change - India, Uganda, Canada, Samoa; Human Rights and Democracy – Pakistan, The Bahamas; Education - Uganda, Nigeria, Singapore; Poverty Reduction Trinidad and Tobago; Gender Equality- Trinidad and Tobago; Health and Wellbeing - Australia; Peace Building-Kiribati. The awards attracted wide media coverage from major news outlets including: BBC World TV, BBC Swahili; national and regional news outlets including from Asia to Africa and the Caribbean.</p>

Evidence based National Youth Policies in the Caribbean

Monitoring progress in youth development is a problem globally. Design of National Youth Policies (NYPs) using youth specific data and credible social research is an ongoing challenge, for Commonwealth countries in particular.

Building on the innovative work to develop the Youth Development Index in 2013, the Commonwealth has been working with UNDESA (the UN body responsible for implementing the World Programme on Youth), UNDP (who for the first time has developed a Youth Development Strategy), UN HABITAT and CARICOM to build the capacity of African and Caribbean countries and UK Overseas Dependent Territories on how to design, monitor and evaluate national youth policies using qualitative and quantitative youth indicators. The Commonwealth and partners have been providing capacity building support to senior government officials, national youth leaders, and civil society organisations from each country, through training workshops, engaging with technical youth experts, providing toolkits and resources, sharing best practice models and conducting policy environment assessments. These interventions have been extremely valued by youth stakeholders in Africa and the Caribbean.

"We are confident that the outcome of these discussions will assist us greatly in pushing towards the final evaluation of the National Youth Policy as we look towards the post-2015 agenda. I believe this workshop is extremely relevant and timely.."

Hon Stephen A Lashley MP, Minister of Culture, Sports and Youth, Barbados

"Dominica's Youth Development Plan to review its eleven year old National Youth Policy became a priority of the Government of the Dominica following the participation of the Chief Youth Development Officer and the President of the National Youth Council of Dominica in the evidence based capacity workshops held in Barbados in June 2015. Dominica is expected to have a new National Youth Policy and a National Youth Development Index in place by December 2016."

John G Roach, Chief Youth Development Officer, Dominica

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.

Results include securing more than 20,000 square kms of **Ghana's** continental shelf with the potential for petroleum and mineral resources. An agreement was reached on maritime boundaries between **Barbados** and **St Vincent and the Grenadines** after

five years of legal and technical support from the Secretariat. The treaty will enable the two countries to manage their ocean resources, including commercial fish stocks and subsea minerals.

The treaty speaks to the excellent relations between our people, and could have several practical consequences as we look to explore opportunities for geothermal energy exploration and development.

Ralph Gonsalves, Prime Minister of St Vincent and the Grenadines

The identification of a potential investor for **Jamaica's** Dry Dock is a promising development for a Secretariat study. In addition, Jamaica launched a National Export Strategy by the Prime Minister.

In Debt Management, this reporting period saw a breakthrough in presenting a Commonwealth debt problems to the Annual Commonwealth-Francophonie-G20 Dialogue. New debt management software has been well utilised with 50 per cent of the CS-DRMS clientele either parallel running or upgraded to the new version of the software within six months of its release. The Organisation for Economic Co-operation and Development – Development Assistance Committee (OECD-DAC) reached out for the Commonwealth's perspectives on its reform programme. The key outcome from the Commonwealth's intervention was an agreed DAC statistical framework that takes into account the special needs of Commonwealth countries

This outcome had a **total approved budget** of £7,613,936 with expenditures of £7,136,767.

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

The definition of the extent of a state's jurisdiction over its land and maritime space is not a small matter. In fact, the ability of a state to exercise this jurisdiction unimpeded is one of the very defining characteristics of sovereignty. To agree with one's neighbours exactly where their jurisdiction begins and yours ends is thus a matter of the highest import to the proper conduct of the business of the state.

Freundel Stuart, Prime Minister of Barbados

5.1	Effective policy mechanisms for integration and participation in the global trading system
Indicator	Progress
<p>Member states that effectively formulate trade policy and negotiate and implement international trade agreements</p>	<p>Member states were fully prepared to address negotiating issues and policy options at the 10th WTO Ministerial Conference in Nairobi in December 2015 as a result of preparatory meetings held in South Asia (Sri Lanka) and Africa (Rwanda).</p> <p>The Secretariat, in collaboration with the Government of Kenya, organised a conference on Regional Trading Arrangements in Nairobi, at which policy recommendations were drawn up to assist policy makers to formulate national and regional responses to shifting global trade dynamics.</p> <p>Member states were better informed and prepared for major trade and development negotiations as a result of the first Commonwealth Trade Symposium held in South Africa in June 2015. The Secretariat raised the profile of small states' development issues and concerns as a result of advocacy and participation in the WTO's 5th Global Aid for Trade Review.</p>
<p>Member states that implement export development and competitiveness strategies</p>	<p>Consensus was reached to establish an apex body for non-tourism services in Kenya that would facilitate continuous capacity building, marketing and policy advocacy. This was a result of assistance provided to the Kenya government for non-tourism services, where the Secretariat engaged with policy makers and government representatives (including the Ministry of Foreign Affairs, Trade, and Ministry of East African Affairs), and trade support institutions in non-tourism services.</p> <p>Following the Secretariat's assistance to improve market access and transportation costs in the East African Region, a consensus was reached to develop an action plan to institutionalise and implement a "Transports Internationaux Routiers"(TIR) Carnet system in Kenya, which will increase efficiency and reduce the cost of transporting transit cargo across the East African Community (EAC) region. The EAC Secretariat has now provisionally agreed to incorporate TIR to EAC's Transport Strategy and Regional Roads Sector Development Programme. The implementation of the TIR system is expected to reduce transit times and costs in relation to transit cargoes across the EAC.</p> <p>With the Secretariat's assistance to Jamaica for a Dry Docking market study, a consensus was reached within the maritime community to develop dry docking/ship repair facilities in Jamaica. The Secretariat facilitated a meeting between the Jamaican Government and potential investors that has resulted in an Expression of Interest from a German investor, for investment in the Jamaican dry docking facility. A preliminary feasibility study for the investment is currently underway. The investment partnership once taken off, will be of great benefit to the people of Jamaica on employment opportunities. In addition it will bring closer, the ambitions of the Jamaican Government of establishing Jamaica as a regional maritime hub.</p> <p>Jamaica's National Export Strategy (NES) developed through the Secretariat's assistance, and aligned to the National Development Plan Vision 2030, Creative Industries strategy, new Foreign Trade Policy, the Logistics Hub Strategy & the Business Process Outsourcing strategy and endorsed by the cabinet was finally launched by the Prime Minister. It contains a Strategic Action plan that will guide the Ministries' accountability in implanting the strategy.</p>

5.2	Commonwealth principles and values advanced in global development and financing decisions (e.g. G20 and post-2015 MDG framework)
Indicator	Progress
<p>Commonwealth position on global development and financing decisions recognised at G20 and post-2015 MDG framework, and others</p>	<p>Given the track record of the Commonwealth – G20 outreach, the Commonwealth's large and diverse membership, and the importance of Official Development Assistance (ODA) for financing development in these countries, the Organisation for Economic Co-operation and Development – Development Assistance Committee (OECD-DAC) reached out for the Commonwealth's perspectives on its reform programme. The key outcome from the Commonwealth's intervention was an agreed DAC statistical framework that takes into account the special needs of Commonwealth countries - in particular, a commitment to ODA targets, recognition and compensation for countries with high debt and small size, and increased opportunities for small states in post-2015 discussions given the commitments by DAC donors.</p> <p>A unified Commonwealth perspective on emerging and key Post-2015 issues, inter alia OECD-DAC statistical reform; domestic resource mobilisation for small capacity-constrained states; and debt sustainability, was facilitated in this period through Financing for Development (FFD) technical briefing sessions targeted at Commonwealth UN UPRs. Immediately following the first Commonwealth UPR briefing in January, targeted Commonwealth interventions on topics ranging from domestic and international private finance to sovereign debt were well received and featured prominently on the UN FFD DESA's website.</p> <p>The Secretariat continued the Annual Commonwealth Francophonie-G20 Dialogue. The annual outreach brought together ministers and senior government officials from Commonwealth and Francophonie countries, the Turkish G20 Presidency, and other members of the G20, as well as international and regional organisations. The Commonwealth was highly praised for the quality of its technical work and discussion papers in support of the Dialogue. The meeting featured a rich set of discussions on key FFD and post-2015 issues, including remittances, AML-CTF (Anti Money Laundering and Counter Terrorist Financing) regulation and financial inclusion; inclusive global value chains; and domestic resource mobilisation. The debt challenge in Commonwealth member states was also discussed. This was particularly important because the debt problem has, in the past, been difficult for the Commonwealth to table with the G20. Illuminating the debt challenge at the G20 level was a fundamental step, because the G20 remains the key institution for putting into place and acting on the required policy measures.</p>
5.3	National frameworks facilitate effective debt management
Indicator	Progress
<p>Member states that reform their management of public debt</p>	<p>Following the provision of policy advice on developing domestic bond markets, the Central Bank of The Bahamas is in the process of implementing the recommendations of an advisory mission, which would facilitate improved access to funds from the domestic bond market at a reduced cost.</p> <p>The Government of Barbados has received assistance in recording its securities in Commonwealth Secretariat Debt Recording and Management System (CS-DRMS) in a more efficient manner to reduce the size of their database which had become restrictively large. This work is ongoing and is expected to be completed in the next reporting period.</p>

<p>Member states effectively utilise the Secretariat debt management systems to proactively manage their debt</p>	<p>The Secretariat released a new version of CS-DRMS which incorporates a wide range of new functionalities. Almost 50 per cent of the CS-DRMS clientele were either running parallel or had already upgraded to the new version of the software within six months following its release. The effective use of the new version aims at empowering debt managers to better manage the risks and monitor their debt portfolios, record a broader range of debt instruments and facilitate better financial accounting.</p> <p>The new version of the CS-DRMS incorporated a range of new functionalities and its release will require training in many of the debt offices in member countries. The Secretariat organised training of trainers workshop to develop a pool of experts who will support the Secretariat's capacity building programme in member countries in upgrading to and use of the new software.</p>
<p>5.4</p>	<p>Strengthened, equitable and sustainable management of maritime and other natural resources</p>
<p>Indicator</p>	<p>Progress</p>
<p>Member states with integrated policies for sound governance of natural capital</p>	<p>The Secretariat's advice and assistance led to a new upstream oil and gas policy for Ghana, a draft mineral policy for Botswana and a renewable energy policy for Namibia, while Guyana worked on the formulation of a new upstream oil and gas policy. Capacity development training was provided to Jamaica and Mozambique, Swaziland and to the New Petroleum Producers Discussion Group.</p>
<p>Member states that reform/establish governance frameworks that support and promote responsible exploitation of natural resources</p>	<p>Swaziland developed a new upstream petroleum bill during the reporting period complemented by resources management training delivered by the Commonwealth to Government officials. Mauritius also developed a new seabed minerals law and draft legislation concerning the management of offshore petroleum resources, including an accompanying fiscal regime. The Secretariat also helped Jamaica develop a new Model Petroleum Agreement and provided complementary training to officials on offshore petroleum management.</p>
<p># of satisfactory delimited maritime boundaries by Commonwealth member states, including joint development agreements</p>	<p>A number of island member countries were successful in settling territorial sea boundaries (St Kitts and Nevis) and exclusive economic zone boundaries (Fiji and Tuvalu). Barbados and St Vincent and the Grenadines reached a landmark agreement that settled boundary disputes between the two countries. In addition, Ghana's submission for Extended Continental Shelf (ECS) was approved by the Commission on the Limits of the Continental Shelf (CLCS). This secured more than 20,000 square kilometres of Ghana's continental shelf with the potential for petroleum and mineral resources.</p>
<p>Member states implementing broad-based mechanisms for integrated management of ocean resources</p>	<p>The Secretariat is helping Seychelles integrate the management of ocean resources through a National Blue Economy. During this period, work concluded on analysis of marine resources use and management (<i>see impact story</i>) which will support the development of a National Blue Economy Road Map. The Secretariat also advised on national ocean policies and governance regimes for Seychelles, St Vincent and the Grenadines, Cook Islands, Papua New Guinea and The Bahamas, and began developing National Maritime Policy Framework for Antigua and Barbuda.</p>

5.5	Knowledge management and exchange leads to sharing of good practices and strengthened Commonwealth networks
Indicator	Progress
# of quality publications reports periodicals, research and knowledge-based materials disseminated and utilised	In the reporting period, 19 professional, high quality, branded publication materials to support ministerial meetings, internal administration, and showcase the work of the Secretariat were published. This includes four elections observation group reports and partnerships publications.
# of knowledge exchange forums (ministerial meetings, regional consultations, etc.) and active networks on Commonwealth Connects	<p>One Knowledge Hub was established: The Education Hub which consists of a Community of Practice of education policy makers, planners and professionals. The Community of Practice consists of approximately 650+ members and was successfully launched at the 19th Conference of Commonwealth Education Ministers (19CCEM).</p> <p>The development of the Health Hub is ongoing.</p>
# of effective networks of governments, professional associations, civil society and other partners facilitate the advancement of Commonwealth values and principles	<p>Commonwealth Connects was successfully deployed for key Commonwealth meetings, including 19CCEM; 2015 Annual Commonwealth Francophonie-G20 Dialogue; Virtual Currencies Roundtable; Caribbean and Africa Region Youth Minister Meetings.</p> <p>A new Commonwealth Accredited Organisations network has been set up by the Secretariat's Partnerships team to share knowledge with all the accredited organisations and with each other. A majority of the accredited organisations have signed up to use this service. Additionally, there are five accredited partner bodies running their own dedicated Commonwealth Connects network.</p>

Seychelles develops Blue Economy

As a small island state, Seychelles has depended on an ocean-based economy for two centuries. In recent years it has championed the "Blue Economy" (BE) development concept, recognising that the sustainable development and protection of its ocean space and marine resources will be vital both to its economic progress and the cultural survival of Seychelles.

In November 2013 the Government of Seychelles requested support from the Commonwealth Secretariat to integrate BE as part of the implementation of its overall economic strategy. To support this, the Secretariat has been providing technical advice to the Government since the beginning of 2014. This has included commissioning focussed studies to explore the feasibility of a number of new sectors: aquaculture, marine biotechnology, and marine renewable energy.

Our early and sustained interaction with Seychelles on BE has helped to drive positive institutional changes 2014/15, most notably the establishment of a dedicated BE Department in the Ministry of Finance, Trade and the Blue Economy, thereby recognising both in name and in practice the direct linkage between BE sectors and national revenue. We are also working with the government to place in-country a long-term technical expert on ocean governance to assist with implementation.

Moreover, the Secretariat has been instrumental in helping the BE concept gain prominence domestically in Seychelles and also abroad through facilitating bilateral ties between the Nordic Council of Ministers (NCM) and the member state. The Secretariat-sponsored cooperation between Seychelles and the NCM has resulted in plans to conduct a joint Norway-Seychelles feasibility study on processing tuna fisheries waste for quality food products. The relationship has also presented learning opportunities for Seychelles, Iceland, and the Faroe Islands around how to transform an economy based on ocean resources. The Secretariat's ongoing assistance to Seychelles has also stimulated important national dialogue on the specific definition of BE for the country, including working closely with the government to publish an information brochure on its 'Blue Economy Roadmap' to prompt further national stakeholder engagement.

Seychelles' commitment to the long-term implementation of BE is evident in the recent visit to Secretariat offices in London of a 10-strong ministerial delegation, largely funded by the government. In meetings at Marlborough House, Seychellois fisheries, trade, environment and university officials worked with Secretariat Oceans and Natural Resources Advisers and external experts to work on their next steps (i.e. the elements of an action plan).

Discussion at these meetings will contribute to the next stage of our advisory work in preparation for the project's final output, a National Blue Economy Strategy. Linking global with national initiatives, the Secretariat successfully encouraged Seychelles to recognise within its Roadmap the UN Sustainable Development Goal 14 (to be adopted in September 2015) which will for the first time explicitly place oceans and coasts on the international development stage..

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 focus for the Secretariat in this strategic outcome. This includes climate financing issues and effective participation of small states in international decision-making processes.

Results: Consensus was reached on the niche and resources for the pilot phase of the Climate Finance Skills Hub as a result of consultations with over 70 per cent of member countries. This was part of the implementation of the CHOGM 2013 mandate relating to the development of the Hub. Member countries have taken ownership of the proposal and a Skills Hub concept has been defined and completed, with the Proof of Concept finalised for presentation at CHOGM 2015.

The Secretariat successfully developed the project, "Building the Resilience of Small States: A Strategic Vision for the Caribbean 2050", which further expands on previous resilience work specifically looking at issues in the Caribbean. The research was presented at several international fora and the project has generated much interest, with the Resident Coordinators for UNDP in **Barbados** and **Trinidad and Tobago** having expressed interest in garnering closer collaboration with the Secretariat and a wish to utilise the report as a basis for UN regional planning programmes.

This outcome had a **total approved budget** of £3,203,801 and expenditures of £2,685,199.

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

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 Commonwealth facilitated a Conference on Financing for Development in Small States in March 2015, to help identify the priorities for small states ahead of the International Financing for Development Conference in Addis Ababa, Ethiopia . The meeting was well attended by key stakeholders from member countries, civil society, regional and international organisations including the World Bank, UNDP and OECD. Three of the priorities that were identified at that conference: Debt sustainability, climate change financing, and capacity building were included in the draft document prepared for the Addis Ababa meeting.
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	"Building the Resilience of Small States: A Strategic Vision for the Caribbean 2050" project was developed. The research was presented at several international fora and the project has generated much interest. The Secretariat continued to work with member states on the revised Resilience Framework and got significant support from members for the project with four Caribbean small states Barbados, Grenada, Jamaica, and Saint Lucia agreeing to undergo intensive resilience profiling in February 2015. The work engaged over 150 participants in the public and private sectors and civil society across these countries. The project assessed governance systems to identify gaps and recommend policy support.

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	<p>Dominica, Kiribati, Grenada and Guyana benefited from technical assistance during the review process in January 2015. Assistance was inclusive of technical advisory and logistical support.</p> <p>Assistance in the form of technical advice and logistic support was delivered to the Government of Malawi during their second cycle examination under the UPR in May 2015. Technical and logistic assistance was provided to enable the President of Kiribati and the Prime Minister of Tuvalu to participate in a full-day discussion on human rights and climate change at the UN Human Rights Council in March 2015.</p>
Small states engaging effectively with the UN General Assembly and other forums in New York	<p>Interest and use of the small states offices continues to grow. Resident missions of the New York small states offices hosted meetings of regional groups: the Alliance of Small Island States (AOSIS) and the Pacific Small Island Developing States. One member country has sent a formal written request for space in the Geneva Small States Office.</p> <p>The recruitment of permanent staff for both offices was completed during this reporting period with a new office manager and administrative assistant for Geneva and a new office manager for New York.</p>
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	<p>The Climate Finance Skills Hub concept was defined and completed. During 2014/15, scoping and consultation with member countries were done through London based High Commissions, regional and global meetings to define the Climate Finance Skills Hub proposal. These meetings included those the UNFCCC, Pacific Climate Change Roundtable (PCCR), Pacific Islands Forum Secretariat (PIFS) 20th session of the Conference of the Parties to the UNFCCC (COP20) and the SIDS Partnership.</p> <p>No major impact on improving climate financing frameworks can yet be seen due to the complexity of the issues and permanent staff placement was only completed in May 2015.</p>

Evaluation of Multilateral Trade Assistance in the Geneva office

When looking to decide whether to continue trade assistance to member countries in Geneva beyond the end of the project in 2014, the Secretariat turned to a results based approach and did an evaluation of the multilateral trade assistance.

Since 2009, the Secretariat had been providing support to Commonwealth small states involved in multilateral trade negotiations in Geneva as a result of direction from CHOGM 2009. The support provided by the Secretariat was through a Trade Adviser based in the Geneva office who provided research, information gathering and contextual analysis of pertinent matters at various negotiating theatres, including the multilateral trading system.

Over the three years of the project, member countries had grown to rely on the Secretariat support to advance their interests. They cited the cost effective high quality technical expertise and the ability to strengthen strategic partnerships as reasons for their confidence in the Geneva based assistance.

Overall, the evaluation found that the project had successfully:

- Supported the intervention of Commonwealth small states in WTO activities;
- Furthered dialogue with Commonwealth small states on key issues such as non-tariff measures and trade facilitation;
- Contributed to discussions and negotiations surrounding service trade: and
- Assisted small states in articulating well-informed positions in negotiations and identifying key issues that could be addressed in the post-Bali environment.

The evaluation recommended continuing the project and expanding its scope. It suggested a few improvements. These included improving collaboration and coordination with the Secretariat's London based trade related programmes, and proactively engaging with member countries at the early stages of the negotiation process.

Part 2: Enabling Outcomes

A1: 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 Secretary-General's Office; convening of Heads of Government and ministerial meetings and policy analysis.

Policy planning as well as logistics planning for the 2015 **Commonwealth Heads of Government meeting (CHOGM)** in **Malta** were the focus of CHOGM preparations in 2014-15. The Secretary-General and Deputy Secretaries-General consulted with Heads of Government in preparation for the meeting.

Commonwealth Finance Ministers, at their Meeting in Washington DC in October 2014, greatly valued the timely opportunity to take stock of key international processes underpinning the direction and outcome of the post-2015 financing agenda. Ministers discussed the implications of OECD-DAC's current proposals for statistical reform on the measurement of development finance and Official Development Assistance (ODA); the report of the UN Intergovernmental Committee of Experts on Sustainable Development Financing; and priorities for engagement with the G20. Ministers made a strong call for the international community to meet existing ODA commitments. They supported further work by the Commonwealth to feed Commonwealth perspectives formally into OECD-DAC high level deliberations and provide on-going policy research and technical support to members as the OECD-DAC reforms proceed. A key theme of interventions throughout the meeting was innovative financing and the ministers welcomed the Commonwealth Toolkit on Innovative Finance. Ministers approved changes in their meeting format, adopting a volunteer Troika chairing system to start at the next Commonwealth Finance Ministers Meeting (CFMM); introducing a focal point network; and making more use of: Ministerial Working Groups, High-Level Ministerial Missions and High-Level Panels to provide the opportunity for more regular ad hoc dialogue and engagement on issues.

At their meetings in 2014, **Commonwealth Finance Ministers and Central Bank Governors** from Africa, Asia, the Caribbean and the Pacific Islands, highlighted the risks associated with the emergence of 'de-risking', and more specifically of the 'de-banking' of the remittance sector as a consequence of anti-money laundering and counter-terrorist financing (AML-CTF) regulation. In response, the Commonwealth Secretariat began its work programme on AML-CTF regulation and remittances and recently held a multi-stakeholder forum on the impact of AML-CTF regulation on remittances.

At the **Commonwealth Health Ministers' Meeting (CHMM)** in Geneva in May 2015 ministers called for greater investment to strengthen health systems in efforts to combat non-communicable diseases (NCDs) and manage the health needs of ageing populations. The meeting provided participants with an opportunity to set health priorities in line with the post-2015 SDGs. Ministers and senior health officials considered approaches towards achieving Universal Health Coverage – equal access to quality, affordable health services - by exploring feasible options to invest in health, whilst addressing increasing pressures caused by changing disease patterns and ageing populations. Ministers recommended that Heads of Government: support the call for universal health coverage as one of the health goals in post-2015 SDGs; give priority to a systems strengthening, whole-of-government, whole of society approach; recognise the primary role of governments in encouraging a society wide response to the global challenge of ageing and NCDs, including mental health; and recognise the importance of cooperation across the Commonwealth to strengthen health systems.

The 19th **Conference of Commonwealth Education Ministers (CCEM)**, held every three years, was held in June hosted by **The Bahamas**. Ministers agreed to establish a Commonwealth Accelerated Development Mechanism for Education to assist with the implementation of the SDGs in Commonwealth countries. In addition, they established a Commonwealth Education Ministers Action Group, to be supported by the Secretariat, to take forward recommendations from the 19th

CCEM. Both of these bodies will help maintain networking between ministerial meetings. For the first time, the CCEM included a specific forum for small states, which the ministers celebrated as a positive step to ensure the voice of small states continue to be heard on the world stage. Other conference outcomes include: financial support from **Malaysia** to the Commonwealth Tertiary Education Facility, support from **India** for the establishment of the Malaviya Commonwealth Chair for teacher education and the creation of a Commonwealth Consortium for needs based research throughout the Commonwealth.

The Commonwealth convened regional level **Commonwealth Youth Ministers Meetings** in Africa (**Cameroon**) and Caribbean (**Antigua and Barbuda**) regions during the reporting period, with additional meetings planned for Asia (**India**) and Pacific (**Samoa**) later in 2015. The meetings focused on policy and strategies for putting young people at the centre of development, and included national youth leaders as official delegates with full speaking rights, and youth development experts to inform ministers on technical matters. Ministers agreed resolutions and commitments related to youth in the post 2015 agenda; formation and implementation of national youth policies; youth participation in peace building and climate change; youth employment and entrepreneurship; and the importance of youth work professionalisation. Many ministers commented on the value of the meetings, including the sharing of ideas that they would implement on their return home, and the opportunity to build bilateral and regional collaborative partnerships.

The Secretariat was actively involved in engaging the Turkish G20 Presidency and Francophonie to progress and strengthen the **Annual Commonwealth Francophonie-G20 Dialogue**. The Commonwealth Francophonie-G20 Dialogue took place in April 2015 in the wings of the IMF/World Bank Spring Meetings. The annual outreach brought together ministers and senior government officials from Commonwealth and Francophonie countries, the Turkish G20 Presidency, and other members of the G20, as well as international and regional organisations. The Commonwealth was highly praised for the quality of its technical work and discussion papers in support of the Dialogue. The meeting featured a rich set of discussions on key FFD and post-2015 issues, including remittances, de-banking, AML-CTF regulation and financial inclusion; inclusive global value chains;

and domestic resource mobilisation. The debt challenge in Commonwealth member states was also discussed. This was particularly important because the debt problem has, in the past, been difficult for the Commonwealth to table with the G20. Illuminating the debt challenge at the G20 level was a fundamental step, because the G20 remains the key institution for putting into place and actioning the required policy measures.

The UN Conference on Small Island Developing States (SIDS) provided a platform for the Commonwealth to raise issues concerning its small state members. The Commonwealth held a joint side event with UNDESA at the SIDS 2014 conference. Additionally, the Commonwealth made written submissions in the lead up to the SIDS Conference with specific proposals on issues of debt and financing and strengthening institutional support to SIDS to implement the Barbados Programme of Action (BPOA). Those submissions were taken on-board and included in the zero draft document. The Secretariat has continually participated in the Inter-Agency Consultative Group (IACG) and provided inputs to the reports on the follow up to **Mauritius** Strategy Initiative (MSI) and SIDS Accelerated Modalities of Action (SAMOA) Pathway. The Secretariat deepened its relationship with the World Bank by participating in the Small States Forum.

A.2: Technical Assistance, referrals and partnerships

Technical assistance was provided to all Commonwealth regions during 2014/15. A total of 74 technical assistance engagements were approved during the year in response to members' requests. The average regional share was 40 per cent Africa, 34 per cent Caribbean, 19 per cent the Pacific, 7 per cent Asia and 2 per cent Pan-Commonwealth.

The average share of support to the Secretariat's strategic pillars was: Public Institutions (74 per cent), Development: Pan-Commonwealth (17 per cent); Social Development (2 per cent); Youth (4 per cent); Development: Small States and Vulnerable States (3 per cent). The Gender share of placed experts was 71 per cent male and 29 per cent female, and the average time taken from a viable request being received to a request being approved was 3.25 months, and to an expert being placed in-country was 9.60 months.

The Secretariat has informal referral mechanisms in place, which are supported by formal recording of requests for referrals by member countries. Three requests for referrals were provided to **St Vincent and the Grenadines, Zambia, and Jamaica**.

The Secretariat convened a number of successful meetings that have strengthened working relationships with Commonwealth-accredited organisations and other international partners. A consultative meeting of the accredited organisations was convened and attended by 60 organisations. The Secretariat convened a consultative meeting prior to the Financing for Development conference in Addis Ababa. Another important forum was convened regarding interaction with senior officials at the Committee of the Whole.

Other actions implemented under this result area include the establishment of a Commonwealth Connects platform for the sole use of the accredited organisations to enable information-sharing and discussion of relevant Commonwealth themes, including with the Secretariat. Representatives from the Commonwealth's other intergovernmental organisations and the Associated Organisations were included in the Secretary-General's official delegation to special global intergovernmental meetings organised by the United Nations. This occurred in the case of the third UN SIDS summit in September 2014 as well as the UN Financing for Development conference in July 2015.

A.3: Commonwealth Profile

Targeted media relations efforts helped raise the profile of the Commonwealth. The work of Commonwealth Observers Groups (COG) was featured in local international and regional media in **Guyana, Lesotho, Nigeria and Sri Lanka**. The Commonwealth was highlighted on the front pages of newspapers in all regions where COGs were present. In addition, media relations work helped raise the profile of the Secretary-General's missions to Commonwealth countries, all ministerial meetings and high level conferences and forums.

A total of 69 news releases and 62 statements were issued in 2014/15 up from 30 news releases and 10 statements in the previous year. These were distributed to 1,247 media and private subscribers

during the year. In addition, a new corporate video was launched and shown at a multiplicity of Commonwealth events.

Communications initiatives around Commonwealth Day and the theme of "A Young Commonwealth" drew significant interest from within the Commonwealth. For example, an interview with the President of **Malta** posted on YouTube received 5,000 views, and Commonwealth Day posters proved very popular with a total of 29,000 distributed across the Commonwealth, up by 8,000 compared with the previous year. A BBC interview with the DSG Ojiambo helped raise greater awareness of the Commonwealth, its institutions and values, as well as an op-ed piece, by DSG Maharaj which was picked up by Devex.

Higher interest in the Commonwealth was seen through:

- Increased traffic to the main Commonwealth website and to www.yourcommonwealth.org
- A rise in YouTube views to 40,292 for the year. The number of subscribers increased by 93 per cent in the first half of the financial year.
- More Commonwealth Connects networks, increasing to 98 networks and 1,122 members with more activity. Networks have been successfully deployed for key Commonwealth meetings, electoral networks and accredited organisations.
- The move to the iLibrary in September 2014 has provided a wider audience reach across all regions of the world for Secretariat publications. There are registered users in 76 countries and usage has averaged 5,000 downloads per month.

Engagement with London-based Commonwealth High Commissioners increased through regional briefings on the Secretariat's CFTC work programme. Four briefings were held in FY 2014/15, for the Pacific (November); Caribbean (February); Africa (March), and Asia (April).

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.

B1: Human resources

Intensive recruitment during 2014/15 has improved the overall capacity of the workforce to deliver on the Strategic Plan by year-end. Up to 79 per cent of the 164 vacant positions have been recruited and an additional 96 temporary roles have been filled while recruitment continues for all established posts.

A total of 54 CFTC consultants, both short-term and long-term experts were sourced and a further 112 CFTC contracts were issued.

Recruitment efficiency was further improved by contracting a dedicated recruitment agency for temporary staff. Advertising opportunities for Secretariat postings were expanded from 2 to up to 60 sites, many of which were global. As a result, time to recruit has reduced by six weeks on average across all role levels. This has led to enhanced candidate experience and improved the Secretariat's ability to deliver by having staff in posts quicker. This has also improved the profile of the Commonwealth Secretariat and contributed to cost savings.

The Secretariat now has improved both gender balance and reflection of Commonwealth national diversity in its staffing profile. More than half - 59 per cent -- of all appointments in 2014/15 were female. The number of Commonwealth countries represented in the workforce increased by 8 per cent to 36 out of 53 Commonwealth from 32 member countries in the previous year.

B2: Financial and non-financial services

Both the ComSec and CFTC 2013/14 unqualified financial statements were approved and signed. Finalisation of the Commonwealth Youth Programme (CYP) fund audit and financial statements for 2013/14 were delayed due to delays in receiving finalised financial statements for the CYP regional centres after their closure in late 2013/14.

Continuous improvements to risk management processes and training for new starters have contributed to better appreciation of risk management as a vital ingredient to the Secretariat's programme management system. Quarterly reviews of divisional risk registers were completed both at the end of March and June 2015, with all high level risks and common themes from the divisional risk registers escalated into the strategic risk register. Risk management trainings were conducted for all new starters and risk champions in June 2015.

A dedicated risk management page, containing the risk management strategy, policy and procedures and other risk management details, has been developed on ComShare. This aims to improve consistency throughout the Secretariat in the application of risk management.

External audit recommendations have been implemented, which has contributed to improvements in the financial management processes of the Secretariat. All outstanding external audit recommendations were cleared in September 2014, with no external audit recommendations received on the 2013/14 audit of ComSec and CFTC. The Audit Committee congratulated the Secretariat on the progress made. Compliance with the procurement manual increased from 64 per cent in the first half of the year to 91 per cent by the end of June 2015.

B3: Information technology

The reliability and quality of the Secretariat's Information Technology (IT) system improved during the reporting period. An IT Strategy, which

will govern the management of both the IT services and systems, was completed and approved by the Corporate Affairs Committee of the Secretariat.

An IT customer survey was conducted in October 2014. Over 85 per cent of staff responses agreed that the IT Service Desk was prompt in answering calls politely and that the IT Service Desk understood issues and requests. The Secretariat improved the efficiency of IT services further by expanding the IT storage system to accommodate increasing data usage and storage requirements, and by implementing an IT asset management system and integrating it with Service Desk system to enable automated reporting of computers.

The Secretariat's IT system has been consistently secure and up-to-date, with no recorded security breaches or unauthorised entries to the system. An external vulnerability scan was performed on the IT systems and no major security flaws were identified.

B4: Quality and results

The value of the Programme Management Information System (PMIS), previously known as ARTEMIS, has been improved by extending its usability and by delivering trainings to staff on the system. Country Briefs were developed as an additional functionality on PMIS, providing a platform for continuous updating of country information.

The project design phase of PMIS has been reviewed to incorporate risk management and align it with organisational risk management approaches. Monitoring plans in the project design phase have also been revised to include baselines and targets. These changes constitute part of Phase 2 development of PMIS; Risk Management, Project Management, Monitoring and Reporting. A prototype has been developed and reviewed.

A total of 31 projects have been developed according to the Secretariat's project management standards, including project monitoring plans. This brings the total of projects at the end of the reporting period to 44, in keeping with the goal of 50 projects under the new Strategic Plan.

Programme and project design, including monitoring tracking was enhanced with the institutionalisation of a Project Design Document (PDD) review process and performance scan mechanism for CFTC funded programmes and projects. The PDD review process covers issues related to: (i) rationale for the programme; (ii) programme fit with the Secretariat's

Strategic Plan priorities; (iii) programme fit with the work of other donors, and (iv) partnership strategy of the programme. The review is a cross-divisional activity, ensuring a comprehensive consideration of the PDD.

In addition to the PDD review process, a CFTC project performance scan mechanism is in place to review and track progress on a six-monthly basis at the output and activity level, complementing the outcome level process undertaken across the Secretariat. This performance scan mechanism has been noted as a good practice by the Secretariat's Internal Auditors, and has proposed that it be extended to all Divisions and Units.

Training sessions on PMIS were conducted for a total of 36 staff. Trainings were conducted on Country Briefs to a total of 20 staff. There is consistent and regular support provide to all divisions on PMIS and project management in general.

A series of evaluations and impact studies were initiated during the reporting period. These include evaluations of: Commonwealth Secretariat Assistance to Small States in Geneva on Multi-lateral Trade Issues; Commonwealth-Singapore Third Country Training Programme (2008/2015); Commonwealth Connects Programme to bridge the Digital Divide; Commonwealth Heads of Public Services Forum in Africa (2001/2015)(expected completion October 2015); and Commonwealth Media Development Fund. Also undertaken were an end-term review of the Commonwealth Gender Plan of Action 2005/2015, an impact study of Commonwealth Secretariat assistance to African countries in promoting Anti-Corruption (CAACC) and a country evaluation on the Commonwealth Secretariat Assistance to Seychelles (2008-2015).

A new practice was instituted to have the Board of Governors and Executive Committee papers circulated three weeks in advance of meetings. This was requested by the Board to allow them enough time to review papers and confer with capitals in advance of the meetings.

The Board met twice during the period in May and June, while the Executive Committee met in October, February and May. In addition, Board members participated in working groups to contribute to a proposal on the Movement of Commonwealth Citizens, Assessed Contributions

for both the ComSec and CYP funds, and Governance. These proposals will be considered as part of the papers being prepared for CHOGM 2015.

The Secretariat presented its first Annual Results Report (ARR) of the Strategic Plan 2013/14 - 2016/17. The new format was strongly welcomed by members, who also provided feedback to revise and improve the final draft. Revised formats for the Six Monthly Progress reports were also introduced in this reporting period in keeping with the Secretariat's commitment to Results Based Management (RBM) in its planning and reporting. Planning was also done for the Mid-Term Review (MTR) of the Strategic Plan. Independent audit reports by KPMG done in preparation for the MTR gave the Secretariat ratings of "substantial assurance" for its strategic and business planning as well as for its project outcomes and delivery. Areas of good practice noted were the clear links between the ARR and the Strategic Plan; the new six-monthly progress report which enables clearer tracking of progress and in-depth evaluations on projects in member countries

A total of 20 new London-based diplomats learned about the operations of the Secretariat, the Commonwealth Foundation and the Commonwealth of Learning at a Commonwealth Diplomat's Induction programme held in September 2014. Feedback from participants was that the programme was very beneficial in improving their knowledge of the Commonwealth and how intergovernmental organisations work.

Gender mainstreaming

The Secretariat's efforts to mainstream gender are supported across the Secretariat. A staff survey found that 83 per cent of respondents agreed that gender mainstreaming was critical to the Secretariat's Strategic Plan. A smaller majority, just over 60 per cent, saw gender equality as relevant to the work of their division.

The Secretariat further integrated gender in this performance year into monitoring and reporting tools, rolled out an action plan to sensitise staff and management and provided direct support to the design of projects. In addition, gender mainstreaming is included as part of the RBM training; gender has been mainstreamed in the new staff handbook; and a new gender mainstreaming strategy is being developed.

Challenges

The Secretariat's ability to recruit high calibre candidates easily and more speedily has been hampered by lack of market competitiveness, which resulted in failed recruitments especially for hard-to-fill posts. This has often necessitated re-advertising vacancies. During the intensive recruitment conducted this year, divisions felt the added pressure of working to deliver on results with reduced staff or temporary staff.

A major challenge has been the decrease in funding this year with CFTC voluntary contributions down by approximately £6 million.

In the area of Global Advocacy, the Secretariat is seeing the impact of a crowded international agenda and competing international priorities. However, participation in the CFMM has increased under the new arrangement of it being held in tandem with the International Monetary Fund/World Bank annual meetings.

There has been lower-than-expected expenditure rate in Technical Assistance due mainly to the attrition of existing engagements and a reduction in the number of viable requests being received and developed into projects.

Political crises and natural disasters have caused premature curtailment and reduced the impact of projects. These challenges have contributed to underspends. Internally, new procedures, changes in work priorities, and staff gaps within policy divisions have all been key contributors to delays in projects progressing as initially envisaged.

High staff turnover during the reform period saw over 60 per cent of staff trained in RBM exiting the Secretariat. The capacity need has been intensified requiring a whole-of-organisation RBM Training. The training plan is to be revised to have more training programmes in the short-run and increase engagements with divisions.

The reform has also meant a change in project managers. The teams that designed the projects are not necessarily the teams implementing the projects, generating a higher need for clarification and support.

All of the challenges mentioned above are under active consideration by management or have been rectified for the coming years.

Part 4: Financial Performance 2014/15

1. The 2014/15 budget

The 2014/15 budget was prepared linking programme and staff costs explicitly to the outcome areas under which they belonged. This was done to give a truer reflection of the cost of delivering results under each pillar of the Strategic Plan 2013/14-2016/17. It was also prepared according to the organisational structure; applying an assumed 10 per cent vacancy rate to reflect the average costs of staff employed during the year.

A zero real growth (ZRG) factor of 2.22 per cent was applied to the ComSec and CYP budget estimates. The CFTC budget was estimated factoring a combination of known pledges for the budget period, projected payments from countries based on historical pledges and payment performance, and a reduction in pledges that resulted in a 30 per cent budget cut from 2013/14. Table 1 compares the 2013/14 and 2014/15 budgets.

Table 1: Total budget 2013/14 and 2014/15

	2013/14 £'000	2014/15 £'000
ComSec	18,627	19,093
CFTC	29,468	24,003
CYP	3,007	3,104
Total	51,102	46,199

A total £46.2 million was budgeted for the year, made up of 52 per cent CFTC, 41 per cent ComSec and 7 per cent CYP funds. Up to £32.7 million (70 per cent) was budgeted for direct expenditure. Figures 1 and 2, below show a disaggregation by fund and a snapshot of the direct budget allocation, respectively. The 2014/15 direct budget was

allocated with priority to development outcomes under Development: Pan Commonwealth, Democracy and Public Institutions pillars.

Figure 1: Total Budget 2014/15 by fund

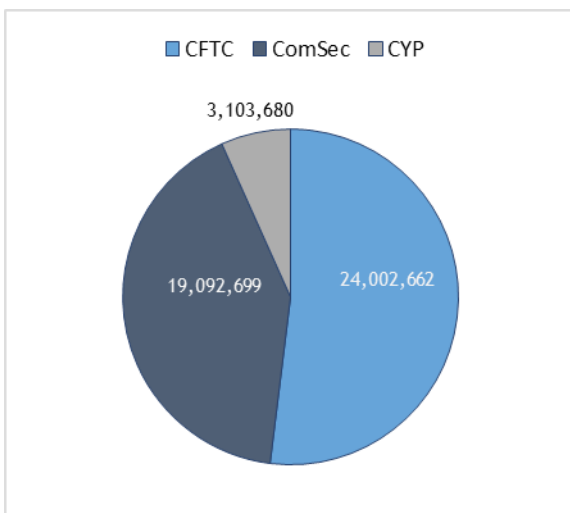
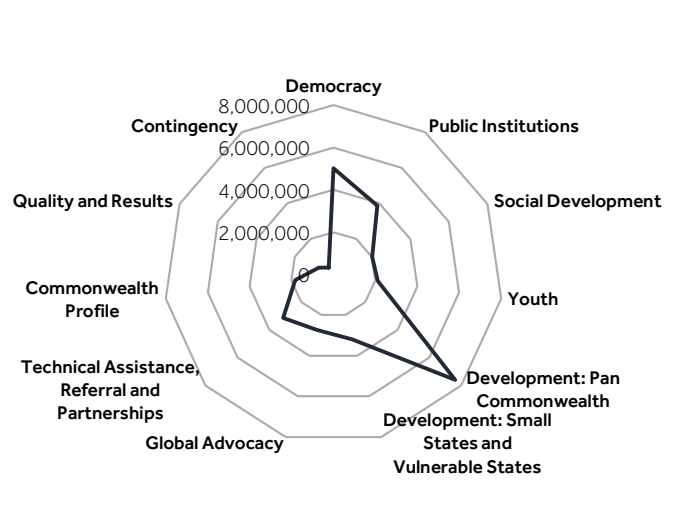


Figure 2: Direct Budget 2014/15 snapshot



2. Summary of direct budgets

Total CFTC direct budget was £19.8 million. It represented a 30 per cent reduction from 2013/14 after a reduction in pledges to the fund. Up to 55 per cent of the budget was allocated to development outcomes of the Secretariat in small states and vulnerable states programmes and Pan-Commonwealth. Other allocations were made to the Democracy (21%) and Enabling (19%) outcomes of the Secretariat.

The total ComSec direct budget was £10.7 million. A greater proportion of the budget was allocated to programmes under the Democracy pillar (42%). About 36 per cent of the allocation was made to programmes on Global Advocacy as well as those intended to improve the profile of the Commonwealth. 17 per cent of the budget was allocated to development outcomes for small states and vulnerable states.

Total CYP direct budget was £2.2 million, representing a 2.22 per cent inflationary increase from the 2013/14 budget. It was solely allocated to development outcomes related to youth empowerment and youth-led initiatives.

3. Expenditure 2014/15

Total expenditure for the period was £40.2 million, which was up to 87 per cent of the total annual budget. There was under expenditure of £6 million for the twelve months.

Disaggregating the budget shows that 17 per cent of direct budget remained unspent while about 3 per cent remained from the indirect budget. Disaggregating expenditure by fund in figure 6,

Figure 6: Expenditure 2014/15 by fund

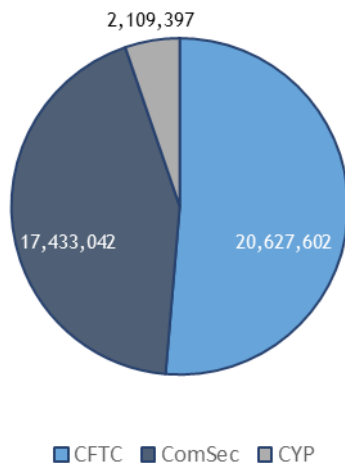


Figure 3: CFTC direct budget 2014/15

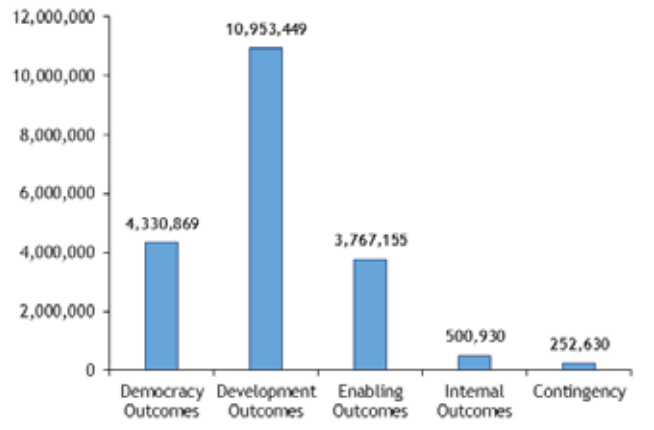
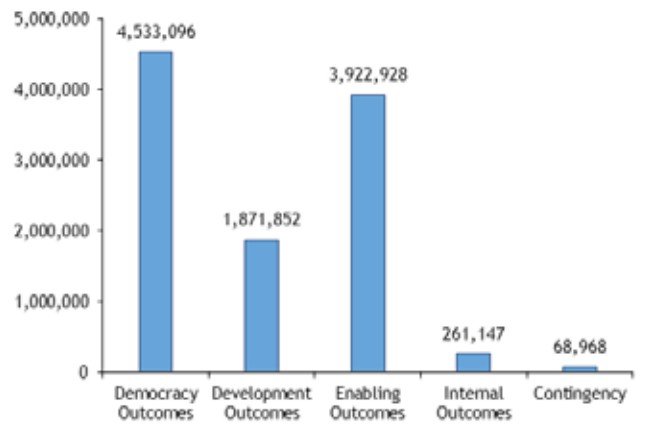


Figure 4: ComSec direct budget 2014/15



below, shows 86 per cent expenditure of CFTC funds, a 91 per cent expenditure of ComSec funds and a 68 per cent expenditure on CYP funds.

Figure 7: Direct Expenditure Snapshot

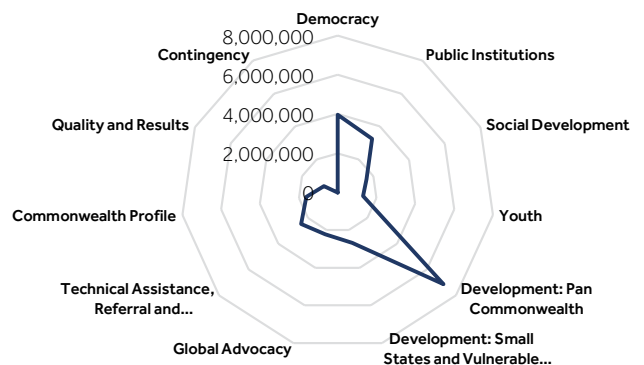


Figure 7 shows that direct expenditure for 2014 was consistent with the initial priorities of the budget allocation. A greater proportion of expenditure was incurred to advance the development outcomes of the Secretariat, especially programmes in the Development: Pan-Commonwealth pillar. This was followed by the Democracy and Public Institutions pillars.

Direct budget under-expenditure during 2014/15 was attributable to a number of factors including staff vacancies that were yet to be filled. Experts pulled out of countries affected by health and natural disasters, and there were policy shifts as a result of change in focus. Other factors were that inadequate time was allowed for procurement and approval processes within the Secretariat, as well as the time for responses from member governments was often longer than originally estimated.

4. Efficiency savings

The Secretariat has continued efforts in 2014/15 to ensure that the services it provides are as efficient and effective as possible thus demonstrating strong value for money.

All contracts were reviewed to generate further savings and efficiencies. Particular areas of success were in corporate benefits and insurance (three contracts were consolidated into a single provider and generated £100k in savings).

The revised recruitment procedures, including the introduction of Skype interviews, have reduced the logistical burden and travel for the interview process, which has generated savings in excess of £200k in the 2014/15 financial period. The approach to recruitment advertising has also been revised with greater use of free websites, increased utilisation of online channels as opposed to printed press and the bulk buying of advertising space, generating savings of approximately £70k.

Agency staff services for securing temporary staff have been successfully tendered. Now under contract they are driving efficiencies in contract administration and management, along with delivering economies of scale on overall contract value.

A workspace analysis has been undertaken in Quadrant House to identify potential surplus space within the building for sub-letting opportunities. Testing of the commercial real estate market to gauge interest in the space will begin in October 2015. Work will soon commence on looking at how technology and new ways of working can enable the Secretariat to use space more effectively and efficiently across both Quadrant House and Marlborough House.

A tender is currently underway to consolidate the administration of the pension fund and streamline associated processes.

The Secretariat has commenced exploring Enterprise Resource Planning (ERP) systems that would be suitable for both its needs and budget in order to streamline and automate processes, increasing efficiency across the organisation.

A new energy management policy and programme has been implemented which has resulted in a reduction of electricity consumption by 15% and natural gas consumption by 33% in one year. The Secretariat is now pursuing the international standard ISO 50001 Energy Management Standard for its energy reduction programme.

Appendix 1:

Technical assistance delivery

Strategic Outcome	Progress towards Outcomes in the reporting period
<p>Strategic Outcome 2: More effective, efficient and equitable public governance</p>	<ul style="list-style-type: none"> • Belize: The Strengthening of Institutional and Drafting Capacity of the Attorney General's Office aims to bolster the Government of Belize's ability to respond to the increasing demands for timely and effective legislation. CFTC Senior Legislative Drafter commenced assignment in the Attorney General's Ministry on 1 June 2015. • Belize: The project Strengthening Public Sector Job Classification and Compensation will create a framework to strengthen and modernize institutional capacity within the Belize public service. • Botswana: The Government of Botswana has made a key decision to refine the policy recommendations into two specific policy proposals i.e. the establishment of a sentencing council and the introduction of community service. The CFTC expert has developed two papers on these policies, and these have completed the first of two final rounds of consultations prior to submission to Cabinet for approval. Additionally, staff in the Attorney General's Office have been assigned to the expert. They have been exposed to the process of the development of the policy and have had the opportunity to hone their research skills. • Seychelles: This project aims to assist the Government of Seychelles to validate and implement its Blue Economy Roadmap (BER) and more importantly, to support Seychelles in its transition to a more integrated ocean-based economy. The government's ultimate goals in developing the national BER include: Economic diversification; food security; sustainable management of the marine environment; and, creation of jobs, notably high value jobs. • CARICOM: Law revision exercises for Belize, Grenada and Antigua and Barbuda has completed. Significant progress has been made to Guyana's Law Revision exercise with more than 60% completed. Progress is much advanced on the secondary legislation law revision exercise for Antigua and Barbuda. Several pieces of legislation, model legislation and treaties have been drafted to meet international, regional and domestic obligations including Grenada and Montserrat who benefited from a full suite of Anti Money Laundering legislation. The MoU with Athabasca University for the provision of scholarships on legislative drafting training continues with five students being mentored. The Government of Jamaica benefitted from legislative drafting support in compliance with IMF/WB arrangements. • Grenada: The Senior Commercial Counsel (SCC) continues to lead on investment negotiations, preparation of contractual documentation and implementation of the policies as endorsed by Cabinet. Commercialisation of two government Agricultural Estates will see increased productivity, investment, foreign exchange earnings, and employment. Counsel drafted Fiscal Responsibility Bill, Public Debt Management Bill, Investment Bill, and Procurement Regulations were enacted in May 2015. Significant development in succession planning is the confirmation of an understudy for the role of SCC. • Grenada: Strengthening institutional, policy and administrative capacity in the Prime Minister's Office is aimed at enhancing the role and efficiencies of the Office, especially the Cabinet Secretariat, in the area of policy formulation, implementation and quality control while building the institutional and functional capacity of staff. The policy expert is currently leading on improvements in general policy formulation among the various government ministries, providing guidance in establishing and executing improved functional administration and, strengthening the Monitoring and Evaluation Unit within the Cabinet Office. • Grenada: Recently commenced, the primary purpose of the project is to strengthen the knowledge base on macro-economic policy making within the Prime Minister's Office and Ministry of Finance, thus enabling improved macroeconomic management in Grenada. Additionally, the project aims to provide necessary technical support to up-skill relevant technical staff within the Ministry of Economic Development, and the Ministry of Finance. The main goal is to enable a more effective "Centre of government" as the nucleus for economic policy formulation, coordination and decision making. • Jamaica: Crime and Anti-Corruption legislation support to the Office of the Parliamentary Counsel saw a significant number of laws drafted and enacted including: The Criminal Justice Administration Act 2015 and, the Evidence Amendment Act 2015. Legal and administrative personnel were trained in drafting crime and anti-corruption legislation. With the approval for passage into law of the Evidence Special Measures Regulations and Rules 2015, vulnerable witnesses will now have some form of protection in the criminal justice system. Such legislation will enhance the justice system and assist with the backlog of cases before the court. • Kiribati: Both civil and criminal cases have been disposed by the CFTC Judge, by addressing both cases which have been 'stuck' in the registry and new cases coming through the High Court. Only 22 criminal cases of the original backlog are now pending; the backlog in civil cases and land matters stands at 239 cases – down from over 300. The CFTC Judge introduced the hearing of cases by sessions, and the setting of target number of cases per session to raise the pace of backlog clearance. Training has been delivered to court staff and judicial officers aimed at increasing efficiency of court proceedings with regard to specific identified bottlenecks.

Strategic Outcome	Progress towards Outcomes in the reporting period
Strategic Outcome 2: More effective, efficient and equitable public governance (continued)	<ul style="list-style-type: none"> • Kenya: CFTC assistance has enabled the Kenya Law Reform Commission to meet the legislative requirements and deadlines stipulated in the original document in order to create a sound and efficient legislative base for the work of the Executive, the Legislature and the Judiciary. Over 70 Constitutional Bills have been enacted since 2010 including some key pieces of legislation such as the Truth, Justice & Reconciliation Act (2013) and Public Finance Management (Amendment) Act (2014) which have been crucial in building citizen confidence in the constitution and in the democratic process in general. Training and guidance was provided to county level drafters to prepare bills which will devolve greater authority to the County legislatures, in line with the provisions of the new constitution. Oversight by the CFTC drafters is ensuring consistent drafting quality and compliance with gender, youth and human rights standards and has ensured that legislation at the county level has been put in place (including key legislation regarding vulnerable groups, i.e., The Samburu Persons with Disabilities Bill 2015 and Kisii County Health & Social Protection Bill 2015). Additional drafter provided to deliver the first (of three) Legislative Drafting courses, in collaboration with the Kenya School of Law, and 10 Legislative drafters from across the country enrolled onto the 9 week course. • Seychelles: CFTC support to strengthen the capacity of the Judiciary has significantly reduced the backlog of criminal and civil cases, in excess of 70% and 25% respectively. With the containment of piracy at sea, and the increase number of judges from 5 to 9, the Supreme Court overall is better able to deal with the current mandate. The enhanced Computerised Case Administration System Seychelles (CCASS) is now hosting the majority of Court registry data, leading to more efficient and effective execution of cases and positive changes in staff attitudes. Public perception conveyed through the 2015 assessment suggests trust and confidence in the judiciary has increased and there are positive changes to the Supreme Court since project inception. • Sierra Leone: This project made a substantial contribution to establishing an effective, efficient and equitable public governance system at the district level in Sierra Leone. This includes the development and dissemination of the Ministry's Decentralisation Strategy and the extensive training and mentoring of officials at the Ministry of Local Government and Rural Development and throughout the local government sector, including Chiefdoms. The assistance has enabled the Ministry to effectively lead the coordination of donor support to and engagement with the sector itself and removed the need for complex and counter-productive parallel governance systems which had previously existed; enhanced governance at the Chieftaincy level; and developed and disseminated the Local Government Service Delivery Handbook. • The Bahamas: A project focused on institutional strengthening of the Attorney General's Office has recently commenced, and aims to strengthen the procedural rules and justice institutions of The Bahamas to ensure improved access and swift justice, administration and delivery. • Vanuatu: Support to the Supreme Court of Vanuatu has significantly reduced the backlog of outstanding cases, and since then a Master of the Court has been posted to ensure sustainability and to institutionalise processes so as to continue with the reduction of back-log of cases and improve the administration of justice, particularly for commercial cases. <p>Approved but not active in this period:</p> <ul style="list-style-type: none"> • Cook Islands: Development of a Robust Performance Management Framework for the Government of the Cook Islands. • Solomon Islands: Technical Assistance for the Solomon Islands Law Reform Commission. • Botswana: Strengthening Africa Anti-corruption Centre, the aim of the project is strengthen the capacity and effectiveness of the Commonwealth Africa Anti-Corruption Centre in delivery of its mandates in anti-corruption. • Sierra Leone: Development and Implementation of Public Service Pay Strategy which aims to develop the legal and policy framework on public sector wages, salaries and compensation for cabinet approval.
Strategic Outcome 3: Enhanced positive impact of social development	<p>Approved but not active in this period:</p> <ul style="list-style-type: none"> • Sierra Leone: Strengthening of Sierra Leone's National Health System post Ebola Virus Disease, aims to assist the Sierra Leone Ministry of Health to strengthen the public health system, focusing on immediate recovery from the Ebola crisis and the longer term ability to deal with future outbreaks.
Strategic Outcome 4: Youth are more integrated and valued in political and development processes	<ul style="list-style-type: none"> • Africa: Support to the Commonwealth Youth Credit Initiative (CYCI) aimed to enhance the capacity of young people to start small scale enterprises through micro-credit. By project completion, the Ministry of Youth finalised and implemented a MoU with UNDP to build the capacity of young entrepreneurs in 24 districts across Nigeria which is expected to lead to further collaboration. Several databases covering information on youth businesses, potential partners and mentors for young entrepreneurs; plus a range of tools for use by the Ministry of Youth to plan, design and monitor assistance to young entrepreneurs, were also created and rolled-out. <p>Approved but not Active in this period:</p> <ul style="list-style-type: none"> • Saint Lucia: Support to the Ministry of Youth Development and Sport to develop a new National Youth Policy that allows young people to reach their full potential and contribute meaningfully to the development of the country.

Strategic Outcome	Progress towards Outcomes in the reporting period
Strategic Outcome 5: More inclusive economic growth and sustainable development	<ul style="list-style-type: none"> • Anguilla: The Sustainable Tourism Master Plan is now the "go to" document within Government, offering robust planning and direction to a broad range of cross-ministerial processes. Development of tourism infrastructure and planning, including cultural heritage sites and transport links is well underway, government funds have been allocated to implement the Product Development Plan. Training courses have been established in partnership with the Caribbean CAPE Tourism Curriculum, the EU funded/Caribbean Tourism Organisation Training, and the joint Anguilla-UNESCO Pan Caribbean Memory of the World (MOW) programme. A revised Anguilla Tourism Board Act and Bill has been approved pending the final review of the Attorney General. Finally, the collection of statistics have been strengthened to the CARICOM standard. • Cook Islands: Significant progress has been made to the Sea Bed Minerals Act (SBMA): The 2014/2015 Business and Financial Plans have been completed and should be enacted in the future without support; NZ\$715,000 of GoCI funds have been allocated to SBMA budget over two years from a baseline of zero; the Management Structure is clearly established; considerable revisions made to the Regulations developed by the Minerals Authority to support the SBMA; and, partnerships were established with Zealand Petroleum and Minerals (NZP&M) and the Environmental Protection Service (EPA). Defined progress has also been made towards the Tendering of the Cook Islands seabed minerals and Stage 1 of the Spatial Data programme is complete. • Pacific: National negotiating teams from 14 Commonwealth FICs have benefited from expert advice, direct training, and technical support on effective formulation and negotiation of trade policy and tools and strategies for regional negotiations. The CFTC Advisers lead in developing and finalising the negotiating texts for Trade in Goods, Rules of Origin, and Dispute Settlement and provide 'Alternative lead' on Investment, Labour Mobility, and Trade in Services. Of the 77 proposed Articles under PACER Plus, 43 have been Agreed with a further 3 closely approaching Agreement. This has contributed increased consensus around national and regional strategies/negotiating positions in relation to PACER Plus, and measurable progress towards a completed Agreement of Closer Economic Relations between FICs and Australia and New Zealand. • Seychelles: Accession to World Trade Organisation (WTO) saw the CFTC Trade Policy Adviser preparing Seychelles' Trade officials for negotiations with some of the most experienced WTO negotiators. Seychelles strategic Roadmap was developed and approved, negotiation advice and technical capacity building was provided to the Ministry of Finance and Trade throughout. The main achievement was witnessing Seychelles Accession to WTO on 27th April 2015. <p>Approved but not active in this period</p> <ul style="list-style-type: none"> • Mauritius: This activity aims to support for Mauritius' participation in the Trade in Services Agreement (TiSA) by providing specialised expertise to elaborate on the country's position on the TiSA Framework Text, and draw-up Mauritius' initial schedule of commitments. The Activity will also provide policy advice based on an in-depth analysis of the economic implications of signing TiSA for Mauritius, at the direction of the Government.
Strategic Outcome 6: Strengthened resilience of small states and vulnerable states	<ul style="list-style-type: none"> • Saint Lucia: Finalisation of Saint Lucia's draft National Sustainable Development Plan (NSDP) integrating social, economic, and environmental aspects of development, focusing on sustainable development and resilience. The NSDP defines the 'Vision, Mission and Guiding Principles' for the Integrated Sustainable Development Planning (IDP) and covers the medium-to-long term path towards sustainable development, inclusive growth, green and resilient economy. The project has so far completed all 44 sectoral Situational Analyses by the Ministry (with the direction and input of the expert) to support the evidence-basis of the NSDP and finalised an IDP Training Curriculum for relevant MDAs. • Pan-Commonwealth (Caribbean and Pacific): Supporting Climate Finance Readiness and Access has improved understanding of gaps and opportunities in the Pacific region for support to climate finance access on the basis of an initial scoping of climate finance donor landscape in the Pacific region complete. Country-level consultations have been planned for four Pacific SIDS to supplement this direction. Identification of three key regional priorities in: private sector engagement; the role of regional interlocutors; and improving interaction with donor reporting requirements. <p>Approved but not active in this period:</p> <ul style="list-style-type: none"> • Tonga: Cultural archiving aims to strengthen the capacity of the Palace Office and government institutions by enhancing access to information and to safeguard historical data. This assignment involves developing a digitisation programme for the vital records of the Cabinet Decisions at the Prime Minister's Office, Chronicle Newspapers at the Ministry of Information and Tongan Tradition Committee Archives at the Palace. • Tonga: The CFTC will provide an Economic Policy Adviser with the aim to strengthen the knowledge base on economic policy making within the Ministry of Finance and National Planning (MOFNP) leading to a more progressive Tonga supporting a higher quality of life for all. The Adviser will bring in- depth knowledge of macro-economic management and micro and macro-economic policymaking issues in small states, and, intimate knowledge of global economies.

Appendix 2:

Commonwealth Secretariat publications 2014/15

Economic affairs

Intergovernmental Fiscal Transfers in Developing Countries.
Edited by Munawwar Alam,
July 2014

Istanbul Programme of Action for the LDCs (2011–2020).
LDC IV Monitor
October 2014

Migration and Development
Edited by Wonderful Khonje
February 2015

Regional Integration in South Asia,
Edited by Mohammad A Razzaque and
Yurendra Basnett
November 2014

Small states
Assessment of Debt Restructuring Operations in Commonwealth Small States (Economic Paper 94),
Michele Robinson
May 2014

Building the Resilience of Small States,
Edited by Dr Denny Lewis-Bynoe,
September 2014
Health and Education

Commonwealth Education Partnerships 2014/15
Commonwealth Secretariat
June 2015

Commonwealth Education Partnerships 2015/16
Commonwealth Secretariat,
June 2015

Commonwealth Health Partnerships 2015
Commonwealth Secretariat
May 2015

Social Development

Implementing the Commonwealth Guide to Advancing Development through Sport.
Colin Higgs,
July 2014

Elections

Antigua and Barbuda General Election,
Commonwealth Observer Group
June 2014

Botswana General Elections,
Commonwealth Observer Group
October 2014

Malawi Tripartite Elections,
Commonwealth Observer Group
May 2014

Maldives People's Majlis Election,
Commonwealth Observer Group.
March 2014

Namibia Presidential and National Assembly Elections,
Commonwealth Observer Group
November 2014

South African National and Provincial Elections,
Commonwealth Observer Mission.
May 2014

Sri Lanka Presidential Election,
Commonwealth Observer Group
January 2015

Commonwealth reference books

Commonwealth Governance Handbook 2014/15
Commonwealth Secretariat
May 2015

The Commonwealth Yearbook 2014,
Commonwealth Secretariat,
August 2014

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

Appendix 3:

Abbreviations and acronyms

AU	African Union
AML-CTF	Anti-Money Laundering and Counter Terrorist Financing
BBC	British Broadcasting Corporation
BE	Blue Economy
CARICOM	Caribbean Community and Common Market
CCEM	Conference of Commonwealth Education Ministers
CEN	Commonwealth Electoral Network
CFMM	Commonwealth Finance Ministers Meeting
CFTC	Commonwealth Fund for Technical Co-operation
CHMM	Commonwealth Health Ministers' Meeting
CHOGM	Commonwealth Heads of Government Meeting
CMAG	Commonwealth Ministerial Action Group
COG	Commonwealth Observer Group
COP	Conference of Parties
CSA	Commonwealth Students Association
CS-DRMS	Commonwealth Secretariat Debt Recording and Management System
CYC	Commonwealth Youth Council
CYP	Commonwealth Youth Programme
EAC	East African Community
EFM	Early and Forced Marriage
EMB	Electoral Management Body
FFD	Financing for Development
IMF	International Monetary Fund
JEP	Junior Election Professionals
MDG	Millennium Development Goal
MoU	Memorandum of Understanding
NCDs	Non-Communicable Diseases
NCM	Nordic Council of Ministers
NHRI	National Human Rights Institution
ODA	Official Development Assistance
OECD-DAC	Organisation for Economic Co-operation & Development – Development Assistance Committee
PDD	Project Design Document
PMIS	Programme Management Information System
PNG	Papua New Guinea
PoA	Plan of Action
RBM	Results Based Management
SADC	Southern African Development Community

SDGs	Sustainable Development Goals
SDP	Sports for Development and Peace
SIDS	Small Island Developing States
TIR	Transports Internationaux Routiers
TiSA	Trade in Services Agreement
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
UNODC	United Nations Office on Drugs and Crime
UPR	Universal Periodic Review
WTO	World Trade Organization
YDI	Youth Development Index
YPP	Young Professionals Programme

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