

Commonwealth Secretariat Annual Results Report

2016/2017



The Commonwealth

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2016/17

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Introduction

This Annual Results Report (ARR) covers the period from 1 July 2016 to 30 June 2017, the fourth and final year of the Secretariat's four-year Strategic Plan 2013/14-2016/17.

After a summary of Highlights, two case studies capture the impact of the Secretariat's work from a country perspective, based on findings from the recent Independent Evaluation of the Secretariat's Strategic Plan (2013/14 - 2020/21)

The main body of the report then charts results achieved in 2016/17 against the Six Strategic Outcomes of the Strategic Plan:

- 1) Democracy
- 2) Public Institutions
- 3) Social Development
- 4) Youth
- 5) Development: Pan-Commonwealth
- 6) Development: Small States and Vulnerable States

This is followed by Enabling Outcomes which reflect on advocacy, partnership, technical assistance and communications; and then Internal Outcomes achieved through corporate services, human resources, and planning, monitoring, reporting and evaluation support.

For each section, an overview of performance and results achieved is provided. *'In Focus'* Stories give a deeper understanding of the Secretariat's work and its impact.

The annual report ends with a snapshot of financial performance for the year, and an overview of the organisation's progress towards gender mainstreaming.

The Performance Rating Annex then assesses the Secretariat's performance against its Strategic Results Framework

(SRF) through its 75 quantitative Intermediate Outcome indicators. Each indicator is allocated an objective target status (green/ red) according to whether targets were met by the end of the Plan period. An overall indicator performance rating is also assigned which takes into account whether the assumptions behind the targets held true. The latter rating has been introduced following Board of Governors' feedback asking for a more nuanced assessment of performance than consideration of targets alone. The rationale behind each performance rating is provided in a brief narrative.

In recognition of the fact that this is the last annual year of the Strategic Plan period, Annex 4 of the report provides data analysis that captures the breadth of the Secretariat's portfolio through the Strategic Plan period.

The ARR has continued to evolve as the Secretariat strengthens and embeds its systems and capacity for Results Based Management (RBM). This has included:

- The introduction of SMART performance indicators with baselines and targets following the Mid-Term Review of the Strategic Plan, against which performance has since been analysed and assessed
- The establishment of systematic evidence checks to ensure the credibility of reported results
- Increased and more rigorous performance analysis
- The inclusion of broader data analysis of the Secretariat's portfolio.

Further improvements, including a more comprehensive and systematic performance assessment system, are planned for the new Strategic Plan period (2017/18-2020-21).

Highlights

2016/17 was a year of consolidation and reform at the Secretariat, driven by declining financial resources and preparations for the new Strategic Plan (2017/18 - 2020/21).

It was also a year of achievement across the Secretariat's portfolio. Of the 75 Intermediate Outcome indicators which track the Secretariat's progress, 60 (80%) had their overall performance rated Green ("Satisfactory"/ "Highly Satisfactory"). While financial cuts and capacity constraints did not come pain-free, with many projects scaled back from their original ambitions and 29/75 (39%) targets not met, where resources were consolidated in priority areas, significant achievements were evident.

Highlights included successful engagements by the Secretary General's Good Offices in [Lesotho](#) and [Zambia](#) to promote peace around the countries' elections. In Lesotho, a pre-election peace pledge was signed following high level dialogue, while in Zambia intensive support with the Electoral Commission and senior stakeholders laid the groundwork for future positive engagement.

Commonwealth Observer Groups (COGs) reported on elections in six member states ([Nauru](#), [Zambia](#), [Ghana](#), [The Bahamas](#), [Lesotho](#) and [Papua New Guinea](#)), bringing the total number of elections observed in the Strategic Plan period to 38.

The inaugural Trade Ministers' Meeting saw 44 member countries convene in London, [United Kingdom](#) in March 2017 to discuss intra-Commonwealth trade and investment opportunities, kick-starting an ambitious 'Agenda for Growth' across the Commonwealth membership.

A judicial bench book on Violence Against Women and Girls (VAWG) was developed for [Asia](#) in partnership with UN Women to strengthen the judiciary in the region to

effectively address the issue. This follows the successful [East Africa](#) bench book, now progressing toward national operationalisation in [Kenya](#), [Tanzania](#) and [Uganda](#).

The Youth Development Index (YDI) report was recognised by the United Nations Development Programme, which has requested to feature it in the next Human Development Index and Report. Further, across [Asia](#), [Caribbean](#) and [Pacific](#) regions there is high-level uptake of the Secretariat's approach to evidence-based youth development and four countries ([St Lucia](#), [St Kitts and Nevis](#), [Dominica](#) and the [Solomon Islands](#)) adopted new youth policies with Secretariat support.

Work on the Blue Economy continued to gain global and national traction. This included the Secretariat co-authoring a major Blue Economy report and developing an assessment of the status of the Blue Economy in the Caribbean with the World Bank. [Bahamas](#) and [Vanuatu](#) adopted new National Oceans Policies, developed with Secretariat support.

Mandates from the Commonwealth Heads of Government advanced, including through the establishment of the Countering Violent Extremism Unit at the Secretariat headquarters ([United Kingdom](#)), and the Climate Finance Access Hub in [Mauritius](#), which also deployed seven Climate Finance Advisors.

High level forums on Regenerative Climate Change and a successful campaign on Peace in the Home: Ending Domestic Violence Together built momentum around key issues and saw wide coverage.

In preparation for the new Strategic Plan period (2017/18 - 2020/21), an intensive results-based project planning and budget bidding process was initiated and the Secretariat's first ever Delivery Plan was put together for 2017/18.

The Secretariat's Impact: Country perspectives

An independent Evaluation of the Commonwealth Secretariat's Strategic Plan (2013/14-2016/17) assessed the impact of Secretariat support from member country perspectives through data collection in [Seychelles](#) and [Vanuatu](#). The Evaluation is available on the Secretariat's website: <http://thecommonwealth.org/reports-and-accounts>

Seychelles

In Seychelles, evidence was found of activities implemented across all pillars of the Strategic Plan, with notable results in Democracy, Public institutions and Development: Pan-Commonwealth (Trade, Debt Management, and Oceans and Natural Resources).

In December 2015, two rounds of presidential elections took place. The Commonwealth Observer Group (COG) report noted that the legal framework governing elections had undergone significant improvements since the last Presidential Elections of 2011, with many changes attributable to previous Commonwealth recommendations and follow-up technical support, which included the deployment of a technical expert from June to November 2012 to support the country's reform process. Parliamentary elections were held in September 2016, resulting in a historic victory for the opposition for the first time in over 20 years. The Seychelles Election Commission noted that the Secretariat observation missions are 'highly respected, due to their non-biased approach and guidelines and provision of a full team of experts including legal, gender, electoral specialists etc.'

The Secretariat provided two Supreme Court Judges and one Court Administration Advisor to support the Supreme Court, resulting in a significant reduction in the backlog of cases (more than 70 per cent in the Criminal Division and 25 per cent in the Civil Division). The two Judges were key members of the constitutional court to hear an election petition challenging the December 2015 election. As a result of the case, recommendations were made for legal guidelines for election regulations, an evidence to the democratic process. The legislation was implemented within months and strengthened the separation of powers, described by one stakeholder as a 'tremendous legacy from the jurisprudence point of view.' Through the Court Administration Advisor, a Computerised Case Administration System Seychelles (CCASS) system was introduced, improving the processing and management of court cases and enabling the public to access judgements, increasing transparency and facilitating legal research.

The Secretariat supported the Seychelles to prepare for accession to the World Trade Organisation (WTO). The average country takes 5 years to achieve accession but by providing a full time senior trade policy advisor and two short term legislative drafters, Seychelles was able to 'leapfrog' to accession in just two years.

Seychelles has used the Secretariat's Debt Recording and Management System (CS-DRMS) since 2004 as its main recording system for external debt. In addition, the Secretariat has provided 'fantastic tailored' training on the CS-DRMS software and debt sustainability analysis for all four staff of the Debt Unit.

Technical assistance to develop Seychelles' Blue Economy since 2012 has led to the implementation of a new National Blue Economy Strategy, drafted with Secretariat support, as well as significant institutional changes, notably the establishment of a dedicated Blue Economy Department within the Ministry of Finance, Trade and Blue Economy. In addition, the Secretariat has supported Seychelles to develop its boundaries through a submission to the UN for joint management with Mauritius of the extended continental shelf in the Mascarene Plateau Region. Frameworks are now in place and this is the only example of joint maritime management in the world. Stakeholders described the Secretariat's intervention as 'instrumental' in defending the boundary delineation.

Vanuatu

In Vanuatu, results were observed across all pillars of the Strategic Plan, most notably Rule of Law, Elections and political reform, and Development: Pan-Commonwealth

Through Secretariat assistance a judge and master of court in the Supreme Court were appointed to fill gaps in the judiciary. This resulted in a reduction in the case backlog through introduction of Computerised Case Administration System (CCAS), with mediation introduced to increase the rate of case closure, and improved standards for rule of law and justice. The judges contributed to improvements in sentencing practice and were instrumental in reviewing the Misuse of Drugs Act and advising the committee that set up the tribunal, which helped reduce the backlog of criminal cases. In 2015 a female judge who was previously seconded to the Vanuatu Supreme Court by the Secretariat made one of the most high-profile and impactful rulings in the history of the country, sentencing 15 Members of Parliament for corruption. Evaluation respondents unanimously attested that this would help curb corruption going forwards. Respondents noted the female judge and master of court, also female, “provide unique role models for women in a country where they have little power and a low social status.” Following the conviction of the Members of Parliament, the Secretariat has supported elections and constitutional reform and work is ongoing at the request of the Prime Minister of Vanuatu to implement many of the recommendations to strengthen the electoral process.

The Secretariat also placed trade experts who were highly commended for developing regional capacity of Pacific Island trade advisors and together with the Office of Chief Trade Advisor staff have played a key role in advancing negotiations of the Pacific Agreement on Closer Economic Relations (PACER-Plus) trade agreement.

The Secretariat’s debt management software CS-DRMS was praised by interviewees for the valuable data it generates for Parliament and decision-makers to better manage their current debt levels and promote a reduction of new loans.

Secretariat Technical Assistance to the Foreign Affairs Office assisted with the development of a National Oceans Policy (passed by the Council of Ministers in 2016) with the Policy described as “pivotal for oceans governance.”

1. Democracy

Overview

This pillar aims to bring about greater adherence to Commonwealth political values and principles through Commonwealth Ministerial Action Group (CMAG) and Good Offices engagement; support to members to improve election systems, processes and management; and the advancement of values of ‘respect and understanding’ to promote diversity.

1.1 CMAG

Due to the nature of CMAG’s work, targets are not applicable. The Secretariat’s support to CMAG, however, was rated as Green/ “Highly Satisfactory”.

In the first half of the year, CMAG continued its consideration of the situation in the [Maldives](#), maintaining a consistent approach of positive engagement. However, in October 2016, the Maldives withdrew from the Commonwealth despite support from the Secretary-General’s Good Offices. The Secretary-General subsequently underlined the desirability of Commonwealth membership being restored in due course. At its 50th meeting in March 2017, CMAG stated it hoped that the separation would be temporary, and expressed its support for regional countries to continue dialogue and engagement with the Maldives.

1.2 Good Offices

Due to the nature of the Secretary-General’s Good Offices, targets are not applicable. The Secretariat’s work in this area, however, was rated as Green/ “Highly Satisfactory”.

Through her Good Offices and at the request of [Zambia](#), the Secretary-General appointed Prof Ibrahim Gambari as Special Advisor on Political Dialogue to the Election Commission of Zambia (ECZ) to promote a peaceful environment for the

general elections by assisting the ECZ with building confidence and trust through its facilitation of high-level political dialogue on election-related issues. Gambari was deployed ahead of, during and following the August 2016 elections, and presented his report to the ECZ in October. His engagement received widespread commendation, including from the Chair of the ECZ, civil society and the Zambian High Commissioner. While political tensions and incidents of violence persisted following the general elections, the Secretary-General’s Good Offices had established a strong grounding from which to continue work into the new Strategic Plan period (to be reported in 2017/18).

“[Professor Gambari] played a very important role, through the various initiatives he undertook while in Zambia, to support and maintain a peaceful atmosphere before, during and after the elections, for which the Government and people of Zambia will forever remain grateful.” HE Muyebe Chikonde, High Commissioner for Zambia.

1.3 Elections

The Secretariat demonstrated broad success across its work in this key area, with performance rated Green (“Highly Satisfactory/ Satisfactory”) across elections indicators. A number of indicators proved difficult to measure in practice, with improvements planned for the new Strategic Plan period.

Commonwealth Observer Groups (COGs) reported on elections in six member states ([Nauru](#), [Zambia](#), [Ghana](#), [The Bahamas](#), [Lesotho](#) and [Papua New Guinea](#)), bringing the total number of elections observed in the Strategic Plan period to 38. The Secretariat continues to advocate and practically support the implementation of COG recommendations, and to improve how it tracks recommendation implementation.

Building on recent support to the [Nauru Electoral Commission](#), the Secretariat, in partnership with the Pacific Islands Forum Secretariat, presented its recommendations to the Electoral Task Force Committee established by the Nauru Electoral Commission, and facilitated discussions about ways Nauru can improve further its electoral processes and institutions.

1.4 Respect and Understanding

Work in this area evolved throughout the Strategic Plan cycle to reflect changing global dynamics and the needs of member states. Performance is rated as Green/“Highly Satisfactory”, due to the meeting of set targets and the successful establishment of new programmes.

Commonwealth Class Phase 2 concluded in June 2017. 37,716 schools were reached, well in excess of the 20,000 target. The principle aim of the project was to

encourage understanding of the Commonwealth and Commonwealth values. 93% of teachers surveyed felt that the Commonwealth Class resources helped to increase students' knowledge of the values of the Commonwealth. In addition, 94% reported that their students had an increased understanding of global issues and 89% considered that the resources helped to encourage students to adopt the values of the Commonwealth.

The Commonwealth Countering Violent Extremism (CVE) Unit, as mandated by Heads at CHOGM in 2015, was established and began its operations in January 2017. The Unit has successfully developed a new CVE Strategy for the Commonwealth based on extensive consultations with a wide variety of experts and stakeholders. The CVE Strategy identifies specific and relevant activities, drawing upon existing expertise and best practice among Member States and the broader Commonwealth Family.

In Focus: [Nauru Election Support](#)

The passage in March 2016 of a new Electoral Act and the establishment of an independent Nauru Election Commission (NEC) were important steps towards enhancing the credibility and independence of [Nauru's](#) elections in line with previous Commonwealth observer recommendations, and addressing political tensions and concerns from stakeholders. However, with the 9 July 2016 General Election imminent the Government faced significant pressure and requested the Secretariat's support to build the NEC virtually from scratch.

An electoral expert was rapidly deployed to make recommendations regarding NEC's capacity to conduct the General Election, with Secretariat support continuing for the entire electoral period. A number of innovations were introduced to enhance transparency and credibility, including: i) The compilation of a new voters' list; ii) More robust voter verification and identification processes; iii) A revised counting and tabulation system; iv) Voter education and outreach programmes, including conducting public 'town hall' meetings with candidates and other key stakeholders.

The advance team of the Commonwealth Observer Mission for Nauru's 2016 election noted the positive impact of these reforms in its report. The sustainability of the assistance to the NEC will be further secured by the production of training manuals for current and future staff to help preserve institutional knowledge between electoral cycles, which is a problem common to small and non-permanent election management bodies.

The Electoral Commission also introduced candidate posters with photos for a by-election in 2017 and has strengthened its data-sharing arrangements with the Births, Deaths and Marriages Registrar, which were also recommendations from the Commonwealth Observer Mission. The establishment of an Electoral Task Force, and its commitment to meet regularly will help to keep momentum.

The Secretariat's support has been warmly acknowledged and appreciated by the Government of Nauru for its speed and effectiveness. It also made a significant contribution to increasing confidence in Nauru's electoral processes.

2. Public Institutions

Overview

The Secretariat aims to build more effective, efficient and equitable public governance through the promotion of human rights, rule of law and judicial independence, and transparent and accountable public administration.

2.1 Human Rights Institutions

While financial cuts and the long-term nature of change under this outcome meant that the target was not met, performance was rated Green/ “Satisfactory” given significant advances in supported countries, and momentum around ending Child, Early and Forced Marriage (CEFM).

The Kigali Declaration on CEFM- now signed by 20 members - continued to gain traction internationally. A successful side-event was convened at the UN Human Rights Council (Geneva, June 2017), jointly hosted by the Secretariat and the Office of the High Commissioner for Human Rights.

“The battle still has to be won but child marriage is not going unchallenged in the world. There is a need for political and civic leadership, as well as grassroots actions. Act locally and think globally. The Commonwealth Kigali Declaration is an example of this working in practice.”

Professor Les Allamby, Chief Commissioner of the Northern Ireland Human Rights Commission.

Support for national implementation complemented international efforts. Partnership with [Ghana's](#) Commission on Human Rights and Administrative Justice and traditional chiefs and Queen Mothers in the rural north of the country resulted in a draft Memorandum of Understanding and agreement to undertake a joint programme to eliminate CEFM.

Support to the Ombudsman of [Samoa](#) saw the country's first national inquiry into family violence and Violence Against Women and Girls (VAWG) launch, with the Secretariat providing technical inputs throughout its lifecycle to June 2018.

2.2 Human Rights UPR

Performance in UPR engagement was Green/ “Highly Satisfactory”. Six countries ([Samoa](#), [Antigua and Barbuda](#), [Papua New Guinea](#), [St Vincent and the Grenadines](#), [Swaziland](#) and [Tanzania](#)), were engaged and advised by the Secretariat ahead of their United Nations Universal Periodic Review (UPR) processes, bringing the total to 13 during the Plan period.

The ‘Commonwealth Parliamentary Conference on the Rule of Law and Human Rights’ was convened by the Secretariat together with the Commonwealth Parliamentary Association, the UK Joint Committee on Human Rights, and the Commonwealth Human Rights Initiative (London, January 2017). Attending parliamentarians from 12 member countries committed to actions including strengthening the protection of human rights and rule of law through the effective use of parliamentary tools; promoting the independence and sustainability of national human rights institutions; and taking forward their responsibility in raising awareness of and engaging with human rights norms and mechanisms, including the UPR.

2.3 Autonomous and Harmonious Three Branches of Government

Financial cuts limited the scale of this project and meant 1 of 2 targets was not met. Notwithstanding this, where support was able to progress performance was Green/ “Satisfactory”. Notably, in [Bangladesh](#) - where the magistracy as an

independent institution is only ten years old - capacity-building was provided on judicial independence to 39 magistrates and judges of subordinate courts, resulting in the identification of areas for reform such as a judicial oath of office (not currently in place for magistrates) and a code of conduct for judicial officers. Follow-up on implementation of recommendations is ongoing.

2.4 Rule of Law and Justice

Performance has been rated “Green/ Highly Satisfactory” with all targets either met or surpassed.

Highlights included [Mauritius’](#) development of a new Education Law and a Police and Criminal Justice Reform Bill with Secretariat assistance, while guidance notes on the use of non-conviction-based forfeiture were adopted by the [Nigerian](#) government and published for the judiciary, and [Swaziland’s](#) terror laws were reformed to conform with anti-terror legislation.

CFTC technical assistance to strengthen judicial capacity came to a close in three countries. Support to [Kiribati’s](#) High Court saw its civil and criminal case backlog reduce by 581 cases, as well as measurable improvement in the court’s efficiency through the adoption of new operational practices. For an outline of results in [Seychelles](#), see page 5. For [Vanuatu](#), see page 6. Legislative drafting CFTC support also came to an end in three countries ([Fiji](#), [Namibia](#) and [Belize](#)) with results outlined on page 11.

2.5 - Merged with 2.3

2.6 Public Administration

Performance in supporting members to strengthen their public sector governance was rated Green/ “Satisfactory”, with Intermediate Outcome targets achieved.

Long-term Commonwealth Fund for Technical Cooperation (CFTC) technical

assistance came to an end in four countries. In [Antigua and Barbuda](#), a policy unit was established within the Cabinet Office to support an effective organisational environment to coordinate policy formulation. Improved performance management practices have been implemented through support to the [Cook Islands](#) to develop best practice Human Resource Management policies and strategies. A Civil Service Reform Strategy was developed for [Mauritius](#), while the expert in [Botswana](#) supported the establishment and functioning of the Commonwealth African Anti-Corruption Commission (see below).

An independent evaluation of Commonwealth Africa Anti-Corruption programmes found that through the Commonwealth African Anti-Corruption Centre (CAACC), which benefits 18 member Anti-Corruption Agencies (ACAs):

“Commonwealth member states have benefited significantly from the programme and tangible capacity improvements have been realised by the anti-corruption agencies”. Independent Evaluation of Commonwealth Africa Anti-Corruption Programmes.

A survey of ACA representatives found 80% considered the courses to have significantly expanded their knowledge, and 68% reported making significant changes to their work after returning from CAACC courses.

The biennial CAACC conference ([Malawi](#), May 2017) provided an important opportunity for lesson-sharing and networking, receiving positive feedback:

“The Centre is the only avenue dedicated for systematic and quality capacity building available to the Anti-Corruption Agencies in Africa.” Lucas Kondowe, Chair, Association of Anti-Corruption Agencies in Commonwealth Africa and Director-General, [Malawi](#) Anti-Corruption Bureau.

The conference provided ACAs with an opportunity to analyse the performance of the CAACC through piloting a ‘Mapping

Relationships' tool. This demonstrated that the most active agencies both in visits and hosting were: [Botswana](#) (highly active in both directions); [Tanzania](#) (highly active incoming); [Malawi](#) (highly active outgoing); and [Mauritius](#) (highly active in both directions). While the tool demonstrated all agencies benefitted from the learning, there was a bigger gap in terms of evidence of learning leading to implementation of changes. Notwithstanding this, taking exchanges of

learning with [Tanzania's](#) ACA as an example, findings showed: Lessons from [Ghana's](#) visit to Tanzania shaped the implementation of the Ghana's Anti-Corruption Strategy and Plan; Sierra Leone's visit to Tanzania facilitated the development and institutionalisation of the Service Charters by their ACA; and [Uganda](#) noted that a platform was created for sharing knowledge between the two institutions.

In Focus: Delivering access to justice and sustainable development through the creation of fair and effective national laws

A core area of the Secretariat's comparative advantage recognises the shared language and legal systems of Commonwealth member countries to provide legislative drafting support and improve in-country legislative drafting capacity.

Through CFTC technical assistance, 19 Legislative Drafters and Law Revision Experts were placed across 17 Commonwealth member states through the Strategic Plan period (2013/14-2016/17), to support the drafting of national legislation and to build the capacity of legislative drafting offices.

In [Belize](#), legislative drafting support to the Attorney General's office (AGO) saw a Senior Legislative Drafter posted between 2015 and 2017 to improve the legislative drafting systems and processes, including communications, organisational structure, quality of work and personnel through mentoring programmes for four AGO Officers. The capacity of the office has been significantly strengthened, and the legislation backlog reduced. From a position of 73 outstanding pieces of legislation for drafting in April 2014, 67 acts have been passed by parliament. The host government expressed a high level of gratitude for the advice and guidance provided, and has since retained the expert beyond the project.

CFTC support to [Fiji's](#) Attorney-General's Chambers to develop and finalise priority legal frameworks and strengthen the drafting office capacity in 2016-2017 assisted the drafting and passage of six amendment bills in the April and May 2017 sittings of Parliament. Many of these relate to Fiji's core economic and social sectors and will be critical to sustainable development in the country. Further, a range of resources and guides was produced to support future drafting within the Attorney General's Office, leading to wider institutional and staff capacity building.

In [Namibia](#), a short-term CFTC expert completed the draft Public and Accountants and Auditors Bill. This will support Namibia to better regulate its public accountants and auditors in order to protect the financial interest of the Namibian public and international investors through the reform of its Public Accounts' and Auditors' Act (PAA) in accordance with internationally recognised standards and processes.

Looking forward, the New Strategic Plan (2017/18-2020/21) will leverage further impact in this area through the new Office of Civil and Criminal Justice Reform. The Office will harness and make available good legislative practice from across the Commonwealth through model laws, standards, templates, legal knowledge and expertise, and legal networks accessible through a single specialised web platform, informed by a high-level panel of distinguished Commonwealth legal experts. The Office will have a focus on ensuring that counterparts in Commonwealth Offices of Attorneys General are engaged with, and able to retain capacity, delivered by the Secretariat.

3. Social Development

Overview

The Social Development pillar aims to enhance the positive impact of social development through strengthening members' capacities in health, education and gender equality.

3.1 Health

Direct assistance to members was downscaled due to financial cuts, reduced staff capacity and internal strategic shifts, so the programme did not meet its targets. Limited resources were focused on Pan-Commonwealth advocacy. Indicator performance for Universal Health Coverage (UHC) rated Red/ "Not Satisfactory", while performance for the Non-Communicable Diseases (NCD) work stream was Amber/ "Fairly Satisfactory", both predominantly due to capacity issues.

Highlights included momentum leveraged at the Commonwealth Health Ministers' Meeting (Geneva, May 2017 - see page 23), and the finalisation of a successful pilot of the Non Communicable Diseases (NCD) Framework, developed in partnership with the Healthy Caribbean Coalition (HCC), in [Antigua and Barbuda](#), [Grenada](#), and [St Vincent and the Grenadines](#). Of these, [St Vincent and the Grenadines](#) achieved its objective of establishing a multisector National NCD Commission (NNCDC), while [Grenada](#) successfully strengthened its existing NNCD and [Antigua and Barbuda](#) launched its Wellness Commission in February 2017.

An ongoing CFTC technical assistance project to [Sierra Leone](#)'s Ministry of Health & Sanitation in the aftermath of the Ebola virus outbreak contributed to the commencement of a pilot new Electronic Integrated Disease Surveillance and Response (IDSR) system, as well as the implementation of Community Based Surveillance (CBS) in six districts after a

successful pilot in three districts of the country. In all about 8400 Community Health Workers (CHWs) from nine districts have been trained in CBS to date.

3.2 Education

A change in strategy compounded by a reduced financial allocation shifted focus away from project-based technical support to members, meaning targets were not met. Notwithstanding this, performance was rated "Fairly Satisfactory"/ Amber given evidence of buy-in by members for the national implementation of new Pan-Commonwealth Frameworks.

The Secretariat continues to support members to align their national education policies towards the delivery of the SDGs, guided by the Nassau Declaration and the Nassau Declaration Action Plan. The development and uptake of two strategic frameworks will be key to delivering this ambition: The Commonwealth Education Policy Framework (CEPF) and the Commonwealth Curriculum Framework (CCF). Both frameworks were reviewed and endorsed by Ministers of Education and senior officials at the Education Ministers' Action Group (EMAG) meeting ([United Kingdom](#), January 2017), who cited their usefulness in the reorientation of their national education policies and curricula with the SDGs. The CEPF will be piloted and validated in 2017/18.

CFTC Technical Assistance to [Mauritius](#)' Ministry of Education came to an end with the delivery of "The Mauritian Higher Education Bill 2017". Significant achievements within the Bill included the establishment of an independent Higher Education Quality Assurance Agency to maintain and assure the high quality of education in Mauritius.

3.3 Gender Equality

Funding cuts led to the prioritisation of gender programming resources under the VAWG work stream, where performance rated Green/ “Highly Satisfactory” following progress in the development and validation of a judicial bench book on VAWG for [Asia](#) in partnership with UN Women, which aims to provide knowledge and case laws that would strengthen the knowledge-base and build the capacity of the judiciary in the region to end impunity and effectively address the issue. This follows the success production of the new [East Africa](#) bench book, now progressing toward national operationalisation with feedback from [Kenya](#), [Tanzania](#) and [Uganda](#) indicating it is already being utilised at national level.

The remaining two gender result areas (support to members on capacity building and policy development) rated Green/ “Satisfactory” and Amber/ “Fairly Satisfactory” respectively due to challenges around funding cuts which limited support to members and the fact that where delivery did progress, there have been shifts in host governments’ personnel which has jeopardised the sustainability of results.

3.4 Capacity Building

The Secretariat’s support towards improved capacity for social development received an Amber/ “Fairly Satisfactory” rating because although targets were met for the Health and Education Hubs and visibility increased through 2016/17, there are ongoing sustainability challenges as a result of the financial cuts. Discussions are ongoing in terms of an alternative platform for the Hubs.

Both the health and education hubs saw increased visibility: The Education Hub saw 17,455 users use the portal, which is a 137% increase in the users on the previous year and bringing the total usage to 31,628 users since July 2015. There were more than 860 members of the Education Hub email list which included ministries, senior officials and planners. 9,943 users used the Health Hub, which was a 135% increase on the previous year, bringing the total usage to 18,444 users with more than 890 people on the email list of ministries, senior officials and planners. In both cases, there was a spread of users across all Commonwealth regions, allowing policy makers, planners and professionals to share good practices and experience, seek expertise or participate in discussions on current issues.

4. Youth

Overview

The Secretariat aims for young people to be more integrated and valued in political and development processes. It delivers support to members to improve their youth policy environments, and empowers young people to participate effectively in the spheres of development that impact them.

In 2016/17, the Commonwealth Youth Programme (CYP) surpassed four of five results targets with minor delays in the fifth (Sports for Development and Peace/SDP). “Highly Satisfactory” ratings were allocated across indicators, substantiated by the findings of a thorough independent evaluation of the CYP.

4.1 Enabling Policy Environment for Youth Empowerment

The launch of the Youth Development Index (YDI) 2016 report, building on the earlier 2013 report, achieved wide coverage and catalysed considerable regional and national uptake in 2016/17. The United Nations Development Programme has recognised the YDI report and has requested to feature it in the next Human Development Index and Report and to further collaborate with the Secretariat. Further, CARICOM’s regional statistics programme agreed to embed the evidence based approach to youth policy in the [Caribbean](#) at its 41st meeting of National Statistics Offices. The [Association of Southeast Asian Nations \(ASEAN\)](#) used the YDI framework to produce the first ASEAN YDI, which gives an overview of youth development in the region and feeds into the ASEAN Vision 2025. Two additional ASEAN members adopted national YDIs including [Brunei Darussalam](#) and Cambodia, and [India](#) published its second YDI. The [Pacific](#) region, supported by the Commonwealth, committed resources and produced the State of the Pacific Youth Report to track

progress on youth development in the region as a result of the Regional Evidence Based Youth Policy Workshop.

Four countries adopted new National Youth policies with Secretariat support. [St Lucia](#), [St Kitts](#) and [Dominica](#) received CFTC technical expert assistance, while [Solomon Islands](#) used the Secretariat’s methodology and evidence-based approach through its drafting process. [New Zealand](#) launched its National Youth Work Association supported by the Secretariat. Nine Youth Work Associations supported by the Commonwealth in [India](#), [Singapore](#), [Sri Lanka](#), [South Africa](#), [Zambia](#), [Jamaica](#), [Canada](#), [Malta](#), [UK](#), [Australia](#) (Victoria) and [New Zealand](#) adopted the constitution and formed the Commonwealth Alliance of Youth Work Associations (CAYWA). CAYWA endorsed and adopted the Commonwealth Code of Ethical Practice that embeds the Commonwealth values and principles in youth work practice in the interest of young people.

Assistance to develop and implement [Mauritius’ Sports for All](#) strategy has seen the Sports Department of the Ministry of Youth and Sports restructured to include a dedicated unit, and 25 million rupees allocated in the 2017/18 budget. At his budget address, the Prime Minister, Sir Jugnauth, announced the policy’s focus on improving health, wellbeing and social inclusion:

“We must get more people, young and old, men and women to practice sports and engage in physical activity. Sports and leisure make a significant contribution to health and physical fitness, encourage team spirit and also provide an important diversion from the stress of daily life. It can help to reduce crime, promote social inclusion and help with the development of young people at school.” Prime Minister Jugnauth, Annual Budget Address.

4.2 Youth Engagement and Empowerment

The Secretariat continued to support the 10 Commonwealth Youth Networks, which now cover over 948 youth organisations and 1,100 young leaders, to participate effectively in national and regional efforts to achieve the SDGs and bring the youth perspective into relevant international development and decision-making spaces. As well as active participation in relevant national and regional processes, the youth networks also participate in Ministerial Meetings and international forums.

Highlights include the launch of the pilot Commonwealth Young Women's Mentorship Scheme. The scheme aims to empower future young women leaders and will be delivered in partnership with the Commonwealth Youth Council, the Commonwealth Youth Gender and Equality Network and Rotary groups in [Canada](#) and the [Caribbean](#).

The Commonwealth Youth Peace Ambassadors Network in honour of the Commonwealth theme 'A peace building Commonwealth' launched 16 National Chapters and conducted advocacy training and peacebuilding workshops in these countries across the Commonwealth.

The Commonwealth Youth Climate Change Network (CYCN) hosted an intergenerational dialogue at COP 22 (22nd Conference of Parties to the UN Framework on Climate Change) to mark

"Young Future Generations Day" and highlight the importance of the Paris Agreement.

The Commonwealth Alliance of Young Entrepreneurs (CAYE) facilitated youth entrepreneurship policy workshops using the Commonwealth Guide on Youth Entrepreneurship, covering 4 sub-regional trainings in Africa and one in the Pacific.

The Commonwealth Students Association launched the Students Governance Toolkit and used the toolkit to strengthened [Kenya's](#) National Students Association.

The Commonwealth Youth Council (CYC) implemented the #IamABLE Campaign aimed at empowering young people living with disabilities (YPLD) and engaging Governments to create an enabling environment for YPLD.

The CYC and CYCN jointly designed, developed and launched the Blue Green Economy Toolkit, and the Small Islands Developing States (SIDS) Youth Advocacy Toolkit. The toolkits were used to train youth leaders from Small States on how to engage with the COP22 processes and how to lead action on Climate Advocacy. In addition, the CYC and the CYCN initiated and conducted an Ocean Governance Internship pilot programme in [Mauritius](#) and [Seychelles](#) that exposed over 30 young people to Blue Economy employment.

In Focus: Independent Evaluation of the Commonwealth Youth Programme (CYP)

An independent evaluation of the Commonwealth Youth Programme (CYP) concluded in February 2017. It noted the perceived importance by internal and external stakeholders of the Secretariat's engagement in youth affairs. Findings indicated a 'strong consensus of opinion that CYP has achieved significant impact in youth development, and has made a very strong contribution to this sphere within the Commonwealth, and globally in certain aspects of its work.'

Four areas were reviewed in depth: The Youth Development Index (YDI), Commonwealth Youth Networks, Policy Development and Sports for Development and Peace (SDP).

The YDI is regarded as a well-respected reference point for tracing patterns of youth development and is actively used by governments, international organisations, media, youth organisations, expert communities, academia and think tanks, etc. Its Toolkit provides an entry point for dialogue by bringing together key stakeholders to discuss results and ways to respond to challenges and opportunities identified through analysis of Index results. Impact was

highlighted in [Australia](#) where a national YDI was piloted using YDI methodology. Results indicated a high level of suicide rate amongst young indigenous men. The Australian government responded by launching a funded initiative to address the pressing problems.

Examination of the 10 Commonwealth youth networks noted the positive feedback from surveyed network leaders and members. Over 80% stated they 'agreed' or 'strongly agreed' that participation in a network had benefited them/ their organisation. Respondents also strongly endorsed the networks' contribution to broader society, with 79% of surveyed youth network members stating that networks had increased their access to policy/ decision makers. One young entrepreneur noted he had been able to launch a global business venture as a result of his participation in the CAYE.

The Secretariat's youth policy development support was perceived to have had a 'wide impact' by providing timely, targeted support through regional workshops on evidenced-based youth policy- making ([Africa](#), the [Caribbean](#) and [Pacific](#)), as well as support to member countries for national youth policy development ([Bangladesh](#), [Guyana](#) and [Dominica](#)). Respondents noted the support provided an opportunity for countries to draw from shared experience, which has led to the development of a community of change agents.

The Review noted the 'leading role' and international recognition of the Commonwealth in the SDP sphere, with tangible outputs including the 'Commonwealth Policy on Enhancing the Contribution of Sport to the 2030 Agenda for Sustainable Development.' Despite being a fairly new initiative the Review concluded that work in the area of SDP 'will in time forge a similar pattern of impact' as work in youth policy sphere.

Recommendations included an internal review of the CYP in order to align the CYP agenda with available resources, to operationalise the monitoring plans and corresponding frameworks for the CYP and to effectively operationalise the "'scaffolding' of support [...] to allow the cascading of activities to achieve the desired results and impact." Conclusions noted the "strong legacy of achievements of the CYP" despite considerable financial and human resource constraints.

5. Development: Pan-Commonwealth

Overview

More inclusive growth and economic development is promoted across the Commonwealth through Trade, Advancing Commonwealth values in global development and financing decisions, Debt, and Oceans and Natural Resources.

5.1 Trade

Technical support to improve members' trade strategies and international trade policy work rated Green/ "Highly Satisfactory" in 4/4 Intermediate Outcome indicators, with 3/4 targets met, and unprecedented progress seen in the fourth in 2016/17.

Commonwealth trade positions advanced between members, propelled in part by the [United Kingdom](#)'s decision to exit the European Union and supported by timely Secretariat research into the Commonwealth trade advantage, most notably the *Commonwealth Trade Review* publication. The inaugural Trade Ministers' Meeting (London, March 2016) was a highlight, drawing delegates from 44 members (including 33 Ministers). See "*In Focus*" story page 24.

Commonwealth trade policy positions also gained traction internationally. The Secretariat was recognised by the UN Conference on Trade and Development (UNCTAD) for its lead role in garnering momentum to secure a new WTO agreement on addressing harmful fisheries subsidies, including issuing a joint statement on the Regulation of Fisheries, signed by over 90 countries (July, 2016). This marked a key step towards addressing Goal 14.6 of Sustainable Development Goal 14 (SDG 14) relating to the need to address harmful fishing subsidies, with further advances including alignment with the Commonwealth Blue Charter, the convening of a successful side event with the WTO and UNCTAD, and the

development of a pilot project to effectively address and identify harmful fishing subsidies with the Organisation for Economic Cooperation and Development (OECD) and UNCTAD. The Secretariat collaborated with the UN Committee for Development Policy (UNCDP) and the UN Department of Economic and Social Affairs (UNDESA) to develop an effective graduation framework for Least Developed Countries to graduate from LDC status, including contributing to a new online platform to enable countries to estimate potential graduation costs.

2016/17 saw unprecedented engagement with 50 / 52 Commonwealth members participating in trade policy discussions and capacity building. This included: Delegations from 30 member countries attending three regional forums to prepare consensus positions for effective engagement in the WTO's 11th Ministerial Conference in 2017 (MC11) ([Vanuatu](#) - November 2016, [Mauritius](#) - May 2017, [St Lucia](#) - June 2017); 25 member countries receiving technical support from the new Trade Advisor in the Geneva Small States Office; and 44 member countries attending the Trade Ministers' Meeting.

The Secretariat's technical support to improve members' trade competitiveness in global markets at the request of their ministries saw 33 active technical support projects across 18 countries in 2016/17. Highlights included:

- 25 countries collaborated with the Secretariat to identify New Product New Markets schemes for export diversification.
- 4 members implemented new strategies, action plans and agreements: [Grenada](#) launched its National Export Strategy; [Kenya](#) developed its Services Export Strategy; [Papua New Guinea](#) accepted Pacer Plus Agreement recommendations; and [Pakistan](#) finalised its Export

Diversification Strategy through the *New Product New Market* stream and linked its textile sector to the global value chain.

- Strategy support to assist **India's** integration in Global Value Chains (GVCs) saw the identification of 71 new product market combinations, with the potential to increase exports by \$2 billion. This led to the establishment of the Commonwealth Small and Medium-sized Enterprises (SME) association, hosted by India, and the inaugural SME Trade Summit to promote Intra Commonwealth SME Trade and Investment (India, May 2017). 25 members attended, culminating in the agreement of the Delhi Declaration (2017), a 10-point agenda for furthering intra-Commonwealth trade and investment.
- COMESA (Common Market for **Eastern and Southern Africa**), a regional design studio was initiated, where

- **African** leather technicians will be able to enhance their skills. The model will continue to be used and developed across **East Africa**.

Three CFTC Technical Assistance engagements successfully closed. Support for **Mauritius'** Trade in Services Agreement (TiSA) negotiations saw the country fully maintain an evidence-based position on the TiSA framework text. **Seychelles'** Intellectual Property Office was supported to implement the Industrial Rights Property Act 2014, achieving full compliance with the WTO TRIPS (Trade-Related Aspects of Intellectual Property Rights) Agreement towards an improved business environment in the country. **Pacific** Islands Forum countries (PIFs) were supported through the strengthening of the Office of the Chief Trade Advisor, leading to the successful conclusion of PACER+ negotiations in August 2016.

In Focus: The Hubs and Spokes II Programme

Hubs and Spokes II programme is an innovative aid for trade initiative that helps enhance trade capacity in Africa, Caribbean and the Pacific (ACP). It is a joint programme of the European Union, Commonwealth Secretariat, ACP Group Secretariat, and the Organisation Internationale de la Francophonie with a programme budget of EUR 9.5 million to support Commonwealth and non-Commonwealth ACP member countries between February 2013 and May 2017.

Since 2013, a network of 29 advisors has been embedded in over 20 countries throughout the Commonwealth and ACP regions through national "spokes" and regional "hubs" trade advisers. They provide dedicated technical support, policy advice and expertise to enhance the capacity of countries to formulate suitable trade policies, participate effectively in international trade negotiations and implement international trade agreements. Highlights to date include:

- Over 3,500 trade professionals trained across ACP regions on trade policy issues including Non-Tariff Barriers, Technical Barriers to Trade, Trade in Services and Trade Facilitation
- National trade policy frameworks have been formulated for **Malawi**, Palau and **Kenya**, and trade policies implemented in **Solomon Islands** and **Fiji**
- Advisers were instrumental in providing background briefs and assisted in negotiations for Pacer Plus (**Pacific** region), and the Continental Free Trade Area and Tripartite Free Trade Agreement among **African** member states, and implementation of the EU Economic Partnership Agreements and WTO Trade Facilitation Agreement across ACP countries
- In **Kiribati**, the adviser assisted the Ministry of Commerce, Industry and Cooperatives on drafting its Sector Plan (2016 - 2019), as a strategic approach to mainstream trade into country's Development Plan. The sector plan seeks to improve volume of trade and competitiveness in the sectors where Kiribati has comparative advantage
- The Regional Trade Adviser at the Southern African Development Community (SADC) Secretariat provided assistance on the development and roll-out of the Action Plan for the

SADC industrialisation strategy in member states. The principle objective of the strategy is to operationalize and accelerate industrialisation through beneficiation and value addition of the Southern African region's vast and diverse natural resources.

- Hubs and Spokes II Programme entered its Consolidation Phase in late May 2017 with a completion date of February 2019.

5.2 Advancing Commonwealth Principles and Values in Global Development and Financing Decisions

Momentum continued to build around the Secretariat's key development finance campaigns, achieving vital traction with key international institutions. Targets for this area were surpassed and performance rated Green/ "Highly Satisfactory".

The Commonwealth continued to address the issue of debt in small states by engaging the international community through its research on small states' debt challenges. The work in this area has benefitted substantially from the international traction generated in the international development financing space, following the Commonwealth's programme on debt for nature swaps. This has enhanced the Secretariat's ability to effectively advocate on behalf of its members through greater recognition and visibility as a thought leader on debt issues. In 2017, the Secretariat contributed a chapter on the fiscal consequences of natural disasters to be included in a new book on small states, led by Professor Lino Briguglio from the University of Malta, and involving key interlocutors such as the International Monetary Fund (IMF), World Bank and the Inter-American Development Bank. The Commonwealth's work on the IMF's reform of its Low Income Country Debt Sustainability Framework, which called on the IMF for greater balance in assessing low income country debt sustainability issues, was highlighted and referenced in the UN's 2017 Financing for Development Review. Moreover, the Commonwealth's work on the potential for countercyclical financing mechanisms - a potentially useful debt relief instrument - was referred to by the IMF in its 2017 paper to the Board on this matter. The Secretariat was also invited

on two separate occasions to present work on countercyclical mechanisms to the Paris Club.

5.3 Debt

The Secretariat's debt management programme continued to provide policy advice to assist member countries in strengthening public debt management in line with international best practices. 1 of 2 targets was surpassed, with the remaining target to be achieved in early 2017/18 and indicator performance Green/ "Highly Satisfactory".

Highlights included [Cyprus](#) and Revolutionary Government of Zanzibar adopting CS-DRMS, bringing the total number of members utilising the system to 44. The Central Bank of the [Bahamas](#) is setting up a Central Securities Depository (CSD), while [Fiji](#) implemented Secretariat recommendations in reopening its infrastructure bonds - a critical first step towards developing market liquidity as it facilitates consolidation of Government securities and create large bond size which will boost trading and reduce cost to the government.

A new e-learning tool was rolled out across [Africa](#), [Asia](#), the [Pacific](#) and the [Caribbean](#), with 164 Debt Managers already trained in domestic and external debt management, and debt recording in CS-DRMS.

5.4 Oceans and Natural Resources

Green/ "Highly Satisfactory" ratings were applied across the Oceans and Natural Resources result areas as despite targets not being met - mainly due to financial cuts and in-country delays - significant results were evident in the countries receiving support.

Of eleven countries supported to negotiate maritime boundaries, four boundaries were successfully agreed in 2016/17. In [Antigua and Barbuda](#), the maritime boundary with France was formally adopted, while [Vanuatu](#) and [Solomon Islands](#) signed an agreement on their respective boundaries. Maritime boundaries were also signed between [Saint Lucia](#) and [Saint Vincent and the Grenadines](#), and between [Saint Lucia](#) and [Barbados](#), and formally adopted at the CARICOM Heads of Government meeting (July 2017).

New National Oceans Policies were adopted by the [Bahamas](#) and [Vanuatu](#), while the Secretariat's broader ocean governance remit continued to expand, in particular relating to work on the Blue Economy. This included co-authoring a major Blue Economy report and developing an assessment of the status of the Blue Economy in the Caribbean with the World Bank. The Blue Economy work stream recognises that all but 7 of the Secretariat's 52 member states are coastal and 25 are Small Island Developing States (SIDS), and seeks to support relevant members in the development of

sustainably managed oceans, seas and marine resources towards economic growth and general development.

The Secretariat continued to support eleven countries to establish policies and frameworks to promote and support the sustainable management of natural resources, with a key achievement being [Guyana](#) where reform was achieved through the establishment of a Petrol Commission as a result of its new Petrol Commission Bill.

CFTC Technical Assistance to [Cook Islands](#)' Ministry of Mineral and Natural Resources saw improved sustainable management and development of seabed mineral resources through the institutionalisation and establishment of the Seabed Minerals Authority and the development of an appropriately functioning regulatory framework. This has already resulted in the first national tender for seabed minerals in national waters and approval to explore 75,000km² seabed minerals with an estimated ground value of \$US227 billion, with investment opportunities now being explored.

6. Small and Vulnerable States

Overview

The focus of this Strategic Outcome is to advocate for international policies and mechanisms to strengthen the resilience of small and vulnerable states. This includes effective participation in international decision making processes through the Small States Offices of New York and Geneva and access to climate finance.

6.1 Small States Development

Global advocacy for the needs of small and vulnerable states continued to be prioritised, with targets achieved in engaging small and vulnerable states in advocating for their priorities in relevant international forums, and performance rated Green/ “Highly Satisfactory”.

The Commonwealth’s relentless efforts to strengthen the resilience of small states through advocating for the recognition and inclusion of vulnerability in international processes and mechanisms, culminated in the World Bank in 2016 prioritising a three-year work programme to examine the inclusion of vulnerability as a criterion for concessional financing, including working with the Secretariat and other partners.

The establishment of the Small States Centre of Excellence also progressed with the placement of a Technical Advisor in January 2016. In collaboration with officials from the Government of [Malta](#) and the Small States team, the Technical Advisor has advanced work in the following areas for the Centre: i) organisational design; (ii) tailoring Information and Communications Technology (ICT) platforms; (iii) engaging experts for capacity building solutions; and (iv) fostering strategic partnerships. The Centre is expected to be fully established and operational by the end of 2017.

6.2 Small States Offices

The Geneva and New York Small States Offices continued to enable and support the participation of 11 resident member states and 2 regional bodies in relevant international forums, as well as providing a base for additional members to receive support and capacity building. The new permanent Trade Advisor in Geneva engaged with 25 member states during the year, while Secretariat based Human Rights Advisors provided support through the 34th and 35th sessions of the Human Rights Council (March - June 2017)

6.3 Climate Financing

Despite initial delays due to funding constraints, 2016/17 saw the establishment and successful operationalisation of the Climate Finance Access Hub (CFAH) in [Mauritius](#). Performance is rated Green/ “Satisfactory” as the Hub is now staffed and 6 national advisors have been deployed. An online platform to facilitate communication between the Central Hub, national advisers and the Secretariat has been established. Demand for the Hub’s services has been demonstrated through requests from 16 Commonwealth member countries (7 in the [Caribbean](#), 4 in the [Pacific](#) and 5 in the [African](#) Region) accounting for over half of the Commonwealth small state members. Due to the high level of demand for assistance, additional funding is required to meet the need of member states and the mobilisation of additional resources has been identified as key to the sustained delivery of the CFAH.

Three Regenerative Development forums took place in this period in collaboration with the Cloudburst Foundation. The first

saw leading global scientists and experts discuss innovative approaches to reverse climate change. Findings from the workshop were presented to a High Level Regenerative Development meeting (London, May 2017). The meeting was attended by 123 participants including HRH The Prince of Wales, former heads of state and 17 high commissioners. The third workshop focused on financing for

regenerative development. As a result of these fora, there is a buy-in from member states and regenerative development is being linked to climate finance through the work of the CFAH. In addition, the meetings agreed on pilot projects that will bring innovative solutions to beneficiaries and demonstrate the value of this programme. A full report will be prepared for CHOGM in 2018.

A. Enabling Outcomes

Overview

Enabling Outcomes cover Global Advocacy, Technical Assistance of experts to support the requests of member states, Partnerships including with accredited organisations, and Communications.

A.1 Global Advocacy

Six Ministerial meetings were successfully convened, achieving targets and Green/“Highly Satisfactory” indicator rating. The meetings were attended by 133 Ministers from 51 of the 52 Commonwealth member countries.

8th Commonwealth Sports Ministers’ Meeting (Brazil, August 2016) was attended by delegates from 32 countries including 15 ministers, who endorsed the Commonwealth policy position to align sports policy architecture with the 2030 SDG Agenda and discussed best practice strategies.

11th Commonwealth Women’s Affairs Ministers’ Meeting (11WAMM) (Samoa, September 2016) saw delegates from 16 countries including 8 ministers agree to four cross-cutting priorities for gender equality to take forward to 2020: Women’s leadership; women’s economic empowerment; ending VAWG; and gender and climate change.

Commonwealth Foreign Affairs Ministers’ Meeting (New York, September 2016) gave delegates from 44 countries including 34 Ministers the opportunity to discuss joint priorities in areas such as building the resilience of small states, climate change, tackling violent extremism and migration.

Commonwealth Finance Ministers’ Meeting, attended by 27 country delegations including 16 Ministers - together with the **Central Bank Governors’ Meeting** and the **Senior**

Officials’ Meeting (Washington, October 2016) - garnered significant exposure for prioritised finance advocacy issues such as climate financing, international taxation, diaspora finance, de-risking and the United Kingdom’s exit from the EU.

Commonwealth Health Ministers’ Meeting (Geneva, May 2017) saw delegates from 37 countries including 26 Ministers share regional and country experiences and lessons in the sustainable financing of UHC, global security and in violence prevention, particularly domestic violence, with outcomes presented at the 70th World Health Assembly.

In addition, the Secretariat hosted high level forums including the **Women’s Leadership Summit** (United Kingdom, July 2016) where visionary women leaders identified recommendations for the Secretariat’s new Strategic Plan, then discussed at 11WAMM. The **Senior Law Officials’ Meeting** and the **Meeting of Law Ministers and Attorneys General of Small Commonwealth Jurisdictions** (United Kingdom, October 2016) were attended by 22 and 23 jurisdictions respectively. The meetings provided a comprehensive overview of the Secretariat’s work, and undertook key preparations for the Commonwealth Law Ministers Meeting (Bahamas, 2017).

Commonwealth positions advanced in other key international forums, including the **G20** which incorporated Commonwealth submissions into its Accountability Report. Early engagement with new G20 presidency Germany has also laid solid foundations for positive future engagement in 2017, while engagement with research on countercyclical finance continued to gain traction (see 5.2 page 19).

In Focus: Inaugural Trade Ministers' Meeting
(United Kingdom, March 2017)

In March 2017, the Secretariat, in conjunction with the Commonwealth Enterprise and Investment Council (CWEIC), hosted a two-day meeting of Trade and Investment Ministers. 85 per cent of Commonwealth countries (44) were represented with 33 ministers in attendance.

In his opening speech, the Rt Hon Liam Fox, Secretary of State for International Trade, [United Kingdom](#) noted the importance of strengthening intra-Commonwealth trade, not just for economic reasons but from “a moral dimension... Liberation from poverty and the sharing of prosperity are both achieved by the same policy of free and open trade in a liberal, rules-based system.”

Ministers welcomed the work of the Secretariat and its continued support to members on their effective integration into the global trading system, the establishment of the Small States Trade Finance Facility in Malta, the provision of technical assistance through the Hubs and Spokes Programme and the ongoing trade competitiveness programme.

The meeting drew heavily on the Secretariat’s ‘Commonwealth Advantage’ work and explored options to increase intra-Commonwealth trade and investment, particularly taking into account the special needs of small and vulnerable states.

The Secretary-General pointed to the “19 per cent trade advantage within the Commonwealth. [Encouraging ministers to consider] how the global trade landscape can be changed in favour of that advantage and the particular factors that drive and differentiate intra-Commonwealth trade and investment be improved.”

Ministers noted the challenge of funding for CFTC and agreed on the importance of a well-funded Secretariat to enable continued support to member countries. Ministers welcomed a focus on trade and pledged to support an ambitious outcome on trade at CHOGM 2018.

Kamina Johnson Smith, Minister of Foreign Affairs and Foreign Trade, [Jamaica](#) described the meeting as “an excellent two days”, enabling Commonwealth members to come together as a family and remember the commonalities of legal systems, cultures and language, despite diversity in levels of development and geographic spread. Recognising these commonalities highlights the potential for opportunities going forward. She stated that the meeting set good ground for more pointed and substantive discussions going into CHOGM and in the future.

A.2.i Technical Assistance and Referrals

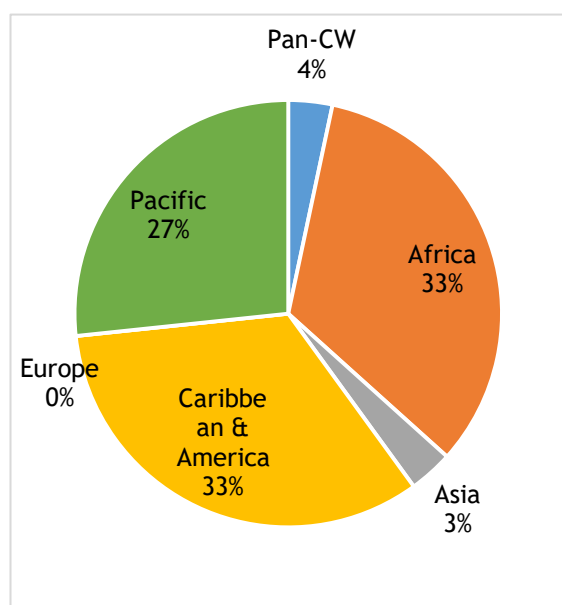
The Technical Assistance Programme is an established and highly-regarded mechanism of providing senior specialists to member states in response to their prioritised support requests. Targets for placements and diversity of experts were met in 2016/17 and performance rated Green/ “Highly Satisfactory”.

The recent Strategic Plan Evaluation found that *“expert placement is highly valued by member countries, offering a tangible return on investment”*. It also commented *“There is high respect for the Secretariat due to its impartiality and the notion that Commonwealth will work for good of a country and not for personal interests.”*

In 2016/17, 8 new technical assistance projects were approved and 15 experts mobilised (9 under the CFTC and 6 under the Climate Finance Access Hub), bringing the total number of approved engagements to 45. A full list of projects and their locations is provided in Annex 2, with the results of completed projects outlined in the relevant sections of this report.

Whilst there has historically been high demand for experts in Rule of law,

Figure 1 - Technical Assistance by Region

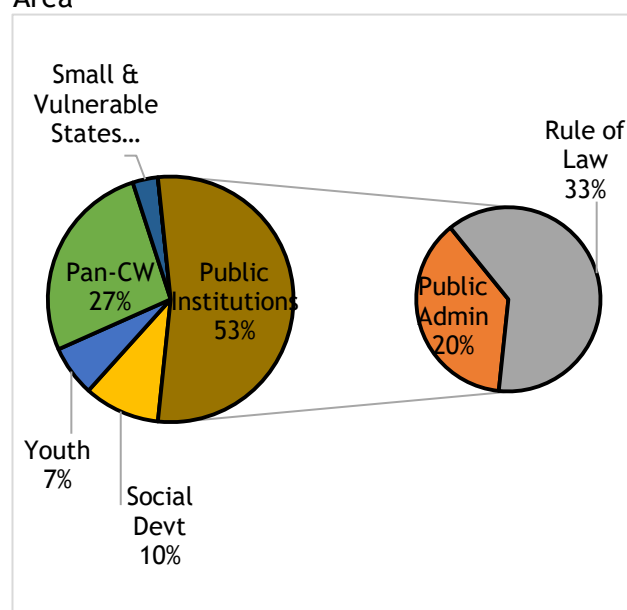


thematic balance of the technical assistance programme has shown increased diversity across Strategic Plan pillars, with all thematic areas covered except Democracy. Figure 2 illustrates the thematic spread of projects across results areas. Geographically the balance of the programme across the regions has also improved, with the current spread shown Figure 1. In 2015/16, support was more intensive in Africa with 41% placements.

The Strategic Plan Evaluation commented that *“The Secretariat is renowned for offering south-south cooperation”*. The Technical Assistance Programme is one such example, with 68% experts provided on a south-south basis. Over 80% projects in 2016/17 were directed to small states and 17% assistance was directed to LDCs.

While the proportion of female experts is still low, improvements saw an increase from 32% last year to 44% in 2016/17. The long-term nature of technical assistance projects means continued improvement is expected over time, rather than immediate redress of the imbalance.

Figure 2 - Technical Assistance by Strategic Area



A.2.ii Partnerships

Building effective partnerships is key to leveraging the Secretariat's limited funds and considerable networks in order to achieve results. This includes working with accredited partners, international organisations and other stakeholders. It also includes working across the Secretariat's 20 established networks.

2016/17 saw evidence of increased interest by a range of organisations in developing effective and sustained partnerships with the Secretariat through the accreditation of four new partners, bringing the total number of accredited organisations to 85. Further, there were strong examples of effective engagement with existing accredited partners:

- Commonwealth House was established with the Royal Commonwealth Society, the Commonwealth Games Federation and the Commonwealth Local Government Forum now based in the Secretariat headquarters
- Partnership with Rotary International, the Commonwealth Youth Council, and the Commonwealth Youth Gender and Equality Network led to the establishment of a mentorship scheme for 50 young women in the Commonwealth.

Notwithstanding these positive examples, financial cuts and capacity constraints reduced the number of opportunities for broader accredited partner engagement. 51% accredited partners engaged in one or more Secretariat events, missing targets - although it should be acknowledged that some partners are based abroad and prefer to engage remotely via the Secretariat's online portal. While a feedback survey reported that 68% accredited partner representatives felt levels of engagement had improved over the last two years, 55% reported overall satisfaction with current levels of engagement. Qualitative feedback highlighted a desire for deeper and more

consistent engagement. However, some accredited organisations do not engage regardless of opportunities. These challenges account for the Amber/ "Fairly Satisfactory" rating in this area, and also account for the fact that the Secretariat is supporting the Accreditation Committee in reviewing its relationships with accredited partners.

2016/17 also saw the Secretariat partner closely with relevant International Organisations including:






- Increased collaboration with the World Bank, in particular around the Secretariat's work on the Blue Economy, debt and small states (refer to Pillars 5 and 6)
- Development of the Asia VAWG bench book together with UN Women (see Pillar 3)
- Jointly convening an event on CEFM with the Office of the High Commissioner for Human Rights (see Pillar 1)







An ongoing challenge remains the lack of an overarching Partnership Strategy, the development of which was put on hold through the restructuring process. To address this, the new Strategic Plan period will see increased designated resources for partnership work and the development of a Partnership Strategy to ensure that this renewed interest by partners is coherently and effectively harnessed in order to deliver on the ambitions of the Strategic Plan and Delivery Plan.

Much of the Secretariat's programming is carried out through supporting dedicated Pan-Commonwealth networks, enabling investment to have a broader reach. Based on thematic priorities, these networks capitalise on the Secretariat's convening power to share knowledge and expertise between members, build capacity, and in some cases carry out joint advocacy. Figure 3 outlines these networks and their membership.

Figure 3

Commonwealth Networks

Network		Data
Commonwealth Electoral Network		<p>51 member states represented</p> <p>The Commonwealth Electoral Network aims to promote good practices in the field of elections management, to facilitate experience-sharing and to foster a sense of community among Commonwealth election management bodies. Members meet biennially for a Conference, convened by the Commonwealth Secretariat</p>
Youth networks		<p>948 youth organisations and 1,100 youth leaders engaged</p> <p>10 networks (Commonwealth Youth Council, Commonwealth Youth Ambassadors Network, Commonwealth Youth Climate Change Network, Commonwealth Youth Sports for Development and Peace Network, Commonwealth Students Association, Commonwealth Alliance of Youth Entrepreneurs, Commonwealth Youth Gender and Equality Network and Commonwealth Correspondents)</p> <p>The 10 Commonwealth Youth Networks enable youth organisations and leaders help facilitate young leaders, to participate effectively in national and regional efforts to achieve the SDGs and bring the youth perspective into relevant international development and decision-making spaces.</p>
Commonwealth Africa Anti-Corruption Centre		<p>All 18 African Commonwealth member states represented</p> <p>The Centre is a prime vehicle for improving coordination between and strengthening the capacity of anti-corruption agencies in Commonwealth Africa. A meeting of the Association of Anti-Corruption Agencies in Commonwealth Africa takes place annually.</p>
Commonwealth Caribbean Association of Integrity Commissions and Anti-Corruption Bodies		<p>12 Caribbean Commonwealth member states represented</p> <p>National authorities from the Caribbean have joined forces to establish a new regional body to enhance transparency and help fight corruption. The Association meets annually.</p>
Health Hub		<p>712 Members of Community of Practice</p> <p>44 member states represented</p> <p>The Commonwealth Health Hub supports the community of health professionals and policy-makers who are dedicated to improving the situation of Universal Health Coverage, in particular Non-Communicable Diseases in Commonwealth countries.</p>

Network		Data
Education Hub		<p>821 Members of Community of Practice 52 member states represented</p> <p>The Commonwealth Education Hub supports the community of education professionals and policy-makers who are dedicated to improving the situation of primary, secondary, and Technical and Vocational Education and Training in Commonwealth countries.</p>
Commonwealth Network of Contact Persons (CNCPP)		<p>52 member states represented</p> <p>The Commonwealth Network of Contact Persons enables criminal justice officials from each member country to provide informal advice and information on making mutual assistance requests to their jurisdictions.</p>
Commonwealth Forum of National Human Rights Institutions (CFNHRI)		<p>43 member states</p> <p>The Commonwealth Forum of National Human Rights Institutions is an informal and inclusive body of Commonwealth National Institutions for the Promotion and Protection of Human Rights and other national accountability mechanisms with a human rights mandate.</p>
Commonwealth Parliamentary Human Rights representatives		<p>15 member states represented</p> <p>The Commonwealth Parliamentary Human Rights Networks aim to mainstream human rights in their myriad legislative functions. They engage in human rights advocacy in parliament with the aim of ensuring that legislative enactments comply with basic human rights principles.</p>
Junior Election Professionals (Phase 1)		<p>88 professionals 43 member states represented</p> <p>Junior Election Professionals Initiative helps build the capacity of the next generation of electoral administrators. Training and professional development, enables Junior Election Professional to increase their technical capacity and their understanding of international election standards.</p>
Accredited Organisations		<p>85 organisations</p> <p>In addition to the three inter-governmental organisations there are over 80 organisations working across varying and diverse fields. The Secretariat brings these organisations together regularly at meetings of the Commonwealth Family to provide input and consultation in relation to High Level meetings such as CHOGM.</p>

A.3 Communications

The visibility and profile of the Secretariat continued to improve in 2016/17, with performance rated Green/ “Satisfactory” and “Highly Satisfactory” across its indicators.

There was an average increase of visitors to the Commonwealth’s website of 22 per cent (year-on-year). The best performing month was August, with an increase in visitors of 41 per cent from the previous year. Web traffic peaked in October, with nearly 130,000 visits to the organisation’s website. Coverage of the Commonwealth in mainstream media (newspapers, television and radio) improved significantly in the reporting period. In particular, mentions of Commonwealth Day more than doubled and mentions of the Commonwealth Secretariat grew by 36 per cent. The best-performing month was September, when there were more than 1,300 mainstream media reports on the Commonwealth globally. The Commonwealth’s profile on social media also experienced substantial growth. The number of followers of our Twitter feed

grew (average of 55 per cent each month, year-on-year) and Facebook followers (average 40 per cent year-on-year growth). Traffic on LinkedIn experienced similar growth. By December, more than 35,000 people were following the Commonwealth on Twitter.

During the reporting period, the Secretariat explored the potential of a “broader Commonwealth brand” with Commonwealth organisations that have a global reach. In November, three Commonwealth organisations (The Royal Commonwealth Society, the Commonwealth Games Federation) moved into the newly renamed Commonwealth House to help facilitate a more joined-up approach. The four Commonwealth House organisations produced a shared work plan for Commonwealth Day in 2017 and delivered activities as a team. Events included the launch of the Queen’s Baton Relay for the Commonwealth Games in addition to the televised service at Westminster Abbey and reception at Marlborough House with Prince Charles as guest of honour.

Figure 4

Platform	2016–17
 The Commonwealth www.thecommonwealth.org	Total visitors 1,618,711
	Followers 39,251 Impressions 6,894,000 Engagements 78,968
	Followers 27,475 Impressions 31,566,492 Engagements 1,190,697
	Followers 20,970
	Views 26,890
 Commonwealth Connects The power of business	Actions 133,008
 The Commonwealth Library	Downloads 75,644

B. Internal Outcomes

Overview

Internal outcomes focus on improving corporate efficiency and effectiveness to support the achievement of Strategic Plan results. They include: the recruitment and retention of staff; the delivery of corporate services; and planning, monitoring, evaluating and reporting on the Strategic Plan.

In April - May 2017, an independent review was carried out of the Secretariat's Human Resources and Finance functions, as well as associated IT systems. Recommendations focused on improving and streamlining the Secretariat's business processes, achieving better support from its IT systems, more effective organisational support, and cost efficiencies. A key recommendation was not to invest in an overarching Enterprise Resource Planning (ERP) System, but rather to aim for incremental improvements in existing systems. There was also strong advice to implement a suitable travel package to control travel costs, which are a major item of variable overhead.

B.1 Recruitment and Retention of Staff

Significant structural changes were required across the Secretariat in order to address the organisation's financial deficit, and ensure that the optimal staff compliment and structure will be in place to deliver the new Strategic Plan (2017/18-2020/21). This meant that human resources performance ratings were mixed, ranging from Amber/ "Fairly Satisfactory" (relating to staff vacancy ratios) to Green/ "Highly Satisfactory" (relating to the outcome of staff performance assessments).

The restructure process was informed by consultation and a rigorous skills and gaps analysis of all staff, which fed into the final Secretariat organogram to be implemented from July 2017. In

preparation for the new Strategic Plan, a new Human Resources Strategic Plan and People Management Strategy were developed. The Secretariat's recruitment systems and processes were improved, including through the introduction of a four-step process for professional level staff, the development of a new onboarding platform and the implementation of a 'talent bank' of CFTC experts.

Implications of the restructure included challenges in the recruitment and retention of staff. A recruitment freeze lasted from July 2016 to April 2017. 15 staff were made redundant and a further 53 left due to retirement, contracts ending and resignations. This saw the total staff turnover increase from 12.6% to 27.9% by the end of June 2017. This has led to capacity constraints which have limited the Secretariat's ability to deliver and achieve results across its portfolio.

Notwithstanding this, there remained a positive balance in terms of gender, geography and age despite just missing diversity targets. Annual performance assessments of remaining staff members showed improvement with total 99% assessed as Outstanding Performance or Performing.

B.2 Corporate Services Delivery

7/8 Corporate Intermediate Outcome indicators were rated Green/ "Satisfactory" or "Highly Satisfactory" performance with one "Fairly Satisfactory", covering Finance, Facilities, IT and Conference delivery.

The financial resources of the organisation were monitored and managed to ensure the Secretariat was able to meet its financial commitments, particularly during the period where the Secretariat experienced cash flow challenges. The income collection rate at the end of the

financial period was 93% of budgeted income compared to 84% in the prior year. To enable the Secretariat to better manage cash flow, it has requested for the 2017/18 year that Member Governments pay their contributions by early August or advise when the payments will be received. Due to capacity constraints, the approval of the organisation's three sets of accounts fell after the deadline, accounting for the "Fairly Satisfactory" performance rating.

In a move towards improved transparency and accountability, the Secretariat began to publish all CFTC expenditure over £500 on its website. The new Strategic Plan period will see further progress in this area, including quarterly reporting to the Independent Aid Transparency Initiative (IATI).

Other highlights included the reduction of carbon emissions by the Secretariat by 36% from 2015/16, and the introduction of a new travel policy that is expected to see savings of £1 million per year. IT services were rated highly satisfactory by 96% of staff, and the internal refurbishment of Quadrant House was successfully carried out in order to facilitate the Commonwealth Hub.

B.3 Quality and Results

Focus during the reporting period was on developing and gaining approval for the Secretariat's new Strategic Plan (2017/18

- 2020/21), Budget (2017/18) and first ever Delivery Plan.

Internally, in addition to the staff consultations mentioned above, this involved the delivery of four independent evaluations to ensure that key learning fed into the new Plan:

- Evaluation of the Commonwealth Secretariat's Strategic Plan 2013/14 - 2015/16
- A Meta-Evaluation of 30 evaluations conducted between 2005-2016
- Evaluation of Commonwealth Africa Anti-Corruption programme
- Review of the Commonwealth Youth Programme (see page 15)

The Secretariat's first ever budget bidding process was introduced in order to improve results-based planning and budgeting and leverage impact in a context of declining revenues. The process informed allocations for the 2017/18 Budget and Delivery Plan.

Technical support received from [Canada](#) and the [United Kingdom](#) fed into a strengthened Strategic Results Framework (SRF) that underpins the new Delivery Plan. The SRF will track both delivery and results in the new Plan period, enabling more rigorous performance assessment and reporting across result areas.

Additional meetings and off-site retreats were facilitated for in-depth Board discussions around the new Plan documents, with agreement reached ahead of the new financial year.

Gender Mainstreaming

Overview

Gender equality and the empowerment of women and girls continued to be a Secretariat priority, both through direct programming and support to members (see page 13), and by a commitment to ensure that gender is mainstreamed across the organisation's portfolio.

Positive examples of gender mainstreaming in 2016/17 included:

- Support provided to incorporate gender into [Botswana](#)'s Sports Policy
- The production of a Commonwealth checklist on gender and elections, aimed at improving reporting during election observations
- The Secretariat's trade publication *A Handbook on Regional Integration in Africa: Towards Agenda 2063* (March, 2017) has gender as a prominent focus, emphasising the role of women in both formal and informal trade and including recommendations for equality in regional trade. The African Union Commissioner for Trade and Industry endorsed the publication as "readable, insightful and useful".
- A side-event at the United Nations Oceans Conference (New York, June 2017) was convened on the blue economy and women's economic empowerment in collaboration with the government of the [Seychelles](#) and member states

Gender Mainstreaming Evaluated

The recent Independent Evaluation of the Secretariat's Strategic Plan (SP) (2013/14-2016/17) assessed the extent of gender mainstreaming, and recommended improvements for the new SP.

The review found that the SP document successfully articulated the importance of gender as a cross-cutting theme, with a strong commitment observed in the Secretariat's strategies, structures and

systems. It noted the Gender Policy and Mainstreaming Guidelines, and efforts to build capacity in a cost-effective manner, including through online training. Recommendations included:

1. Redouble efforts to operationalise gender mainstreaming within the organisation, supported by a clear practical operational plan to guide implementation and embed gender in programming in practice.
2. Strengthen systems for monitoring, evaluation, reporting and organisational learning, and roll out mandatory basic gender training.
3. Emphasise gender as an enabling outcome in the new SP, including both gender-specific indicators (for gender-focused projects) and integrated, gender-related indicators (for gender-mainstreaming across sectoral projects) in the Strategic Results Framework (SRF).
4. Elevate the Gender Section to the Secretary-General's office and recruit advisory-level staff with both Results Based Management and Gender skills.

Preparations for SP (2017/18-2020/21)

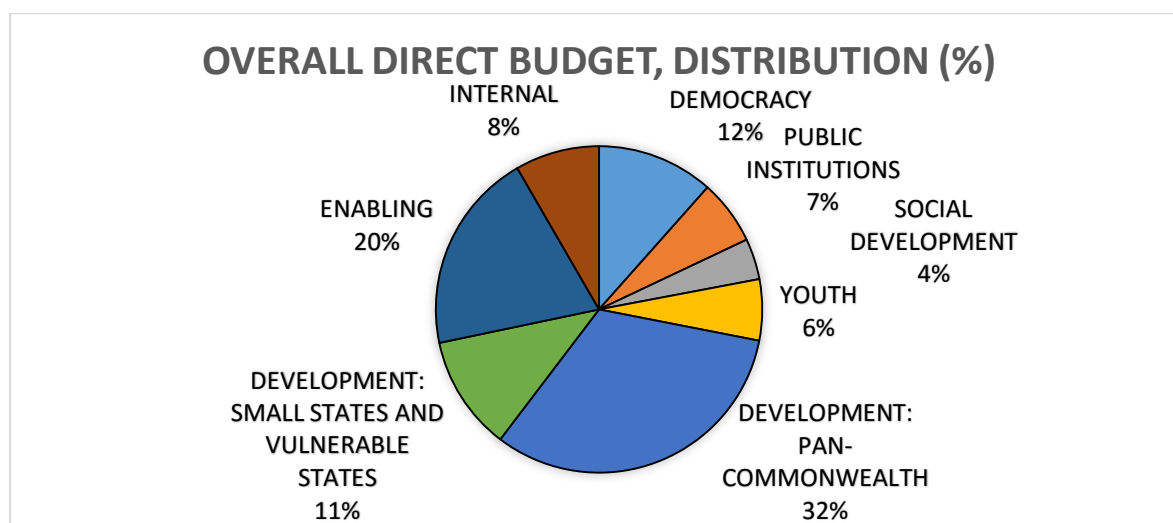
Many recommendations have now been implemented, supported by a designated Gender Committee. A Gender Mainstreaming Strategy has been drafted, and the new SP includes Gender as a Cross-Cutting Outcome. Guidance was released to support gender consideration in new project designs ahead of the new SP period, and gender criteria were incorporated into project appraisals. The Programme Management Information System was adapted to support reporting on gender and a cross-organisational Gender Results Framework is being put in place in line with the SRF to track performance on gender. An MOU has been signed with the Commonwealth of Learning to roll out the online training to staff.

Financial Performance

The Secretariat's expected income for 2016/17, against which the organisation had budgeted, was £36.2m. Only 57% had been received by the end of December 2016, and so expenditure across programmes was re-assessed and limited to what was contractually committed or would cause reputational damage if cancelled. The assessment forecast total expenditure to £41.9 million, which was a significant reduction from the budgeted expenditure of £51.9 million. This included assessed contributions and pledges, extra-budgetary resources (EBR), and other funds¹. Of which, the direct expenditure forecast (including virements) was £28.6 million (68 percent), and was allocated across all results areas. By the end of the 2016/17, £34.3m had been received (95% of the original budget amount).

The direct expenditure forecast² was funded £18.3 million (64 percent) from the Commonwealth Fund for Technical Cooperation (CFTC), £8.3 million (29 percent) from the Commonwealth Secretariat fund (COMSEC), and £2 million (7 percent) from the Commonwealth Youth Programme fund (CYP). The Secretariat's direct expenditure forecast was complemented by EBRs and designated funds (DF), which were each earmarked resources for funding specific programmes during the year.

The Secretariat implemented a total of 45 projects to deliver the 2016/17 programme of work. Figure 5, below, illustrates the distribution of the direct budget among the strategic results areas.



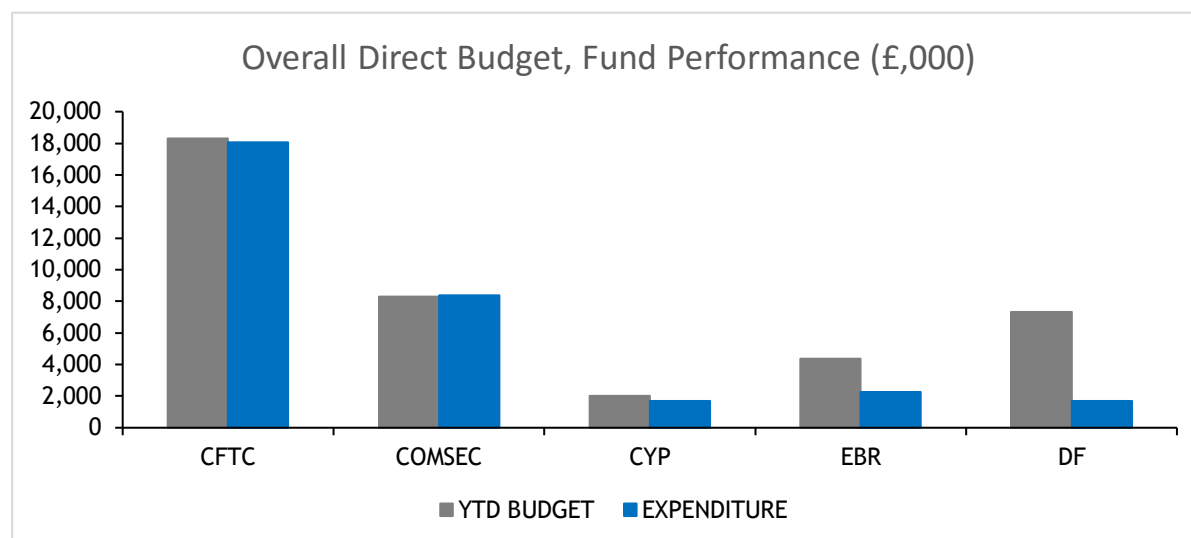
The biggest share of the budget (£7.8million) was allocated to Development: Pan-Commonwealth results. Enabling results were allocated the next biggest share (£7.1 million). This consisted of £3.2million for Global Advocacy, £2.1 million for Technical Assistance, and £1.9 million for strengthening the Commonwealth profile. Democracy results were allocated £3.7 million, and the secretariat allocated £3.0 million to for the

¹ Other funds included interest on investments.

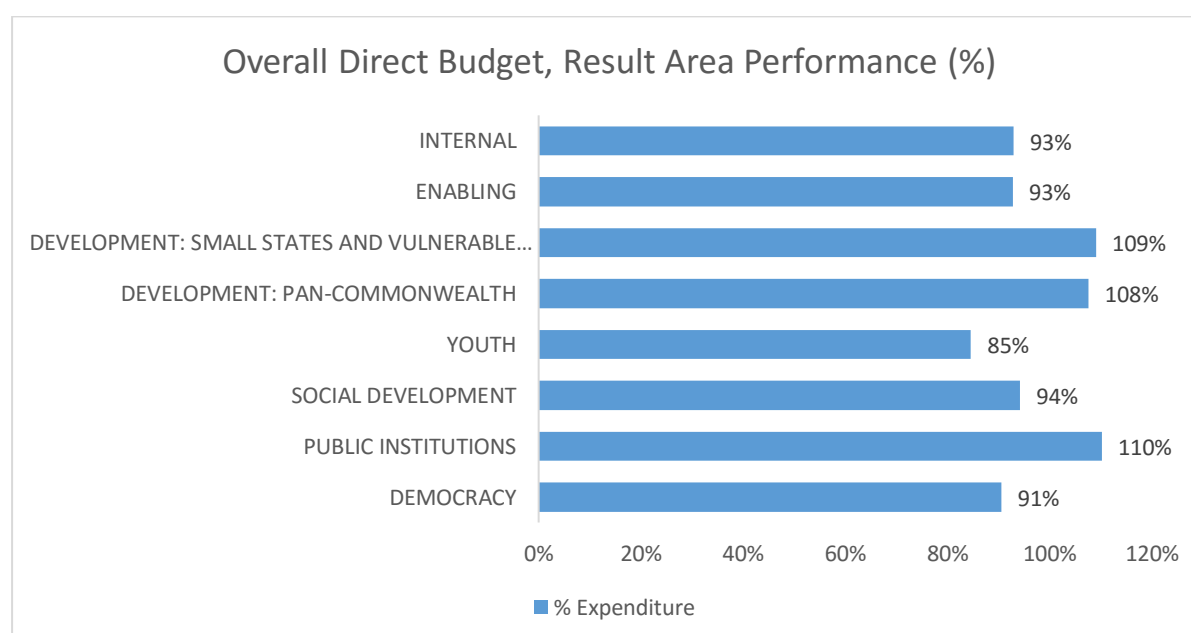
² Direct expenditure forecast can be directly linked to the delivery of an outcome in the Strategic Plan; it finances goods and services needed to deliver on a specific project, which can be assigned to a particular activity. It may finance personnel costs, consultancies, travel and other items linked directly to a project.

development of small states and vulnerable states. Public Institutions and Youth outcomes received £2.4 million and £2.0 million respectively. £1.6 million was earmarked for Social Development outcomes, and £0.9 million for internal outcomes.

Actual expenditure on Outcomes was £28.1 million (98 percent). CFTC expenditure reached 99 percent, while COMSEC was 101 percent, and CYP 84 percent. Figure 2 illustrates this expenditure below. Illustrated in Figure 6.



The highest expenditure rates were delivered on three results areas, namely Public Institutions, Development: Small States & Vulnerable States and Development: Pan-Commonwealth with an over-expenditure of 10%, 9% and 8% respectively. The over-expenditure was offset by under-expenditure on the other results areas. The lowest spent budget allocation was on Youth and Internal Outcomes. The under-expenditure on Internal Outcomes was mainly caused by an Enterprise Resource Planning (ERP) initiative worth £0.7 million that was deferred to the new strategic plan period. Budgets on other Internal Outcome areas were fully spent. Figure 7, below, illustrates performance on the results areas.



Annex 1: Performance Rating Annex

Introduction

The Performance Rating Annex analyses and assesses the Secretariat's performance against the 75 Intermediate Outcome (IO) indicators and targets of its Strategic Results Framework (SRF). The Annex aims to:

- Provide evidence-based analysis and assessment of performance against the SRF to complement the main report, taking into account results, delivery, risks and assumptions
- Contextualise the results achieved in 2016/17 within the four-year Strategic Plan (SP) period (2013/14 - 2016/17)

Performance Rating Definitions

- i. **IO Target Statuses** - IO target statuses objectively assess whether targets for the SP period (2013/14 - 2016/17) were met:

Green	IO indicator target met/ surpassed
Amber	<i>Not applicable for the final report of the Plan period as targets have either been achieved or not</i>
Red	IO indicator target not met
Target NA	Targets are not applicable to the area of work being assessed
Target not measurable	Monitoring systems not in place to track progress towards target

- ii. **IO Indicator Performance Ratings** - IO indicator performance ratings have been introduced in response to feedback from the Board of Governors requesting a more nuanced and comprehensive assessment of performance against the SRF which goes above and beyond a simple objective assessment of whether targets were met. IO Indicator Performance is thus rated as follows:

Highly Satisfactory	IO targets have been met or surpassed, and/ or there is strong evidence of highly satisfactory performance in terms of output delivery and short-term outcome achievement that demonstrates the result area is progressing solidly towards IO achievement in the new Plan period. Challenges/ assumptions listed below account for targets not being met.
Satisfactory	IO targets have not been met. However, there is evidence of satisfactory performance in terms of output delivery and short-term outcome achievement indicating likely IO achievement in the new Plan period. Challenges/ assumptions listed below account for targets not being met. Alternatively, targets have been met/ surpassed, but evidence of performance is satisfactory.
Fairly Satisfactory	IO targets have not been met. Output delivery and short-term outcome achievement has been fairly satisfactory, but there is insufficient evidence of clear progression towards IO achievement. Requires onward monitoring.
Not satisfactory	IO targets not met. Output delivery and short-term outcome achievement has not been satisfactory, with no evidence of progress towards IO achievement. Requires onward monitoring and potential evaluation flag.
Not measurable	Monitoring systems not in place to track indicator performance.

Ratings take into account IO target performance (as above), assessed against whether outputs were delivered and short term outcomes achieved as planned. This is then nuanced by a review of whether core assumptions behind the indicator held true, including:

1. The investment of funds required in order to deliver and achieve results as planned
2. Sufficient staff capacity being in place
3. An enabling environment existing in targeted member states to support timeframes for delivery and uptake of results
4. Appropriateness of IO targets

Performance analysis and assessment focuses on 2016/17 given that this represents the culmination of delivery and achievement through the Strategic Plan period, with reflections provided on the whole Strategic Plan period where monitoring information is available. Ratings have been allocated and then internally moderated to ensure consistency across result areas.

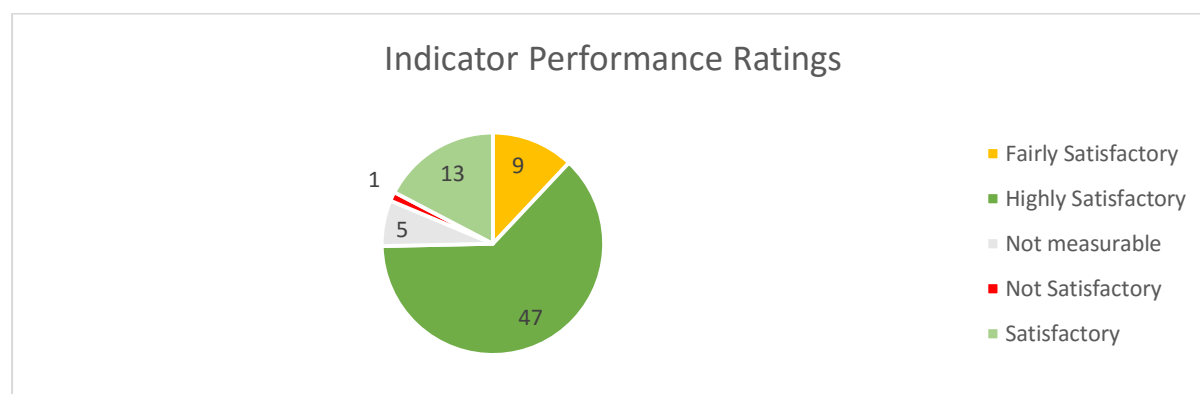
Advancing Results Based Management (RBM) Through Improved Performance Assessment

Analysis and assessment of the Secretariat's performance against the SRF has improved through the Strategic Plan period, in line with the organisation's drive to embed Results Based Management. The new Strategic Plan period (2017/18 - 2020/21) will see further improvements embedded, including a SMARTer and more comprehensive Strategic Results Framework linked to the organisation's Delivery Plan, supported by stronger project-level monitoring and evaluation plans to strengthen the organisation's evidence base. A more systematic and comprehensive Performance Rating System and process will also be introduced, accompanied by an Accountability Framework which will articulate roles and responsibilities for ensuring that monitoring information is used by relevant levels of management.

2016/17 Performance Analysis

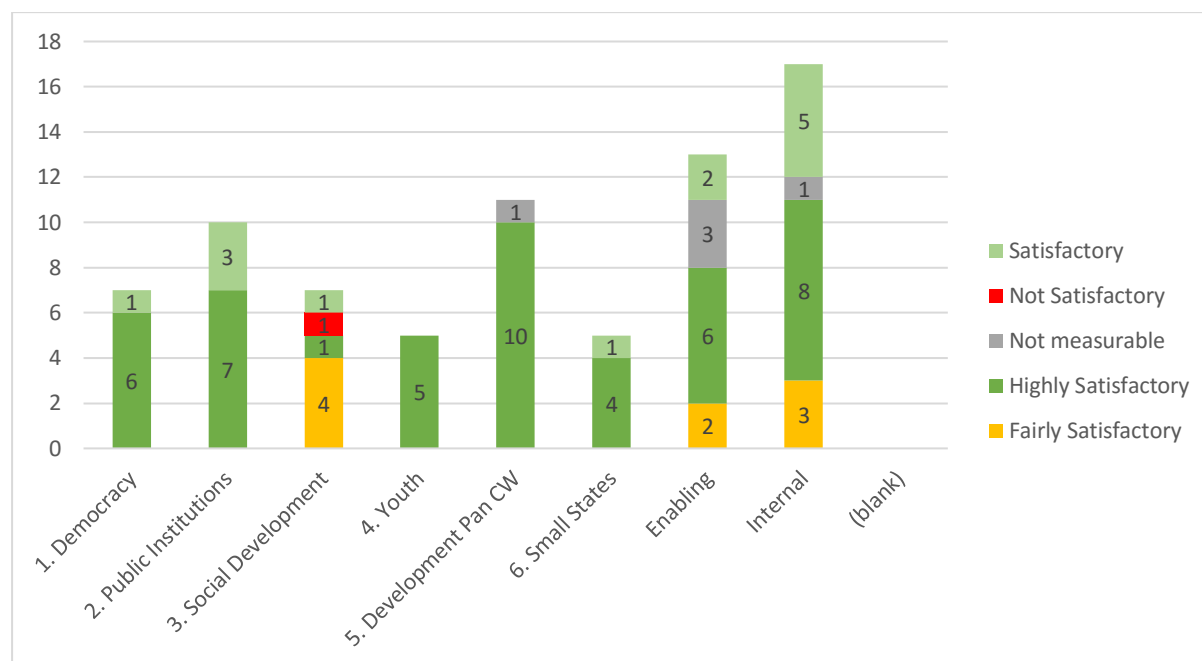
i. Indicator Performance Ratings

Figure 8 demonstrates the overall indicator ratings for the 75 IO indicators, taking into account the criteria as described above.



Of the 75 indicators, 60 were rated Green/ "Satisfactory" or "Highly Satisfactory", while 9 were rated Amber/ "Fairly Satisfactory" and one "Not Satisfactory". The full rationales behind these ratings are set out in the table below.

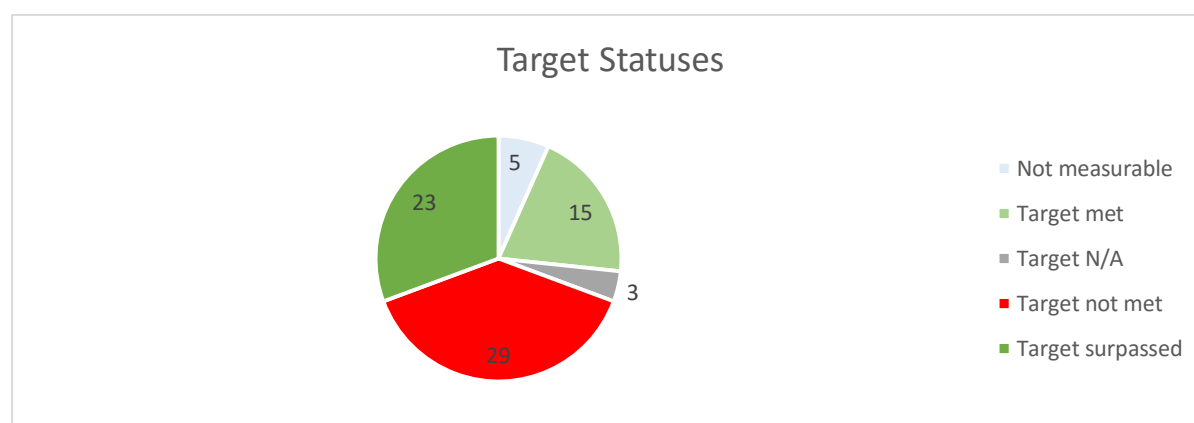
Figure 9 demonstrates the indicator performance ratings by Strategic Pillar:



The Social Development Pillar accounts for the majority of Amber/ Red ratings due to a combination of funding cuts and late changes in strategic direction within the Health and Education Unit. All Amber/ Red statuses will be monitored closely in the new Strategic Plan period where work is continuing, and additional support is being provided around the new project design process.

ii. Target Statuses

Figure 10 indicates the extent to which Strategic Plan targets were met across the 75 SRF Intermediate Outcome indicators.



Of the 75 indicators, 38 targets were either met or surpassed, and 29 were not met. Of those not met: 13 were all or part linked to funding cuts; 5 were as a result of member country delays/ personnel changes; 5 indicators had overly ambitious targets; while 8 indicators had strategic issues which hampered progress. New project designs for the new Strategic Plan period have sought to address these strategic issues, and ensure appropriate monitoring mechanisms are in place to track each indicator in the new SRF. These findings are in line with previous reports when subsequent cuts are taken into account.

Intermediate Outcome (IO) Indicator	Baseline	MTR	Progress to 30 June 2017	SP Target	Target Status	Indicator Performance Rating
STRATEGIC OUTCOME 1 - DEMOCRACY						
1.1 - CMAG is well-informed and supported to protect and promote Commonwealth values and principles						
# of member states engaged with CMAG under the enhanced mandate that respond positively to and implement CMAG's recommendations	3	0	0	N/A	Target N/A	Highly Satisfactory
<p>Rationale for Performance Rating: Targets are not applicable to this area of work but CMAG meetings were supported by the Secretariat as required</p> <p>Outputs/Short Term Outcomes: In the first half of the year, CMAG considered the situation in the Maldives, maintaining a consistent approach of positive engagement. However, in October 2016, the Maldives withdrew from the Commonwealth despite support from the Secretary-General's Good Offices (see Democracy chapter). Ahead of CMAG's 50th meeting in March 2017, members met the Prince of Wales at Clarence House.</p> <p>Risks/Challenges/Assumptions: The nature of CMAG and its mandate means results in this work area are hard to measure, with the new Strategic Plan adopting improved monitoring processes to take into account results that are attributable to the Secretariat. Due to the sensitive nature of CMAG work, there are also limitations to the level of detail that can be reported.</p>						
1.2 - Member states engage with and benefit from strengthened Good Offices of the Secretary-General						
# of identified member states engaged in Good Offices capacity that implement policy changes that reflect the advice from the Secretary-General and his/ her Envoys and Advisors	2	1	5	N/A	Target N/A	Highly Satisfactory
<p>Rationale for Performance Rating: Targets are not applicable to this area of work. Performance rated positively given evidence of fruitful engagements in 3 countries (Lesotho, Ghana, Zambia).</p> <p>Outputs/Short Term Outcomes: The Good Offices continued to build on previous work, particularly in Lesotho and Zambia (see page 7). Building on the Commonwealth's historical and longstanding support to Lesotho, following a period of political crisis which culminated in snap elections in June 2017, the Secretary-General visited Lesotho where she advocated for the signing of a peace pledge by political parties ahead of the elections. The pre-election peace pledge was signed by all parties on 17 May 2017.</p> <p>Risks/Challenges/Assumptions: One of the strengths of Good Offices is its quiet diplomacy, which can lead to challenges in reporting. In the next Strategic Plan cycle, the Secretariat will need to look more creatively at ways to report its results in this area. Due to the sensitive nature of Good Offices work, there are also limitations to the level of detail that can be reported. The actual figures in terms of engagement and results are in reality higher than stated in the progress figure.</p>						
1.3 - Member states conduct fair, credible and inclusive elections						
# of member states whose electoral framework has been strengthened to meet national, regional and Commonwealth standards	0	0	6	6	Target met	Highly Satisfactory
<p>Rationale for Performance Rating: Solid performance was evident of countries strengthening their electoral frameworks in line with targets, including 3 countries counted during 2016/17 - Zambia - (see page 7), Nauru (see 'In Focus' Story page 8) and Ghana (supported to refine its voter engagement strategy).</p> <p>Outputs/Short Term Outcomes: 38 elections have been monitored by COGs in the Strategic Plan period. Following recommendations of the 2014 COG, the Electoral Office of Dominica requested technical assistance leading to the Secretariat reviewing electoral legislation, operational and IT capacity of the electoral office and the voter education process. Results are expected in the next Strategic Plan period.</p> <p>Risks/Challenges/Assumptions: For the continued success of this programme, there must be political will within member states to welcome observers, promote good governance and best practices, and reform as needed. Therefore, the need for continuous engagement with member states throughout the spectrum of the electoral cycle is vital.</p>						
# of member states where at least 10% of Commonwealth Observer Group recommendations are in the process of being implemented within 12 months of an election taking place	0	0	5	1	Target surpassed	Highly Satisfactory
<p>Rationale for Performance Rating: Despite difficulties tracking this indicator within the stated 12 month time-frame (largely due to lack of available resources), solid evidence of IO achievement in-country has been observed - 1) in countries where missions have returned to assess uptake of COG recommendations with funding from Australia, notably Vanuatu and Nauru; 2) where COG missions have returned to countries where elections have previously been monitored and assessed the extent to which recommendations have been taken forward (see Seychelles case study, page 5). Although this represents a small sample of the overall elections monitored, there is sufficient evidence to be indicative of wider take-up of COG recommendations.</p>						

Intermediate Outcome (IO) Indicator	Baseline	MTR	Progress to 30 June 2017	SP Target	Target Status	Indicator Performance Rating
Outputs/Short Term Outcomes: COGs reported on elections in six member states (Nauru , Zambia , Ghana , The Bahamas , Lesotho and Papua New Guinea) 2016/17 bringing the total to 38. Risks/Challenges/Assumptions: For future Strategic Plans, measurable indicators that more accurately measure the Secretariat's impact within available budgets will be selected.						
# of member states adopting best practices and principles emerging from the Commonwealth Electoral Network in enhancing their national electoral processes	0	-	6 in 2015/16	12	Target not met	Satisfactory
Rationale for Performance Rating: Progress was last measured in 2015/16. As the next CEN Biennial Conference will be held in 2018, more up to date target status cannot be reported. Notwithstanding this, despite limited resources positive engagement with the CEN has continued between the conferences (see indicator below) Outputs/Short Term Outcomes: Building on the success of the 2016 Conference in Port of Spain, planning has begun for the 2018 Biennial Conference in Colombo, Sri Lanka . Risks/Challenges/Assumptions: Financial cuts at the Secretariat has led to limited capacity to engage with the CEN between conferences. This has been mitigated to a certain extent by the production and sharing of best-practice guides (see below), with feedback to be sought following the 2018 CEN conference.						
# of national electoral management bodies that embed best practices and principles emerging from the Commonwealth Electoral Network (CEN) in enhancing their national electoral processes	0	-	20 in 2015/16	20	Target met	Highly Satisfactory
Rationale for Performance Rating: As above, progress was last measured in 2015/16 when survey responses of 39 Electoral Management Body representatives that form part of the CEN indicated positive take-up of CEN practices and principles in line with targets. Outputs/Short Term Outcomes: In November, the Secretariat and the CEN launched a series of electoral publications to assist member countries in delivering fair, credible and inclusive elections and which also document, define and promote good Commonwealth electoral practice. The Compendium of Commonwealth Good Practice on Election Management sets out, for the first time, the key features expected in all Commonwealth national electoral management bodies. Risks/Challenges/Assumptions: As above - financial cuts have limited ongoing CEN engagement, mitigated to a certain extent by the development and sharing of electoral best practices. This indicator is self-reported through feedback by CEN representatives.						
1.4 - Values of 'respect and understanding' advanced						
% of student participants in Commonwealth Class Programme who report that learning about the Commonwealth has improved their understanding of global issues	63% (2014)		94%	75%	Target surpassed	Highly Satisfactory
Rationale for Performance Rating: Commonwealth Class Phase 2 concluded in June 2017, having been conducted in partnership, with the British Council serving as the delivery partner. Targets were met in line with the project's ambition to raise awareness of the Commonwealth and Commonwealth values among school-aged children. 93% of teachers surveyed at the close of the programme felt that the Commonwealth Class resources helped to increase students' knowledge of the values of the Commonwealth. 94% reported that their students had an increased understanding of global issues and 89% considered that the resources helped to encourage students to adopt the values of the Commonwealth. 96% reported that their students enjoyed the lessons where Commonwealth Class resources or activities were used and 91% agreed that the resources highlight the positive contribution that the Commonwealth makes to the world. Outputs/Short Term Outcomes: 37,716 schools were reached, well in excess of the 20,000 target. Risks/Challenges/Assumptions: The final survey conducted by the British Council focused on teachers' perception of whether students improved their understanding of global issues, rather than asking students directly as was done in the first survey at the end of Phase 1 (forming the baseline). The sample size for the final survey (139 teachers) was also small in comparison to the number of schools and students reached, and in comparison to the sample size of the survey at the end of Phase 1.						
STRATEGIC OUTCOME 2 - PUBLIC INSTITUTIONS						
2.1 - Effective institutions and mechanisms for the promotion and protection of human rights						
# of targeted member states with new or more effective National Human Rights Institutions (NHRIs)	-	0	0	10	Target not met	Satisfactory
Rationale for Performance Rating: Performance is rated Satisfactory given good evidence of results in line with member states' support requests and towards the achievement of IO ambitions, (i.e. strengthening of NHRIs). Lack of progress towards the IO target can be accounted for by the challenges outlined below.						

Intermediate Outcome (IO) Indicator	Baseline	MTR	Progress to 30 June 2017	SP Target	Target Status	Indicator Performance Rating
Outputs/ Short-Term Outcomes: Support has been given to strengthen 13 member NHRIs over the Strategic Plan period (3 in 2016/17). During 2016/17, significant progress was made in implementing the Kigali Declaration on CEFM at national level (Malawi), as well as advancement in relevant international forums (e.g. HRC - see narrative page 9). Ongoing technical support to Samoa 's National Inquiry process has also progressed well. Risks/ Challenges/ Assumptions: The criteria for progressing towards the IO target (i.e. supported NHRIs progressing towards 'A' Status in line with Paris Principles grading system) was too ambitious given the long timescales required for NHRI establishment/ strengthening which fall outside the Secretariat's Strategic Plan timeframes. Moreover, attribution is problematic as the Secretariat's support to strengthen member NHRIs (at their request) usually focuses on specific thematic areas (such as CEFM), rather than the broad criteria for NHRI grading. Thus while performance has been strong and NHRIs have been strengthened in line with their requests, the indicator progress does not reflect this positive performance. Improved monitoring is being put in place for the new Plan period to address this. Further challenges in 2016/17 included delayed support to 5 countries (Grenada , Seychelles Antigua and Barbuda , Malawi and Samoa) due to financial cuts.						
2.2 - Improved and constructive engagement of member countries in the UN's UPR process through technical assistance						
# of targeted member states that engage constructively with the UN UPR	0	-	15	20	Target not met	Highly Satisfactory
Rationale for Performance Rating: During 2016/17, 6 small states were engaged and advised around their UPR (Samoa , Antigua and Barbuda , Papua New Guinea , St Vincent and the Grenadines , Swaziland , Tanzania), bringing the total to 13 in the Plan period (15 including members supported to implement UPR recommendations), narrowly missing targets. Output/ Short Term Outcome Achievement: Further positive progress towards country support to implement UPR recommendations saw Grenada 's Constitutional Reform Advisory Committee (CRAC) conduct human rights education on the proposed Rights and Freedoms Bill, in the run up to a referendum in the country on constitutional reform. Ongoing long-term support to Sri Lanka to develop the human rights components of its proposed new constitution (also funded under 1.4) saw the incorporation of improved rights language relating to equality and non-discrimination within the recommendations made to its proposed fundamental rights chapter, and a commitment by the Human Rights Commission of Sri Lanka to accelerate its re-accreditation and regain NHRI 'A' Status with Secretariat support. Risks/ Challenges/ Assumptions: Targets were set based on assumed demand of Secretariat support by members through the UPR. While this assumption held true in most cases, not all members requested Secretariat support through the process.						
# of key regional human rights issues progressively addressed by Commonwealth Parliamentary Human Rights Groups	0	5	5	5	Target Met	Highly Satisfactory
Rationale for Performance Rating: Target achieved prior to reporting period with work ongoing on 5 issues. Output/ Short-Term Outcome achievement: Parliamentarians from 12 members made tangible Human Rights commitments at the 'Commonwealth Parliamentary Conference on the Rule of Law and Human Rights' (see narrative page 9) Risks/ Challenges/ Assumptions: The progressive monitoring of each issue area according to established criteria will be better monitored under the new Plan period.						
2.3 (combined with 2.5)- Effective mechanisms, procedures and legal frameworks that ensure the autonomous and harmonious operation of the three branches of Government and strengthen the independence of the judiciary						
# of member states that reform their constitutional and statutory provisions in order to uphold the Commonwealth (Latimer House) Principles	-	5	5	7	Target not met	Satisfactory
Rationale for Performance Rating: Performance showed good progress in supported countries despite scaled back delivery, in line with IO ambitions. Results from outputs and short-term outcomes are still at a relatively early stage, justifying the Satisfactory rating as further work will be ongoing in the new Plan period. Outputs/ short-term outcomes - In Bangladesh, capacity building was successfully provided on judicial independence for magistrates and judges of subordinate courts (see narrative page 10). Further, a study on the extent to which judiciaries in six Commonwealth jurisdictions enjoy autonomy over their financial and administrative affairs has been undertaken was described by one English High Court judge as "ground-breaking". The next step will be to share best practices with relevant judiciaries. Risks/ Challenges/ Assumptions: This project was considerably scaled back as a result of financial cuts and reduced staff capacity, and also following Maldives' withdrawal from the Commonwealth which meant planned support could no longer proceed.						
# of member states that establish procedures which provide for the appointment, discipline and removal of judges in accordance with the Commonwealth (Latimer House) Principles	-	5	5	5	Target met	Highly satisfactory

Intermediate Outcome (IO) Indicator	Baseline	MTR	Progress to 30 June 2017	SP Target	Target Status	Indicator Performance Rating
Rationale for Performance Rating: Results and targets were achieved before the Mid Term Review (MTR) of the Strategic Plan. Further work was planned in 2016/17, however this was put on hold (see below). The Highly Satisfactory performance rating relates to evidence of strong performance in line with initial plan targets. Risks, Challenges Assumptions: Consultation with Namibia relating to the Separation of Powers and utilising the Latimer House toolkit progressed. However, a planned colloquium has been postponed due to delays by the host country. While capacity-building delivered to judges proceeded in Bangladesh (see indicator above), further technical assistance planned in the country to give effect to the Sixteenth Amendment was postponed following the rejection by the Supreme Court of the government's appeal to strike down the Sixteenth Constitutional Amendment giving parliament a role in the removal of judges, upholding the High Court decision ruling the 16 th Constitutional Amendment unlawful.						
# of member states that institute reforms to strengthen the cognitive and institutional aspects of the independence of the judiciary	-	5	5	5	Target met	Highly Satisfactory
Rationale for Performance Rating: Targets achieved before MTR of the Strategic Plan. Work no longer ongoing.						
2.4 - National institutions effectively facilitating the administration and delivery of rule of law and justice						
# of member states using Secretariat guidelines, tools and model laws/ regulations to strengthen the administration and delivery of justice	1	3	8	4	Target surpassed	Highly Satisfactory
Rationale for Performance Rating: Targets were considerably surpassed, in part due to the nature of model law work which enables outputs to be leveraged to achieve results in multiple countries. In 2016/17, further IO level results were achieved in countries already counted under this indicator: Guyana and Namibia developed new securities legislation and public accountants' legislation respectively; guidance notes on the use of non-conviction-based forfeiture were adopted by the Nigerian government and published for the judiciary; Swaziland 's terror laws were reformed were amended to conform with anti-terror legislation; and Seychelles advanced work on intellectual property and innovation law and policy. Outputs/ Short-Term Outcomes: A further 4 countries engaged in climate law consultations, based on the Secretariat's Climate model law (Antigua and Barbuda , Barbados , Jamaica , Vanuatu). Initial consultations showed high levels of interest, with results expected under the new Strategic Plan period. Considerable focus has been on the establishment of the Office of Civil and Criminal Justice Reform, to be launched in 2017/18 (see page 11). Risks/ Challenges/ Assumption: The nature of the Secretariat's work developing model laws means it is often difficult to track and evidence how many countries adopt and implement them, or use them to inform their own legislative drafting processes. In some cases, verbal reports of model law utilisation have been received but not counted here due to lack of evidence. It is therefore expected that actual results surpass these progress figures. An additional challenge faced in 2016/17 was the plans to develop legislative drafting software were put on hold due to lack of available resources.						
# of member states that make substantial progress in creating legal frameworks for the (i) effective delivery of justice and (ii) promotion of reforms conducive to sustainable development	-	8	17	10	Target surpassed	Highly Satisfactory
Rationale for Performance Rating: Surpassed target before reporting period, with Mauritius added during the reporting period where a new Education Law and Police and Criminal Justice Reform Bill were developed with Secretariat support. Further, three legislative drafting CFTC support projects completed, with results achieved across a wide range of legislative frameworks in Namibia , Fiji and Belize .						
# of member states that effect administrative reforms to strengthen those institutions	-	3	7	4	Target surpassed	Highly Satisfactory
Rationale for Performance Rating: Target surpassed before report period. In 2016/17 three CFTC engagements completed having provided support to the judiciaries of Seychelles , Vanuatu and Kiribati . In each country, as well as clearing substantial case backlogs, the judges and experts built the capacity of the host institutions and introduced administrative reforms to improve judicial operations. For further detail, see case studies page 5 and page 11.						
2.6 - Improved public administration						
# member states with effective, accountable and transparent targeted public institutions in the efficient delivery of services as indicated by the existence and functioning of at least 5 of 9 institutions in line with Commonwealth agreed standards	0	7	11	11	Target met	Satisfactory
Rationale for Performance Rating: Satisfactory performance rating is justified by progress across the portfolio of Public Sector Governance projects in 12 countries in line with each country's support request and expected results, including: 1) IO level results achieved in 2016/17 included Grenada 's acceptance of a new Code of Ethics, so targets were met; 2) Good						

Intermediate Outcome (IO) Indicator	Baseline	MTR	Progress to 30 June 2017	SP Target	Target Status	Indicator Performance Rating
<p>progress towards IOs was seen in remaining projects including completed CFTC technical support in 4 countries (see page 10). 3) Where support is ongoing a number of countries on track to achieve IO level results (see below).</p> <p>Further, the independent CAACC evaluation demonstrated positive feedback from ACAs, validating its capacity building work (See page 10)</p> <p>Outputs and Short-Term Outcomes: Good progress shows countries are on track towards implementing improved public sector governance goals, with highlights including Zambia (new ACA Strategic Plan awaiting Parliament approval) and Mauritius (Public Service Strategy awaiting Cabinet approval) and implementation expected in the new Strategic Plan period. Successful biennial regional conferences were held for 18 African and 12 Caribbean ACAs, receiving positive feedback.</p> <p>Risks/ Challenges/ Assumptions: Delays were seen in Malawi due to breaches to the Abuja Guidelines, and support to St Lucia was postponed indefinitely following their elections and subsequent ministerial shuffles. The independent evaluation of Commonwealth anti-corruption work in Africa highlighted the need for an overarching Anti-Corruption strategy that consolidates and leverages the organisation's limited resources towards more impact. This is to be a focus of the new Plan period.</p> <p>The measurement of progress against this indicator has been adjusted to take into account the fact that the Secretariat does not support multiple public institutions within the same country - rather it provides niche support in one area within an institution. Success has been measured where a country has progressed towards strengthening the targeted institution in line with the country's support request.</p>						
STRATEGIC OUTCOME 3 - SOCIAL DEVELOPMENT						
3.1 - Strengthened national frameworks and policies improve health outcomes						
# of member states with up-to-date national Universal Health Coverage policies to meet the Sustainable Development Goals	-	24 (0)	24 (0)	29 (5)	Target not met	Not Satisfactory
<p>Rationale for Performance Rating: The Unit faced considerable challenges during the reporting period, which limited its ability to perform and deliver at a member state level in line with targets. The limited capacity and resources that remained were consolidated at a Pan-Commonwealth Strategic level, for example in the successful delivery of the Commonwealth Health Ministers' Meeting, reported under A1 (see page 23). Many challenges have been addressed through the new project design for the new Strategic Plan period, supported by additional funding for the Unit, but performance will continue to be monitored closely. Note: The 24 figure in the baseline is based on an assessment of all Commonwealth Countries, rather than those supported by the Secretariat. There has been no movement towards the IO target since the Mid Term Review of the Secretariat's Strategic Plan.</p> <p>Outputs/ Short Term outcome progress: While there was no significant work delivered at a country level (relevant for this indicator) beyond ongoing CFTC support in Sierra Leone, Pan-Commonwealth momentum built around the UHC work most notably through the CHMM.</p> <p>Risks/ Challenges/ Assumptions: Support to member countries stalled due to financial cuts. Further, the Unit faced significant capacity issues, compounded by the organisational restructure. A late change in the broader Health Strategy away from member country support towards more Pan-Commonwealth strategic work meant that the targets were set too high for the nature of the work delivered towards the end of the Strategic Plan period.</p>						
# of member states with up-to-date Non Communicable Diseases (NCD) policies to meet international health care delivery standards	-	0	2	5	Target not met	Fairly Satisfactory
<p>Rationale for Performance Rating: As previously reported, the pilot was downsized from 5 to 3 countries so the target was not met. Pilot objectives were achieved in 2 of the 3 pilot countries. Despite positive outcomes from the pilot, attribution to the Secretariat is problematic hence the "Fairly Satisfactory" rating.</p> <p>Output and Short-Term Outcome Progress: The NCD Implementation Framework, developed in partnership with the Healthy Caribbean Coalition (HCC), was successfully piloted during the reporting period in Antigua and Barbuda, Grenada, and St Vincent and the Grenadines. Of these, St Vincent and the Grenadines achieved its objective of establishing a multisector National NCD Commission (NNCDC), while Grenada successfully strengthened its existing NNCD.</p> <p>Risks/ Challenges/ Assumptions: As above, the Secretariat's adjusted Health strategy, limited financial resources and capacity on Health, meant that the country-level NCD pilots have progressed through partner HCC rather than hands-on implementation by the Secretariat. This means attribution is limited, despite initial engagement in framework development. Further, progress has been reported against this indicator according to the objectives of the work stream having been met in the relevant countries. However, it should be noted that comprehensive NCD policy reform is long term and multifaceted, taking years to fully achieve.</p>						
3.2 - Strengthened national policies and frameworks improve education outcomes						
# of member states with up-to-date national educational policies to support the delivery of the Sustainable Development Goals	-	38 (0)	38 (0)	43 (5)	Target not met	Fairly satisfactory

Intermediate Outcome (IO) Indicator	Baseline	MTR	Progress to 30 June 2017	SP Target	Target Status	Indicator Performance Rating
<p>Rationale for Performance Rating: Financial difficulties shifted focus from direct technical support toward building momentum around the two key new frameworks (CCF, CEPF). While traction has been growing around them among members, progress towards their implementation was delayed (see below) meaning the work is still at early stages and will require close monitoring in the new Strategic Plan period. The new project design for the new Strategic Plan period, supported by increased funding, will help to address some of the challenges below although focus will initially be on the successful delivery of the 20th Conference of Commonwealth Education Ministers in Fiji (February 2018). Note: The 24 figure in the baseline is based on an assessment of all Commonwealth countries, rather than those supported by the Secretariat. There has been no movement towards the IO target since the Mid Term Review of the Secretariat's Strategic Plan.</p> <p>Outputs and short-term outcome achievements: Good traction was seen around the two Pan-Commonwealth Frameworks. Further interest has also been seen around the TVET toolkit, to be rolled out to members in the new Strategic Plan period.</p> <p>Risks / challenges/ assumptions: The timeframes for achieving IO level results at a country level are much longer when work is focused at a Pan-Commonwealth level than when direct country support is provided. The late change in strategy from country-level approaches to Pan-Commonwealth approaches therefore means the targets were set too high for achievement in this plan period. This has been compounded by financial cuts leading to delays in piloting and implementing the frameworks.</p>						
3.3 - Gender equality and the empowerment of women effectively mainstreamed into member state policies, frameworks and programmes and Secretariat's projects						
# of targeted member states whose national policy formulation and planning processes reflect and demonstrate gender equality and empowerment.	-	0	2 (achieved by 2015/16)	4	Target not met	Fairly Satisfactory
<p>Rationale for Performance Rating: Performance in 2016/17 in terms of delivery was positive, but assumptions relating to member government uptake of support and results did not hold true therefore no additional countries were counted towards the indicator.</p> <p>Outputs/ Short-term Outcomes: In Namibia a gender audit was successfully carried out and recommendations accepted, but subsequent changes to personnel in the host ministry have meant that implementation has stalled.</p> <p>Risks/ Challenges/ Lessons: After a successful scoping mission, support was to Seychelles was cancelled due to the country's elections and subsequent changes in ministerial personnel. In Namibia, a change in Permanent Secretary has meant that previous commitments to enact the gender audit recommendations have stalled.</p>						
# of targeted member states whose instituted laws / regulations/ rules/ guidelines/ voluntary codes support gender equality in selected thematic areas.	-	0	3 (1 region)	7 (2 regions)	Target not met	Highly Satisfactory
<p>Rationale for Performance Rating: Highly satisfactory performance seen in the focus thematic area of strengthening judicial capacity to address VAWG. Despite delays in the initial development of the Asia VAWG bench-book, there is already evidence of traction growing around its application, indicating progress towards IO achievement. Moreover, the East-Africa regional bench-book is showing evidence of utilisation at a country level (Kenya, Tanzania, Uganda) (See page 13)</p> <p>Outputs and Short-Term Outcomes: The Asia bench book underwent successful peer review and is being translated. The launch will take place in 2017/18 following delays (see below).</p> <p>Risks/ Challenges/ Assumptions: The Asia bench book was delayed due to difficulties recruiting consultants with sufficient expertise to conduct this innovative piece of work. It is however now back on track with the launch to take place in the new Strategic Plan period.</p>						
3.4 - Improved capacity building for social development						
# of targeted member states that have enhanced capacity to implement frameworks, policies and / or legislation to address gender gaps in selected thematic areas.	-	0	1	2	Target not met	Satisfactory
<p>Rationale for Performance Rating - While funding cuts meant targets could not be met, support to the Bahamas completed its capacity building phase for the newly formed Gender Department (elevated from the Bahamas Women's Bureau).</p> <p>Risks/ Challenges/ Lessons: While the Bahamas new Gender Department was supported in its initial framework and establishment process with Secretariat support and funding, attribution for its later capacity building phase is limited. This is because the Secretariat has been unable to sustain engagement and financial support due to cuts, so progress has advanced instead with partner organisations. The Tanzania Women in Leadership project has not progressed due to lack of funding.</p>						

Intermediate Outcome (IO) Indicator	Baseline	MTR	Progress to 30 June 2017	SP Target	Target Status	Indicator Performance Rating
# of Health and Education knowledge hubs fully functioning	0	-	2	2	Target met	Fairly Satisfactory
Rationale for Performance Rating: Target achieved prior to reporting period- Both Hubs established and fully functioning in 2016/17, initially showing increased usage and engagement by member states in relevant Health and Education discussion forums. However, rated “Fairly Satisfactory” due to sustainability challenges. Risks/ Challenges/ Lessons: Financial cuts raised challenges in terms of sustaining the platforms, with sufficient investment in a suitable web platform not possible. Discussions are ongoing around an alternative platform for the Hubs.						
STRATEGIC OUTCOME 4 - YOUTH						
4.1 - National and pan-Commonwealth frameworks advance social, political and economic empowerment of young people						
# of member states implementing reform actions to establish or strengthen the policy environment for youth empowerment	-	2	12	8	Target surpassed	Highly Satisfactory
Rationale for Performance Rating: IO targets were surpassed, largely due to successful regional (Caribbean, ASEAN and Pacific) and national engagement strategies on evidence based youth policies. Significant traction around the 2013 and 2016 YDI also led to increased national level uptake, with 2 ASEAN countries (Brunei Darussalam and Cambodia) adopting national YDIs. Further, 4 countries (St Lucia, St Kitts, Dominica and Solomon Islands) finalised new Youth policies with Secretariat support. The independent CYP Evaluation endorsed the effectiveness and performance of both the YDI tool and Youth Policy support work (see page 15) Outputs/ Short-term Outcomes: As outlined in the report narrative, significant traction was seen around regional evidence-based youth policy discussions in Caribbean, ASEAN and Pacific showing good indication of further uptake and implementation at national level. Risks/ Challenges/ Lessons: The CYP evaluation was predominantly positive but highlighted key challenges for consideration in the new Strategic Plan period (see In Focus story page 15)						
# of member states taking action to further the professionalization of youth work	-	2	7	5	Target Surpassed	Highly Satisfactory
Rationale for Performance Rating: The Commonwealth has successfully advanced its reputation as a global leader in the youth work policy space with a track record for leading efforts on the professionalisation of youth work. The support of the Commonwealth on new initiatives like the Commonwealth Consortium on Youth Work training and the establishment of the Commonwealth Alliance of Youth Work Associations has triggered global interest in the Commonwealth contribution in this area. During 2016/17, New Zealand launched its National Youth Work Association, developed using Commonwealth tools and resources, and in partnership with the United Nations Population Fund (UNFPA). Outputs/ Short Term Outcomes: Support is ongoing to five countries in developing Youth Work Associations (Uganda, Fiji, India, Jamaica, Sri Lanka), showing good indication of IO achievement in the new Strategic Plan period. Further, nine Youth Work Associations have adopted the new Constitution to form the Commonwealth Alliance of Youth Work Associations and have adopted the Commonwealth Code of Ethics. Twenty Universities have joined the Commonwealth Consortium to deliver Youth work training supported by the Commonwealth and the Commonwealth of Learning. A successful Youth Work Week campaign, under the theme “Empowering Young People through Sports and Arts” was held, while 10 member countries undertook national level activities. A Commonwealth wide baseline survey involving 35 member states was conducted on the state of the Youth Work Profession in the Commonwealth. Risks/ Challenges/ Lessons: The CYP evaluation was predominantly positive but highlighted key challenges for consideration in the new Strategic Plan period (see In Focus story page 15)						
# of member states adopting sport as an intentional approach to advancing development and peace	20 (0)	23 (3)	26 (6)	28 (8)	Target Not Met	Highly Satisfactory
Rationale for Performance Rating: Despite not reaching targets, “Highly Satisfactory” rating is allocated due to evidence of IO achievement in Mauritius through its implementation of SDP within its national budgetary process, and progress in Botswana and Zambia indicating positive signs of IO achievement in the new Strategic Plan period, despite minor delays in-country (see below). Further, the CYP Evaluation highlighted the Secretariat as being an international sector lead on SDP, and stated there was good evidence to indicate future national level impact, despite it being a relatively new work area (see In Focus story page 15) Outputs and Short Term Outcomes: Technical support progressed in 2 countries with results expected in 2017/18. Support to mainstream gender in Botswana’s Sports Policy saw recommendations used in the review of the strategy review being undertaken by the Ministry of Youth, Sport and Culture. Zambia technical support to date has seen intentional use of sport as a development tool enhanced in the new sports policy drafted and the endorsement by the Ministry of Youth, Sport and Child Development of a Sports Sector Performance Framework. The publication of <i>Enhancing the Contribution of Sport to the SDGs</i> further positioned the Secretariat as leader in the SDP space as evidenced by endorsements of organisations such as UNESCO and the OECD alongside leading researchers in the field. Considerable profile was raised around the Rio Olympics, which also provided the venue for the successful delivery of the						

Intermediate Outcome (IO) Indicator	Baseline	MTR	Progress to 30 June 2017	SP Target	Target Status	Indicator Performance Rating
<p>8th Commonwealth Sports Ministers' Meeting. Ministers agreement to align sport policy to the SDG framework, combined with the Secretariat's policy analysis publications, was recognised as the impetus for subsequent endorsement by the Sixth International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport (in July 2017).</p> <p>Risks/ Challenges/ Assumptions: Engagement with non-Sport ministries is vital to ensuring that development priorities are emphasised and implemented within Sports policies. However, this remains a challenge and in the case of Zambia has led to delays.</p>						
4.2 - Young people empowered and supported to participate meaningfully, and to take forward youth-led initiatives						
# of national, regional and pan-Commonwealth youth-led networks and platforms established or strengthened			52	16	Target surpassed	Highly Satisfactory
<p>Rationale for Performance Rating: There is evidence that the 10 Commonwealth youth networks have both consolidated and expanded over the course of the Strategic Plan and in particular in 2016/17 in terms of membership, undertaking effective campaigns and projects, and engaging with policy-makers at relevant levels. Highlights are outlined on page 15. The recent Youth Evaluation, which included a survey to network leaders and participants, demonstrates that young people involved in the networks find it a positive and useful experience (see page 15). Further, during 2016/17, 3 youth networks and platforms were established including National Youth Councils in Kenya and Nauru and the regional Commonwealth Alliance of Young Entrepreneurs (CAYE) in Southern Africa.</p> <p>Outputs/ Short-term Outcomes: The youth networks cover over 948 youth organisations and 1,100 young leaders, and operate at national, regional and Commonwealth level.</p> <p>Risks/ Challenges/ Assumptions: Going into the new Strategic Plan period, fewer Young Professionals will be in post at the Secretariat following the organisational restructure. These roles have traditionally overseen the coordination of the Youth Networks. The remaining YPs will take on this role.</p>						
# of targeted national, regional and international institutions and individuals demonstrating increased impact in youth development and youth-led programming	-	8	10	15	Target Surpassed	Highly Satisfactory
Rationale for Performance Rating: Target surpassed prior to reporting period.						
STRATEGIC OUTCOME 5 - DEVELOPMENT: PAN-COMMONWEALTH						
5.1 - Effective policy mechanisms for integration and participation in the global trading system						
# of member states with enhanced ability to formulate trade policy, negotiate and implement international trade agreements	0	-	50	52	Target not met	Highly Satisfactory
<p>Rationale for Performance Rating - This indicator tracks effective annual engagement with member states in increasing capacity to formulate trade policy, negotiate and implement international trade agreements. In 2016/17, there was unprecedented opportunity to engage, heightened by global events such as Brexit, and supported by significant Secretariat outputs such as powerful research into the Commonwealth advantage and the well-attended Trade Ministers' Meeting.</p> <p>Output and Short-term outcome achievement reached unprecedented levels. The total number of members under this outcome (discounting duplication) was 50.</p> <ul style="list-style-type: none"> • 44 members participated in the inaugural Trade Ministers Meeting • 30 member states were represented at the three regional capacity-building events which prepared members to engage effectively in the WTO's 2017 conference in Argentina (Pacific - 8 countries; Africa - 14 countries; Caribbean - 8 countries). 73%, 100% and 93% delegates respectively reported the events would be useful in their organisations' programme of work. • 25 member states were supported through the Geneva Small States Offices Trade Advisor <p>Risks/ Challenges/ Assumptions: The target for this indicator was set too high. While the aspiration is to engage all Commonwealth members in this work stream, there will inevitably be a small proportion who are unable to engage for various reasons. For this reason, 50/52 members engaging in-depth on international trade policy is an unprecedented success. It should also be noted that this progress has been counted according to engagement as there has not been a monitoring mechanism in place to effectively evidence countries' enhanced ability to engage in trade as a result. This will be addressed in the new Strategic Plan period.</p>						
# of targeted international and regional forums that acknowledge trade related emerging issues and global trade support architecture of the Commonwealth	0	0	5	5	Target met	Highly Satisfactory
Rationale for Performance Rating: Target achieved during 2016/17 following the successfully convened inaugural Trade Ministers' Meeting (See <i>In Focus</i> story page 24)						

Intermediate Outcome (IO) Indicator	Baseline	MTR	Progress to 30 June 2017	SP Target	Target Status	Indicator Performance Rating
Outputs/ Short Term Outcomes: Progress also advanced in 2016/17 in 2/ 5 forums already counted under this indicator as outlined page 17: SDG 14; IPOA . Three regional forums also prepared 30 member states to effectively engage in MC11 to take place in the next Financial Year, each culminating in outcome documents which represent consensus on joint trade policy positions. Risks/ Challenges/ Assumptions: The Secretariat was able to mitigate some impact of budget cuts through building partnerships and establishing cost-sharing initiatives with the WTO Enhanced Integrated Framework (EIF), UNCTAD and UNDESA.						
# of trade competitiveness strategies and action plans developed and implemented by member states	0	2	14	8	Target surpassed	Highly Satisfactory
Rationale for Performance Rating: IO target surpassed with 4 additional members implementing new strategies and action plans following support delivered at the request of relevant ministries: (1 - Grenada ; 2 - Kenya ; 3 - Papua New Guinea ; 4 - Pakistan - see page 17 for more information). Output and Short Term Outcome achievement: Progress has been consistent across the 33 active projects and 18 countries. This included additional results in countries already counted under this indicator (Botswana 's Aid for Trade Strategy launched, to be followed up by a National Export Strategy; Jamaica 's Export Diversification Strategy launched under the <i>New Product New Market</i> work stream; COMESA (Common Market for Eastern and Southern Africa) Regional Leather and Leather Products Design Studio launched; Sri Lanka 's Minister of Finance endorsed the formation of a Working Group to guide the process of establishment of a new Import-Export bank following a Secretariat recommendation. Further, support to 3 countries (Mozambique , Cameroon and Solomon Islands) respectively saw their National Export Strategy, E-Commerce Strategy and Trade Orientated Youth Entrepreneurship Strategy enter their consultation phases, indicating good progress towards IO achievement in the next Strategic Plan period. Risks/ Challenges/ Assumptions: Five projects were delayed in the first six months of 2016/17 due to lack of funds (Lesotho , Cameroon , Solomon Islands , Sri Lanka and South Africa). As noted above, these since progressed in the second half of the year.						
# of new elements introduced into member states' trade strategies	0	0	5	4	Target surpassed	Highly Satisfactory
Rationale for Performance Rating: IO targets exceeded during reporting period with Implementation of a Trade Facilitation Agreement in St Kitts and Nevis ; Mutual Recognition Agreements expanded for East African Community to include legal services and land surveyors. Outputs and Short-Term Outcomes: Support was given to five countries to identify potential new trading agreements with the United Kingdom following Brexit (Jamaica , Nigeria , Kenya , South Africa , India). Of these, India's Ministry of Commerce has established an informal committee on the recommendations, and Kenya's Ministry of Foreign Affairs organised a consultation on the Secretariat's paper. Risks/ Challenges/ Assumptions: The definition of 'new elements' has been broadly defined for this Strategic Plan period. This will be adjusted going forward to better capture results.						
5.2 - Commonwealth principles and values advanced in global development and financing decisions (e.g. G20 and post-2015 MDG framework)						
# of Commonwealth position papers on global development and financing decisions formally recognised at G20 and post-2015 development agenda and other key international forums	-	10	23	22	Target surpassed	Highly Satisfactory
Highly Satisfactory Performance: Targets were surpassed in 2016/17 with four Commonwealth position papers being recognised by key international forums bringing the total to 23: Two de-risking submissions were recognised by the Financial Stability Board and the World Bank Small States Report; a Countercyclical Finance Instruments submission was recognised by the Paris Forum; and a submission on extending counter-cyclical finance loans was recognised by the UN Finance for Development Inter-Agency Task Force for Development. Outputs and Short-Term Outcomes: Momentum has consistently built around key campaigns such as de-risking, countercyclical finance, international taxation (see page 19) Risks, Challenges, Assumptions: The World Bank's planned pilot of the debt-swap initiative in Jamaica , a Secretariat initiative, stalled due to lack of support by the host country. The Secretariat's financial situation limited the team's capacity to sustain consistent engagement with key stakeholder institutions on some campaign issues. Alternative engagement strategies have been pursued successfully, however, such as monthly teleconferences with Small States with International Financial Centres which have received positive feedback from participants.						
5.3 - National frameworks facilitate effective debt management						
# member states that are implementing Secretariat recommended reform actions to improve their management of public debt	-	3	7	8	Target not met	Highly Satisfactory

Intermediate Outcome (IO) Indicator	Baseline	MTR	Progress to 30 June 2017	SP Target	Target Status	Indicator Performance Rating
<p>Highly Satisfactory Performance: 7/8 supported countries implemented Secretariat reform actions to improve their management of public debt, with Cyprus and Revolutionary Government of Zanzibar and the added during 2016/17 after adopting CS-DRMS. Overall performance is rated green given the extent of outcomes achieved and the fact that the eighth country, Guyana, is due to adopt and implement a new Public Debt Management Act, drafted with Secretariat technical assistance, in early 2017/18.</p> <p>Outputs/ Short-term Outcomes: Guyana has already accepted all major recommendations on its legal framework for Public Debt Management, Roadmap and Guidance for its Public Debt Management Act. Fiji, already counted under this indicator, saw further developments through its bond reopening (see page 19). Further, to strengthen technical capacity for public debt management, 164 debt managers from across Africa, Asia, the Pacific and the Caribbean were trained using the Secretariat's new eLearning tool which delivers courses in domestic and external debt management, and debt recording in CS-DRMS. The course was piloted and subsequently scaled up in 2016/17.</p> <p>Risks/ Challenges/ Assumptions: Performance was positive when adjusted to take into account assumptions relating to the timeframes of project support and their dependence on member country timeframes (outside project control), as well as Secretariat finances which were delayed in the case of Guyana's support.</p>						
% of member states effectively utilising the Secretariat's debt management systems to proactively manage their debt portfolio	-	60%	86%	80%	Target surpassed	Highly Satisfactory
<p>Rationale for Performance Rating: Target surpassed with 37 of 43 countries (86%) upgraded to Version 2 of the system.</p> <p>Output/ Short-Term Outcome Achievement: The remit of this project has evolved beyond the initial updates this indicator relates to. Focus is on implementing a comprehensive system upgrade in order to maintain CS-DRMS's relevance for its users. 2016/17 saw preparations for the upgrade completed, to be piloted in 2017/18.</p> <p>Risks/ Challenges/ Assumptions: Reduced team capacity led to delayed timeframes in the upgrade project, mitigated in part by consultants. An ongoing challenge is the complex, technical nature of the upgrade coupled with the fact this is an untested work area. The project approach has been adapted to develop and deliver software over iterations spanning a full instrument cycle, to allow the team to undertake early testing and identify and fix issues as they arise.</p>						
5.4 - Effective, equitable, transparent and sustainable management of marine and other natural resources						
The degree of integration between policies and legislation in member States for the management and governance of natural resources	Low	Low	NA	Moderate	Not measurable	Not measurable
Rationale for Performance Rating and Risks/ Challenges/ Assumptions: Focusing on integration between policies and legislation has not proven possible to consistently report against.						
# of reformed/established governance frameworks and institutional arrangements in member States that promote and support the sustainable management of natural resources	-	9	11	16	Target not met	Highly Satisfactory
<p>Rationale for Performance Rating- Despite support delays as a result of funding cuts, 11 countries received ongoing technical support under this outcome in 2016/17, with IO achievement evident in Guyana through key reform of the establishment of a Petrol Commission as a result of their new Petrol Commission Bill, showing good progress towards targets. Performance is rated Highly Satisfactory due to the fact that five additional countries are evidencing good progress towards IO achievement, with results expected in the new Plan period (see below).</p> <p>Outputs/ short-term outcomes: Five countries accepted Secretariat recommendations to reform/ establish their frameworks showing good indication for adoption and implementation and that the target will be met (Bahamas - Mining Sector Policy; Jamaica - review of Gas Regulations and Petroleum sector legislative reform for placing before Cabinet; Botswana - Mineral Policy; Namibia - local content policy for petrol sector and Advisory Report on reform of upstream petrol operations; Swaziland - Minerals Sector recommendations).</p> <p>Risks/ challenges/ assumptions: Delays in 4 countries were experienced due to the Secretariat's financial situation (Mozambique, Papua New Guinea, Malawi, Ghana). Support to Tanzania was delayed by finances, breaches of Abuja Guidelines and implications of the recently elected administration. Timeframes were also adjusted for Namibia and Botswana where the stakeholder consultations took longer than anticipated. This learning has fed into future project planning processes.</p>						
# of maritime boundaries delimited by Commonwealth member states in accordance with international law, including through joint development and other provisional arrangements	-	3	8	11	Target not met	Highly Satisfactory
Rationale for Performance Rating: Of the 11 countries supported under this outcome, support to 6 countries was delayed as outlined below. Notwithstanding this, results in prioritised work streams were evident through the successful delimitation of 4 maritime boundaries: In Antigua and Barbuda the maritime boundary with France was negotiated and formally adopted;						

Intermediate Outcome (IO) Indicator	Baseline	MTR	Progress to 30 June 2017	SP Target	Target Status	Indicator Performance Rating
<p>Vanuatu and Solomon Islands signed an agreement on their respective boundaries; Maritime boundaries were also signed between Saint Lucia and Saint Vincent and the Grenadines, and between Saint Lucia and Barbados, and formally adopted at the CARICOM Heads of Government meeting (July 2017).</p> <p>Outputs/ Short Term Outcomes: Papua New Guinea completed its submission to the UN Commission on the Limits of the Continental Shelf.</p> <p>Risks/ Challenges/ Assumptions: Interventions were delayed in 6 countries due to the current financial situation, in-country reorganization and political decision making, so targets were narrowly missed before the end of the strategic plan period.</p>						
# of broad-based mechanisms for effective, transparent and integrated management of marine resources implemented by member states	-	4	6	8	Target not met	Highly Satisfactory
<p>Rationale for Performance Rating: Of 9 members supported to improve their management of marine resources in 2016/17, significant results were evident through the adoption by Vanuatu and the Bahamas of new National Oceans Policies. Targets were narrowly missed, but good progress in additional countries outlined below) justifies the “Highly Satisfactory” rating.</p> <p>Outputs/ Short-Term Outcomes: Further progress was seen in Antigua and Barbuda (draft National Maritime Policy submitted to government); St Vincent and the Grenadines (development of National Maritime Administration); Mauritius (clarification of roles within new National Oceans Council, development of transparent decision-making structures around Ocean economy); and Papua New Guinea (preparing to transition its new Oceans Office to a permanent body with Secretariat support); Monitoring and evaluation of the Seychelles Blue Economy Roadmap is ongoing with continuing support provided for the resolution of their outstanding maritime boundary with Madagascar.</p> <p>Moreover, the Secretariat expanded its broader ocean governance remit, in particular relating to work on the Blue Economy in particular relating to work on the Blue Economy. This included co-authoring a major Blue Economy report and developing an assessment of the status of the Blue Economy in the Caribbean with the World Bank. Partnership development with the OECS Secretariat is ongoing and interest expressed in entering into a Memorandum of Understanding. The DEFRA Group of the United Kingdom is engaging with the Secretariat on the development of toolkits for marine pollution prevention under the Blue Charter and alignment with the work of the Commonwealth Marine Economies Programme. Results are expected in the new Strategic Plan period.</p> <p>Risks/ Challenges/ Assumptions: Timeframes for members’ implementation of support recommendations are outside the Secretariat’s control, e.g. Saint Lucia’s development of an Ocean Policy was affected by their new government transition and is still being reviewed internally.</p>						
STRATEGIC OUTCOME 6 - SMALL STATES AND VULNERABLE STATES						
6.1 - International policies, mechanisms and rules are more responsive to small states’ development strategies and resilience needs						
# of targeted international conferences that acknowledge the sustainable development needs of small states	-	3	7	6	Target surpassed	Highly Satisfactory
<p>Rationale for Performance Rating - This target was achieved during 2016/17 with two conferences targeted- the UN Oceans Conference (results will feed into the Pacific 2050 Report) and the 2016 World Bank Small States Forum which reflected considerable evidence of the influence of Commonwealth positions (see report narrative page 21)</p> <p>Output and Short-term outcome achievement -</p> <p>Two countries were targeted for resilience profiling reports: Seychelles and Tonga. The draft report for the Seychelles has been shared with the government and is due to be finalised in the next reporting period. The Pacific 2050 Report was completed in this period and launched at the Oceans Conference (June 2017). The Small States Centre of Excellence is expected to be fully established and operational by the end of 2017.</p> <p>Risks/ Challenges/ Assumptions- Despite constrained financial and human resources the project was able to meet its targets. The focus for 16/17, however, shifted to research due to financial constraints in order to avoid raising the expectations of member countries, particularly around the resilience profiling project which was scaled down.</p>						
% of small member states that effectively participate in targeted international processes related to their sustainable development needs	-	50%	100%	65%	Target surpassed	Highly Satisfactory
<p>Rationale for Performance Rating - All of the 31 Commonwealth small states members attended the 2016 Small States Forum convened by the World Bank in October 2016. This forum was preceded by the 4th Global Biennial Conference of Small States, a Commonwealth convening event, where consensus was sought on small states global positioning issues.</p>						

Intermediate Outcome (IO) Indicator	Baseline	MTR	Progress to 30 June 2017	SP Target	Target Status	Indicator Performance Rating
6.2 - Small states enabled to effectively participate in international decision-making processes						
% of small member states constructively engaging with trade forums and human rights mechanisms in Geneva via small states office	-	50%	81%	60%	Target surpassed	Highly Satisfactory
Rationale for Performance Rating: A permanent Trade Advisor is in place in Geneva (supporting 25 small states in 2016/17) and Secretariat-based Human Rights Advisors also provide support and capacity building to the resident missions of member countries in the GSSO on a rotational basis, including through facilitating well-received engagement and capacity building around the 33 rd , 34 th and 35 th sessions of the Human Rights Council (September 2016, March-June 2017). The reporting period also saw an increased collaboration with partners such as the Group of Friends of SIDS and OHCHR, and an increase in the profile of the Secretariat in Geneva through its participation in the SIDS/LDCs related meetings and side events and informal meetings of Commonwealth missions based in Geneva. Risks/ Challenges/ Assumptions: The lack of a resident Human Rights Advisor due to funding constraints remains a challenge in Geneva, mitigated to a certain extent by providing rotational support through Secretariat based Human Rights Advisors when required.						
# of small member states engaging effectively with the UN General Assembly and other forums in New York via the small states office	-	10	11 in 2016/17	9	Target surpassed	Highly Satisfactory
Rationale for Performance Rating - As reported above, support to small states through the offices in Geneva and New York goes beyond the resident missions through targeted and well-received advisory support. Output and Short-term outcome achievement - Currently 9 members are resident in the New York Office (Dominica , Grenada , Kiribati , Saint Vincent and the Grenadines , Samoa , Seychelles , Solomon Islands , Tuvalu and Vanuatu). Two additional member states have expressed interest in joining the office. The New York Office moved to a permanent location with bigger premises, enabling more available office space for additional member countries to join.						
6.3 - Improved climate financing frameworks						
# of Commonwealth member states that report improved access to climate finance arising from Commonwealth influenced tools or policies.	-	0	0	5	Target not met	Satisfactory
Rated Satisfactory- Good progress was made despite the risks/ challenges and assumptions outlined below preventing the project from meeting its Strategic Plan target. Output and Short-term outcome achievement: Good progress was made in the establishment of the CFAH (21 Advisors are now in place nationally and regionally, with the hub in Mauritius established. It is anticipated that the programme will deliver results in 17/18. Three Regenerative Development forums took place in this period in collaboration with the Cloudburst Foundation. A report will be presented to CHOGM in 2018. (See page 22 for more detail) Risks/ Challenges/ Assumptions: Delays to recruitment resulted in late start dates for in-country Technical Advisors. Given this delay and the long-term support required in-country climate finance can be effectively accessed, the target was set too high for achievement within the Strategic Plan period.						
ENABLING OUTCOMES - ADVOCACY, TECHNICAL ASSISTANCE AND PARTNERSHIP, AND COMMUNICATIONS						
I - International declarations, resolutions and other commitments on democracy, development and diversity include Commonwealth perspective						
# of outcome documents at CHOGM and Ministerial meetings that reflect Commonwealth consensus perspectives	0	6	18	9	Target surpassed	Highly Satisfactory
Rationale for Performance Rating: Targets were surpassed with 6 outcome documents reflecting Commonwealth consensus perspectives produced during this reporting period: 1) WAMM, 2) Sports Ministers' Meeting; 3) Meeting of Law Ministers and Attorneys General of Small Commonwealth Jurisdictions; 4) Commonwealth Finance Ministers' Meeting; 5) Commonwealth Health Ministers' Meeting; 6) Commonwealth Foreign Affairs Ministers' Meeting Risks/ Challenges/ Assumptions: While outcome documents reflect consensus perspectives of members around relevant meetings, work is underway to establish improved monitoring mechanisms to track the success of ministerial meetings in the new Plan period.						
# of targeted international forums that recognise the Commonwealth shared policy positions and include Commonwealth proposals in global outcome documents	0	4	11	7	Target surpassed	Highly Satisfactory

Intermediate Outcome (IO) Indicator	Baseline	MTR	Progress to 30 June 2017	SP Target	Target Status	Indicator Performance Rating
Rationale for Performance Rating: Highly satisfactory with targets surpassed and one additional international forum added in 2016/17 as the Secretariat was invited to share a Commonwealth perspective on international taxation at the OECD's Global Forum on Transparency and Exchange of Information for Tax Purposes. Outputs and Short-Term Outcomes: Four forums already counted under this indicator recognised the Secretariat's positions: 1) The World Bank's Small States report referenced Secretariat's work on de-risking; 2) The Paris Forum recognised the Secretariat's work on counter-cyclical finance; 3) UN Finance for Development Task Force recognised the Secretariat's proposal for countercyclical loans; 4) The World Bank's Small States Road Map referenced the debt swap initiative. Risks, Challenges and Assumptions: See reporting under 5.2. It should be noted that this indicator refers only to the Finance for Development elements of the Secretariat's advocacy work.						
II - Technical assistance, referral and partnership mechanisms respond flexibly to member states' needs and capacity development priorities						
# of approved short and long term technical assistance engagements in response to requests of member states	59	44	45 in 2016/17	40-50	Target met	Highly Satisfactory
Rationale for Performance Rating: The CFTC technical assistance (TA) portfolio remained active and effective, meeting the target of 45 active engagements during 2016/17. This result area focuses on the delivery of TA engagements, while results are reported under the relevant Strategic Pillars. Outputs/ Short-term Outcomes: The portfolio of TA experts improved in terms of spread across Strategic Pillars, regional support allocation and gender. Further, over 80% engagements were provided on a South-South basis (see narrative page 25). Risks/ Challenges/ Assumptions: Financial cuts during the year meant some engagements were delayed.						
# of member states made aware of alternative sources of support to address their needs and capacity development priorities	0	7	12	NA	Target N/A	Satisfactory
Rationale for Performance Rating: Targets not applicable to this area of work. Check with Purvi - No clear strategy in place?						
% of Commonwealth accredited organisations with a satisfactory level of engagement with the Commonwealth Secretariat and member states	0	0	51% in 2016/17	80%	Target not met	Fairly Satisfactory
Rationale for Performance Rating: The challenges noted below led to limited Accredited partner engagement during the year. However, there were pockets of excellent examples of collaboration with accredited organisations across Strategic Pillars (see narrative page 26), plus 4 new organisations achieved accreditation, showing increasing appetite to partner closely with the Secretariat. The 80% target is ambitious for a non-CHOGM year where there are always fewer opportunities to engage. Outputs/ Short-Term Outcomes: 4 new partners became accredited. The Secretariat hosted 4 engagement opportunities for Accredited partners. However, a feedback survey to accredited partner representatives fed back that 55% reported overall satisfaction with current levels of engagement. Risks/ Challenges/ Assumptions: Engagement with accredited partners (as indicated by attendance at Secretariat events or similar) decreased to 51% partners engaging 2016/17 from 81% in 2015/16 due to: 1) The fact 2016/17 was not a CHOGM year, which attracts increased engagement from the Commonwealth family; 2) Funding cuts reduced the number of events available for Accredited partner participation; 3) Secretariat partnership team capacity reduced to one person; 4) The restructure led to delays in the development of an overarching Partnership Strategy, which was put on hold until the new Strategic Plan period to ensure that it supports the new Strategic Plan and Delivery Plan.						
# of effective partnerships formed with the accredited organisations	0	0	4	6	Target not met	Fairly satisfactory
Rationale for Performance Rating - Pockets of good examples of effective partnerships with the Accredited Organisations were evident in 2016/17. However, in the absence of a Partnership Strategy and a consistent methodology for tracking effective partnerships, this IO indicator rates "Fairly Satisfactory". Progress has been counted where there is evidence of Accredited organisations partnering successfully with the Secretariat to deliver programmatic work to support member states. Outputs/ Short-Term Outcomes - During 2016/17, notable areas of engagement in joint programmes with Accredited Partners included the launch of the pilot mentorship scheme with Rotary International (see page 26); and working with the Commonwealth Parliamentary Association and Commonwealth Human Rights Initiative to deliver a parliamentary event on Human Rights (see page 9). Risks/ Challenges/ Assumptions: A new Partnership Strategy will address ongoing engagement and monitoring challenges, including through providing a definition of "effective partnerships"						
% of Commonwealth accredited organisations with a satisfactory level of engagement with the Commonwealth Secretariat and member states	0	0	51% in 2016/17	80%	Target not met	Fairly Satisfactory

Intermediate Outcome (IO) Indicator	Baseline	MTR	Progress to 30 June 2017	SP Target	Target Status	Indicator Performance Rating
<p>Rationale for Performance Rating: The challenges noted below led to limited Accredited partner engagement during the year. However, there were pockets of excellent examples of collaboration with accredited organisations across Strategic Pillars (see narrative page 26), plus 4 new organisations achieved accreditation, showing increasing appetite to partner closely with the Secretariat. The 80% target is ambitious for a non-CHOGM year where there are always fewer opportunities to engage.</p> <p>Outputs/ Short-Term Outcomes: 4 new partners became accredited. The Secretariat hosted 4 engagement opportunities for Accredited partners. However, a feedback survey to accredited partner representatives fed back that 55% reported overall satisfaction with current levels of engagement.</p> <p>Risks/ Challenges/ Assumptions: Engagement with accredited partners (as indicated by attendance at Secretariat events or similar) decreased to 51% partners engaging 2016/17 from 81% in 2015/16 due to: 1) The fact 2016/17 was not a CHOGM year, which attracts increased engagement from the Commonwealth family; 2) Funding cuts reduced the number of events available for Accredited partner participation; 3) Secretariat partnership team capacity reduced to one person; 4) The restructure led to delays in the development of an overarching Partnership Strategy, which was put on hold until the new Strategic Plan period to ensure that it supports the new Strategic Plan and Delivery Plan.</p>						
# of effective partnerships formed with the accredited organisations	0	0	4	6	Target not met	Fairly satisfactory
<p>Rationale for Performance Rating - Pockets of good examples of effective partnerships with the Accredited Organisations were evident in 2016/17. However, in the absence of a Partnership Strategy and a consistent methodology for tracking effective partnerships, this IO indicator rates “Fairly Satisfactory”. Progress has been counted where there is evidence of Accredited organisations partnering successfully with the Secretariat to deliver programmatic work to support member states.</p> <p>Outputs/ Short-Term Outcomes - During 2016/17, notable areas of engagement in joint programmes with Accredited Partners included the launch of the pilot mentorship scheme with Rotary International (see page 26); and working with the Commonwealth Parliamentary Association and Commonwealth Human Rights Initiative to deliver a parliamentary event on Human Rights (see page 9).</p> <p>Risks/ Challenges/ Assumptions: A new Partnership Strategy will address ongoing engagement and monitoring challenges, including through providing a definition of “effective partnerships”</p>						
III - Profile of the Commonwealth is strengthened at all levels						
Level of commitment from member states to high-level advocacy efforts in support of Commonwealth Day and CHOGM, and analysis of media coverage generated around these events	Low	Medium	Not ascertained	High	Not measurable	Progress not measurable
<p>Rationale for Performance Assessment: Going forward this indicator cannot be analysed according to the same metrics as previously as the media monitoring contract was not renewed. No new provider appointed due to the current financial situation.</p>						
Level of action by Commonwealth leaders and ministers to reference CHOGM, Commonwealth Day, The Commonwealth in speeches and international forums	Low	-	Not ascertained	High	Not measurable	Progress not measurable
<p>Rationale for Performance Assessment: Progress on the level of action by Commonwealth leaders and ministers who reference CHOGM, Commonwealth Day, The Commonwealth in speeches and international forums, is difficult to ascertain as these references are not tracked by the Secretariat, and the media monitoring providers contract expired (see above).</p>						
Level of media engagement and analysis of media stories and references made about the Commonwealth	Low	Medium	High	High	Target met	Satisfactory
<p>Rationale for Performance Assessment: Despite the fact full media monitoring not been available during the reporting period due to financial cuts, internal tracking has shown high levels of media engagement from mainstream media outlets across the four Commonwealth regions and in national print, online, TV and radio outlets during the reporting period.</p> <p>Outputs/ Short Term Outcomes: Various speaking engagements were organised for the Secretary-General. DSGs and Secretariat experts at major conferences, meetings and missions. In addition, a number of interviews were delivered with the SG and DSGs. Media engagement ‘spikes’ were seen at key moments including: The UN’s top climate agency credited the Commonwealth with providing the “impulse” for the Paris Climate Change Agreement, leading to widespread coverage (February 2017); Commonwealth Day; The Youth Development Index launch; The Commonwealth Youth Awards; The Trade Ministers’ Meeting; Electoral support to PNG and Vanuatu; The landmark UN Ocean Conference in New York, at which plans for a new Commonwealth Blue Charter were presented.</p> <p>Risks/ Challenges/ Assumptions: The Secretariat also vigorously rebutted a series of ‘misleading and untruthful media allegations’ published by the Daily Mail, Mail on Sunday and Mail Online.</p>						
Level of access and utilisation of Commonwealth knowledge resources, services and networks by the Commonwealth Citizens	Low	-	High	High	Target met	Highly Satisfactory

Intermediate Outcome (IO) Indicator	Baseline	MTR	Progress to 30 June 2017	SP Target	Target Status	Indicator Performance Rating
Rationale for Performance Assessment: There was good evidence of increased utilisation of Commonwealth information and knowledge resources. For knowledge resources see IV below. In terms of Networks, performance improved across both the website and social media: There was an average increase of visitors to the Commonwealth's website of 22 per cent (year-on-year). Web traffic peaked in October, with nearly 130,000 visits to the organisation's website. The number of followers of our Twitter feed grew (average of 55 per cent each month, year-on-year) and Facebook followers (average 40 per cent year-on- year growth). Traffic on LinkedIn experienced similar growth. By December, more than 35,000 people were following the Commonwealth on Twitter.						
Level of perception and understanding of the Commonwealth, its brand and visual identity as indicated by the Commonwealth citizen survey	Low	-	Low	High	Not measurable	Progress not measurable
Rationale for Performance Rating: The level of understanding and perception of citizens about the Commonwealth was to be measured in a Global Perception Survey. This survey has been cancelled due to the current financial situation.						
IV - Knowledge management and exchange leads to sharing of good practices and strengthened Commonwealth networks						
# of quality publications, reports, periodicals, research and knowledge-based materials disseminated and utilised	27,673	52,555	93,523	62,500	Target surpassed	Highly Satisfactory
Rationale for Performance Rating: iLibrary downloads, bookshop hits and web page hits on knowledge products surpassed targets for the annual year Risks/ Challenges/ Assumptions: Restructuring and staff vacancies across the organisation contributed to fewer publications produced during the reporting period.						
Total usage on Commonwealth Connects networks in facilitating the exchange of information	80,710	95,878	132,257 in 2016/17	100,000	Target surpassed	Highly Satisfactory
Rationale for Performance Rating: Targets surpassed in terms of documents viewed/ printed / downloaded during, showing good engagement through Commonwealth Connects Outputs/ Short-term Outcomes: There continues to be high levels of usage of Commonwealth Connects by High Commissions, Commonwealth Board of Governors and Commonwealth Accredited Organisations networks respectively. Risks/ Challenges/ Assumptions: User interactions decreased year-on-year in the first half of the year from 2015/16 due to an expected an boost in engagement during CHOGM 2015 (for which there was a dedicated network).						
INTERNAL OUTCOMES - HUMAN RESOURCES, CORPORATE AND IT SERVICES, RESULTS BASED MANAGEMENT						
A - The recruitment and retention of a diverse, engaged and high-performing workforce to facilitate the effective delivery of the Strategic Plan						
% improvement in the proportion of staff and experts that consider the Commonwealth Secretariat as an employer of choice	-	30%	NA	50%	Not measurable	Not measurable
Rationale for Performance Rating: The staff engagement survey was postponed due to the organisational restructure, therefore the planned indicator was not measurable. However, consultations were carried out as part of the restructure process, seeing 163 staff respond to an online survey and 71 have 1-2-1 interviews. Qualitative findings noted that staff reported "working for the Commonwealth Secretariat is a privilege and that [they] enjoy doing work that is worthwhile."						
% of staff who have their performance rated as 'Performing' or 'Outstanding Performance'	-	0	99%	85%	Target Surpassed	Highly Satisfactory
Rationale for Performance Rating: Target surpassed - 99.45% (180) end of year reviews were completed for 2015/16. 29 had Outstanding Performance;151 Performing and 1 Underperforming.						
Level of effectiveness in resource planning and delivery contributing to organisational performance and meeting member states requirements	Low	Medium	Medium	High	Target not met	Fairly Satisfactory
Rationale for Performance Rating: Rated "Fairly Satisfactory" against the performance metrics that feed into this indicator (succession planning, vacancy to fill rate, innovative resource solutions, optimal use of systems and fit for purpose recruitment processes) largely due to the implications of the funding cuts, restructure and consequent vacancy rates (up to 27% by the end of 2016/17). Notwithstanding these challenges, the strong new human resources strategy (informed by a recent external review), coupled with the implementation of the new organisational structure, should see a rapid improvement under the new Strategic Plan period. This will be closely monitored. Risks/ Challenges/ Assumptions: The reform process has led to increased vacancies across the organisation, as well as within the Human Resources division.						

Intermediate Outcome (IO) Indicator	Baseline	MTR	Progress to 30 June 2017	SP Target	Target Status	Indicator Performance Rating
Levels (Unit of measurement) of diversity in the different workforce categories is representative of the Commonwealth as indicated by: a) <i>Gender balance</i> b) <i>Geographic representation</i> c) <i>Age (Youth under 30 years of age)</i>	a)F52%/M48% b)65% of 53 c) 2% of total (established) staff	a)F58%/M42% b)71% of 53 c)3.8% total (established) staff	a)F56%/ M 44% b)74% of 52 c) 13% of total (established) staff	a)F55%/M45% b)75% of 52 c)15% of total (established) staff	Target not met	Highly Satisfactory
Rationale for Performance Rating: Highly satisfactory performance rating allocated because despite the fact the diversity of the workforce has in some cases got marginally worse and not met targets, this is largely due to attrition and the restructuring process, rather than a poor performing recruitment process.						
B - Efficient and effective delivery of corporate services						
% of financial statements approved before 31 December following the end of the financial year	-	66%	0%	100%	Target not met	Satisfactory
Rationale for Performance Rating: The 2015/16 financial statements for COMSEC, CFTC and CYP were prepared and given to the auditors prior to December 2016 and were approved and signed in February 2017. The late approval of the 2015/16 financial statements was due to resourcing constraints within the finance team.						
Level of stewardship of Secretariat funds (unqualified financial statements)	-	66%	100%	100%	Target Met	Highly Satisfactory
Rationale for Performance Rating: The 2015/16 financial statements for all three funds were finalised during the year and were unqualified.						
Level of safety, suitability and functionality of staff working environment	-	85%	-	95%	Target Met	Highly Satisfactory
Rationale for Performance Rating: During the period, there were only four minor accidents reported and no security incidents. Only one half of a business day was lost due to environmental factors (lack of heating on one building)						
% reduction in the Secretariat's carbon emissions	-	60%	36%	90%	Target not met	Highly Satisfactory
Rationale for Performance Rating: The Secretariat achieved a 36% reduction in Carbon emissions in 2016/17 compared with the 2015/16. In addition, the Secretariat achieved its energy reduction target a year in advance of the projected target. Risks/ Challenges/ Lessons: The target set for this indicator was overly ambitious. One of the reasons for the reduced emissions was the financial situation and consequently reduced travel by staff (flight emissions were down 30%). Notwithstanding this, progress was still evident with energy and operations seeing a 6% reduction. What this means, however, is that when the financial situation improves again it could show an increase in emissions.						
Level of delivery of events and event services across the organisation that support the business requirement	-	85%	95%	95%	Target met	Highly Satisfactory
Rationale for Performance Rating: Logistics and protocol elements were delivered to the highest standard possible. There were no cancelled high-level meetings managed by the internal Conference Section.						
Room booking system is functional, efficient and effective	-	50%	75%	80%	Target not met	Satisfactory
Rationale for Performance Rating: The room booking system remains incomplete as, although a new system was procured, it is not yet working to the standards necessary. The issues are with the supplier's development team and the Secretariat is working closely with them to ensure this the system is delivered in a timely fashion in 2017/18.						
Level of compliance with IT Service Level Agreement targets	-	80%	86%	95%	Target not met	Satisfactory
Rationale for Performance Rating: On track						
Level of staff satisfaction with IT services	-	75%	85%	90%	Target not met	Satisfactory
Rationale for Performance Rating: The roll-out of new telephones saw an increase in the total number of service calls.						
Level of service availability and system uptime meet agreed targets	-	80%	99%	95%	Target Surpassed	Highly Satisfactory

Intermediate Outcome (IO) Indicator	Baseline	MTR	Progress to 30 June 2017	SP Target	Target Status	Indicator Performance Rating
Rationale for Performance Rating: Target surpassed as 99% reported high levels of satisfaction with IT services.						
<i>C - Information Technology merged with B</i>						
<i>D - Effective planning, quality assurance and ME&R system to facilitate the delivery and reporting of the Strategic Plan</i>						
% of projects assessed as performing in line with the Secretariat's RBM Standards	-	40%	81%	70%	Target Surpassed	Highly Satisfactory
Rationale for Performance Rating: Rated Satisfactory based on the 61/75 IO indicators (each representing a project) that were rated "Satisfactory" or "Highly Satisfactory" during the reporting period. For further information, refer to the analysis at the beginning of the Performance Annex.						
% of Divisional progress reports that meet internal quality standards	-	15%	20%	50%	Target not met	Fairly Satisfactory
Rationale for Performance Rating: 9/45 (20%) progress reports met quality standards in terms of timeliness, evidence-base and the correct application of the report guidance. The % projects meeting the internal standards represents a slight decrease from the last reporting period for reasons outlined as risks/ challenges below. While the "Timeliness" scoring criteria meant most reports scored badly, a "Fairly Satisfactory" rating has been applied due to improvements seen in the other two criteria of "Evidence" and "Correct application of report guidance" - which are more telling indicators of quality application of RBM and overall reporting performance. Risks/ Challenges/ Assumptions: The vast majority of those reports which did not meet the quality standards failed on account of the timeliness criteria, in part due to the ongoing organisational restructure (reduced capacity) and also concurrent project planning for the new Strategic Plan period. The new project designs, to be implemented in the new plan period, should help to improve the quality of reporting and so was worth the additional time investment of staff.						
% of Secretariats' planning and reporting products to governing bodies that meet internal standards and are accepted by the Executive Committee and Board of Governors on first submission	-	60%	50%	80%	Target not met	Satisfactory
Rationale for Performance Rating: Of the five planning and reporting products presented to the Secretariat's Governing Bodies in 2016/17, two were accepted by both the Board and Executive Committee on first submission (Annual Results Report 2015/16, Six Monthly Progress Report July - December 2016), both receiving positive feedback; two were rejected at first submission but subsequently accepted (Strategic Plan - 2013/14 - 2020/21, Delivery Plan 2017/18); and one (Budget 2017/18) was not accepted by the Executive Committee on first submission but subsequently accepted by the Board in principle at first submission. A Satisfactory performance rating has been allocated because despite not meeting targets, the Strategic Plan and Delivery Plan require significant negotiation and feedback within these meetings which then inform the final documents. For the Strategic Plan (2013/14 - 2016/17), there was considerable delay in approval, so the fact that the new Strategic Plan document, the Delivery Plan (an entirely new aspect to the Strategic planning process), and the 2017/18 Budget were accepted before the beginning of the new Plan period can be seen as a considerable success. Outputs/ Short-Term Outcomes: See page 31 for information about the Secretariat's Strategic Plan, Delivery Plan and budget bidding process. Significant additional engagement with governing bodies took place during the year in order to discuss reform, as well as achieve consensus around the new Strategic Plan, Delivery Plan and Budget 2017/18. This included an informal retreat and 4 extraordinary meetings (1 Executive Committee, 3 Board of Governors).						
% of evaluation recommendations that have informed management decisions in reforming the Secretariat's systems, processes and programmes	-	30%	70%	50%	Target Surpassed	Highly Satisfactory
Rationale for Performance Rating: A meta-evaluation was conducted of 30 Secretariat evaluations that took place over an 11-year period (June 2005 - June 2016). The review included assessing the nature of evaluation recommendations and the extent to which they were followed up. Over 50% recommendations related to advice on project/ programme design, while 22% were strategic recommendations, and others (in order of frequency) were external relations, human resources, communications and financial management. Five evaluations were sampled to assess follow-up of recommendations, informing this indicator data, of which 70% (67 of 96) recommendations had already been implemented or were in the process of being implemented. Of those not implemented, over half were described by divisions as either not feasible, not relevant, or not endorsed. Another 20% were reported as requiring additional resources (human financial) and half were reported as still to be implemented. Only four recommendations remained with an 'unknown' status. The meta-evaluation 'revealed clear pockets of strength in the Secretariat's evaluation function', and made recommendations relating to the function of evaluation, knowledge management systems, and resourcing that will be taken into account in the drafting of the Secretariat's new Evaluation Strategy.						

Annex 2: 2016/17 Technical Assistance Projects

The following table shows Technical Assistance projects that were active in 2016/17. Where projects are ongoing, the titles and countries are given. Where Technical Assistance projects came to an end, results are briefly summarised under the relevant pillars of this report, with page references shown in the table below.

Strategic Outcome	Project Name	Start Date	End Date	Status
Public Institutions	1. Antigua & Barbuda - Supporting the establishment of Public Policy Unit	Jun-16	May-17	Complete (See Page 10)
	2. Bahamas - Institutional strengthening of the Attorney General's Office (2 Engagements, 1 not started)	Feb-15	TBC	On-Going
	3. Belize - Public Sector Institutional Strengthening and Capacity Building	Jun-15	TBC	On-Going
	4. Belize - Strengthening the Institutional Drafting Capacity of Attorney General's Office	Jun-15	Nov-17	Complete (See Page 10)
	5. Botswana - Strengthening Africa Anti-Corruption Centre	Jan-16	Jan-17	Complete (See Page 10)
	6. Caribbean - Strengthening of Drafting Offices in the Commonwealth Caribbean (4 Engagements)	Feb-13	TBC	On-Going
	7. Cook Islands - Development of a Robust Performance Management Framework for the Government of Cook Islands	Nov-15	May-17	Complete (See Page 10)
	8. Fiji - Development and Finalisation of Priority Legal Framework within the Attorney General's Chambers	Sept-16	Jun-17	Complete (See Page 11)
	9. Kiribati - Judge to the High Court (2 Engagements)	May-14	May-17	Complete (See Page 10)
	10. Mozambique - Strengthening mechanisms for policy implementation in the Mozambique Public Service	Sept-16	Dec-16	Complete (See Page 10)
	11. Namibia - Strengthening public financial management standards	Jul-16	Oct-16	Complete (See Page 11)
	12. Seychelles - Strengthening the Capacity of the Judiciary	Ju-13	Apr-17	Complete (See Page 5)
	13. Vanuatu - Strengthening the Institutional Capacity of the Supreme Court (2 Engagements)	Aug-12	Mar-17	Complete (See Page 6)
Social Development	14. Mauritius - Support for System-wide Educational Reform and the Development of a Regulatory	Jul-16	Oct-16	Complete (See Page 12)

	Framework for Higher Education (3 Engagements, 2 not started)			
	15. Sierra Leone - Strengthening of Sierra Leone National Health System post Ebola Virus Disease	Jul-15	TBC	On-Going
Youth	16. Dominica, St Kitts & Nevis - Review and Development of New National Youth Policies in the Eastern Caribbean (2 Engagements)	Jul-16	Apr-17	Complete (See Page 14)
	17. St Lucia - Technical Support for Review of National Youth Policy	Jun-15	Aug-16	Complete (See Page 14)
Development: Pan-Commonwealth	18. Commonwealth - Assistance to small states on multilateral trade issues	Sept-16	TBC	On-Going
	19. Cook Islands - Technical Support to the Ministry of Mineral and Natural Resources of the Cook Islands in the sustainable management and development of seabed mineral resources (2 Engagements)	Feb-12	Nov-16	Complete (See Page 18)
	20. Mauritius - Support for Mauritius' participation in the Trade in Services Agreement (TiSA) negotiations	Oct-15	Dec-16	Complete (See Page 18)
	21. Pacific - Strengthening the Office of the Chief Trade Adviser (OCTA) to support Pacific Islands Forum countries in PACER+ negotiations (2 Engagements)	Aug-12	Dec-16	Complete (See Page 18)
	22. Seychelles - Implementation of Industrial Property Rights Act 2014 in compliance with WTO TRIPS Agreement	May-16	Apr-17	Complete (See Page 5)
	23. Seychelles - Blue Economy Strategic Roadmap and Implementation	Jan-16	TBC	On-Going
	24. St. Vincent & Grenadines - Strengthening of Maritime and Ocean Affairs	Aug-16	TBC	On-Going
	25. Tonga - Strengthening Macro Economic Capacity in the Office of the Ministry of Finance and National	Jun-16	TBC	On-Going
Engagements planned (not started)	26. Dominica - Strengthening the Office of the Attorney General (2 Engagements)	N/A	N/A	N/A
	27. Kiribati - Support for the effective and sustainable management of offshore mineral resources	N/A	N/A	N/A
	28. Maldives - Strengthening the Institutional Capacity of the Judicial Service Commission (2 Engagements)	N/A	N/A	N/A
	29. Mauritius - Formulation of a Civil Services Reform Strategy	N/A	N/A	N/A
	30. St. Lucia - Operationalisation of Saint Lucia's National Governance and Management Model for the health sector (2 Engagements)	N/A	N/A	N/A

Annex 3: Commonwealth Secretariat Publications 2016/17

Commonwealth reference books

The Commonwealth at the Summit: Communiqués of Commonwealth Heads of Government Meetings, Volume 4: 2007-2015

September 2016

Commonwealth Secretariat

Economic Affairs

Achieving the Istanbul Programme of Action by 2020: Tracking Progress, Accelerating Transformations

LDC IV Monitor

September 2016

A Handbook on Regional Integration in Africa: Towards Agenda 2063

Brendan Vickers

March 2017

Small States: Economic Review and Basic Statistics, Volume 19

Commonwealth Secretariat

October 2016

Elections

Election Management: A Compendium of Commonwealth Good Practice

Commonwealth Secretariat

November 2016

Gender

Advancing Gender Equality: Case Studies from Across the Commonwealth

Commonwealth Secretariat

August 2016

Judicial Bench Book on Violence Against Women in Commonwealth East Africa

Commonwealth Secretariat

January 2017

Rule of Law

Common Law Legal Systems Model Legislative Provisions on Money Laundering, Terrorism Financing, Preventive Measures and Proceeds of Crime

Commonwealth Secretariat

August 2016

Oceans and Natural Resources

Aquaculture: Commonwealth Blue Economy Series, No. 2

Adam Hughes, John Day, Lucy Greenhill, Michele Stanley

September 2016

Blue Biotechnology: Commonwealth Blue Economy Series, No. 5
Lucy Greenhill, John Day, Michele Stanley
September 2016

The Blue Economy and Small States: Commonwealth Blue Economy Series, No. 1
Julian Roberts, Ahmed Ali
September 2016

Capture Fisheries: Commonwealth Blue Economy Series, No. 3
Clive Fox, G. Macfadyen, R. Cappell
September 2016

Key Issues in Natural Resource Taxation and Revenue Management in the Commonwealth
Daniel Wilde
October 2016

Marine Renewable Energy: Commonwealth Blue Economy Series, No. 4
Lucy Greenhill, John Day, Michele Stanley
September 2016

Youth

Enhancing the Contribution of Sport to the Sustainable Development Goals
Iain Lindsay, Tony Chapman
April 2017

Annex 4: Strategic Plan Portfolio Overview (2013/14-2016/17)

The 2016/17 report signals the end of the Secretariat's Strategic Plan (2013/14-2016/17). Analysis has been carried out in order to demonstrate the scale of the Secretariat's portfolio throughout the Plan period. The figures below provide a snapshot of this data.

Figure 11 shows a breakdown of Ministerial Meetings and CHOGMs that took place over the Strategic Plan period (2013/14 - 2016/17), the host country and their attendance by member countries (including where ministers were in attendance). Where more than one of any type of meeting has taken place, averages are provided between the meetings.

Figure 11



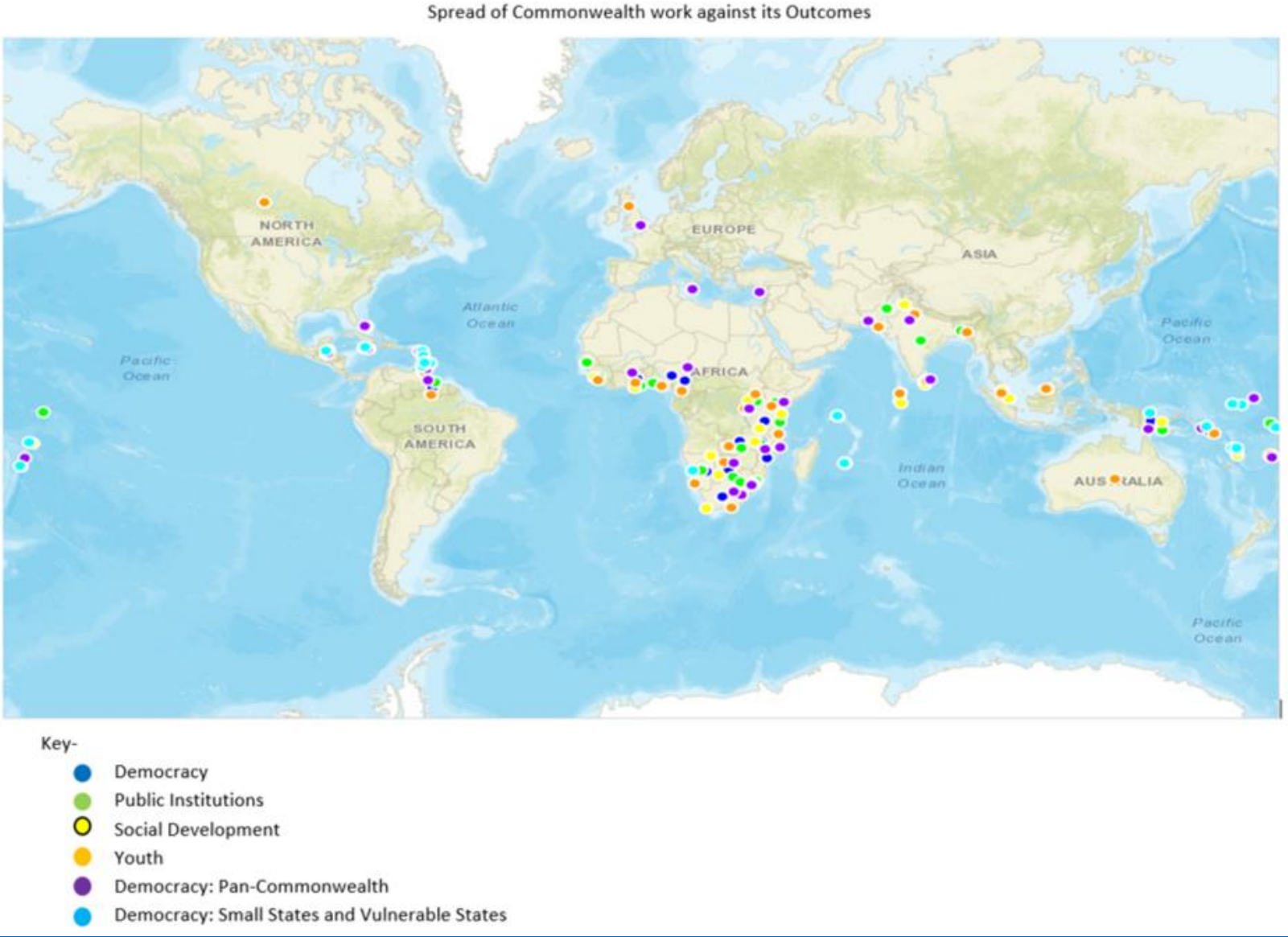
Figure 12 shows a map of direct, in-depth support received by member states across the Secretariat's Strategic Pillars - for example where Secretariat staff or advisors have provided tailored support to a member state in response to a support request. It does not

include pan-Commonwealth event/ capacity building attendance (unless part of a more in-depth support plan), or broader network membership (which is detailed on page 27 of this report). The accompanying spread-sheet provides more detail by country and result area.

- Through the Strategic Plan period, the Secretariat delivered in-depth support across its six Strategic Pillars in each of the 52 Commonwealth member states.
- On average countries received in-depth support for 6.5 engagements
- African and Caribbean member states received on average 7 engagements per country, while Asia and Pacific member states averaged 5 engagements.
- Most engagements of the 343 engagements were carried out under the Public Institutions pillar (98), then Development: Pan-Commonwealth (72), Youth (62), Social Development (42), Democracy (36) and Small and Vulnerable States (35)

Note: The Secretariat's monitoring systems have been improved over the course of the Strategic Plan period, and so the data provided is as accurate and comprehensive as the existing data permits.

Figure 12



Country/ region	1.1	1.2	1.3	1.4	2.1	2.2	2.3 /5	2.4	2.6	3.1	3.2	3.3	3.4	4.1	4.2	5.1	5.2	5.3	5.4	6.1	6.2	6.3	Total
	CMAG	Good Offices	Elections	Respect Und'g	HR - NHRIs	HR - UPR	RoL - Justice	RoL - Devt	Anti-Corr'n	Health	Ed'n	Gender	Capacity building	Youth Policy	Youth Networks	Trade	Int'l Finance	Debt	Oceans/ Nat Res	Small States	SS Offices	Climate finance	
Pan-Commonwealth																X							1
Africa Region						X	X		X		X	X		X	X	X		X					9
Botswana			X				X	X	X		X			X		X			X				8
Cameroon			X										X	X	X								4
Gambia								X															1
Ghana			X		X						X				X				X				5
Kenya					X	X		X	X		X			X	X	X							8
Lesotho		X	X					X	X					X		X							6
Malawi			X		X	X										X							4
Mauritius						X	X	X	X		X			X	X	X	X	X			X	X	13
Mozambique		X	X		X	X		X											X				6
Namibia			X				X	X	X		X	X		X	X				X			X	10
Nigeria			X					X							X	X							4
Rwanda			X					X				X			X	X							5
Seychelles			X		X	X		X				X	X		X	X			X	X	X		11
Sierra Leone								X	X	X				X	X	X							6
South Africa			X		X			X	X		X			X	X	X							8
Swaziland		X	X		X	X	X	X	X		X					X		X	X				11
Uganda			X		X			X	X		X		X	X	X								8
United Republic of Tanzania			X			X			X			X			X								5
Zambia		X	X			X	X		X		X			X									7
Asia Region						X					X	X		X	X	X		X					7
Bangladesh							X							X	X								3
Brunei Darussalam									X					X									2
India									X					X	X	X							4
Malaysia											X			X	X								3
Maldives	X	X	X				X				X			X	X								7
Pakistan					X						X		X	X		X							5
Singapore											X												1
Sri Lanka			X		X		X	X	X		X		X	X	X	X		X					11
Caribbean and Americas						X		X	X					X	X	X	X	X	X			X	10
Antigua and Barbuda			X			X			X	X									X		X	X	7
Bahamas, The								X	X			X					X	X	X				6
Barbados								X	X		X		X			X		X	X	X			7
Belize								X	X				X	X	X	X					X		8
Canada														X									1
Dominica			X			X								X							X		4
Grenada					X	X		X	X	X						X			X	X	X		9
Guyana			X			X	X	X	X					X	X	X		X	X		X		11
Jamaica					X			X	X		X			X	X	X		X	X	X		X	11
Saint Lucia										X	X			X					X	X	X		6
St Kitts and Nevis			X											X		X			X		X		5
St Vincent and The Grenadines			X			X			X	X						X			X		X		7
Trinidad and Tobago			X			X							X	X				X	X				6
Europe Region															X								1
Cyprus																		X					1
Malta														X				X					2
United Kingdom														X		X							2
Pacific Region						X			X					X	X	X		X	X			X	8
Australia														X									1
Fiji	X							X			X			X	X	X		X					7
Kiribati						X		X								X					X		4
Nauru			X																		X		2
New Zealand														X									1
Papua New Guinea			X			X					X					X			X	X	X		7
Samoa					X	X		X			X					X				X	X	X	8
Solomon Islands			X											X	X				X	X	X		6
Tonga							X	X								X				X	X		5
Tuvalu									X												X		2
Vanuatu		X	X			X		X											X		X	X	7
	2	6	27	0	13	22	11	27	25	5	22	7	8	34	27	31	3	15	23	9	18	8	344

Total Africa: 139

Average Africa: 7

Total Asia: 36

Average Asia: 5

Total Caribbean: 88

Average Caribbean: 7

Total Pacific: 62

Ave Pacific (exc Aus, NZ): 5

Annex 5: Acronyms

ACA	Anti-Corruption Association
ACP	African, Caribbean and Pacific Group of States
AGO	Attorney General's Office
ARR	Annual Results Report
ASEAN	Association of Southeast Asian Nations
CAACC	Commonwealth African Anti-Corruption Centre
CARICOM	Caribbean Community and Common Market
CAYE	Commonwealth Alliance of Young Entrepreneurs
CAYWA	Commonwealth Alliance of Youth Work Associations
CBS	Community Based Surveillance
CCASS	Computerised Case Administration System Seychelles
CCF	Commonwealth Curriculum Framework
CEFM	Child, Early and Forced Marriage
CEN	Commonwealth Election Network
CEPF	Commonwealth Education Policy Framework
CFAH	Climate Finance Access Hub
CFNHRI	Commonwealth Forum of National Human Rights Institutions
CFTC	Commonwealth Fund for Technical Co-operation
CHOGM	Commonwealth Heads of Government Meeting
CHW	Community Health Workers
CMAG	Commonwealth Ministerial Action Group
CNCP	Commonwealth Network of Contact Persons
COG	Commonwealth Observer Groups
COMESA	Common Market for Eastern and Southern Africa
COMSEC	Commonwealth Secretariat Fund
COP22	22 nd Conference of Parties to the UN Framework on Climate Change
CS-DRMS	Commonwealth Secretariat - Debt Recording Management System
CSD	Central Securities Depository
CVE	Countering Violent Extremism

CWEIC	Commonwealth Enterprise and Investment Council
CYC	Commonwealth Youth Council
CYCN	Commonwealth Youth Climate Change Network
CYP	Commonwealth Youth Programme
CRAC	Constitutional Reform Advisory Committee
DEFRA	Department for Environment, Food and Rural Affairs
DF	Designated Funds from internal reserves
DSG	Deputy Secretary General
EBR	Extra-Budgetary Resources
ECZ	Electoral Commission of Zambia
EIF	Enhanced Integrated Framework
EMB	Election Management Body
EMAG	Education Ministers Action Group
ERP	Enterprise Resources Planning
EU	European Union
G20	Group of Twenty
GSSO	Geneva Small States Office
GVC	Global Value Chain
HCC	Healthy Caribbean Coalition
HE	His Excellency
HRC	Human Rights Council
HRH	His Royal Highness
IATI	Independent Aid Transparency Index
ICT	Information and communications technology
IDSR	Integrated Disease Surveillance Response
IPOA	Istanbul Programme of Action
IMF	International Monetary Fund
IO	Intermediate Outcome
LDC	Least Developed Countries
MOU	Memorandum of Understanding
NCD	Non-Communicable Diseases
NEC	Nauru Electoral Commission

NHRI	National Human Rights Institution
NNCDC	National Non-Communicable Diseases Commission
OECD	Organisation for Economic Cooperation and Development
PAA	Public Accounts’ and Auditors’ Act
PACER	Pacific Agreement on Closer Economic Relations
PIF	Pacific Island Forum
RBM	Results Based Management
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SDP	Sport for Development and Peace
S-G	Secretary-General
SIDS	Small Islands Developing States
SMART	Specific, Measurable, Achievable, Realistic, Time-bound
SME	Small Medium Enterprise
SP	Strategic Plan
SRF	Strategic Results Framework
TA	Technical Assistance
TiSA	Trade in Services Agreement
TRIPS	Trade-Related Aspects of Intellectual Property Rights
UHC	Universal Health Coverage
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNFPA	United Nations Population Fund
UPR	Universal Periodic Review
VAWG	Violence Against Women and Girls
WAMM	Women’s Affairs Ministers’ Meeting
WTO	World Trade Organisation
WTO MC11	World Trade Organisation Eleventh Ministerial Conference
YDI	Youth Development Index

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